THE PRESIDENCY
OFFICE OF THE SECRETARY TO THE GOVERNMENT OF THE FEDERATION

2023
ANNUAL REPORT

Celebrating Nigeria's 7th Successive Democratic Transition

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LIST OF ABBREVIATIONS

Administrative Staff College of Nigeria	ASCON
Africa Continental Free Trade Area	AfCFTA
Border Community Development Agency	BCDA
Bureau of Public Procurement	BPP
Bureau of Public Service Reforms	BPSR
Cabinet Affairs Office	CAO
Central Bank of Nigeria	CBN
Central Delivery Coordinating Unit	CDCU
Centre for Energy Research and Training	CERT
China National Nuclear Cooperation	CNNC
Christian Pilgrimage Operators	CPO
Civil Society Organizations	CSO
Community Based Organization	CBO
Coronavirus Disease 2019	COVID-19
Country Programme Framework	CPF
Data Economic Centre	DEC
Department of Petroleum Resources	DPR
Department of State Security	DSS
Digital Identification for Development Project	ID4D
Ecological Project Office	EPO
Economic and Financial Crime Commission	EFCC
Economic Monitoring and Multilateral Relations	EMMR
Energy Commission of Nigeria	ECN
Faith Based Organization	FBO
Federal and State Security Administrative Meeting	FSSAM
Federal Capital Territory	FCT
Federal Executive Council	FEC
Federal Ministry of Agriculture and Rural Development	FMARD
Federal Ministry of Budget and Economic Planning; Federal Ministry of Power	FMoP
Federal Ministry of Finance, Budget and National Planning	FMFBNP
Federal Ministry of Health	FMoH
Federal Ministry of Industry Trade and Investment	FMITI
Federal Republic of Nigeria Security Instruction	FRSI
Federal Road Safety Corps	FRSC
Fiscal Responsibility Act	FRA
Gesellschell fur Internationale Zuesemmaniaibelt	GIZ

General Services Office	GSO
Geographical Information System	GIS
Governance and Institutional Policy Commission	GIPC
Government Information Financial Management System	GIFMIS
Group of Governmental Experts	GGE
National Hydro-Electric Power Producing Areas Development Commission	N-HYPPADEC
Independent Corrupt Practices and other Related Offences Commission	ICPC
Independent National Electoral Commission	INEC
Infrastructure Concession Regulatory Commission	ICRC
Internal Boundaries Technical Committee	IBTC
International Atomic Energy Agency	IAEA
International Boundaries Technical Committee	INBTC
Institute of Quality Assurance of Nigeria	IQAN
Integrated Nuclear Infrastructure Review	INIR
Integrated Personnel Payroll Information System	IPPIS
Intelligence Community Committee	ICC
Inter-Ministerial Committee	IMC
Medium-Term Expenditure Framework	MTEF
Ministries, Extra-ministerial Departments and Agencies	MDAs
Multipurpose Research Reactor	MPRR
National Action Committee	NAC
National Agency for Food and Drugs Administration and Control	NAFDAC
National Agency for the Control of AIDS	NACA
National Atomic Energy Commission	NAEC
National Authority on Chemical and Biological Weapons Convention	NAC&BWC
National Biotechnology Development Agency	NABDA
National Boundary Commission	NBC
National Council for Colleges of Education	NCCE
National Council on Hydrocarbons	NCH
National Council on Science, Technology and Innovation	NCSTI
National Emergency Management Agency	NEMA
National Employment Consultative Association	NECA
National Hajj Commission	NACHON
National Improved Oil Recovery Centre	NIORC
National Information Technology Development Agency	NITDA
National Institute of Security Studies	NISS
National Intelligence Agency	NIA
National Nuclear Energy Programme	NNEP
National Primary Health Care Development Agency	NPHCDA

National Strategy for Public Service Reforms	NSPSR
National Security Adviser	NSA
National Security Agency Appeal Committee	NSAAC
National Security Council	NSC
National Social Investment Programme	NSIP
National Quality Council	NQC
NEITI Audit Management System	NAMS
Nigerian Agribusiness Group	NABG
Nigeria Atomic Commission	NAEC
Nigeria Centre for Disease Control	NCDC
Nigeria Electricity Regulatory Commission	NERC
Nigeria Extractive Industrial Transparency Initiative	NEITI
Nigeria Institute of Socio-Economic Research	NISER
Nigeria Inter-Religious Council	NIREC
Nigeria Labour Congress	NLC
Nigeria National Petroleum Company	NNPC
Nigeria Union of Road Transport Workers	NURTW
Nigerian Association of Road Owners	NARTO
Nigerian Centre for Disease Control	NCDC
Nigerian Christian Pilgrimage Commission	NCPC
Nigerian National Accreditation Service	NiNAS
Nigerian National Volunteer Service	NNVS
Nigerian National Quality Policy	NNQP
Nigeria Export Promotion Council	NEPC
Nigeria Economic Summit Group	NESG
Nigerian Environmental Standards and Regulations Enforcement Agency	NESREA
Nigerian Nuclear Regulatory Authority	NNRA
Non-Governmental Agencies	NGA
Nuclear Safety, Security and Safeguard	NSSS
Nuclear Technology Center	NTC
Nuclear Power Plant Development	NPPD
Office of the Head of Civil Service of the Federation	OHCSF
Office of the National Security Adviser	ONSA
Office of the Secretary to the Government of the Federation	OSGF
Organization for the Prohibition of Chemical Weapons	OPCW
Pakistan Atomic Energy Commission	PAEC
Pan African Quality Infrastructure	PAQI
Political and Economic Affairs Office	PEAO

Presidential Committee on Small Arms and Light Weapons	PSALW
Presidential Inauguration Committee	PIC
Presidential Task Force on COVID-19	PTF
Presidential Transition Council	PTC
Project Implementation Unit	PIU
Public Private Partnership	PPP
Radio Frequency Identification	RFID
Road Transport Safety Standardisation Scheme	RTSSS
Secretary to the Government of the Federation	SGF
Standards Organisation of Nigeria	SON
Special Service Office	SSO
Technical Cooperation Programme	TCP
Technical Unit on Governance and Reforms	TUGAR
Transition Technical Task Team	TTTT
Transmission Company of Nigeria	TCN
United Nations Convention Against Corruption	UNCAC
United Nations Development Programme	UNDP
United Nations General Assembly	UNGA
West African Monetary Zone	WAMZ
World Trade Organisation	WTO
World Health Organisation	WHO

FOREWORD

It is with great pride and deep appreciation that I present the 2023 Annual Report of the Office of the Secretary to the Government of the Federation, Nigeria. The year 2023 has been a defining chapter in the history of our nation, marked by the seventh successive democratic transition to the present Administration of His Excellency, President Bola Ahmed Tinubu, GCFR. As expected, the Office of the Secretary to the Government of the Federation (OSGF) played a pivotal role in ensuring a smooth and effective handover, setting the stage for the renewed hope vigor with which this administration has commenced its journey.

This annual report offers a comprehensive narrative of the activities and accomplishments of the OSGF in 2023. It highlights the collaborative efforts with various Ministries, Departments, and Agencies (MDAs) to advance the administration's agenda of national economic revitalization, security enhancement, and social cohesion.

The past year has been characterized by significant changes and the recalibration of our governance framework to align with the strategic vision of President Tinubu's administration, and this Office has been at the forefront of these efforts, coordinating the activities of the Federal Government, ensuring policy coherence, and facilitating the execution of the President's directives.

Sequel to the swearing-in of the newly appointed Ministers of the Federal Republic of Nigeria at the State House Conference Centre on Monday, 21st August, 2023, two arms of OSGF collaborated to organise a 3-day Cabinet Retreat for Ministers, Special Advisers, Permanent Secretaries and Top Government Functionaries on the theme "***Delivering on the Renewed Hope Agenda***," to sensitize on administrative processes, elucidate the Administration's Priorities, discuss delivery strategies and solidify the Federal Government's delivery framework.

The first Ministerial Retreat of the Administration commenced from 2nd November, 2023, where a bond of understanding on effective service delivery between Mr President, the Ministers, and Permanent Secretaries was signed. A Result Delivery Unit was thereafter established to closely monitor the performance of the Ministers through their respective Ministries, across the eight priority areas of this Administration.

The priority areas have been redefined to include: **Reform** the economy to deliver sustained inclusive growth; **Strengthen** national security for peace and prosperity; **Boost** agriculture to achieve food security; **Unlock** energy and natural resources for sustainable

development. Others include; **Enhance** infrastructure and transportation as enablers of growth; **Focus** on education, health, and social investment as essential pillars of development; **Accelerate** diversification through industrialization, digitization, creative arts manufacturing & innovation and; **Improve** governance for effective service delivery.

Being a critical component of the governance structure, the OSGF remains committed to upholding the principles of transparency, accountability, and service excellence. We are dedicated to supporting the President's vision of a prosperous, secure, and united Nigeria. The achievements of 2023 lay a solid foundation for the continued progress we anticipate under the present Administration.

This report is a testament to the hard work and dedication of all those within the OSGF and our partners across government, who have worked tirelessly to ensure the success of our initiatives. I extend my deepest gratitude to the entire team for their unwavering commitment to public service.

Nnamdi Maurice Mbaeri, Ph.D., FCA, NPoM, OON
Permanent Secretary (General Services Office)

OSGF MANDATE

To coordinate, monitor and ensure full implementation of Government's policies and programmes and serve as the front-line advisory institution of the Presidency

ORGANISATIONAL VISION

To lead and serve as an effective engine room for policy formulation, harmonisation, implementation and monitoring of the institutions of governance.

MISSION STATEMENT

To deploy political will, administrative expertise, professionalism and the values of loyalty and commitment in support of the attainment of the goals of the Federal Government.

CHAPTER ONE

OFFICE OF THE SECRETARY TO THE GOVERNMENT OF THE FEDERATION

1.1 Introduction

The Office of the Secretary to the Government of the Federation is the arm of the Presidency charged with the responsibility for coordinating, monitoring and ensuring the full implementation of Government policies and programmes. The Office also serves as the front-line advisory institution of the Presidency, drives policy formulation, harmonization and implementation, as well as monitors institutions of governance.

In fulfilling its mandate, the Office has contributed to the concerted efforts of the Administration by initiating policies, programmes, as well as providing necessary support to various Government Agencies.

1.2 Functions

i. Coordinates policy design and formulation by Ministries, Departments and Agencies;
ii. Serve as the Secretariat to the Council of State, the Federal Executive Council and other constitutional Councils which are chaired by the President;
iii. Coordinates the activities of Ministries and Government Agencies as well as monitors the implementation of Government decisions, policies and programmes;
iv. Handles constitutional, political and socio-economic matters as may be referred to the Presidency;
v. Serve as the Chief Adviser to Mr. President and the Vice President on policy issues;
vi. Provides administrative support services for Administrative Tribunals, Commissions and Panels of Enquiry;
vii. Coordinates national security and public safety matters;
viii. Handles issues related to the following:
    i. National Honours Award
    ii. Prerogative of Mercy
    iii. State Protocol Matters

iv. Processing of communication and documentation and conveying the directive of the President
v. Processing and granting of Government approval for overseas tours, intergovernmental meetings, conferences and medical/check-up treatment for Public Officers
vi. Processing of requests for overseas duty tours/conferences, including medical/check-up treatment abroad for members of the Judiciary, Chairman and members of Statutory Commissions for approval by the President
vii. Processing of appointments to the Headship of Statutory Bodies, Commissions and Agencies by the President
viii. Matters relating to the conditions of service of Political Office Holders
ix. Intergovernmental affairs and relations with State and Local Governments
x. Liaison with Secretaries to State Governments
xi. Provision of office accommodation and support services to Political Office Holders.

1.3 Organisational Structure

As presently structured, OSGF comprise Five (5) Offices headed by Permanent Secretaries who report to the Secretary to the Government of the Federation, and are also responsible for the supervision of about Fifteen Parastatals and Agencies under OSGF. The Offices and their respective roles are:

i. **General Services Office (GSO)** is responsible for providing common services to the various arms of the OSGF through the effective utilization of human, financial and material resources for achieving the objective of Government. It is also specifically responsible for the welfare of former Heads of State/Presidents, Vice Presidents/Chiefs of General Staff and the families of deceased first and second citizens. It also oversees the up keep of Presidential Aides as well handles the affairs of Presidential Committees and Commissions

ii. **Cabinet Affairs Office (CAO)** is statutorily responsible for providing administrative and technical support to three statutory Councils viz: *the Federal Executive Council; the Council of States; and the Nigeria Police Council,* presided over by the President of the Federal Republic of Nigeria; and the Committees that may be set up by these Councils in line with the discharge of the duties and responsibilities of the President.

iii. **Special Services Office (SSO)** is responsible for the formulation, coordination and implementation of security policies of Government;

iv. **The Political & Economic Affairs Office (PEAO)** is responsible for the coordination and monitoring of the implementation of policies that will enhance economic stability and promote peace and national development.

v. **Ecological Project Office (EPO)** is responsible for the coordination, implementation and monitoring of government policies and programmes on environmental and ecological problems as well as ensuring the provision of sustained and substantial financial resources for the mitigation of such problems.

1.4 Agencies Within the Purview of OSGF

The agencies within the purview of the OSGF in the year covered by this Report include the following:

S/N	AGENCY/PARASTATALS	HEAD/DESIGNATION	ADDRESS
1	African Union Development Agency-New Partnership for Africa's Development, Nigeria (**AUDA-NEPAD**)	Hon. Princess Gloria Akobundu - National Coordinator	12, Farana Street, Zone 2, Wuse, Abuja. Email: info@auda-nepad.gov.ng Website:https://auda-nepad.gov.ng/
2	Border Communities Development Agency (**BCDA**)	Dr. George D. A. Kelly - Executive Secretary,	No 4, Augustus Aikhomu Street,Utako District, Abuja. Email: contact@bcda.gov.ng Website: https://bcda.gov.ng/
3	Bureau of Public Service Reforms (**BPSR**)	Mr. D. I Arabi - Director General,	Block D, 3rd Floor, Federal Secretariat Complex, Phase II, Shehu Shagari Way, Abuja. Email: enquiries@bpsr.gov.ng Website: https://bpsr.gov.ng/en/
4	Federal Road Safety Commission (**FRSC**)	Shehu Mohammed - Corp Marshal	National Headquarters, Maputo Street, Zone 3, Wuse, Abuja. Email: info@frsc.gov.ng Website: https://frsc.gov.ng/
5	Fiscal Responsibility Commission (**FRC**)	Barr. Victor Muruako Esq - Executive Chairman	93 Yakubu Gowon Crescent, Asokoro District, Abuja Email: info@frc.gov.ng Website: https://fiscalresponsibility.ng/
6	Infrastructure Concession Regulatory Commission (**ICRC**)	Dr Jobson Oseodion Ewalefoh – Director General	Plot 1270, Ayangba Street, Area 11 Garki, Abuja Email: info@icrc.gov.ng Website: https://www.icrc.gov.ng/

S/N	AGENCY/PARASTATALS	HEAD/DESIGNATION	ADDRESS
7	National Agency for the Control of Aids (**NACA**)	Dr Temitope Ilori – Director General	Zone 4, No 3, Ziguinchor Street, off IBB Way, behind Abuja Electricity Distribution Company (AEDC), Wuse, Abuja Email: info@naca.gov.ng Website: https://naca.gov.ng/
8	National Agency for Science and Engineering Infrastructure (**NASENI**)	Mr. Khalil Suleiman Halilu - Executive Vice Chairman/ CEO	17 M. S. Haruna Avenue, Idu Industrial Area P.M.B. 391, Garki, Abuja Email: info@naseni.gov.ng Website: https://naseni.gov.ng/
9	National Boundary Commission (**NBC**)	Surv. Adamu Adaji - Director General	Plot 2349 Aguiyi Ironsi Street, Cadastral Zone A6, Maitama, Abuja. Email: info@boundarycommission.gov.ng ; Website: https://boundarycommission.gov.ng/
10	National Hydro-Electric Power Producing Areas Development Commission (**N-HYPPADEC**)	Abubakar Sadiq Yelwa- Managing Director	Abdulsalam Abubakar Way, Minna, Niger State Email: info@hyppadec.gov.ng Website: https://www.hyppadec.gov.ng/
11	National Quality Council (**NQC**)	Mr. Osita Aboloma- Chairman/ Chief Executive	Federal Secretariat Phase II, Shehu Shagari Way, Abuja
12	Nigeria Atomic Energy Commission (**NAEC**)	Professor Yusuf Aminu Ahmed - Chairman/ CEO	9, Kwame Nkurumah Crescent, Asokoro, Abuja Website: https://nigatom.gov.ng/
13	Nigerian Christian Pilgrims Commission (**NCPC**)	Rt. Rev. Stephen Tunde Victor Adegbite - Executive Secretary	Plot 1348 A03 Cadastral Zone, Ahmadu Bello Way, Garki II, Abuja Email: mobilization@ncpc.gov.ng Website: https://www.ncpc.gov.ng/
14	Nigeria Extractive Industries Transparency Initiative (**NEITI**)	Dr Orji Ogbonnaya Orji - Executive Secretary	Plot 121, Danladi, Kifasi Street, Off Dora Akunyili, Wuye District, Abuja Email: info@neiti.gov.ng.com Website: https://neiti.gov.ng/about
15	SERVICOM Office (**SERVICOM**)	Nnenna Akajemeli - National Coordinator	Federal Secretariat, Phase III, Shehu Shagari Way, Abuja. Website: https://servicom.gov.ng/

CHAPTER TWO

GENERAL SERVICES OFFICE

The General Services Office (GSO) was established with varying responsibilities towards actualizing the mandate of the Office of the Secretary to the Government of the Federation (OSGF). It is one of the operational arms of the OSGF.

2.1 Mandate

The General Service Office (GSO) is responsible for providing common service to the various arms of the OSGF through the effective utilisation of human, financial and material resources for achieving the overall objective of the organisation. It liaises with external Agencies of Government for proper coordination and implementation of Government decisions, policies and programmes. The Office also provides administrative support services for Committees, Commissions, Tribunals and Panels of Enquiry.

2.2 Structure

The Office comprise Twelve (12) Departments and Two (2) Units and is headed by a Permanent Secretary who coordinates the activities of the Office. It is collectively responsible for the provision of common services to the entire OSGF. The Office comprises the following

i. Office of the Permanent Secretary;
ii. General Service Department;
iii. Planning, Research and Statistics Department;
iv. Human Resources Management Department;
v. Finance and Accounts Department
vi. Library Services Department;
vii. Reform Coordination and Service Improvement Department;
viii. Procurement Department;
ix. Affairs of Former Heads of State and State Protocol Department;
x. Information, Communication Technology Department;
xi. Budget Department;
xii. Internal Audit Department;
xiii. Legal Unit; and
xiv. Information Unit.

2.3 Functions

The assigned functions of the Office include:

i. Personnel and financial administration for the OSGF;
ii. Coordinate the annual budget of the OSGF;
iii. Monitoring and evaluating plan implementation;
iv. Ensuring prompt and effective implementation of Government policies and decisions Handling all matters relating to the appointment and welfare of Political Office Holders including Aides of Mr. President and the Vice President;
v. Responsible for the welfare of former Heads of State/ Presidents and their deputies as well as the surviving spouses of the deceased Heads of State/President and their Deputies. Provides logistics for former Heads of State/Presidents attendance of the meetings of the National Council of State and other State engagements;
vi. Provide administrative /secretarial services to Committees, Commission and Panels of Enquiry as may be constituted by Mr. President
vii. Processes applications for foreign travels for political office holders;
viii. Supervises the activities of Parastatals under the supervision of the OSGF
ix. Provides and maintains a repository of Government Publications, varied reference materials and information resources in other fields of knowledge, in both physical and electronic copies, to facilitate the discharge of the functions of OSGF;
x. Provide central ICT support service for OSGF;
xi. Design, develop and maintain OSGF website; and
xii. Supervise the maintenance of OSGF main Office, the Shehu Shagari Complex.

2.4 Activities of the Office

In implementing the functions of the Office, the following key activities were recorded in the year under review. These are:

2.4.1. OSGF Performance Scorecard

The OSGF prepared the 2022 Performance scorecard containing the Key Performance Indicators (KPIs) of the OSGF and its Agencies in compliance with the request of the Federal Ministry of Budget and National Planning (FMBNP) vide its letter Ref. No. MBNP/AB/AMP/1366/I of 14th March 2023. The Scorecard was collated and submitted to the FMBNP vide letter Ref. No. PRS/155/GEN/1/184 of 21st July, 2023.

2.4.2 Production of the Year 2022 OSGF Annual Report

The Office published the OSGF 2022 Annual Report which recorded key milestones in the activities of the OSGF and all Parastatals and Agencies under its supervision focusing attention on the objectives and results of the mandate of OSGF

2.4.3 Research Activities

The Department researched into activities of Agencies under the purview of OSGF and on policies and contemporary issues which served as reference material for tracking the implementation of approved policies and programmes, and contributed to the annexing pool of experience for OSGF to have institutionalized clear path for better understanding and guide in the process of policy and decision making. The following research studies were undertaken in year 2023 to add value to the pool of qualitative reference materials available for management staff of OSGF. These were:

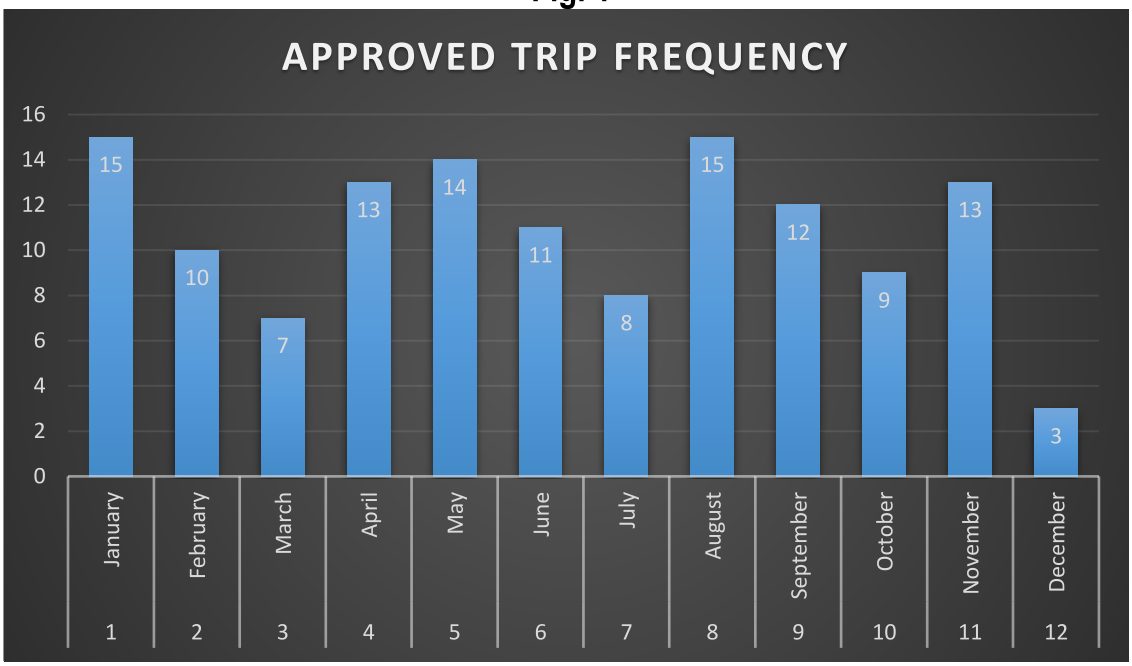
i. Appraisal of Federal Government's Efforts at Making the Border Communities Secure and Economically viable: Case Study of Two Border Communities in Ogun and Kwara States;
ii. Evaluating the Impact of the Removal of Subsidy on the Education Sector in the North Central Geo-Political Zone – Case Study of Nasarawa State;
iii. Assessment of the Performance of the Federal Road Safety Commission in enabling a Safe Motoring Environment in Nigeria – 2015 – 2023; and
iv. Assessing the Impact of the Removal of Subsidy on Petroleum Products on the Operations of Rail Mass Transit in Nigeria.

2.4.4 Processing Applications to Undertake Official Foreign Travels

Involves the processing of applications for approval to travel overseas on official purposes. The process details ensure adequate compliance with extant regulations guiding the conduct of overseas trips by Heads of Agencies and other political office holders within the approval coverage of the Secretary to the Government of the Federation, travelling in representation of the Government of Nigeria, either at government expense or on full or partial sponsorship. Such travels cover statutory and non-statutory international engagements, seminars, workshops, conferences and medical treatment, and ensure that the extant regulations guiding the conduct of such trips are applied as appropriate.

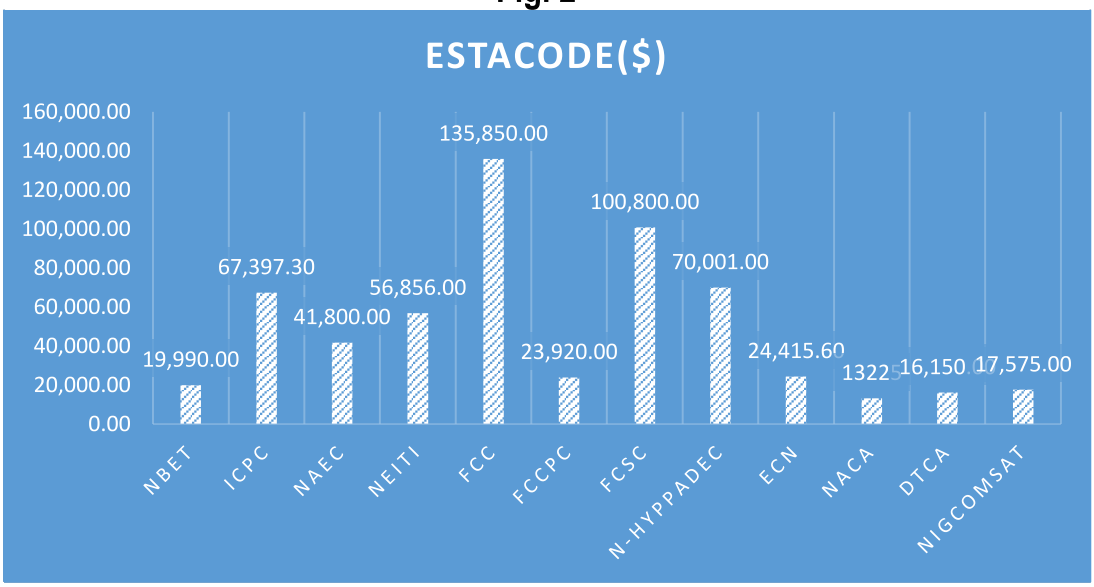
From January to December 2023, about 128 requests from 42 Federal Government Agencies were successfully processed, with a cost profile amounting to €12,585.00, £20,500.00, $1,009,337.80, and N68, 891,673,283.90. The approved foreign trips peaked in January and August 2023 while the average approved trip was highest in the second quarter of 2023 amounting to a mean of 12.6 approval. The frequencies are graphically illustrated in Fig. 1:

Fig. 1



2.4.5 The analysis of the estacode approved for foreign travels for the 42 processed agencies indicates that the Federal Character Commission grossed the highest estacode amount and US Dollar - denominated travel expenses in 2023, amounting to **One Hundred and Thirty-Five Thousand, Eight Hundred and Fifty US Dollars ($135,850.00)**. Details of the top 12 estacode approval recipients are represented in Figure 3 below:

Fig. 2



2.4.6 Other travel expenses denominated in the Naira include the cost of transportation, visa processing fees etc. The analysis as illustrated below indicates that the National Hydro-Electric Power Producing Areas Development Commission (N-HYPPADEC) grossed the highest total cost amounting to **One Hundred and One Million, Seven**

Hundred and Ninety-Two Thousand, Eight Hundred Naira (N101, 792,800.00) only. Details of the top 12 Naira-denominated travel expenses approval recipients are represented in Figure 3 below:

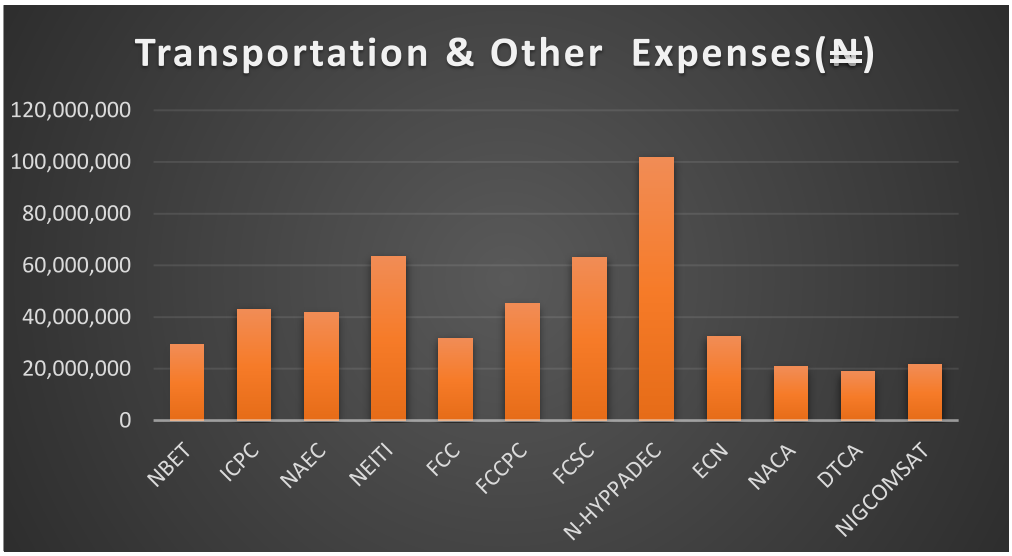
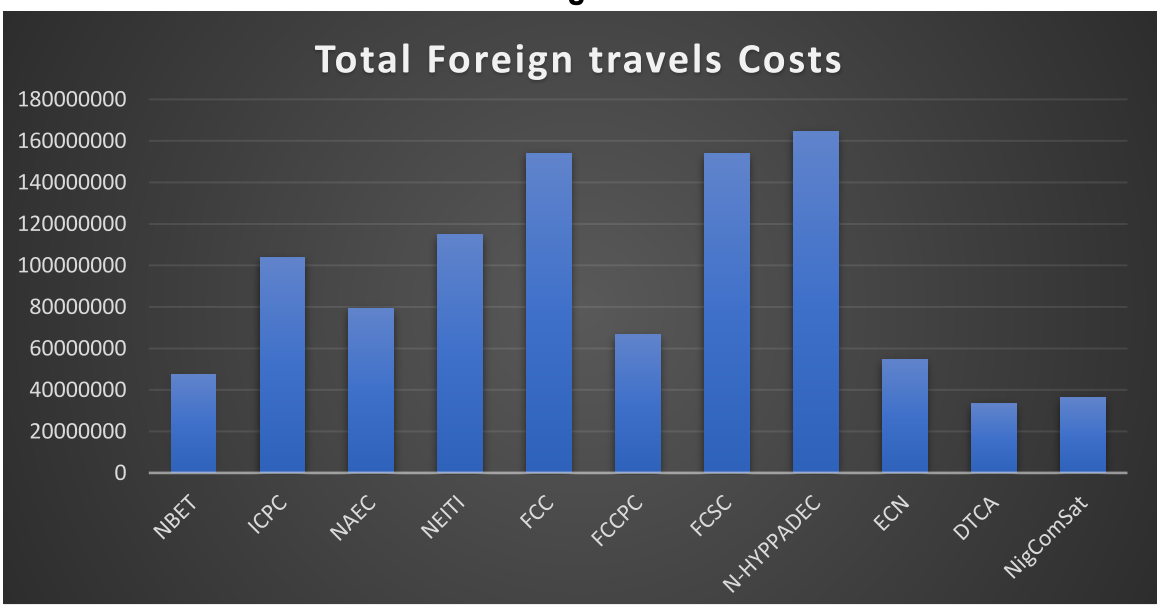


Fig. 3

2.4.7 An estimate of total foreign travels spending was computed using the Central Bank of Nigeria exchange rate of N899.393 to 1USD as of 29th December, 2023. The analysis indicated that out of the 42 Agencies processed in 2023 Hydro-Electric Power Producing Areas Development Commission (N-HYPPADEC) grossed the highest amount of international travels expenses amounting to **One Hundred and Sixty-Four Million, Seven Hundred and Fifty-One Naira, Two Hundred and Nine Naira, Thirty-Nine Kobo (164,751,209.39)** only. Federal Character Commission was the second highest foreign travel spender with **N153,982,109.05** while the Federal Civil Service Commission was the third highest spender with total spending amounting to **N153,772,714.40.**

Fig. 4



2.4.8 Administrative Services to Ad hoc Committees Set Up by Mr. President

One of the functions of the OSGF is to provide secretariat services for Committees set up by Mr. President. These services were also provided to other Committees, Commissions and Panels of Enquiry. The following are ongoing Presidential Committees:

i. Presidential Implementation Committee on White Paper Recommendations on Alienation of Federal Government Landed Property (PIC) at Edo House, Ralph Shodeinde Street, CBA, Abuja with OSGF as supervisor and PIC as Secretariat;
ii. Presidential Committee on Wages and Palliatives with OSGF as supervisor as well as Secretariat;
iii. Presidential Committee on Special Detainees linked to Boko Haram Insurgency.
iv. Presidential Committee on Trade Mal-Practice (PCTM)
v. Presidential Technical Committee on Land Reform (PTCLR)
vi. Presidential Committee on the Disposal of Special Detainees (PCDSD)
vii. Presidential Committee on Redevelopment of Lagos Mega City (PCRLMC)
viii. Presidential Implementations Committee (PIC)
ix. Standing Committee on Federal Government and Lagos State Government Relations (FGLSGR)
x. Presidential Committee on Flood and Rehabilitation
xi. Presidential Committee Against Torture (NCAT)
xii. Presidential Advisory Committee Against Corruption (PACAC).

2.5 Personnel Management

Matters relating to Personnel Management including appointments, promotion and discipline, staff postings, staff welfare and training etc. were comprehensively and conclusively addressed in the year under review. The Office also monitored and provided necessary guidance to Agencies within the purview of OSGF on matters relating to Appointment, Promotion and Discipline.

Documented Four Hundred and Eighty-Six staff posted to this office including newly appointed political office holders, four hundred and thirty (430) APER forms were distributed to eligible officers for the 2023 Promotion Examination and scored the same for onward transmission to their various Pool offices. Also, the Confidential Documents of two (2) eligible Directors for screening as Permanent Secretaries were processed and forwarded to OHCSF for further processing. Some of the activities undertaken included:

i. Completed documentation processes for Four Hundred and Eighty-Six (486) officers staff including those of political office holders; Duly forwarded the Assumption of Duty Certificates of the officers posted to this Office to their various Pool Offices in accordance with Service regulations; Requested for fifty (50)

Records of Service in respect of newly deployed officers from their former MDAs and forwarded about forty-five (45) Records of Service of former Staff of OSGF to their present Ministries; Distributed Four Hundred and thirty (430) APER forms to eligible officers for 2023 Promotion Examination and scored same for onward transmission to their various Pool offices; and successfully arranged Confidential Documents of two (2) eligible grade level 17 officers for screening as Permanent Secretaries and forwarded same to OHCSF for further processing.

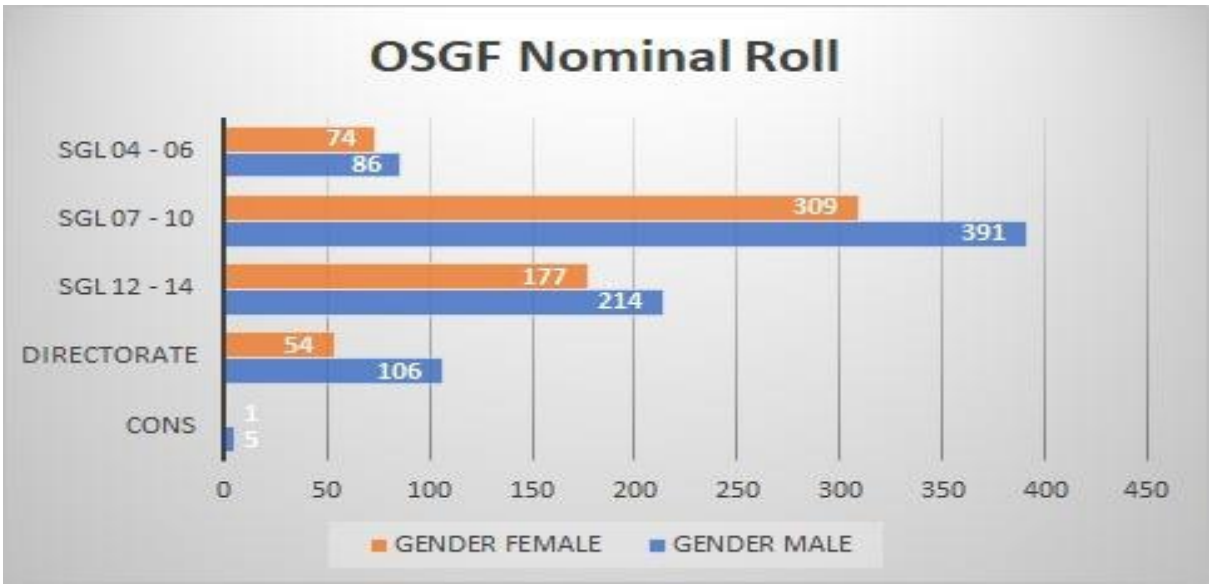
ii. Further to the above, One Hundred and Seventy (170) newly appointed political appointees were enrolled into the IPPIS Platform under the OSFG payroll, while One Hundred and Fifty (150) newly promoted staff were placed on their respective Salary Grade Levels, and ten (10) officers' salaries were terminated on the platform due to death. Also updated the Records of Service of One Hundred and Forty (140) Staff promoted under the pool of OHCSF and OAGF and copied Fifty-Five (55) Records of Service for staff who retired in 2023.

iii. The Kalamazoo copy of Record of Service of Seven Hundred and Seventy-Seven (777) officers, replaced Seventy (70) torn out Records of Service and filed Forty-Nine (49) copies of Record of Service of newly posted officers into the Kalamazoo.

iv. NYSC Deployments – In compliance with extant regulations, the office accepted the postings of National Youth Service Corps Members to undertake their national assignment in OSGF. Accordingly, the postings were internalized, and the Youth Corps members redeployed to various stations within the OSGF. A total of Eighty-one (81) National Youth Service Corps (NYSC) members were accepted and deployed in 2023 as follows:

Year	Batch /Stream	Number of Corps Members Discharged	Month	Year
2022	Batch A -Stream 1	16	February	2023
2022	Batch A -Stream 2	15	March	2023
2022	Batch B -Stream 1	6	June	2023
2022	Batch B -Stream 2	5	July	2023
2022	Batch C -Stream 1	5	November	2023
2022	Batch C -Stream 2	5	November	2023
2023	Batch A -Stream 1	14	January	2024

v. **Staff Strength** – The OSGF has a staff strength of One thousand, Four Hundred and Thirty- Eight (1,438) Officers as illustrated below:



(a) Seventy-Eight (78) officers were deployed from various MDAs to OSGF;

(b) One Hundred and Eighty-Three (183) officers under the pool of OHCSF, OAGF, BPP and OSGF got their Promotion to various Grade Levels/Cadres;

(c) Nineteen (19) officers got their Conversion and Advancement to various Grade Levels/Cadres; and

(d) One (1) Officer resigned from Service, Eight (8) officers were posted out of OSGF and Seventy Eight (78) officers were deployed from various MDAs to OSGF.

Also, within the period under review, 205 Political Office Holders were enrolled into the IPPIS Platform under the OSFG payroll as tabulated below:

S/N	Designation	Total Number
1	President	1
2	Vice President	1
3	SGF	1
4	Chief of Staff	1
5	Deputy Chief	1
6	Minister	47
7	Special Adviser	14
8	Principal Secretary	1
9	Senior Special Assistant	53
10	Special Assistant	52
11	Administrator	1
12	Technical Adviser	1
13	Personal Assistant	17
14	Personal Physician	3
Total		**205**

vi. **Staff Welfare -** The Office prioritized the welfare of staff and ensured welfare packages of rice and vegetable oil during festive periods (Small Salah and Christmas) were made available. Overtime Allowances for eligible officers was paid in two instalments in the 2nd and 4th Quarters of the year, as well as other allowances to eligible beneficiaries. Other activities to motivate the workforce included

a. The mobilization of staff participation in the 2023 International Women's Day celebration held on the 8th of March 2023, in Abuja, with the theme "Innovation and Technology for Gender Equality";
b. Representation at the Year 2023 Trade Union Congress (TUC) Women Commission Annual Seminar with the theme: "Projecting to Eliminate Gender Violence and Harassment in the World of Work Enforce – ILO C.190, R206" held in Akwa Ibom State from Wednesday, 29th – Friday, 1st November, 2023;
c. Successfully organized the Year 2023 Disability Day held annually on 3rd December;
d. Facilitated the participation of four Labour Unions (ASCSN, NCSU, NUPSRAW and AUCTRE in the 2023 Workers' Day celebration;
e. Participation in the meetings on the Federal Integrated Staff Housing Scheme (FISH) on the need to form a FISH Cooperative Association;
f. Participation in the three (3) day training for Occupational Safety and Health (OSH) Workshop organized for Desk Officers in Ministries, Departments and Agencies (MDAS) at the Nigerian Army Resource Centre, Asokoro, Abuja on 4th - 6th of July, 2023, with the theme "Fostering a safe, conducive and healthy work environment for Civil Servants"; and
g. Participation in the National Program for Working Women – "Amplifying Voices, Eliminating Violence, and Fostering Inclusivity with the theme" Empowering Working Women for a safe and inclusive World of Work" by the Focal Officer on Gender, held on Tuesday 29th- 30th August, 2023 in Lagos State.
h. All Political Office Holder's claims were processed promptly including the payment of 1st 28 days in lieu of Hotel Accommodation and Severance Allowances.

vii. **Capacity Building -** Fifteen (15) Training programmes/Courses approved for implementation during the year 2023 were successfully executed. The programmes covered One Thousand and Twenty-Six (1026) officers. In addition, two (2) officers benefited from Improvement Programmes at the Federal Training

Centres. Ten (10) other applications for approval for various part-time programmes, in Tertiary and professional institutions were processed and approved for the benefit of staff.

viii. **Institutional Framework** - The Office successfully held the 2023 Senior Staff Committee (SSC) meeting from 20th – 21st March, 2024. The Committee conducted promotion evaluation for Sixty (60) eligible non-pool officers on SGL 06-13 and deliberated on five (5) cases of Conversion/Upgrading to various cadres as well as three (3) requests for Secondment.

Pool Offices – Processed the Advancement of Seven (7) officers from Administrative Officer II, GL. 08 to Administrative Officer I, GL. 09. Also, received Promotion letters from respective Pool Offices including the Office of the Head of the Civil Service of the Federation (OHCSF) and the Office of the Accountant General of the Federation (OAGF) both who forwarded Two Hundred and Thirty-Eight (238) and Forty-Five (45) promotion letters respectively, which were issued to the successful officers.

ix. **Health Matters** - The OSGF Clinic regularly carried out routine check of vital signs of staff as well as offered Free Eye Screening programme, Health Awareness, Servicing of Laboratory Machines and Patient Management especially Malaria, Hypertension, Upper Respiratory Tract Infection (URTI), Typhoid, Diabetes, Peptic Ulcer Disease (PUD), Urinary Tract Infection (UTI), amongst others. Total number of patients seen from January to December, 2023 were Five Thousand, Five Hundred and Thirteen (5,513).

x. **Pension Matters** - Ensured the payment of repatriation allowance to the tune of Twenty-Seven Million, Seven Hundred Thousand, One Hundred and Two Naira Sixty-Eight Kobo (**N27,700,102.68)** to Forty-Eight (48) officers who retired within the period under review.

xi. **Fatalities** - Five (5) deaths were recorded within the period and the sum of Seven Million, Ninety-One Thousand, Four Hundred and Eighty-One Naira **(N7,091,481.00)** only was approved for the payment of burial expenses to the families of the deceased officers.

xii. **Sports** – Sporting activities was avidly promoted and supported by management to encourage a healthy and fit workforce and to contest for honours. In furtherance of this, the sum of **N8,825,000,00** was offered as cash reward for OSGF Sports Athletes who won medals in the 40th and 41st editions of FEPSGA in 2021/2023 respectively. Staff were also encouraged to participate in the FEPSGA Walking/Jogging within the year under review. The sum of **N1,089,000** was expended to facilitate active staff participation.

2.6 General Services

In providing common services through the effective utilisation of human, financial and material resources for achieving the overall objective of the organization, the Office undertook the following activities:

i. Political Office Holder's claims were processed promptly including the payment of 1st 28 days in lieu of Hotel Accommodation and Severance Allowances.
ii. Provided working materials to all the offices of OSGF and paid utility bills as and when due. These included charges for electricity, water, environmental, refuse disposal, telephone and DSTV in the OSGF and Offices of the Presidential Aides; were handled effectively;
iii. Procured treated vehicles for the pool of former Heads of State and former Vice Presidents to ensure their safety and efficient means of transportation. Also maintained vehicles in the OSGF fleet and fueling of Directorate vehicles quarterly.
iv. Procured and regularly maintained/serviced and repair of office equipment to increase sustainability and functional office equipment
v. Provided fixed amounts on a quarterly basis to replenish airtime used in the line of work for officers on the Directorate cadre.
vi. Processed On-shore and Off-shore Budgets for the 2023 Hajj/Christian Pilgrimage, for Mr. President's approval; and Processed the Operational Cost, Fixed Exchange Rate and Waiver on Aviation Charges for 2023 Hajj for Presidential approval;

2.6.1 Capital Projects Executed in 2023 are enumerated as follows:

i. Rehabilitation of sections of the Shehu Shagari Complex, Office of the Secretary to the Government of the Federation (OSGF).
ii. Construction of OSGF Annex Office (Presidential Aides Wing).
iii. Fabrication of Pagola Structure with dampalon shading device in Wing 'A' Internal Audit Section of OSGF's Main Building Boy's Quarter – SSC.
iv. Rehabilitation of concrete Carpark, Tiling of Maintenance/Clinic passage and provision of keys at SSC.
v. Rehabilitation of Plumbing System at SSC.
vi. Rehabilitation of split unit A/Cs at SSC.
vii. Supply of Electrical Accessories/Consumables for use of the Office of the Secretary to the Government of the Federation at Shehu Shagari Complex.
viii. Provision and Installation of Street Light extension outside Main Gate of SSC.
ix. Provision and Installation of LED Lighting tubes for Offices and Corridors.
x. Installation of 750KVA Generator at Shehu Shagari Complex.

During the period under review, the Office of the Secretary to the Government of the Federation (OSGF) initiated the installation of hi-tech security equipment at the

International Conference Centre (ICC). The essence is to boost the physical security of the Centre which most times, host high profile dignitaries including top government functionaries.

2.6.2 Budgetary Control

The appropriated 2023 budget for OSGF is as follows: -

i.	Capital	-	N3,439,674,127
ii.	Personnel Cost	-	N4,691,555,145
iii.	Overhead Cost	-	N7,208,751,109
	Total	-	**N15,400,140,101**

The Performance of the 2023 Budget is summarized as follows:

- **Capital Expenditure**: In the year under review, the sum of N3,439,674,127 was appropriated to OSGF for Capital Expenditure. As at December 2023, the sum of N1,323,951,986.50 had been expended by the Office for Capital Projects representing 38.49% of the appropriated sum however, capital expenditure has been extended into 2024. The introduction of a new Cash Plan by the Office of the Accountant General of the Federation affected budget performance as it slowed down the pace of releasing funds. However, all projects have undergone all the necessary procurement process and awaiting the release of funds to execute them.
- **Personnel Cost**: The salaries and allowances of staff of the OSGF are paid through the Integrated Personnel Payroll Information System (IPPIS) domiciled in the Office of the Accountant General of the Federation (OAGF). The approved Personnel Cost for 2023 was N4,691,555,145. This sum covers the remuneration of the President, Vice President, Ministers, Political Office Holders and Staff of OSGF from January - December 2023.
- **Overhead Cost**: In the year under review, the sum of N7,208,751,109 was appropriated for the OSGF as Overhead Costs. A total sum of N6,007,292,590.72 was released as of December 2023, representing 83.34% of the appropriated sum.

2.6.3 Financial Activities

The Office is responsible for managing all financial activities of the five Offices with oversight supervisory functions over the Agencies under OSGF to ensure financial activities are in compliance extant rules and regulations governing public sector accounting. In that regard, the Office ensured financial control in the management of funds by maintaining financial prudence, transparency and accountability in all its transactions. In the course of the year under review, the following activities were implemented to boost financial control:

i. Ensured the record and classification of all expenditure and revenue as stipulated in the budget provision in line with National Chart of Account (NCOA).
ii. Approved payments were processed using the GIFMIS and Remitta platforms, while Cash Book entries was also maintained for all payments in line with Financial Regulations (FR);
iii. Continuous training of related staff on ICT as an effective tool for financial surveillance in the public sector and other emerging accounting trends;
iv. Collection of both Independent and Internally Generated Revenue of the OSGF and made returns of same to the Office of the Accountant-General of the Federation and Federal Inland Revenue Service (FIRS). The total revenue collected for the year 2023 was N4,016,508,912.79 (Four Billion, Sixteen Million, Five Hundred and Eight Thousand, Nine Hundred and Twelve Naira, Seventy Nine Kobo).
v. Ensured that all assets, properties and equipment were captured in the Assets Register and report to Management and Office of the Accountant-General of the Federation.
vi. Prepared monthly IPSAS compliant Trial Balance of the Office and submitted same to the Office of the Accountant-General of the Federation. Issued clearance for non-indebtedness in respect of officers who retired in the year 2023.

2.6.4 Information, Communications and Technology

The provision of functional IT technical support services and guidance on all IT and other related matters continued unabated in the year including organising awareness programmes on Data Protection Act and Digitalization for both management and other cadre staff in OSGF. Provided in the table below are the ICT Programmes and Projects implemented by the office in Year 2023.

Major achievements recorded in the area of ICT services within the year under review included the following:

i. **Implementation of Enterprise Content Management (ECM)**
In line with one of the six (6) pillars of FCSSIP25, the Digitalization of Content Services in OSGF have so far been successfully actualized through the operationalization of the following IT infrastructure:

a. **Scanning Centres**: Scanning Centres equipped with computers, scanners and printers, have been set up in the Offices and Registries where documents (mails and files) are scanned (digitised) and stored (archived) by trained staff towards the implementation of process automation (digitalization).

b. **Local Area Network (LAN)**: The LAN facilities in Shehu Shagari complex, which had, before now, gone obsolete and no longer performing optimality, has been upgraded to a brand-new LAN with modern equipment and a backup power supply of 15KVA Solar Inverter installed.

c. **E-mail Addresses**: To ensure security of data and information, official e-mail addresses with domain name **osgf.gov.ng** have created for staff.

iv. **Website**: The OSGF website www.osgf.gov.ng has been upgraded with Plug-ins to make it more robust and easier to navigate.

v. **IPPIS Self-Service Centre.** IPPIS Self-Service Centre has been established in OSGF with computers, printers and scanners installed.

vi. **Capacity Building:**

- **Sensitization and Training on Data Protection Act**
  Directorate cadre and other staff in OSGF were sensitized on how to securely manage or handle data as stipulated in the Nigeria Data Protection Act.

The Perm. Sec. (GSO) Maurice Mbaeri, Ph.D, FCA, NPoM, OON declaring the Workshop open

Participants at the Workshop

Group Photograph with the Perm. Sec. (GSO)

- **ICT Services and Electronic Content Management (ECM) Awareness Workshop**
  Awareness workshop on ICT Services and ECM was conducted for Directorate cadre staff of OSGF to bring them to speed on ECM to achieve successful implementation of e-government policy (digitalization)

The Perm. Sec. (GSO) Nnamdi Maurice Mbaeri, declaring the Workshop open

Participants and the Facilitator during the Workshop

Group Photograph with the Perm. Sec. (GSO)

2.6.5 Status of ICT Programmes and Projects Implemented in Year 2023

S/N	Project	Objective	Scope	Level of Implementation	Status (%)	Remarks
i.	Electronics Document Management/Archival – Phase 1	Digitization of documents and archival to ensure enhanced integrity of documents, security, easy access and seamless flow of communication	Scanning of files and other records in all the Registries in OSGF	SGF, Secret, Cabinet Affairs, GSO, SSO Registries covered and also Procurement Department with PRS, Budget and AFHS presently going on.	90	Next Phase: Establishment of OSGF Data Centre and integration of all EDMS projects and platforms in OSGF for systems interoperability and data harmonization
ii.	Establishment of Data Centre for process automation in OSGF	To establish a Central Data Centre for all EDMS Servers which are currently in Silos towards process automation in OSGF (digitalization)	All the five (5) offices in OSGF namely; General Services, Cabinet Affairs, Special Services, Political and Economic Affairs and Ecological Projects Offices	Phase I: Procurement process ongoing	65	The Data Centre will host the data collected in OSGF.
iii.	OSGF Website Upgrade	To project activities and programs of OSGF to the general public. (Information dissemination	- Strategic Analysis and Planning - Information Architecture - Prototype Development on Adobe - Technical System Design - UX/IX Design Development - Database Management Structure Development - Application Coding and GIS Integration - Training & Documentation Post Lunch Support and Maintenance	Active and running well	100	Active

S/N	PROJECT	OBJECTIVE	SCOPE	LEVEL OF IMPLEMENTATION	STATUS (%)	REMARKS
iv.	Software & System Support Tools	Provision of technical support, systems maintenance and installation of software to guard against system down time	To procure consumables and accessories for systems troubleshooting in OSGF	Items were restocked in the store	100	These items need to be restocked always to meet up with demand
v.	LAN Upgrade	To upgrade the existing LAN infrastructure in OSGF for better internet service	Replacement of old network switches with new ones, laying of fiber and trunking of internet cables. Installation of patch panels and access points. Provision of alternative source of power supply (solar).	A total number of 102 patch panels, 38nos-48 port switches, 24nos-24 port switches and 40 fibre point installed. Solar Panels, Batteries and inverters all mounted.	100	That was effectively carried out Galaxy Backbone with the support of the staff in the ICT department
vi.	Kaspersky Endpoint Security Solution	To protect computer systems in OSGF against virus attack	Installation of network antivirus security solution on all desktops, laptops, and mobile devices in OSGF	1-year license for 300 users was procured which is being installed on systems whose antivirus software have expired	100	Systems security and data protection against attack
vii.	Engagement of a Licensed Data Protection Compliance Organisation (DPCO) for provision of Data Protection and Privacy Advisory services	To create awareness on Nigeria Data Protection Regulation (NDPR) and also provide guidance and advise on the use of data	Sensitization for staff in OSGF (both Management and other cadres) and also carry out data audit data audit	Both activities were successfully carried out	100	

2.6.6 Legal matters

i. Timely drafting of contract documents
ii. Representation of the Office and striking out of some civil suits instituted against the Office
iii. Proffering advice on issues of statutory appointments made by Mr President and other issues referred to it by the SGF.

2.6.7 Library Services

Status of Implementation of Programmes and Projects

Full installation and deployment of the KOHA Library Management System Software.

i. Full installation and deployment of the KOHA Library Management System Software;
ii. Completed the 1st Phase of Library Automation and Data Conversion of Library Materials in the Main Library;
iii. Organized three (3) days of hands-on training for Library Staff on KOHA Library Management System Software;
iv. completed the 1st Phase of Library Automation and Data Conversion of Library Materials; and
v. Organized a Readership Campaign program for staff of the OSGF.

2.6.8 Information and Public Relations

The Office actively played its role in positively projecting the image of the Office of the Secretary to the Government of Federation with its active involvement with members of the Fourth Estate of the Realm and the timely and appropriate dissemination of information from the Presidency to the public and vice-versa. The overarching objective is to serve as the purveyor of information for government.

The Information and Public Relations Unit effectively covered the following major events in 2023:

2.6.9 Pictures from Year 2023 Activities

i. Assumption of Duty and Handing Over of official documents by the Outgoing Secretary to the Government of the Federation, Boss Mustapha, CFR, to the new Secretary to the Government of the Federation, Sen. (Dr) George Akume, CON, on Wednesday, 7th June, 2023 in Abuja.

Presentation of Hand-Over Notes from Outgoing SGF, Boss Mustapha, CON to Incoming SGF, Sen. George Akume, CON

Handing-Over documents

Middle- Maurice Mbaeri, OON, NPom, Perm. Sec. (GSO) conferring with the former SGF

Group photograph with journalists covering the OSGF beat

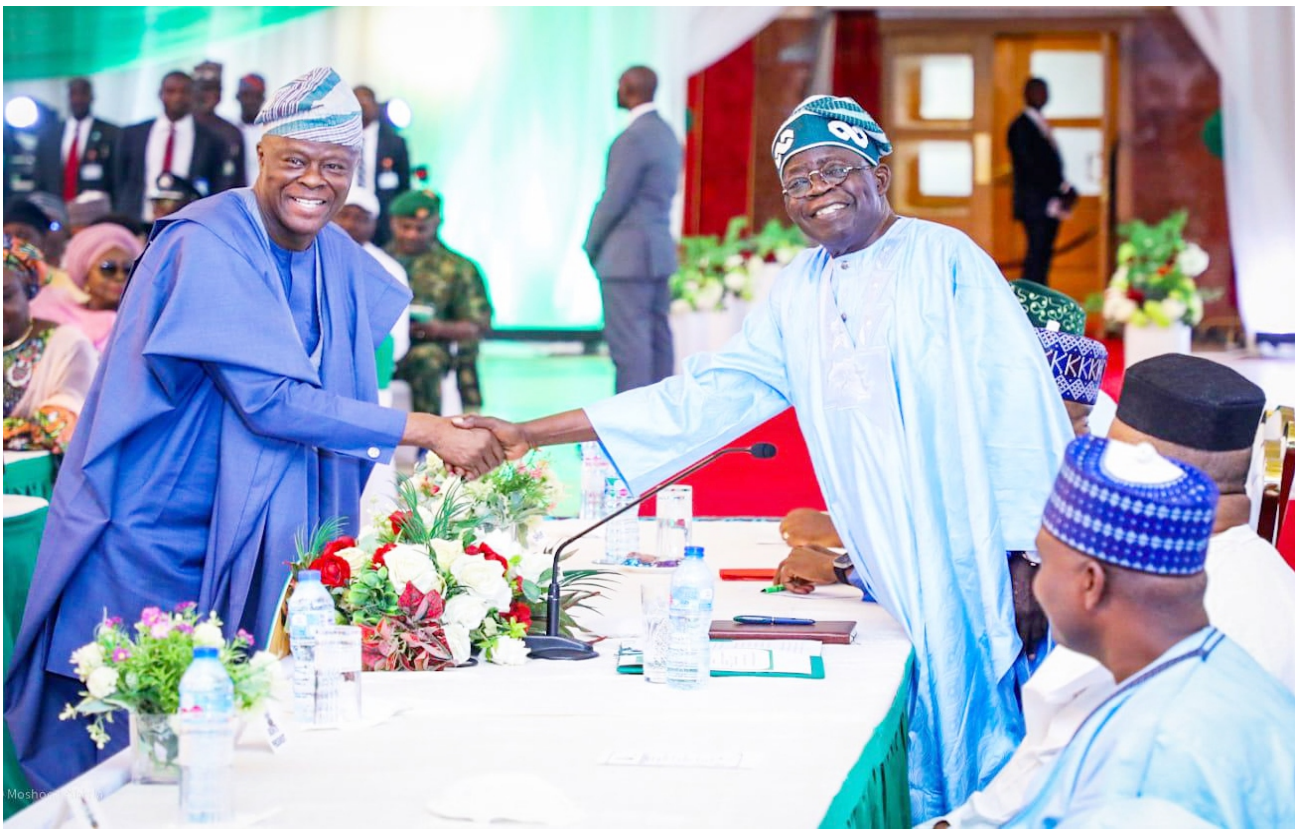
Group photograph with Heads of Departments in OSGF

Friends and Political associates welcoming the new SGF to his Office

ii. Swearing-In ceremony of the Newly Appointed Ministers of the Federal Republic of Nigeria at the State House Conference Centre on Monday, 21st August, 2023 in Abuja.

Cross section of Ministers Designate taking their oath

Cross section of Ministers Designate taking their oath



The Minister of Finance and Coordinating Minister of the Economy in a hand shake with the President at the swearing-in ceremony.

Group photograph of the newly appointed Ministers with the President, Vice President and SGF

Cross section of guests at the swearing-in ceremony for newly appointed Ministers. Seated 2nd right is Mrs. Esuabana Nko-Asanye, Perm. Sec. (PEAO) OSGF and Maurice Mbaeri, Phd. FCA

iii. Year 2023 Cabinet Retreat for Ministers, Presidential Aides, Permanent Secretaries and Top Government Functionaries at the State House Conference Centre, Abuja on Wednesday, 1st November, 2023

iv. Nigeria's 63rd Independence Anniversary Military Parade at the Presidential Villa, Abuja on Sunday, 1st October, 2023

v. President Bola Ahmed Tinubu, GCFR, represented by the Secretary to the Government of the Federation, Sen. George Akume, fnim, CON, declared open the 8th Annual Nigeria Mining Week at the International Conference Centre, Abuja on Tuesday, 17th October, 2023

vi. 70th Birthday Celebration & Homecoming Reception in honour of the Secretary to the Government of the Federation, Sen. George Akume, fnim, CON, on Saturday, 23rd December, 2023 at the City Bay, Makurdi, Benue State

CHAPTER THREE

CABINET AFFAIRS OFFICE

The Cabinet Affairs Office (CAO) has the responsibility for providing administrative and technical support to the three statutory Councils (the Federal Executive Council, the Council of State and the Nigeria Police Council) presided over by the President of the Federal Republic of Nigeria and the Committees that evolve from these Councils. The CAO, more than any other office arm of the Office of the Secretary to the Government of the Federation (OSGF), defines the mandate of the Secretary to the Government of the Federation (SGF) and puts the Office constantly in the eye of the President-in-Council.

3.2 Achievements

Notable achievements during the year under review include roles carried out during the Presidential Transition and Inauguration Ceremonies by the Cabinet Affairs Office/Central Delivery and Coordination Unit (CDCU).

i. Coverage of Federal Executive Council (FEC) Meetings;
ii. Coverage of Police Council Meeting;
iii. Coverage of Council of State Meeting;
iv. Processing of memoranda, Notes and Briefs received from MDAs;
v. Dispatch of Council documents to Council members;
vi. Preparation of Council Extracts to convey Council decisions;
vii. Preparation of Council Conclusions to reflect Council decisions;
viii. Organised a 3-day Cabinet Retreat for Ministers, Special Advisers, Permanent Secretaries and Top Government Functionaries on the theme "Delivering on the Renewed Hope Agenda," to sensitise them on administrative processes, elucidate the Administration's Priorities, discuss delivery strategies and solidify the Federal Government's delivery framework;
ix. The CDCU has continued to track the implementation of policies, programmes and projects approved by FEC in line with its mandates with a view to contributing to the achievement of the Presidential Priorities of the Federal Government of Nigeria;
x. Facilitation of citizens to send on-the-spot feedback on project implementation for the purpose of promoting public accountability and improving service delivery by Government institutions by CDCU;

xi. Carried out extensive bilateral engagements with all the 35 Ministries and the Office of the Head of the Civil Service of the Federation to develop the Ministerial Deliverables to facilitate the actualisation of the Eight Priority Areas of the President Bola Ahmed Tinubu's Administration by CDCU;

xii. Ministerial Deliverables were strategically crafted to address the Priorities of President Bola Ahmed Tinubu's Administration from 2023 to 2027 by CDCU;

xiii. Submission of Weekly Briefs on the Activities of CDCU to the SGF. The reports on the activities of the Delivery Unit are incorporated into the Weekly Presidential Briefings by the SGF;

xiv. Submission of Quarterly Reports on the implementation of the Ministerial Mandates to the President. This is to keep the President apprised of the level of achievement of the deliverables against set targets;

xv. Institutionalisation of CDCU by the Office of the Head of the Civil Service of the Federation. Section 1, sub-section (1) of the Executive Order 13 of 2022 requires that "a Central Delivery Coordination Unit (CDCU) be formally established by the Office of the Head of the Civil Service of the Federation (OHCSF) in the Office of the Secretary to the Government of the Federation (OSGF) to coordinate the implementation of Presidential Priorities, based on details set out in the schedule of the Executive Order". Accordingly, the OHCSF issued a Service-wide Circular No. OHCSF/MSO/484/T/96 dated 14th April, 2023, institutionalising the CDCU at the OSGF;

xvi. Study Visits to other Delivery Units outside Nigeria to strengthen the capacity of the Delivery Unit staff. Study visits were organised for CDCU officials and the Technical Partners to the Republic of Kenya and Rwanda in 2022 and Malawi Presidential Delivery Unit in 2023; and

xvii. Participation in 2023 Transition Process. The Buhari Administration documented its experience in implementing the Nine Priority Areas between 2019 and 2023. The delivery experience based on data collected by CDCU was analysed to serve as handover document to the incoming Administration.

3.3 Input from the Central Delivery Coordination Unit (CDCU)

The establishment of the Central Delivery Coordination Unit (CDCU) is one of the innovative initiatives introduced in Year 2020 towards improving transparency and accountability in the way the Government utilises public resources to deliver public goods and services to its citizens. The CDCU is responsible for managing, tracking and reporting progress on the implementation of high-impact priority policies, programmes and projects in line with Presidential Priorities of the Federal Government to ensure delivery.

The overarching goal of the Unit is to be the one-stop-shop for tracking Government Priority Policies, Programmes and Projects. In this regard, the CDCU seeks to support Government in tracking and reporting on top priority projects by identifying key bottlenecks and enablers that can enhance the achievement of outcomes and commitments of the Federal Government to the citizenry.

3.3.2 Functions of the Unit

In line with Executive Order 12 of 2022 which was amended as Order 13, the CDCU performs the following functions:

i. Coordinate the process of identifying Presidential Priorities and set targets in consultation with Ministries and in collaboration with Ministries.
ii. Support the Government in the area of Development of Ministerial Mandates and Performance Bonds to be signed by the Ministers and Permanent Secretaries of each Ministry with Mr. President.
iii. Support the Ministries to ensure that resources and efforts are focused on the delivery of agreed priorities, especially in the implementation of annual performance plans and resolution of issues impeding delivery.
iv. Sensitize Citizens and Citizens-based organisations, (working with the Open Government Partnership - OGP) on the Presidential Priorities.
v. Track and provide validated quarterly reports to the President on the implementation of the priority policies, programmes and projects, working with the Ministries, Citizens and Development Partners.
vi. Provide sufficient guidance to Ministries to meet all the requirements for effective tracking of Presidential Priority Policies, Programmes and Projects including the development of templates and capacity building when and wherever required.
vii. Serve as Secretariat to the implementation Committees for the Presidential priority policies, programmes and projects.
viii. Conduct spot checks for verification and validation of performance data submitted by Ministries working with citizens groups under the umbrella of the OGP.
ix. Coordinate Quarterly and Annual Performance Reviews working with reputable independent assessors as may be approved by the SGF, Ministries, citizen groups and development partners.
x. Conduct Annual Ministerial Performance Review Retreats as may be approved by the President, and

xi. Coordinate engagement with citizens on the priority projects and provide up to date information using the website and other approved channels of communication.

3.3.3 Key Initiatives in 2023

The CDCU during the year introduced some key initiatives that have helped to drive delivery in line with the mandates of the Unit. Some of these initiatives include:

i. **Capacity Building for Delivery Managers and Delivery Desk Officers**
In the CDCU's collaborative efforts to deepen the delivery mechanisms at the Ministry level, 24 Ministries have been supported to inaugurate and train their Delivery Task Teams which is made up of all the Agencies and Departments under such Ministries to ensure timely reporting on their Ministerial Deliverables. Plans are in progress to provide training support to the remaining Ministries to establish their Delivery Task Teams. This development has triggered a more pragmatic approach to performance management across the entire Federal Public Service, and is expected to be cascaded to States across the Federation to adopt the Community of Practice as done in other climes.

ii. **Technical Retreats for Delivery Managers and Desk Officers**
To further strengthen the capacity of the Civil Service, the 2nd technical retreat was facilitated by the CDCU-OSGF for over 100 participants consisting of the Delivery Managers, 2 Desk Officers drawn from 28 Ministries, the OHCSF, and other officials from the OSGF in 2023.

iii. **Submission of Weekly Reports on the Activities of CDCU to the President**
The reports on the activities of the Delivery Unit were incorporated into the Weekly Presidential Briefings by the SGF. This is to ensure that the President was well informed on the activities of the Unit and on issues that may require his attention.

iv. **Submission of Quarterly Reports to the President**
The CDCU continued to submit quarterly progress reports on the implementation of the Ministerial Mandates to the President. This is to keep the President apprised on the level of achievement of the deliverables against set targets.

v. **Conduct Spot Checks on Projects and Programmes implemented by MDAs**
The CDCU has the mandate to manage, track and report progress on the implementation of high-impact Priority Policies, Programmes and Projects of the Federal Government of Nigeria to ensure effective delivery. In furtherance to its Mandate, the CDCU conducts Spot Checks to some high-impact projects being implemented by Ministries, Departments and Agencies which are contributing to the 9 Priority Areas.

The objectives of the Spot Checks are to ascertain the level of implementation of projects which are spread across the six geopolitical zones of the country. The Report of the exercise serves as input for the quarterly reports of the CDCU.

vi. **Establishment/Institutionalisation of CDCU by the Office of the Head of the Civil Service of the Federation**

Section 1, sub-section (1) of the Executive Order 12 of 2022 requires that "a Central Delivery Coordination Unit (CDCU) be formally established by the Office of the Head of the Civil Service of the Federation (OHCSF)in the Office of the Secretary to the Government of the Federation (OSGF) to coordinate the implementation of Presidential Priorities, based on details set out in the schedule of the Executive Order". Accordingly, the OHCSF has issued a Service-wide Circular No. OHCSF/MSO/484/T/96 dated 14th April, 2023, institutionalising the CDCU at the OSGF.

vii. **Study Visits to other Delivery Units outside Nigeria**

To strengthen the capacity of the Delivery Unit staff, a study visit was organised for CDCU officials and the Technical Partners to the Malawi Presidential Delivery Unit in 2023. The visit provide opportunity for the CDCU team to share experience on best practices in the dynamics of the current global trends in delivery systems and to benchmark, exchange ideas and study from experiences of the Malawi Presidential Delivery Unit. Key learnings from the visit have been applied to strengthen the work of the Unit.

viii. **The 2023 Transition Process**

In view of its desire to ensure that the incoming Administration has all the information it requires to make a quick start with the business of governance, the Buhari's Administration documented its experience in implementing the Nine Priority Areas between 2019 and 2023.

The delivery experience based on data collected by CDCU were analysed to serve as handover document to the incoming Administration based on Briefs for each of the Nine Priority Areas covering key sectors. The Briefs provide relevant information that will help the new Administration understand the peculiarities of each Sector including key issues within the Sector that need immediate attention, highlight quick wins based on what has been done already in relation to the Priorities of the new Administration as captured in its Manifesto; as well as provide key recommendations on how to improve Sector outcomes.

ix. **2023 Cabinet Retreat**

The CDCU working in collaboration with the Office of the Special Adviser to the

President on Policy and Coordination and the Political and Economic Affairs Office, OSGF facilitated the organising of the 2023 Cabinet Retreat. Prior to the retreat, the team held extensive bilateral engagements with all the 35 Ministries and the Office of the Head of the Civil Service of the Federation to develop the Ministerial Deliverables that will facilitate the actualization of the Eight (8) Priority Areas of the President Bola Ahmed Tinubu's Administration.

The bilateral engagements provided opportunity for the team from the Office of the Secretary to the Government of the Federation to sensitize the Ministers, Permanent Secretaries and technical teams of Ministries on the broad vision of the President as encapsulated in the 8 Priority Areas. The engagements also afforded the Ministers the opportunity to make very useful inputs into the crafting of the Deliverables and their indicators for effective measurements and assessments.

The 3-day Cabinet Retreat for Honourable Ministers, Special Advisers, Permanent Secretaries and Top Government Functionaries on the theme "Delivering on the Renewed Hope Agenda," was held from Wednesday, 1st to Friday, 3rd November, 2023 at the State House Conference Centre, Presidential Villa, Abuja. The Retreat was chaired by His Excellency, President Bola Ahmed Tinubu.

The Retreat was designed to sensitize participants on administrative processes, elucidate the Administration's Priorities, discuss delivery strategies and solidify the Federal Government's delivery framework. The retreat featured 16 technical presentations, 9 panel sessions, 3 networking sessions, and the signing of Ministerial Performance Bonds by Ministers and Permanent Secretaries with the President.

Post-retreat survey results showed positive outcomes, underscoring increased level of knowledge and successful achievement of objectives thereby reflecting overall satisfaction. Participants commended the retreat organising process, enriching interactions, usefulness of discussions to their work, and the facilitators' expertise. However, recommendations for improvement highlighted concerns about time management, increased collaboration opportunities, and more engaging sessions.

The retreat's recommendations covered key areas including enhancements in administrative processes, judicial and legislative actions, strategic approaches for delivering the priority areas, and performance management strategies.

The retreat ended with directives from Mr. President, stressing the importance of unified commitment, a promise to work collectively for the country, adherence to timelines, and redirecting the nation's narrative. In his closing address, the President redefined the Presidential Priority Areas to focus on the following:

a. Reform the economy to deliver sustained inclusive growth.
b. Strengthen national security for peace and prosperity.
c. Boost agriculture to achieve food security.
d. Unlock energy and natural resources for sustainable development.
e. Enhance infrastructure and transportation as enablers of growth.
f. Focus on education, health, and social investment as essential pillars of development.
g. Accelerate diversification through industrialization, digitization, creative arts, manufacturing, and innovation.
h. Improve governance for effective service delivery.

x. **CDCU Performance Management System Delivery Tracker App**

As part of the President's commitment to transparency and accountability, the Central Delivery Coordination Unit is to reactivate the Presidential Delivery Tracker mobile app and the Performance Management System for tracking of projects, with regular updates to the President and spot checks during the half-year performance review.

CDCU is poised to effectively monitor and coordinate the implementation of Government Programmes, Project and Policies.

3.4 Challenges

i. Lack of adherence to the specified time for the submission of Memoranda, Notes and Briefs for processing.

3.5 Prospects

i. Contributing to improved governance practices in Nigeria.
ii. There is prospect for increased transparency in Government's operations.
iii. Investing in training and capacity building can enhance the Office's prospects for success.

3.6 Next Steps

i. Embracing technology solutions for document processing, archival management and feedback mechanisms can streamline operations within the CAO.
ii. Strengthening engagement with clients such as Ministers, statutory bodies and Committees to understand their evolving needs and expectations can guide future actions of the Office.
iii. Regular review of processes, feedback mechanisms and service delivery standards can help identify areas for improvement within the CAO to ensure it remains responsive to the changing requirements of its clients.

iv. Reactivation of the Presidential Delivery Tracke r mobile app and the Performance Management System for tracking of projects, with regular updates to the President and spot checks during the half-year performance review.

v. Finalisation of comprehensive delivery plans by Ministries, identifying key policies, programmes and projects that will effectively deliver on the Ministerial deliverables

vi. Ministries are expected to collaborate for effective task allocation and meticulous implementation planning

vii. Ministries are to conduct step-down retreats with Agencies under their supervision to align the Ministerial deliverables, and prioritize funding in budgets spanning 2024 to 2027

CHAPTER FOUR

POLITICAL AND ECONOMIC AFFAIRS OFFICE

The mandate of the Political and Economic Affairs Office (PEAO) involves the monitoring, processing, research and analysis of prevailing political and economic issues, locally and internationally; advising Government on available options with a view to making evidence based informed decisions, and monitoring the implementation of FEC approved projects and engagements with multilateral and international organizations. The mandate is executed within two broad areas:

i. Political; and
ii. Economic.

Additionally, the PEAO handles relations with Multilateral and Bilateral Agencies, perform several Ad-hoc assignments which are proactive or reactive to prevailing political and economic situations as well as organizes Inter-Ministerial Committee activities for annual national day events celebrations.

4.2 Organisational Structure

The PEAO consists of Six (6) Departments and One Unit. These are:

i. Public Affairs Department (PAD);
ii. International Organisation Department (IOD);
iii. Nigerian National Volunteer Service (NNVS) Department;
iv. Political Research and Constitutional Matters (PRCM) Department:
v. Public Affairs and Bilateral Relations (PBR) Department;
vi. Economic Monitoring and Multilateral Relations (EMMR) Department; and
vii. National Authority on Chemical and Biological Weapons (NAC&BWC) Unit.

4.3 Activities of the Political and Economic Affairs Office

Through the implementation of its mandate, the Office provided supportive services to the Secretary to the Government of the Federation in his task of monitoring, coordinating and facilitating the implementation of all Political and Economic policies of the Government that are referred to him on regular basis. Some of the activities of the Office in that regard are reported hereunder:

i. **Coordination of the Celebration of National Events**

The Office played critical roles in providing support services to the Presidential Transition Council ((PTC) as member and also in the Presidential Inauguration Planning Committee (PIPC) and as Secretariat to the Inter-Ministerial Committee for the celebration of the 63rd Independence Day activities.

ii. Compiled Reports on the activities of the Sub-Committees and collated albums of events of the Inauguration.

iii. Successfully hosted on behalf of the Federal Government of Nigeria the International Volunteer Day (IVD) Celebration on 5th December, 2023 as mandated by the United Nation Resolution 1985.

iv. **Sensitisation Programmes/Workshops**

Collaborated with Messrs. Segnip Promotions Nigeria Limited, to successfully organize the invitation of stakeholders to a 2-Day sensitization workshop at the NICON Luxury Hotel, Garki, Abuja, which focused on the role of *Local Governments at enhancing the capacity of the grassroots to maximize the benefits of the Federal Government's Food Security Emergency Programme,* initiated in December, 2023 and carried out in January, 2024.

v. **Economic Monitoring, Multilateral and Research**

Economic Monitoring, Multilateral and Research entails providing supportive services to the Secretary to the Government of the Federation in his obligation of coordinating the implementation of Government's Economic Policies and Programmes. It carries out economic research and analysis of government policies as well as monitors and evaluate the performance of the economy on a regular basis, while also handling relations with multilateral agencies including the World Bank Group, (IBRD, IDA, IFAD, UNIDO, WTO,) relevant United Nations Programmes (UNDP, UNCTAD, WFP) specialised Agencies/Commissions (ILO, FOA, ECA) and non-United Nations Multilateral Organisations.

vi. Technical Meetings

a. **Tariff Technical Committee:** The Committee was set-up to deliberate on the implantation of any approved Fiscal Policy Measure as it relates to Excise Duty Rate. The Committee is domiciled in the Federal Ministry of Finance (FMF) and the Office actively represents OSGF on the Committee.

b. **National Poverty Reduction with Growth Strategy (NPRGS):** The National Poverty Reduction with Growth Strategy (NPRGS) was inaugurated virtually on 14th February, 2022 and comprises representatives from the States and Federal MDAs, mandated to carry out all technical works before they are escalated to the National Steering Committee Sectoral Programme. The Technical Working Group (TWG) of the NPRGS coordinate sectoral

approaches and highlight cross-cutting interventions for joint implementation, while the adopted approach will also address anticipated challenges of preparing an evidence-based National Poverty Reduction Strategy.

c. **Reconstitution of Enlarged Focal Point (ENFP) on Multilateral Trade Matters:** This is an Inter-Ministerial meeting to properly harmonise Nigeria's position in the on-going Doha Round of Multilateral Trade Negotiation and other trade negotiations. The Committee was inaugurated **on Thursday 7th April, 2022**.
d. **Trade Policy of Nigeria Review Committee (TPNRC):** The Committee was constituted to review and update the National Trade Policy document to reflect the very dramatic changes that have taken place in the global trade and economic landscape. The National Trade Policy was last revised in 2002.
e. **Nigeria Economic Summit Group (NESG):** The Office was situated in the the Public Sector Team that actualised the **29th Nigerian Economic Summit (NES #29)** with the theme: **"Pathways for Economic Transformation and Inclusion"** organized by the NESG in collaboration with Federal Government under the supervision of the Federal Ministry of Finance (FMF) which held from **22nd – 24th October, 2023**.
f. **Nigeria-UK Enhance Trade Partnership**; Enlarged Stakeholders debriefing and stock taking meeting arising from the concluded Eight Ministerial Meeting of the UK/Nigeria Economic Development Forum (EDF) held on **8th March, 2023**.
g. Economic Consultation between Federal Republic of Nigeria and Netherlands on **7th June, 2023**, the purpose of which was to review the progress made by both countries in the implementation of the Memorandum of Understanding (MoU) signed by the Heads of Government of the two countries on **17th July, 2018**.
h. Participated in the meeting of the **Steering Committee of the Presidential Council on PMS** Removal held at the Chief of Staff to the President's Conference Room, Abuja on 27th July, 2023. The Committee with membership drawn from relevant Federal and State Government's Ministries, Department and Agencies (MDAs) as well as Organised Labour, aimed to consider the proposed palliatives targeted at cushioning the effect of the fuel subsidy removal on Nigerians**.**
i. Meeting with representatives of NG Lyon Construction Ltd on the proposed Offshore Natural Gas Field Development and FLNG Project held at the PS Conference Room on 13th August, 2023.

j. Meeting with Representatives of TOA Custodian Nigeria Limited held on 17th August, 2023 for presentation of the Company's Services to secure the buy-in of Government to facilitate patronage by MDAs.

k. Lagos Chamber of Commerce and Industry 2023 International Business Conference and Expo held at Eko Hotel and Suits, Victoria Island, Lagos from 29th - 30th August, 2023.

vii. Political Research & Constitutional Matters

A key function of the PEAO is the responsibility to assess the conduct of elections at the national, sub-national and international levels, evaluate, analyse and articulate political trends within Nigeria and beyond, with the view to generate recommendations on political reports received for the informed decision making. It also engages in the compilation/production into a compendium, statutes passed by the States House of Assembly and the National Assembly.

In year 2023, the following key activities were undertaken:

a. Technical collaboration between PEAO and the African Electoral Integrity Initiative (AE21) which was committed to the conduct of transparent and credible electoral processes as essential to good democratic governance on citizenship engagement, electoral integrity mobilization and re-orientation and making electoral process more transparent and credible, through the organization of a **Workshop on Election Monitoring, Observation and Assessment that was held on the 14th-15th February, 2023"** and a **"Stakeholders Roundtable Meeting on Electoral Policy Oversight for Sustainable Electoral Integrity in Nigeria"**

b. Observed the conduct of the Brazilian General Election, the report on which was submitted to the Secretary to the Government of the Federation, who subsequently referred the inferences therefrom to the Federal Ministry of Justice and Independent National Electoral Commission for consideration of some of the key observations made that could guide our electoral reform system in Nigeria.

c. Commenced the works for the establishment of a Database for enacted and repealed Laws passed by the States Houses of Assembly and the National Assembly, which is on-going as at the time of this report.

viii. Relations with International Organizations

During the year, the Office participated in the following international engagements:

a. Attended the AUDA – NEPAD/African Forest Landscape Restoration Initiative (AFR100) 7th Annual meeting on the 27th June, 2023 at the Sheraton Hotel, Ikeja, Lagos;

b. Visited the office of the AU-ECOSOCC newly elected Nigerian representatives on the 10th July, 2023 in Maitama, Abuja;
c. Participated in the 3rd Quarter National Technical Working Group-Monitoring and Evaluation (NTWG-M&E) Gender Based Violence (GBV) in July, 2023;
d. Participated in the Ministry of Foreign Affairs coordinated Inter-Ministerial meetings preparatory to Nigeria's participation in the 78th Session of the United Nations General Assembly on the 2nd and 9th of August, 2023 at the Ministry of Foreign Affairs, Abuja;
e. Launch of the European Union (EU) Global Gateway Programme on 19th October, 2023 at the Transcorp Hilton Hotel, Abuja;
f. Participated in the meeting for the review of the Draft National Report on the Fourth Cycle UN Universal Periodic Review (UPR) on the 20th November, 2023 at the Federal Ministry of Justice, Abuja;
g. Attended the ECOWAS end of the year meeting on the 10th December, 2023 in Abuja.

ix. Public Affairs and Bilateral Relations

Related through monitoring the performance of various sectors of the economy and to assess the level of compliance with the implementation of Government economic policies, programmes and projects by Agencies of Government with the view to making appropriate policy observations, findings and recommendations. Also, provide administrative and secretariat services in coordination of Local Bilateral Committee (LBC) meetings under the Nigeria-Niger Joint Commission for Co-operation (NNJCC).

4.4 Nigerian National Volunteer Services

The Volunteer Management Institution was set up to complement National Development efforts through encouraging, harnessing, Coordinating and effectively deploying Volunteer Services and activities of Nigerians at home and abroad. State Governments, Non-Governmental Organizations (NGOs). Development Partners and Citizens are increasingly recognizing volunteerism as an important platform for Youth engagement towards development. In the period covered by this report the Office successfully undertook the following activities:

a. Conducted sanitation exercise using volunteer efforts at Jabi Lake environment so as to reduce its environmental deterioration;
b. Hosted on behalf of the Federal Government of Nigeria the International Volunteer Day (IVD) Celebration on 5th December, 2023 as mandated by the United Nation Resolution 1985.

c. Approved incorporation of the implementation of National Volunteer Policy in 2023 Capital appropriation which is a right step into building a strong volunteer sector of economy that will complement Government development effort.

4.5 National Authority on Chemical and Biological Weapons Conventions (NAC&BWC)

The National Authority on Chemical and Biological Weapons Conventions (NAC&BWC) is the Designated National Secretariat for the implementation of the Biological Weapons Convention (BWC) and the Chemical Weapons Convention (CWC). Nigeria signed the BWC on 10th July, 1972 and ratified same in 1973. She also signed the CWC on 13th January, 1993 and ratified it on 1st March 1999.

The main objectives of the two Conventions are to prohibit the production, acquisition, stockpiling, retention, transfer and use of chemical and biological weapons as well as providing for their destruction. The Conventions however encourage free trade in chemicals and biological agents among States Parties for purposes not prohibited under the Conventions. States Parties to the two Conventions are required, as part of their national implementation measures, **to establish or designate a National Authority** that will serve as the national focal point for the implementation of the Conventions. It is in that vein that the NAC&BWC was established to provide national level coordination and guidance for effective implementation of the two Conventions. The NAC&BWC Unit in the PEAO is therefore mandated to coordinate implementation of the two Conventions in Nigeria. The NAC&BWC therefore seeks to provide effective guidance to relevant national stakeholders and facilitate the deployment of necessary measures and tools to ensure a nation free of chemical and biological weapons.

4.5.1 Alignment of NAC&BWC Mandate and Mr. Presidents' Renewed Hope Agenda

The mandate of NAC&BWC is in tune with the mandate of the Political and Economic Affairs Office (PEAO) in the area of advising government on available options with a view to making informed decisions and monitoring of implementation of international agreements. It also dovetails into the mandate of the PEAO which entails providing supportive services to the Secretary to the Government of the Federation in delivering the task of monitoring, coordinating and facilitating the implementation of all policies and programmes of government, in this case national implementation of the two Conventions. This coordination mandate of the NAC&BWC ultimately ensures chemical safety and security as well as bio-safety and bio-security in Nigeria, thereby keying into Mr. President's Renewed Hope Agenda in the area of strengthening national security for peace and prosperity. In this regard, the operations of NAC&BWC include the following:

i. To serve as the National Focal Point for effective coordination of the activities of relevant MDAs in the implementation of the two conventions in Nigeria;
ii. Serve as secretariat of the Inter-Ministerial Committee (IMC) on Chemical and Biological Weapons Conventions and thus responsible for organising meetings of the IMC on quarterly basis or as the need may arise;
iii. Act as the liaison for relevant Stakeholders in relating with the Organisation for the Prohibition of Chemical Weapons (OPCW), which is the global implementing body of the CWC based in The Hague, Netherlands and the Biological Weapons Convention-Implementation Support Unit (BWC-ISU), which is the global implementing body for the BWC based in Geneva, Switzerland;
iv. Sensitize relevant national stakeholders through interactive means (meetings, seminars, workshops, etc) on the implementation of the CWC and BWC as well as the need for peaceful use of chemistry and biological sciences;
v. Conduct bi-annual inspection visit to chemical industries nationwide to verify receipt and utilization of imported Scheduled Chemicals;
vi. Development of Annual Declaration of Past Activities (ADPA) Report on Scheduled Chemicals within Nigeria and submission of same to the OPCW in The Hague, Netherlands, before 30th March of each year. Similarly, develop and submit report on Confidence Building Measures (CBMs) to the BWC – ISU in Geneva, Switzerland before 15th April of each year.
vii. Screening and endorsement of applications from eligible Nigerians seeking sponsorship to attend Capacity Building Programmes organized by the OPCW;
viii. Facilitating employment of qualified Nigerians to occupy positions at the OPCW;
ix. Coordinating the implementation of National Chemical and Biological Emergency Preparedness and Response Plan (NC&BEPRP);
x. Facilitating the process of payment of Nigeria's Annual Assessed Contribution to the OPCW and the BWC-ISU; and
xi. Representing Nigeria at the statutory meetings of the OPCW and BWC-ISU.

4.5.2 Activities Undertaken for year 2023:

In fulfilment of its mandate, the NAC&BWC undertook the:

i. **Endorsement of qualified Nigerians to participate in capacity-building trainings, conference, seminars and meetings**:
Endorsed and facilitated the participation of thirty-nine (39) individuals to partake in different capacity development programmes organised by the OPCW and BWC-ISU. The individuals were selected from several relevant Ministries, Departments and Agencies (MDAs), the Academia and Organised Private Sectors (OPS). This

was done to ensure wide-spread/inclusive participation among relevant stakeholders and also to guarantee gender equality.

In the same vein, personnel of the NAC&BWC attended some capacity-building programmes and annual mandatory meetings of the OPCW and BWC under sponsorship of the two (2) Conventions. The programmes attended were:

a. Regional Training Course for African BWC National Contact Points (NCPs) and an Outreach Workshop on the Secretary-General's Mechanism for Investigation of Alleged Use of Chemical, Bacteriological (Biological) or Toxin Weapons (UNSGM), United Nations Conference Centre, Addis Ababa, Ethiopia, 16th – 18th May, 2023;
b. Regional Conference on Enforcing Effective Customs Control of the Trade in Toxic Chemicals in Africa" Brazzaville, The Congo, 23rd – 25th May 2023;
c. Twenty-First Regional Meeting of National Authorities of States Parties in Africa, Harare, Zimbabwe, 25th – 27th July, 2023; Training Course on National Authority and Chemical Databases, Finnish Institute for Verification of the Chemical Weapons Convention (VERIFIN), Helsinki, Finland, 21st – 30th August, 2023;
d. ASSER Institute Annual Training Programme on Disarmament and Non-Proliferation of Weapons of Mass Destruction (WMD), The Hague, Netherlands, 18th – 22nd September, 2023;
e. Peer-to-Peer Training of Customs Training Institutions on Enforcing the Transfers Regime of the Chemical Weapons Convention (CWC), Nairobi, Kenya, 10th – 12th October, 2023;
f. Regional Workshop on Universalization and Effective Implementation of the Biological Weapons Convention (BWC) in Western Africa, Lome, Togo, 11th – 13th October, 2023;
g. Regional Workshop on Universalization and Effective Implementation of the Biological Weapons Convention (BWC) in Western Africa, Lome, Togo, 11th – 13th October, 2023;
h. Twenty-Fifth Annual Meeting of National Authorities of States Parties to the Chemical Weapons Convention (CWC), OPCW Headquarters, The Hague, Netherlands, 22nd – 24th November, 2023; and
i. Biological Weapons Convention (BWC) Meeting of States Parties (MSP), Geneva, Switzerland, 11th – 13th December, 2023.

ii. **Bi-Annual Inspections/Declaration Visits to Chemical Industries that Imported and/or Utilized Scheduled Chemicals Listed under the CWC**

As a State Party to the CWC, it is obligatory for Nigeria to make annual declarations regarding scheduled chemicals listed under the CWC and chemical facilities in accordance with the verification annex and Article VI (8) of the Convention.

In line with this obligation, NAC&BWC undertakes bi-annual inspection/declaration visit to chemical industries that import and/or utilize scheduled chemicals. The objective of the visit is to verify importation, receipt, utilization, stock and custody of scheduled chemicals as well as collate comprehensive data of such chemicals in the country for onward transmission to the Organization for the Prohibition of Chemical Weapons (OPCW). The exercise also ensures compliance with chemical safety and security.

In this regard, NAC&BWC embarked on its first-half year 2023 declaration visit to chemical industries for period covering January to June, 2023. Companies visited were situated in Lagos, Ogun and Rivers States. Similarly, it embarked on the second-half year 2023 declaration visit to chemical industries in Lagos, Rivers, Kano, Abia, Anambra and Ogun States.

Report of each visit was developed and the data obtained therefrom have been aggregated to enable Nigeria submit her Annual Declaration of Past Activities (ADPA) for year 2023 to the Technical Secretariat of the OPCW in line with Article VI of the CWC.

Pictures of NAC&BWC personnel during their visit to chemical industries.

iii. **Facilitating the Process of Payment of Nigeria's Annual Assessed Contribution to OPCW and BWC-ISU**

The NAC&BWC received letters from the Ministry of Foreign Affairs (MFA) transmitting proforma invoices showing Nigeria's indebtedness to the OPCW and BWC-ISU as annual assessed contributions. These were processed for the approval of the Secretary to the Government of the Federation (SGF) and subsequent transmittal to the Federal Ministry of Finance for the payment of the assessed contributions of the two (2) Conventions.

Payment of assessed contribution is an obligation of each State Party to the CWC and BWC. Member States of the Organizations with unpaid arrears of its financial contribution to the Organizations shall have no Voting Right in the Organizations if the amount of their arrears equals or exceeds the amount of the contribution due from them for the preceding two full years. NAC&BWC follow-up the processing of the assessed contributions with the Ministry of Finance to ensure prompt payment to the OPCW and BWC-ISU, to maintain Nigeria's reputation among the comity of nations.

CHAPTER FIVE

SPECIAL SERVICES OFFICE

The Special Services Office (SSO), Office of the Secretary to the Government of the Federation (OSGF), was established during the colonial rule in Nigeria. It started as a Security Unit, Office of the Colonial Secretary, responsible for the collation and processing of security and intelligence reports for the Colonial Office in London. It went through various changes in nomenclature and structure, from Security Unit, Security Section, Security Branch and Security Department, under the Office of the Colonial Secretary and Cabinet Office. In 1980, the name was further changed to Special Services Department and subsequently, transmuted into the Special Services Office by Decree 43 of 1988 following the Civil Service Reforms.

5.2 Mandate

The SSO is responsible for the formulation, coordination and the implementation of security polices of Government. These include initiating and advising Government on general security issues, as well as liaising between the public and Government establishments on one hand, and the Security Agencies and the Ministries, Departments and Agencies (MDAs), on the other. The SSO also plays the role of processing and translating security reports into policy inputs for Government decision-making and implementation by MDAs. By its statutory responsibilities, SSO was created to serve as an institutional facilitator to the Intelligence Community (IC) in accessing their Funds and application of Financial Regulations, principles of Tenders and Procurement. It was also designed to serve the Head of the IC in the implementation of national security policies.

5.3 Vision

The vision of the Office is to “ensure effective co-ordination and monitoring of the implementation of government security policies and programmes affecting all spheres of our national life and for overall development of the citizenry and country”.

5.4 Mission

To serve as a strategic hub for the efficient co-ordination, communication and monitoring of government security policies and programmes implementation across all Arms and Tiers of government.

5.5 Functions

Broadly, the Special Services Office (SSO) was established to perform two (2) main functions viz:

a) Security Administration and Budgetary Services.
b) Intelligence Community Liaison and Secretariat Services.

These two (2) broad functions are further subdivided as follows:

i. **Repository of Intelligence and Security Reports:**
Receipt of intelligence and security reports from the Security Agencies on various national and international issues and processing them as inputs to the organs of Government for policy making and implementation.

ii. **Security Awareness/Consciousness and Training:**
Conducts Security education and awareness through seminars, lectures, workshops and conferences for staff of MDAs at Federal level as well as the general public.

iii. **Advises the Government on Security Matters:**
Initiates and advises the Government on general security issues. These are covered under the framework of National Security Council, Intelligence Community Committee (ICC), Joint Intelligence Board (JIB), General Security Appraisal Committee (GSAC) and Federal and States Security Administrators' Meeting (FSSAM).

iv. **Administers the Oath of Secrecy and Declaration of Secrecy:**
The Office administers the Oath of Secrecy and Declaration of Secrecy to Staff of MDAs.

v. **Security Coverage for the Presidential Inauguration:**
Coordinates security coverage for the Presidential Inauguration in collaboration with Security Agencies.

vi. **Vets Public Officers:** Conducts various forms of vetting for public officers, Banks and Aviation Directors, Hajj operations, National Pensions Commission etc.

vii. **Articulation and Presentation of Funds Releases:** Articulation and presentation of quarterly releases of funds for the Intelligence Community (IC) to the Government.

viii. **Institution's Memory of the Intelligence Community (IC):**
Serves as the institution's memory of the Intelligence Community (IC) through the archiving of intelligence reports, information and Government White Papers.

ix. **Cover/Liaison for the Intelligence Community:** It provides the necessary cover to the Security Agencies in their relations with the Ministries, Departments and

Agencies (MDAs) and the general public. Specifically, it serves as communication channel for the Intelligence/Security Agencies.

x. **Intelligence Community Budget and Financial Services:** Processes the budget of the Intelligence Community (IC) and liaises with the Ministry of Finance, Budget and National Planning, Office of the Accountant General of the Federation, Central Bank of Nigeria and relevant Committees of the National Assembly.

xi. **Security Publication:** Publishing, distribution/dissemination of security documents to the relevant stakeholders. Such publications include Federal Republic of Nigeria Security Instructions (FRSI), Confidential Telephone Directory (CTD), Oath of Secrecy and Declaration of Secrecy, Guidelines on Security Consciousness for Top Government Functionaries, Reports of Security Panels, Security Lectures, Protective Security Manuals and Posters.

xii. **Security Inspections:** Carries out security inspections of MDAs and other Government installations/Key points and Offices through the Security Inspection Committee which comprises of the SSO, DSS, OHCSF, DIA, NPF, NEMA and FFS.

xiii. **Security Liaison with the States of the Federation:** The Office liaises with the 36 States of the Federation and FCT on security matters through the Federal and States Security Administrators' Meeting (FSSAM). The meeting is carried out on quarterly basis.

xiv. **Security Coordination of International Conferences:** Coordinates security coverage of International Conferences hosted in Nigeria.

xv. **Secretariat to Security/Intelligence Community Meetings:** Serves as the Secretariat to the National Security Council (NSC), Intelligence Community Committee (ICC), Joint Intelligence Board (JIB), General Security Appraisal Committee (GSAC) and other statutory security meetings.

xvi. **Other Committee Responsibilities:** Participates in various security-related Committees such as the National Security Agencies Appeal Committee (NSAAC). The SSO also attends the Senior Management Committee meetings of the security agencies for their promotion exercise and Member, Board of National Institute of Security Studies (NISS).

xvii. **Other Ad-Hoc Duties and Responsibilities:** Performs other Ad-Hoc duties and responsibilities as may be assigned by the Secretary to the Government of the Federation (OSGF) and the National Security Adviser (NSA).

5.6 Achievements

The Office carried out series of its mandate and participated in a number of Ad-Hoc Committee assignments either as Chairman, Secretary or Member in 2023 which included the following:

i. Coverage of statutory Security Meetings such as; Intelligence Community Committee (ICC) and Joint Intelligence Board (JIB), amongst others.
ii. Coordinated Stakeholders' Engagement on Current Security Challenges in the North East and North Central Geo-Political Zones
iii. Secretary, Special Investigative Panel on Oil Theft/Losses in Nigeria.
iv. Secretary, Security Committee, Presidential Transition Committee

5.7 Capital Project

In addition, the Office successfully, completed the execution of its Capital Projects including, Secured Communication Network for Security Administrators in the States of the Federation and production of Confidential Telephone Directory.

5.8 Challenges/Constraints

It is important to draw attention to the following observations and challenges of the Special Services Office:

i. Paucity of funds has threatened activities of the Office. Some of the activities include:
   a. Conduct of Security Inspection of MDAs and other strategic Government key points and installations has not been carried out for some time.
   b. Conduct of Security Consciousness and Awareness Workshops. The last one was conducted in 2015.
ii. The current system of information dissemination is very slow, such that in some cases, information is sent belatedly. There is therefore need for integration of the SSO with other MDAs on Government electronic platform for easy interface.
iii. Some roles/responsibilities of the Office in the Intelligence Community have been usurped by various Agencies within the Intelligence Community, particularly participating at the Senior Staff Committee of major security agencies and other security tasks.
iv. Staff Development: Inadequate Professional training programmes/courses as it relates to security/intelligence.
v. The office lacks adequate utility vehicles to carry out its functions.

5.9 Recommendations

i. Adequate funding should be made in the budgetary allocation to facilitate the conduct of security awareness, consciousness workshops/seminars, and the regular conduct of security inspection of MDAs and other strategic installations.

Increased threats by terrorists to attack key Government facilities, underscores the need for regular conduct of Security Inspection of MDAs and other strategic installations.

ii. Relevant Security Agencies should complement the SSO by providing professional training programmes/courses as it relates to security/intelligence.

iii. The budgetary provision should be enhanced to enable the procurement of adequate utility vehicles.

CHAPTER SIX

ECOLOGICAL PROJECT OFFICE

The Ecological Project Office (EPO) was established in 1985. It is one of the Five Arms of the Office of the Secretary to the Government of the Federation (OSGF) headed by a Permanent Secretary. The Office is envisioned to ensure proper, efficient and effective Utilization of funds released for projects by Mr. President for prompt response to ecological challenges nationwide. It therefore serve as a strategic intervention office to combat ecological challenges within Federal Government jurisdiction nationwide through effective, efficient utilization and monitoring of all Mr. President's approved projects with a view to achieving environmental sustainability in Nigeria.

6.2 Core Mandate of the EPO

The core mandate of EPO is chiefly to:

i. Facilitate quality, timely, efficient and effective implementation of all Mr. Presidents approved projects nationwide;
ii. Judicious and equitable utilization of the funds released for project implementation by Mr. President;
iii. Ensure distribution of approved projects amongst the six-geo-political zones of the Country;
iv. Regular update/production of a reliable data on ecological challenges nationwide; and
v. Effective and efficient monitoring of all Mr. President's approved projects nationwide.

6.3 Policies Initiated During the Year Under Review

Developed a Project Workflow Chart and Guidance Manual to guide Contractors, Consultants and Project Managers in the implementation of the EPO Projects.

6.4 Status of Implementation of Approved Policies, Programmes and Projects

Twenty (21) nos. projects were awarded in year 2022, out of which Four (4) have been completed and awaiting commissioning and hand over to the beneficiary communities, while Seventeen (17) are still ongoing and are at various stages of completion.

6.5. Notable Achievements During the Year

i. EPO tackled flood and erosion menace across the six-geopolitical zones of

zones of Nigeria and about Two Hundred and Fifty (250) skilled jobs and One Thousand, Five Hundred (1,500) unskilled jobs were created through the engagement of Contractors and Consultants by the Ecological Project Office in the implementation of the projects; and

ii. Developed a capacity training programme and updated guidance manual to enhance the development of its technical staff skills capability to achieve the EPO mandate.

6.6 Challenges, Prospects and Next Steps

6.6.1 Challenges

i. The Office conducted Survey of Ecological Problems nationwide in 2017 through the approval of Vice President. However, there would have been a great increase in the ecological challenges in the last seven years. Hence the urgent need for another nationwide Ecological Survey.

ii. The spate of Security Challenges is also a threat to timely implementation of projects. Therefore, the Office is soliciting for adequate protection of EPO Staff, Consultants and Contractors at the Project site.

i. Lack of taking ownership of the completed EPO project(s) after handed over to the benefitting communities has been a concern to the office, the projects were not properly managed. The office is soliciting for Communities collaboration in managing the projects properly with a view to justify the value for money and purpose of the project.

6.6.2 Prospects and Next Steps

i. Continuous training / capacity building of the EPO staff would enhance the capacity of its staff to tackle the ecological problem in line with the world best practices;

ii. Seeking synergy among MDAs dealing with environmental challenges to prevent any untold ecological problems and ensure environmental sustainability;

iii. Seeking successive taking over of the intervention projects by the benefitting communities for continuous maintenance to justify value for money; and

iv. Seeking judicious utilization of the share of Ecological Fund by State and Local Governments to reduce pressure on the Federal Government for interventions on ecological problems within their domains.

i. Contract for the Overhauling and Upgrading of College of Medicine, University of Lagos Sewage Plant, Lagos State

Photographs before Intervention

Photographs During Intervention

Photographs after Completion

ii. Rehabilitation Of Dilapidated Central Sewage Treatment Plant at University Teaching Hospital, Ituku-Ozala, Enugu State

Photographs before Intervention

Photographs during Intervention

iii. Contract for the Phase 2 of the Integrated Industrial Pollution Management Facility Project at Challawa, Sharada and Bompai Industrial Areas of Kano, Kano State

Photographs before Intervention

Photographs during Intervention

Photographs during Intervention

Photographs during Intervention

Photographs during Intervention

CELEBRATING NIGERIA'S SEVENTH SUCCESSIVE DEMOCRATIC TRANSITION

1.0 The Presidential Transition and Inauguration Ceremonies

The Office of the Secretary to the Government of the Federation as a strategic machinery for the coordination of Government policy initiatives and programmes has consistently demonstrated its commitment to the delivery of good governance. Sequel to a Presidential directive, Secretary to the Government of the Federation, in December, 2022 constituted the Transition Technical Task Team (TTTT) to plan and provide technical and operational support in developing a framework for managing the 2023 presidential transition. The TTTT led by the Special Adviser to the President on Policy Coordination, had the responsibility to prepare and develop a framework for managing the 2023 presidential transition.

A significant outcome of the work of the TTT provided the basis for the issuance by President Muhammadu Buhari, GCFR, of **Executive Order (EO) No. 14 of 2023**, on the *Facilitation and Management of the Presidential Transitions,* which established the **Presidential Transition Council** (**PTC**) to oversee the entire transition process, and also the Ministerial Transition Teams (MTT) of all the Ministries. The EO 14, which was issued on 7th February, 2023 provided a legal framework to facilitate a smooth transition process for the incoming administration and also provided adequate information to the public on the task of governance. The PTC chaired by the Secretary to the Government of the Federation was tasked with the following responsibilities:

a) To facilitate the handing over process by the President to the President-elect;
b) To organise security for the President and Vice President-elect, including coordinating post-election security briefings;
c) To organise necessary facilities including fully furnished Office and personnel for the President-elect and his/her Transition Team;
d) To coordinate briefings of the President-elect by relevant public officers;
e) To facilitate communication between the outgoing President and the President-elect;
f) To prepare transition programme and organise swearing-in ceremony;
g) To carry out any other activity necessary to ensure optimal performance of the functions of the President under the Constitution and perform any other function assigned to it under the 1999 Constitution as amended;
h) The Council shall have all powers necessary for the execution of its functions under this Executive Order and shall conduct its business in line with National ethics as espoused in Section 23 of the Constitution; and

i) Except as otherwise provided in the Executive Order, the Council may determine its own procedure.

The membership of the PTC comprised the following:

PTC Members:

i. Secretary to the Government of the Federation - Chairman
ii. Head of the Civil Service of the Federation - Member
iii. Solicitor-General of the Federation and Permanent Secretary, Federal Ministry of Justice
iv. Permanent Secretaries from the following Ministries and Offices:
   a. Defence
   b. Interior
   c. Finance, Budget and National Planning
   d. Foreign Affairs
   e. Information and Culture
   f. Federal Capital Territory Administration (FCTA)
   g. Special Duties and Inter-Governmental Affairs
   h. Cabinet Affairs Office, Office of the Secretary to the Government of the Federation (OSGF)
   i. General Services Office, Office of the Secretary to the Government of the Federation (OSGF)
   j. Political and Economic Affairs Office, Office of the Secretary to the Government of the Federation (OSGF)
   k. State House
v. National Security Adviser
vi. Chief of Defence Staff
vii. Inspector-General of Police
viii. Director General, National Intelligence Agency
ix. Director General, State Security Services
x. Clerk of the National Assembly
xi. Chief Registrar of the Supreme Court of Nigeria; and
xii. Two representatives, to be nominated by the President-elect

The Transition Council was inaugurated by the Secretary to the Government of the Federation on Tuesday 14th February, 2023.

The Executive Order 14 further provided for the appointment of a Federal Transition Coordinator (FTC) who also served as the Secretary to the Presidential Transition Council. The FTC was responsible for coordinating the transition process of the Federal

government and served as liaison between the transition teams of the outgoing President and the President-elect on one hand, and the Ministry Transition Teams and the Presidential Transition Council on the other hand.
In the exercise of its powers and for smooth delivery of its mandate, the PTC created three functional Committees, namely:

i. Inauguration Committee (Presidential)
ii. Transition Documents; and
iii. Facility, Intelligence and Security.

Presidential Inauguration Committee

This brief is focused mainly on the activities of the Secretary to the Government of the Federation led **Presidential Inauguration Committee** which was charged with responsibilities to:

a. organize the swearing-in and the inaugural parade;
b. work out details of programmes and other logistics necessary for the successful inauguration ceremonies;
c. liaise with other relevant Sub-committees to determine the number of guests and provide clearance to the guest to be invited as well as accreditation of guests;
d. liaise with the appropriate organisations for infrastructural support;
e. carry out any other activity that will ensure the success of the committees 'work; and
f. produce a report on its activities for the consideration of the PTC.

The Presidential Inauguration Committee developed and introduced new innovations and events as foundation and guide for future Presidential Inaugurations. These included:

- The introduction of Investiture and open transmission of Transition Documents as an event
- Introduction of the symbolic exchange of 'Baton of Service' from the President to the President-Elect as well as the decision to retire the baton to the Presidential Wing of the National Archives
- Introduction of an Inauguration Lecture to address critical National Issues as a new tradition
- Introduction of a Theme for the 2023 Inauguration
- The identification of the National Archives as a critical national institution and the advocacy for its inclusion as a key member of every Presidential Transition Council, in future; and

- The advocacy for the creation of a Presidential Records Wing at the National Archives

Key Activities of the 2023 Presidential Inauguration Committee

Inauguration and Business Meetings

The PIC was inaugurated by the Secretary to the Government of the Federation who also served as the Chairman on 14 February, 2023. Post-inauguration, the PIC held a total of ten (10) Business and two Emergency Meetings every Thursday of the week, to plan and review its activities and progress.

Interaction with the Media:

The PTC (Parent Council) held its first media interaction on March 28 2023 during which it unveiled the creation and structure of the Inauguration Committee, amongst other key information, to Nigerians.

On-Boarding of Representatives of the President-Elect

The PIC effected the on-boarding of the following Representatives of the President Elect as members. This was to facilitate seamless coordination of plans and programmes. They were:

i. Senator Abubakar Kyari -APC Deputy National Chairman NE
ii. Hon. James Faleke-MHR and DG APC-PCC

The PIC similarly embedded 33 other representatives of the President Elect with all its sub-Committees for effective representation and inclusivity.

Development of Theme, Messaging, Etc

The PIC considered and adopted the theme for the inauguration as **'Nigeria: Better Together'.** This was based on the assessment of post-election state of the nation and the urgent need to underscore the significance of national unity and cohesiveness.

The PIC also adopted **"Nigeria's 7th Consecutive Democratic Transition of Power"** as an important message to the global community indicating that democracy has taken root in Nigeria.

Similarly, adopted, for historical and documentation purposes, the identification of each President/Head of State by numbers in successive order. It therefore described the 2023 Presidential Inauguration as that of the **16th President of the Federal Republic of Nigeria.**

Programme of Events for the 2023 Presidential Inauguration

The IC developed and obtained Presidential approval for the programme of events for the 2023 Presidential Inauguration as follows:

S/No	Date	Activity	Venue & Time
1	Thursday, 18th May, 2023	World Press Conference by the Secretary to the Government of the Federation/ Chairman, Inauguration Committee	The Rotunda, Ministry of Foreign Affairs, CBD, Abuja
2	Tuesday, 23rd May, 2023	Regimental Dinner for Out-Going Commander -in-Chief	Armed Forces Officers' Mess, Asokoro
3	Wednesday 24May, 2023	(i) Valedictory Federal Executive Council (FEC) Meeting	Council Chambers, Presidential Villa
4	Thursday 25th May,2023	Investiture Ceremony for President-elect &Vice President-Elect, and Formal hand-over of Transition Documents	State House Conference Centre
5	Friday, 26th May, 2023	Public Lecture and Jumat Prayer	National Mosque
6	Saturday, 27th May, 2023	Inauguration Lecture on the topic "Deepening Democracy for integration and development by His Excellency, Uhuru M. Kenyatta, former President of Kenya	International Conference Centre
7	Saturday, 27th May, 2023	Children's Day Program & Party i. Parade ii. Children Party	Centre Old Parade Ground & State House Conference Centre
8	Sunday, 28th May,2023	Inter-denominational Church Service @	National Christian Centre
9	Sunday, 28th May,2023	Inauguration Dinner/Gala Nite	State House Conference Centre
10	Monday, 29th May ,2023	Inauguration Parade/Swearing in Ceremony	Eagle Square
11	Tuesday, 30th May, 2023	Post Inauguration luncheon	State House Banquet Hall

Approval for Implementation of the Programme of Events and Briefing of the President-Elect

The Chairman, Inauguration Committee presented and obtained approval of His Excellency, President Muhammadu Buhari, GCFR for the implementation of the programme of events and similarly briefed the President-Elect on the events in general and particularly, those he was expected to attend.

Invitation to Foreign Leaders and Heads of International Organisations

His Excellency, President Muhammadu Buhari, GCFR, personally signed 138 letters of invitation to foreign leaders and heads of International Organisations to attend the Inauguration-inauguration dinner and post inauguration luncheon.

The Ministry of Foreign Affairs received confirmation and availability for the event as shown below:

S/N	Representative	Number in Attendance
1.	President	22
ii.	Former President	1
iil.	Vice President	2
iv.	Deputy President	1
V.	Prime Minister	4
vi.	Deputy Prime Minister	1
vii.	Minister or Special Envoy	42
viii.	Head of International Organization	12

Highlights of the Programme for the Presidential Inauguration Ceremonies

The 2023 Presidential Inauguration ceremonies was commenced on 18th May, 2023 with the ***World Press Conference*** addressed by the Secretary to the Government of the Federation and Chairman, Presidential Transition Council, held at the Rotunda of the Ministry of Foreign Affairs on.

The ***Investiture Ceremony*** took place at the State House Conference Centre, Abuja, where President Muhammadu Buhari, GCFR, conferred the highest National Honours of *"Grand Commander of the Order of the Federal Republic (GCFR)"* and *Grand Commander of the Order of the Niger (GCON)* on the then President-Elect, Bola Ahmed Tinubu, and the Vice President-Elect, Kashim Shettima respectively. The ceremony was broadcasted live by public and private media organisations and also streamed live on OSGF You Tube channel.

The high point of the event was the symbolic hand over of the baton-of-service to the President Elect. This was done to demonstrate that service to Nigerians was a relay race that must be continued. In his speech, President Buhari directed that the box and the baton

should be preserved within the Presidential History Section of the National Archives for historical purposes. He also expressed the desire that the symbolic gesture should become part of the culture of transition in our country, going forward. The event gave due prominence and recognition to the significant role of the National Archives in our national life and history.

The ***Presidential Inauguration Lecture*** held on 27th May, 2023 at the International Conference Centre, Abuja as part of the scheduled events for the successful 2023 Presidential Inauguration Ceremony. The subject of the lecture was **"Deepening Democracy for Development and Integration"** which aligned with the Presidential inauguration theme *"Nigeria, Better Together"*. The lecture provided an opportunity for constructive dialogue, collaboration, and the pursuit of national interests above partisan or narrow group considerations.

The overarching principle that guided the inauguration lecture was centered on fostering national unity, inclusivity, and democratic consolidation in Nigeria. The topic for the lecture acknowledged issues around national divisions and polarization, particularly along political, ethnic, religious, and other fault lines which once again became accentuated, before, during and after the 2023 general elections.

Mr. Uhuru Muigai Kenyatta, CGH, former President of the Republic of Kenya, who featured as the *Guest Speaker* espoused on his vast experience as one of Africa's foremost leaders, and the role he played in deepening democracy in Kenya and Africa as a whole.

Also, the following eminent Nigerians addressed critical areas that were integral to deepening democracy and national development. These were:

(i) His Eminence, **Mohammed Sa'ad Abubakar III, CFR**, Sultan of Sokoto **-** *"Religious Tolerance and Inclusiveness"*

(ii) Most Rev. **Dr. Matthew Hassan Kukah**, Bishop of the Catholic Diocese of Sokoto **-** *"Religious Tolerance and Inclusiveness"*

(iii) **Dr. Amina J. Mohammed, GCON**, Deputy Secretary-General, United Nations **-** *"Security and Development"*.

(iv) **Dr. Akinwunmi Adesina, CON**, President, African Development Bank **-** *"Strengthening the Nigerian Economy"*.

(v) **Mr. Dayo Israel**, National Youth Leader, All Progressive Congress **-** *"Youth Inclusiveness"*

Renowned ace broadcasters, Mr. Cyril Stober and Mrs. Eugenia Abu served as Comperes at the lecture.

The 2023 Presidential Inauguration Lecture also featured ***Cultural and Arts Exhibition*** with the theme ***"Nigerian Art: Hope Renewed, Limitless Possibilities"*** which was declared open by the former President Muhammadu Buhari, GCFR, held at the Executive Hall of the International Conference Centre, Abuja. The event was designed to highlight the rich cultural and creative industry.

On 27th May every year, Nigeria joins other countries in the world in celebrating Children as critical stakeholders in national development in accordance with the United Nation's Convention and the African Union Charter on the rights and welfare of children. Incidentally, the ***2023 Children's Day*** anniversary fell within the period of the Presidential Inauguration. The commemoration of the day was set out on the following key objectives:

- ✓ Promote love and understanding among children;
- ✓ Initiate action to benefit children and promote their welfare;
- ✓ Celebrate childhood, promote friendship, foster unity among children; and
- ✓ promote child participation.

The theme for the 2023 celebration was ***"The State of the Nigerian Children Today: Proper Parenting for Value Re-Orientation and National Consciousness"***, chosen to bring to fore emerging issues that touch the vulnerability and wellbeing of children, emphasizing the urgent need and collective efforts by stakeholders, particularly families in ensuring positive parenting for our children for a better Nigeria.

The 2023 Children's Day celebration featured Parade/March Pass and Children's Party, with other side events such as presentation of Goodwill Messages from local and international organisations, Presidential Address, Call to Action by the Speaker of National Children Parliament and Essay Competition. Other side events included entertainment, play area, train station, jumping castle, and pictures. At the end of the programme, prizes were awarded to the best three overall result in the Essay competition, while participating children were given various gift items such as customized school bags, water bottles, and book on Nigeria history.

The ***Dinner/Gala Night*** took place at the Conference Centre of the State House, Presidential Villa, Abuja on Sunday, 28th May, 2023 hosted by former President Muhammadu Buhari, GCFR. The immediate was attended by the former President, Yemi Osinbajo, the President & Vice President -Elect, Foreign Dignitaries, Diplomat, National Assembly Members and Captains of Industries. Guests at the dinner/gala night were entertained with three indigenous cultural performances, music and spoken word.

The ***Public Lecture and Special Juma'at Prayers*** were held at the National Mosque on Friday 26th May 2023. The guest lecturer was **Professor Bashir Galadanci**, who presented a paper titled *"Unity in Diversity: Evolving a Better Nigeria."* The event was attended by the Senate President, Sen, Ahmed Lawan; the then Vice President-Elect, Kashim Shettima, GCON, amongst other dignitaries. The ceremony was covered by NTA, FRCN, Channels TV, AIT, TVC, News Central and Arise live. The event was also streamed live on OSGF YouTube.

Similarly, the ***Inter-Denominational Thanksgiving Church Service*** served as a platform for unification by promoting reconciliation, healing, and a shared sense of identity and values among the diverse religious communities in Nigeria. The service symbolized the significance of religious freedom, inclusivity, and unity in the country's diverse society. It encouraged interfaith dialogue, and highlighted the values of peace, justice, and compassion. The thanksgiving church service also underscored the values of peace, justice, and compassion, which are central to many religious teachings.

The Inter-denominational Service took place on Sunday, May 28, 2023, at the prestigious National Christian Centre, Central Business District, Abuja and was moderated by the National President, Christian Association of Nigeria, the Most Rev. Daniel C. Okoh. The Founder of Dominion City Chapel, Bishop John Praise Daniel was the Guest Minister for the event and delivered a sermon on the topic "Renewed Hope to the Nation “as taken from the scripture in Psalms 133:1. His sermon incorporated key messages of unity, reconciliation, and national progress, representing the diversity of religious texts and traditions.

The event featured a Ceremonial Parade conducted by members of the Armed Forces of Nigeria (AFN) comprising the Nigerian Army (NA), the Nigerian Navy (NN) and the Nigerian Air Force (NAF), as well as the Nigeria Police Force (NPF).

Activities lined up for the ***Ceremonial Parade*** included a march past, band display, cultural dance and music, and air demonstrations by the Nigerian Air Force. The event climaxed at the swearing-in ceremony and the official handover and hoisting of new National and Defence flags to the incoming President by the outgoing President.

A total of 4,700 persons were accredited under the following different categories: Presidential Transition Council (PTC); Transition Technical Task Team (TTTT); all Sub-Committee Members; National Troupe of Nigeria (NTN); Security Liaison Officers (SLOs); Media Practitioners; Medical Team; Aides; Service Providers, including Caterers and Ushers; and the Diplomatic Corps etc.

A total of 900 personnel comprising 50 officers and 850 other ranks of the Nigerian Army, Navy and Air Force, as well as the Nigeria Police Force, participated in the Parade. The strength was exclusive of the cultural troupes that performed the display. The entire troops that participated in the event were coordinated by the Guards Brigade. The Parade was adjudged generally successful.

The 2023 Presidential Inauguration activities recorded huge success. This could be ascribed to the institutionalization of Transition activities brought about by the Executive Order No. 14 of 2023. The unprecedented attendance could be attributable to the rekindled interest of Nigerians in the democratic process, which confirms that Nigerian's democratic journey is on course.

Gallery: Activities/Events of the 7th Consecutive Democratic Transition

Inauguration of the Presidential Transition Council (PTC) by the Secretary to the Government of the Federation, Boss Mustapha, CFR, on Tuesday, 14th February, 2023

Cross section of members of the PTC

Cross section of members of the PTC

Armed Forces Regimental Dinner in honour of the Outgoing Commander in Chief

President Muhammadu Buhar, GCFR, Commander in Chief of the Armed Forces of the Federal Republic of Nigeria at the Regimental Dinner for the Outgoing Commander in Chief

EXIT

Federal Executive Council Valedictory Session at the State House on Wednesday, 22nd May, 2023

President-Elect, Bola Ahmed Tinubu, GCFR, and Vice President-Elect, Senator Kashim Shettima, GCON, at the conferment of National Honours Award by President Muhammadu Buhari on Thursday, 25th May, 2023 at the State House Conference Centre, Abuja.

Investiture of President-Elect, Bola Ahmed Tinubu, GCFR

Investiture of Vice President-Elect Kashim Shettima, GCON

Presentation of transition Documents from the outgoing President to the President-Elect

Exchange of Baton. A symbolic gesture of the transition process as curated by the outgoing Secretary to the Government of the Federation, Boss Mustapha, CON

2023

2023 Presidential Inauguration Public Lecture and Juma'at Prayer on Friday, 26th May, 2023 at the National Mosque, Abuja

Inauguration Lecture on the Topic: "Deepening Democracy for Integration and Development" by His Excellency, Uhuru M. Kenyatta, former President of Kenya and Presidential Inauguration Exhibition themed: "Nigerian Art: Hope Renewed... Limitless Possibilities" at the International Conference Centre, Abuja on Saturday, 27th May, 2023

Guest Speaker, H.E. Uhuru Muigai Kenyatta, GHC, former President of Kenya

His Eminence Mohammed Sa'ad Abubakar, CFR the Sultan of Sokoto speaking on; "Religious Tolerance and Inclusiveness"

H.E President Muhammadu Buhari GCFR and H.E Uhuru Kenyatta, CGH, Former President of Kenya.
Also Seated is the Vice President-Elect Kashim Shetimma, GCON, APC Chairman, Abdullahi Adamu and the Service Chiefs.

Dr. Amina J. Mohammed, GCON, UN Deputy Secretary-General, Virtual Representation on "Security and Development"

Most Rev. Dr. Mathew Hassan Kukah, Bishop of the Catholic Diocese of Sokoto, speaking on; "Religious Tolerance and Inclusiveness"

Dr. Akinwunmi Adesina, President, African Development Bank (AfDB) speaking on " Strenghtening the Nigerian Economy"

Mr Dayo Israel, National Youth Leader, all Progressives Congress speaking on " Youth Inclusiveness"

His Excellency Uhuru Kenyatta CGH, former President of the Republic of Kenya speaking on; "Deepening Democracy for Development and Integration.

Alhaji Kashim Shettima, GCON, Vice President-Elect delivering a goodwill message

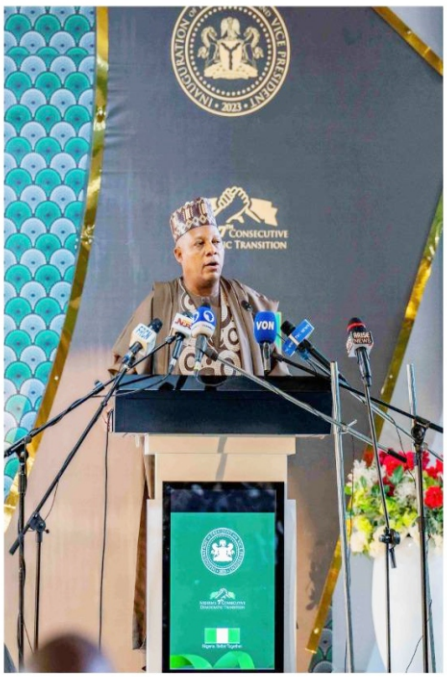


Photo Session of the Guest Speakers with H.E Muhammadu Buhari, GCFR and Vice President-Elect

Departure of Guests at the end of the Lecture

Chairperson of the Presidential Inauguration Lecture Sub-Committee, Beatrice. E. Jedy-Agba mni SGF/PS FMoJ), some members of the Sub-Committee & Registration Desk.

Children's Day Programme at the Old Parade Ground and Children's Party at the State House Conference Centre on Saturday, 27th May, 2023

At the 2023 Presidential Inauguration Inter-Denominational Church Service, National Christian Center on Sunday, 28th May, 2023 in Abuja

NIGERIA'S 7TH CONSECUTIVE

PRESIDENT AND VICE

2023 Presidential Inauguration Dinner/Gala Night at the State House Conference Centre, Abuja on Sunday, 28th May, 2023.

2023 Presidential Inauguration Parade/Swearing-In at the Eagle Square on Monday, 29th May, 2023 in Abuja.

President Bola Ahmed Tinubu, GCFR

Former President Muhammadu Buhari, GCFR, bidding farewell at the Eagles Square

CHAPTER SEVEN

NATIONAL BOUNDARY COMMISSION

The National Boundary Commission is an Agency of the Federal Government saddled with the primary responsibilities of defining, delineating, delimiting and determining Nigeria's Internal, International and Maritime territorial boundaries; monitoring trans-border relations between Nigeria and her neighbours with a view to detecting areas of tension and possible conflict; promoting cross border cooperation; and facilitating equitable utilization of trans-border resources.

7.2 Mandate, Vision and Mission

7.2.1 Mandate: The mandate of the Commission is to determine, intervene and deal with any boundary dispute that may arise within and between Nigeria and any of her neighbours with a view to settling such disputes.

7.2.2 Vision: To make boundaries easily identifiable for the promotion of Trans-border Cooperation and to ensure peaceful co-existence and good neighbourliness amongst border communities.

7.2.3 Mission: The Mission of the Commission is prompt and effective management of Nigeria's Internal and International Boundaries.

7.3 Structure of the Commission

The National Boundary Commission is a multi-disciplinary Agency of the Federal Government that was created vide Decree No.38 of 17th December, 1987 and revised via Establishment Act 2006. It was conceived from the onset to be a high-profile Government Agency with vast responsibilities of ensuring peace and harmony amongst our border dwellers. It is a "Presidency-level statutory institution". To drive home the relevance attached to it by Government, the Constitution of the Federal Republic of Nigeria promulgated on 3rd May 1989 listed it as one of the fourteen "Federal Executive bodies". The National Boundary Commission operates on three levels, namely; The Board; Technical Committees for Internal and International Boundaries; and The Secretariat.

7.3.2 The Board

The Commission has a high-powered Board Membership comprised of:

i. H. E. the Vice President, FRN Presiding

ii.	Attorney General of the Federation and Minister of Justice	Member
iii.	Minister of Defence	Member
iv.	Minister of Foreign Affairs	Member
v.	Minister of Works	Member
vi.	Minister of Housing and Urban Development	Member
vii.	Minister of Interior	Member
viii.	Minister of Petroleum Resources	Member
ix.	Minister of Budget and National Planning	Member
x.	Inspector General of Police	Member
xi.	National Security Adviser	Member
xii.	Director General, National Intelligence Agency	Member
xiii.	Six other members to be appointed by the President from Six Geo-Political Zones	
xiv.	Director General National Boundary Commission	Member/Secretary

- The Governor or Governors as the case may be, of any state or States of the areas in dispute form part of the Board Membership. The membership of the Board also has a co-option clause which provides that other Ministers may be co-opted whenever matters affecting their schedules arise.

7.3.3 Technical Committees of the Commission

There are two Technical Committees of the Commission. These are: The International Boundaries Technical Committee (INBTC) and the Internal Boundaries Technical Committee (IBTC)

i. The **International Boundaries Technical Committee (INBTC)** deals with matters affecting Nigeria on its borders with neighbouring countries, including land and maritime boundaries. It is headed by the Minister of Foreign Affairs. The Committee comprised of the following members:
   i. Representative of the Inspector General of Police not below the rank of Commissioner of Police;
   ii. Permanent Secretary Ministry of Defence
   iii. Permanent Secretary Ministry of Works
   iv. Permanent Secretary Ministry of Petroleum Resources
   v. Permanent Secretary Foreign Affairs
   vi. Permanent Secretary National Planning Commission
   vii. Permanent Secretary Police Affairs
   viii. Solicitor-General of the Federation and Permanent Secretary, Ministry of Justice;
   ix. Director General National Intelligence Agency;

x. Surveyor General of Federation;
xi. omptroller General of Immigration Services;
xii. Three non-ex-officio members of the Commission;
xiii. The Chairman of the State Boundary Surveyor General in the relevant State, who may be co-opted when matters affected their State arise; and
xiv. The Director General of the Commission.

ii. The **Internal Boundaries Technical Committee (IBTC)** is headed by the Minister of Works and Housing. The Committee shall deal with any internal boundary dispute with a view to settling the dispute. It comprised of the following members:

a. Representative of the Inspector General of Police not below the rank of Commissioner of Police;
b. Permanent Secretaries of National Planning Commission; iii. Police Affairs;
c. Permanent Secretary, Ministry Interior;
d. Permanent Secretary, Special Duties;
e. Solicitor-General of the Federation and Permanent Secretary,
f. Ministry of Justice;
g. The Surveyor General of the Federation;
h. The Comptroller General of Immigration Service;
i. Three non-ex-officio members of the Commission;
j. The Chairman of the State Boundary Committee and the Surveyor General in the relevant State, who may be co-opted when matters affected their State arise; and
k. Director General, National Boundary Commission.

7.3.4 The Secretariat

The Secretariat of the Commission is headed by the Director General who runs the day-to-day affairs of the Commission. The Commission has Seven Departments with each headed by a Director. The Departments are as follows:

i. International Boundaries;
ii. Internal Boundaries;
iii. Maritime Boundaries;
iv. Research and Policy Analysis;
v. Finance and Accounts;
vi. Administration and Supplies; and
vii. Legal Services.

Presently, the Commission has six (6) Zonal Liaison Offices in each of the six geopolitical

Zones, namely; **Lagos (South West), Calabar (South South), Enugu (South East), Sokoto (North West), Minna (North Central) and Maiduguri (North East).**

7.4 Functions of the Commission

The Function of the Commission includes, among other things:

i. To intervene and deal with any boundary dispute that may arise between Nigeria and any of her neighbours with a view to settling the dispute;
ii. To intervene, determine and deal with any boundary dispute that may arise among states, local government areas or communities in the Federation with a view to settling the disputes;
iii. To define, and delimitate boundaries between states, local government areas or communities in the Federation, and between Nigeria and her neighbours in accordance with delimitation instruments or documents established for that purpose;
iv. To monitor trans-border relations between Nigeria and her neighbours with a view to detecting areas of tension and possible conflict;
v. To promote trans-border cooperation and border region development;
vi. To facilitate equitable utilization of shared border resources;
vii. To formulate policies and programmes on internal and international (land and maritime) boundaries;
viii. viii. To advise the Federal Government on matters affecting Nigeria's border with any neighbouring country.

7.5 Programmes and Activities of the Commission

7.5.1 International Boundaries

The International Boundary is defined as "a line of demarcation that distinctively excludes one nation state from another." The distinction between the nation-states should be legal (Treaties, Agreements and Conventions recognized under International Law) and based on reality. The International Boundary defines the limit of legal, political, and administrative powers of a nation-state over a given territory. It must thus be legally known, accepted, and recognized by the nation's immediate neighbours and the International Communities.

The basic legal framework upon which Nigeria's International Boundaries are defined emanates from the Treaties, Conventions and Agreements entered between the British Government and the Governments of corresponding neighbouring Colonial Powers around the territory called Nigeria on the attainment of Independence in 1960. It must however be pointed out that such Treaties and Agreements were never flawless. There are ambiguities and contradictions in the Articles of some extant Treaties that Nigeria still

engages her neighbours in further negotiations and Agreements to better define International Boundaries. In this regard, the National Boundary Commission (NBC) is statutorily empowered by Nigeria State to engage her neighbours to peacefully define unambiguously her International Boundaries with her neighbours as opposed to litigation, disputes and/or feuds. The NBC has powers to negotiate further, the alignment of a given International Boundary and to legitimately represent the interest of Nigeria in that capacity. The National Boundary Commission guided by the extant legal instruments is diligently discharging its responsibility in the delimitation and resolution of all grey areas in the definition of Nigeria's International Boundaries as a going concern and work in progress.

Nigeria's international boundaries are inherited from the Berlin Conference, all being Anglo-Francophone except for the Cameroon which is Anglo-German. Nigeria shares international boundaries West with Benin Republic to the west, Niger Republic to the north, Chad Republic to the northeast and Cameroon to the east. The southern continental edge of Nigeria is the coastal frontage with the Atlantic Ocean and is governed by the United Nations Convention on Law of the Sea (UNCLOS).

The Nigeria-Benin international boundary is managed under the framework of the Joint Standing Committee of Experts on the Delimitation of Nigeria-Benin International Boundary. The Committee comprises officials of the Boundary Commissions of Nigeria and Benin. The Nigeria-Niger international boundary is managed under the framework of the Joint Standing Committee of Experts on the Re-Demarcation of the Nigeria-Niger International Boundary. In the same vein, the Committee comprises authorized personnel of the Boundary Commissions of Nigeria and Niger Republic. The Heads of Government of the Riparian States of the Lake Chad Basin Commission (LCBC) delegated to the Secretariat of the LCBC to assign the demarcation of the Riparian States boundaries on Lake Chad. The Nigerian-Cameroon international boundary was a subject of Litigation at the International Court of Justice (ICJ) at The Hague and a Cameroon-Nigeria Mixed Commission (CNMC) was established to implement the ICJ ruling of 10th October 2002.

i. Nigeria-Niger International Boundary

The activities of the Commission along the Nigeria-Niger international boundary in the year 2023 were bilateral engagements as follows:

S/N	Activities	Date	Remarks
i	Sesitization of the Re-Construction of 60 Intermediate Pillars between Pillar No. 79 – 80 and 80 – 81 along the Nigeria-Niger International Boundary	17th May 2023	Kongolam, Katsina State Sector
ii.	Re-Construction Of 60 Intermediate Pillars Between Pillar No. 79 – 80 And 80 - 81 Along The Nigeria-Niger International Boundary	From 20th May – 20th June, 2023	Kongolam, Katsina State Sector

Figure 1: *Inspection of the Re-construction of 60 Intermediate pillars between pillar No. 79 – 80 and 80 - 81 along the Nigeria-Niger international boundary*

Figure 3: *Picture of the Constructed Intermediate pillar along the Nigeria-Niger International Boundary*

ii. Nigeria-Cameroon International Boundary: Continuation of Work

The Commission in 2023 recorded the following activities undertaken on the Nigeria-Cameroon international boundary as follows:

SN	Activities	Date	Remarks
i	Joint Sensitization Mission for Lot 7 Pillar Emplacement Project.	13th - 31st January, 2023	Sensitization Exercise to Areas Under Lot 7 In Preparation for The Upcoming Lot 7 Pillar Construction Exercise
ii	Security Coordination Meeting	13th - 31st January, 2023	Preparation of Security for the Lot 7 Pillar Construction Exercise
iii	Pillar Construction Lot 7	February – May 2023	Pillar Construction of The Un Contract Tagged Lot 7
iv	Field Visit of the Staff Of The Commission for the Field Mission to Lot 7 Pillar Emplacement Exercise In Adamawa, Borno, Cross-River & Taraba States Sectors of the Nigeria–Cameroon International Boundary	8th - 16th June 2023.	Field Visit to Areas Under Lot 7 For the Assessment Along the Boundary On the Nigeria Side.
v	Inspection Mission to Lot 7 Pillar Construction Sectors of the Nigeria-Cameroon International Boundary	13th - 25th July 2023.	Pillar Inspection Visit To Areas Under Lot7
vi	Meeting of the Project Steering Committee (PSC) And Final Mapping in Lagos	9th - 19th September 2023.	Meeting of the PSC And Final Mapping
vii	Meeting of the Project Steering Committee (PSC) Scheduled to Hold In Doula		Meeting of the PSC and Preparation of Lot 8
viii	Sponsored Members of Nigerian Delegations to Attend The 15th Extraordinary Meeting Of Sub Commission On Demarcation (SCD) In Yaoundé Cameroon.	23rd - 28th October -+2023.	Further Discussions on The Upcoming Lot 8
ix	Joint Inspection Mission for Lot 7 Garoua & Maroua, Cameroon (Corresponding to Adamawa & Borno States Sectors)	13th to 31st January, 2024	Pillar Inspection Visit to Areas Under Lot 7 to Close the Un Contract Tagged Lot 7
x	Joint Sensitization Mission for Lot 8 Pillar Emplacement Project Maroua, Cameroon (Corresponding to Borno State Sector)	13th - 31st January, 2024	Sensitization Exercise to Areas Under Lot 8 In Preparation for the Upcoming Lot 8 Pillar Construction Exercise
xi	Security Coordination Meeting	13th - 31st January, 2024	Maroua, Cameroon
xii	The visit of Special Representative of the Secretary-General (SRSG) of the United Nations to Abuja, Nigeria.	5th - 9th February 2024	Meeting with the Honourable Attorney General of the Federation and Minister of Justice. visit of the Chief of Mission of IOM Nigeria Laurent M.J. De Boeck

Figure 4: **Joint Inspection Mission to Lot 7 Pillar Construction sectors of the Nigeria-Cameroon International Boundary**

Figure 5: ***Meeting of the Project Steering Committee (PSC) and Final Mapping Session held in Lagos on the 9th To 19th September 2023.***

Figure 6: Group photo of SRSG, with the Attorney General of the Federation, DG NBC, and Members of the CNMC.

Figure 7: *Hon. Minister of Foreign Affairs Amb. Yusuf M. Tuggar with some Directors from the Ministry and DG of NBC with his Team*

iii. Nigeria-Benin International Boundary

The Commission also conducted in the year under review, the following activities along the Nigeria-Benin international boundary:

S/N	Activity	Date	Remarks
i	Stakeholders Meeting on the Delimitation of the Nigeria - Benin International Boundary	15th To 18th May 2023	Held in Lagos State.
ii	Joint Field Mission to Determine the Precise Position of Main Pillars (B75, B76, B77 And B78) along the Nigeria Benin International Boundary	25th To 30th September 2023	Pobe, Benin Republic.

Figure 8: *Joint Mission to Adjara Sector of the Nigeria-Benin international boundary.*

iv. Nigeria-Chad International Boundary

The Commission in 2023 recorded the following activities undertaken on the Nigeria-Chad international boundary as follows:

S/N	Activity	Date	Remarks
i	Sponsored Members of Nigerian Delegations to Attend The 15th Extraordinary Meeting of Sub Commission	23rd - 28th October 2023	Further Deliberations on the Upcoming Lot 8

	on Demarcation (SCD) in Yaoundé, Cameroon.		
ii	Sponsored Member of The Commission to Meet The Yobe/Borno State Boundary Committee on the Activities of the Lake Chad Basin.	17th - 21st December 2023	Maiduguri, Borno State

v. Resettlement Project

The following activities under the Resettlement Project were also undertaken in the year of review.

S/N	Activity	Date	Remarks
i.	Construction of a Solar-Powered Borehole at Kasugula Village, Bama LGA, Borno State		To Develop the Border Communities. Bringing the presence of the Federal Government to border communities.
ii.	Supervision of the Departmental Projects at Bama, Borno State, Birnin Kuka, Katsina State Jantulu Kebbi State, and Mapeo, Adamawa State.	December 2023	To Inspect the Departmental Projects across the country.

Figure 9: *The Constructed Solar-powered Borehole at Kasugula village, Bama LGA, Borno State*

vi. Collaboration With Institutions on International Boundary Negotiation Management and Development

The Department also conducted in the year under review, the following activities under Collaboration with Institutions on international boundary negotiation management and development.

S/N	Activity	Date	Remarks
i.	Human Capacity Development Training on the Application of GIS for Effective Boundary Management at Lagos.	11th to 15th December 2023	To Improve the Technical Capacity of the Staff in Discharging their duties in Boundary Management.

Figure 10: *Group photo of the participants and Sambus Geospatial team.*

Nigeria has an extensive international land boundary with its neighbours of 774km with the Benin Republic, 1,500km with the Niger Republic, 84km with Chad and 2,100 km with the Cameroon Republic. In the year 2023, the Department continued in its activities of emplacement of more pillars on the Nigeria-Niger and the Nigeria-Cameroon boundaries. The activities carried out on the Nigeria-Benin were aimed at preparing the ground for further engagement on the boundary aimed at resolving the areas of disagreements and making further progress. In conclusion, these activities reflect the Department's commitment to peaceful engagements to define Nigeria's international boundaries by existing Treaties, Agreements, and Conventions. While challenges and ambiguities may persist, the Department's efforts are ongoing, and they are dedicated to maintaining the nation's territorial integrity through diplomacy and cooperation with neighbouring States. Looking ahead to 2024, it is expected that the International Boundaries Department will

continue its important work, contributing to regional stability and fostering peaceful relationships with Nigeria's neighbouring countries.

7.5.2 Internal Boundaries

With regards to the internal boundaries, the Commission's focus is in its three-prong approach of: **dispute prevention**, **dispute resolution and trans-border relations maintenance**. These programmes are pursued vigorously especially as the nation is still at the stage of boundary delineation, definition, demarcation and general management.

The strategy of the Commission is to carry out all these activities in close collaboration with the affected constituent units as well as other relevant Agencies of the Federal Government. The activities involve: **searches** for delimitation records, **joint meetings of officials** involving the States and the National Boundary Commission, **joint field investigations** by constituted field teams, physical **boundary testing** on the ground which involves **tracing and provisional** demarcation, joint **sensitization and enlightenment** campaigns, **ethnographic studies** amongst border communities, **advocacy/appeal** visits to disputing communities, **workshops/seminars**, etc.
Some of these activities were carried out on the under listed interstate boundaries during the period under review as follows:

S/N	Activities	Date
1	Technical Meeting of Experts on boundaries of the FCT with neighbouring States of Kaduna, Kogi, Nasarawa and Niger States held on 22nd March, 2023 to review the status of the boundaries and develop a roadmap for the completion of the demarcation exercise.	22nd March, 2023
2	Technical Meeting of Experts on the Ekiti/Ondo ISB held in Abuja on Tuesday, 25th and Wednesday 26th April, 2023 to assess the status of the boundary and agree on the modalities towards resuscitating necessary actions on the boundary.	25th and 26th April, 2023
3	Emplacement of pillars on the sector A & B of the Lagos/Ogun ISB from 24th April, 2023 and to last for a period of 30 days.	24th April – 24th May 2023
4	Field observation exercise on the Jigawa/Kastina ISB held 25th April, 2023 to enable NBC obtain refined coordinates which will help with the proper Gazetting of the boundary.	25th April – 8th May, 2023
5	Determination of Tripartite point on Ekiti/Ondo/Osun boundaries on Wednesday 3rd – 5th July, 2023 to enable the NBC carry out further activities on the concerned interstate boundaries.	3rd -5th July, 2023
6	Pillar Emplacement Exercise on boundaries of the FCT and Neighbours; FCT/Nasarawa, FCT/Niger, and FCT/Kaduna carried out April, 2023	April, 2023
7	Supervision of Ongoing demarcation exercise on the FCT/Kaduna, FCT/Nasarawa, and FCT/Niger from 11th April 2023 and to last for a period of 45 days	11th April – 26th May, 2023.
8	Tripartite Technical Meeting of Experts on Ondo / Osun/ Ekiti boundaries held on Thursday26th and Friday 27th October, 2023	26th & 27th October, 2023.

9	Continuation of Pillar Emplacement Exercise along FCT/Nasarawa boundary from BP10 – BP11, and BP14 – BP15	September, 2023
10	Technical Meeting of Experts on Kwara/Niger ISB held 20th - 21st July, 2023 to receive the positions of the States on the updated maps and discuss the way forward on the boundary	20th – 21st July, 2023
11	Continuation of filed completion exercise on Bauchi/Jigawa ISB held on 27th November – 11th December, 2023 along the boundary.	27th November – 11th December, 2023.
12.	Joint Meeting of Officials on the Abia/Akwa Ibom ISB held on Wednesday 19th July, 2023 to review the status of work on the boundary and discuss the way forward	19th July, 2023
13	Technical Meeting of Experts on the Abia/ Akwa Ibom ISB held on 4th – 6th October, 2023 in Abuja to consider the responses of the States on the Status of the previous work on Field Tracing and Provisional Demarcation and to articulate appropriate recommendations on the way forward.	4th-6th October,2023
14	Advocacy Visit to Taraba State held on 10th – 12th October, 2023 to brief the Governor on the Commission's activities on the boundaries of the State generally	10th – 12th October, 2023
15	Determination of tripartite point along Ekiti / Ondo/ Osun tripartite	5th – 12th November
16	Technical Meeting of Experts on the Gombe/Taraba ISB held in Abuja on Tuesday 21st and Wednesday 22nd November, 2023 to assess the status of the boundary and agree on the modalities towards resuscitating necessary actions on the boundary corridor.	21st – 22nd November, 2023
17	Joint Meeting of Officials on Cross River/Ebonyi ISB held in Abuja on Monday 27th November, 2023 to review the status of the boundary and discuss the way forward towards its definition.	27th November, 2023
18	Technical Meeting of Experts on the Enugu/Kogi ISB held in Abuja on 14th – 15th December, 2023 to consider the responses of the States on the extracted 2013 coordinates plotted.	14th - 15th December, 2023
19	Fact Finding Mission to Osun and Oyo on Osun/Oyo ISB from 17th - 20th December, 2023 in order to get firsthand information on the causes of the continuous invasion or encroachment by opposing communities along the boundary.	17th – 20th December, 2023
20	Joint Meeting of Officials on Anambra/ Enugu ISB held in Abuja on Wednesday 24th January, 2024 to review the status of the boundary, analyse the outstanding work on each sector and discuss the way forward towards its definition.	24th January, 2024
21	Technical Meeting of Experts on the Benue/Nasarawa ISB held on 30th – 31st January, 2024 to discuss factors that hindered the smooth execution of pillar emplacement project in 2022 that was stalled and recommend strategies for resumption of work on the boundary.	30th – 31st January, 2024
22	Technical Meeting of Experts on the Ogun/Osun ISB held on Wednesday 21st and Thursday 22nd February, 2024 in Abuja to review past actions, make necessary proposals on the demarcation process of the agreed sectors and address the remaining grey sectors of the boundary	21st and 22nd February, 2024

7.5.3 Maritime Boundaries

The Maritime Boundaries is one of the line departments of the National Boundary Commission and is saddled with the responsibility of dealing with Nigeria's international maritime boundaries. The Department negotiates, defines, and delimitates Nigeria's maritime boundaries with its neighbouring countries. Its primary objective is to ensure Nigeria's maritime jurisdiction is well-defined, protected, and properly utilized in accordance with national and international laws and agreements. Nigeria shares a common maritime boundary with Ghana, Equatorial Guinea, Benin Republic, Cameroon, and Sao Tome and Principe in the Gulf of Guinea.

The department collaborates with stakeholders such as the Ministry of Transportation (now Ministry of Marine and Blue Economy), Ministry of Justice, Ministry of Foreign Affairs, Nigerian Maritime Administration and Safety Agency (NIMASA), Nigerian National Petroleum Corporation (NNPC) Ltd, Nigerian Upstream Petroleum Regulatory Commission (NUPRC), Nigerian Navy, and Nigerian Institute of Oceanography and Marine Research (NIOMR) as part of the Maritime Boundary Technical Committee. These collaborations aim to coordinate efforts towards safeguarding the nation's maritime interests in the Gulf of Guinea.

The department offers technical expertise to committees on security coordination (as a member of the Nigeria/Equatorial Guinea Combined Maritime Policing and Security Patrol Committee meeting and Nigeria/Sao Tome & Principe Combined Maritime Policing and Security Patrol Committee meeting, as well as the Cameroon/Nigeria Trans-boundary Security Committee meeting) and blue economy initiatives (as the Secretariat of the African Deep Seabed Resources Project, ADSR). The most notable achievements of the department in the year 2023 include:

i. Nigeria-Ghana Maritime Boundary

An In-house Technical Sub-Committee meeting on the Nigeria/Ghana maritime boundary was held on 17th - 19th April 2023 at the DG's conference hall of the National Boundary Commission headquarters, in Abuja. The meeting was organized to ascertain Nigeria's position on the exact extent of the maritime boundary between Nigeria and Ghana and resolve all other boundary issues lingering between both nations. The meeting resolved to employ the "principle of equidistance" to ensure equal resource distribution. The Committee was also entrusted with making sure that the final boundary delineation does not cede viable oil wells to our neighbour. Nigeria contacted their Ghanaian counterpart to continue their Joint Technical Meetings on the boundary but has yet to receive a response in that regard.

ii. Nigeria-Equatorial Guinea (Extension) Maritime Boundary

The Nigeria and Equatorial Guinea maritime boundary extension is at the concluding phase of its delimitation. An In-house Technical Committee Meeting on the extension of Nigeria/Equatorial Guinea Maritime Boundary was held from the 6th - 8th of June 2023 at the DG's conference hall of the National Boundary Commission headquarters, in Abuja. The purpose of the meeting was to finalize the evaluation of the extent of the boundary where it fell short at the Tripartite Point between Nigeria, Equatorial Guinea, and Cameroon. After extensive deliberations, the meeting resolved that the Median line claim and oil well coordinates should be plotted using the same Nautical or Admiralty Chart and further reviewed before the advent of the forthcoming Joint Technical Meeting on the common boundary.

iii. ISA Council Sessions (2023)

The National Boundary Commission was one of the Agencies that represented Nigeria at the annual Council meetings for the 28th Session of the International Seabed Authority (ISA) which was held in three parts: **Part I** – From 16th – 31st March 2023 in Kingston, Jamaica; **Part II** – From 10th – 21st July 2023 in Kingston, Jamaica and **Part III** – From 30th Oct – 8th Nov 2023 in Kingston, Jamaica. It may be noted that the department serves as the Secretariat of the ISA's Africa Deep Seabed Resources (ADSR) project and is an important member of the Inter-ministerial Committee of the ISA in Nigeria. Given its extensive knowledge of the country's maritime affairs, the department was part of the Nigerian delegation for the ISA Council meeting of 2023, which discussed how Nigeria's continental shelf can be sustainably developed and the application for Nigeria's deep seabed exploration contracts with the ISA.

Additionally, the department, as Secretariat of the ISA's Africa Deep Seabed Resources (ADSR) project and a member of the Inter-ministerial Committee of the ISA, participated in several meetings as Nigeria prepared to hold a National deep seabed exploration workshop in the country. However, due to logistical and resource constraints, the deep seabed workshop was postponed until 2024.

Figure 1: Group photo of the Representative of Nigeria to the ISA, Head of Maritime Boundaries Department, representative Of NIMASA at the ISA Session., in Kingston Jamaica..

Figure 2: A photo of the Head of the Maritime Boundaries Department, Nurudeen Abba, at the ISA Session, in Kingston, Jamaica.

iv. Extended Continental Shelf (ECS) Project

The Commission as a member of the High-Powered Presidential Committee (HPPC) on Extended Continental Shelf (ECS), tasked with securing additional maritime limits for Nigeria in accordance with International Law (UNCLOS) successfully attained approval of our Extended Continental Shelf submission on 11th August 2023 by the United Nations Commission on the Limits of Continental Shelf (CLCS). This process, which was initiated by the Commission and later transferred to the HPPC, began in 2001 and sought to extend our continental shelf, a region holding vast undersea minerals and hydrocarbon resources that can contribute significantly to the growth of the nation from areas beyond the 200NM mark, (EEZ). Additionally, the Department attended the meeting with the CLCS during the 58th Session at New York, to receive and examine the recommendations with regards to our submission. These recommendations form the basis for coastal states to officially assert and defend their rights over the ECS.

v. The "Host Community" Project

The Commission, had cause to interface with Nigerian Upstream Petroleum Regulatory Commission (NUPRC) as the agency responsible for the determination of a "Host Community" *(*a littoral community to a deep-water area of operation located along the Gulf of Guinea from the Nigerian shoreline up to about 500m inland), as enshrined in the Petroleum Industry Act (PIA) signed into law by His Excellency President Muhammadu Buhari, GCFR, in 2021. Accordingly, the field exercise was conducted successfully with reports submitted for six states, namely **Lagos, Ogun, Ondo, Delta, Akwa Ibom**, **and Rivers State**. The department having thoroughly analyse the reports, satisfactorily forwarded Five States (Lagos, Ogun, Ondo, Delta, and Akwa Ibom) for gazetting.

Figure 3: The Boundary team on a courtesy visit to a coastal community during the exercise.

Figure 4: A group photograph of some of the boundary team during the course of the exercise.

Figure 5: Ongoing inspection at the coastal exercise.

ii. Capacity-Building

The Commission in the year 2023 engaged in capacity-building initiatives to enhance the capabilities of the Commission's workforce (in line with 7(o), NBC Establishment Act 2006).

a) Volterra Fietta Training in London, United Kingdom, (2023).

The training workshop on **"Issues of Governance and Management of Land and Maritime Boundaries"**, held in London, United Kingdom from 26th - 28th April 2023. The program was organized with the view to seek new developments and improvements to masterfully delineate and manage Nigeria's boundaries. The exercise was attended by the Directorate Cadre, Heads of Department, and other relevant staff of the technical departments of the Commission. The training was facilitated by Volterra Fietta, a Law Firm in London, United Kingdom with vast experience in public international law and has advised and represented countries all around the world on land and maritime boundary issues. The program included theoretical and practical lectures, with case-by-case studies on the land and maritime boundaries of Africa and around the world. The exercise concluded with the participants having the technical and legal knowledge necessary to make informed decisions regarding the delimitation and management of Nigeria's land and boundaries.

Figure 6: Group photograph of the DG, participants from NBC, and the Volterra Fietta team in London, United Kingdom.

(a)

Figure 7: Group photograph of the DG, participants from NBC, and the Volterra Fietta team in London, United Kingdom. (b)

Figure 8: Group photograph of the DG, participants from NBC, and Volterra Fietta's Representative in London, United Kingdom.

b) Yeosu Academy of the Law of the Sea in Korea (2023):

Through its international affiliations, a Directorate staff, Dr. Hamza Danagalan, attended the 2023 Yeosu Academy of the Law of the Sea training in Korea. The Yeosu Academy of the Law of the Sea is an initiative, as a part of the Yeosu Project that inherited the spirit of the EXPO 2012 Yeosu Korea as well as the Yeosu Declaration, aimed to provide education and training on ocean affairs to develop countries to cope with their maritime challenges. The Yeosu Academy was a two-week training program for government officials, researchers, and other professionals in ocean policy, as well as professors or graduate students who are interested in ocean affairs from developing countries. Through this program, participants were able to learn and understand the modern law of the sea and critical international and regional ocean-related issues.

Figure 9: Directorate Staff of the department, Dr. Hamza Danagalan, at the exercise, in Seoul, South Korea.

Figure 10: A view of the training hall at the Yeosu Academy, 2023.

Figure 11: The Representative of the Commission at the exercise, in Seoul, South Korea.

c) International Seabed Authority (ISA)-China Joint Training and Research Center in China (2023)

A staff of the Commission, Mr. Zallani A. Saiq, participated in the second JTRC training workshop held in Qingdao, China from 16 - 27 October 2023. The training focused on marine science and technology and targeted at junior scientists and engineers from diverse backgrounds (marine geologists, marine biologists, oceanographers, biogeochemists and others) with an interest in the deep sea as well as governmental officials. The two-week training workshop included theoretical lectures on deep-sea related topics such as mineral resources and environmental protection; Operational practice of underwater vehicles and simulators; Site visits to the ocean-related institutions in Qingdao; Offshore operation onboard a research vessel; and participation in an international symposium that will take place in Qingdao.

Figure 12: The representative of the Commission with the JTRC training workshop team in Qindao, China

Figure 13: Ongoing deep seabed training in Qindao, China.

Figure 14: The representative of the Commission with his JTRC training certificate, in Qingdao, China

7.6 Information And Communication Technology (ICT)

The ICT Unit in the Commission is tasked with providing technical assistance for issues pertaining to computer hardware, software, internet services, and all ICT-related matters in the Commission. The Commission is at the forefront of the Federal Government's Digital Transformation agenda in line with the directives of the Head of Civil Service of the Federation. It has fostered the implementation drive and training on E-government, Web administration, official email administration, etc.

7.6.1 Achievements

A. Training and Manpower Development

The Commission in 2023 successfully organized hands-on training on GIS for staff. This produced highly capable GIS handling capabilities that can compete anywhere. This singular effort has made the Commission a self-reliant unit capable of handling all technical aspects of our mandate.

Figure 15:

Figure 16:

Additionally, staff of the Commission were trained on the following ICT functionalities: IP Telephony, LAN, Cybersecurity, E-Government, Digital Transformation, Web Administration, Official Email Administration, and Computer Maintenance.

Figure 17: Ongoing cybersecurity training for the staff of the Commission (A)

Figure 18: Ongoing cybersecurity training for the staff of the Commission (B)

Figure 19: Ongoing cybersecurity training for the staff of the Commission (C)

B. Collaboration with Relevant Agencies (National Space Research and Development Agency (NASRDA))

The Commission partnered with NASRDA to fully harness her space capabilities beneficial for boundary applications in the areas of:

i. Precision surveying and mapping;
ii. precision border pillar emplacement;
iii. aerial monitoring of equitable utilization of water, land, games, forest resources, oil assets etc;
iv. maritime survey and security; and
v. conflict resolution.

Figure 20: Group photo of the DG (NBC) and the NASRDA Geospatial team.

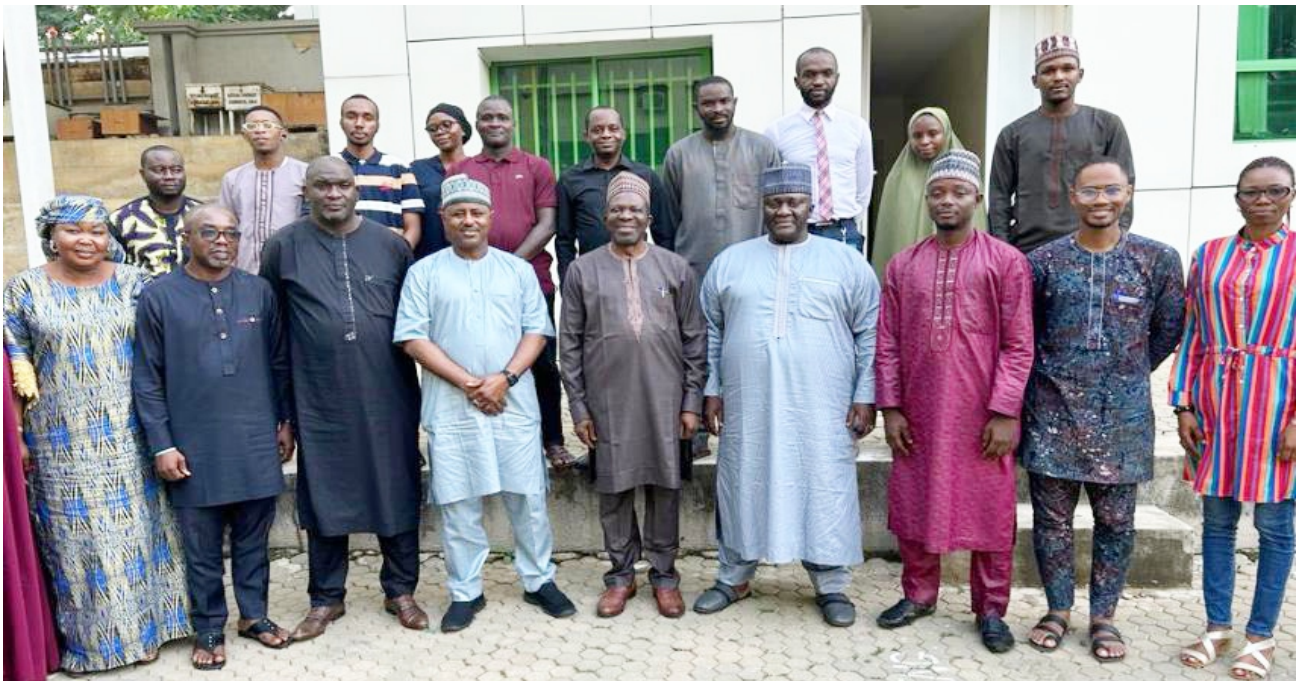


Figure 21: Group photo of the DG, NBC participants, and the NASRDA Geospatial team.

NASRDA's GNSS-enabled satellite services for civil use are especially capable of direct applications befitting Boundary Commission's mandate. This would strategically and tactically augment the fulfillment of our mandate.

C. Phased Upgrade of Technology Center

Enhancements to the Technology Center were undertaken to facilitate the smooth transition to a fully-fledged GIS Laboratory. This includes the deployment of new high-end

desktops and laptops, large format scanners, and plotters, and Training of Staff on Digital Transformation to develop up-to-date manpower. The activities are summarized below:

SN	Project	Status
1	Data Protection Audit	Successfully Executed
2	Change management Training for Digital Transformation	Successfully Executed
3	Purchase of Work Station For GIS Lab	Successfully Executed
4	Purchase of HP Large format Plotter and Scanner	Successfully Executed
5	Purchase of HP DesignJet MFR Pro Scanners	Successfully Executed
6	Purchase of commission-wide computers	Successfully Executed
7	Commission-wide Electronic Record and E-Archiving Project	Ongoing
8	File Management and GIS Project	Ongoing
9	Biometric Security/Staff attendance system	Successfully Executed
10	Local Area Network	Ongoing
11	Purchase Of Computer Phase II	Successfully Executed
12	Purchase of LaserJet Printers	Successfully Executed
13	Upgrade of Technology Center to GIS Laboratory	Completed
14	Purchase/installation of GIS related Software	Ongoing
15	Purchase of 60 License for official email id	Ongoing
16	Internet Bandwidth expansion from 3MB to 35MB via Fiber Optic	Successfully Deployed
17	Acquired Secured/Encrypted Storage capabilities for domiciling large dataset.	Completed
18	Revamping of Wireless Local Area Network (WLAN) to replace failed Access points, cables and Router/Switch reconfiguration	Successfully Executed
19	E-Records, Digitization and File Management	Ongoing
20	Acquisition of Extra-Large Screen High Definition QLED TV for GIS Rendition	Successfully deployed

The Commission through its Maritime Boundaries Department, plays a significant role in securing Nigeria's maritime boundaries and protecting the country's maritime rights and interests. Through strategic collaborations with various stakeholders and active involvement in critical initiatives, the Department has achieved significant milestones that aligns with the Commission's mandate. Furthermore, its dedication to capacity-building and technological advancements underscores the Department's proactive approach towards ensuring organizational success and contributing to the nation's digital transformation agenda. The Department's accomplishments highlight its pivotal role in advancing Nigeria's position in regional and international maritime affairs, reaffirming its importance in safeguarding the nation's boundaries and advancing its strategic interests in the Gulf of Guinea.

7.7 Research and Policy Analysis

The Department of Research and Policy Analysis (R&PA) in the National Boundary Commission is a designed to be a focal point of contact with relevant institutions both

within and outside the country. In addition, through long- and short-term research comparative studies the R&PA department seeks to create boundary areas and communities devoid of crisis, killings and destruction of lives and properties where peace and neighbourliness, trans-border co-operation and understanding that will entirely replace violence and hate, thus promoting more united Nigeria through the formulation and articulation of polices for effective boundary dispute resolution and management. Basically, it is uniquely positioned to embark on research studies, invest in the socio-historical, cultural and environment related issue in the border communities and offer advice based on empirical facts.

The activities undertaken within the year are summarized in the table below:

S/N	PROGRAMME/ ACTIVITIES	DATE	REMARKS
1.	Conduct of Ethnographic Study of disputed border areas and Communities along the Bauchi/Plateau Interstate Boundary	May 2023	Ongoing
2.	Town Hall Meeting and Conduct of Ethnographic study of disputed border areas and Communities along the Anambra Sector of Anambra/ Imo Interstate Boundary.	November, 2023.	Ongoing
3.	Conduct of Ethnographic study of the disputed border areas and communities along Sokoto/Kebbi Interstate Boundary		Ongoing
4.	Town Hall Meeting and conduct of Ethnographic Study of disputed border areas and communities along Delta side of the Bayelsa/Delta Interstate Boundary		Ongoing
5.	Ethnographic Study of the border communities of Sokoto State sector of Nigeria/Niger International Boundary	May 2023	Ongoing
6.	Fact findings and Data collection Exercise along border communities of Enugu/Ebonyi Interstate Boundary	May/June 2023	Ongoing
7.	Participating in IBRU Professional Training Workshop Programme in London on evidence and archive research for boundary dispute resolution and retrieval of colonial record on the boundaries at University of Maiduguri, Borno state.		Completed
8.	Archival search at Enugu National Archive. Document retrieved are; Map of Old Afiko division 1930, Ogoja Province intelligence progress report on Afiko division	June 2023	Completed
9.	Workshop on Ethnographic Study	March 2023	Completed
10.	Ethnographic Study of the border communities of Yobe State sector of Nigeria/Niger International Boundary	May 2023	Ongoing
11.	Data acquisition Exercise along Bauchi/Kano Interstate Boundary Bauchi Sector	December 2023	Ongoing

12	Publication of Books, Journals, Reports and Proceedings on border and boundary Management		Ongoing
13	Library Unit: Upgrading of library by purchasing of computer system, printers, furniture's and books.		Ongoing

7.8 Legal Services

The Legal Services was created under section 17(1)(7) of the National Boundary Commission (Establishment) Act,2006. It is saddled with the statutory responsibility of providing legal and related services to the National Boundary Commission in the day-today performance of the Commission's functions, towards achieving its statutory mandate and the goals. Some of which include:

i. Proffering legal advice, opinion on the matters where same is required.
ii. Representing the commission in every legal capacity-handling court cases instituted against and for the commission, etc. iii. Drafting, preparing and vetting legal agreements, contracts and all other such instruments that impact on the commission's performance.

As a service-oriented department, Legal Services liaises with other departments of the Commission for the realization of its statutory responsibilities. To this end, the following activities were conducted to wit:

i. Handling of cases and matters pending in various courts within Nigeria. The Department has over thirty-five (35) pending in various courts at different stages of trial. While some were concluded, new ones were instituted and still ongoing simultaneously with the old ones not concluded;
ii. Rendering legal advice/opinion on any matter with legal connotation referred to the department from the commission and the zonal liaison offices;
iii. Participating in negotiations, preparing and vetting of Agreements/Memorandum of understanding (MOU), International Treaties (Bilateral and Multi-Lateral Agreements), involving the Commissions;
iv. Participating in the Tender Processes, award of contracts and preparing all contract Agreements of the commission.
v. Liaising with other service Departments/Units in the commission such as the procurement unit in order assist in effective discharge of their statutory function;
vi. Interfacing with other Ministries, Departments and Agencies in line with Section 4 of NBC Act, all aimed at strengthening and realizing the statutory mandates of the commission, enshrined under section 7 of the Act and

vii. Actively involved in activities of the other Departments of the Commission in connection with Internal/International boundary matters such as the mixed commission meeting between Nigeria and Cameroon, Joint Meetings of Official (JMO), otherwise known as stakeholders' meetings, Town hall Meetings, Conferences, workshops amongst others.

iv. Participation In the Nigerian Bar Association (NBA) and other professional bodies' conferences – locally and internationally, workshops/seminars etc and

v. Payments of professional fees and due allowances

7.9 Personnel Management

Matters relating to the management of human resources falls within the purview of the Administration Department. The vision of the department is to provide a well-equipped, motivated, dedicated, efficient and effective human resource services geared towards the realization of the Commission's overall mandate. The Department is the custodian of the Commission's records and handles Appointment, Promotion and Discipline (APD) matters, staff training and welfare, pension matters, general office maintenance of both the Head Quarters and the Zonal Liaison offices, Stores as well as all other administrative matters.

7.9.1 Appointment, Promotion and Discipline

This unit is saddled with the responsibility of preparation of the Commission's annual workforce planning and defending it before a Committee at the Office of the Head of Civil Service of the Federation (OHCSF) from which the Authorized Establishment will be derived and vacancies created for both Employment and annual promotion. After the creation of the vacancies, the unit obtains waiver for employment from the Office of the Head of Civil Service of the Federation (OHCSF), processes applications from candidates, obtains relevant waivers from both the Federal Character Commission (FCC) and the Budget Office of the Federation. APD unit is also responsible for the conduct of appointment interviews in accordance with laid down extant regulations. A total number of Fifty officers (50) of both Junior and Senior levels were employed into the commission this Year (2023). The unit is also responsible for processing of Annual Performance Evaluation Report (APER) and briefs for the annual promotion of qualified both Junior and senior officers of the Commission as well as their Advancement and conversion where necessary. It also processes briefs for the pool officers in the Commission that are due for annual promotion and sending same to their various pools. It is also part of its responsibility to apply strict disciplinary measures on erring officers when the need arises. It is worthy to mention that from 2010 - date, annual promotion exams were conducted for eligible candidates as at when due without any spill over and successful candidates were

promoted, Advanced and converted accordingly. In line with the circular on cancellation of notional promotion in the Civil Service, the Department, with the approval of the Senior Staff Committee (SSC) conducts Virtual exam for Officers on Study leave outside the country to avoid stagnation. The APD unit has a total number of Ten (10) officers and is headed by a Deputy – Director.

7.9.2 Training and Staff Welfare

The training and staff welfare unit, headed by a DD is saddled with the responsibility of developing and implementing training policies and programs both local and foreign for the staff towards the acquisition of appropriate knowledge and skills and enhancing their capacity development for the realization of the Commission's mandate. The unit organizes induction Training for the newly employed officers. A total number of One hundred and Sixty-Six (166) Officers were trained in various institutions of learning in the 2023.

The welfare aspect of the unit is responsible for processing and the provision of Sallah and end of year approved welfare packages to all staff and ensuring that the Commission is fully represented both physically and financially at staff weddings and condolences. This unit liaises with the National Health Insurance Authority (**NHIA**) in respect of staff health insurance as well as group life Assurance at the **OHCSF** to the families of our deceased staff in accordance with the approved guidelines. The unit also organizes health talks, presentations by Housing and banking institutions, hosting of sensitization programs for the entire staff. The unit has a total number of Ten (10) officers. Occupational health, safety and wellbeing scheme was also introduced into the Civil Service and a Desk Officer was appointed for the Commission.

Servicom is also under this unit. Its responsibility is to entertain complains from the public in respect of service delivery in the Commission. The issues raised (if any) will be addressed appropriately by the Director-General through the Director Administration and the head of the unit, it also organizes and celebrates customer service week within first week of October every Year. The Anti-Corruption Transparency Unit (ACTU), which has the head of Servicom as its chairman also has representatives from all the Departments. Its mandate is to ensure a corruption free service and report any corruption case to the management of the Commission and to the ICPC.

7.9.3 Maintenance

The maintenance Unit is charged with the general maintenance and operations of the Commission's generating set, water treatment plant and borehole. It is also responsible for the maintenance of the building, furniture, flowers, toilets as well as installation and maintenance of electrical gadgets in the Commission's premises. The unit is in charge of regular processing and settlement of electricity bills, solid/liquid waste disposal bills to

Abuja Environmental Protection Board (AEPB), bulk purchase of diesel, reactivation and servicing of firefighting equipment and general maintenance both at the Head Office and Zonal Liaison Offices. The unit has a total number of six officers.

7.9.4 Records and Pension

Responsible for the custody of both open and secret files of the staff as well as policy files. The Department, through the records unit this year, carried out updating of all staff records (both confidential and personal) files of the Commission. The Commission has a total number of Three Hundred and Fifty-Eight **(358)** staff, which includes the staff at the head office, the Zonal Liaison offices and officers from the pools of OHCSF, OAGF, JUSTICE and the Ministry of Information as at December, 2023.

The Pension Unit on the other hand handles all pension matters in the Commission. It collaborates with the Pension Fund Administrators (PFAs), National Pension Commission (PENCOM) and the Accounts department in the registration and verification of officers due for retirement for proper and early enrollment into the PENCOM payment platform as well as attending to any other pension matters which includes processing of disengagement and transport allowances for retiring officers. A total number of Seven (7) officers exited the service of the Commission in 2023.

7.10 Achievements

The Commission successfully carried out the processes for employment exercise which includes obtaining of relevant waivers, interviews, SSC meetings, issuance of letters to successful candidates and their documentation as well as their posting to various departments and Zonal/Liaison Offices.

Successfully conducted annual promotion exercises promptly. In year 2023, a total number of Seventy-One (71) Senior Officers were promoted six (6) converted to various cadres and letters were issued to them accordingly after obtaining the necessary approval of the Commission's Board.

Also, conducted the training of One Hundred and Sixty-Six (166) officers in various fields in accordance with their schedules. To comply with the Federal Government policy of FCSSIP25 which includes Digitization and performance Management systems, the Department was able to update all staff records in the Commission early this year as part of a continuous process geared towards the realization of the present Government's Renewed Hope Agenda.

The Administration Department, being the engine room of the Commission performed well in discharging its duties by providing enabling environment to all staff for efficient and effective service delivery geared towards the realization of the Commission's mandate.

7.10.1 Finance and Accounts

Primarily responsible for all financial and treasury activities of the Commission in line with the Financial Regulations, Treasury Circulars and Guidelines, Public Service Rules and extant Government policies, rules and regulations. The department receives, records, utilizes, manages, accounts, and reports on all the financial activities of the Commission in an efficient, effective, and diligent manner. It also regularly provides financial advice to the Director-General, Management and Staff of the Commission.

7.10.2 Policies and Programmes

Government approved policies and programmes are implemented in tandem with service-wide and treasury guidelines applicable to all MDAs. Specifically, the following treasury programmes and activities were implemented in the course of the year:

i. Provides the platform for Independent Revenue generation by the Commission on behalf of government, and ensures prompt remittance of the revenues generated to the Consolidated Revenue Fund (CRF) account of government.
i. Receives, disburses, accounts, and reports on all public funds released to the Commission, and ensures proper safeguard of all the records and financial documents.
ii. Promptly responds to all the Federal Government annual budget call circulars by preparing, collating, and defending the annual budget estimates of the Commission, as well as ensuring effective budget execution and budgetary control.
iii. Responds to Inspection and Compliance Reports from the Office of the Auditor-General for the Federation, and Annual Reports from the Public Accounts Committees (PACs) of the Senate and House of Representatives.

7.10.3 Budget Activities

i. Preparation, Defence and Implementation of the 2023 Budget Estimates

The sum of Three Billion, One Hundred and Four Million, Five Hundred and Eighty-Five Thousand, One Hundred and Twenty-One Naira only (₦3,104,585,121.00) was appropriated for the Commission in the 2023 fiscal year. This figure comprised:

i.	Personnel Cost	₦ 573,718,411.00
ii.	Overhead Cost	₦ 361,207,092.00
iii.	Capital	₦2,169,659,618.00
	Total	**₦3,104,585,121.00**

The Commission ensured full implementation of its Personnel Cost as no staff was owed monthly salaries from January to December 2023. All monthly Overhead costs release to the Commission were fully implemented as at 31st December 2023 while the

implementation of the Capital expenditure was extended to 31st March 2024. All approved capital projects and programmes in the fiscal year 2023 were promptly cash planned and uploaded in the GIFMIS sub-system, and payments made as and when due. Quarterly monitoring and evaluation of the projects were conducted in conjunction with the Budget Office of the Federation (BOF) Federal Ministry of Finance, and the Office of the Secretary to the Government of the Federation (OSGF).

(a) 2024 Appropriations: In the month of December 2023 Mr. President accented to the 2024 budget estimates approved by the National Assembly. The total estimate appropriated for the Commission is summarized below:

a.	Personnel Cost	₦ 746,153,739.00
b.	Overhead Cost	₦ 511,495,114.00
c.	Capital	₦6,125,816,553.00
Total		**₦7,383,465,406.00**

iii. **External Audit of Annual Accounts:** The Commission's external auditors have submitted the Draft 2022 annual accounts.

iv. **Audit Queries**. The Commission provided necessary responses to all the queries in the inspection reports, as well as the annual reports of the Auditor-General for the Federation for which the Public Accounts Committees of the two chambers of the National Assembly sought answers, explanations, and clarifications from the Commission.

v. **General Internal Control on Staff Advances:** Continuously ensured that staff advances are promptly retired which drastically minimized incidences of unretired staff advances.

vi. **Asset Management**: The identification, authentication, verification, and encoding of all the assets of the Commission including Properties, Plants, and Equipment (PPE), Motor Vehicles, Furniture and Fittings, etc. are ongoing. The asset registers are presently being updated.

7.11 Cross Border Cooperation

In response to the imperatives outlined in the National Sensitization Workshop on the African Union Integrated Border Governance Strategy (AUBGS) and the African Union Convention on Cross-Border Cooperation, a series of workshops were convened to address the challenges and opportunities inherent in Nigeria's border management. These workshops were conducted along the Nigeria-Chad, Nigeria-Niger, and Nigeria-Benin international boundaries. The workshop established platforms for local border authorities

and traditional rulers. The overarching objective was to foster peaceful co-existence, enhance security, promote good neighbourliness, and facilitate sub-regional integration.

The workshops were organised by the National Boundary Commission (NBC) and were attended by distinguished participants, including Deputy Governors, representatives of Federal Government Agencies such as the Border Communities Development Agency (BCDA), Nigeria Immigration Service (NIS), Department of State Security (DSS), Nigeria Security & Civil Defence Corps (NSCDC), Nigeria Customs Service (NCS), Federal Road Safety Corps (FRSC), National Drug Law Enforcement Agency (NDLEA), and Nigeria Police Force (NPF) as well as State and Local Government Officials, traditional rulers, youth and women leaders, and representatives from farmers and herders associations.

7.12 Key Outcomes

The workshops emphasized the importance of cross-border cooperation and highlighted the vital roles played by local border authorities and traditional rulers in preserving peace and security. Presentations delivered valuable insights into the objectives, challenges, and potential solutions related to border management. Subsequent engaging discussions allowed participants to share experiences and perspectives, resulting in the formulation of recommendations aimed at addressing identified needs and challenges. Overall, the workshops served as invaluable platforms for fostering collaboration among diverse stakeholders, facilitating dialogue, and laying the foundation for improved cross-border cooperation.

7.13 Recommendations

The following recommendations were made at the end of the workshops.

i. Selection of Chairpersons for the local border platforms for effective coordination.
ii. Integration of various stakeholders into the platform's membership, including local government chairpersons, traditional rulers, security agency representatives, youth and women leaders, farmers, and herders' associations.
iii. Bi-annual hosting of workshops to review progress and report to the National Consultative Forum.
iv. Strategizing on enhancing cross-border security and combating illicit activities.
v. Designation of the National Boundary Commission as the coordinating secretariat for all the platforms.

7.14 Operational Challenges

Generally, the challenges faced in the definition of the internal and international boundaries of Nigeria include:

i. Ambiguities in the Delimitation Instruments inherited as features mentioned are vague, and may have disappeared;
ii. Typographical and other errors in the text of delimitation instrument;
iii. Problems associated with geographic features: geographic features like
iv. river and watersheds used as boundaries;
v. Inaccurate Surveys carried out by colonial masters; xiv. Markers used for boundary demarcation;
vi. Hostility from host Communities as they differ in the perception of the boundary alignment;
vii. Difficulty in accessibility due to the terrain and the remoteness as well as absence of basic amenities;
viii. Divergent interpretation of legal instrument: Disagreements arise from divergence over interpretation and application of available legal instruments; and
ix. Paucity of Funds.
x. Inadequate Delimitation Instruments. Some of the delimitation instruments are characterized by imprecise descriptions and ambiguities, as features that are referred to in the descriptions are no longer in existence due to the length of time.
xi. Lack of Proper Sensitization by the States. The required enlightenment campaigns and sensitizations to be carried out by some States to herald field investigations are not usually carried out.
xii. Activities of Elites/Traditional Institutions. Activities of some Elites in the border communities have tended to mislead and cause bad blood amongst the peace-loving inhabitants.
xiii. Inadequate Funds. Inadequate budgetary provisions for internal boundary cases by the Federal and State Governments have slowed down required actions on internal boundaries.
xiv. Wrong Perception of Boundaries.
xv. Some border communities still see interstate boundaries as a permanent dividing line between them and their other interests on the other side of the boundary.
xvi. Owner/control of natural resources straddling the boundaries. Sole claims to resources that straddle interstate boundaries by one community or State to the detriment of the other have tended to create problems of boundary management.

7.15 Conclusion

The National Boundary Commission is a multidisciplinary agency of the Federal Government that plays an important role in Nigeria's National Security and Economic Development. In the process of discharging its mandate, the Commission had played a prominent role is preserving and maintaining Nigeria's territorial integrity and promoting

peace and security along Nigeria's territorial borders. Through its bilateral and multilateral engagements, the Commission is now widely recognized and acknowledged as a model for African border dispute resolutions and peace-building. The Commission had also played an important role in settling internal boundary disputes despite the challenges highlighted above. With improved budgetary provision and sustained capacity building for the management and staff of the Commission as well as cooperation from other stakeholders, a peaceful border regime across both internal and international boundaries of Nigeria would be achieved.

CHAPTER EIGHT

THE FEDERAL ROAD SAFETY CORPS

The Federal Road Safety Corps (FRSC) is the lead government agency with statutory responsibilities for road safety administration in Nigeria. It was established in 1988 by the Federal Government through Decree No. 45 of 1988, as amended by Decree 35 of 1992 and the FRSC Act cap 141 Laws of the Federation of Nigeria (LFN).

The Corps vision is to eradicate road traffic crashes and create safe motoring environment in Nigeria. This is through the regulation, enforcement and coordination of all Road Traffic and Safety Management activities in Nigeria.

8.2 Policies for Year 2023 Under Review;

S/N	Policies for the Year Under Review	STATUS	
		Completed	Ongoing
i.	Creation of Area Commands and New Outposts: In the year 2023, the Management of the Corps approved the creation of 37 Area Commands, the upgrade of 12 Outposts into Unit Commands and also the creation of additional 16 new Outpost Commands across Nigeria.	Yes	
ii.	**Injection of New Ambulances and Patrol Vehicles:** On June 23rd June, 2023 in Abuja, The Secretary to the Government of the Federation George Akume, commissioned 5 new Ambulances, 15 flatbed trucks, and 10 heavy duty tow trucks, 2 coaster buses, 97 patrol vehicles and 1 staff bus to curb road crash menace and to aid ease of traffic for all road users in Nigeria.	Yes	
iii.	**Increased staff strength through recruitment exercise:** The Corps conducted a recruitment exercise starting in the year 2022 and ended in the year 2023 to help increase her staff strength and to also aid visibility of the Corps nationwide.	Yes	
iv.	Reform on Operation to discourage movement of animals and human beings by trailer drivers:		Yes
v.	**Online Driver's License authentication for Nigerians living abroad**: This is to standardize and ease the process of verification of driving records from individuals, public, private and foreign organizations, Ministries, Departments and Agencies (MDAs) as regards National Drivers Licence database.	Yes	

vi.	Reform on Public Enlightenment by re-introducing the popular '' Oga Driver'' radio talk show for improved public enlightenment and cobra and HQ Command patrol team enlightenment program		Yes
vii.	**Approval of FRSC Training Institutions Establishment Act 2023**: His Excellency, the past President of Nigeria, Muhammadu Buhari, GCFR assented into law the Federal Road Safety Commission Training Institutions (Establishment) Bill, for capacity building and training in road traffic administration and safety management, as well as to provide training for personnel of the Federal Road Safety Corps (FRSC).	Yes	

8.3 Challenges

i. Inadequate funding
ii. Inadequate operational vehicles for wider coverage
iii. The Training and re-training of FRSC personnel
iv. The general public's apathy for change and lack of trust of trust of FRSC operatives

8.4 Prospects and Proposed next Steps

i. Adequate funding should be provided for FRSC interventions programmes and training of personnel
ii. Government and well-meaning Nigerians should inject more operational vehicles for more visibility of personnel
iii. The Corps would continue to educate and enlighten the general public on issues relating to road safety.

The Secretary to the Government of the Federation Dr George Akume, Corps Marshal and other dignitaries at the commissioning of the operational vehicles and ambulances

Reform on Public Enlightenment by re-introducing the popular '' Oga Driver'' radio talk show for improved public enlightenment and cobra and HQ Command patrol team enlightenment program

Cross section of Cadet Officers at the Parade ground

Reform on Operation to discourage movement of animals and human beings by trailer drivers

CHAPTER NINE

THE INFRASTRUCTURE CONCESSION REGULATORY COMMISSION

9.1 Establishment

In recognition of the need to promote sustained infrastructure development, rapid economic growth and improved competitiveness, the Federal Government established the Infrastructure Concession Regulatory Commission (ICRC) through the ICRC (Establishment, etc.) Act, 2005 to regulate Public-Private Partnership (PPP) activities of the Federal Government. The inauguration of the Governing Board of ICRC by the President on the 27th of November 2008 marked a significant policy thrust/reform for tackling the infrastructure challenge in Nigeria.

The mandate of ICRC entails promoting, facilitating, supporting and coordinating the implementation of a sound PPP process, while ensuring that principles of good governance are applied to all of the functions that form part of it. Part of the Commission's functions is to provide guidelines and regulations that will create an enabling environment for the private sector to enter into partnerships with Government in the financing, operation and management of infrastructure and allied services.

In realisation of its mandate, the Federal Executive Council approved the National Policy on PPP (N4P) to ensure best practices for the effective development and competitive procurement of PPP projects. The N4P and the ICRC Act constitute the foremost governance framework for the administration of the PPP programme in Nigeria.

The Commission regulates the engagement of the private sector by Ministries, Departments and Agencies (MDAs) of the Federal Government in initiating, developing, financing and implementing PPP projects. The aim is to achieve value for money, transparency, competitiveness and sustainability. The Commission also has the added responsibility of ensuring compliance with all agreements legally entered into by the private sector with any agency of the Federal Government of Nigeria in the financing, operation and management of infrastructure and allied services. To add impetus to its pre- and post- regulatory functions, the Commission, in collaboration with the Office of the Head of Service, has established PPP Units in the MDAs, as well as the PPP Units Consultative Forum (3PUCF) - as an added platform for experience and knowledge sharing with the PPP Units

The ICRC Act, 2005 relates only to infrastructure projects at the Federal level, while the State governments have the right to develop their own PPP policies and legal frameworks. However, the ICRC is of the view that it is in the overall interest of the Nigerian economy that a coherent policy, regulatory and institutional environment be developed across the country to facilitate effective collaboration across the three tiers of government, sharing standards and the growth of a robust market for PPP projects in the country. To realise this objective of a harmonised framework among States, the Commission has established the Nigerian PPP Network (NPPPN) platform in collaboration with the Governors' Forum Secretariat.

Since its establishment the ICRC has done a lot to facilitate the initiation, development, procurement and implementation of PPP projects in the road, transport (aviation, marine, rail) health, education, security and ICT sectors of the economy. As of 2023, the Commission has about 203 pre-contract projects over which it is providing regulatory oversight. The 92 post-contract projects currently in the Commission's custody are valued at over ₦6.9 trillion, representing private capital investment in the provision of public infrastructure, with huge multiplier effects on employment generation, reduction in the level of poverty, enhanced GDP, and overall betterment of the economy and the citizenry. It maintains a Disclosure Portal in which important and current information about these projects can be accessed.

The ICRC to date has granted 200 Outline Business Cases (OBCs) and 114 Full Business Case (FBCs) Compliance Certificates for bankable PPP projects. In December 2023, a pipeline of 51 eligible bankable PPP projects worth US$17 billion was gazetted. These are projects from different economic sectors which have been granted OBC certificates of compliance. When fully implemented these PPP projects will reposition and boost the Nigerian economy. Some of the mega projects under the Commission's purview with huge macro-economic impact when implemented include:

i. Lekki Deep Seaport currently under implementation,
ii. Ibom Deep Seaport and Bonny Deep Seaport - the concession agreement has been signed
iii. Gurara power project: Concession agreement has been signed and 2-billion-naira equity has been injected.
iv. Concession of the international terminals in Lagos, Abuja, Port Harcourt and Kano: The procurement process has advanced significantly with the selection of preferred bidders for Abuja, Port Harcourt and Kano terminals, excluding the Lagos terminal.
v. The procurement of the HDMI road projects for 12 selected routes across the geo-political zones - Abuja-Lokoja, Kano-Katsina, Onitsha-Owerri-Aba, Shagamu-

Benin, Lagos-Abeokuta, etc. – has progressed considerably with the selection of preferred bidders.

We have also embarked on using PPP to solve the perennial hostel accommodation problems in higher institutions. A PPP contract was signed in 2020 for a 1,000 bed space hostel in Kaduna Polytechnic. We are also working with other higher institutions to achieve the same feat. As part of efforts to strengthen and enhance the capacity of MDAs and other stakeholders on infrastructure and PPP, the Commission, in 2019, established the Nigeria Institute of Infrastructure and Public Private Partnership (NII3P). The Institute commenced operations adopting both virtual and physical training programs. It has equally launched a three-semester Masters in Business Administration degree (MBA) programme in PPP in collaboration with the Malaysian University of Science and Technology. So far, the ICRC has undertaken PPP capacity building programmes for over 3,000 (three thousand) Federal Government officials, as part of its mandate to develop the Nigerian PPP market with skilled manpower. Currently some ICRC staff, MDAs and other stakeholders are undergoing the PPP certification program, under the World Bank Group sponsorship, which will help public officials implement efficient, sustainable PPPs and enable practitioners to achieve the title “Certified PPP Professional”.

The Commission’s modest achievements have shown that many countries including Nigeria now recognize that public and private sectors can work together in new and innovative ways to deliver public services. Usually in the past, key public service assets in Nigeria, were not only financed from public funds but also managed and operated by public agencies or ministries. Lack of funding and poor management have often resulted in the progressive deterioration of these assets and in poor quality services that do not reflect the needs of the public. Often, costs have been greater than expected because of corruption, poor planning or inefficiency.

9.2 MANDATE, VISION AND MISSION

9.2.1 Mandate

In order to harness private sector technical and financial resources for the provision of public infrastructure and service, the Federal Government of Nigeria enacted the ICRC Act in 2005 and inaugurated the Governing Board in November 2008, leading to the commencement of the Commission’s operations.

The ICRC Act confers on the Commission the powers to:

i. Provide general policy guidelines, rules and regulations;
ii. Take custody of every concession agreement;
iii. Monitor and inspect PPP projects; and

iv. Ensure efficient execution of any concession agreement or contract entered into by the Federal Government.

The Act also provides for MDAs to enter into contracts with or grant concession to any duly pre-qualified private sector proponent for the financing, construction, operation, and maintenance of any infrastructure that is financially viable or any development facility of the Federal Government.

Deriving from this mandate, the role of the ICRC consists of four main components:

i. Promoting, facilitating, supporting, coordinating and implementing a sound PPP Process; while ensuring that the principles of good governance are applied to all of the functions that form part of it;
ii. Providing transaction support and building capacity in all Federal Government MDAs for project development, tendering, negotiation and contract execution;
iii. Developing guidelines for monitoring contract compliance during construction, operation and contract termination; and
iv. Collaborating with other agencies, including similar State-level PPP Units, to implement an integrated national regulatory environment that is conducive to private sector investment in infrastructure project

9.2.2 Vision

To create a sustainable regulatory environment that attracts private investments for the delivery of public infrastructure services in Nigeria.

9.2.3 Mission

Issuing PPP regulations and guidelines that promote transparency, competition and value for money while ensuring compliance.

9.2.4 ICRC Strategic Objective

The strategic objective of the Infrastructure Concession Regulatory Commission (ICRC) is to accelerate private investments in national infrastructure by enabling the Federal Government of Nigeria through its Ministries, Departments, and Agencies (MDAs) to establish and implement effective Public Private Partnerships (PPPs).

9.3 Status of Implementation of approved Policies, Programmes and Projects in 2023

9.3.1 Pre-Contract Programmes/Activities/Achievements

The major highlight of 2023 is the commissioning in January, 2023 by President Mohammadu Buhari GCFR, of the Lekki Deep Sea Port. The US$1.5 billion PPP Deep Seaport located at Ibeju, Lekki hosts the Container Terminal, Liquid Bulk Terminal and Dry Bulk Terminal with expected revenue of US$201 billion from duties, royalties and

taxes. The port is also expected to have a positive impact of about US$158 billion on direct and indirect businesses.

During the year the Commission witnessed the signing of the concession agreements on about nine (9) projects cutting across different sectors of the economy. The projects are:

i. 40MW Kashimbilla Dam Hydropower Station, Taraba State at the cost of ₦ 7.68 billion
ii. The Development of an Electronic Civil Registration and Vital Statistics System (eCRVS) Platform valued at N5.3billion
iii. Regularization Process: Editorial Services and Publication of the Laws of the Federation of Nigeria
iv. Regularization Process: Editorial Services and Publication of the All-Nigeria Law Report
v. Publishing and Marketing of Court of Appeal (specialized) Law Report valued at N105.5m
vi. National Fire Detection and Alarm System (NAFDAS) valued at N3.5billion
vii. Cassava Bio-Ethanol Value Chain at the cost of : N11.9billion
viii. 700 MW Zungeru Hydro Electric Power Plant valued at ₦411.4billion
ix. Development of Senior Police officer's quarters at Ikeja, Lagos valued at N15,209,221,000 billion.

The following projects received approval from the Federal Executive Council (EFC) in 2023 after the Commission has granted Full Business Case Compliance (FBC) Certificates to them, following the tender process and successful procurement of preferred bidders.

i. Concession of the Gurara 2 dam valued at N485 billion
ii. Deployment of a Centralized Device Management System (DMS) estimated at $15m
iii. Research and Development of Satellite Technology and Equipment for the Provision of cost-effective satellite Broadband to Rural Nigeria.
iv. Expatriate Employment Levy with project cost valued at $ 95,024,000
v. Digitalization of the Fund-wide activities/processes and automation of employee contribution & compensation scheme of the NSITF (E-NSITF (Phase -2) with estimated project cost of N15 billion
vi. Secure Ticketing Solution for the Lagos–Ibadan & Warri – Itakpe Standard Train Services.
vii. Secure Ticketing Solution for the Lagos–Ibadan & Warri – Itakpe Standard Train Services.

9.3.2 Island Terminal

i. The Snake Island Terminal is a multipurpose port facility located within the Snake Island Integrated Free Zone (SIIFZ) and operating within the limits of Apapa and Tin Can Ports. The main objective of the Snake Island Port is for the port to become a premier provider of container, bulk and multipurpose terminal handling services within Nigeria

ii. The Ondo Port is planned to be developed as a greenfield project that aims to serve as a multi-purpose deep seaport. This is part of the strategy of promoting and developing an infrastructure dedicated to industry and logistics in the Ondo region and Nigeria in general

iii. The Apapa Water System - the project entails the complete refurbishment and operation of the water system at the Apapa Port to ensure adequate water supply to vessels.

iv. Tin Can Water System – This project entails the complete refurbishment and operation of the water system at the Tin Can Island Port to ensure adequate water supply to vessels.

v. Burutu Port is located in Burutu Local Government Area of Delta State. The current Port is on a 40.716 Hectares of Land and was originally built as a logistic Port for the export of Solid minerals and Agricultural Produce as well as importation and transportation of foreign goods from Europe for onward movement to the hinterland River Ports via the inland waterways. The Commission revalidated the updated OBC on 1st February, 2021.

vi. Electronic Call Up System, Onne - The project entails the implementation of the Electronic Truck Call-Up system for port access management at Onne port under a Public Private Partnership (PPP) arrangement.

vii. E-NIWA - The project entails the digitalization of NIWA business processes (e-NIWA) and design and implementation of enterprise revenue optimization and management systems under a Public private partnership arrangement.

Other projects that have obtained FBCs but with no FEC approval are listed as follows:

i. Ikere Gorge Dam, Oyo State valued at N N1,446,878,000

ii. The Production, Supply, Installation and Maintenance of Liason Cupero GPRS STS Smart water meter for billing elimination and maximization of revenue valued at N ₦6.76bn

iii. The Nigeria Security and Civil Defence Corps Centralized Domestic Staff Management System with a project cost of N3.16bn

iv. Development of National Fire Data Repository Center (NFDRC) at a cost of N243million

v. The Nigeria Security and Civil Defence Corps Special Services and Private Guards Management System valued at N9,695,644,850
vi. Renovation and upgrading of School of Nursing students' hostels in the University College Hospital, Ibadan
vii. Development of a shopping mall at the University of Benin, Benin City at a cost of N1,600,000,000
viii. Proposed concession of undeveloped land owned by the Industrial Training (ITF) along Sheik Jafaar Road, Dorayi Kano State valued at N8,331,731,568.00
ix. Construction of a New Commercial Building at Victoria Island Lagos at the cost of N904.1million
x. Construction of a New Commercial Building at Onikan Museum – 500 Square meters at the cost of N639,680,654
xi. Construction of a New Commercial Building at Onikan Museum – 2,245 Square meters valued at N1.79 billion
xii. Negotiations are ongoing that will lead to the signing of the Concession agreement by the parties that will enable the projects achieve commercial close.
xiii. Feasibility studies were concluded for some key projects in the transport, power and ICT sectors of the economy with the granting of the Outline Business Case (OBC) Certificates by the Commission and they will now proceed to the procurement stage. The aviation projects include:
xiv. Concession of Tincan Island Truck Transit Park, Lagos State valued at N1,9993,781,671.88
xv. The procurement of Device Management Solutions (DMS) to combat counterfeit and sub-standard ICT devices in Nigeria valued at $15,000,000
xvi. Concession of the 4 International Airport Terminal in Abuja with total estimated value of $213,349,000
xvii. The Makurdi Hydropower Project (Makurdi HPP) valued at $3,990,000

9.3.3 Post-Contracts Programmes/Activities/Achievements

In the 2023 fiscal year, the Commission received some new contracts which brought the total number of contracts under the Commission's custody to 95 (Eighty-One). They are as follows:

i. Concession for the Maintenance, Repair and Overhaul (MRO) Facility at the MMA, Lagos. The contract is a Build, Operate, Maintain and Transfer model. The Federal Ministry of Aviation/Federal Airports Authority of Nigeria (FAAN) and

Continental Aircraft Repairs and Maintenance Services Limited signed a contract for 30 years inclusive of 4 years Construction period (10th August, 2023 – 2053).

ii. Concession contract for the development of the 3 hectares of land at No. 1A Adekunle Fajuyi Way, GRA Lagos into a world-class hotel. The land had hitherto been underutilized by the Federal Radio Corporation of Nigeria Fish Valley Investment and Property Ltd for 55 years.

iii. Concession for the redevelopment of the 38,500 sqm Deputy Inspector General of Police (DIG) Quarters, Maitama. The redevelopment process will completely replace the existing dilapidated physical structures at the current location with brand new 39-unit Ultra-Modern Super-Luxury real estate with 39 units of five Bedroom Fully Detached Duplexes. The contract was signed between the Nigerian Police Force (NPF) and Cosgrove Investment Ltd.

iv. Concession contract for the Redevelopment of the Nigerian Police Senior Police Officers Quarters Ikeja, Lagos through Public Private Partnership Arrangement signed between the Nigerian Police Force and Blacl Qoral Concepts Limited for 47 years with effect from 9th June 2023.

v. Concession contract for the Installation, Operation, and Maintenance of On-Street Parking Meters signed between Federal Capital Territory Administration (FCTA) and Automaten Technik Aaumann Nigeria Limited (ATB) for 10 years effective from 4th August 2023.

vi. Concession contract for the Installation, Operation and Maintenance of On-Street Parking Meters Federal Capital Territory Administration (FCTA) and NAJEC Limited for 10 years effective from 4th August 2023.

vii. Concession contract of the Federal Government of Nigeria, on the Cassava/Bio-Mass Bioethanol Value Chain Project in the Six (6) Geo-Political Zones in Nigeria signed between The Federal Government of Nigeria represented by the Federal Ministry of Finance, Budget and National Planning (FMFBNP) and Bio-sources and Technologies Limited, 5 years, 22nd May 2023 -21st May 2028. An Addendum to the agreement was also signed on 23rd May 2023.

viii. Nine (9) Highway Development & Management Initiative (HDMI) Concession Contracts for the following routes:

   a. Route 1, Benin – Asaba 125Km,
   b. Route 2 – (Abuja – Lokoja)- 93Km,
   c. Route 4, Onitsha – Owerri – Aba, 161Km,
   d. Route 5, Shagamu – Benin - 258Km,
   e. Route 5 Expansion of 5.4Km of Abuja – Keffi Expressway and Dualisation of Keffi – Akwanga – Lafia – Makurdi Road, 227.2Km,

f. Route 7A Kano – Maiduguri (Kano _Shuari) 100Km,
g. Route 9 – Enugu Portharcourt, 200Km,
h. Route 11, Lagos – Otta – Abeokuta, 80Km,
i. Route 12, Lagos – Badabry – Seme Border, 79Km

9.3.4 Monitoring, Mediation and Regulatory Activities:

The Contract Compliance Department participated and spearheaded the following joint monitoring visit to selected projects in the country:

i. Joint monitoring visits to silo contracts in different parts of the country: The Commission participated in the joint monitoring visit to all concessioned silo locations in Gombe, Jos, Makurdi, Kwali, Bulasa, Sokoto, Igbariam, Ezzilo, Ogoja etc. The visit occurred from 3rd to 7th April 2023 and from 7th to 11th May 2023. A few of the silo complexes visited were already operating at optimal levels whereas they were faced with various challenges which have hindered the smooth take off of the silo operations. The Silo complex in Kaduna reported an incident of attack by bandits and this has delayed the commencement of operations at that complex. Rehabilitation works were yet to commence at Ogoja, Ezillo, Jos, Ado Ekiti, Akure, Lafiagi Silo Complexes.

ii. Joint Monitoring/Inspection Visit to Federal Coastal Fishing Terminal, Ebughu, Akwa Ibom State on 4th - 7th May 2023.

iii. Joint Monitoring/Inspection Visit to the Concession Contract for the redevelopment of the 38,500 sqm Deputy Inspector General of Police (DIG) Quarters in Maitama, Abuja on 12th September, 2023.

iv. Joint Monitoring visit to the E-ticketing contract and the Federal Medical Warehouse on 13th September 2023 and 14th September 2023 respectively.

9.3.5 PPP Capacity Building Programmes

Capacity-building efforts were expanded in reach and form during the reporting period. Apart from capacitating more stakeholders in different aspects of PPPs, the Commission through its PPP academy - the Nigerian Institute of Infrastructure and PPP - is focusing on developing a cadet of PPP professionals from its staff, MDAs and other interested stakeholders. To this end it is partnering with Malaysia University to offer MBA program on PPPs. About 24 people are currently undertaking the course. The Commission is equally glad to announce that within the reporting period, 66 ICRC and other public and private sector PPP participated at various stages of C3P3 exams, comprising of Foundation, Preparatory and Execution. As at 2023, 15 staff of the Commission currently passed the last stage of the exams (i.e. the execution exams) and are fully certified as international PPP professionals. The CP^{3}P (Certified Public-private Partnerships

Professional) credential is awarded to those who pass all three PPP stages Certification Program exams and these are recognised as having the complete competencies needed to deliver PPPs successfully.

Also, through the efforts of the Nigerian Institute of Infrastructure and Public Private Partnership (NII3P), training courses centered on developing PPP core competences in practitioners were conducted. The institute engaged in smart partnerships with local and international stakeholder partners towards this purpose.

In 2023, the NII3P has undertaken various capacity building programs both within and outside the country. The below shows the various trainings undertaken by the Institute during the period.

Table 1. NII3P Training Undertaken in 2023

S/N	MDA	Date	Type of Course	Trainer	No of Participants
1	NCC, FMA, AVIATION, NAMA, NMC, NIMET, NITT, RDB.	15th –19th May 2023	PPP Short Course on Project Finance	NII3P	18
2	Fed. Poly Nekede, NBA, ICRC New staff.	4th – 6th June 2023	PPP Basic Course.	NII3P	15
3	ICRC, River's state PPP office, Nigerian Shippers council, NERDC PPP office. MBA students.	24th – 31st July	CP3P Execution Class	NII3P	25
4	ICRC	July 27th— August 1st 2023.	CP3P preparation Class	ECOWAS	
5	Fed. Uni. Lafiya, OAUTH, UCHI, Fed. Poly Nekede, ICRC.	15th – 18th August 2023	PPP Intermediate Course	NII3P	17
6	Adeyemi college of Education, ABU, Fed. Poly Nekede.	28th – 30th August 2023	PPP Basic Course	NII3P	12
7	ICRC New Staffs and Corp members.	5th – 6th September, 2023	In house Training	NII3P	17
8	Uni. Of Lafiya, UCTHI, Nig. Shippers Council, Ministry for Interior.	12th – 15th September 2023	PPP Advanced Course	NII3P	11

9	Adeyemi College of Education, NIWA, NDPHC.	3rd – 6th October 2023	PPP Intermediate Course	NII3P	13
10	Fed Uni Wukari, NIEPA, Minstry of Education.	9th – 11th October 2023	PPP Basic Course	NII3P	21
11	Adeyemi College of Education, Ministry of Defence.	31st October – 3rd November 2023	PPP Advance Course	NII3P	13
12	NIMET, ABU, NSC.	20th –23rd November 2023.	PPP Intermediate Course	NII3P.	10
13	State House, NCC, Min for Environment, Min for Aviation.	4th –8th December 2023.	PPP Short Course on Contract Negotiations and Management.	NII3P	

9.3.6 Sustaining PPP Advocacy and Stakeholders' Engagements

Regular engagement of PPP stakeholders features as one of the key functions of the ICRC, in its role as the driver of the PPP program. Various platforms are used for this unique purpose, including the PPP Unit Consultative Forum, the Nigerian Public Private Partnership Network, and most recently the Nigerian Institute of Infrastructure and Public Private Partnership (NII3P), which is also known as the PPP Academy.

9.3.7 PPP Unit Consultative Forum (3PUCF)

The quarterly 3PUCF meetings recorded huge success in 2023. The Commission is the secretariat of the Forum, which serves as a knowledge and experience sharing platform for Heads of PPP Units in the Federal MDAs, and has since its inauguration on December 5, 2013 been chaired by the Office of the Head of Civil Service of the Federation with Federal Ministry of Finance, Budget and National Planning as co-chair.

Table 2: Schedule of the 2023 PPP Units Consultative Forum (3PUCF) Meetings

Quarter / Date	MDA (Host)	Activities
Q1 27th April, 2023	NIMASA – Nigerian Maritime Administration and Safety Agency	1. Reinforcement of Planning Officer– Dr. Marcus Ogunbiyi, Permanent Secretary Career Management Office, OHCSF 2. Special PPP Projects presentation of Host (NIMASA) 3. Nigeria Infrastructure for PPP Training Programmes – Dr. Amanze Okere, Head PPP Unit, ICRC

Q2 Meeting July, 2023	Federal Ministry of Works and Housing, Mabushi	1. Contract Renewal, Termination and Extension – Dr. Jobson Ewalefor, Director, Contract Compliance Department, ICRC 2. Delivering the Aviation Sector Roadmap through PPPs: Case study of the Maintenance, Repairs and Overhaul (MRO) Facility - Mr. Yusuf Haruna, Head, Aviation Unit, ICRC. 3. Emeka Agbasi - FERMA
Q3 Meeting 7th September, 2023 2023	Zoom	1. Guidelines for preparation of Financial Models for OBC and FBC documents – Gbemiga Oladele, Financial Modeller, ICRC **2.** overview of Nigeria's Medium Term National Development Plan 2021-2025; Imperative of PPP - D.T**.** Adeosun, Federal Ministry of Budget and National Planning
Q4 Meeting Monday, 18th December, 2023	Fraser Suites, Abuja	1. Bar. Okoi Komomo - ICRC

9.3.8 Nigeria Public Private Partnership Network (NPPPN)

The collaboration between ICRC and the Nigeria Governors Forum which birthed the NPPPN was designed to incorporate the States of the Federation into the PPP space. The success of this network has seen the increase in the enaction of PPP Laws in the States, including corporate and bureaucratic structures. So far, a total of 24 States of the Federation have enacted PPP Laws and bureaucratic structures.

9.4 Collaborations and Policy Initiations in 2023

9.4.1 2022 National Infrastructure Report Review

The National Infrastructure Report Review tracks the trends in infrastructure development the preceding year at both national and sub-national levels, with the aim to guide policy decision on infrastructure investment nationwide and provide useful information to guide foreign investment in infrastructure. The 2022 review workshop, held from 15th to 19th August, 2022, afforded the MDAs the opportunity to validate the data and information that was collected during the field exercise carried out by officers of the Federal Ministry of Finance Budget and National Planning.

The Commission usually plays a vital role in the event by way of reviewing and validating all PPP projects submitted by MDAs to ascertain completeness and correctness. It also uses the event as a platform for knowledge sharing and sensitization on the Nigerian PPP programme. For the 2023 event, the Commission made a technical presentation on Basic Introduction and Overview of PPPs in Nigeria at a special session organized for the subnational representatives.

9.4.2 Inter-Ministerial Technical Committee on Costed Capital Programmes and Projects admitted into the NDP 2021 -2025

Another key engagement with the Ministry is within the Commission's role as a member of the Inter-Ministerial Technical Committee (IMTC) on identification of suitable programmes and projects for PPP from the costed capital programmes and projects of MDAs admitted into the National Development Plan (NDP) 2021-2025. The Plan's strategy is to stimulate and inject private sector investments into the economy to the tune of N298.3 trillion (85.7 per cent) out of a total capital investment of N348.1 trillion. The Committee was constituted to screen the 19,156 costed capital programmes and projects from Federal MDAs and determine those that will be better served as PPPs.

The specific terms of reference outlined for the Committee are as follows:

i. Identify the Federal MDAs that some of its Programmes and Projects admitted into NDP 2021 – 2025, could serve as low hanging fruits for PPP funding;
ii. Adopt a standard screening and selection procedure using the World Bank software;
iii. What, Where and How of the projects that should be promoted for private sector investment;
iv. Project Specifications, Feasibility, Viability and Cost Estimates;
v. Nature and type of investment packaging for each project (i.e probable suitable PPP methods); and
vi. Produce a Compendium of the identified Capital Programmes and Projects from the Costed Capital Programmes and Projects of Federal Ministries, Departments and Agencies (MDAs) and ensure they align with the Revised National Integrated Infrastructure Master Plan (NIIMP).

The Committee engaged the MDAS in late November 2022 and identified about 113 projects it considered suitable as PPPs which have been captured in the report it prepared after the exercise. The report was revalidated by the Committee in July 2023 and submitted to the Hon. Minister of Budget and National Planning for approval and implementation.

9.4.3 The Technical Working Group of the National Council on Infrastructure (NCI)

The ICRC is a member of the National Council on Infrastructure which provides policy direction on infrastructure matters and drives the creation and sustenance of the expected synergy and linkages between the public and the private sector, to enhance the implementation of the Infrastructure Master Plan. The NCI is chaired by the Office of the Vice-President. By implication the Commission also serves in the Technical Working Group which guides and advises the Council on all infrastructure related matters. Both the

NCI and TWG were inaugurated in 2022. The 2nd meeting of the TWG held in November 2023 and afforded the opportunity to look at the approved workplan by NCI and strategies that will foster its implementation. Commission has been providing institutional support to the Ministry towards the establishment of a framework to carry out the activities of the TWG.

9.4.4 Engagements with Institutional/Development Partners

The Nigerian PPP programme has continued to benefit from the support of the International Finance Organisations and development partners towards ensuring its sustainability and entrenchment of best practices. The Commission engaged with the following institutions within the review period.

i. South African High Commission in Nigeria

The South African High Commissioner in Nigeria, Thamsanqa Mseleku, and his team visited ICRC's Executive Management Committee led by the Director General - Mr Mike Ohiani, in June. The visit afforded both parties to discuss areas of mutual collaboration on PPPs. The High Commissioner signified the readiness of South African investors to key into road, power and ICT projects.

ii. Embassy of Austria in Nigeria

The Austrian Ambassador to Nigeria visited the Commission's top management led by the ICRC Director General – Mr Mike Ohiani. The meeting discussed the Nigerian PPP programme and the desirability of the investment community in Austria to key into eligible PPP projects.

iii. International Finance Corporation

The IFC PPP team based in Dakar Senegal met with the ICRC Director General and his management team during a courtesy visit to the Commission in July. The purpose of the visit was to intimate the Commission about the IFC's work in PPPs and explore collaboration across relevant sectors. The meeting explored areas IFC can advance PPPs in Nigeria, such as investment, advisory, and asset management services to encourage private sector led development.

9.4.5 Human Resource/Organisational Developments

In 2023, 16 employees were promoted. They were selected based on the ICRC scheme of service approved criteria for promotion of staff which included job performance evaluation and written and oral examinations. In performing this, the Commission strictly observed the principles of merit.

9.5 Milestones Achieved in 2023

During the period under consideration, the Commission made tremendous strides and achieved laudable feats in the areas of its mandate. Some additional new contracts were

signed and added to the number already in the custody of the Commission bringing the total of the Contracts under the Commission's custody to 95. FEC approved the concession of the 'Colonial' Central Workshop Ijora On October 18 2023, as the first PPP project to be okayed by the administration of His Excellency President Bola Tinubu. The Facility when operational, will manufacture, maintain and provide engineering services. The Concessionaire is Beta Transport Nigeria Limited. The expected revenue is NGN 28.1 billion within a period of 20 years.

Some of the achievements under pre-contract/post-contract regulatory activities are as listed below:

i. His Excellency, President Muhammadu Buhari commissioned the Lekki Deep Sea Port on January 23rd 2023; one of the flagship projects under the regulation of the ICRC. The port will have an impact of over $361bn on the Nigeria's economy.

ii. Within the 2023 review period, the following projects reached commercial close after the procurement process leading to the selection of preferred bidders and subsequent FEC approval.

   a. Construction and management of 9 highway corridors as part of the Highway Development and Management Initiative (HDMI). About 1,374 kilometers of road to be constructed across the corridors and a revenue projection of over N11.54 trillion expected. The signed concession period is 25 years.

   b. Operation & Management of 360MW Gurara II Hydropower Plant at the cost of $875m revenue for 30-year term;

   c. O&M for 40MW Kashimbilla HPP valued at N85bn revenue for15-year concession period;

   d. Concession of 700 MW Zungeru Hydro Electric Power Plant signed between the Federal Ministry of Power and Mainstream Energy Ltd valued at N411.4bn for a period of 30 years;

   e. Device Management System for @NgCom Commission to curb terrorism, crime, fake devices valued at N86 6bn revenue for a10-year term;

   f. E-ticketing for Lagos-Ibadan rail valued at N112bn revenue for15 years; and Warri-Itakpe rail E-ticketing valued at N63bn revenue for 15 years.

   g. Concession contract for the Maintenance, Repair and Overhaul (MRO) Facility at the MMA, Lagos signed between the Federal Ministry of Aviation and Continental Aircraft Repairs and Maintenance Services Limited for 30 years.

h. Concession for the redevelopment of the 38,500 sqm Deputy Inspector General of Police (DIG) Quarters, Maitama signed between the Nigerian Police Force (NPF) and Cosgrove Investment Ltd.

i. Concession contract for the Redevelopment of the Nigerian Police Senior Police Officers Quarters Ikeja, Lagos through Public Private Partnership Arrangement signed between the Nigerian Police Force and Black Qoral Concepts Limited for 47 years with effect from 9th June 2023.

j. Concession contract for the Installation, Operation, and Maintenance of On-Street Parking Meters signed between Federal Capital Territory Administration (FCTA) and Automaten Technik Aaumann Nigeria Limited (ATB) for 10 years effective from 4th August 2023.

k. Concession contract for the Installation, Operation and Maintenance of On-Street Parking Meters Federal Capital Territory Administration (FCTA) and NAJEC Limited for 10 years effective from 4th August 2023.

l. Concession contract for the Cassava/Bio-Mass Bioethanol Value Chain Project in the Six (6) Geo-Political Zones in Nigeria signed between the Federal Ministry of Finance, Budget and National Planning (FMFBNP) and Bio-sources and Technologies Limited for 5 years.

iii. **J**oint Monitoring and Compliance visits were carried out to the following project sites:

a. Grain silos located in Gombe, Jos, Makurdi, Kwali, Bulasa, Sokoto, Igbariam, Ezzilo, Ogoja etc. The visits took place within the months of April and May 2023. The joint monitoring visits conducted with the Federal Ministry of Agriculture were aimed at assessing the physical infrastructure and equipment within the silo complex and evaluating the performance of the concessionaire with regards to the fulfillment of financial obligations, maintenance of infrastructure and assets, submission of the performance bond, insurance of Silo Complex and general operations.

b. Federal Coastal Fishing Terminal, Ebughu, Akwa Ibom State on 4th - 7th May 2023. The team conducted a physical inspection of the facilities and structures within the terminal such as the staff quarters, administrative blocks, warehouse, cold rooms, berth and equipment that have been vandalized.

c. Redevelopment of the 38,500 sqm Deputy Inspector General of Police (DIG) Quarters in Maitama, Abuja on 12th September, 2023.

d. Lagos Ibadan Rail/Warri-Itakpe Rail E-Ticketing concession project

e. Federal Medical Warehouse-in-a-Box projects located in Oshodi-Lagos and Abuja on 13th September 2023 and 14th September 2023 respectively.

9.6 Challenges

9.6.1 Funding

Funding remains a major constraint for the Commission in discharging its operations and activities within the review period. Prominent among these included funding to support MDAs in PPP project development; monitor the efficient execution of contracts; and finalise the preparation of PPP guidelines, manuals and primers intended to guide MDAs on the PPP Process.

9.6.2 Project Development Fund

An inherent challenge experienced by MDAs is inadequate funding to develop bankable PPP projects. This includes money to contract transaction advisors who will undertake project and transaction structuring and implementation up to the signing of the contractual arrangements with private investor(s). Moreover, the yearly budget allocation does not make provision for the bulk money needed for costly feasibility tests. The Commission has advocated for the creation of a project development facility as done in other PPP climes to finance the recruitment of qualified and experienced advisors to support preparation and procurement of new projects, including upstream investment appraisal, value for money assessments and other feasibility and safeguard studies.

9.6.3 Long Term Finances for Infrastructure Development

Limited access to long-term finances has remained a major challenge to sustainable infrastructure delivery in Nigeria. PPPs in Nigeria face major challenges such as non-availability of long-term financing with attractive interest rates for the investment opportunities in the sector, as well as global credit and financial crisis limiting foreign private investment. Also, the Nigerian capital markets have diminished capacity to supply long-term debt capital in the form of infrastructure bond, which is critical for the financing of infrastructure projects with long-term assets, whose costs may take 10 to 30 years to recoup.

9.7 Financial Report

2023 Approved Budget				
Year	**Personnel**	**Overhead**	**Capital**	**Total**
2023	1,172,065,649.00	187,565,361.00	78,342,162.00	1,437,973,172.00
	Amount Released, Cash Backed and Utilized			
2023	1,040,968,612.32	156,304,467.50	78,339,900.00	1,275,612,979.82

9.8 Proposed Next Steps

Even though there have been successes in institutional and regulatory framework, challenges still exist in the infrastructure space in Nigeria such as lack of proper project preparation, dearth of capacity in public authorities, inappropriate funding mechanism, as well as, faulty project execution framework and inadequate financing facilities, etc. There is also the need to have a strong incentive for the executing agencies that will bring more bankable PPP projects for the private sector.

For PPPs to work effectively in Nigeria, we propose the following next steps:

i. The private sector must play a lead role as it does in other transition economies with demonstrable results and must be prepared to engage in an open and truly competitive procurement process.

ii. Both public and private sectors must engage in effective partnerships in which risks and rewards are shared in a way that makes both commercial and economic sense and results in the best value for money outcome for all participants and for the economy.

iii. We must strengthen and deepen our domestic financial and capital market especially given the prevailing global financial stress and energy crisis in the midst of COVID-19 pandemic which poses a huge challenge to infrastructure development in developing countries including Nigeria. In Nigeria, it has been the norm to wait for capital infusion through the fiscal budget to rehabilitate or replace, rather than maintain the infrastructure on sustained basis.

iv. Resource mobilization through capital markets, through the private sector, and with assistance from international agencies will be crucial. In this regard, the leaders of our banking and finance sector must strive to be more innovative and think long term in developing the capacity to promote and support investment in the infrastructure sector by providing credit instruments that will meet the financing needs of project proponents.

v. Thirdly, the public sector must put in place institutional and regulatory environment that provides open and transparent processes and procedures and a level playing field that promotes competition and ensures that investors are able to earn fair returns for the risks they take.

vi. The judiciary and dispute resolution processes must also inspire confidence that contractual obligations will be discharged expeditiously and fairly.

vii. Commitment to addressing the challenge of corruption, which remains a critical factor that has consistently undermined our capacity to actualise our enormous potential and had impeded our country's economic progress.

Some of the construction in Lekki Deep Seaport

President Muhammadu Buhari Commissions the Lekki Deep Seaport for operation – January 23, 2023: Photo source – NAN/Punch

ICRC DG, EMC Members received by Minister of Foreign Affairs Geoffery Onyeama during a visit to the Ministry – January 31, 2023

ICRC management team led by DG, Michael Ohiani; receives Austrian Ambassador to Nigeria, Thomas Schlesinger and VP of Kapsch TrafficCom, Gerd Grobminger Nov. 29, 2023

Monitoring Visit to Police DIG Quarters Maitama Abuja, a PPP project – 8th September 2023

ICRC DG, other EMC members receive delegation from Niger Delta Power Holding Company (NDPHC) and other power sector stakeholders – August 8, 2023

PPP Training for ICRC Corp Members – 5th - 6th September 2023

ICRC team on a monitoring visit to the Abuja Premier Medical Warehouse– 14th September 2023

DG, ICRC received delegation from South African High Commission in Nigeria led by High Commissioner Thamsanqa Mseleku - June 22, 2023

First Quarter 3PUCF Meeting and Inauguration of State House PPP Uni

CHAPTER TEN

NIGERIAN CHRISTIAN PILGRIM COMMISSION

Nigerian Christian Pilgrim Commission (NCPC) was established by an Act of the National Assembly, Act No. 32 of 2007. The mandate of the Commission is to:

i. license, regulate, supervise and perform oversight functions over organizations, associations (corporate or non-corporate) or similar bodies engaged in -
(i) organizing and coordinating the movement of persons from Nigeria to Jerusalem and other Holy Sites;
(ii) the provision of accommodation, transportation and other services related to Pilgrimage in Israel; and other Holy Sites.

ii. liaise and coordinate with the appropriate government authorities or organs of the Federal Republic of Nigeria and Israel on the rules and regulations governing entry into and staying in Israel for the purposes of pilgrimage including all appropriate immigration, passport and related consular services;

iii. coordinate the provision of health, financial, security, customs, immigration and related services to persons proceeding to, or returning from, Israel, after pilgrimage;

iv. ensure the establishment and management of pilgrims' camps and related facilities, equipment and such other necessary materials;

v. establish or set up and maintain libraries of books and other relevant publications as well as cinematograph and other facilities of use to persons interested in or desirous of undertaking a pilgrimage, so however that the library shall open to the public upon and subject to any condition as to the use which the Commission may think fit to impose;

vi. conduct campaign on pilgrim, educative as well as religious, in all States of the Federation, and the Federal Capital Territory;

vii. appoint such number of medical practitioners and medical staff as it thinks fit;

viii. issue guidelines and rules that will ensure that States pilgrims Welfare Agencies provide appropriate welfare services and guides for pilgrims; and

ix. do such other things that are conducive or incidental to the discharge of the foregoing functions, provided that this subsection shall not be interpreted to be conferring any additional functions on the Commission to license regulate, supervise, control, co-coordinate, organise and develop Christian Pilgrimage in Nigeria.

10.2 Composition of the Board of the Commission

The Establishment Act of the Commission provides for a Chairman, Secretary to the Commission, six other persons as members, a representative of the each of the following MDAs and Christian Association of Nigeria (CAN) as ex-officio members:

i. The Ministry of Aviation
ii. The Central Bank of Nigeria
iii. The Ministry of Foreign Affairs
iv. Federal Ministry of Health
v. The Ministry of Interior
vi. Christian Association of Nigeria (CAN)

Recently, President Bola Ahmed Tinubu, GCFR, reconstituted the Board of the Commission with effect from 4th February, 2023. The newly constituted board members are as follows:

1. Colonel Aloche Adole (Rtd) - Chairman
2. Bishop Dr. Stephen Adegbite - Secretary
3. Omowunmi Olubunmi Ogunlola – Member, South West
4. Clement Alobu Nweke - Member, South East
5. Chief Prince Weli Wosu - Member, South South
6. Prof. Joseph Haruna Mamman - Member, North West
7. Dr. Toma Hamidu Ragnijya - Member, North East
8. Dr. Samson Abu Samson Dolly - Member, North Central
9. Bishop Raphael Nwankwo - Representative (CAN)

10.3 Organizational Structure

To carry out its mandates, the Commission which has its headquarters located in Plot 1348 Ahmadu Bello Way, Garki II, Abuja is made up of Six Departments, Eight Units and six Zonal offices which are located in Gwagwalada - Abuja, Lagos, Port Harcourt, Kaduna, Enugu and Yola. The six departments are as follows:

i. Administration Department;
ii. Finance and Accounts;
iii. Planning, Research and Programme Development;

iv. Operations Department;
v. Mobilization Department; and
vi. Special Duties Department.

The Commission executes its functions in collaboration with various stakeholders like States' Christian Pilgrims' Welfare Boards (SCPWBs)0 in the 36 States and the FCT - Abuja, Private Christian Pilgrimage Operators; Churches; Corporate bodies and Individuals.

NCPC Corporate Headquarters, Abuja

10.4 Performance Report

10.4.1 Construction of Pilgrims Heritage C. House

Following concern over persistent challenges stemming from inadequate facilities for hosting teeming pilgrims that assemble in Abuja on transit to Israel, Rome, Greece and other holy lands over the years, the Commission has for long been making attempts towards finding remediation. The FCT Administration graciously granted allocation of a plot of land with Certificate of occupancy (C of O), since 2014. The land which measures 60m by 80m is located on Plot at Plot 818, Cadastral Zone A00, Central Business District Abuja, beside Akwa-Ibom House Opposite the National Council for Colleges of Education (NCCE) Headquarters Office Complex, Central Business District Abuja.

The Pilgrims' Heritage C House under construction.

Consequently, the Commission sought the approval of the Federal Executive Council (FEC) for the completion of the project after aggregation and it was granted in the sum of N5,534,265,037.36 in favour of Messrs. Schaums Nig Limited. The work has stopped since 2022 due to lack of funds.

10.4.2 Meeting of Pilgrimage Leaders and Managers

The Pilgrimage leaders, stakeholders and Managers met as at when due both physically and virtually when necessary for collaborations on pre-pilgrimage and pilgrimage programmes.

Chairmen and Secretaries of State CPWBs meeting in Abuja

10.4.3 Staff Training and Retreat

The 2023 Staff Retreat was focused on the theme "Creating Performance for Enhanced Pilgrimage"

Left: Presentation of Award by Archbishop Baba Numuel during the Conference and Right: Cultural display by a group in Jos.

NCPC Annual Staff Retreat, held in Jos, Plateau State, from 5th - 8th December, 2023. Management, staff and the Resource persons in attendance.

The Staff Retreat was aimed at fostering collaboration, knowledge sharing and personal growth among NCPC staff, ultimately leading to improved performance and a more enriching Pilgrimage experience to Christian Pilgrims nationwide. Similarly, a total number of twenty (20) staff were granted approvals to attend specialized trainings listed as follows:

a. Office of the Head of Civil Service of the Federation (OHCSF)
b. Anti-Corruption and Transparency Unit
c. PENCOM
d. SERVICOM Training
e. Registry Training

10.4.4 Staff Promotion Examinations

The Administration Department in conjunction with the team members from the office of the Head of Civil Service of the Federation (OHCSF) and the Office of the Secretary of the Government of the Federation (SGF) organized the 2023 Promotion Examinations and for sixty-four (64) successful candidates were promoted to various ranks.

10.4.5 Interaction with Stakeholders

i. Interactions with States Governments

The Executive Secretary visted some State governor in a bid to sensitize them on pilgrimage. The visits were fruitful as this increased cordial relationships betweens the State and the Commission.

ii. Interactions with Christian Pilgrimage Operators (CPOs)

The Executive Secretary had series of meetings and interactions with the private pilgrimage operators, all the meetings were held in Lagos.

Meeting with the Christian Pilgrimage Private Tour Operators in Lagos

Meeting with the Christian Pilgrimage Private Tour Operators in Lagos (Group Photograph)

10.4.6 Screening of Intending Pilgrims

Screening of intending Pilgrims represents a key component of pilgrimage exercise. Realizing the need to maintain cordial relationships with host countries, the Commission painstakingly ensures that only persons who would truly benefit from the spiritual import of Christian Pilgrimage are selected to participate in pilgrimage. Another goal of screening is to reduce abscondments during pilgrimage and prevent pilgrims from participating in despicable activities during pilgrimage. In 2023 pilgrimage year, the Commission screened over 12,000 intending pilgrims in different locations across the country. These screening exercises positively paid off, as only few pilgrims absconded.

10.4.7 Exploration of New Pilgrimage Sites

In line with the mandate of the Commission to conduct pilgrimage related research in holy sites around the world, the Commission undertook an exploratory visit to Turkey from 26thMarch– 2nd April 2023 as a lead up to possible pilgrimage exercise by Nigerian Christians to Turkey as pilgrimage destination. The team visited numerous sites including; Hagia Sophia, the Historical Peninsula, Smyrna, Bergama (Pergamum, Red Basilica), Thyatira, Sardis, Philadelphia, Laodicea (Laodikia), Hierapolis, Pamukklale, Ephesus, House of Mary, Seven Sleepers' cave, St. John Cathedral, St. Mary's Church.

The Exploration Team on arrival at (Smyrna) Izmir

10.5 Airlift of Pilgrims for 2023

2023 pilgrimage commenced with mobilization and screening of intending pilgrims across the country. Airlift of pilgrims to the Holy Lands of Israel and Jordan took place from December 16th 2022 to March 30th 2023 and April 28th to October 9th 2023 respectively.

i.	Main Pilgrimage	-	2,815
ii.	Easter Pilgrimage	-	1,813
iii.	CPOs	-	4,574
	Total	=	**9,202**

Orientation and airlift of Pilgrims from Imo state

10.6 Finance and Accounts

The Federal Government budget and releases for the year under review is as follows:

S/N	Item	Estimate (₦)	Released
a. i. ii.	**Operation Funds** Onshore – Element Offshore - Element	NIL	
b.	**Personnel Cost**	313,255,340.82	313,255,340.23
c.	**Overhead**	712,903,060.00	594,085,883.30
d.	**Capital Cost**	80,107,888.00	74,017,382.00

The table above shows that the Federal Government did not release any of the operational funds (both offshore and onshore) for the Commission to cater for staff, consular, medical and security expenses during the period of pilgrimage under review.

10.7 Challenges

The 2023 pilgrimage was faced with the following critical issues:

i. Foreign exchange rate fluctuation made pilgrimage cost unstable thereby resulting to exchange rate variation that has resulted in debt by the Commission

ii. Israel-Gaza conflict. The war that broke out between Israel and Gaza led to the forceful suspension of pilgrimage in the year under review.

10.8 Conclusions and Appreciation

The unflinching co-operation of the Office of Secretary to the Government of the Federation has greatly enhanced the functionality of the Commission, and the Commission remains grateful always.

The 2023 pilgrimage operations to the State of Israel, Kingdom of Jordan and Rome were made possible through the candid support of the SGF and Mr. President His Excellency, President Bola A, Tinubu, GCFR, who eventually gave his kind approval to the exercise, we are very grateful.

The Commission is grateful to the Senate Committee on Foreign Affairs; the House Committee on Pilgrimage Affairs; the Budget Office of the Federation; the Federal Ministry of Finance, Budget and National Planning and the various embassies of countries the Commission deals with, particularly the Embassies of Israel, Italy, Jordan and Greece.

While thanking the President for all his support and fatherly encouragement, the Commission still requests his unrelenting support, we continually assure him of the Commission's commitment to perform its statutory functions with deep sense of responsibility, in line with national aspirations and to the country's social, spiritual and economic development.

CHAPTER ELEVEN

NIGERIA ATOMIC ENERGY COMMISSION

The Nigeria Atomic Energy Commission (NAEC), created by Act 46 of 1976 (as amended by Cap N91 LFN, 2004), is the national focal agency charged with the responsibility for the promotion of the development of atomic energy and all matters relating to the peaceful use of atomic energy. NAEC was, however, activated and became fully operational in July 2006 under the aegis of the Federal Ministry of Science and Technology, by the appointment of its pioneer Director-General/Chief Executive Officer. In March 2011, Mr. President approved the reconstitution of NAEC, as a Commission to operate within the Presidency, by the appointment of the Chairman/Chief Executive Officer and six members in consonance with Section 4(1) of NAEC's enabling Act.

11.2 Functions of the Commission

As mandated by its enabling law, NAEC is charged with the principal responsibility of developing the framework and technical pathway to explore, exploit and harness atomic energy for peaceful applications in all its ramifications for the socio-economic development of Nigeria in conformity with the policies of the Federal Government (FG). Particularly, in furtherance of FG's policy to increase as well as diversify the national electricity generation base beyond the traditional sources of gas, oil and hydro to include nuclear and the renewable sources, NAEC is vested with the mandate to develop and implement the national nuclear power roadmap for the deployment of nuclear power plants (NPPs) so as to realise base-load and clean electricity generation in the country. Furthermore, the peaceful applications of nuclear technology in agriculture and food sector, medicine and human health, water resources management, industry, and in environmental management, as well as in basic and applied scientific research are within the purview of the Commission's functions.

Specifically, as provided for in the enabling Act, the Commission is mandated to:

i. construct and maintain nuclear installations for the purpose of generating electricity;
ii. produce, use and dispose of atomic energy and carry out research into matters connected with the peaceful uses of atomic energy;

iii. manufacture or otherwise produce, buy or otherwise acquire, treat, store, transport, and dispose of any radioactive substances;

iv. make arrangements with universities and other institutions or persons in Nigeria to conduct research into matters connected with atomic energy or radioactive substances;

v. prospect for and mine radioactive minerals;

vi. educate and train persons in matters connected with atomic energy and radioactive substances;

vii. advise the Federal Government on questions relating to atomic energy.

11.3 Goal, Mission & Vision

In order to implement the mandate of the Commission to prosecute a sustainable national nuclear technology programme, a management framework was developed to adequately position it to actualize its core mandate, defined by the operational goal and policy objectives, which are set as follows:

11.3.1 Goal:

To develop the ways and technical machinery to effectively explore, exploit and harness atomic energy for peaceful applications for sustainable national development.

11.3.2 Vision:

To lay an enduring foundation for the building of a world-class institution for the development and peaceful deployment of nuclear technology in all its ramifications for national development in conformity with international best practices.

11.3.3 Mission:

To develop a sustainable framework imbued with the fundamental elements of a high safety culture for the peaceful application of nuclear science and technology for the socio-economic development of Nigeria.

11.3.4 Policy Objectives

The policy objectives of the Commission are:

i. To streamline, harmonize, promote and coordinate R&D activities for capacity building and infrastructure development in nuclear technology.

ii. To fast-track and catalyse the process of development and deployment of nuclear power plants for electricity generation in Nigeria.

iii. To develop a comprehensive manpower programme which includes:

a. Developing and introducing core training programmes in nuclear science and engineering in institutions of higher learning in Nigeria for the actualization of the critical mass of needed indigenous manpower for the nuclear industry, and,

b. Developing, networking and creating opportunities for fellowships and advanced training in nuclear science and technology in international organizations and advanced facilities in other countries.

iv. To develop the requisite legal framework for the deployment of nuclear power plants in Nigeria within a strict regulatory regime, and in due compliance with the three cardinal planks of safety, security and safeguards.

v. To liaise with the International Atomic Energy Agency (IAEA), the Nuclear Energy Agency (NEA), the Comprehensive Test Ban Treaty Organization (CTBTO) and other international organizations for the implementation of national programmes.

vi. To streamline, harmonize, promote and coordinate the diverse applications of nuclear science and technology in agriculture, water resources management, human health, minerals exploration and manufacturing among others, for the socioeconomic development of Nigeria.

11.4 Organisational Structure

The structure of the Commission is made up of four (4) Technical Directorates, seven (7) Departments/Units under the Office of the Chairman/Chief Executive Officer and six (6) Research Centres. These are:

i. **Office of the Chairman/CEO** is comprised of the following Departments:
   a. Administration & Human Resource;
   b. Finance & Accounts;
   c. Legal Services
   d. Procurement
   e. Protocol
   f. Information; and
   g. Internal Audit.

ii. **Technical Directorates** are:
   a. Nuclear Power Plant Development;
   b. Manpower Training and Capacity Development;
   c. Research and Nuclear Infrastructure Development; and
   d. International Cooperation and Liaison

iii. **Nuclear Energy Research Centres and a Monitoring Station** under the aegis of the Commission are:

a. Centre for Energy Research and Development, (CERD) OAU, Ile-Ife
b. Centre for Energy Research and Training, (CERT) ABU, Zaria
c. Nuclear Technology Centre, (NTC) Sheda, Abuja
d. Centre for Nuclear Energy Studies, (CNES) UPH, Port Harcourt
e. Centre for Nuclear Energy Research and Development (CNERD), UM Maiduguri
f. Centre for Nuclear Energy Studies and Training (CNEST) FUTO, Owerri
g. FGN-IAEA Marine Contamination Coastal Field Monitoring Station (MCCFMS), Koluama II.

11.5 Programme of Activities and Key Achievements

11.5.1 National Nuclear Energy Programmes

Several key developmental activities, initiatives, and projects have been sustained and enhanced within the Commission to support and reinforce government's policy direction in national security, job creation, anti-corruption and diversification of the economy. These activities are encapsulated in four (4) National Nuclear Energy Programmes (NNEP) being implemented/coordinated by NAEC, namely:

I. **Nuclear Power Programme** – to develop capacity to generate electricity from nuclear energy
II. **Human Resources and Capacity Development Programme** – to develop a pool of indigenous nuclear professionals to enhance technology localization and/or domestication
III. **Nuclear Research & Development Programme** – to develop R&D activities for capacity building and infrastructure development in nuclear technology, and
IV. **Nuclear Technology Applications Programme** – to develop capacity for the peaceful utilisation of atomic energy for socioeconomic development.

These national nuclear energy programmes are characteristically long-termed and their successful implementations and completion are usually preceded by a long period of strategic planning in order to ensure safety, transparency and global acceptance.

I. Nuclear Power Programme

In line with the approved Strategic Plan for the Implementation of the National Nuclear Power Programme (2009, revised in 2015 & 2018/2019), the first nuclear power plant is expected to enter into commercial operation and generate 1,200MW of electricity by 2030. Three additional NPPs are expected to increase the generation capacity to 4,800MW by 2040.

Activities of the Nuclear Power Programme ni 2023

(a) NAEC and CNNC Seek Collaboration on Nuclear Science and Technology

Nigeria Atomic Energy Commission (NAEC) and China National Nuclear Cooperation (CNNC) held bilateral talks in October, 2023 at Lagos to explore further areas of cooperation on the peaceful application of nuclear science and technology. The talks came on the sidelines during the visit to Nigeria by the President of CNNC, Gu Jun at the official commissioning of the CNNC African Office in Lagos.

Fig. 1: A visit to Langsun Electric Company, Lekki Free Zone

Group photograph at CNNC African Office i Lagos

(b) National Training Workshop on Nuclear and Radiological Leadership for Safety and Nuclear Security Programme

The national training workshop was organized by the Nuclear Power Plant Development (NPPD) Directorate, through the Nuclear Safety, Security and Safeguard (NSSS) department to develop the potential of leadership for safety and strengthen participants' ability to apply safety standards especially the IAEA standards relating to safety, promote and develop capacity building with a robust safety culture and safety leadership in the new generation of professionals in nuclear and radiological applications.

Fig. 2: Group photograph of participants at the National Training Workshop

(c) IAEA Expert Mission on Integrated Management System (IMS) for NAEC

The Expert Mission (EM) was organized by Nigeria Atomic Energy Commission (NAEC) with the technical assistance from International Atomic Energy Agency (IAEA) for its management staff towards the development and implementation of IMS manual to combine all the policies, processes, and procedures of the Commission into one unified framework, thereby helping in achieving the leadership, safety, and security objectives in all operations of the Commission.

Fig. 3: Group photograph of participants at the Expert Mission (EM)

(d) Nigeria Participated in United Nation's Meeting on Nuclear Disarmament Verification in Geneva

Based on the UN resolution 74/50, the General Assembly requested the Secretary General to establish a Group of Governmental Experts (GGE) from 25 Member States to deliberate on nuclear disarmament issues. The meeting which was held between 15-19 May, 2023 in Geneva, Switzerland had presentation from Nigeria's representative, Prof Yusuf A. Ahmed, Chairman/CEO, NAEC on the topic "Nuclear Disarmament Verification at Low Numbers and Global Zero". In its deliberations the group focused on:

- ✓ Conceptual issues related to Nuclear Disarmament Verification (NDV).
- ✓ Capacity Building on NDV
- ✓ The concept of Group Scientific and Technical Experts.

(e) National Workshop on Technology Assessment, Infrastructure Development and Deployment of Small Modular Reactor in Nigeria at K-Class Hotels, Wuse Zone 5, Abuja

The National Workshop aimed at bringing experts and other stakeholder organizations relevant to the development of Nigeria's Nuclear Power Programme. The objective of the workshop was to bring to the fore the issues facing the adoption of Small Modular Reactors (SMRs), highlight gaps in Nigeria's capacity and infrastructure development and intimate stakeholders on the progress of SMR development by the IAEA and other Member States. It was further aimed to assemble a competent team of stakeholders in order to develop national specifications and requirements that will serve as an input into the RTA process to enable decision making for selection of SMR technology as well as dictate the direction of nuclear infrastructure development and capacity development. In attendance were representatives from: Nigeria Atomic Energy Commission (NAEC); Nigerian Nuclear

Regulatory Authority (NNRA); Centre for Energy Research and Training (CERT); Nuclear Technology Center (NTC); Federal Ministry of Budget and Economic Planning; Federal Ministry of Power (FMoP); National Emergency Management Agency (NEMA); Transmission Company of Nigeria (TCN); Energy Commission of Nigeria (ECN); Nigeria Electricity Regulatory Commission (NERC); Nigerian Environmental Standards and Regulations Enforcement Agency (NESREA) and QUBTHAR Contractors.

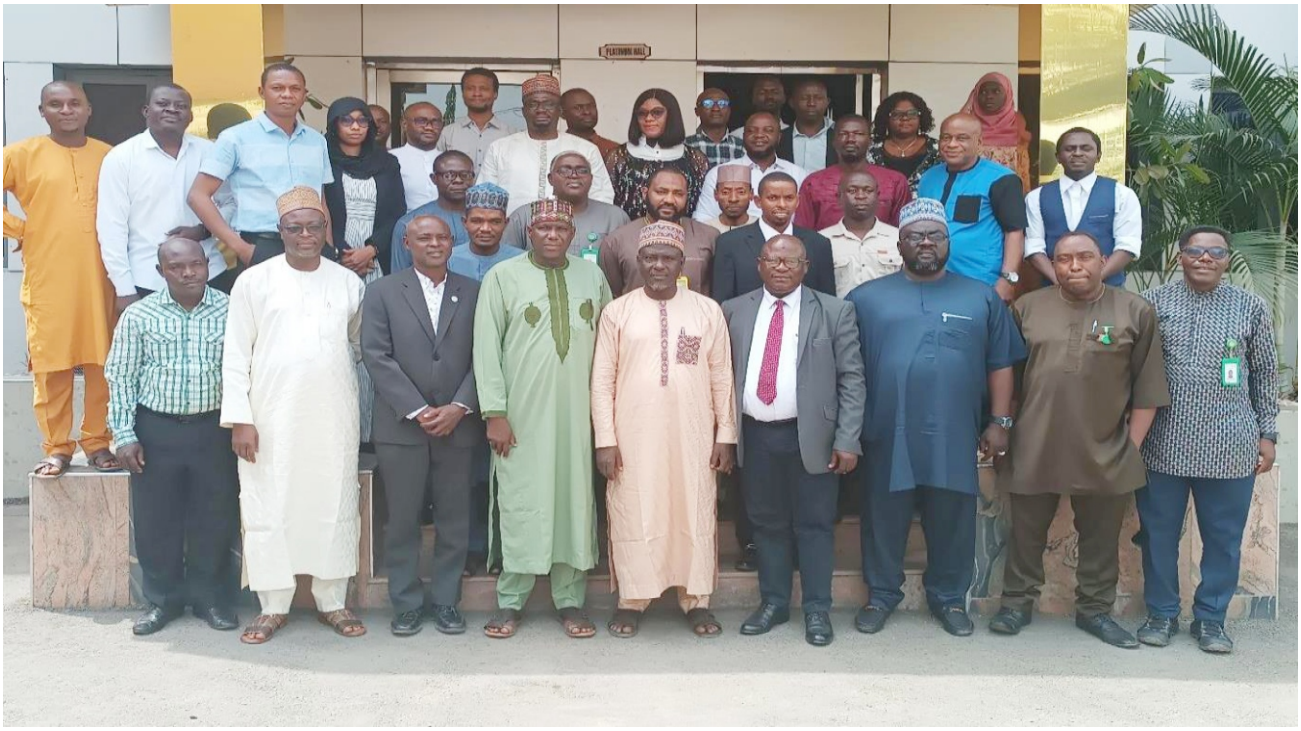


Fig. 4. Participants at the National Stakeholders Workshop

(f) Chairman/CEO's Interview with Channels Television

The interview centred on the goal, achievements and challenges of the Commission since year 2006 when the Act establishing it was activated. The discussion further touched on the inherent benefits of the NAEC Bill before the Senate, the implications of the EU's support for Nigeria's Nuclear Safety, Security, and Safeguards, and the opportunities it presents for the country. The highly interactive discussion also reflected on the impact of nuclear technique on early cancer detection, precise diagnosis, and effective treatment of diverse cancer types, along with the resultant advantages for patients and Nigeria's healthcare system; measures the Commission has taken to ensure the safe and optimal use of radiotherapy in the country considering potential risks and side effects for patients and finally the future plans and strategies for expanding the use of Gamma Irradiation facilities across different agricultural regions in Nigeria, with a focus on fostering innovation and sustainable agricultural practices to support the country's food security and economic development goals.

Fig. 5. Chairman/CEO NAEC interview with Channels Television

II. Human Resources Development (HRD) Programme

The exploration and exploitation of atomic energy requires competent professionals to ensure the safe, secure and sustainable implementation of any nuclear energy programme. In order to generate these qualified and competent personnel to effectively and efficiently implement the national nuclear energy programme, the Nigeria Atomic Energy Commission developed the Human Resource Development (HRD) Plan. The strategy component of the HRD Plan being implemented aims to develop education and training infrastructure as well as train nuclear professionals (engineers, scientists, technicians and technologists) for the national nuclear energy programme so as to ensure that there exists a pipeline for the required manpower to implement the Nuclear Energy Programme (NEP) in the power and non-power areas of nuclear technology applications.

Progress Achieved in Human Resource Development Programme in 2023

(a) The Promotion of Graduate Educational Programmes

A total of 90 staff members have graduated through the implementation of international collaborations. Currently over 30 staff members are undergoing Masters and PhD programmes in Russia, China, and South Korea. A breakdown of the figures shows 85 staff members have completed Masters programmes and 11 completed PhD, while another 13 is currently pursuing their Masters. The spread across the countries is as follows; Russia – 42; South Korea - 25; China – 25; Egypt – 2; Ghana – 5; Kenya-2.

(b) Educational Outreach Programmes to Secondary Schools in North Central for Educational Curriculum Development for Career in Nuclear Science and Engineering

The aim of the project was to promote science and engineering as a career for public and private secondary schools in the north central region of Nigeria through the implementation of a strategic programme '**catch them young**'. The outcomes of the educational outreach programme conducted for the secondary schools in the north central zone of Nigeria achieved it purpose amongst which are:

- ✓ Increased awareness among the students on the peaceful application of nuclear energy
- ✓ Enhanced level of acceptance of the national nuclear energy programme as the participating students continue to share knowledge gained with parent, classmates, peers etc.
- ✓ Enhanced understanding of the importance of Science, Technology, Engineering and Mathematics (STEM) and the basic concepts of nuclear science in the secondary school curriculum.
- ✓ High percentage of the students demonstrated interest in taking up nuclear related courses in the universities and picking up careers in the nuclear industry.

DVC-Academic, UniAbuja

Dir (NTC) Represented CM/CEO NAEC

Fig. 6. Cross section of dignitaries and students at the meeting

(c) Educational Outreach Programs to Tertiary Institutions in North West for Educational Curriculum Development for Career in Nuclear Science and Engineering

The aim of the program was to promote nuclear science and engineering in the tertiary institutions of the Northwest region of Nigeria through the implementation of a strategic programme of stimulating the academic community to taking interest in education and research in the field of nuclear science thereby developing a sustainable pipeline for the national nuclear energy programme. The outcomes of the educational outreach programme conducted at the tertiary institutions in the Northwest region of Nigeria achieved its purpose. The outputs of the programme are:

- ✓ Increased awareness among the students on the diverse areas of peaceful application of nuclear energy
- ✓ Increase in the level of awareness among the staff and students on the national nuclear energy programme and available research and training opportunities under IAEA programmes.
- ✓ Readiness on the part of the management of the tertiary institutions to commence discussions in the school senate on the need to introduce the BSc Nuclear Science and BEng in Nuclear Engineering once the NUC finalizes the process of peer review of the curricular.
- ✓ High percentage of the students demonstrated interest in taking up a higher degree in nuclear related courses in the Universities.

Cross section of participants and lecturer at the Federal University, Dutse (FUD) during the outreach programme

(d) NAEC Partners the Federal Ministry of Education in the Implementation of National Nuclear Education Programmes

NAEC and the Federal Ministry of Education explores areas of educational cooperation. The areas of cooperation include:

- ✓ Finalization of the Nuclear Science and Engineering curriculum through the National University Commission (NUC) and circulate same to universities for implementation.
- ✓ provision of on-shore and off-shore scholarships schemes for graduate educational programmes in Nuclear Science (NS) and Nuclear Engineering (NE) as well as other technical disciplines.
- ✓ Provision of grants/donation of laboratory equipment for research in nuclear science in the partnering universities in the country.
- ✓ The outcome of the meeting includes the setting up of a Working Group to ensure the development of the curricula for nuclear science and nuclear engineering

technology programmes for the polytechnics and the finalization of the NS & NE curricula by the NUC.

Fig. 8: CM/CEO NAEC and Minister of State for Education

Fig. 9: NAEC delegation and the Management Team of the Federal Ministry of Education

III. Research in Nuclear Infrastructure and Development (RNID) Programme

The Research in the peaceful uses of Nuclear Energy is one of the fundamental mandates of the Nigeria Atomic Energy Commission (NAEC). The Research in Nuclear Infrastructure and Development (RNID) Directorate was established to handle all matters relating to the administration of Research, National Nuclear Infrastructure and Development for the nuclear energy programme. Research, innovation and development programmes are essential elements for the sustainability of the national nuclear energy programmes. Six nuclear energy research centres and a monitoring station under the supervision of NAEC serve as the kernel of its manpower development activities spread across six geopolitical zones and the Federal Capital. Five of these Centres are university-based while one is an affiliate of a university and the other, a Marine Contamination Coastal Field Monitoring Station.

Their functions are broadly outlined as follows:

a. Provision of facilities for research, education and training at all levels – undergraduate & graduate in all areas of peaceful, safe and secure uses of nuclear technology;
b. Development of nuclear instruments, electronics and all associated nuclear devices for peaceful uses;
c. Provision of routine radiation monitoring services;
d. Co-operation with relevant stakeholders in R&D; organizing courses, conferences, workshops and seminars; and
e. Linkages with international institutions/agencies like ROSATOM, CNNC China, Argonne National Laboratory (ANL), Korean Institute of Nuclear Science (KINS), IAEA, etc.

2023 Progress Report in Nuclear Research, Infrastructure and Development

(a) National Workshop on Local Content Development and Participation of Nigeria Industries in The Siting and Design of Research Reactor for Multipurpose Applications in Nigeria

The Federal Government considers the development of a Multipurpose Research Reactor (MPRR) to facilitate and enhance nuclear technology application in sectors such as health, agriculture, oil and gas industry, manufacturing industry and for education and training. The development of such major facilities would present an option of extensive involvement of local industries which will result in massive local content value addition and creation that would ensure further growth in the economy. In order to harness this opportunity, it is necessary to put in place an industrial participation plan that would clearly define

government's intensions in a well-articulated manner and strategically translate them into actions that would encourage Nigerian industries to participate in the nuclear reactor projects. The Industrial Participation is therefore a programme that seeks to ensure that the national local content policy is appropriately implemented and is beneficial to the economy, support the development and transfer of technology through effective utilization of the instruments of government procurement and service delivery.

Fig. 10: Group Photograph of participants at the Opening Ceremony

(b) National Technical Meeting with Stakeholders to Assess Resource Capabilities of Some Selected Research Institutions Across Nigeria for Implementation of the National Nuclear Energy Programme (NNEP)

In Nigeria, NAEC and its Centres have been saddled with the responsibility to develop ways and technical machinery to explore, exploit and harness atomic energy for sustainable national development through innovative and cutting-edge researches, making use of the numerous nuclear facilities at these Centres to foster national development both in health, medicine, agriculture, water resources, industries and power. In order to achieve this goal and, in tandem with the objective of the Commission in ensuring a workable NAEC Nuclear Centres for high efficiency and productivity, recreate a new knowledge that is in tandem with the mandates of the Commission, improve on current research practices for sustainable national development and strengthen research capabilities to enhance project attraction for socio-economic development, an analysis of the current capabilities of NAEC nuclear Centres in carrying out researches is significant so as to strengthen research activities thereby attracting projects of immense benefits for national development. In view of this, the Nigeria Atomic Energy Commission organized a

four – day national workshop with the aim of creating an enabling environment for effective interaction and exchange of ideas with all NAEC nuclear Centres and other selected research institutions and agencies in Nigeria on the need for a thorough assessment of their current research capabilities with a view to identifying gaps and as well as follow through on addressing gaps identified so as to position them for the implementation of the Nigeria Nuclear Energy Programme.

Fig. 11: Welcome Address by D (NARD)

Fig. 12: Participants at the Opening Ceremony

(c) SGF Commissions NAEC's Projects at the Centre for Energy Research and Training (CERT), Zaria

The Neutronic Health Physics and Dosimetry Laboratory Block and the Researcher's Building were commissioned on behalf of the President by The Secretary to the Government of the Federation (SGF), Boss Mustapha. The Neutronic lab will be utilized in research and development activities of the Centre in the design of reactor cores. The lab will also house the internet reactor lab and carry out personnel monitoring and dosimetry activities.

Fig. 13: SGF Commissions the Neutronic Lab at CERT, Zaria

IV. Development of the National Nuclear Energy Legal Framework

As part of the national effort to enthrone a requisite national legislative framework for the promotion of the development of the safe, secure and peaceful uses of nuclear energy in Nigeria, the Nigeria Atomic Energy Commission embarked on the review of the extant Nigeria Atomic Energy Commission Act (No. 46 of 1976) in conjunction with the Federal Ministry of Justice and other relevant stakeholder institutions. The draft Bill was also subjected to the scrutiny of the International Atomic Energy Agency (IAEA) under its Legislative Assistance Programme. The Bill is the documentary manifestation of Nigeria's commitment to the development of the safe, secure and peaceful applications of nuclear energy in a manner that protects lives, properties and the environment. The framework is also expected to be the premier legislation to facilitate the implementation of Nigeria's nuclear energy program. The enactment of the Bill is instrumental in gaining the trust of the international community that Nigeria is committed to implementing the national nuclear energy programme for only peaceful purposes.

In the context of the ongoing legislative process, a Stakeholders' Sensitization Workshop on the Nigeria Atomic Energy Bill was held in Abuja on April 25, 2023 ahead of the Senate

Public Hearing held on April 26, 2023. The objective of the Workshop was to inform and raise the awareness of critical stakeholders in Nigeria's nuclear sector on the content of the Bill as it relates to the operation of the Centres and the existing facilities in the country as well as future facilities. The Public Hearing on the Bill titled Nigeria Atomic Energy Act. Cap N91, LFN 2004 (Repeal & Re-Enactment) Bill 2022 (SB. 1074) was held at the National Assembly Complex. The hearing was presided over by the Senate Committee Chairperson on Science and Technology, Senator Uche Lilian Ekwunife. Chairman/CEO NAEC, Prof. Yusuf A. Ahmed led NAEC's delegation to the hearing.

Fig. 14: Senate Hearing on NAEC Bill & Participants at Stakeholders Sensitization Workshop on the Nigeria Atomic Energy Bill

IV. Nuclear Technology Applications Programme

Being a Member State of IAEA, Nigeria has been benefiting from the IAEA Technical Cooperation (TC) Projects. These TC projects which are generally short and medium terms, cover the application of nuclear technology in the various sectors such as health, water resources, agriculture, security, emergency management and power. The scope of the TC projects includes training of indigenous personnel and acquisition/utilization of

specialized nuclear technology facilities for the benefit of the local community and the nation. These TC projects are implemented through three key channels – National, Regional and Inter-regional in the various sectors of the economy.

Further Contributions of NAEC To Nuclear Technology Applications

(a) Facilitating Import Duty Waivers and Clearing and Delivering of Shipments from the IAEA

The continued intervention of NAEC with the processing of import duty waivers for all shipments coming from the International Atomic Energy Agency (IAEA) has led to drastic reduction of backlogs of shipments to Nigeria from the IAEA. The following equipment were cleared and delivered to the final beneficiaries:

S/N	Equipment	Final Beneficiary
1	Supply and delivery of a portable EDXRF Spectrometer	Nigerian Nuclear Regulatory Authority, Abuja
2	Laboratory equipment and consumables	Nigeria Hydrological Services Agency, (NIHSA) Abuja
3	Video Conference System (IP)	Centre for Energy Research and Training (CERT), Zaria
4	Laboratory Equipment and Supplies	Africa Centre of Excellence for Neglected Tropical Diseases and Forensic Biotechnology (ACENTDFB), ABU Zaria
5	Instrumentation and Control system for research reactor	Centre for Energy Research and Training (CERT), Zaria
6	Soil moisture system with data logger	Federal University, Oye-Ekiti
7	Agricultural equipment	Federal University, Oye-Ekiti
8	Radiochromatography Scanner System, based on Na(I) Tl detector	National Hospital, Abuja
9	Ultrasound system for brachytherapy	National Hospital, Abuja
10	Ultrasound system for brachytherapy	Usmanu Dan-fodio University Teaching Hospital, Sokoto

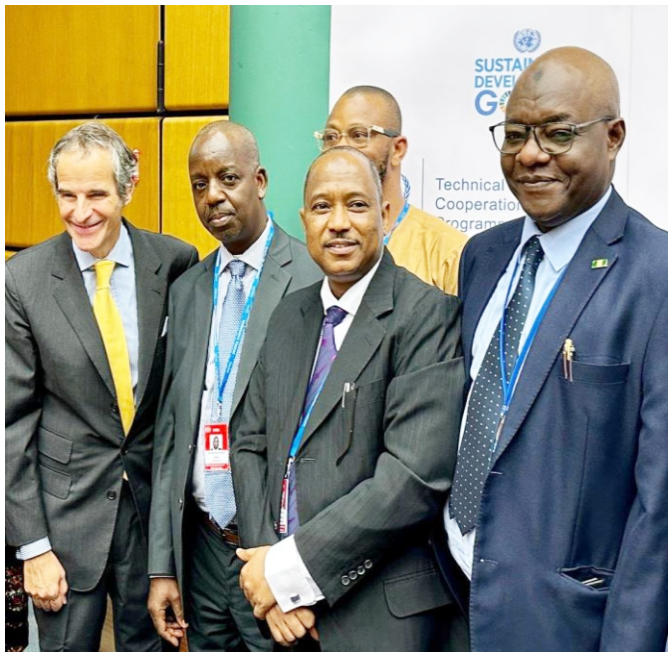
Fig. 15: Chairman/CEO NAEC inspecting laboratory equipment belonging to NIHSA prior to delivery

Fig. 16: Chairman/CEO NAEC handing Ultrasound System for Brachytherapy to DG NICRAT for onward delivery to National Hospital and UDUTH Sokoto

(b) Nigeria participated in the 67th Session of the IAEA General Conference session in Vienna, Austria from 25th to 29th September, 2023

The General Conference is the annual meeting of Member States to discuss policy issues of the Agency. The 2023 Conference was declared open by the Director – General, Mr. Rafael Mariano GROSSI. The Conference was presided over by Her Excellency Ms Vilawam Mangklatanakul, Ambassador/Permanent Representative of Thailand. During the Conference, Member States delivered National statements including Nigeria. The Nigerian Statement was delivered by the Head of Delegation, Ambassador Adamu Ibrahim LAMUWA, the Permanent Secretary, Ministry of Foreign Affairs.

Fig. 17: From L- R: H.E. S.D. Umar, Nigeria Ambassador to Austria; Amb. Adamu Ibrahim Lamunwa, Head of delegation and Prof. Yusuf A. Ahmed, Chm/CEO,NAEC



On the sidelines of the conference Nigeria delegation held a number of bilateral meetings and side events. Key among them were:

- ✓ Bilateral Agreement between the USA and Nigeria on Proliferation Resistance (PRO-X) of Nigeria's Research Reactor-II (NIRR-II) towards supporting Nigeria in the design, construction and commissioning process of Nigeria's Multi- Purpose Research Reactor was signed by the Chairman/CEO of NAEC, Prof. Yusuf A. Ahmed.

Fig. 18: Signing of Bilateral Agreement between USA and Nigeria

✓ Memorandum of Understanding (MoU) with the TOMSK Polythechnic University, Russian Federation on manpower training. Prof. Yusuf A. Ahmed,(1st from Right) Chairman/ CEO, NAEC signed on behalf of NAEC.

Verkhoturova, Rep. TOMSK Polythechnic, Russia

✓ **Fourth Country Programme Framework (CPF) for 2024 – 2029 Cycle Signed**

Prof. Yusuf Ahmed, Chairman of NAEC and Mr Hua Liu, IAEA Deputy Director General and Head of the Department of Technical Cooperation signed Nigeria's Country Programme Framework (CPF) for the period of 2024–2029. The CPF is the frame of reference for the medium-term planning of technical cooperation between a Member State and the IAEA and identifies priority areas where the transfer of nuclear technology and technical cooperation resources will be directed to support national technology development goals.

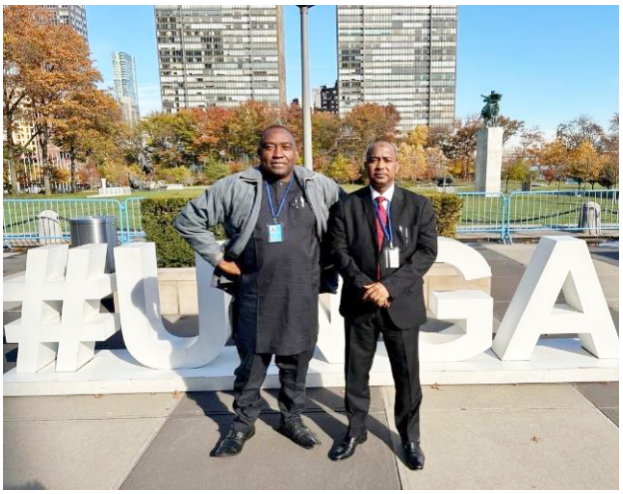
Fig. 20: Prof. Yusuf Ahmed and Mr Hua Liu during the signing of Nigeria's CPF

- ✓ **Nigeria Seeks Collaboration with Pakistan Atomic Energy Commission (PAEC)**

Nigeria and Pakistan held discussions on modalities for partnership between the two countries in the area of peaceful application of nuclear Science and technology. Ali Raza Anwar, Head of Pakistan Atomic Energy Commission (PAEC) represented Pakistan while Permanent Secretary, Ministry of Foreign Affairs and Head of Nigeria's delegation to the 67th IAEA General Conference, Ambassador Ibrahim Adamu Lamuwa and Chairman NAEC, Prof. Yusuf Ahmed stood in for Nigeria.

(c) Participation at the 78th United Nations General Assembly (UNGA)

NAEC was at the 78th United Nations General Assembly as part of Nigeria's delegation. NAEC participated in the discussions on nuclear disarmament, non-proliferation, International Atomic Energy Agency, Comprehensive Nuclear Test Ban Treaty, etc.



(d) Nigeria Attended the Regional Meeting of AFRA National Coordinators (NCs) and IAEA National Liaison Officers (NLOs) from Africa from 13th to 17th March 2023 at Addis Ababa, Ethiopia

The meeting was an annual coordination and strategy meeting aimed at monitoring the Technical Cooperation Programme (TCP) in African Member States focusing on the roles of the NLOs and AFRA NCs. The objective of the meeting was to review and report on progress that was made in 2022 by NLOs, AFRA NCs and the IAEA on the implementation of the Africa Technical Cooperation Programme, and to devise concrete short-term strategies to enhance subsequent TCP implementation in Africa.

(e) IAEA Director Meets Nigeria's First Lady on Cancer Management

At the sidelines of the commissioning ceremony of the Africa First Ladies Peace Mission Secretariat in Abuja, NAEC facilitated a meeting between Nigeria's First Lady, Aisha Buhari and the IAEA Director, Technical Cooperation (Africa), Prof Shaukat Abdulrazak at the State House. The meeting was in connection with the Rays of Hope Initiative of the IAEA to support the fight against cancer which the First Lady is passionate about. Rays of Hope Initiative enables Member States to establish and/or strengthen safe, secure and effective radiation medicine (radiotherapy, radiology and nuclear medicine) capabilities in fulfilment of the 2030 Sustainable Development Goals.

(f) Kano State Government Visits NAEC & NTC

The Kano State Government led by the Commissioner for Science, Technology and Innovation, Alhaji Mohammed Othman paid a working and facility visit to the Chairman/CEO NAEC, Prof. Ahmed Yusuf at the Commission's Headquarters in Asokoro and the Nuclear Technology Centre (NTC) at Sheda respectively. The delegation included the Permanent Secretary of the same Ministry, Hajiya Binta Umar Bala. The Chairman/CEO of NAEC spoke on the need for beneficial collaboration with the Kano State Government and NAEC in the areas of peaceful application of nuclear science and technology.

(g) Nigeria Participated in the 34th AFRA Technical Working Group Meeting (TWGM), Algiers 18-22 June 2023

11.6 Challenges

The challenges facing the effective implementation of the programmes and activities of the Commission are enumerated below:

i. Insufficient funding of national nuclear energy programme;
ii. Loss of trained nuclear professionals due to poor remuneration; and
iii. Inadequate office accommodation.

11.7 Recommendations

Based on the submission, it is recommended that:

i. The report of the Presidential Technical Committee on Structure and Management Framework for the Atomic Energy Sector on the "Conditions of Service for the Nuclear Sector" be approved by Government.
ii. Annual budgetary allocation to the Commission should be enhanced.
iii. Special funding intervention by the Federal Government for critical projects of the Commission and payment of Assessed Contributions to International Atomic Energy Agency (IAEA) and other international organizations.

11.8 Conclusion

Activities of the various National Nuclear Energy Programmes are being meticulously implemented through the deployment of nuclear technology applications in medicine, water resources, agriculture and environment which have direct and immediate impact on the economy and industrial development of the nation.

The nuclear industry holds huge potential to generate employment and investment opportunities for the country. In view of this, many key priority programmes and projects are on-going for nuclear infrastructure and human capital development for the nuclear industry which would lead to increased Gross Domestic Product (GDP).

CHAPTER TWELVE

NATIONAL HYDRO-ELECTRIC POWER PRODUCING AREAS DEVELOPMENT COMMISSION

The Hydroelectric Power Producing Areas Development Commission (HYPPADEC) was established through the Establishment Act 87 of 2010, enacted by the National Assembly. Its primary objectives include managing environmental challenges resulting from hydroelectric dam operations in Nigeria and formulating policies and directives for the advancement of power-producing regions within the country. Commencing operations in January 2021, the Commission officially took off after the inauguration of its Governing Council by the former President Muhammadu Buhari. Since June 2023, following the enactment of the 2023 Electricity Act by His Excellency, President Bola Ahmed Tinubu, GCFR. The Commission has been rebranded into the National Hydro-Electric Power Producing Areas Development Commission (N-HYPPADEC). This act expanded the jurisdiction of the Commission to cover ten states of the Nigerian Federation, as opposed to six states with which the commission took off in 2021.

The initial six (6) member States where the Commission operates were: Benue, Kebbi, Kogi, Kwara, Niger, and Plateau States. The Commission now has four more member States of Kaduna, Gombe, Nasarawa and Taraba. In the year 2023, two regular (quarterly) meetings of the Governing Council were convened on 7th February and 10th May, 2023, prior to the dissolution of the Governing Council by the President in June. However, on 21st June, the Commission had the opportunity to present its progress report during a briefing organised for agencies under the Office of the Secretary to the Government of the Federation (OSGF).

Outlined in the HYPPADEC Establishment Act are the specific functions designated for the Commission, which include:

i. Formulate policies and guidelines for the development of hydroelectric power producing areas;
ii. conceive, plan and implement, in accordance with set rules, projects and programmes for the development of hydroelectric power producing areas;

iii. carry out a survey of hydroelectric power producing areas in order to ascertain measures which are necessary to promote its physical development;
iv. prepare schemes designed to promote the physical development of the hydroelectric power producing areas and estimate the cost of implementing such schemes.
v. implement all measures approved for development of hydroelectric power producing areas by the Federal Government;
vi. identify factors inhibiting the development of the hydroelectric power producing areas and assist states in the formulation and implementation of policies to ensure sound and efficient management of the resources of the hydroelectric power producing areas;
vii. assess and report on any project being funded or carried out in the HYPPADEC and ensure that funds released for such project are properly utilized;
viii. tackle ecological problems that arise from overloading of dams in the hydroelectric power producing areas and advise the Federal and State Governments on the prevention and control of floods and environmental hazards;
ix. execute such other work and perform such other functions which, in the opinion of the Commission are required for the development of the hydroelectric power producing areas and their people; and
x. carry out such other functions as the President may direct.

12.2 Policies Initiated in the Year

The Commission has already developed a policy document known as the *Medium-Term Strategic Plan (MTSP) 2022-2027*, which serves as a guiding framework for its programmes and projects spanning from 2022 to 2027. As a result, the policies implemented in 2023 align with the objectives outlined in the MTSP. These policies encompass a range of areas within the Commission's purview, including flood control, provision of humanitarian aid to flood victims, addressing ecological challenges stemming from dam overflow, promoting physical and infrastructural development in member states and fostering social initiatives such as entrepreneurship promotion, skills acquisition and educational support programmes.

However, recognizing the distinctiveness and specific needs of the newly incorporated member states, which joined the Commission in June 2023, the Commission has conducted several stakeholder meetings involving Commissioners from these states, focusing on sector-specific discussions. Consequently, the following objectives have been outlined for achievement within the current year:

i. Advancing educational development;

ii. Promoting agricultural production;
iii. Implementing health interventions;
iv. Encouraging the generation of green energy;
v. Empowering youth and facilitating job creation;
vi. Enhancing transport infrastructure;
vii. Improving water supply systems;
viii. Enhancing security measures;
ix. Addressing environmental degradation; and
x. Facilitating rural housing and infrastructural development.

12.3 Status of Implementation of Approved Programmes/Projects

The table below outlines the summary of the programmes and projects implemented by the Commission in the year 2023:

S/N	Programme/Project	Date	Status
1	A Resettlement Housing Scheme for some communities displaced by floods in the N-HYPPADEC Zone. This has took-off with the construction of One Hundred and Fifty (150) two-bedroom housing units in Muregi community of Mokwa LGA and Ketso community of Edati LGA, all in Niger State.	Flagged-off in March 2023	Ongoing
2	A Resettlement Housing Scheme for displaced persons at Ganten Fadama, Bagudo LGA, Kebbi State.	Initiated in 2023 but flagged-off in March, 2024	Ongoing
3	Complete Rehabilitation of New Bussa Water Works in Niger State and Yauri Water Works in Kebbi State in fulfilment of conditions precedent to Kainji Dam construction.	Flagged-off in January 2023	70-75% Completion
4	Inspection and assessment of areas affected by flood and erosion in Nyiman Area, Benue State; Ibaji LGA, Kogi State; and Muye, Lapai LGA, Niger State.	February 2023, June 2023 and February 2024, respectively.	Completed
5	Tree planting and environmental awareness exercise in Niger and Kwara States.	World Environment Day, June, 2023.	Completed
6	Procurement and Donation of school furniture to the 55 Blocks of classrooms constructed across the six initial member states of N-HYPPADEC in 2022.	January to July, 2023.	Completed
7	Procurement and Donation of School Support Items to students in 55 LGAs of the six initial member states of the Commission. These include	January to July, 2023.	Completed

	school bags, writing materials, reader lambs, Itel Tablets with STEM software and so on.		
8	Completion of training for 5,000 youths in various vocations and trades across the N-HYPPADEC states. This was under the aegis of the Commission's programme code-named Youth Transformation Programme (YTP).	September, 2022 to August, 2023.	Completed.
9	Procurement of Starter Packs for the Beneficiaries of YTP. (Not yet distributed).	October, 2023.	Ongoing.
10	Procurement and sale of over 42,300 bags of subsidized fertilizer to not less than 20 farmers in 1,800 N-HYPPADEC communities across the six initial member states.	June, 2023.	Completed
11	Advocacy and sensitisation campaign on flood menace across all the ten member states of the Commission.	September, 2023.	Completed
12	Upgrade of Bida Water Works and Upgrade of Power Supply in Bida to 33KVA. Niger State.	Flagged-off in 2023.	Ongoing
13	Expansion of Kontagora Water Works	Flagged-off in 2023	Ongoing
14	Construction of drainages systems for the control of floods and erosion in Benue, Kwara, Kogi and Kebbi States.	September 2022 to January, 2023	Completed
15	Procurement and distribution of two cars (Toyota Swaggers), 30 motorcycles and ammunitions to security operatives in Yauri and Zuru LGAs, Kebbi State. This was part of the Commission's drive toward promoting the fight against insecurity.	January to July, 2023.	Completed
16	Procurement and distribution of three cars (Toyota Corolla), 36 Motorcycles and 30 firearms to the Niger State Vigilante Group.	January to July, 2023.	Completed.
17	Establishment of the Accountability and Transparency Unit in the Commission and construction of a temporary office for the Unit.	November, 2023.	Completed
18	Rehabilitation of Mobile Police Barrack in Kakuru, Barikin Ladi LGA, Plateau State.	Flagged-off in 2023	Nearly completed
19	Purchase of Status Vehicles for N-HYPPADEC Staff from Grade Level 13 upward on amortization basis.	May to August, 2023.	Completed.
20	Procurement of Commercial boats/N-HYPPADEC operational boats	Initiated in 2023 and procured in February 2024.	Completed.

12.4 Notable Achievements during the Year

i. Resettlement Housing Scheme:

The Commission initiated the building of one hundred and fifty (150) housing units in the Muregi and Ketso communities of Niger State. Each unit will comprise 2 bedrooms, 1 sitting room, 1 toilet, 1 kitchen, and 1 veranda. Upon completion, these residences will be assigned to flood victims displaced from their communities by recurrent flood disasters. Positioned on elevated terrain, the houses aim to facilitate the relocation of these communities away from flood-prone areas. *(Pictorial evidence is hereby attached below).*

ii. Yauri and New Bussa Water Works:

After the completion of the Kainji Dam in the 1960s, communities like Yauri in Kebbi State and New Bussa in Niger State were relocated to different areas to safeguard the operations of the Dam. This relocation was eased by government's promises to ensure the provision of social amenities and essential services to those communities in their new settlements. As part of fulfilling this commitment, the Commission is currently rehabilitating the water infrastructure in these towns and others to ensure sufficient water supply for domestic purposes. *(Pictorial evidence is also hereby attached below).*

iii. Distribution of Fertilizers:

Since inception, fostering agricultural growth within its jurisdiction has remained a paramount objective for the Commission. To this end, the Commission has implemented a programme wherein it procures and distributes bags of fertilizer to local farmers at subsidised rates on an annual basis. In 2023, a total of more than 42,300 bags of fertilizer were acquired and distributed to farmers spanning across 1,800 communities. *(Pictorial evidence is attached below).*

iv. Advocacy and Sensitization Campaign on Flood Menace:

In 2022, Nigeria experienced one of the most severe flood disasters in its history. Recognising that insufficient awareness was among the various factors exacerbating the impact of the floods, the Commission took action. In September and October 2023, the Commission dispatched teams to conduct advocacy and sensitisation campaigns in all communities across its ten member states, aiming to address the situation. *(Pictorial evidence attached below).*

v. Flood Control Projects:

The Commission has completed several flood control initiatives in Benue, Kwara, Kogi and Kebbi States. Among these is the embankment of the Koton Karfe flood plain in Kebbi State. Additionally, the Commission has implemented various drainage systems, culverts, and dykes across its member states to mitigate the prevalent flooding risks in the affected regions.

(Pictorial evidence attached below).

12.5 Challenges Encountered

The major challenge encountered throughout the year was either directly or indirectly attributable to insufficient funding. The period preceding the Commission's operational take-off witnessed an accumulation of various ecological, developmental, and social issues across the N-HYPPADEC communities. These challenges are numerous and multifaceted, beyond the Commission's capacity to address them adequately with its limited resources. The constraints in accessing funds, which the Commission has been contending with, can be illuminated as follows:

i. Three years after commencing operations, the Commission has yet to receive its full package of start-up grant.
ii. While the 2023 Electricity Bill has addressed the legislative concern impeding the Commission's access to revenues from Hydroelectric Power Generating Companies, enforcing compliance from the GenCos has proven challenging.
iii. Additionally, although the HYPPADEC Establishment Act mandates that 40 percent of the Commission's budget be sourced from the National Budget, only a fraction of this allocation is actually secured. For instance, in the 2022/2023 budget year, the Commission only managed to obtain N3 billion out of the expected N30

billion. Consequently, the Commission heavily relies on Internally Generated Revenue (IGR) to finance its projects and programmes.

iv. With the inclusion of new member states in the Commission, there is a pressing need for a substantial funding base to enhance the existing conditions in the initial six member states and replicate these efforts in the four new member states. Adequate funding is also essential for the Commission to establish a strong presence in the new member states, necessitating the recruitment of additional staff and the construction of permanent office infrastructures across these states.

12.6 Prospects/Next Steps

In the upcoming year, the Commission plans to undertake the following programmes and projects, subject to resource availability:

i. Agricultural Support Programmes
ii. Continuation of the Resettlement Housing Scheme
iii. Sectoral Consultancy Support
iv. Needs Assessments
v. School Support Programmes
vi. Continued development of water supply infrastructure in resettled towns
vii. Construction of Motorized Boreholes
viii. Overhead expenses: salaries, wages, and allowances
ix. Continuation of the Youths Transformation Programme
x. Health Support Programs
xi. Expansion of the Sen. Dahiru Awaisu Kuta Complex (N-HYPPADEC Headquarters)
xii. Provision and installation of Bayous on waterways within N-HYPPADEC States
xiii. Distribution of Tricycles for local area transportation
xiv. Construction of small earth dams in N-HYPPADEC communities for agricultural and domestic purposes

CHAPTER THIRTEEN

BUREAU OF PUBLIC SERVICE REFORMS

The Bureau of Public Service Reforms (BPSR) was established as an independent and self-accounting agency on 4th February, 2004 through a Presidential directive as a “Lead Reform Agency” in Nigeria and 'engine room' for reforms implementation, coordination and harmonization of reforms at the different fronts in the public service in an integrated manner.

This is to ensure synergy and eliminate the disconnect between the various reforms that were being implemented concurrently within the Federal Public Service without a central platform for technical and administrative coordination.

BPSR was established based on the need to have an 'engine room' that is enabled with the required capability and resources to leverage local and international knowledge networks and communities of public administration best practices, to support policy, institutional and governance reform processes with required expertise, and good practices on an on-going basis. The BPSR is currently under the supervision of the Office of the Secretary to the Government of the Federation (OSGF). Since its establishment, the BPSR has largely been manned by career civil servants, and from time to time draws technical expertise from local and international development partners and networks to carry out its activities. Over time, the agency has grown to be a dynamic institution with sufficient competencies to provide technical leadership for continual reforms in Nigeria to bring about a “Public Service dedicated to excellence”.

It is also striving to be an agency with the capability to articulate reform needs, establish required evidence and model improved approaches for the attainment of developmental objectives of government. BPSR is also providing the required technical expertise to guide MDAs through the reform process.

13.2 Functions and Responsibilities

The functions and responsibilities of the BPSR are as follows:

i. Initiate action on reforms at the Public Service level;
ii. Elucidate government policy on Public Service Reform;
iii. Coordinate, monitor and evaluate the implementation of reforms in MDAs;

iv. Serve as a clearing house for information relating to Public service reforms;
v. Conduct research on implementation efforts and present “Best practices model”
vi. Facilitate the orientation and training of MDAs change agents;
vii. Provide advisory and technical support services to change management teams or working groups;
viii. Engender an environment of learning from each other;
ix. Disseminate information on all aspects of Public Sector Reforms and;
x. Submit quarterly progress reports to the Federal Executive Council

13.3 Mandate, Vision & Mission

13.3.1 Mandate

To Initiate, Coordinate, Monitor and Evaluate the implementation of reform programmes and policies, Research implementation efforts and present ‘best practice’ models

13.3.2 Vision

As a result of BPSR implementing its mandate, we see Nigeria with a well-functioning, effective and efficient socio-economic system

13.3.3 Mission

To facilitate the building of Nigeria’s Public Service into a highly functional, professional, customer-focused and result-oriented institution

13.4 BPSR Strategic Focus

i. Articulate and facilitate Government Reform Agenda
ii. Enhance Reform Capacity of the Government
iii. Strengthen demands for Government Reforms
iv. Deepen stakeholder's engagement for participatory governance to improve service delivery
v. Ensure a result-based M&E System
vi. Improve BPSR information and research architecture for coordinating public service reforms in Nigeria

13.4.1 National Strategy on Reforms

In order to meet the priorities of the Federal Government, the BPSR has adopted a contemporary, at and flexible organizational structure, with the majority of staff positioned in generic project and analyst role. Within the BPSR, a ‘pool’ of staff with skills across a number of disciplines including research, analysis, strategy and policy development may be allocated to key projects depending on the needs of the project and available skills and experience.

This approach allows the BPSR to flexibly deploy its staffing resources to projects as

priorities change and provides opportunity for skills development across a range of areas. Further, it promotes innovation through sharing experiences and outcomes from previous projects, applying lessons learned to future projects for better results.

13.4.2 Steering Committee on Reforms

The SCR is chaired by the Secretary to the Government of the Federation and consisted of membership of lead drivers of key governance and institutional reform initiatives across the entire public service. As it was already the practice, the SCR meets quarterly to review progress reports on the implementation of the NSPSR.

13.4.3 On periodic basis, the Bureau develops its Strategic Plan with the aim of:

i. Clearly articulating the Bureau's goals, objectives and how to achieve them,
ii. Engaging stakeholders (beginning from staff),
iii. Focusing collective action,
iv. Informing the annual work planning process,
v. Prioritizing activities for the monthly vote allocation, and
vi. Measuring and reporting progress.

13.4.3 BPSR Strategic Plan 2020-2024

The 2020-2024 Strategic Plan was second of its kind and has the following strategic objectives, namely:

Strategic Objective 1: Articulate and facilitate government reform agenda.
Strategic Objective 2: Enhance reform capacity of government institutions.
Strategic Objective 3: Strengthen demand for government reforms.
Strategic Objective 4: Build BPSR Capacity to Coordinate, Collaborate and Facilitate Public Service Reform.

Consequently, in the next five years, the three key priorities for the BPSR would be to:

i. Achieve NSPSR Approval, Communication and Program Management;
ii. Effective stakeholder mapping & engagement for reforms and improved service delivery; and
iii. Develop and implement a robust M & E system for tracking and monitoring reforms

13.5 Our Operational Approach

BPSR's approach to working on reforms initiatives varies according to the priority area the BPSR is seeking to deliver, or burning issue or issues of national concern the BPSR is looking to advance or resolve. At times, it is appropriate to be directive, while in other instances a more collaborative approach tends to work better.

The BPSR operational approach work has been to:

i. Take an evidence-based approach;
ii. Identify and draw on existing expertise within the public service;
iii. Treat as a priority the need to understand the Departmental context
iv. Condition its directions and policies on that understanding;
v. Establish policies and guidelines on reform;
vi. Relate with public service;
vii. Brief government on reform programmes and obtaining necessary approvals;
viii. Initiate and balance critical service-wide and sometimes;
ix. MDA-specific reform programmes; and
x. Interact with stakeholders and communicate with the public/citizens on reforms implementation efforts.

13.6 Office of the Director-General

The Office of the Director-General provides overall leadership control to other Departments and Units in the Bureau. Decisions and administrative/governance directions originates from the Office.

It keeps track of all activities of the Bureau and provides back-up whenever necessary. It also interacts with both Internal and external stakeholders in liaison with relevant department/units of the Bureau.

13.6.1 Staff Strength

The BPSR is headed by a Director-General who oversees the operations of the Bureau and the following categories of staff:

i. Grade Level 15 - 17 (12)
ii. Grade Level 07 - 14 (38)
iii. Grade Level 04 - 06 (2)

Total (50)

The BPSR workforce are career civil servants with diverse mix of working experience and background such as governance, human resource management, finance and accounts, leadership development, policy development and implementation, monitoring and evaluation.

13.7 Functions of Departments and Units

13.7.1 Strategy, Innovation & Research

The Strategy, Innovation and Research Department (SIR) leads the development and delivery of research, analysis and reporting initiatives to provide agencies and stakeholders with relevant information and insights about current issues, performance and future reform policy options in a range of workforce management areas. This includes

reporting on reform implementation efforts of government, and other research and analysis on critical issues.

Functional Responsibilities:

i. Strategic Planning for the Bureau
ii. Conduct Monitoring & Evaluation on Reforms performance against Key Performance Indicators (KPIs)
iii. Conduct research and studies on reform issues and present best practice models through policy briefs for government consideration
iv. Set and agree on performance measures across the Bureau and Service-wide
v. Collate and analyse departmental performance reports
vi. Expedite implementation of key initiatives in the MDAs
vii. Change management/ innovation on reforms
viii. Develop strategies on Public Service reform interventions by the Bureau
ix. Ensure effective monitoring and reporting of reform activities across the four pillars and all short-term interventions from the government

13.7.2 Corporate Services Department

The Corporate Services Department is comprised of two Divisions namely: Human Resource Management and IT Administration.

Functional Objectives

i. To attract, retain and motivate staff for optimal productivity;
ii. To ensure that employees are properly trained and developed to execute their jobs;
iii. To ensure discipline and compliance in line with public service rules / government policies;
iv. To ensure effective communication of corporate programs on staff matters;
v. To ensure proper administration of employee compensation and benefit;
vi. To ensure physical and psychological health of all employees;
vii. BPSR 2023 ANNUAL REPORT - 21 page
viii. To ensure physical and psychological health of all employees;
ix. To ensure effective provision and utilization of existing manpower;
x. To ensure effective administration of official vehicles, payment and reconciliation of utility bills
xi. To ensure that ICT facilities meet the needs of individuals and projects and management of the office store;
xii. To evaluate user needs and system functionality;
xiii. To enable easy access to data/information for planning and management decision making; and

xiv. To ensure availability of functional data bases.

13.7.3 Reform Coordination

The Department of Reform Coordination was formerly known as Governance and Institutional Reform (GIR) Department. The Department is in charge of Reform Coordination and Service Improvement (RC&SI) Department in the MDAs. The Department is headed by an Assistant Director and has a total of seven staff.

Functional Responsibilities:

i. Organise quarterly meeting with Directors, RC&SI
ii. Engage the MDAs and other stakeholders to develop reforms agenda
iii. Develop generic Guides and toolkits for the implementation of public service reforms
iv. Provide support and coordination for the implementors/drivers of the four pillars of NSPSR, namely:
    a. The institutional governance reforms
    b. The socio-economic reforms
    c. The public financial management reforms
    d. The civil service administration reforms
v. Coordinate the meetings of Steering Committee on Reforms (SCR)
vi. Prepare periodic reports on the progress of reforms in the MDAs

13.7.4 Strategic Communications

The Bureau, has been performing her mandate of initiating, coordinating and ensuring full implementation of government reform policies and programmes, with passion to facilitate excellence in the delivery of public service. However, awareness of the lofty achievements remains limited among various stakeholders if they are not communicated. In this realization, the Strategic Communications Department was established to communicate benefits of these achievements, reinforce the vision of the Bureau and also carry out the following responsibilities:

Functional Responsibilities:

i. Manage public perception of the Bureau's operations;
ii. Managing issues relating to Bureau's corporate reputation and Public Relation, through regular communication of critical messages on activities, plans, achievements and contributions to the Public Sector and the society;
iii. Establishing and maintaining external communications by ensuring all information dissemination tools i.e. website, social media, magazines and others are kept up to date.

iv. Increase the visibility, credibility, and accurate understanding of the Bureau's mandate;
v. Create an avenue for continuous and seamless communication and engagement between the Bureau and all stakeholders
vi. Ensure internal communication efforts that focus on fostering a culture of collaboration among the Departments/Units and support knowledge management
vii. Ensuring continuous capacity development of Public Information Managers across the MDAs for proper reporting and communication of government policies and programmes

13.7.5 Finance and Accounts

The Finance and Accounts Department is divided into the following sections:

a. Budgets
b. Salary
c. Fund Management (Central Pay Office)
d. Final Account
e. Other Charges
f. Advances

Functional Responsibilities:

i. Manages BPSR's Accounts, Cash ow, Credit policy, Tax, Payroll, Funds sourcing,
ii. Bank Relationship
iii. Provide response to statutory inspections (OAGF, OAuGF and National Assembly)
iv. Planning and preparation of organizational budget for the following Fiscal year
v. Ensure adequacy in compliance with relevant extant provisions;
vi. Ensures preparation of BPSR Financial statements and submission of same to the OAGF on monthly basis
vii. Ensures effective cost control and funding of the Bureau's business operations
viii. Minimizes credit risks arising from services rendered
ix. Facilitates funds provision for Bureau's activities
x. Maintenance of Non-current Assets
xi. Ensure compliance with Federal Government policies on adoption of IPSAS Accrual basis of accounting
xii. Reconciliation of Account Books and Ledgers

13.8 Production of Compendium on Public Service Reforms (PSR) 2021-2023

In the production of a compendium on Public Service Reforms (PSR) 2021 –2023 an

Inter-Ministerial Task Team (IMTT) was constituted on the directive of the Secretary to the Government to the Federation to facilitate the production of the compendium. The Task Team was chaired by the Director General, BPSR with the membership cutting across over 60 Ministries, Departments and Agencies (MDAs) of Government for effective representation and quality assurance. The IMTT was inaugurated on 6th June, 2023 at a ceremony presided by the Director General BPSR.

The IMTT was convened with the objective of developing the fourth edition of a Compendium on Public Service Reforms. The edition was to capture the new reform initiatives of the present administration that outline the major achievements and successes recorded, key challenges and pitfalls encountered in the process to guide improvement and future reform efforts. This would provide a more structured platform for the Public Service both internal and external to promote knowledge sharing and exchange of good practice in the quest for improved governance.

13.9 Retreat on the Review of BPSR Strategy Plan 2021-2025

The BPSR Strategic Plan Review Retreat for staff of the Agency commenced on the 28th November, 2023. The two-day event witnessed active involvement of participants from various departments within BPSR. The retreat emerged as a pivotal platform for collaborative engagement and strategic discussions.

The program began with a call to order and the national anthem led by Mr. Aliyu Umar, the anchor for the retreat. Across the retreat's core days, a program unfolded, featuring 6 Technical Sessions and 3 Breakout Sessions. Mr. Seun Babalola, the designated facilitator, played a central role in guiding participants through these sessions. Additionally, Mr. Babalola curated the breakout sessions, ensuring a hands-on, cohesive approach throughout the retreat.

13.9.1 Objectives of the Retreat

The retreat aimed to achieve the following objectives, each tailored to facilitate a focused and comprehensive review of BPSR's strategic plan and operational performance:

i. Meticulously review and update BPSR's strategic plan for 2021-2025, ensuring alignment with current organizational goals and objectives. The goal is to recalibrate the strategic direction for enhanced relevance and effectiveness in navigating the evolving landscape.
ii. Focus on evaluating organizational performance and progress through a comprehensive assessment to identify specific areas for improvement. The objective is to gather insights that inform strategic adjustments, fostering continuous improvement and enhancing overall operational effectiveness.

iii. Seamlessly align the Bureau's future plans with the agenda set by Mr. President, crucial for effective contribution to and support of broader national objectives. This alignment extends to proactively addressing emerging issues impacting BPSR's mandate, ensuring adaptability to the evolving landscape.

iv. Commit to transparency and stakeholder engagement by informing both internal staff and key external stakeholders about BPSR's mandate and strategy. The objective is to disseminate updated information, fostering awareness, understanding, and a shared commitment to organizational objectives. This collaborative approach ensures stakeholders are well-informed and actively engaged in realizing BPSR's objectives.

13.9.2 Learning Outcomes

These outcomes reflect heightened proficiency in strategic management and its direct application to the development and execution of BPSR's strategic plan:

i. Application of strategic management knowledge to contribute effectively to BPSR' strategic plan.
ii. Identification and assessment of key components within an effective strategic plan.
iii. Evaluation and assessment of the BPSR 5-Year strategic plan, aligning key elements with the presidential agenda and agency objectives.
iv. Proficient development of SMART goals, objectives, KPIs, initiatives, baselines, responsibilities, and targets for BPSR.
v. Competent execution of PESTLE and SWOT analyses of BPSR.

13.9.3 Key Takeaways

i. The financing model, with substantial private sector involvement, reflects a strategic partnership for comprehensive national development.
ii. The NDP emphasizes not only immediate goals but also long-term impacts, contributing to the overarching theme of sustained development and national transformation.

iii. The plan outlines ambitious yet strategic goals, including economic growth, poverty reduction, and job creation, emphasizing its comprehensive approach.

iv. The plan's implementation involves institutional arrangements and participatory processes, ensuring inclusivity and adaptability to diverse needs.

v. The policy thrusts encompass a wide spectrum, from employment generation to infrastructure development, reflecting a holistic strategy for national progress. 8-Point Priority Areas of Government:

vi. The NDP's close alignment with the President' 8-point priority areas underscores a commitment to continuity in planning. The NDP emphasizes:

   a. Food security
   b. Poverty reduction
   c. Economic growth and job creation
   d. Access to capital
   e. Inclusivity, focusing on women and youth
   f. Security
   g. Fairness and rule of law
   h. Anti-corruption stance

13.10 2023 Projects

13.10.1 Impact Assessment of Government Reforms Across MDAs

Public Financial Management (PFM) is the process by which governments raise, manage and spend public funds. It is essential for ensuring that public resources are used effectively and efficiently to achieve public policy objectives. PFM is particularly important for developing countries like Nigeria, which are often faced with limited resources and weak institutional capacity. Effective PFM can help to:

i. Improve economic growth and development: By ensuring that public resources are used efficiently and effectively,
ii. PFM can help to promote economic growth and development. For example,
iii. PFM can help to improve the quality of public services, such as education and healthcare, which can lead to increased productivity and economic growth.
iv. Reduce poverty and inequality: PFM can help to reduce poverty and inequality by ensuring that public resources are allocated to programs and services that benefit the poor and vulnerable. For example, PFM can help to ensure that social safety nets are well-designed and targeted to the poorest households.
v. Improve governance and accountability: PFM can help to improve governance and accountability by making the government more transparent and accountable to its citizens. It can help to reduce corruption and improve the efficiency of government procurement.

In recent years, the Nigerian Government has implemented a number of PFM initiatives aimed at improving the management of public finances. The major components of these initiatives include: Budget Process and Budget Management; Revenue Administration; Public Procurement; Accounting and Auditing etc. However, this project will be focused on selected PFM initiatives, which include:

i. The **Public Procurement Act** (**PPA**), which regulates the procurement of goods and services by government agencies
ii. The **Integrated Payroll and Personnel Information System** (**IPPIS**), which automates the payroll and personnel management system for government employees
iii. The **Treasury Single Account** (**TSA**), which centralizes all government revenue in a single

13.10.2 Production Of M&E Framework And Template Introduction

In an era characterized by increasing demand for transparency, accountability, and evidence-based decision-making, the Bureau for Public Service Reforms (BPSR) recognizes the imperative need to strengthen its monitoring and evaluation (M&E) capacity and capabilities. This concept note serves as the foundational document for the

operationalization of the BPSR M&E framework, which is designed to enhance the organization's ability to deliver results and assess the impact and effectiveness of its programs and initiatives.

The M&E framework developed for the BPSR represents more than just a set of metrics and data collection tools; it symbolizes the BPSR' dedication to learning, improvement, and delivering on what is established to be achieved under its mandate. Operationalizing the framework will be the next logical step, as it will enable the BPSR to turn its vision into action, measure its progress, and continuously enhance its programs and initiatives sustainably.

Through this concept note, the BPSR outlines its plan to transition from a well-conceived M&E framework towards the operationalization of a fully functional system that integrates M&E practices into its day-to-day operations. The operationalization process will equip the BPSR team with the skills, tools, and resources needed to institutionalize M&E practices including collecting, analyzing, and acting upon data professionally. BPSR remains committed to delivering impactful results and to fostering a culture of learning and adaptation. This concept note marks the beginning of a strategic phase in the organisational journey that will elevate its ability to make evidence-based decisions, maximize its impact, and deliver targeted results to beneficiaries and stakeholders.

The objectives of this effort to operationalize the M&E framework for BPSR is aimed to:

i. Institutionalize the roll out of the BPSR M&E System
ii. Strengthen and enhance Data Collection, Analysis, interpretation and evidence based and timely reporting methodologies
iii. Foster a Culture of Learning, accountability, transparency and collaboration
iv. Build Staff Capacity
v. Optimize Resource Allocation
vi. Adapt and Innovate
vii. Ensure Sustainability
viii. Comply with Donor Requirements

These objectives provide a clear roadmap for the operationalization of the M&E framework by aligning the efforts of the organization with the principles of accountability, learning, and evidence-based decision-making. They will guide the development of strategies, activities, and timelines for implementing the M&E framework effectively Office of the Director-General.

13.10.3 Perception Survey on Implementation of Public Service Reform

The public service plays a vital role in formulation, implementation, evaluation and review of government policies and programmes. A competent and motivated civil service is a

prerequisite for maintenance of good governance, production and distribution of public goods and services, fiscal management and sustainability, efficient and effective performance of any government. It is an undeniable fact that the concern for effective and efficient resources management in the public sector is universal and historical. This is more emphatic particularly in developing economies like Nigeria where there are acute scarcity of human resources and the ever increasing demands for public expenditure. In this context of public administration, the civil service is the administrative arm of government, an agent, an organ and machinery of government in the governance and developmental processes of any country in the world.

Public service encompasses all the interactions between citizens, businesses and their governments, at all levels. This interface is the front-line of good governance and Public Sector innovation, with the purpose to enable enterprise to do business more easily, markets to operate effectively and economic goals to be attained, by ensuring services are delivered efficiently, creatively and in line with users' expectations. Public Sector leaders around the world face a common set of challenges if their services are to meet the increased expectations of their customers'–both citizens and businesses. More so, Global trends such as rising customer expectations, budgetary constraints, global competition for investment, public sector reform programs and changing demographics have transformed the environment in which the Public Sector operates.

Hence, the effectiveness of a government is primarily determined by the efficiency and competence of its Public Service. The role of the Public Service as an instrument in a polity' socio-economic and political development is incontestable. In the developing world, such as Nigeria, weakness of the public service is considered as one of the fundamental causes of socio-political underdevelopment and economic crises. The public service are sometimes unable to cope with the prevailing ideological, political and economic changes as well as the management innovations.

The Public Service has always been the tool available to the Nigeria government for the implementation of development goals and objective. It is seen as the pivot for growth of the economy. It is responsible for the creation of an appropriate conducive environment in which all sectors of the economy can operate maximally. The public service is expected to play a catalytic role in the economic sector by formulating the enabling policies for all the sector of the economy.

13.10.4 Institutional Assessment and Capacity Building Programmes For MDAs On Reform Improvement and Change

Public Service institutions are critical in promoting sustainable and equitable social and economic growth, as such, the administrative capacity of the public service was a key factor in the effective implementation of government policies and programmes.

Thus, the development challenges faced by Nigeria: poverty, unemployment, insecurity and poor infrastructure could, to a large extent, be attributed to weak performance of the public service governance architecture, therefore, undermining development and service delivery efforts at all levels of government.

In recognition of these challenges, the Bureau of Public Service Reforms as the government lead Agency on Reforms developed a Self-Assessment Tool (SAT) as one of the key mechanisms for delivering public goods and services in line with international best practices models in Ministries, Departments and Agencies of the Federal Government.

The tool was designed to assess or diagnose the health of government institutions to improve their performance on service delivery processes, identifying areas that need strengthening for continuous improvement. The tool was built around nine (9) domain areas of statements of good practice, which are:

i. Strategic Governance;
ii. Financial Management;

iii. Strategic Planning and Budgeting;
iv. Procurement process;
v. Operational and Service Delivery Processes;
vi. Human Resource Management and Planning;
vii. Partnership and Resource Mobilization;
viii. Key Performance Management and Results; and
ix. Change Management

The overall objective of the deployment of the tool was to enable the Ministries, Departments and Agencies of the Federal Government identify the strengths and weaknesses, and in a way use the outcome of the assessment as a management tool to create continuous improvement in their various organisations. The tool has so far been deployed in the following Ministries, Departments and Agencies, Extra-Ministerial Departments and Commissions and the outcomes have been adjudged successful and overwhelming. These are:

i. National Health Insurance Scheme (NHIS)
ii. Federal Ministry of Science, Technology and Innovation
iii. Sheda Science and Technology Complex (SheSTCo)
iv. National Biotechnology Development Agency (NABDA)
v. State House
vi. Nigeria Electricity Bulk Trading (NBET)
vii. Raw Materials Research & Development Council (RMRDC)
viii. National Office for Technology Acquisition and Promotion (NOTAP)
ix. National Air Space Research Development Council (NASRDA)
x. National Building and Road Research Institute (NBRRI)
xi. Nigerian Electricity Management Services Agency (NEMSA)
xii. Institute of Peace and Confiict Resolution (IPCR)
xiii. National Deposit Insurance Corporation (NDIC)
xiv. Corporate Affairs Commission (CAC)
xv. Federal Road Maintenance Agency (FERMA)
xvi. Nigeria Ports Authority (NPA)
xvii. Nigerian Maritime Administration and Safety Agency (NIMASA)
xviii. Nigeria Electricity Regulatory Commission (NERC)
xix. Nigeria Content Monitoring and Development Board
xx. Nigeria Electricity Liability Management Company (NELMCO
xxi. National Identity Management Commission (NIMC)
xxii. National Lottery Trust Fund (NLTF)
xxiii. Federal Ministry of Science, Technology and Innovation

xxiv. Ministry of Labour and Employment
xxv. National Directorate of Employment
xxvi. National Power Training Institute (NAPTIN)
xxvii. Geological Survey Agency of Nigeria
xxviii. National Senior Secondary Education Commission
xxix. National Christians Pilgrim Commission (NCPC)
xxx. Transmission Company of Nigeria (TCN)
xxxi. Universal Basic Education Commission (UBEC)
xxxii. Nigeria Communication Satellite (NigComSat)
xxxiii. Nigeria Investment Promotion Council (NIPC)
xxxiv. Nigeria Content Development and Monitoring Board; amongst others.

13.10.5 Review of the National Strategy for Public Service Reforms

The Bureau of Public Service Reforms (BPSR) engaged Global Knowledge Consulting (GKC) Limited to conduct a strategic review of the 2017/2018 Draft National Strategy for Public Service Reforms. This strategic review of the NSPSR, an independent Mid-Term Review of the broad Public Service reform program is precipitated, in part, by the need to ensure that the reforms proposed in the draft document are on course. In addition, the review also determined continued relevance and setting new target outcomes. In addition to the above, the strategic review, affords the opportunity to create a Monitoring and Evaluation Framework (which had not previously been created) that would enable a shorter gap between assessments of relevant progress metrics. The purpose of this review was to:

i. Review the progress in delivering the reforms in the NSPSR document. This process, also termed "looking backward" reviews the recommendations in the NSPSR document, and the reform changes and implementations that have been done before the authorization of the review process; and
ii. Assessing readiness in achieving the 2025 world-class status. This process also termed "looking forward", involves providing recommendations to facilitate achieving strategic implementation; identifying challenges, and how lessons learned are contributing to the readiness of the civil service to achieve set objectives. We believe that this strategic mid-term review is potentially very important given the Federal Government's ambitious objective of raising the Public Service to a World-Class standard and its critical role in contributing to Nigeria's economic and social development objectives. Our review methodology primarily was through a survey of stakeholders. We assigned a rating of:

- ✓ **A = 4** (where there is clear evidence that implementation of the recommendations is complete and provided),

- ✓ **B = 3** (where there is clear indication that implementation of some of the recommendations has been accomplished, while others are ongoing),
- ✓ **C = 2** (where there is some evidence that the recommendations are being addressed and is not yet accomplished),
- ✓ **D = 1** (where there is limited or no evidence that the recommendations have been/will be addressed). During our findings, the following conclusions were reached:
    a. A vast number of recommendations/interventions from the NSPSR Strategic document are yet to be fully or partially addressed, and implementation is at a reduced pace, and as such may not meet the desired 2025 deadline;
    b. Responses showed that the draft Strategic document produced in 2017/2018 had no legal backing from the Federal Executive Council (FEC) and as such, was not formally published and distributed to respective MDAs: this may have resulted in some of the recommendations not being acted upon;
    c. Although the draft Strategic document has Identified Risks and Monitoring and Evaluation, there is, however, a need to ensure that activities geared towards achieving the strategic objectives are sufficiently prioritized. This will allow for the implementation while simultaneously achieving the quick wins, in the short-term. The idea is that the activities leading to the quick wins link to a broader set of activities, whose cumulative impact will allow for the achievement of the strategic objective of the NSPSR document;
    d. Lack of legislation and inadequate funding may inadvertently not allow for the implementation of some of the building blocks of the NSPSR; and
    e. Since the COVID-19 pandemic, the world has been evolving rapidly. This, no doubt means, that the nexus between the draft Strategic document and the present is significantly misaligned.

Our recommendations are:

i. After an approval from the Steering Committee on Reforms (SCR), and the Federal Executive Council (FEC), a formal launch of the Strategic document should be done to create awareness amongst stakeholders, and ensure it is distributed to relevant MDAs; this engenders ownership and commitment by stakeholders;
ii. In view of resurgence of the COVID 19 pandemic, or any other disease outbreak, significant policy attention should be focused on the need to identify and limit outbreaks that might lead to the disruption of implementation. This was ranked MODEST;

iii. Based on the above, strategic priorities were classified as "continue and embed", while the quick wins are categorized as "act now";
iv. The NSPSR pillars remain relevant in the realities of today, and the logic behind the pillars is strong and the specification of the building blocks and strategic interventions are clear.
v. However, it lacks a clear results framework, which makes it difficult to assess progress. It becomes advantageous that a Monitoring and Evaluation (M&E) framework be designed, which will provide a consistent approach to the Monitoring and Evaluation of the NSPSR
vi. Strategic objectives, so that sufficient data and information is captured to further review the progress and impact of the NSPSR in achieving a world-class civil service by 2025; and
vii. Since the timelines specified for some of the strategic interventions highlighted in the
viii. NSPSR document have since elapsed, there will be need for the development of new action plans with new timelines and clearer deliverables. It is also expected that the updated NSPSR, with an M&E framework will have FEC backing and appreciate how the building blocks relate to their MDAs. This is necessary because there may not have been enough institutional memory around the document, to allow for the transfer of policy actions with new heads.

13.10.6 Update on the Activities to Host the Presidential Stakeholders' Conference on Basic Healthcare Provision Fund (BHCPF)

The Bureau of Public Service Reforms carried out situation analysis in 2020 and discovered that the coordination and alignment amongst key stakeholders were at the root of most challenges in the implementation of the Basic Health Care Provision Fund (BHCPF) and that going forward, there was the need to organize a learning session/Stakeholders' conference with the view to address the identified challenges.
The objectives of the proposed conference were as follows:

i. Platform for stakeholders to express highest level of buy-in for the implementation of the fund;
ii. Establish the current status of implementation in the state, discuss key challenges and agree practicable solution;
iii. Develop an action plan to fast track progress of implementation, and
iv. Agree on a mechanism to improve coordination and tracking of progress

Recommendation

The Secretary to the Government of the Federation to consider hosting the Basic Health Care Provision Fund Conference at his earliest convenience.

13.10.7 Conduct of Lunchtime Reform Seminars

The Bureau of Public Service Reforms (BPSR), in its continuous effort of conducting research studies on Government Programmes and Policies and presenting "best practice" models for implementation in the Nigerian Public Service. The Bureau has been organizing a series of successful Lunch Time Reform Seminars to address topical issues in the Public Service as well as cascading down Government Reform Policies and Programmes to Nigerian citizens. This has contributed immensely to engendering an atmosphere of learning and exchange of ideas among key actors in the conduct of Government Business. The Six (6) topics of the Lunchtime Seminar conducted this year were:

i. ***Topic:*** **National Development and the Imperatives of 2023 Population and Housing Census**
   Speaker: The Chairman, National Population Commission
   Date: Tuesday, 14th February, 2023.
   Venue: Main Auditorium, Federal Ministry of Finance, Abuja

ii. ***Topic:*** **National Digital Transformation and Data Protection Awareness Campaign**
   Speaker: Director-General, Nigeria Maritime Administration and Safety Agency Administration
   Date: Thursday, 15th June, 2023.
   Venue: Main Auditorium Federal Ministry of Finance Abuja

iii. ***Topic:*** **Banking on Blue Economy for Nigeria's Economic Development "DG NIMASA**
   Speaker: National Commissioner/CEO Nigeria Data protection Bureau
   Date: Tuesday, 28th March, 2023.
   Venue: Conference Hall Federal Capital Development Authority (FCDA)

iv. ***Topic:*** **Reform Measures: The Nigeria Export Promotion Council (NEPC) has put in Place to Diversify the Economy; Challenges and the Way Forward**
   Speaker: Executive Director/CEO, Nigeria Export Promotion Council
   Date: Thursday, 20th July, 2023.
   Venue: Conference Hall Federal Capital Development Authority,(FCDA)

v. ***Topic:*** **Roles Of Federal Competition and Consumer Protection Commission in Ensuring Delivery and Satisfaction of the Nigerian Customer**
   Speaker: The Executive Vice Chairman Federal Competition and Consumer
   Date: Tuesday, 15th August, 2023.
   Venue: Federal Ministry of Finance Headquarters' Abuja (Main Auditorium)

Induction Training for The Staff of Bureau of Public Service Reforms from Salary Grade 14 and Below Held Friday 3rd November, 2023 at Afolabi Hall 2nd Floor Block D Office Of Head Of Civil Service of the Federation

13.11 Strategic Communications Department

Communication Firm Highlights Publicity Strategies for BPSR Feats

Credo Advisory, a leading development communications firm specializing in strategic, operational, and tactical communications initiatives, has unveiled strategies for the Bureau

of Public Service Reforms, BPSR, to showcase the successes it has recorded in helping to drive critical reforms in the Nigerian public service. Mr. Sanumi Dawodu, the firm's Communications Manager, who led a delegation to visit the BPSR corporate office at the Federal Secretariat in Abuja, submitted that the Bureau has achieved tremendous feats in terms of launching reform-policies for various Ministries, Departments and Agencies, MDAs, at the federal level. He however, said: "There is lack of publicity for the successes you have recorded. Among other things, your presence in various social media platforms is also something you need to work on". Dawodu, assured that by time a Memorandum of Understanding, MoU, is signed between their firm and BPSR, the communication challenges facing the Bureau will be tackled. In his response, Mr. Dasuki Ibrahim Arabi, the Director General of BPSR, explained that though their Bureau has carried out extensive work in government, the successes recorded are not known by the public. "Therefore, working with organisations such as Credo Advisory is necessary to ensure that information officers understand their roles and responsibilities in information dissemination to the public, and publicizing the activities of BPSR," he said.

13.12 Projects and Programmes of Special Duties Unit

The Special Duties and Programmes Unit (SDPU) is an Operational Unit in the Bureau of Public Service Reforms established in 2019, by the Director –General, Mr D. I. Arabi, to amongst others fast-track reform initiatives on strategic Citizens' Engagement across the Departments/Units of the Bureau, facilitate Governance Reforms Initiatives with federating states of the Federation and carry-out other ad-hoc duties as may be assigned by the

Director –General. The Unit is presently superintended by the Office of the Director-General.

i. Governance Reforms Initiative with States

As part of the Bureau's governance reforms initiative programme aimed at strengthening institutions and building capacity for effective service delivery and good corporate governance, the Bureau is faced with numerous requests from various states government soliciting assistance to restructure its public establishment in line with best practices and good governance. Flowing from this collaboration, it is pertinent to mention that states of Kaduna, Gombe, Ogun, Lagos have already established Bureau of Public Service Reform/ related structure towards achieving this objective.

Similarly, the Bureau had reached an advanced stage to engage the following states in its governance reforms initiative programme, they include Bauchi, Katsina, Abia, Ekiti, Ondo, Delta, and Bayelsa States. Similarly, the Bureau is working with the DAWN Commission to extend its governance reform initiatives programme across the South-Western States of Nigeria. Accordingly, as at the end of December, 2023 the Bureau had concluded talks, and made presentations to the State Executive Councils of Yobe and Katsina State government to entrench sustainable polices aimed at strengthening existing institutions and re- structuring processes in the State Public Institutions.

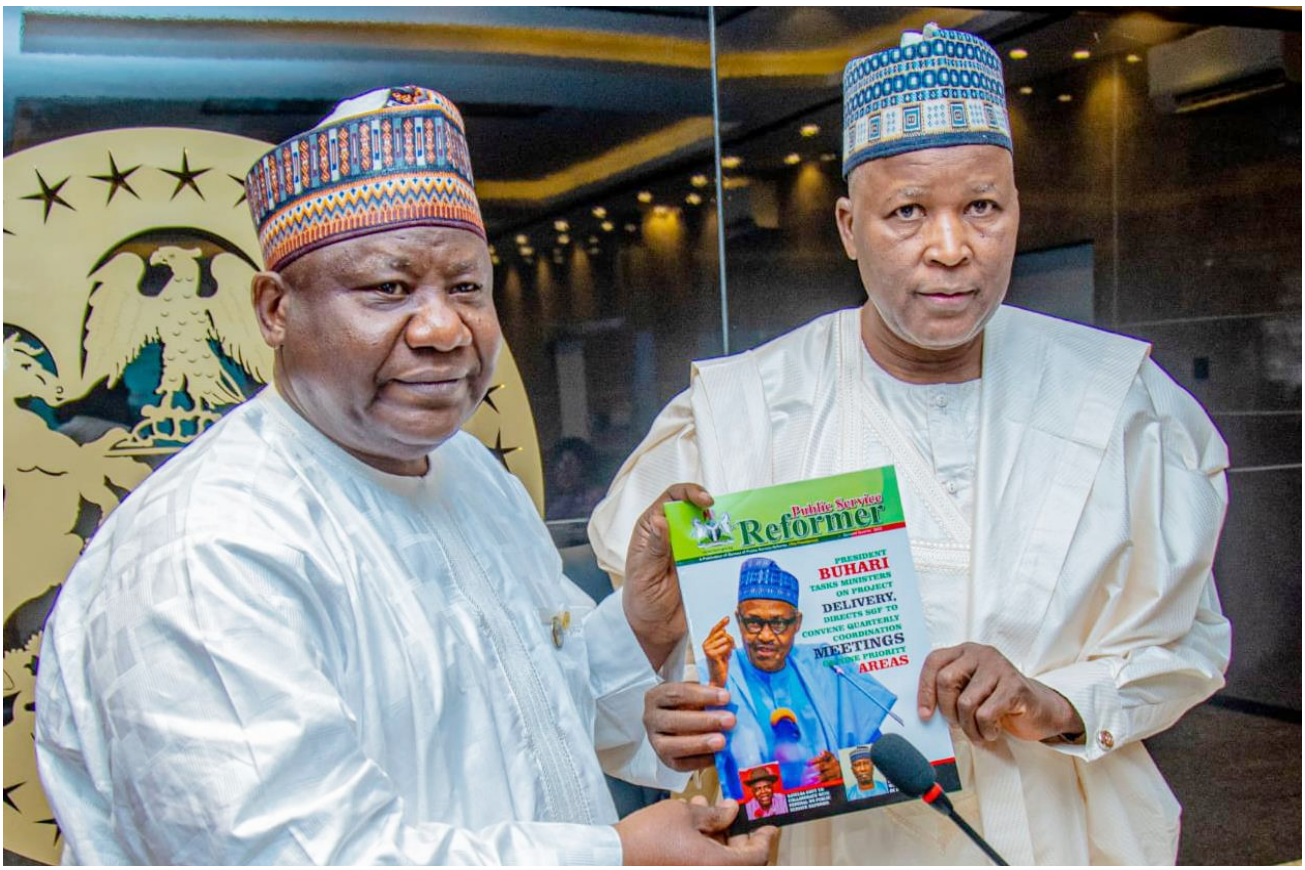
ii. Partnership/ Cooperation with Stakeholders and Development Partners

One of the priority objective Key to the implementation of the Bureau Strategy Plan in driving its mandate, is the Citizens Engagement and partnership with Non-State actors.

The inspiration of Citizens Engagement in governance is derived from International and Regional Treaties and Conventions signed by the Nigeria government to promote citizens participation in governance, as well as entrench transparency and accountability. It is also used as a strategy for inclusiveness in governance and towards sustainable economic development. This position is reinforced with Nigeria' membership into the Open Government Partnership (OGP) in 2017, with the commitments in the Thematic Area of Citizens Engagement under the National Action Plan. The Non-State actors partners include, Deutsche Gesullschall fur Intertionale Zusammanarbeit(GIZ) Nigeria Economic Summit Group(NESG),Konrad Adeanuer Stifung (KAS), Foreign Common Wealth and Development Of ce(FCDO),Africa Initiative for Governance(AIG), Socio- Economic Rights and Accountability Project (SERAP),Association of Charter Accountability Lab (Nig), Right to Know(R2k),and many other reputable Non- Governmental Organizations including Global Centre for Human Empowerment/Entrepreneurship Development (GLOCHEED), Nigeria Internet Registration Association(NIRA), Centre for Fiscal Transparency and

Integrity Watch (CFTIW), University of Lagos Consultancy Services(Unilag Consult) amongst others.

They have been consistent in supporting the Bureau mandate around deepening transparency in government, strengthening institutions for effective service delivery and engendering inclusive governance.



iii. Engagement with the Open Government Partnership.

The Open Government Partnership is a global multi-stakeholders collaboration between State and Non-State Actors aimed at strengthening good governance through inclusiveness, transparency and accountability. Nigeria joined the Open Government Partnership initiative (OGP) in July, 2016 as the 70 member, with four (4) thematic commitments namely;

i. Fiscal Transparency
ii. Anti-Corruption
iii. Access to Information; and
iv. Citizens Engagement.

The Director –General of Bureau worked as a member of the National Steering Committee in the development and implementation of the 1 National Action Plan of the OGP(2017-2019), and currently the Bureau serves as a member of working groups of the Civic participation and

Inclusion/Access to Information thematic group, in the implementation of the 3 National Action

Plan of the Open Government Partnership in Nigeria. The strategic objective of the Bureau' membership of the thematic commitment groups is to engender inclusiveness in governance through co-creation between state and Non-state actors, as well as ensuring that public institutions are held accountable by the citizenry, for proactive disclosure of Public information and institutional processes. To reinforce her commitments with engaging citizens for governance, the Bureau has successfully created platforms for engagement with Civil Society Organizations and Top Government functionaries through its various flagship programme, such as the Lunch Time

Seminar Series, TV Talk show and Interviews, Stakeholders Roundtable, to periodically get the buy-in of stakeholders and aggregate their inputs in governance. As part of efforts to deepen the implementation of the Freedom of Information Act and set standards for ranking the performances of MDAs, the Bureau developed a score-card for MDAs website, to ensure proactive disclosures.

The FOIA has become an important tool to MDAs and has been useful as it has amongst others;

i. Promote transparency and accountability in government circles.
ii. Facilitates an open government and guards against abuses, mismanagement and corruption
iii. Enhances citizen's participation in the government process;and
iv. Engender competition amongst MDAs on the FOIA ranking by Civil society Organizations.

iv. Engagement With The Nigeria Economic Summit Group

The Director General, BPSR Mr D. I. Arabi actively participated in the #29 Edition of the Nigerian Economic Summit themed Pathways to Sustainable Economic Transformation and

Inclusion held between 23 –24 October, 2023 at the Transcorp Hotel, Abuja. The focus of the summit was to bring together relevant stakeholders to amongst others review the economic global distortions arising from Covid, Russia- Ukraine War, harness gains on the African Free Continental Free Trade Agreement (AFCTA), Petroleum Industry Act, promote the Ease of Doing Business, address issues around low utilization and high cost of foreign exchange and support the growth and complexities of Micro Small and Medium Enterprises. As a lead reform agency of government, the Director- General, BPSR is a member of the Steering Committee of the Governance and Institutional Policy Commission (G.I.P.C) of the Nigeria Economic Summit Group (N.E.S.G).

Similarly, the Director General is a member of the Steering Committee of the Governance and Institutional Policy Commission of the Tourism and Hospitality Thematic Group of the Nigeria Economic Summit Group (NESG). The Bureau serves as a think –tank to the NESG towards the promotion of sustainable growth, and development of the Nigeria economy using evidenced based research such as the National Strategy for Public Service Reforms (NSPSR) and advocacy methods. The Head (SIR) and Ag Head SDPU are members in the working Committee on the Policy Initiative Centre of NESG currently working on a four(4)year project on Behavioral Insights and Transparency in the Public Service. Similarly, the DG BPSR during the 29 NESG summit held open talks with the new Chief Executive Officer of the NESG, Dr. Tayo Adeloju on partnering with the Bureau to review monthly government reform policies.

v. Sensitization Workshop on the Implementation of the Free Continental Trade Agreement Area (AfCFTA)

Working in conjunction with the National Action Committee on AFCTA, APRI Consultants supported by Deutsche Gesellschell fur Internationale Zuesemmaniaibelt (GIZ), the Bureau organized a Two (2) sensitization AFcTA implementation workshop for both private and Public Sector stakeholders in Abuja and Lagos respectively between 18 -19 Oct, and 25 Oct, 2023. The workshop would be replicated in Kano and Port Harcourt in the 1 quarter of 2024. Participants at the event include representatives Secretary to the Government of the Federation, Heads/CEOs of Agencies/Regulatory Body Maritime Trade

Unions, Chambers of Commerce and Industries, Nigeria Customs Service, Academia and Private Sector practitioners.

The thrust of the workshop was to deepen the participants understanding in the Trading instruments in the implementation of AfCTFA, identify opportunities and challenges for Nigeria businesses under AfCTFA, identify policy and regulatory gaps under AfCFTA, share an understanding of the potential impact of AfCTFA on Nigeria' economy and businesses as well as develop a roadmap for increased inter-Agency collaboration on the implementation of AfCFTA in Nigeria.

• DG, BPSR in his paper tagged Inter-Agency Collaboration for the Success of AFCTA implementation in Nigeria, DG, BPSR emphasized the need for agencies to collaborate to ensure the removal of all the challenges facing the implementation of AfCTFA, as well as set a stage for the sustainable growth of the country.

vi. Development of Framework for Citizens Engagement

The Federal Government has over the years formulated several intervention policies targeted at various government entities to drive, and improve the livelihood of Citizens. Unfortunately, these interventions are not easily accessed by the Citizens owing to reasons such as; Poor knowledge about its existence, Weak information dissemination channels, Lack of structured mechanism for engagement with citizens, Inadequate information about service delivery strategy/channels from government to the citizens, and Procedures inherent in accessing such interventions.

In line with the Bureau for Public Service Reforms statutory mandate to initiate action on reforms at the Public Service Level; Coordinate, Monitor and Evaluate the Implementation of reforms at the Federal level, the Bureau in partnership with Civil Society Organizations organized a One Day strategic meeting to bridge the gap between government and citizens in challenges facing service delivery. The objective of the strategic workshop was intended to amongst others:

a. Bring together leaders of fifty (50) MSMEs coalitions to interact on the implementation process of the intervention policies as a service delivery channel of engagement with citizens by relevant operating public service agencies,
b. Identify challenges in the Service delivery channels, proffer feedback to surmount them; and
c. Strengthen the service delivery channel process through evidence-based advocacy.

Culminating from the workshop, the Secretary to the Government of the Federation mandated the Bureau to develop BPSR a framework that would guide Civil Societies' engagement with the State Actors in service delivery and deepen a Permanent Dialogue Mechanism. The Bureau has completed the publication of the Citizens Engagement Framework manual and is due for further validation with a range of Civil Society Groups before its final launch at an event scheduled for the 1 quarter of 2024.

vii. Publication of Administrative Manual

Further to the implementation of the National Strategy on Public Service Reforms, the Bureau had over the years been supportive to building capacities to equip Public Servants with requisite knowledge on Public Service Rules, as well as strengthening institutions for effective service delivery.

Similarly, the recent approval by Head of Civil Service of the Federation on the implementation of the 3rd phase of the Federal Civil Service Strategy and Implementation Plan (FCSSIP), which seeks to provide guidance in implementing the on- going transformation agenda of the present administration, as well as provide reforms roadmap in Public Service Institution has necessitated the need for the Bureau to translate and communicate some reforms initiatives across MDAs through the development of instructional/ administrative Handbook manuals.

Publications of these manuals is predicated on the need to compliment the efforts of the Office of the Head of Civil Service of the Federation to drive Pillar 4 on Civil Service Administration Reforms as enunciated in the National Strategy for Public Service Reforms.

It is apt to also state that the tools/ Handbook would serve as a veritable tool to create a sustainable Dialogue Mechanism between State and State Actors towards service delivery, simplify the M& E components on the implementation of the NSPSR as well as impact capacity to public officers across the MDAs through the provision of appropriate models and efficient procedures work systems. The under-listed administrative manuals

were published within the period under review, awaiting the endorsement of forward by the Presidency. They include;

a. **Framework for Citizens Engagement**
   The document provides a guide for a sustainable mechanism for engagement between State and Non-actors.
b. **Guide to Implementing the National Strategy for Public Service Reforms**
   The document is intended to dissect the M&E methodology by MDAs towards the implementation of the National Strategy for Public Service Reforms document.
c. **Manual for Change Management in the Public Service**
   The document sets to define the scale of transformation in the Public Service through the use of a concerted strategy model and managerial traits.
d. **Understanding the E-Government master plan**
   The document seeks to highlight the blueprint for a Harmonized Digital transformation process across the Public Service.

viii. Report on Building a Sustainable National Economy Through Non-Oil Export Held at the Congress Hall of Transcorp Hilton Hotel on Tuesday 3rd October, 2023

The Nigeria Export Promotion Council (NEPC) is an agency established by the Federal Government to promote the development and diversification of Nigeria's export trade. This is done through the support of favorable policies and programmes as well as the promotion of technical assistance/ training towards developing businesses and export-related industries. The need for diversification of the Nigeria economy has increased in recent years, this is informed by several factors amongst which include:

i. Vulnerability in the Oil market
ii. Demand for Renewable energy
iii. Need for increased Gross Domestic Earnings
iv. Domestication of Economy
v. Increased Employment Rate
vi. Wider markets and Products

In furtherance to the mandate of the NEPC, the commission brought together relevant stakeholders to discuss issues around promoting the non-oil sector in Nigeria, to harness the huge natural potentials of the country for sustainable development. The workshop was a Two (2) event held between 3 -4 October, 2023 at the Congress Hall of Transcorp Hotel, bringing together Professionals, Technocrats, Academia, Members of the Diplomatic Corps, Media, Entrepreneurs, and Civil Society Organizations to brainstorm on the country's strategy towards sustainable and virile economic development. The following recommendations came up during the conference:

a. Finance- Need to provide community-based facilities, provide funding and training programmes was emphasized.
b. Access to Market. There should be focus to explore global markets for products.
c. Provide knowledge and adequate information on export process and produce
d. Need to evolve development training for stakeholders.
e. Need to allow women leadership in critical spaces to drive exports
f. Need to strengthen collaboration with international communities.
g. Harness potentials of export for Trade
h. Increased regulatory oversight and functions of relevant government agencies.
i. Address emergent issues and impediments that negates export such as digital, global and skill-gaps.
j. Getting agencies to monitor and track products/ services for export
k. Detail framework to guide to agencies roles and responsibilities in export, to avoid duplication and conflict of roles.
l. Intensify effort in the introduction of Electronic Payment System by Central Bank of Nigeria in line with ECOWAS protocol
m. Assist SMEs clusters to become more competitive in the region
n. Re-jig legislative framework to create incentives that enables SMEs enjoy repayment of loans and easy accessibility to loans.
o. Reposition the textile sector to become a commercial hub as evidenced in India, Bangladesh, Indonesia etc.

Next Steps

a. BPSR to work in synergize with other MDAs to promote export
b. BPSR to increase advocacy/ sensitization in SMEs interventions
c. BPSR to conduct research efforts on the status of implementation of export programmes by various government agencies.
d. BPSR to work in conjunction with NEPC, CSOs and other donor agencies to build capacity in Export trade.

ix. Report on a Two (2) Day Stakeholder / Focus Group Workshop on Impact Assessment and Perception Survey of Public Finance and Public Service Reforms Held Between 19th and 20th December, 2023 at Grand Bohas Hotel, Abuja

Further to the operationalization of the mandate of the Bureau in ensuring the full implementation of government reform policies and programmes, the Bureau has over the years conducted research implementation efforts and evolved various strategic reform

initiatives, aimed at strengthening, and supporting the public sector towards effective service delivery. Part of these strategic initiatives include impact assessment and perception surveys directed to gauge performance levels, successes, and stakeholder inclusiveness in reform implementation efforts.

Accordingly, the Bureau convened a Two (2) Day stakeholders' workshop between Tuesday 19h December –Wednesday 20 December 2023 at Abuja to review the Bureau's study resulting from the impact assessment and perception survey conducted on Public Financial Management and Public Sector Reforms. In attendance at the forum were key stakeholders partnering with the Bureau on public sector reforms, academia, media, and representatives of Ministries, Departments and Agencies and Management staff of the BPSR.

Next Steps

a. Foster synergy amongst MDAs towards implementation of reforms.
b. Ensure effective institutionalization of Reforms Coordination and Service Improvement Departments service wide.
c. Reinforce a re-orientation and cultural re-birth in the Public Service that engenders commitment and dedication of public officers, with reference to the full implementation of the EPIC culture developed by the Office of the Head of Civil Service of the Federation.
d. Bureau to work with relevant Committees at the National Assembly to enact legislations to support reform initiatives.
e. Facilitate the review of extant rules that are no longer tandem with present socio-economic realities.
f. BPSR to work closely with the office to the Secretary to Government of the Federation to drive the lead on the implementation of reforms across MDAs
g. Need for MDAs to designate high-level officers as members/ representative in the Inter- Ministerial Task Team on reforms, to engender valuable contributions and ownership.
h. Development of an M& E framework to track the monitoring of systems and processes across MDAs and Creation of a dedicated Ministry/Agency to conduct M& E of MDAs
i. Promote mentorship and sustenance of institutional memory in the public service.
j. Increased funding of reforms initiatives by government and capacity building
k. Improve reforms in National Housing scheme through flexible mortgage security.
l. Need to review the cash plan system in the Budget Office of the Federation.
m. Promote inclusivity in the reform process in line with the Renewed Hope Agenda of
n. President Bola Ahmed Tinubu GCFR
o. Intensify the emergence of reform champions across MDAs to escalate reform initiatives in their respective MDAs
p. BPSR to host members at her 20th Anniversary

13.13 Internal Audit 2023 Annual Report

The Internal Audit Unit of the Bureau reports directly to the Director General/Chief Accounting Officer for the establishment of a comprehensive audit of all operations and activities of the Bureau. Generally, the main objective of the Audit Unit is to ensure that internal control is properly maintained according to extant rules and regulations. In addition, the Unit is mandated to examine all books of account as stipulated by extant

rules and regulations. Meanwhile, the auditing activities for the period in view cover the following:

S/N	Department /Unit	Where Activity Was Carried Out	Period Activity Was Carried Out	Remarks
1	Accounts:	Central Pay Office (CPO)	January-September 2022	Compilation of 2021 returns for onward submission to the various Authorities Viz: - Office of the Accountant General of the Federation (OAGF), and the Office of the Auditor General for the Federation (OAuGF)
2	Accounts:	Other charges	January-September 2022	A total of 240 Direct payments known as other charges applications have been granted up to date of this report
3	Accounts:	Funds	January-September 2022	The capital vote Books and the Overhead Vote books respectively were examined and certified accurate according to extant rules
4	Accounts:	Advances	January-September 2022	As at 30th September, 2022 a total no. of One hundred and seventy-two (172) advances applied appropriately was granted.
5	Accounts:	Trial balance	January-September 2022	The trial Balance submitted for auditing for the period is certified accurate for further submission accordingly.
6	General	Retirements	January-September 2022	A total no. of Eighty-Three (83) officers are still having their advances unretired as at the time of this report. This is not healthy for the Bureau. However, they've been encouraged to retire them accordingly.
7	Stores:	General	January-September 2022	The stores were audited and certified, though a more senior and professional Store's officer is needed
8	General	Management	January-September 2022	Internal management control is efficient and effective

13.14 2023 Activities of the Procurement Unit

The procurement unit is responsible for acquisition of goods, works and services for the organization. This function is carried out in strict adherence to the Public Procurement and Disposal Act, 2005 and the Public Procurement and Disposal Regulations 2006.

Jobs Executed in 2023

Lot	Project Title/Description	Status
2023/SIR/CS/01	Impact Assessment of Government Reforms Across MDAs	ONGOING

2023/SIR/CS/02	Production of M&E Framework, Data Gathering and Reporting	‘’
2023/SIR/CS/03	Perception Survey on Implementation of Public Service Reform	‘’
2023/SIR/CS/04	Promotion of Open Government Partnership and Effective Implementation of National Anti-Corruption Strategy	‘’
2023/SIR/CS/05	Identification of Effective Implementation of Reform Modalities	‘’
2023/SIR/CS/06	Institution Assessment and Capacity Building Programs for MDAs on Reform Improvement and Change	‘’
2023/SIR/CS/07	Promotion of Freedom of Information (FOI) among State and Non-State Actors	‘’

13.15 2023 Activities of the Legal Unit

List Of Court Cases, Agreement and MOUs Pending

a. RE-SUIT NO: NICN/JOS/05/2014 JAJUDEEN OKESHOLA & 3 OTHERS VS BPSR & 3 OTHERS:

This matter is in respect of Garnishee proceeding in respect of the Judgment delivered on the 18 February, 2021 granting parts of the Claimant claim in the sum of N20, 616, 562. 64 against the defendants including the 2 defendants, Bureau of Public Service Reforms before the National Industrial Court of Nigeria, Jos Judicial Division.

b. SUIT NO. NICN/AK/50/2019 BETWEEN MR AYANKE SOLOMON E & OTHER VS NATIONAL CENTRE FOR AGRICULTURE MECHANIZATION & 3 OTHERS:

This matter pending before the National Industrial Court Akure, Ondo State emanated from the rightsizing exercise of the Federal Government sometime in the year 2006. The claimants are the severed staff of the National Centre for Agricultural Mechanization (NCAM) against Defendants. BPSR in the 3 Defendant and Claimants claim is for N120, 659,180.60K as their outstanding salaries, benefits and other lawful entitlements of the Claimants which the Defendants have continued and continue to deprive the Claimants. The matter is coming up for hearing on the 5 day of February 2024.

c. RE-SUIT NO: NICN/BAU/04/2021 DALA MAIGARI & 21 OTHERS VS FEDERAL MEDICAL CENTRE NGURU & 2 OTHERS:

This matter pending before the National Industrial Court Bauchi, Bauchi State emanated from the rightsizing exercise of the Federal Government sometime in the year 2006. The claimants are the severed staff of the Federal Medical Centre Nguru against Defendants. BPSR is the 2 Defendant and Claimants' claim is for N21,659,180.60K as their outstanding

salaries, benefits and other lawful entitlements of the Claimants which the Defendants have continued and continue to deprive the Claimants. The matter is coming up for a hearing on the 7th day of February 2024.

Memorandum of Understandings

a. Report of Signing of MOU with BPSR and Educational Nigeria Limited on Partnership in The Effective Delivery And Promotion of Online Education for The Nigeria Public Service.
b. Analysis of MOU With BPSR and Nigeria Communication Commission on Introducing Emerging Technology In The Public Service Signed On The 29th August, 2023

Contract Agreements

a. BPSR and MESSRS FABLODAD GLOBAL LIMITED for the Perception Survey on Implementation of Public Service Reforms 2023
b. BPSR AND MESSRS GLOBAL ANALYTICS CONSULTING LIMITED for the Freedom of Information (FOI) among State and Non-State Actors 2023.
c. 3. BPSR AND MESSRS FABLODAD GLOBAL LIMITED for the Impact Assessment of Government Reforms Across MDAs 2023.
d. 4. BPSR AND MESSRS DUVET CONSULTING & LOGISTIC LTD for the Identification of Effective Implementation of Reforms Modalities 2023.
e. 5. BPSR AND MESSRS PRESIDENTIAL AUTO LIMITED RC. NO for the Supply of One (1) Unit of Toyota Prado Jeep and One (1) Unit of Toyota Hiace Bus to (BPSR) 2023.
f. 6. BPSR AND MESSRS FINAVARIO NIG LIMITED for the Institutional Assessment and Capacity Building Program for MDAs on Reforms Improvement and Change 2023.
g. 7. BPSR AND MESSRS THE BUSINESS PEOPLE LIMITED for the Promotion of Open Government Partnership and Effective Implementation of National Anti-Corruption Strategy 2023.
h. 8. BPSR AND MESSRS TAZAAR MANAGEMENT CONSULTANT LIMITED RC. NO for the
i. Production of Monitoring & Evaluation Framework, Data Gathering and Reporting 2023

13.16 Challenges

i. Passage and Enactment of the BPSR Establishment Act

The establishment act to properly position the Bureau as an independent agency of government and give legal backing to critical reforms driven by BPSR remained a major

challenge. As of the time of this report, the Bill was undergoing necessary review and vetting at the Office of the Secretary to the Government of the Federation, before it would be presented to the Federal Executive Council for approval and transmission to the National Assembly passage. It meant that the Bureau lacked the legal authority to ensure compliance with and enforcement of agreed reform initiatives.

ii. **Shortage of Competent Manpower**

Challenges of attracting and retaining competent human resources that would continue to drive and sustain the vision of the Bureau, through innovative research and robust programmes development persists. This was further exacerbated by staff movement in the Civil Service under the control of the Pool Officers in the Office of the Head of the Civil Service of the Federation. Being an organization with a research tilt, the salary structure it currently operates could not adequately compensate for the huge expectation and work load.

iii. **Office Accommodation**

The Bureau was still located within the Secretariat with the concomitant distractions by unpredictable activities at the Eagle Square. The Office would function better if it had a betting accommodation in a serene environment with constant electricity and steady internet connectivity.

13.17 2023 Awards, Recognitions and Publications

CHAPTER FOURTEEN

NATIONAL QUALITY COUNCIL

The National Quality Council (NQC) is an inter-ministerial agency domiciled in the Presidency, established to coordinate seamless inter-relationship amongst all agencies and institutions, public and private, involved in quality related services to break non-technical barriers to trade within regional, continental and international areas.
The Council is set up for the implementation of the letters and spirit of the approved Nigerian National Quality Policy (NNQP) document and to generally drive quality related issues in the overall interest of the rapid economic development of Nigeria; through the promotion of non-oil export, mitigation of Nigeria's export rejects and the optimization of our Country's gains from the African Continental Free Trade Area (AfCFTA) Agreement among other initiatives.

The NNQP is to guide the development and effective implementation of the National Quality Infrastructure (NQI) consisting of the following pillars:

i. Standardisation (Harmonisation of standards and implementation to facilitate regional, continental and international trade
ii. Metrology, the science of measurement and accuracy (scientific, industrial and legal) for certainty in trade across regional, continental and international boundaries.
iii. Accreditation (external recognition of adherence to a set of standards to perform activity or hold a certain status thus conferring global acceptance)
iv. Conformity assessment services (inspection, testing and products/systems certification) to guarantee that products tested in Nigeria will be acceptable across its borders and beyond the West Africa Region and the entire African Continent.

14.2 Mandate

The main objectives of the NQC are to:

i. To provide the Federal Government unbiased guidance on quality related issues, policies, and legal instruments of both local and international consequences.
ii. Coordinate activities related to technical regulation development and implementation amongst the regulatory authorities and the NQC;
iii. Advise and support all regulatory authorities to follow the Technical Regulation Framework in developing and implementing technical regulations;

iv. Advise and support all regulatory authorities to consistently meet the requirements of the WTO SPS and TBT Agreements and the African trade instruments;
v. Oversee the review of any technical regulation already on the statute books by the regulatory authorities, in order to revise, confirm or withdraw such a regulation and to make sure that it complies with the Technical Regulation Framework;
vi. Contribute to the setting of national priorities for standardization, and to monitor the implementation of the National Standardization Strategy;
vii. Provide recommendations on Nigerian policy regarding the relationship between standards (voluntary) and regulations (mandatory);
viii. Develop and implement a Communications Strategy for awareness creation on the National Quality Policy;
ix. Raise the level of awareness in government on the benefits of standards in all government policies, regulatory system and public procurement;
x. Raise the level of awareness in the business sector and among the population on the benefits of using standards at the different levels of businesses such as purchasing, manufacture and supply;
xi. Integrate standards awareness into educational curricula at all levels;
xii. Develop and implement plans for provision of continuous training on standards implementation and promotion of quality culture; and
xiii. Disseminate widely, all approved national standards, technical regulations and conformity assessment requirements.

14.3 Impending Quick Wins

i. Convening a National Quality Stakeholders Summit across the geo-political zones on **"Implementation of the Approved National Quality Policy - Implications for Nigeria's Rapid Economic Development"**
ii. Conducting a nationwide gap analysis on existing National Quality Infrastructure and advising the Federal Government on interventions (short, medium and long term), necessary for the mitigation of reject of Nigeria's export products and produce.
iii. Upgrading of existing National Quality Infrastructure via international accreditation for mutual recognition of Laboratory Tests, Calibration Certificates, Conformity Assessment as well Accreditation Certificates across the globe to enhance Nigeria's export trade and significantly improve her foreign exchange earning capacity.

iv. Improvement in accuracy and certainty of measuring equipment and products in Nigeria through upgrading of Metrology services to save huge foreign exchange being expended on such services procured from other countries.

14.4 Highlights of Activities

i. Participation in the planning and activities of the send-off party for the immediate past Secretary to the Government of the Federation
ii. Initiation of the process for the successful gazetting and publication of the Federal Executive Council (FEC) approval of the Nigerian National Quality Policy (NNQP) document and the establishment of the National Quality Council (NQC) by the Office of the Attorney General of the Federation/Minister for Justice on the request of the Secretary to the Government of the Federation (SGF)
iii. Setting up of Accounts Department and Internal Audit Unit as well as opening of a Treasury Single Account (TSA) with the CBN in liaison with the Office of the Accountant General of the Federation
iv. Office of the Accountant General of the Federation has deployed Treasury Officers to the NQC on request
v. Office of the Attorney General of the Federation/Minister for Justice has deployed a Legal Officer to NQC on request
vi. Office of the Head of the Civil Service of the Federation (OHCSF) has deployed an Admin Officer to NQC on request.
vii. The Standards Organisation of Nigeria (SON) has also deployed an Admin./Protocol Officer to the NQC on request.
viii. The National Action Committee (NAC) on African Free Trade Area Agreement (AfCFTA) has also deployed a Technical Officer on request.
ix. Engagement with some critical stakeholders on the NQC mandate including but not limited to:
    a. the World Trade Organisation (WTO);
    b. Afrexim Bank;
    c. the Central Bank of Nigeria (CBN);
    d. Standards Organisation of Nigeria (SON);
    e. National Agency for Food and Drug Administration and Control (NAFDAC);
    f. The British High Commission:
    g. Pan African Quality Infrastructure (PAQI);
    h. African Union Commission (AUC);
    i. The National Action Committee (NAC) on African Free Trade Area Agreement (AfCFTA);
    j. the Nigerian Agribusiness Group;

x. Active participation in the brief to the Secretary to the Government of the Federation Senator George Akume by Agencies under the OSGF.

xi. Chairmanship of the Local Organising Committee (LOC) for the successful hosting of the maiden African Cassava Conference (ACC) by Nigeria under the auspices of the African Union Commission (AUC) and the Pan African Quality Infrastructure (PAQI) between 18th and 20th October, 2023 in Abuja.

xii. Ongoing collaboration with the British High Commission on the UK Funded **'Standards Partnership'**
Programme to support the development of National Quality Infrastructure in Nigeria. The NQC is leading the way in the collaboration that involves sister agencies like the Standards Organisation of Nigeria (SON), NAFDAC, Nigerian Export Promotion Council (NEPC), Nigerian Investment Promotion Commission (NIPC), National Plant and Animal Quarantine Services etc. as well as Organised Private Sector Groups, including, Nigerian National Accreditation Service (NiNAS), Manufacturers Association of Nigeria (MAN), NACCIMA, NASME, NASSI, Nigerian Agribusiness Group (NABG) etc.

xiii. Deliverables under the **Standards Partnership Programme** already accomplished include the following:

- A Nigerian National Quality Policy workshop for public sector stakeholders held at the Abuja Continental Hotel with participants from NQC, SON, NAFDAC, NiNAS, NEPC, NAQS, FCCPC, BSI and FCDO amongst others in November, 2023.
- A Nigerian National Quality Policy workshop for private sector stakeholders also held at the Abuja Continental Hotel in December, 2023.

xiv. **Media Interactions**:

- Inauguration of the Local Organising Committee for Nigeria's hosting of the African Cassava Conference where the NQC Chairman ***"Admonished Stakeholders in Nigeria to optimize the African Cassava Value Chain"*** **– July 2023**
- Meeting of the LOC hosted by Standards Organisation of Nigeria where the NQC Chairman "***Canvassed support of Agricultural Stakeholders in Nigeria for the successful hosting of the African Cassava Conference by Nigeria*** **– August 2023**
- Press Release on ***"Establishment of NQC aimed at mitigating Nigeria's export reject"*** **– Sept.**
- Chairman's media interview on ***"NQC Mandate and its implication for the Nigerian economy and the welfare of the citizens".***

- Presentation of Keynote Paper at the opening ceremony of the African Cassava Conference titled ***"The Role of National Governments and National Quality Infrastructure Institutions in the Development of the Cassava Value Chain"***

THE NATION

Aboloma seeks policy on Cassava value chain

Cassava

Okwy Iroegbu-Chikezie October 27, 2023

The National Quality Council (NQC) has reiterated the key role of National Governments and Quality Infrastructure Institutions in the development of the Cassava Value Chain across the African Continent.

Chairman and Chief Executive of the Council, Osita Aboloma highlighted the importance of national policies in a keynote presentation at the opening of the 3-day African Cassava Conference hosted by Nigeria in Abuja.

In the presentation titled "The Role of National Governments and National Quality Infrastructure Institutions in the Development of the Cassava Value Chain" the NQC Chairman posited that National Governments in Africa are strategic to achieving the theme of the Conference which was to stimulate Africa's industrialization through the development of Cassava based products and assuring quality along the value chain.

New Telegraph

NQC: Govt Policy Key To Catalysing Cassava Value Chain In Africa

- Taiwo Hassan
- November 3, 2023

The National Quality Council (NQC) has reiterated the key role of governments and quality infrastructure institutions in the development of the cassava value chain across the African continent.

Chairman and Chief Executive of the Council, Osita Aboloma, highlighted the importance of policies in a keynote presentation at the opening of the 3-day African Cassava Conference hosted by Nigeria in Abuja, recently.

In the presentation titled: 'The Role of National Governments and National Quality Infrastructure Institutions in the Development of the Cassava Value Chain,' the NQC Chairman posited that governments in Africa were strategic to achieving the theme of the conference, which is to stimulate Africa's industrialisation through the development of cassava-based products and assuring quality along the value chain.

The Abuja Inquirer

BUSINESS-NIGERIA- SPORTS

NQC tasks African countries on cassava value chain

By Godfrey Akon
October 30, 2023

The National Quality Council, NQC, has urged African countries to collaborate and stimulate Africa's industrialisation through the development of cassava-based products and ensuring quality along the value chain.

Chairman and Chief Executive of NQC, Osita Aboloma, who made the call at a 3-day African Cassava Conference in Abuja, noted that given the prevalence of cassava in Africa, developing the value chain for food security, nutrition as well as industrialisation purposes require the collaboration of governments at local, state and the federal levels.

Aboloma said local, state and federal governments have a role to play in cassava cultivation and processing, availability of land and extension support services, legal instruments and land approvals as well as policy formulation, implementation, review and coordination.

INDEPENDENT

Sun

The Script

Take Full Advantage Of African Cassava Value Chain – NQC Chairman Urges Stakeholders In Nigeria

Stakeholders in the Cassava value chain in Nigeria have been admonished to take optimum advantage of the various initiatives being promoted under the auspices of the African Union Commission (AUC), the Pan African Quality Infrastructure (PAQI) and the African Organisation for Standardisation (ARSO) given the vantage position of the country in the production of Cassava within the Continent.

Chairman of the National Quality Council (NQC), Osita Aboloma gave the admonition while inaugurating the Local Organising Committee (LOC) for the hosting of the African Cassava Conference scheduled for Abuja, Nigeria between October 15 and 17, 2023 with the theme "***Stimulating Africa's Industrialization Through Development of and Assuring Quality Along The Cassava Value Chain".***

Aboloma posited that the African Continent stands to benefit immensely from initiatives such as the Cassava Value Chain project to promote intra-African Trade, enhance economic emancipation, welfare of Africans and position the Continent better in its trading relationship with the rest of the world.

Conversely, according to him, Nigeria is in an advantageous position to enhance its export potentials in cassava products to earn valuable foreign exchange, in view of the implementation of the African Continental Free Trade Area Agreement (AfCFTA).

He commended the efforts of the African Union Leadership, through the AUC and particularly the PAQI in promoting quality infrastructure in the continent, stressing that Nigeria through the NQC is following suite.

New Telegraph

'Implementation Of Quality Policy Will Stop Export Reject, Unlock AfCTA Benefits' – Aboloma

Abdulwahab Isa
September 21, 2023

The implementation of the National Quality Policy will unlock the full benefit of the African Continental Free Trade Agreement for Nigeria and halt export commodity rejection, Chairman/Chief Executive Officer of the National Quality Council, Osita Aboloma said.

Speaking in Abuja, the former Director General of the Standards Organisation of Nigeria (SON) explained that one of the reasons the Federal Government established NQC is to ensure quality service delivery.

The federal government established the National Quality Council to enhance development, harmonisation and rationalization of Nigeria's quality infrastructure.

NAN

National Quality Policy will unlock benefits of AfCFTA to Nigeria – NQC

Post author: Ruth Oketunde
Post published: September 22, 2023
By Lucy Ogalue

The Nigeria National Quality Policy will unlock the benefits of the African Continental Free Trade Agreement (AfCFTA) for Nigeria.

The Chairman/Chief Executive Officer of the National Quality Council (NQC), Mr Osita Aboloma, made this known while addressing newsmen in Abuja.

The News Agency of Nigera (NAN) reports that the Federal Government established NQC to enhance development, harmonisation and rationalisation of Nigeria's quality infrastructure.

BUSINESS DAY

FG moves to curb export rejects, unlock benefits of AfCFTA

Cynthia Egboboh
September 22, 2023

"Those activities will generate jobs for the country, boost economic growth and increase exports for Nigeria. So, it is the working of the National Quality Infrastructure that will guarantee business to function well and the products they are producing are giving people value for their money."

Speaking further, Aboloma explained that without adhering to international standards, the country may not be able to enjoy the benefits of the AfCFTA, as products from Nigeria will continue to suffer rejection due to non-conformity with standards.

The AfCFTA is a bloc of over 1.3 billion people which was ratified in 2021 by over 47 African nations as of August last year.

TheGuardian
Conscience, Nurtured by Truth

Govt committed to full implementation of Nigerian national quality policy, says Aboloma

By Anthony Otaru, Abuja
23 September 2023 4:16 am

The Federal government en has re stated its com mitm ent to fully implement the Nigerian National Quality Policy (NNQP) recently set up to create awareness in ensuring seamless im provem ent in the nation's ex port products.

The Director-G eneral of NNQP, O sita Anthony Aboloma, disclosed this yesterday in Abuja while fielding questions from journalists on the importance of the policy to national economy and developm ent.

According to the Director-G eneral, NNQP is set-up to guid the developm ent, implem entation, coordination and rationalisation of the national quality infrastructure through the National Quality C ouncil, which drew m em bers from stakeholders, adding that the organisation is now domiciled in the Presidency with powers to coordinate other policies in public and private sectors including, the Standard Organisation of Nigeria (SON), Manufacturers Association of Nigeria (MAN), Sm all and m edium Scale Enterprises (SMEs), the Nigerian Export Promotion Council (NEPC), am ong others.

The NNQP boss said the m ove would further enhance trust and acceptability of the nation' s products and services at international m arkets, having gone through necessary calibration, certification and conformity assessm ent.

He said: "The NNQP, I believe when fully im plem ented, shall see Nigeria benefitting from our free trade arrangem ents both at the ECOWAS com munity and the African Continental Free Trade Area.

"Nigeria is, therefore, com mitted to strengthen and upgrade the national standardisation system, regulatory fram ework, accreditation and certification in order to facilitate production, trade, increase export, accelerate economic developm ent and

THE WHISTLER

INTERVIEW: Full Implementation of Nigeria National Quality Policy Will Generate Huge Revenue For Nigeria – Aboloma, NQC Chairman

OPINION & INTERVIEW
By Ifeanyi Onuba On Sep 23, 2023

Chairman/Chief Executive Officer, National Quality Council, Osita Aboloma

The National Quality Council (NQC) was established in 2022 by former President Muhammadu Buhari to implement the Nigerian National Quality Policy (NNQP). In this interview with **THE WHISTLER**, the **Chairman and Chief Executive, Mr Osita Aboloma** speaks on the mandate of the Council, the challenges faced in starting up a new agency of government and how the implementation of quality policy will enable the Nigerian economy to reap the benefits of the African Continental Free Trade Agreement. **EXCERPTS...**

In a nutshell, what is the Nigerian National Quality Policy all about and what is it meant to achieve?

The Nigerian National Quality Policy aims at strengthening and development of the National Quality Infrastructure (NQI) in order to achieve accelerated economic growth, increase in exports, ensure supply of safe quality product at competitive prices and contribute towards the protection of the environment.

The NNQP is expected to contribute to poverty reduction and economic prosperity by realizing an effective National Quality Infrastructure (NQI) capable of raising the quality of goods and services, thus increasing Nigeria's export-led growth and leading to industrial expansion and diversification in line with the National Industrial Revolution Plan and the National Economic Recovery and Growth Plan.

THE NATION

NQC to embark on gap analysis, data collation for export products testing

NQC Chairman/Chief Executive, Osita Aboloma

Franca Ochigbo, Abuja September 30, 2023

The Chairman, Chief Executive, Nigerian National Quality Policy (NNQP) Osita Aboloma disclosed that the organisation will embark on gap analysis by gathering data from every laboratory in Nigeria, government or privately owned so as to review their international capacity for testing exported produce.
Aboloma disclosed this at a press briefing in Abuja stating that the analysis, and data collation are all necessary to stop or minimize Nigerian export rejects by international communities.

The NQC will use this to know if the labs have international accreditation, if their lab test results will be accepted outside Nigeria as the discussion is geared towards the African Continental Free Trade Area (AfCTA) standard.

He added that, "When we analyse the gaps, we can then advise the government in the short-term, medium-term, and long-term. This is to ensure that trade and commerce within Nigeria and neighboring countries will be to the benefit of Nigerians through job creation as the NQC policy supersedes other provisions in any other national sectorial quality related policies.

18 NEWS/BUSINESS www.leadership.ng Leadership Newspapers @leadershipNGA Tuesday, September 26, 2023 LEADERSHIP

Telecom Service Disruption Imminent As States Threaten Base Station Shutdown

BY ROYAL IBEH, Lagos

The fear of imminent blackout of telecommunication services in some parts of the country looms large again as some state governments have sealed or threatened to close down base Station Transmission (BTS) sites over unpaid taxes illegally being owed by telecoms operators.

Telecoms operators over the past few years have unsuccessfully persuaded state governments from imposing extra taxes and levies on their operations because they increase the cost of doing business, can indirectly impact on quality of service and may trigger a rise in the cost of voice and data services for subscribers.

Kogi State is one of the states where the government, about two years ago started sealing telecoms operating in the state and has at various times sealed base station sites for non-payment of otherwise levied by service providers.

The Oyo State government a few weeks ago, also announced that it had sealed some telecoms masts and the premises of some commercial banks in Ibadan, the state capital, over non-payment of taxes.

The Osun State government recently contracted a private consulting firm to conduct a telecoms infrastructure mapexercise, an exercise which is expected to generate N500m revenue for the state government.

Worried by these developments, the Association of Licensed Telecom Operators of Nigeria (ALTON), has appealed to President Bola Tinubu to urgently intervene, stating that its members are shutting down or take facilities could disrupt services and adversely impact quality of service.

The operators and telecoms infrastructure are part of the critical national infrastructure that must be protected, and that sealing telecom masts and other facilities as a punitive measure to enforce collection of taxes would disrupt the flow of voice and data communication from the affected BTS sites.

Chairman of ALTON, Engr Gbenga Adebayo, decried indiscriminate imposition of multiple taxes and levies on telecoms operators as a disincentive to the growth of the telecom sector despite its significant contribution to the national Gross Domestic Product (GDP) growth.

L-R: Executive secretary, Nigerian Content Development & Monitoring Board (NCDMB), Engr. Simbi Wabote, and executive vice president, Upstream Nigerian National Petroleum Company (NNPC) Ltd, Oritsemeyiwa Eyesan, during the signing of MoU to reduce contracting cycle in the oil and gas sector, yesterday, in Abuja

Nigeria Targets New Oil Production Level As Goldman Sachs Predicts $100/barrel

BY CHIKA LEUORA, Lagos

Goldman Sachs has predicted oil price going up to $100 again, citing lower production output from the Organisation of Petroleum Exporting Countries(OPEC) combined with higher demand, which taken together, "more than offset significantly higher U.S. supply".

The average gas price in the U.S. on September 20 was $3.875, slightly lower than a day earlier but $0.20 higher than a year ago.

Even with higher gas prices, EV purchases have slowed down instead of rising.

In Europe, the deindustrialization of Germany is no longer news, the car industry is bracing for a Chinese EV rush, and Brussels is trying to build an energy transition supply chain from scratch.

Meanwhile, offshore wind developers are cancelling projects in both Europe and the U.S., solar developers in the EU are complaining about cheap Chinese panels.

Also, oil and gas companies keep reporting merry profits and investors are rediscovering their love of hydrocarbons.

At the recent World Petroleum Congress (WPC), in Calgary, oil executives and government officials both seemed against the continued push to discourage investment in new hydrocarbon production.

"There seems to be wishful thinking that we're going to flip a switch from where we're at today to where it will be tomorrow," Exxon's chief executive said, during the event.

Bauchi, Chinese Province Sign MoU To Promote Investment

BY INNOCENT ODOH, Ch'na

The Bauchi State government in North East Nigeria has signed a Memorandum of Understanding (MoU) with the Shandong Province of China to promote trade and investment, build industrial capacity, boost green energy to enhance low carbon as well as improve food security and fight poverty.

The Bauchi State governor, Alhaji Bala Mohammed, who signed the agreement on behalf of the state, promised to deepen cooperation with Shandong province in his address on Monday during the 2023 World Cities Forum and Regional Leaders Summit, which was held in Jinan, the capital city of Shandong province with the theme "Green Development, Low Carbon Life".

Governor Mohammed, who led a strong delegation of entrepreneurs, noted that China has demonstrated friendship and fraternity towards Africa and the rest of the world with massive investment in infrastructure, agriculture, ICT and cultural exchanges. He added that investments in green energy will help to reduce the impact of climate change and address the issue of poverty.

He said "we are here to further enhance our sister relationship with the Shandong province. At the beginning of such a relationship, I see the prospect of an enduring friendship and a mutually beneficial relationship for our sister states and people".

The governor, who gave assurance of his government's commitment and reciprocity said "we are ready to do business because we believe in the sincerity of the Chinese."

NESG Holds Pre-summit Webinar On Harnessing Nigeria's Maritime Potential

BY MARK ITSIBOR, Abuja

Nigeria's maritime sector has the potential to drive economic growth and transformation, but it faces several challenges. Despite its vast coastline, Nigeria's maritime industry needs to be more utilised and face issues such as piracy, illegal fishing, inadequate infrastructure, and regulatory bottlenecks, the Nigerian Economic Summit Group (NESG) has said.

The group says the challenges facing the sector have hindered the full realisation of its potential. It is on this premise that the NESG last Thursday, held a pre-29th Nigerian Economic Summit (Nes29) webinar with the theme "Sailing to Success: Harnessing Nigeria's Maritime Potential."

In his welcome remarks, a board member of the NESG, Mr Nnanna Ude, said maritime activities are critical in facilitating global trade and economic growth. He stated that Nigeria, as the most populous country in Africa and a key player in the region, holds a unique position in West Africa's maritime landscape, noting that the country boasts a coastline of approximately 853 kilometres along the Gulf of Guinea which provides ample opportunities for maritime trade and economic development.

Mr Ude reiterated that a thriving maritime sector can contribute to economic diversification and inclusion while emphasising that one of the industry's critical challenges is a lack of comprehensive data that hinders policymakers from fully understanding the sector and its contribution to Nigeria's GDP.

FG Seeks Open, Secure Internet In Africa

BY JAMES KWEN, Abuja

The federal government of Nigeria, has called a free and secured Internet for Africa, quality of life bridging the digital divide and creating innovative opportunities within the continent.

The minister of Communications, Innovation and Digital Economy, Dr. Bosun Tijani made the call at the end of Africa Internet Governance Forum at the Transcorp Hilton, Abuja.

He said the administration of President Bola Tinubu is committed to engendering necessary collaborations and innovative dialogues to achieve these objectives.

The minister, who addressed the forum virtually, said Nigeria, as the largest telecommunications market in Africa, is conscious of the importance of the Internet to effectively governed to leverage its resources growth.

"The need for our consistent collaboration to develop our economy collectively is preeminent in the agenda of the current administration in Nigeria. It is through this kind of forum that we can bridge the digital divides, enhance cybersecurity, ensure digital rights and foster innovation.

"It is, therefore, our collective duty to ensure that the Internet remains open, safe and beneficial for all," Tijani said as he called on all the stakeholders to prioritise a collaborative approach to creating policies and strategies that will shape the future of the Internet in Africa.

NQC To Boost Exports Through Quality Infrastructure

BY KINGSLEY ALU, Abuja

In a determined move to combat Nigeria's persistent challenges with export rejections, the National Quality Council (NQC) is gearing up for an extensive evaluation of Nigeria's National Quality Infrastructure (NQI) through a comprehensive gap analysis.

At the heart of the NQC's mission is the thorough assessment of laboratories across the nation, whether they are government-operated or privately owned. This crucial factors like international testing capacity, accreditation status, and the global acceptance of Nigerian products are essential for aligning Nigeria with the rigorous standards set by the African Continental Free Trade Area (AfCTA).

Chairman/chief executive of the NQC, Dr. Osita Aboloma, made this announcement in Abuja, emphasising that their goal is to collect data from every laboratory in Nigeria, spanning now.

"This data will serve as the cornerstone for our government's comprehensive, covering short-term, medium-term, and long-term strategies. Our ultimate aim is to bolster trade and commerce within Nigeria and neighbouring nations, thereby creating employment opportunities for Nigerians," he stated.

Nigeria has grappled with the rejection of its exports on the global stage, often due to concerns about product quality, sanitary conditions, and adherence to international standards. These rejections have not only inflicted substantial financial losses but have also tarnished the country's reputation as a reliable trade partner.

MTN, Glo, Others Meet Quality-of-Service KPIs-Report

BY ROYAL IBEH, Lagos

The recent nationwide Quality of Service (QoS) data released by the Nigerian Communications Commission (NCC) revealed that mobile network operators, MTN, Globacom, Airtel, and 9mobile, are meeting their QoS Key Performance Indicators (KPIs).

The Nationwide QoS data released by the Commission, showed that the telcos met their KPIs between July 2022 and June 2023.

The operators' performances are measured by the regulator based on parameters such as Call Set-up Success Rate (CSSR), Drop Call Rate (DCR), and Traffic Channel Congestion (TCH CONG). According to the data, these QoS standards ensure that consumers continue to have access to high-quality telecommunications services by setting benchmark minimum quality levels for all operators.

Findings of the report revealed that all the mobile operators crossed the threshold of 98 per cent call setup success rate in the 12-month review period. (The Call Setup Success Rate (CSSR) is calculated by taking the unblocked settled by c

In turn (DCR), wh per cent or ... revealed that all the operators performed well as they recorded less than one per cent drop calls in the period. (A dropped call is a call that is prematurely terminated before being released normally by either the caller or the called party.)

business & economy

Quality needed to maximise ACFTA's benefits, says NQC

Osasuyi Fakolere

THE National Quality Council on Thursday said the adoption of the Nigeria National Quality Policy is pivotal in unlocking the benefits of the African Continental Free Trade Agreement for Nigeria.

The Chairman and Chief Executive Officer of the National Quality Council, Osita Aboloma, said this in Abuja during a chat with journalists.

Aboloma said the Federal Government established the National Quality Council to enhance development, harmonisation, and rationalisation of Nigeria's quality infrastructure.

Speaking to journalists, Aboloma said the agency would assist in providing a supportive national quality infrastructure for businesses.

He emphasised the importance of having globally accepted Standards, Metrology, Accreditation, and Conformity Assessment Services to boost the competitiveness of products and services produced in Nigeria.

He said, "When achieving to the international standards, the country may not be able to reap the benefits of the AfCFTA as products from Nigeria will continue to suffer rejection due to non-conformity with standards."

Meanwhile, he noted that AfCFTA was a bloc of over 1.3 billion people which was ratified in 2021 by over 47 African nations as of August last year.

Aboloma further stated that one of the things the agency would be doing is the short-to-medium term was to construct a stakeholders' summit on the implementation of the National Quality Policy and how it affects every facet of the Nigerian economy.

"We plan to have a national summit where we will be discussing the details of the National Quality Policy, how it affects the various sectors of the economy and how it will improve our economy," he stated.

According to him, "We will also be doing approaches that will look at gathering data for every laboratory that exists in Nigeria whether government or privately owned, whether they are testing, and their capacity for those tests."

He noted that the council would analyse where the gaps are so that we can properly advise the government on what needs to be done in the short term, medium term, and long terms to ensure that trade and commerce within Nigeria, with our neighbouring countries and the rest of Africa and internationally is going to be to the benefit of Nigeria.

He added that it would assist in identifying the factors and private necessary mitigation and collaboration that will contribute to the interest we want and a means to empower all Africans.

Also speaking, a member of the Chairman, performance and the Secretary-General of the African parliamentary network on Internet governance, Senator Ibrahim George, said national governments needed to start looking at power as a critical part of bridging the digital divide in underserved and unserved areas.

On his part, the Chairman, Senate Committee on ICT and Cybersecurity, Shuaib Salihu, said that the National Assembly would give legislative support to ensure Nigeria harnesses the potentials in emerging technologies by creating enabling laws.

AN INNOVATIVE TECHNOLOGY

L-R: Chairman, Local Organising Committee, Dr Abraham Amole; Deputy Vice-Chancellor, Bells University of Technology, Ota, Prof. Peace Oyejola; Chief Host/Vice-Chancellor, Bells University of Technology, Prof. Jeremiah Opadiran; Guest Host/Dean, College of Engineering, Bells University of Technology, Prof. Ojo Fagorin, at the opening ceremony of the International Conference on Engineering and Innovative Technology organized by the College of Engineering, Bells University of Technology, Ota, Ogun State... on Tuesday. Photo: Bells University of Technology, Ota

Cybercrime threatening AU 2063 agenda, say stakeholders

Samuel Olatunji, Abuja

PROFESSOR JAMES NARANG and stakeholders from the just concluded African Internet Governance Forum (AfIGF) have expressed concern over the rise of cybercrime in Africa.

In a communiqué released on Thursday, it was disclosed that cybercrime is a potential threat to implementing the African Union Agenda 2063.

The stakeholders called for sufficient investments and synergy among African countries to tackle cybercrime activities.

The communiqué read in part, "Cybercrime remains a potential threat to the implementation of AU 2063 agenda and AU's digital transformation strategy.

"African Union and African Government to ensure adequate investment to fight cybercrime activities, ensure international cooperation, and capacity building of lawmakers and enforcement actors, the judiciary and other necessary actors."

The AU Agenda 2063 is a blueprint for transforming Africa into the global powerhouse of the future through inclusive and sustainable development.

The communique added that "African states should ensure enforcement of cyber laws, incorporate a people-centric approach, and checks and balances."

In his speech, Minister of Communications, Innovation, Abuja Union Agenda 2063, Digital Economy, Bosun Tijani, said that Africa, through the lens of the Internet Governance forum, needed to focus on shared norms, rules, and decision-making procedures that impact the evolution and utilisation of the internet.

He added that the forum was a unique platform for the exchange of ideas, and collaboration that will contribute to the internet we want and a means to empower all Africans.

Also speaking, a member of the Chairman, performance and the Secretary-General of the African parliamentary network on Internet governance, Senator Ibrahim George, said national governments needed to start looking at power as a critical

Strengthen corporate governance, Ighodalo urges ICSAN

Oluwakemi Abimbola

Lamenting that Nigeria had failed to achieve its potentials despite projections from notable organisations, Ighodalo, has challenged members of the Institute of Chartered Secretaries and Administrators of Nigeria, to fasten a thriving Nigerian economy through the adoption of strong corporate governance.

Ighodalo issued this challenge on Thursday at the 47th Annual Conference of the institute in Lagos, with the theme, "Sound Governance as corner to a thriving economy: A case for Inclusiveness."

He said, "Over the years, we have consistently premised the ideals of Corporate Governance through periodic issuance of policy papers and Guidance materials on Corporate and Public Administration. The Institute will, as it has been doing for decades, continue to produce periodic position papers on all major issues of national importance that has links with economic, developmental ideals and good governance."

In her keynote address, the Vice Chancellor, Pan Atlantic University, Professor Hauwa Okunola, said, "I believe we can create a future where prosperity knows no bounds, where the benefits of the economy are shared by all and where inclusiveness is not just a phrase but a reality."

CRMI advises FG on risk management

Henry Falaiye

THE President and Chairman of the Centre for Risk Management Institute, Ezekiel Oseni, has advocated for the integration of risk management principles into the governance framework of all three tiers of government.

Oseni emphasised that this measure would serve as a protective shield for Nigeria's economy, effectively reducing volatility to attract both foreign and domestic investments.

He made this statement while delivering a keynote address at the 2nd Annual Risk Conference, organised by CRMI, where stakeholders encouraged to abandon "Embracing Traditional Approaches Risk in an Era of

Global Transformation."

Oseni said, "We are in a world where uncertainty and the level of volatility are unpredictable and there is the need for effective risk management in governance across the three tiers of government. This would assist in the efficient allocation and utilisation of limited economic resources across the sectors and projects."

According to him, by embracing effective risk management practices, Nigeria can safeguard its economic stability, attract foreign and domestic investments, and foster sustainable growth across all its sectors.

He added that it would assist in identifying risk factors and provide necessary mitigation that would ensure the projects are effectively and timely delivered.

He noted that the institute would assist in boosting the confidence of the economy by rating agencies and international market analysts. "I, therefore, call on the government across all levels to introduce Risk Management Functions in the MDAs and other arms of government."

He added that the government should call for a convention of all key stakeholders including the various security agencies to develop a national risk management framework for the economy, while calling on the private sector to embrace quality risk management not only for the sake of compliance but for the long-term sustainability of their organisations.

On his part, the Managing Director of Bank of Industry, Olukorede Yishau, stressed in his keynote address the importance of embracing risk management practices, adding that it was a vital step in addressing the challenge of reducing non-performing loans in BOI.

Yishau who was represented by the Executive Director, Large Enterprises, BOI, Simon Aruoture, said, "In an environment where the main are constantly shifting, public sectors have a critical role to play in setting their citizens in following the opportunities created by the disruptive changes and the threats created by these opportunities."

THISDAY - FRIDAY, SEPTEMBER 22, 2023

NEWS

SULTAN'S COURTESY TO DIRI...

Bayelsa State Governor, Senator Douye Diri (left) and the Sultan of Sokoto, His Eminence Sa'ad Abubakar III, during the royal father's courtesy visit to Government House, Yenagoa... yesterday

Obi, Niki Tobi, Imoke, Kanu Agabi, Samad Rabiu, Affected as Wike Revokes 165 Plots of Land in FCT

Danbatta: NCC to Improve on Digital Inclusion Gains

Aboloma: National Quality Policy Will Unlock AfCFTA Benefits, Minimise Export Rejections

AfDB Pledges Support to UNSG on Climate Adaptation, Early Warning System

NIGERIAN TRIBUNE SINCE 1949

WEBSITE WITH RICHEST CONTENT

How implementation of quality infrastructure will accelerate economic growth — NQC

by Tyavzua Saanyol

September 24, 2023 in Business

In a bid to improve the quality of products being exported from Nigeria, the Federal government has established the National Quality Council (NQC) to implement the Nigerian National Quality Policy (NNQP).

The NNQP aims to develop the National Quality Infrastructure (NQI) in order to achieve accelerated economic growth, increase exports, ensure supply of safe quality products at competitive prices and contribute towards the protection of the environment.

Speaking in Abuja, the Chairman of NQC, Osita Aboloma said the implementation of NNQP is expected to contribute to economic prosperity by realizing an effective National Quality Infrastructure (NQI) capable of raising the quality of goods and services.

He explained that the implementation of the NNQP would further increase Nigeria's exports as well as pave the way for industrial expansion and diversification in line with the National Industrial Revolution Plan and the National Economic Recovery and Growth Plan.

Briefing of the Secretary to the Government of the Federation, Senator George Akume by Agencies under the Office of the Secretary to the Government of the Federation (OSGF) Chairman/CE, NQC Osita Aboloma, (1st left in the middle picture) presenting his brief.

Press Conference heralding the ACC @ the Federal Ministry of Agriculture and Food Safety Simeon Umukoro of National Quality Council directing affairs at the Conference Cross Section of participants @ the Conference from all over Africa

Bola Fashina, representing the Chairman/CE NQC presenting the keynote paper on" The Role of National Governments and National Quality Infrastructure Institutions in the Development of the

Cassava Value Chain". r. Rep. of Minister of Agric (centre) leading dignitaries round the exhibition of Cassava derivates @ the Conf. Presentation of awards at the African Cassava Conference

Group photograph and cross sections of participants at the Nigerian National Quality Policy workshop for Public Sector stakeholders held at Abuja Continental Hotel, November, 2023 under the "Standards Partnership" programme.

Group photograph of participants at the Nigeria National Quality Policy workshop for private sector stakeholders held at Abuja Continental Hotel, December, 2023 under the "Standards Partnership" programme.

Cross Sections of participants @ the Nigeria National Quality Policy workshop for private sector stakeholders held at Abuja Continental Hotel, December, 2023 under the "Standards Partnership" programme.

CHAPTER FIFTEEN

FISCAL RESPONSIBILITY COMMISSION

The Fiscal Responsibility Commission is a child of necessity born against the backdrop of the observation that the Nigerian economy and its public finance management had degenerated into serial confusion and uncoordinated policies. The need for the reforms necessitated the National Assembly to pass the Fiscal Responsibility Act, 2007. The Fiscal Responsibility Commission was thereafter inaugurated on December 5, 2008, by President Umar Musa Yar'Adua of blessed memory. Following from then, the story of the public finance management has taken a more positive, transparent and prudent direction. It is expected that with consistent effort both on the side of the Government and the Commission itself the achievement of the acceptable standard practice in public finance management in Nigeria is a very sure deal.

The long title of the Act also specified the target responsibilities, powers, functions of the Commission and reads that the Act is to "provide for prudent management of the nation's resources, ensure long-term macro-economic stability of the national economy, secure greater accountability and transparency in fiscal operations within a medium term fiscal policy framework, and the establishment of the Fiscal Responsibility Commission to ensure the promotion and enforcement of the nation's economic objectives; and other related matters"

However, Section 3 of the Act specified the functions of the Commission which are as follows;

i. To monitor and enforce the provisions of this Act and by so doing, promote the economic objectives contained in Section 16 of the Constitution of the Federal Republic of Nigeria, 1999 (as amended)
ii. Disseminate such standard practices including international good practice that will result in greater efficiency in the allocation and management of public expenditure, revenue collection, debt control and transparency in fiscal matters;
iii. Undertake fiscal and financial studies, analysis and diagnosis and disseminate the result to the general public;
iv. Make rules for carrying out its functions under this Act; and perform any other function consistent with the promotion of the objective of the Act.

Section 3 (2) specified that the Commission shall be independent in performance of its functions

The commission can therefore be seen as an institutional response to the quest for a regime of prudent, ethical and efficient management of public finances at all tiers of the government in Nigeria. The main function of the Commission is to monitor the implementation of the FRA, 2007 and to ensure compliance.

The novelty of this Act is that for the first time we have a concise and focused legislative framework that regulates fiscal conduct, impose limitations on government spending and prohibits certain fiscal activities, such as some kinds of debt securities and irresponsible borrowing by various tiers of the government.

For instance, taking a cue from the Act, the Commission has contributed in reforming Framework such as (MTEF). This is put in place to link policy, planning and budgeting over the medium-term of three years. The key areas traditionally monitored include:

i. Preparations and approval of the Medium-Term Expenditure Framework (MTEF) with a view to increasing citizen's participation in its formulation;
ii. Preparation and approval of the Annual Budget (Appropriation Acts);
iii. Execution of the budget and publication of Budget Implementation Reports (BIR);
iv. Determination (and monitoring of) appropriate Operating Surpluses due for payment by scheduled corporations into the Consolidated Revenue Fund of the Federal Government;
v. Savings and assets management; and
vi. Revenue Monitoring.

15 .2 Policies/ Programmes Initiated through the Fiscal Responsibility Commission in 2023

i. Review of the Commission's Template for the calculation of Operating Surplus

The Commission produced a template for the calculation of Operating Surplus (which was approved by the Federal Government and has been in use since The Template has, for over 4 years, helped the Commission face agencies with huge debt and has reversed the negative balance of Government finances through operating surplus. It is the instrument that helped the Commission to cause over N2.6 trillion to have been paid into the Consolidated Revenue Fund of Government. The Commission adjusted the template to conform to amendments introduced by the Finance Act 2021 and 2022.

ii. Physical Verification of Government Projects

In line with the mandate of ensuring prudence, accountability and transparent fiscal management in the country as contained in Section 2: 1 (A) and Section 30 of the Fiscal

Responsibility Act, 2007, The Fiscal Responsibility Commission embarked on physical verification and inspection of Government projects both those completed and on-going Projects. The projects are derived from the quarterly Budget Implementation Report submitted to the Commission by the Budget Office of the Federation (BOF).

These projects cover all the Ministries, Departments and Agencies of the Federal Government. The Commission verifies over 60 projects in the Six geo-political zone in the year 2023. The Exercise has been going on for over 7 years and have helped in discovering of a lot of lapses in project implementation and the consequential corrections have led to reduction of abandoned projects and improved FGN projects performance.

iii. Debt/Borrowing Verification Exercise:

An essential aspect of the powers of the Commission is the monitoring of the borrowing and indebtedness of the Governments of the Federation (i.e. Federal, States & LGAs) with the aim of ensuring the sustainability of debts of the Federal and Sub-National Governments.

Sections 41 & 44 of the FRA, 2007 provide the rules and conditions for borrowing by any Government in the country. Some of the rules are:

a. The Government at all levels must only borrow for capital expenditure and human development.
b. That any Government in the Federation desirous of borrowing must prepare the cost-benefit analysis showing the economic and social benefit of the purpose to which the intended borrowing is to be applied.
c. That the intended borrowing must be authorized/approved by proper legislative body. In case of the Federal, by the National Assembly and for the States, by the State Houses of Assembly.
d. That the intended loan must have been captured in Appropriation Act (for the Federal by the National Assembly and for the States, by the State House of Assembly) in the Appropriation Act of that year.

The Commission embarks on verification of the amounts borrowed as well as actual utilization of those loans. The Commission particularly seeks to find out if the process of borrowing complied with the rules and whether the funds are utilized for the purpose for which they were borrowed.

iv. Awareness Programmes

The Commission has also collaborated with Civil Society Organizations and other institutions to embark on enlightenment programmes. We appreciate the fact that is our

duty to let the people know what we are doing. So, where funds available to the Commission are not enough to carry on such programmes alone, we seek collaborations.

v. Institutional Support to the National Assembly:

As we continue to reinforce the mandate of the Commission, the efforts of the Commission have become a major resource to the National Assembly in terms of ensuring compliance to extant laws of the Federation on revenue generation and compliance to preparation and presentation of audited statement of accounts by Government Owned Enterprises.

Presently, the Commission participates regularly in the on-going Senate Committee on Finance Investigative Public Hearing on remittance of revenue to the Consolidated Revenue Fund of the government.

15.3 Status of Implementation of Approved Policies, Programmes and Projects

i. The Debt Verification Exercise 2023

In compliance with the power and mandate of Fiscal Responsibility Commission as contained in parts IX and X of the Fiscal Responsibility Act (FRA), 2007, the Commission carried out a verification exercise of the utilization of the proceeds of loans obtained by Six State Governments from commercial banks in the country, as well as bond raised by a State Government from the Capital Market in 2015.

The verification exercise, being the third edition, was conducted in October-November, 2023 by six teams of Staff of the Commission, with a team covering one State. The States where the exercise took place are:

i. North Central Geo-Political Zone: Plateau State
ii. South-South Geo-Political Zone: Delta State
iii. South-East Geo-Political Zone: Abia State

iv. South-West Geo-Political Zone: Ekiti State
v. North-East Geo-Political Zone:1 Yobe State
vi. North-East Geo-Political Zone:2 Adamawa State

In order to confirm the extent of compliance of Sub-National Governments with the rules and conditions for borrowing, as provided in parts IX and X of the Fiscal Responsibility Act (FRA), 2007, the Commission carried out a verification of the utilization of the proceeds of borrowing by six State Governments in the Federation.

A summary of the borrowing verified, is given in the Table below:

Table 1: Summary of Borrowing Verified, in 6 (Six) States in the Federation

S/N	Geo-political zone	State	Year of Borrowing	Purpose of Borrowing	Amount Borrowed N	Source of Borrowing
1	North Central	Plateau	2015	For capital development	N28,200,000,000	Capital Market
2	South-South	Delta	2021	For infrastructure Development	20,000,000,000	Zenith Bank
3	South-West	Ekiti	2021	Infrastructural development	7,000,000,0000	Access Bank
4	South-East	Abia	2015	For infrastructural development	10,000,000,000	Zenith Bank
5	North-East	Yobe	2016	For infrastructural development	N10,000,000,000	Access Bank
6	North-East	Adamawa	2015	For infrastructural development	10,000,000,000	Zenith Bank

Source: State Governments and Banks

The main purpose of the debt verification exercise was to ascertain the compliance, or otherwise, with the relevance provisions of the Fiscal Responsibility Act (FRA), 2007 relating to debt, borrowing and indebtedness by the selected State Governments in the process of obtaining and utilization of loans.

The following are the common observations made in the States where verification exercise took place:

a. None of the State Governments submitted to the Commission Team, evidence of compliance with the rules and conditions for Borrowing, as contained in Sections 41 and 44 of the FRA, 2007, before the respective loans under reference were obtained.
b. Further, none of the affected State Governments prepared and presented a well-articulated Cost-Benefit Analysis (CBA) detailing the economic and social benefits of the purpose to which the intended borrowing is to be applied before the respective loans were taken as required by the provision of Section 44 (1) of the Fiscal Responsibility Act (FRA), 2007.

ii. Physical Verification Exercise of Selected FGN Capital Projects 2023

The Fiscal Responsibility Commission, in fulfilling its mandate as contained in the FRA, 2007, under Section 2, Sub-Section 1a and Section 30, carried out Physical Verification Exercise of selected FGN Capital Projects in the 6 geopolitical zones of the Country from 28th January through to 10th February, 2024. Though, a 2023 exercise, it could only be undertaken in the first quarter of 2024, as a result of budget release. Amidst the security challenges in the Country, FRC's Project Verification Exercise for 2023 was successful.

The exercise covered a total of 60 projects across 7 MDAs in the 6 zones. The aim of the exercise was to verify compliance of MDAs with the provisions of the FRA, 2007. However, the exercise encountered some challenges which includes among others lack of vital and timely data form MDAs, failure of some contractors to be present at the projects sites and security challenges discouraging access to certain projects sites.

iii. Institutional Support to the National Assembly

The Commission participates regularly at the On-going Senate Committee on Finance Investigative Public Hearing on remittance of revenue to the Consolidated Revenue Fund of the government. Notably, the Commission participated as the reference agency in the Revenue Hearings last year by both the Senate and the House of Representatives which actually raised Operating Surplus remittance from 313,339,656,672.81 to 639,392,229,446 and the total independent Revenue from 1,250,592,440,510.67 in 2021 to 1,843,779,230,819 as at December, 2023

15.4 Notable Achievements of the Commission During Year 2023

The introduction of the Fiscal Responsibility Act, 2007 and the establishment of the Commission have altered myriads of infractions in our financial management system and have created the enabling environment for continuous improvement in public finance management in Nigeria. Therefore, the implementation of the spirit and letters of the Act has led to some outstanding achievements namely:

i. In 2023, the Fiscal Responsibility Commission encourages and supported sub-national governments by offering technical assistance to them to enable them enact their own respective Fiscal Responsibility Laws.
ii. In the year, the Commission advocates and sensitized CSOs on more Public participation in the preparation of the MTEF and the annual budgets. Today the CSOs and the general public are allowed to critic the budget proposals and make contributions where necessary. This was not the situation before the advent of the Fiscal Responsibility Commission.
iii. The Commission assessed the management of public finance through Monitoring and Evaluation of the annual budget through the Capital Projects verification exercise of the Commission
iv. The Commission encourages regular publication of funds released to the three tiers of Government as well as a timeline for the audit of the Federal Government account. Before people did not know how much State and Local Governments were

receiving, but today one can point to his State Government and demand accountability of State resources.

v. Over N2.6 trillion paid into the Consolidated Revenue Fund of the Federal Government over the past years as Operating Surplus from Government corporations against just about N5.8 Billion government financial commitment to the agency since its inception

vi. Provision of technical Assistance to states and local governments that enact Fiscal Responsibility laws and bylaws that are similar to FRA, 2007.

vii. As at date more than 18 States have established Fiscal Responsibility agencies while more than 23 have passed the law,

viii. In its few years of existence, the Fiscal Responsibility Commission has raised considerable public awareness on fiscal practices and the need for fiscal discipline,

ix. The Commission has particularly been encouraging citizen-enforcement of the FRA, 2007 by urging citizens to take advantage of Section 51 of the law which reads “A person shall have legal capacity to enforce the provision of this Act by obtaining prerogative orders or other remedies at the Federal High Court, without having to show any special or particular interest"

x. National Assembly oversight: You will also recall that the National Assembly relies on The Fiscal Responsibility Commission to authenticate its records on the payment of Operating Surplus by Schedule agencies, and other Internally Generated Revenue by all agencies of Government against the prevalent use of unreliable accounting practices by some agencies to evade remittances. Notably, the Commission participated as the main reference focal agency in the over four months Revenue hearing last year by both the Senate and the House of Representatives which actually raised Operating Surplus remittance and the total independent.

xi. This is because over the years, the Commission has developed a template both for the calculation of Operating Surplus and also of Revenue tracking from the Schedule agencies to ensure that government revenue is not diverted.

xii. Capital Projects Verification. Another cogent oversight function of the Fiscal Responsibility Commission which has revealed so much about cutting corners by government agencies is the Capital project Monitoring Exercise of the Commission, which seeks to crosscheck actual job delivery against fund releases by the agencies. This is because relying only on the report of the Budget Office of the Federation has not helped matters particularly because mostly the Budget Office of the Federation looks at the percentage of funds released to contractors.

Unfortunately, the lack of punishment in the Act has caused compliance challenges and given room for agencies to advance excuses over total commitment to the letters of the law.

15.5 Challenges, Prospects and Way Forward

i. **Staff Training:** There is need for training and retraining of our entire workforce to brace up with innovations in payment systems and implications of recently introduced financial management systems. Our increased responsibility and the need to deliver timely require that we are supported with funds obviously and human capacity development opportunities.

ii. **Need to Amend the FRA, 2007:** There is an urgent need to amend the FRA, 2007 to remedy some weaknesses discovered in the course of monitoring and enforcing it. For example, while some offences are specified, no corresponding sanctions are provided for. We are aware that the House of Representatives of the 7th Assembly got up to the second Reading of the amendment bill. In the cause of the year, the Commission has submitted copies of proposed amends to the House Committee on Finance as requested for possible review as may be necessary. We also use this opportunity to request Your Excellency to support the amendment of the Act. The amendment of the FRA (2007) is very critical to strengthen its operations

iii. **Urgent need to fix Debt Limit:** Section 42 of the FRA, 2007 states that "The President shall, within 90 days from the commencement of this Act and with advise from Minister of Finance subject to approval of National Assembly, set overall limits for the amounts of consolidated debt of the Federal, States and Local Governments pursuant to the provisions of items 7 and 50 of Part 1 of the Second Schedule to the Constitution" of the Federal Republic of Nigeria 1999 as amended. This limit has not been fixed and the lack of it has given room for abuse of loan processes by all the three tiers of government. When the limits are set it becomes easier to monitor excesses by government.

iv. **Finance:** One of the major challenges is funding. Principally, over the years, the Commission has suffered dwindling budgetary allocation.

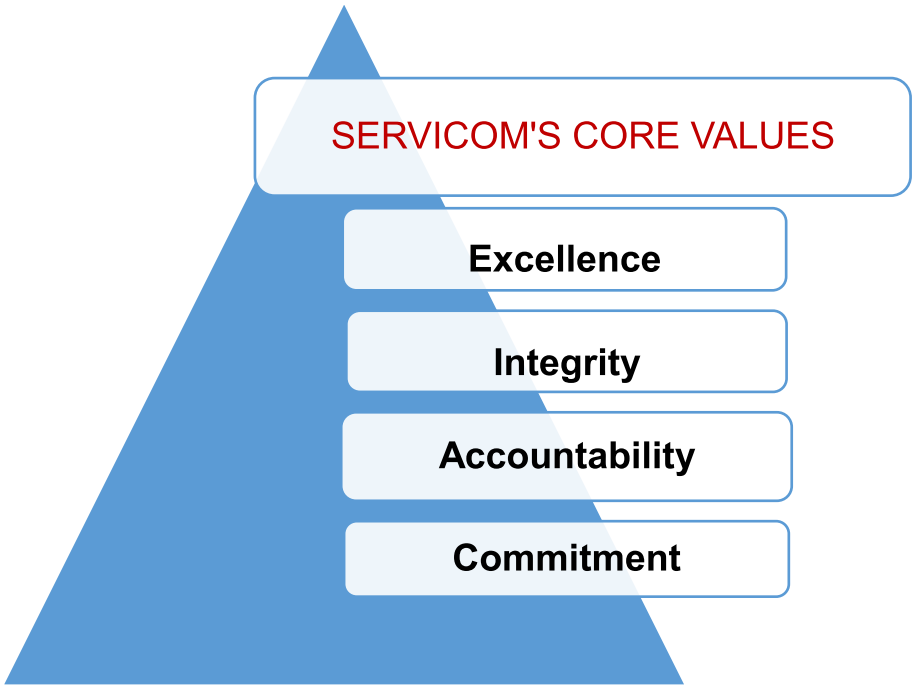
15.5.1 GOING FORWARD:

The Commission looks forward to the enactment of the amendments to the FRA, 2007. So, those punishments for various offences under the Act will be clearly prescribed and enforced. This will effectively complement our approach of naming and shaming and reporting to the Attorney-General for prosecution.

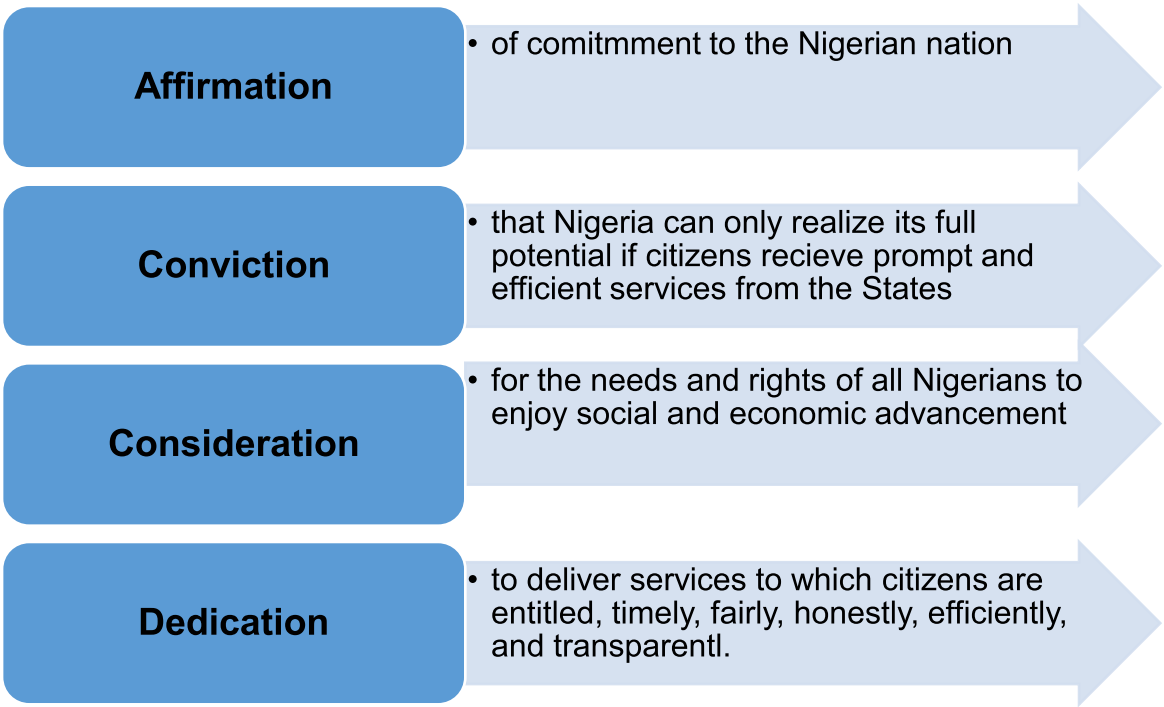
CHAPTER SIXTEEN

SERVICOM OFFICE

SERVICOM is a social contract between the Federal Government of Nigeria and the citizenry. SERVICOM gives Nigerians the right to demand quality service. Details of these rights are contained in Service Charter, which are now available in all government Ministries, Departments and Agencies (MDAs) where services are provided to the public. SERVICOM operates through a network of Ministerial SERVICOM Units (MSUs) established in all MDAs to refocus every institution in the public service towards better service delivery. The singular objective of SERVICOM is to meet the challenge of nationwide service failure as depicted in a diagnostic survey, *Delivering Service in Nigeria: A Roadmap*. Findings of the survey fully discussed at a Retreat in 2004, especially its conclusions; that Government services were not serving the people and Services were inaccessible, poor in quality and indifferent to citizen needs. The SERVICOM Office was thereafter set up under the Presidency on 21st March, 2004 to serve as the engine of the Federal Government's Service Delivery Initiative.



16.1 SERVICOM Guiding Principles



16.2 Activities

Despite the inherent challenges in public service and paucity of funds, SERVICOM worked to sustain improved service delivery and ensure complaints handling mechanism is functional in Ministries Departments and Agencies (MDAs). This is in line with its strategic work-plan. The activities and accomplishments of the SERVICOM Office, Presidency in year 2023 were as follows:

16.2.1. Public Awareness Initiatives

The understanding of stakeholders and success of our operations depend on the effectiveness of the public awareness strategy. Some of the strategies employed in year 2023 to enhance public understanding of SERVICOM concept were: radio talk show in Human Right Radio and the Nigeria Police Radio involving officials of various MDAs who discussed on their performances in line with the service charter provisions, a One – day SERVICOM Stakeholders Forum for Directors of Reforms , Nodal Officers, Public Relations Officers and CSO's to brainstorm on ways and means of enhancing SERVICOM's activities and Programs to the Nigerian citizens, we also held press conferences/briefings; monitoring and engagement through social media; and several in-house publications, media features, CSO/ NGOs are carried along in our major engagements/ outings for effective media reportage and reach.

16.2.2 Operations Unit Achievements

SERVICOM had in the last one year recorded notable achievements in the quarterly breakfast meetings where we engage and network with MDAs on notable evaluation of MDA's Service Charters, Evaluation of selected service window amongst others. brainstorm and share ideas on best practices that would promote service excellence and exceed citizens' expectations in 2023.

There is ample evidence that with careful formulation and adoption of appropriate strategies, the Management and staff are committed to ensuring that the SERVICOM fulfils its core mandate. The SERVICOM Office remains committed to ensuring citizen-focused service delivery particularly in the area of engendering public confidence.

The SERVICOM Office will continue to partner and collaborate with relevant local and international agencies in the promotion of efficient and effective service delivery in all the MDAs under our purview.

16.2.3 International Exchange Programme

SERVICOM Office in collaboration with International Quality Registrars and Ascellon, a consulting firm organised an international exchange program held in Nairobi Kenya. The program was in two batches (1st batch December 2023 and 2nd batch December, 2023 with the aim of enhancing effective experience-sharing and capacity building with both local and international partners. This is also to show case best practice and current trend on customer service / delivery to stake holders.

16.2.4 Complaints Resulting from Service Failure Resolution

Consistent with its effort in helping MDAs address challenges associated with service failures, SERVICOM Office has sustained its complaints management system put in place in MDAs, this system over the years published a summarized complaints report on a Quarterly basis. In furtherance to the above, the Office has developed various channels for service takers to file their complaints. These include; Consumer Web Portal, www.servicom.gov.ng various Social Media handles (twitter: @ServicomOffice, Facebook: Servicomng, Instagram: Servicom_Official page) in addition to written complaints. In 2022, the Office received a total of 235 complaints from various MDAs customers

16.2.5 . Quarterly Breakfast Meeting with Nodal Officers

SERVICOM came up with a new thinking and new ways of doing things that are result-oriented. We strategized on having quarterly breakfast meetings with 97 MDAs that are on our protocol list to fine –tune ways and means of entrenching the culture of service excellence in their various MDAs. This breakfast meeting accorded SERVICOM the

avenue to glean into the various service windows of MDAs as a check on how services are rendered and proffer solutions where there are gaps or grey areas to improve on.

16.2.6 Future Outlook

As in previous years, SERVICOM will continue to be an active institutional safety net participant in the country by ensuring effective discharge of its mandate. It would therefore strengthen all aspects of its core functions, adopt the least cost- effective method of complaints resolution and ensure timely delivery of government services to the citizenry.

16.3 Achievements of SERVICOM Office in 2023

16.3.1. Operations Unit

The SERVICOM Operations Unit is the core Unit of the SERVICOM Office. It is the Unit responsible for the facilitation of improved service delivery in the MDAs through Resource Centre Interaction (CRI), sensitization, monitoring and evaluations. The Unit consists of four (4) Teams (Teams A – D) and each Team is headed by a Team Lead.

This report highlights the activities, challenges and recommendations of the Operations Unit during the year under review. Based on proposed work plan for 2023 activities the unit made remarkable improvement in the following areas.

i. SERVICOM Compliance Evaluation of MDAs
ii. Ministerial/Parastatal SERVICOM Evaluation
iii. Complaint's handling
iv. Presentation of SERVICOM Compliance Evaluation reports
v. Ministerial SERVICOM Committees meetings
vi. Evaluation of MDAs Service Charter
vii. Quarterly Breakfast Meetings
viii. Inaugurations of MSUs
ix. Induction of new Nodal Officers
x. Supervision of Resource Centre interactions
xi. Courtesy/Advocacy visits to Ministers/CEOs
xii. Facilitated Sensitization Workshops for MDAs
xiii. Service Improvement Planning workshop for evaluated MDAs

I. SERVICOM Compliance Evaluation (SCE) Corporate Affairs Commission

Evaluation of the services of the Corporate Affairs Commission was carried out to identify areas that its services need improvement; especially, timely approval of requests of company name. Sixteen (16) Corporate Affairs Commission State Offices were selected for assessment of their compliance with the SERVICOM index. Evidence was gathered at

the service windows evaluated through customer interviews, discussions with management, staff, partners, review of key documents, desk research and general observations. The Area Offices visited are shown in the table below:

Table 1.0 Evaluated Corporate Affairs Commission (CAC) State Offices

i. CAC, Oyo State Office
ii. CAC, Rivers State Office
iii. CAC, Ogun State Office
iv. CAC, Sokoto State Office
v. CAC, Osun State Office
vi. CAC, Bayelsa State Office
vii. CAC, Bauchi State Office
viii. CAC, Benue State Office
ix. CAC, Ondo State Office
x. CAC, Ekiti State Office
xi. CAC, Jigawa State Office
xii. CAC, Gombe State Office
xiii. CAC, Lagos State Office
xiv. CAC, Enugu State Office
xv. CAC, Kebbi State Office
xvi. CAC, Nasarawa State Office

The SERVICOM Compliance Evaluation exercise was conducted to identify areas that its services need improvement, especially in areas of payment of SIWES stipends to students and general trainings. Twelve Area Offices were evaluated and represented on the table below:

Evaluated Industrial Training Fund (ITF)

i. Abuja Area Office
ii. Lagos Area Office
iii. Bauchi Area Office
iv. Port Harcourt Area Office
v. Awka Area Office
vi. Jos Area Office
vii. Calabar Area Office
viii. Benin Area Office
ix. Enugu Area Office
x. Uyo Area Office
xi. Sokoto Area Office

xii. Kano Area Office

Table 1.2 Rating of SERVICOM SCE Evaluation Scores Rating in Percentage, Ranking and Distribution

% Score	Ranking	Description
90 – 100	5 Star Services	**Praiseworthy ******* (Has excelled at all aspects & criteria of Service Delivery)
70 – 89	4 Star Services	**Commendable ****** (Has all aspects & criteria of Service Delivery covered)
60 – 69	3 Star Services	**Acceptable ***** (Has most aspects & criteria of Service Delivery covered but more could be done)
40 – 59	2 Star Services	**Fair **** (Some important aspects & criteria of Service Delivery are not covered and there is a lot more to be done to satisfy these requirements)
21 – 39	1 Star Services	**Poor *** (Very little has been done to satisfy the aspects & requirement of Service Delivery)
0 – 20	0 Star Services	**Shameful** (Nothing has been done to satisfy the aspects & requirements of Service Delivery)

Table 1.3 Average analysis of all evaluated windows by Drivers of Service Delivery by Scores

S/N	Drivers	Average Score
1	Service Delivery	1.6
2	Timeliness	1.8
3	Information	1.5
4	Professionalism	1.6
5	Staff attitude	1.5

The National Coordinator, SERVICOM and NITDA Nodal Officer during the Quarterly Breakfast meeting

II. Complaints Handling on Service Failure Experienced in MDA's

Government delivers services to its citizenry through the Ministries, Departments and Agencies (MDAs) to make life more meaningful and improve on their well-being. However, customers' complaint seems inevitable in these establishments of government. MDAs provide services which are perceived in different ways by various people. The increase in people's expectation of the services, which may not always be compatible with the services they receive, leads to their dissatisfaction and complaint. Although the customers frankly express their dissatisfaction, they are willing to give a chance to the management for accountability so that the dissatisfaction would decrease and they would be encouraged to repeat transactions

Although customer complaint is an inseparable part of the MDAs, it gives the service providers a chance to alleviate their faults and to draw the customers to their offices in the future as well. The complaints which are not directly forwarded to the MDAs will have a number of consequences. In such a case, the MDAs will miss the chance of correcting its mistakes, and therefore, will lose its focus on satisfying the needs of their customers. The following analysis gives the description of total number of complaints received by SERVICOM Office in 2023, various categories of complaints, the number of complaints resolved, and number of complaints awaiting attention. The table below shows summary of complaints received in 2023

Table 1.4. Status of Complaints Received

Number of resolved complaints	16	53.3%
Number of pending complaints	12	40%
Number of unresolved complaints	2	6.7%
Total No. of Complaints Received	**30**	

Fig 1.5 Graphical representation of complaints received in 2023

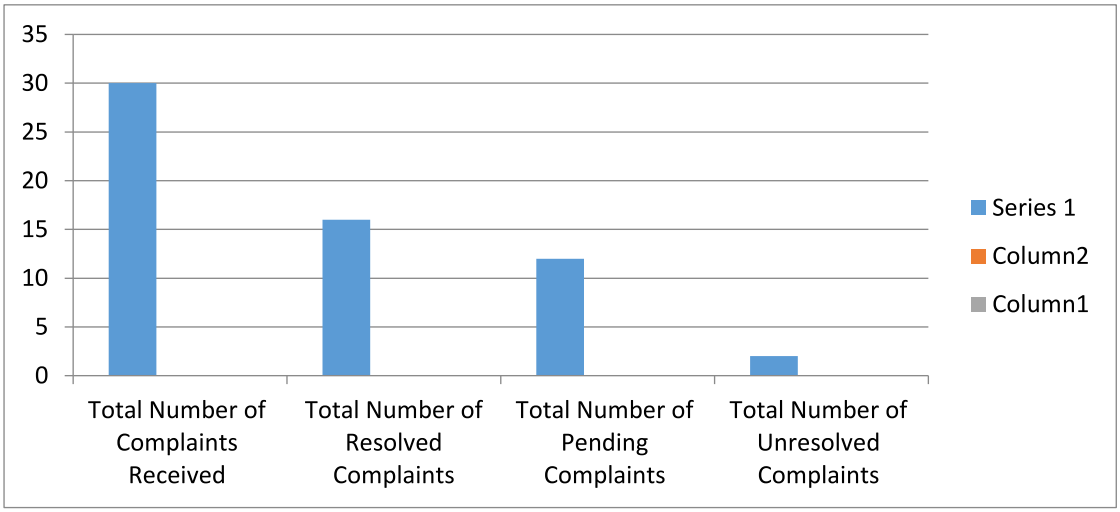
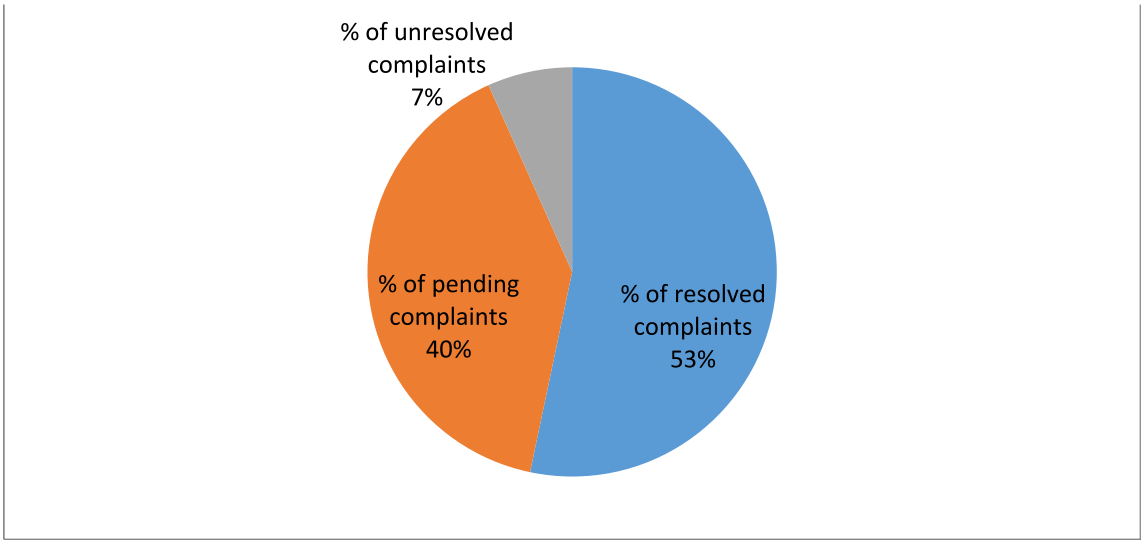


Table 1.5. Summary in percentage of complaints resolved, pending and unresolved

% of resolved complaints	% of pending complaints	% of unresolved complaints
53.3%	40%	6.7%



From the figure above, 53.3% of the complaints was resolved, 40% of the complaints was pending or awaiting resolution, while 6.7% was unresolved.

III. SERVICOM Complaint Management System

The SERVICOM has put complaint management system in every MDA to address complaints resulting from service failures. The system has enabled SERVICOM capture the interest of the complainants, presents solutions, reports progress/informs on steps taken in addressing their complaints. This aims to integrate the customer into the service delivery process and systems. The complaints management system also provides customers with convenient access/channels to voice out complaints and give feedbacks. The main issues around complaints when received are accessibility and responsiveness. Complaining customers are primarily concerned about whether their complaints are being processed in an appropriate and fair manner. Perception of an open and responsive MDA willing to present satisfactory solutions to a complaint issue is critically important. Effective complaints management system therefore involves accessible professional processes and are characterized by sensitivity to customer viewpoints.

IV. Presentation of SERVICOM Compliance Evaluation (SCE) Report

Within the year under review, the unit coordinated the official presentation of SERVICOM Compliance Evaluation Reports to the Managements of National Examination Council (NECO), Corporate Affairs Commission (CAC) and Federal Inland Revenue Service (FIRS) respectively. During these presentation meetings, service improvement strategies were discussed to bridge identified service gaps in evaluated service windows.

V. Evaluation of MDAs Service Charter

Service Charter is a promissory document that contains standards and service delivery provisions which are made available to both the service providers and the customers. To ensure that the service charters conform to SERVICOM Standards, reviews were made in the Service Charters of most MDAs, this provision was put in place to enable customers understand the standards used by the various MDAs in rendering services, appreciable updates and guidelines on how to develop workable service charter. The following service charters were evaluated in 2023: Central Bank of Nigeria, Aviation, FMBN, Federal Ministry of Budget and National Planning, NCAA, Centre for satellite technology development, Border Communities Development Agency (BCDA), NCCE, National Agency for the Great Green wall, National Salaries, Income and Wages Commission

VI. Ministerial SERVICOM Committees Meetings

The Unit facilitated and attended monthly/quarterly Ministerial SERVICOM Committee (MSC) meetings of the MDAs, where issues affecting service delivery and better ways of relating with customers in the MDAs are discussed. The meetings also were held with a view to sharing knowledge, sharing experiences and best practices on service delivery as it affects all the MDA's. The MDAs that held the meetings were as follows: NHIA, Federal Ministry of Health, NHIA, Power, NEMSA, NERC, FIRS, Mines & Steel, Budget & National Planning, NCAA, NDIC, FIRS, Mines & Steel, POWER, NERC, NDIC, FIRS, Mines & Steel, Power, NERC, Mines & Steel, State House, Federal Ministry of Environment, National Agency for the Great Green Wall (NAGGW), OSGF Federal Ministry of Education, OSGF, NUC, Ministry of Environment, Federal Ministry of Education, NITDA,

NBS, PENCOM, Ministry of Petroleum, OHCS, Federal Ministry of science, technology and innovation, NAICOM, Federal Ministry of science, technology and innovation

VII. Induction of new Nodal Officers

The Operation Units carried out the induction of new Nodal Officers to enable them fully understand the concept of SERVICOM in MDAs and their roles and responsibilities in MSUs. The staffs of the following MDAs were inducted; NELMCO, Ministry of Foreign Affairs, NCCE, NDDC, TETfund, State House, NBS, Nigeria Correctional Service, NIMC, PENCOM, NUPRC, Ministry of Petroleum Resource

VIII. Supervise Resource Centre Interactions

The Operations Unit coordinated the weekly Resource Centre Interactions of MDAs. The session requires in-depth interaction between the SERVICOM Office and the MSU representative for the purposes of examining progress made at driving the Initiative in the MDAs. Important information such as MDAs Service Charter, service profiles of MDAs are regularly updated. SERVICOM-in-Action stories and other activities that concerns the MDAs on SERVICOM are also discussed

IX. Courtesy/Advocacy visits to Ministers/CEOs

To familiarize the newly appointed Ministers and Permanent Secretaries with the SERVICOM concept and secure their support for the work of MSUs, the National Coordinator and Chief Executive Officer embarked on Courtesy/ advocacy visits to Honorable Ministers and Chief Executive Officers of some MDAs on SERVICOM Protocol List. The Operations Unit facilitated these visits, which turned out to be very useful and rewarding. MDAs visited during the period include the following: Federal Ministry of Science, Technology, NDPB, Ministry of Environment (Great Green World), Federal Road Safety Corps, NCCE, NUPRC, National, Salaries Income and Wages Commission

X. Evaluation of Ministerial SERVICOM Units (MSU

There are one hundred and five (105) Ministries, Departments and Agencies on the protocol list of Operation Unit. To ascertain the functionality of these MDAs, Operations Unit carried out evaluation with the objectives of assessing their status, effectiveness and overall functionality of the Ministerial SERVICOM Units (MSU in driving the Service Delivery Initiative in MDAs. Some of the findings from the evaluation include non-sensitisation of staff members on values of service delivery, lack of directional signs in and around office complexes. However, recommendations to the findings were forwarded to the management of these MDAs for implementation.

Display of phone numbers and social media handles at the Federal Ministry of Science & Technology

XI. Sensitization/Workshops for MDAs

Sensitization workshops for MDAS were carried out to ensure that staffs are better

informed of the functionality of the Reforms, Coordination and Service Improvement Departments in adherence to SERVICOM Principles. For example, sensitization exercise carried in the following MDAs has led to improved skills, enhanced the knowledge and attitude of staff for effective service delivery. The following MDAs were included in 2023 sensitization exercise: Ministry of Police Affairs, PTAD, NDIC, MMSD, SDGs, Federal Ministry of Special Duties and Inter-Governmental Affairs, JAMB, Federal Ministry of Environment, State House, Ministry of Women Affairs, DTCA, UBEC, FRSC, NUC, INEC, NBC, NHIA, Nigeria Communications Commission, Nigerian Immigration Service, NITDA, NIMC, Ministry of Petroleum Resources, OHCSF, Ministry of Petroleum Resources, Ministry of Transportation

XII. Assessment of Joint Admission & Matriculation Examination (UTME) Centres:

The Office in conjunction with Joint Admission & Matriculation Board (JAMB) observed compliance in registration and examination process of UTME in selected schools in Abuja and some States in the Federation to ensure the process is transparent and conducive for applicants. The JAMB Registrar commended the tenacity displayed by SERVICOM staff who participated in the exercise

A checklist was used to guide the monitoring and to ensure that key service delivery priorities were captured reflecting the six (6) dimensions of the SERVICOM Index. In addition to the checklist, a one-page questionnaire was used to measure the experience of candidates during the exams. Details of our findings and recommendations are contained in a report which was forwarded to the management of JAMB

The SERVICOM Index consists of six (6) dimensions and weighted as follows:

1. Policy Commitment 10%
2. Service Delivery 25%
3. Customer 20%
4. Organizational Effectiveness 20%
5. Accountability 15%
6. Innovation 10%

Eight (8) JAMB CBT Centres were selected for monitoring. Eight (8) SERVICOM Compliance Officers were assigned to different Centres to carry out the monitoring exercise. During the monitoring, the officers interacted with the CBT Administrators and their staff, JAMB supervisors as well as candidates. Observations were also made on the environment and the general conduct of the exams from entry to exit. The selected Centres and their locations are as follows:

Table Selected Jamb Registration Centres and Locations

SN	NAME	CENTRE NAME	STATE
1	Mrs. Jummai Abdullahi	Skill Path International Academy Karu Site	FCT
2.	MRS. Ngozi Akinbodewa	Adelola International School, opposite army veteran plaza Kubwa, Abuja	FCT
3.	Mrs. Henrieta Okokon	Zinaria International School Mararaba Abuja Keffi Express way opposite Monaco Mall Karu Local Government	Nassarawa
4.	Mrs. Kikelomo Aina	Federal University Utuoke	Bayelsa
5.	Mr. Oyelude Nurudeen Shittu	Niger Delta University, New Site Ammassoma	Bayelsa
6.	Mrs. Lucy Zach-Ukoh	National Open University (NOUN) Nike Lake Road Enugu	Enugu
7.	Mr. Lawal Kehinde	JAMB professional Test Centre Kogo, Bwari- Abuja	Fct
8.	Mr. Sesugh Duruba	Beeps Technology Limited, I9 Obudu street Igoli, Ogoja	Cross River

XIII. Awards for Nodal Officers/MSUs

Team A Selection For 2023 MDAs Awards

1. Best Performing Ministerial SERVICOM Unit, Team A- Fed Min. of Works.
2. 2nd Best Performing Ministerial SERVICOM Unit, Team A- Min. of Defence.
3. Best Performing Parastatal SERVICOM Unit, Team A- National Health Insurance Authority
4. 2nd Best Performing Parastatal SERVICOM Unit, Team A- Industrial Training Fund.
5. 3rd Best Performing Parastatal SERVICOM Unit, Team A- Corporate Affairs Commission.
6. Best Nodal Officer, Team A National Health Insurance Authority, Abdulsalam Omar (Mr)
7. 2nd Best Nodal Officer, Team A- Industrial Training Fund, Mrs. Rita Mgbemene
8. 3rd Best Nodal Officer, Team A- Bureau Public Enterprise, Mrs. Chidi Uzoma Ibeh.
9. Most improved Ministerial SERVICOM Unit, Team A- Fed Min. of Health
10. Most improved Parastatal SERVICOM Unit, Team A – National Emergency Management Agency
11. Most Innovative Ministerial SERVICOM Unit, Team A – Ministry of Works.

12. Most Innovative Parastatal SERVICOM Unit, Team A – Corporate affairs Commission

Team B Selection for 2023 MDAs Awards

1. Best Performing Ministerial SERVICOM Unit, Team B- Fed Min. of Science and Technology
2 .2nd Best Performing Ministerial SERVICOM Unit, Team B- Fed. Min. of Labour and Employment
3. 3rd Best Performing Ministerial SERVICOM Unit, Team B- Federal Ministry of Petroleum Resources.
4. Overall Best Performing Parastatal SERVICOM Unit, Team B- National Information Technology Development Agency.
5. Best Performing Parastatal SERVICOM Unit, Team B- National Information Technology Development Agency.
6. 2nd Best Performing Parastatal SERVICOM Unit, Team B- Nigerian Television Authority.
7. 3rd Best Performing Parastatal SERVICOM Unit, Team B- National Identity Commission
8. Overall Best Nodal Officer; Team B- 15. NITDA, MrsTari NdonI
9. Best Nodal Officer; Team B- NITDA,,MrsTari Ndoni
10. 2nd Best Nodal Officer, Team B FCSC, Mrs. Nwodo Remi Rebecca
11. 3rd Best Nodal Officer, Team B NCC, Mr Bashir Bello.
12. Most improved Ministerial SERVICOM Unit, Team B- FCSC
13. Most improved Parastatal SERVICOM Unit, Team B – NIMC
14. Most Innovative Ministerial SERVICOM Unit, Team B – Federal Ministry of Labour and Employment
15. Most Innovative ParastatalSERVICOM Unit, Team B – Nigerian Content Development and Monitoring Board

Team C Selection For 2023 MDAs Awards

1. Best Performing Ministerial SERVICOM Unit, Team C- Fed Min. of Environment.
2. 2nd Best Performing Ministerial SERVICOM Unit, Team C- Fed. Min. of Agriculture and Food Security.
3. 3rd Best Performing Ministerial SERVICOM Unit, Team C- Federal Ministry of Education.
4. Best Performing Parastatal SERVICOM Unit, Team C- Joint Admission and Matriculation Board
5. 2nd Best Performing Parastatal SERVICOM Unit, Team C- Economic and Financial Crime Commission.

6. 3rd Best Performing Parastatal SERVICOM Unit, Team C- Federal Road Safety Commission.
7. Best Nodal Officer; Team C- JAMB, Mrs.Ngozi Egbuna
8. 2nd Best Nodal Officer, Team C EFCC, Mrs. Mary Cole
9. 3rd Best Nodal Officer, Team C Fed. Ministry of Environment, Mr. Sunday Ogunkunle
10. Most improved Ministerial SERVICOM Unit, Team C- Fed. Ministry of Agriculture and Food Security.
11. Most improved Parastatal SERVICOM Unit, Team C – National Teachers Institute.
12. Most Innovative Ministerial SERVICOM Unit, Team C – Federal Ministry of Justice.
13. Most Innovative Parastatal SERVICOM Unit, Team C– State House.

Team D Selection For 2023 MDAs Award

1. Overall Best Performing Ministerial SERVICOM Unit, Team D- Min. of Mines and Steel Development.
2. Best Performing Ministerial SERVICOM Unit, Team D- Min. of Mines and Steel Development.
3. 2nd Best Performing Ministerial SERVICOM Unit, Team D- Min. of Police Affairs.
4. 3rd Best Performing Ministerial SERVICOM Unit, Team D- Federal Ministry of Power.
5. Best Performing Parastatal SERVICOM Unit, Team D- Nigeria Electricity Regulatory Commission.
6. 2nd Best Performing Parastatal SERVICOM Unit, Team D – Federal Mortgage Bank of Nigeria.
7. 3rd Best Performing Parastatal SERVICOM Unit, Team D- Nigerian Electricity Management Services Agency.
8. Overall Best Nodal Officer; Team D- (Ministry) MMSD, Mrs .Osiagwu O.Olubunmi.
9. Best Nodal Officer; Team D- NERC, Dr. Shittu H. Shaibu
10. 2nd Best Nodal Officer, Team D MMSD, Mrs.Osiagwu O.Olubunmi
11. 3rd Best Nodal Officer, Team D FIRS, Ms.Ozavize Winful (mni)
12. Most improved Ministerial SERVICOM Unit, Team D- Federal Capital Territory Administration.
13. Most improved Parastatal SERVICOM Unit, Team D – Nigeria Civil Aviation Authority.
14. Most Innovative Ministerial SERVICOM Unit, Team D – Ministry of Mines and Steel Development.
15. Most Innovative Parastatal SERVICOM Unit, Team D – Pension Transitional Arrangement Directorate.

E. Category of Best Supportive Chief Executive Officers

1. Executive Secretary (NCDMB)

2. Director-General (NITDA)
3. Commission Chief Executive (NUPRC)
4. Commissioner For Insurance (NAICOM)
5. Postmaster General (NIPOST)
6. Managing Director/CEO (FMBN)
7. Executive Secretary (PTAD)
8. Managing Director/CEO (NEMSA)
9. The Governor (CBN)
10. Executive Chairman (FIRS)
11. Director- General (NHIA)
12. Director- General (ITF)
13. Director-General (BPE)
14. Director-General (NEMA)
15. Director-General (NYSC)
16. The Registrar (Jamb)
17. Executive Secretary (Tetfund)
18. Permanent Secretary (State House)
19. Director- General/Chief Executive (NTI)
20. The Honourable Minister (Fed. Ministry of Environment).

F. Award For Outstanding Staff

The Office also recognized and appreciated some of its staff who were outstanding within the year as follows:

S/N	Category	Name
1.	Overall Best Performing Staff	Mrs. Kikelomo Aina
2.	Best Performing Staff (Team A)	Miss Rebecca Abbah
3.	Best Performing Staff (Team B)	Mr. Mfon Iniunam
4.	Best Performing Staff (Team C)	Mrs. Ebere Igwilo
5.	Best Performing Staff (Team D)	Mr. Tony Ochelebe
6.	Best Performing Staff (Public Awareness)	Mr. Emma Ututah
7	Best Performing Staff (Operations)	Mr. Mfon Iniunam
8.	Best Performing Accounts Staff	Mrs. Funmilayo Oladimeji
9.	Best Performing Staff (Internal Audit)	Mrs. Faith Oladipo
10..	Best Performing Staff	Mr. Clement Dogara
11.	Best Performing Admin. Staff	Mrs. Chinyere Nwabua
12.	Best Performing Staff (The National Coordinator's Office)	Mr. Danladi Maku

13.	Overall Best Support Staff	Mr Isaiah Kaura
14.	Servicom Drivers	Mr Thankgod Nwachukwu Mr Samson Danabuyi Mr Gambo Yunusa Mr Musa Mohammed
15.	Servicom Dispatch Riders	Mr Emos Obinna Mr Paul Tuku
16.	Clerical Staff	Mrs Nneoma Mfon Isah Abdulahi
17.	Servicom Cleaners	Mr Oliver Vitalis Mrs Christiana Anene Mrs Ayisa Atta Mrs Stella Ogujiofor
18.	Posted Out Staff	Mrs Eme Micheal C. Mrs Jummai Abdulahi
19.	Servicom Head of Units	Mr Oshin Anthony (Head Of Accounts) Mrs Helen Lawal (Head of Admin) Mrs Akinbodewa Ngozi (Head of Procurement) Mrs Henrieta Okonkoh (Head of Pau) Mrs Faith Oladipo (Head of Audit)

16.4 Staff Deployment

Within the period under review, two Deputy Directors were posted out from SERVICOM Office, one by the Head of Civil Service of the Federation while the other was redeployed by the Office of the Secretary to the Government of the Federation. In addition, one Deputy Director was posted to SERVICOM Office from Ministry of Police Affairs.

16.5 Achievements of the Public Awareness Unit

SERVICOM engaged in several public enlightenment radio programmes and interviews:

- SERVICOM- Help Desk Radio Programme in Brekete Family Programme,
  The SERVICOM- Help Desk Radio Programme is transmitted every Tuesday on the Human Rights Radio Abuja FM 101.1 during a popular Reality Radio and TV Talk Magazine Programme “Brekete Family” from 7:30am - 10:00am. Its objective includes to provide a constant help desk for service takers, to enlighten the general public on the

processes of seeking redress on service delivery complaints through SERVICOM and to hold public officers accountable through the voice of the people. SERVICOM featured on the flagship programme for 52 Episodes throughout the year in review.

SERVICOM has been touching lives and bringing urgent succor to Nigerians through the Radio Programme. In fact the programme is fast becoming a house-hold name as more citizens are able to engage with service –givers which has improved trust in the service delivery process in the country. This has enhanced the level of connectedness between service providers and service- takers. Complaints have been satisfactorily redressed through the Radio Programme. (Highlights of the episodes of the programme can be accessed on the SERVICOM website www.servicom.gov.ng.

Servicom Commends the Nigerian Petroleum Regulatory Commission at her Service Charter Launch

The National Coordinator made it open to all Directors, Nodal Officers, Stakeholders and Partners to be featuring on our Flagship Radio Programmes in order to bring massive sensitization from different MDA's to Nigerians and also to improve and

promote effective service delivery and to ensure that SERVICOM's mandates are achieved

Receiving of Calls

The Public Awareness Unit receives phone calls from citizens across the Nation bordering on their experience of service failure. The Unit received a total of 383 calls from complainant and were all attended to by asking them to either write to the office or inform them of the next step to take in resolving their complaint

16.6 Year 2023 CUSTOMER SERVICE WEEK

The Public Awareness Unit during year 2023 International Customer Service Week created enlightenment and publicity throughout the duration of the week. However, the Office encouraged MDAs to celebrate their staff who performed well in the year under review while the SERVICOM Office gave them technical support during the celebrations.

The unit also covered the quarterly breakfast meetings were MDA's supervised by the Teams comes to make presentations to the SERVICOM office on how they have carried out there service delivery process and how it benefits the customers/citizens.

The Public Awareness Unit of the SERVICOM Office has played a vital role in publicising the activity of the office from it inception, this has created awareness on the damaging effect of

service failure and has giving citizens the courage to challenge service failure any time,any day and anywhere they experience service failure to stand and challenge it. With the help of this campaign, a lot of citizens can now stand up for their right by complaining about the unpleasant service and seek redress.

The National Coordinator with BPE Nodal Officer During the Council's Quarterly Breakfast Meeting

The Information and Communication Technology (ICT) Platform is one of SERVICOM's strategic windows for getting spontaneous feedback that would allow for speedy intervention when government services fail to meet citizens' expectations. The following are SERVICOM's Social Media Handles.

a. Website: www.servicom.gov.ng
b. Facebook: www.facebook.com/servicomng
c. Twitter: @servicomoffice
d. Instagram: Servicom official page
e. Email: info@servicom.gov.ng

16.7 Accounts Department

The performance of the SERVICOM office year 2023 appropriation is as shown below;

a) Overhead cost: The sum of N83,426,297 was appropriated to SERVICOM office as overhead cost. A total sum of N69,521,914.24 has been released as at December 2023 representing 83% of the appropriated sum, the sum of N69,519,862.17 was utilized leaving a balance of N2,052.03

Summary Of Year 2023 Appropriation

S/N	Projects	2023 Appropriation (₦)	Amount Released (₦)	Amount Expended (₦)	% Performance Based on Appropriation	% Performance Based on Releases	Balance Not Released (₦)
1	Capital	30,006,461	30,006,461	30,006,461	100%	100%	NIL
2	Constituency Project	172,133,272	171,379,416	171,379,416	100%	99.5%	753,856
3	Overhead	83,426,297	69,521,914.2	69,519,862.17	83.5%	99.9%	13,904,382.8
Total		**285,566,030**	**270,907,791**	**270,905,739.17**	**100%**	**97%**	**14,658,238.8**

Breakdown of 2023 Capital Budget Performance

S/N	Projects	2021 Appropriation (₦)	Amount Released (₦)	Amount Expended (₦)	% Performance Based on Appropriation	% Performance Based on Releases	Balance Not Released (₦)
1.	Monitoring and Evaluation	20,000,164	20,000,164	20,000,164	100%	100%	Nil
2.	Research and Development	10,006,297	10,006,297	10,006,297	100%	100%	Nil
Total		**30,006,461**	**30,006,461**	**30,006,461**	**100%**	**96%**	**Nil**

SERVICOM OFFICE

BREAKDOWN OF 2023 CONSTITUENCY PROJECT PERFORMANCE

S/N	Projects	2021 Appropriation (₦)	Amount Released (₦)	Amount Expended (₦)	% Performance Based on Appropriation	% Performance Based On Releases	Balance Not Released (₦)
1.	Improving Organsation Service Delivery Performance – The Balanced Score Card (Training) In Jos, Plateau State	28,582,642	28,582,642	28,582,642	100%	100%	Nil
2.	Capacity Building/Traning Programme On Customer Service For Frontline Staff Of Selected Hospitals In Benue South Senatorial District	28,582,642	28,582,642	28,582,642	100%	100%	Nil
3.	Training The Trainer Of Heads Of Selected Schools On Sustained Service Improvement In Identified Schools In Benue South Senatorial District	26,196,897	26,196,897	26,196,897	100%	100%	Nil
4.	Provision Of Generating Sets For Small Business Owners In Egbade Local Government Area Oyo State	88,771,091	88,017,235	88,017,235	99.5%	99.5%	753,856
Total		**172,133,272**	**172,382,416**	**172,382,416**	**99.5%**	**99.5%**	**753,856**

16.8 SERVICOM Institute

The SERVICOM Institute was established in September 2006 as an arm of the SERVICOM office to enhance the capacity of public institutions to deliver service

excellence through the design and delivery of tailor-made training programmes for public servants and representatives of user groups. These training programmes are targeted at enhancing the skills, knowledge and attitudes of public servants as way to mainstream the basic concepts of service delivery in the public service. The institute was created to address a gap in existing public service training provision.

16.8.1 Mandate of the Institute

The institute commenced its training activities in January 2007 with the following core mandate:

i. To ensure staff from all Ministerial SERVICOM Units (MSUs) are trained to fulfill their role in implementing SERVICOM's mission.
ii. To mainstream training on service delivery principles into the existing curricula of all government training institutions
iii. To establish the SERVICOM Institute as the leading provider of knowledge management, research, training and communication materials on service delivery
iv. To support the implementation of all SERVICOM pilot service delivery improvement projects with necessary and appropriate training.

16.8.2 2023 Training Calendar

The Institute's 2023 training schedule was prepared by the faculty and approved by the National Coordinator in December 2022. It was circulated to Ministries, Departments and Agencies (MDAs) during the end-of-year meeting and award ceremony. The training programmes planned for the year are as follows:

S/N	Programme/Course	Date	Location
1.	Public Sector Service Excellence	27 – 29 March 2023	Nassarawa (Akwanga)
2.	Service Charter Performance Monitoring & Reporting	17 – 19 April 2023	Abuja
3.	Result-Based Monitoring & Evaluation	5 – 7 June. 2023	Uyo
	Improving Organisational Performance	7 – 9 August 2023	Owerri
	Customer Experience Management	23 – 25 October 2023	Enugu
	Service Exchange Programme	November/December	

16.8.3 Workshops and Programmes Implemented in Year 2023

Routine workshops and programmes conducted by the SERVICOM Institute with the objective of enhancing capacity for improving service quality and overall customer satisfaction in MDAs are as follows:

a. Service Improvement Planning Workshops

Service improvement planning (SIP) workshop is designed for MDAs that have been evaluated using the SERVICOM Index. It supports the development of short, medium and long-term solutions based on gaps identified during the compliance evaluation. The overall aim is to improving the quality of services provided by the MDAs. The following SIP workshops were conducted in 2023:

SN	Workshop Title	Date	Location	#Participants
i	Service Improvement Planning workshop for evaluated NIPOST GPOs	3rd and 4th April 2023	Abuja	17
Ii	Service Improvement Planning workshops for Unity Schools in 3 locations	23rd to 27th October 2023	Kano, Ilorin and Owerri	201
Iii	Service Improvement Planning workshop for NECO	1st and 2nd November 2023	Minna	126

b. MSU Capacity Building Workshop for New Nodal Officers

This workshop is designed as an induction programme for newly deployed SERVICOM Nodal, Focal, desk officers and committee members. It is aimed at equipping them with the knowledge, skills and techniques for driving service improvement in their MDAs. Two batches were conducted in year 2023:

SN	Workshop Title	Date	Location	#Participants
I	Capacity Building Workshop for MSUs Batch 1	24th – 25th May 2023	Abuja	36
ii	Capacity Building Workshop for MSUs Batch 2	3rd – 5th October 2023	Abuja	32

c. Customized Workshops

These categories of workshops are designed and implemented to meet the specific needs of the requesting MDA, hence they are customized.

SN	Workshop Title	Date	Location	#Participants
	Improving Organizational Performance Federal Ministry of Transportation Reforms Department	26th – 27th January 2023	Abuja	13
	Charter Development, Implementation and Monitoring Workshop for Federal Ministry of Finance MSU	15th – 17th March 2023	Abuja	17

CHAPTER SEVENTEEN

NIGERIA EXTRACTIVE INDUSTRIES TRANSPERENCY INITIATIVE

This report highlights progress and key achievements recorded by the Nigeria Extractive Industries Transparency Initiative (NEITI) in the year 2023. The report also highlights policies, programs and projects initiated and implemented by the agencies in the period under review, and document their outcomes and impacts on extractive industries governance, public debate and government revenue from the sectors. These impacts were recorded as a result of sustained alignment of NEITI's mandate with government policy direction.

17.2 Brief Statement on NEITI Mandate:

Nigeria joined the global Extractive Industries Transparency Initiative (EITI) in 2003, established the Nigeria Extractive Industries Transparency Initiative (NEITI) in February 2004 and became the first country to support the implementation with the NEITI Act in 2007. Apart from using the global EITI framework to fight the scourge of resource curse, NEITI is mandated to promote due process, transparency and accountability in the payments made by extractive industry companies and receipts by governments as well as ensures accountability in the application of extractive resource revenue through multi-stakeholders' approach built on government, companies and civil society collaboration. NEITI also independently reviews the processes that guided business engagements in the sector with a view to ensuring both government and the companies adhere strictly to the global EITI principles of transparency and accountability.

17.3 Policies, Programs and Projects Initiated and implemented by NEITI in 2023

i. Sustains Reforms, Revenue Recovery through Regular Audits, Reporting & Disclosures

NEITI sustained its contributions to extractive industries reforms through regular and independent audits of oil, gas and mining sectors and public disclosure in the sectors. The agency published 2021 audit reports in the oil, gas and mining sectors in September 2023. The publications helped to sustain public availability and accessibility of information and data in the sectors. The disclosures triggered positive actions by state and non-state actors. For instance, the committee of House of Representatives (the national legislature)

on Petroleum Upstream promptly tabled the report for discussion at plenary, resulting in setting up a House of Representative Joint Committee of Petroleum Upstream and Gas Resources to work with NEITI Secretariat and push for the implementation of audit recommendations.

Similarly, in November 2023, NEITI published its Fiscal Allocation and Statutory Disbursement (FASD) audit report. The report, which covered the period 2020-2021 tracked and disclosed the disbursement and application of extractive industries revenues to statutory recipients and beneficiaries' agencies. The conduct and publication of oil, gas and mining sector reports as well as the FASD report were in line with the objectives of Nigeria's EITI country work plan on sustaining extractive industries sector governance through regular, timely and qualitative industry reports.

ii. Dissemination of Audit Reports:

To ensure wider dissemination, accessibility and utility of the industry audit report, Nigeria EITI secretariat simplified the reports in infographics and published the three reports (oil, gas and mining as well as Fiscal Allocation and Statutory Disbursement audits). The reports were also presented to the media and the civil society at a separate forum within the period under review. This was followed up with wider dissemination of the reports using different media platforms. Nigeria EITI also embarked on a robust and extensive media engagement, including several media appearances to discuss the reports. These media events were conducted using social/digital media, radio and television platforms. The simplification, publication and dissemination of the reports were in line with Nigeria EITI's country work plan objective of increasing public understanding and access to Nigeria's EITI reports and knowledge products through regular strategic communications, dissemination and outreach.

iii. Nigeria Scored Moderate (72 points) in the global EITI Validation Exercise:

In 2023, Nigeria EITI made moderate score of 72 point out of 100 points in the EITI validation exercise conducted by the global body. The validation exercise is a quality assessment mechanism used by the global EITI to measure compliance and hold its member countries to its global requirement and standard. The global EITI in arriving at the moderate score of 72 points noted in its validation report that Nigeria upheld robust information disclosures in her extractive industries, which it said has informed extensive public debate on the management of the country's extractive sectors. The global body also noted that Nigeria launched a public beneficial ownership register and that the government has used ownership data to assess oil, gas and mining license applications. The EITI validation report however recommended the need to strengthen disclosures by the national oil company, Nigeria National Petroleum Company Limited (NNPCL), and make

progress on contracts disclosures, noting that Nigeria needs to strengthen multi-stakeholder oversight of EITI implementation and NEITI, among other recommendations. Nigeria has until January 2026 to implement these recommendations and corrective actions.

iv. NEITI Data Centre Project:

Nigeria EITI in 2023 embarked on the establishment of a Data Center to support and lead Nigeria's compliance to EITI Open Data Policy contained in requirements 7.2 of the EITI 2023 Standard. The project was conceived under the policy guidance of the past NSWG and sustained by the new NSWG. Work on the NEITI Data Center project is progressing well. When completed, the Center is expected to serve as a central reservoir for information and data from all NEITI Industry Reports since inception. It is also designed to serve as a warehouse of data on extractive industries issues especially from our covered entities, the government, civil society and the legislature. Giving the increasing demand for information and data from NEITI from these entities and more, the project when completed will, no doubt, broaden and strengthen NEITI's information and data dissemination efforts and capacity, and enable evidence-based public debate as outlined in requirements 7.2 in the 2023 EITI Standards.

v. Shaping Reforms through Policy Engagements and Strategic Partnerships:

Nigeria EITI conducted and published a study tilted: "Cost of Fuel Subsidy to the Nation: Options for Policy Review" in 2023. The study provided data on the implications of petroleum subsidy on the country's economy as well as the potential benefits of subsidy removal to citizens and the economy. The study recommended a phased removal of petroleum and complete deregulation of petroleum downstream sector in Nigeria, speedy completion of rehabilitation of government-owned refineries, use of savings from subsidy removal for social investment programs, among others. Following the conclusion of the policy paper, its findings and recommendations were submitted to the Coordinating Minister of Economy and Finance. The publication of this policy paper contributed the Nigeria's government decision to end subsidy on Premium Motor Spirit (PMS).

Nigeria EITI also developed and submitted a Policy Advisory on the Way Forward in the Reforms of Nigeria's Oil and Gas and Mining Sector in Nigeria to the new government upon inauguration in 2023. The policy advisory recommended to government on key areas of reforms in the Extractive industry, including the need for full implementation of Petroleum Industry Act (PIA), Reform of the petroleum downstream sector and Review of the Nigeria's gas implementation policy. This Policy Advisory helped to shape the new administration direction on its policies in the oil, gas and mining sectors. Also, in the period

under review, Nigeria EITI launched Environmental and Gender Reporting Frameworks. The documents served as policy and advocacy instruments to draw the attention of policy makers and citizens on gender and environmental issues in the extractive industries.

Similarly, Nigeria EITI produced policy paper and submitted to the Presidential Committee (Special Investigation Panel) on oil theft. The paper, tilted: "memorandum on crude oil theft" helped in shaping the work and recommendations of the Committee on combating oil theft in the country. Furthermore, Nigeria EITI worked closely with the Nigerian Financial Intelligence Unit (NFIU) and other stakeholders to develop a typology study on corruption in Nigeria's extractive sector. This work helped Nigeria government to comply with global Anti-Money Laundry/Combating Financing of Terrorism (AML/CFT) requirement and implement the Inter-Governmental Action Group Against Money Laundering (GIABA)/Financial Action Tax Force (FATF) recommendations. This is consistent with Nigeria's EITI objectives of strengthening extractive sector governance and reforms through policy research, and strategic stakeholder engagement.

In May 2023, Nigeria EITI launched the Environmental and Gender Reporting Frameworks. The documents operationalize EITI's requirements on gender and environment, and serve as a guide for Nigeria EITI stakeholders to implement gender inclusion and environmental reporting in the sector. Also in 2023, NEITI served on the Presidential Investigation Panel on Crude Oil Theft & Loses which was set up on 6th December 2022. The Committee commenced sitting in January and submitted its report in March 2023. The Panel called for Memoranda. NEITI produced and submitted a policy document which served as an official memorandum to the government's Presidential Committee (Special Investigation Panel) and participated actively throughout its proceedings. NEITI's submission constituted part of the report and recommendations to curb high levels of crude oil theft in the country submitted by the Officer of the National Security Adviser to Nigeria's president in March 2023.

vi. Strengthening Collaboration and Engagements with Stakeholders:

In 2023, Nigeria EITI collaborated with Global Rights to host a National Conference, tagged: "Mining Indaba". The conference focused on "Promoting Fiscal Justice & Social Safeguards in the Solid Minerals Sector". The conference helped to shape public conversation on how government should prioritize the solid minerals sector as a major source of revenue and diversification of the Nigeria's economy. Similarly, Nigeria EITI and Space for Change (S4C) co-hosted second edition of the National Extractives Dialogue (NED). The event, themed "Host Community Development Trusts: Catalyzing Equitable Benefit-Sharing & Sustainable Prosperity For All" provided platform stakeholders in the extractives industry to discuss and explore pathways for strengthening accountability and

transparent management of oil, gas, and mineral resources in the sub region. The program helped to examine best approaches to maximize the impact of Host Community Development Trusts (HCDTs) as provided in the PIA. The Conference was part of efforts to sensitize and mobilize citizens at grassroots levels on the implementation of EITI requirement on social and economic spending.

In 2023, Nigeria EITI embarked on several bilateral engagements with sister agencies to resolve some of the remedial issues in its industry reports. For instance, the agency partnered with Nigeria Upstream Petroleum Regulatory Commission (NUPRC) to resolved some corrective actions in the NEITI oil and gas report as it concerns the Commission. Nigeria EITI is also engaged bilaterally with Corporate Affairs Commission (CAC) on Beneficial Ownership Reporting. Similarly, Nigeria EITI's engagements with the National Assembly led to the debate of the agency's oil and gas report at Plenary of the House of Representatives and improved legislative oversight of the oil and gas sector in Nigeria. Also, in the period under review, Nigeria EITI was invited to serve in Presidential Task Force on Crude Oil Theft. NEITI membership of the committee provided opportunity for the agency to present findings and recommendations of its oil and gas reports including verifiable data on the menace of crude oil theft and losses to the federation. The outcome of the committee assignment was a presentation of a policy advisory to government with recommendations on how to combat crude oil theft and losses. Some of the recommendations of the report are being implemented by government.

Nigeria EITI sustained efforts to strengthen relationship with companies in the period under review. A new Chair of the NEITI - Companies Forum was elected in 2023 with a commitment to support the EITI implementation in Nigeria. Furthermore, Nigeria EITI deepened its relations with development partners in Nigeria. For instance, Open Ownership, BudgIT Foundation and NEITI co-hosted a program, titled "Connecting the Dots". The program helped to strengthen the capacity of civil society actors in the implementation of beneficial ownership transparency. These collaborations and engagements with stakeholders were in line with the objective of NEITI work plan of broadening and strengthening stakeholders' engagements and partnerships.

vii. Sustains Nigeria's Membership of the Global EITI

Nigeria is a member of the global EITI made up of over 50 member countries drawn from all the continents of the world. NEITI coordinated Nigeria's participation in global Extractive Industry Transparency Initiative (EITI) Conference held in Senegal in June 2023. The Conference was a gathering of EITI global community and stakeholders – government, companies, civil society and development partners. The Conference, which holds every three years provides platform for stakeholders to review EITI implementation globally and

take key decisions on how to improve the standard and performance of the global body. In the period under review, NEITI sustained Nigeria's membership of the global EITI by ensuring strict compliance to its standards and requirements.

17.3 Challenges

i. Timely Implementation of NEITI Audits Recommendations

The industry audits carried out by NEITI are designed to uncover inefficiencies and lapses in the typically enable the loss of revenue and other economic malfeasance in the extractive industry. These lapses are addressed through the remediation mechanism of the Nigeria EITI process. Despite the reforms that have been recorded in the sector, some lingering and reoccurring issues still remains. This is due largely to NEITI's inability to enforce its recommendations. Given the powerful interests that dominate the oil and gas industry, it is difficult for the agency to compel covered entities in the sector to implement recommendations or comply with transparency and accountability requirements in the sector as it lacks enforcement powers to do so.

ii. Mainstreaming & Systematic Disclosure - the future of EITI

The value of transparency to the extractive sector can only be fully realized when it is mainstreamed within the organizations and institutions in the sector. Besides, Mainstreaming and systematic disclosure is seriously encouraged by the global EITI. But it is difficult for NEITI to attain this objective on its own without cooperation of these agencies and companies operating in the extractive industries considering the traditional opacity in the sector.

iii. Inter-Agency collaboration & cooperation- Building synergy.

While NEITI has received reasonable cooperation from extractive industry and anticorruption agencies in carrying out its mandate, this collaboration has been achieved largely through moral suasion and voluntary initiatives. The Inter-ministerial Task Team (IMTT) which was established under the auspices of NEITI by the Federal Government needs to be reconstituted with high-level representation and strengthened with political oversight, well-equipped and adequately resourced to serve as an effective coordinating platform for reforms in the extractive industry.

iv. Adequacy & timely release of funds for NEITI's operations

NEITI continue to depend largely on government allocation to implement its programmes and projects. Whereas NEITI's programs are required to enable Nigeria to meet international obligations that the country committed to, and these global commitments are time-bound, the agency cannot deliver on this mandate when budgetary releases are

delayed. In addition to these challenges, NEITI continues to struggle to deliver audits that meet global standards given its very limited budget.

v. Dissolution of National Stakeholders Working Group (NSWG)

The National Stakeholders Working Group (NSWG) also known as NEITI Board, which was constituted in July 2021 to oversee the Nigeria Extractive Industries Transparency Initiative (NEITI) was unfortunately affected by the Federal Government Dissolution of all Boards of Government Agencies announced by President Ahmed Bola Tinubu's administration in June 2023. The development was a major setback on general operations and implementation of NEITI 2023 Country Work Plan and overall, 5-year NEITI Strategic Plan. The existence of the multi-stakeholder working group is a mandatory and compulsory requirement for the country's membership in Nigeria (inclusive) of the 57-member international organization with headquarters in Oslo, Norway.

vi. Staff Training and Exposure

The extractive industry globally is highly technical and is being operated by highly skilled manpower whose skills are constantly being improved to meet global competitiveness. Correspondingly, the skills required to provide effective oversight need to be commensurate with industry standards. However, due to severe resource constraints, NEITI cannot develop the capacity of its staff at par with global and industry standard.

17.4 Recommendations

i. Review NEITI Act to enhance institutional effectiveness - The Act lays down a clear mandate of transparency and accountability but does not empower the agency with sufficient instruments to enforce the provisions. For instance, the Act mandates NEITI to eliminate all forms of corruption in the extractive industry but does not empower NEITI to enforce compliance. To render such provisions effective, there is therefore need for government to support the amendment of the NEITI Act.

ii. Adequate and timely funding for NEITI - The funding of NEITI should be prioritized and guaranteed by the remittance of a percentage of transactions in the extractive industry. The parameter for determining this statutory allocation should be determined by any relevant indices that government considers appropriate for funding transparency and accountability policies and programs in the sector. This recommendation is consistent with what currently obtains in the sector where institutions that regulate or support revenue generation are guaranteed a fixed percentage of revenue from the sector.

iii. Political commitment to EITI implementation - In line with the global standard for transparency, the first condition is that implementing countries should demonstrate a political-level commitment to the implementation of the initiative in the country.

NEITI, therefore, recommends that government back its commitments with policy action that would facilitate the effective execution of the NEITI mandate. Other aspects of EITI implementation should be similarly supported by the government.

iv. Implementation of findings and recommendations of NEITI reports - While other measures listed above would enable NEITI to enforce certain recommendations of its audit reports by covered entities, certain issues in the industries can only be implemented through government-level action like deliberate policy change. The government must put mechanisms in place to facilitate quick implementation of NEITI's recommendations. This would help to sustain the gains recorded by the ongoing reforms in the industry.

CHAPTER EIGHTEEN

BORDER COMMUNITIES' DEVELOPMENT AGENCY (BCDA)

Border Communities Development Agency (BCDA) was established by an Act of the National Assembly, Act No. 23 of 2003 (amended 2006). The Agency is saddled with the responsibility of providing basic sustainable socio-economic infrastructure and poverty alleviation programmes to the Border Communities in Nigeria. As an Agency of the Federal Government, BCDA is committed to uplifting the lives and livelihood of citizens living in the Border Communities.

The statutory mandate of the Agency covers over 3000 Border Communities in 105 Local Government Areas spread across 21 States of the Federation with an estimated population of over 21million people. The enormity of the statutory responsibilities of the Agency cannot therefore be over emphasized, in terms of both the target population and land mass, which are mostly difficult and hazardous terrain.

18.2 Policies Initiated in the Year 2023

There are Internal and External policies that were initiated:

a. **Internal Policies**

Regular conduct of staff capacity building exercise through trainings, workshops, and seminars.

Regular conduct of promotion examination for qualified staff. About twenty-two (22) staff who passed the promotion examinations were promoted in the last exercise.

Strengthening the monitoring and evaluation process of the Agency to ensure high-quality execution of the Agency's projects with a view to maintaining its strategic vision.

Strict compliance with the Public Procurement Act 2007and the Financial Regulation in the execution of projects captured under the BCDA 2023 Appropriation Act.

b. External Policies

Strict supervision of project implementation to ensure quality and adherence to the Public Procurement Act 2007.

Creation of an effective supervision process for empowerment and training projects by ensuring that beneficiaries are identified, items procured are properly labelled and distribution of items for empowerment and training programmes adequately conducted.

Regular collaborative engagement with critical stakeholders from Border Communities by the Management of the Agency to collate their needs and opinions on effective ways to assist the Border Communities.

Creation of fully operational Zonal Offices in Maiduguri (North-East Zone), Katsina (North-West Zone), and Yenagoa (South-South Zone). The South-West Zonal Office in Abeokuta and the North-Central Zonal Office in Minna are due to take-off soon.

18.3 Policies/Programmes/Projects Implementation with Pictures in 2023

The Agency executed 308 projects across 21 Border States in year 2023. These projects in the Social and Economic Sectors have contributed to the GDP of the Nation. A breakdown of the projects executed are as follows:

Border Communities' Development Agency Capital Projects 2023		
S/N	**Project Categories**	**2023**
	Provision of Economic Empowerment Materials	74
	Training and Capacity Building	29
	Roads/Bridges/Culverts/Erosion Control	52
	Electrification	54
	School and Educational Infrastructure	26
	Portable Water Supply/Borehole	25
	Capacity/Skills Acquisition Centre	19
	Provision of Health Centre/Maternity Centre	15
	Residential/Resettlement Housing Scheme	2
	Development of Boarder Markets	4
	Agricultural Development	3
	Sporting and Recreational Facilities	4
	Security Post	1
Total		**308**

In order to aid the systematic and well-structured development of the Border Areas in the Country and to satisfy the desire of other stakeholders, the Agency curated a 5-Year Strategic Action Plan (SAP) 2021-2025 fully aligned to the Medium-Term National Development Plan (MTNDP 2021-2025) of the Federal Government as a blue print for future reference and guidance in its work.

The list of the projects and their locations as provided with pictorial/graphical representation of a selected sample attest to the veracity of our project implementation and delivery as part of the Agency's achievements during the year 2023.

BORDER COMMUNITIES' DEVELOPMENT AGENCY (BCDA) HQTRS				
2023 CAPITAL PROJECT REPORT				
S/N	**PROJECT CATEGORY**	**PROJECT DESCRIPTION**	**PROJECT LOCATION**	**PROJECT SATUS**
1	AGRICULTURAL DEVELOPMENT	COMPLETION AND EQUIPPING OF RICE PROCESSING MILL WITH 5 NO. MINI MILLS 30KVA GENERATOR IN KONDUGA, KONDUGA L.G.A, BORNO STATE.	KONDUGA, KONDUGA L.G.A, BORNO STATE.	COMPLETED
2	AGRICULTURAL DEVELOPMENT	CONSTRUCTION OF VEGETABLE BEDS IN SELECT COMMUNITIES IN OKIGWE NORTH, IMO STATE	OKIGWE NORTH, IMO STATE	ON-GOING
3	AGRICULTURAL DEVELOPMENT	CONSTRUCTION OF VEGETABLE BEDS AND BOREHOLES IN SELECT COMMUNITIES, OKIGWE NORTH, IMO STATE	OKIGWE NORTH, IMO STATE	ON-GOING
4	CAPACITY/SKILLS ACQUISITION CENTRE	REHABILITATION OF NEMBE CITY TOWN HALL/PROVISION OF FIXED FURNITURE, BAYELSA EAST SENATORIAL DISTRICT, BAYELSA STATE.	NEMBE CITY, BAYELSA STATE.	COMPLETED
5	CAPACITY/SKILLS ACQUISITION CENTRE	COMPLETION, FURNISHING AND EQUIPPING OF SKILL ACQUISITION CENTRE IN MIRINGA	MIRINGA	COMPLETED
6	CAPACITY/SKILLS ACQUISITION CENTRE	CONSTRUCTION OF TOWN HALL IN SHONGA DISTRICT, EDU LGA, KWARA STATE	SHONGA DISTRICT, EDU LGA, KWARA STATE	COMPLETED
7	CAPACITY/SKILLS ACQUISITION CENTRE	CONSTRUCTION OF ASSEMBLY HALL IN GWANI MUHD DAN GUNDUWAWA QUR'ANIC COLLEGE, KANO CENTRAL SENATORIAL DISTRICT	GWANI MUHD DAN GUNDUWAWA QUR'ANIC COLLEGE, KANO STATE	COMPLETED
8	CAPACITY/SKILLS ACQUISITION CENTRE	CONSTRUCTION OF BADDEGI TOWNSHIP ROAD WITH DRAINS, KERBS AND ALL IN ONE SOLAR STREETLIGHTS NIGER STATE	BADDEGI TOWNSHIP, NIGER STATE	COMPLETED

9	CAPACITY/SKILLS ACQUISITION CENTRE	CONSTRUCTION OF ICT CENTER AT GWADA IN NIGER EAST SENATORIAL DISTRICT	GWADA IN NIGER STATE	COMPLETED
10	CAPACITY/SKILLS ACQUISITION CENTRE	CONSTRUCTION OF ORPHANAGE HOME IN SUNDIMINA, JIGAWA STATE.	SUNDIMINA, JIGAWA STATE.	COMPLETED
11	CAPACITY/SKILLS ACQUISITION CENTRE	RENOVATION/CONSTRUCTION WORKS (ROOFING, WINDOWS, DOORS, CEILING, TILING, ELECTRIFICATION ETC) AT OPU-NEMBE (BASSAMBIRI) CITY HALL, NEMBE LGA, BAYELSA EAST SENATORIAL DISTRICT, BAYELSA STATE	OPU-NEMBE (BASSAMBIRI) CITY HALL, NEMBE LGA, BAYELSA STATE	COMPLETED
12	CAPACITY/SKILLS ACQUISITION CENTRE	REHBILITATION OF PAIKO TOWN COMMUNITIES HALL IN NIGER EAST SENATORIAL DISTRICT	PAIKO TOWN, NIGER STATE	COMPLETED
13	CAPACITY/SKILLS ACQUISITION CENTRE	REHABILITATION OF BASSAMBIRI CIVIC CENTRE NEMBE LGA, BAYELSA EAST SENATORIAL DISTRICT, BAYELSA STATE.	BASSAMBIRI CIVIC CENTRE NEMBE LGA, BAYELSA STATE.	COMPLETED
14	CAPACITY/SKILLS ACQUISITION CENTRE	SUPPLY OF FURNITURE FOR IDELLE-OBEKO TOWN HALLS IN OBI LGA BENUE STATE	IDELLE-OBEKO TOWN, OBI LGA BENUE STATE	COMPLETED
15	CAPACITY/SKILLS ACQUISITION CENTRE	REHABILITATION OF YWON-BRASS COMMUNITY HALL (PERIMETER FENCING AND LANDSCAPING) BRASS LGA, BAYELSA EAST SENATORIAL DISTRICT, BAYELSA STATE.	YWON-BRASS COMMUNITY , BRASS LGA, , BAYELSA STATE.	COMPLETED
16	CAPACITY/SKILLS ACQUISITION CENTRE	COMPLETION OF AN ICT CENTER IN OGBOMOSO, OGBOMOSO L.G.A, OYO STATE.	OGBOMOSO, OGBOMOSO L.G.A, OYO STATE.	COMPLETED
17	CAPACITY/SKILLS ACQUISITION CENTRE	REHABILITATION OF TWON BRASS TOWN HALL, INCLUDING PROVISION OF FIXED FURNITURE, BAYELSA EAST SENATORIAL DISTRICT, BAYELSA STATE	TWON BRASS TOWN , BAYELSA STATE	COMPLETED
18	CAPACITY/SKILLS ACQUISITION CENTRE	COMPLETION OF SKILL ACQUISITION CENTRE WITH SOLAR POWERED BOREHOLES AND OVERHEAD TANK AT	OBUDU, OBUDU LGA, CROSS RIVER STATE.	COMPLETED

		OBUDU, OBUDU LGA, CROSS RIVER STATE.		
19	CAPACITY/SKILLS ACQUISITION CENTRE	CONTINUATION OF THE ON-GOING CONSTRUCTION OF THE IMUSHIN-AJINA SHOPPING MALL, ITA-NLA,IJEBU-IMUSHIN, IJEBU-EAST LGA, OGUN STATE.	ITA-NLA, IJEBU-IMUSHIN, IJEBU-EAST LGA, OGUN STATE.	ON-GOING
20	CAPACITY/SKILLS ACQUISITION CENTRE	CONSTRUCTION OF NNEWI YOUTH CLUB HALL IN AWKA FOR ANSOSED, ANAMBRA STATE.	NNEWI, AWKA, ANAMBRA STATE.	ON-GOING
21	CAPACITY/SKILLS ACQUISITION CENTRE	REHABILITATION OF KAGARA TOWN HALL IN NIGER EAST SENATORIAL DISTRICT	KAGARA TOWN, NIGER STATE	COMPLETED
22	CAPACITY/SKILLS ACQUISITION CENTRE	FURNISHING OF SKILL ACQUISITION CENTRE, ABAK, AKWA IBOM STATE.	ABAK, AKWA IBOM STATE.	ON-GOING
23	DEVELOPMENT OF BORDER MARKETS	COMPLETION OF BORDER MARKET STALLS, LOCK-UP SHOPS WITH SOLAR POWERED BOREHOLE WITH OVERHEAD TANK IN MAKUM-OMI, OGUN WATER SIDE L.G.A, OGUN STATE.	MAKUM-OMI, OGUN WATER SIDE L.G.A, OGUN STATE.	COMPLETED
24	DEVELOPMENT OF BORDER MARKETS	COMPLETION OF BORDER MARKET LOCK-UP SHOPS AND STALLS WITH SOLAR POWERED BOREHOLE IN OBANLIKU, CROSS RIVER STATE.	OBANLIKU, CROSS RIVER STATE.	COMPLETED
25	DEVELOPMENT OF BORDER MARKETS	COMPLETION OF ULTRA-MODERN MARKET IN IPOKIA, IPOKIA KINGDOM L.G.A, OGUN STATE.	IPOKIA L.G.A, OGUN STATE.	COMPLETED
26	DEVELOPMENT OF BORDER MARKETS	COMPLETION OF BORDER MARKET STALLS, LOCK-UP SHOPS WITH SOLAR POWERED BOREHOLE WITH OVERHEAD TANK IN OGRIAGBENE TOWN, DELTA STATE.	OGRIAGBENE TOWN, DELTA STATE.	ON-GOING
27	ELECTRIFICATION	ELECTRIFICATION WORKS AT JINGINA, IN BIRNIN KUDU LGA, JIGAWA SOUTHWEST SENATORIAL DISTRICT, JIGAWA STATE.	JINGINA, IN BIRNIN KUDU LGA, JIGAWA STATE.	COMPLETED
28	ELECTRIFICATION	SUPPLY OF ALL IN SOLAR STREET LIGHT IN IJAGBO, IPEE, IGOSUN AND IKOTUN	IJAGBO, IPEE, IGOSUN AND IKOTUN, KWARA STATE	COMPLETED

		COMMUNITIES IN KWARA STATE		
29	ELECTRIFICATION	PROVISION OF ALL-IN-ONE SOLAR POWERED STREET LIGHTS IN MBAINO, IMO STATE	MBAINO, IMO STATE	COMPLETED
30	ELECTRIFICATION	ELECTRIFICATION OF MAYO-LOPE TOWN (MAYO-LOPE-APPAWA PHASE I) LAU LGA OF TARABA STATE.	MAYO-LOPE TOWN, LAU LGA OF TARABA STATE.	COMPLETED
31	ELECTRIFICATION	ELECTRIFICATION OF MAYO-LOPE TOWN (APPAWA LUBE-MARARABA ZING PHASE II) LAU LGA OF TARABA STATE.	MAYO-LOPE TOWN, LAU LGA OF TARABA STATE.	COMPLETED
32	ELECTRIFICATION	PROVISION OF 3-IN-ONE SOLAR STREET LIGHT IN SELECTED TOWNS IN EDO CENTRAL SENATORIAL DISTRICT, EDO STATE	EDO CENTRAL SENATORIAL DISTRICT, EDO STATE	COMPLETED
33	ELECTRIFICATION	PROVISION OF INTEGRATED STREET LIGHTS IN ODIGBO AND OKITIPUPA LGAS, ONDO SOUTH SENATORIAL DISTRICT, ONDO STATE	ODIGBO AND OKITIPUPA LGAS, ONDO STATE	COMPLETED
34	ELECTRIFICATION	ELECTRIFICATION OF WUSE/AKIRI ROM AZARA AWE LGA, NASARAWA SOUTH, NASARAWA STATE.	WUSE/AKIRI ROM AZARA AWE LGA, NASARAWA STATE.	COMPLETED
35	ELECTRIFICATION	PROVISION AND INSTALLATION OF ALL-IN-ONE SOLAR STREET LIGHTS FROM AWUJALE PALACE TO STADIUM IN IJEBU ODE, OGUN STATE.	IJEBU ODE, OGUN STATE.	COMPLETED
36	ELECTRIFICATION	PROVISION AND INSTALLATION OF SOLAR STREET LIGHT IN VARIOUS COMMUNITIES IN BENUE SOUTH SENATORIAL DISTRICT	BENUE SOUTH SENATORIAL DISTRICT, BENUE STATE	COMPLETED
37	ELECTRIFICATION	PROVISION OF HIGHPOWERED STREETLIGHTS IN SOME STRATEGIC BLACK SPOTS IN AKURE SOUTH, ONDO STATE	AKURE SOUTH, ONDO STATE	COMPLETED
38	ELECTRIFICATION	PROVISION AND INSTALLATION OF SOLAR POWERED STREET LIGHT,	FEDERAL CONSTITUENCY, KADUNA STATE	COMPLETED

		FEDERAL CONSTITUENCY, KADUNA STATE		
39	ELECTRIFICATION	SUPPLY AND INSTALLATION OF SOLAR STREET LIGHT IN NGURU/YUSUFARI/ MACHINA/ KARASUWA FEDERAL CONSTITUENCY YOBE STATE	NGURU/YUSUFARI/ MACHINA/ KARASUWA FEDERAL CONSTITUENCY YOBE STATE	COMPLETED
40	ELECTRIFICATION	SUPPLY AND INSTALLATION OF SOLAR STREET LIGHT IN NGURU/MACHINA/KARASUWA FEDERAL CONSTITUENCY, YOBE STATE	NGURU/MACHINA/KARASUWA FEDERAL CONSTITUENCY, YOBE STATE	COMPLETED
41	ELECTRIFICATION	CONSTRUCTION OF ALL-IN-ONE SOLAR STREET LIGHTS IN:(1) ADAJA COMMUNITY, UDU LGA (2) UKALE COMMUNITIES, UGHELLI SOUTH LGA (3) UWHERU COMMUNITY, UGHELLI NORTH LGA IN UDU, UGHELLI NORTH AND UGHELLI SOUTH FEDERAL CONSTITUENCY,	(1) ADAJA COMMUNITY, UDU LGA (2) UKALE COMMUNITIES, UGHELLI SOUTH LGA (3) UWHERU COMMUNITY, UGHELLI NORTH LGA IN UDU, UGHELLI NORTH AND UGHELLI SOUTH FEDERAL CONSTITUENCY,	COMPLETED
42	ELECTRIFICATION	PROVISION AND INSTALLATION OF ALL-IN-ONE SOLAR POWERED STREET LIGHTNING IN URBAN COMMUNITIES IN EDO STATE	URBAN COMMUNITIES IN EDO STATE	COMPLETED
43	ELECTRIFICATION	PROVISION AND INSTALLATION OF ALL-IN-ONE SOLAR POWERED STREET LIGHTING SYSTEM IN EDO STATE.	EDO STATE.	COMPLETED
44	ELECTRIFICATION	SUPPLY AND INSTALLATION OF 3 IN 1 SOLAR STREETLIGHT IN BESSE TOWN, SAMANAJI TOWN, LIBBA TOWN AND ZUGU TOWN IN KOKO-BESSE/MAIYAMA FEDERAL CONSTITUENCY KEBBI STATE	BESSE TOWN, SAMANAJI TOWN, LIBBA TOWN AND ZUGU TOWN IN KOKO-BESSE/MAIYAMA FEDERAL CONSTITUENCY KEBBI STATE	COMPLETED
45	ELECTRIFICATION	REHABILITATION OF SOLAR STREET LIGHT IN SOME SELECTED LOCATIONS OF NORTH EAST	NORTH EAST	COMPLETED

46	ELECTRIFICATION	ELECTRIFICATION OF IPOM COMMUNITY, UGBOJU, OTUKPO LGA, BENUE SOUTH SENATORIAL DISTRICT, BENUE STATE	IPOM COMMUNITY, UGBOJU, OTUKPO LGA, BENUE STATE	COMPLETED
47	ELECTRIFICATION	PROVISION OF 3 IN 1 SOLAR STREET LIGHTS IN ZANGO/BAURE, KATSINA STATE	ZANGO/BAURE, KATSINA STATE	COMPLETED
48	ELECTRIFICATION	PROVISION AND INSTALLATION OF SOLAR STREET LIGHT IN BRIGADIER ADEMULEGUN ROAD, ONDO WEST, ONDO STATE	BRIGADIER ADEMULEGUN ROAD, ONDO WEST, ONDO STATE	COMPLETED
49	ELECTRIFICATION	PROVISION AND INSTALLATION OF ALL-IN ONE SOLAR POWERED STREETLIGHTS IN UGHELLI NORTH, UGHELLI SOUTH AND UDU LGAS, DELTA STATE	UGHELLI NORTH, UGHELLI SOUTH AND UDU LGAS, DELTA STATE	COMPLETED
50	ELECTRIFICATION	INSTALLATION OF ALL-IN-ONE SOLAR STREET LIGHT IN ZAMFARA STATE	ZAMFARA STATE	COMPLETED
51	ELECTRIFICATION	SUPPLY AND INSTALLATION OF SOLAR STREET LIGHTS IN WARRI FEDERAL CONSTITUENCY OF DELTA STATE	WARRI FEDERAL CONSTITUENCY OF DELTA STATE	COMPLETED
52	ELECTRIFICATION	INSTALLATION OF SOLAR STREET LIGHTS IN SELECTED COMMUNITIES OF ELEME & TAI LGA OF ELEME/OYIGBO/TAI FEDERAL CONSTITUENCY, RIVERS STATE	ELEME & TAI LGA OF ELEME/OYIGBO/TAI FEDERAL CONSTITUENCY, RIVERS STATE	COMPLETED
53	ELECTRIFICATION	PROVISION OF SOLAR STREET LIGHT IN CHANCHAGA LGA IN NIGER EAST SENATORIAL DISTRICT.	CHANCHAGA LGA IN NIGER EAST SENATORIAL DISTRICT.	COMPLETED
54	ELECTRIFICATION	INSTALLATION OF SOLAR STREET LIGHTS IN WADATA TOWN, BENUE STATE.	WADATA TOWN, BENUE STATE.	COMPLETED
55	ELECTRIFICATION	INSTALLATION OF SOLAR STREET LIGHTS IN SELLECTED COMMUNITIES OF OYIGBO LGA OF ELEME/OYIGBO/TAI FEDERAL CONSTITUENCY OF RIVERS STATE.	OYIGBO LGA OF ELEME/OYIGBO/TAI FEDERAL CONSTITUENCY OF RIVERS STATE.	COMPLETED

56	ELECTRIFICATION	PROVISION OF SOLAR POWERED STREET LIGHT AT EGWEAMA IN BRASS LGA, BAYELSA EAST SENATORIAL DISTRICT, BAYELSA STATE.	BRASS LGA, BAYELSA EAST SENATORIAL DISTRICT, BAYELSA STATE.	COMPLETED
57	ELECTRIFICATION	SUPPLY AND INSTALLATION OF SOLAR STREET LIGHT IN BAGUDO/SURU FEDERAL CONSTITUENCY KEBBI STATE	BAGUDO/SURU FEDERAL CONSTITUENCY KEBBI STATE	COMPLETED
58	ELECTRIFICATION	PROVISION AND INSTALLATION OF SOLAR STREET LIGHTS AT MOLUSI COLLEGE IJEBU-IGBO	MOLUSI COLLEGE IJEBU-IGBO	COMPLETED
59	ELECTRIFICATION	ELECTRIFICATION OF UKPA -AINU ETTE IN OJU LGA BENUE STATE	UKPA -AINU ETTE IN OJU LGA BENUE STATE	COMPLETED
60	ELECTRIFICATION	SUPPLY AND INSTALLATION OF SOLAR STREET LIGHT IN JIGAWA SOUTHWEST SENATORIAL DISTRICT.	JIGAWA SOUTHWEST SENATORIAL DISTRICT.	COMPLETED
61	ELECTRIFICATION	PROVISION AND INSTALLATION OF SOLAR POWERED STREET LIGHTS IN SOME SELECTED COMMUNITIES IN OBUBRA LGA CROSS RIVER STATE	OBUBRA LGA CROSS RIVER STATE	COMPLETED
62	ELECTRIFICATION	PROVISION AND INSTALLATION OF 3-IN-1 SOLAR STREET LIGHT IN SELECTED TOWNS IN EDO CENTRAL SENATORIAL DISTRICT, EDO STATE.	EDO CENTRAL SENATORIAL DISTRICT, EDO STATE.	COMPLETED
63	ELECTRIFICATION	PURCHASE/INSTALLATION OF A TRANSFORMER IN USHA, AGATU LGA, BENUE SOUTH SENATORIAL DISTRICT.	USHA, AGATU LGA, BENUE SOUTH SENATORIAL DISTRICT.	COMPLETED
64	ELECTRIFICATION	SUPPLY OF 500KVA, 33/0415 TRANSFORMER TO JIGAWA SOUTHWEST SENATORIAL DISTRICT.	JIGAWA SOUTHWEST SENATORIAL DISTRICT.	COMPLETED
65	ELECTRIFICATION	PROVISION AND INSTALLATION OF SOLAR STREETLIGHTS IN SELECTED COMMUNITIES IN MOKWA, EDATI, LAVUN, KATCHA AND AGAIE LAPAI IN NIGER SOUTH SENATORIAL DISTRICT, NIGER STATE	MOKWA, EDATI, LAVUN, KATCHA AND AGAIE LAPAI IN NIGER SOUTH SENATORIAL DISTRICT, NIGER STATE	COMPLETED

66	ELECTRIFICATION	PURCHASE OF TRANSFORMERS FOR OJU/OBI FEDERAL CONSTITUENCY	OJU/OBI FEDERAL CONSTITUENCY	COMPLETED
67	ELECTRIFICATION	PROVISION AND INSTALLATION OF SOLAR STREET LIGHTS IN SELECTED COMMUNITIES ACROSS YOBE EAST SENATORIAL DISTRICT, YOBE STATE.	YOBE EAST SENATORIAL DISTRICT, YOBE STATE.	COMPLETED
68	ELECTRIFICATION	PROVISION AND INSTALLATION OF SOLAR STREET LIGHTS IN DALLARE AND NEARBY VILLAGES IN JIGAWA STATE	DALLARE AND NEARBY VILLAGES IN JIGAWA STATE	COMPLETED
69	ELECTRIFICATION	PROVISION AND INSTALLATION OF SOLAR STREET LIGHTS AT MINIBIE AKASSA, BRASS LGA, BAYELSA EAST SENATORIAL DISTRICT, BAYELSA STATE.	MINIBIE AKASSA, BRASS LGA, BAYELSA EAST SENATORIAL DISTRICT, BAYELSA STATE.	COMPLETED
70	ELECTRIFICATION	CONSTRUCTION AND INSTALLATION OF SOLAR STREET LIGHTS IN GOMBE STATE	GOMBE STATE	COMPLETED
71	ELECTRIFICATION	RURAL ELECTRIFICATION OF OBURU-OYE COMMUNITIES IN OJU LGA, OJU/OBI FEDERAL CONSTITUENCY, BENUE STATE	OJU LGA, OJU/OBI FEDERAL CONSTITUENCY, BENUE STATE	COMPLETED
72	ELECTRIFICATION	PROVISION OF SOLAR STREET LIGHT IN ADO-EKITI IREPODUN -IFELODUN FEDERAL CONSTITUENCY EKITI STATE	ADO-EKITI IREPODUN - IFELODUN FEDERAL CONSTITUENCY EKITI STATE	COMPLETED
73	ELECTRIFICATION	SUPPLY AND INSTALLATION OF TRANSFORMERS IN ABI/YAKURR FEDERAL CONSTITUENCY, CROSS RIVER STATE.	ABI/YAKURR FEDERAL CONSTITUENCY, CROSS RIVER STATE.	COMPLETED
74	ELECTRIFICATION	PROVISION OF SOLAR STREET LIGHT IN EREKITI-LUWOYE COMMUNITY OF ONDO STATE,	EREKITI-LUWOYE COMMUNITY OF ONDO STATE,	COMPLETED
75	ELECTRIFICATION	PROVISION AND INSTALLATION OF SOLAR STREET LIGHT IN WADATA TOWN, BENUE STATE	WADATA TOWN, BENUE STATE	ON-GOING
76	ELECTRIFICATION	SUPPLY AND INSTALLATION OF 500KVA	WARRI SOUTH LGA	ON-GOING

		TRANSFORMERS IN WARRI SOUTH LGA		
77	ELECTRIFICATION	RURAL ELECTRIFICATION OF SELECTED COMMUNITIES IN ADAMAWA NORTH SENATORIAL DISTRICT, ADAMAWA STATE	ADAMAWA NORTH SENATORIAL DISTRICT, ADAMAWA STATE	ON-GOING
78	ELECTRIFICATION	ELECTRIFICATION THROUGH THE INSTALLATION OF SOLAR POWERED STREETLIGHTS IN SELECTED COMMUNITIES IN ANSOSED ANAMBRA	ANSOSED ANAMBRA, ANSOSED STATE	ON-GOING
79	ELECTRIFICATION	INSTALLATION OF INTEGRATED SOLAR POWERED STREET LIGHTS IN NNEWI NORTH LGA, ANSOSED, ANAMBRA STATE.	NNEWI NORTH LGA, ANSOSED, ANAMBRA STATE.	ON-GOING
80	ELECTRIFICATION	SUPPLY OF TRANSFORMERS FOR VARIOUS COMMUNITIES IN IMO EAST SENATORIAL DISTRICT	IMO EAST SENATORIAL DISTRICT	ON-GOING
81	PORTABLE WATER SUPPLY/BOREHOLE	PROVISION OF BOREHOLE IN EGWUMA PUBLI SQUARE AGATU BENUE	EGWUMA PUBLI SQUARE AGATU BENUE	COMPLETED
82	PORTABLE WATER SUPPLY/BOREHOLE	SINKING OF BOREHOLES IN VARIOUS PARTS OF BENUE SOUTH SENATORIAL DISTRICT.	BENUE SOUTH SENATORIAL DISTRICT.	COMPLETED
83	PORTABLE WATER SUPPLY/BOREHOLE	PROVISION OF BOREHOLES IN OROKAM	OROKAM	COMPLETED
84	PORTABLE WATER SUPPLY/BOREHOLE	CONSTRUCTION OF SOLAR POWERED BOREHOLES IN DUKKU/NAFADA FEDERAL CONSTITUENCY, GOMBE STATE.	DUKKU/NAFADA FEDERAL CONSTITUENCY, GOMBE STATE.	COMPLETED
85	PORTABLE WATER SUPPLY/BOREHOLE	PROVISION AND INSTALLATION OF WATER PIPES WITH OTHER ACCESSORIES IN PAIKO TOWN OF NIGER EAST SENATORIAL DISTRICT	PAIKO TOWN OF NIGER EAST SENATORIAL DISTRICT	COMPLETED
86	PORTABLE WATER SUPPLY/BOREHOLE	PROVISION AND INSTALLATION OF SOLAR POWERED BOREHOLES WITH OVER HEAD TANK IN SELECTED COMMUNITIES IN KATSINA NORTH SENATORIAL DISTRICT	KATSINA NORTH SENATORIAL DISTRICT	COMPLETED

87	PORTABLE WATER SUPPLY/BOREHOLE	CONSTRUCTION AND INSTALLATION OF SOLAR POWERED BOREHOLES (THREE NOS IN EACHOF THE 7 LGA), YOBE EAST SENATORIAL DISTRICT, YOBE STATE	YOBE EAST SENATORIAL DISTRICT, YOBE STATE	COMPLETED
88	PORTABLE WATER SUPPLY/BOREHOLE	DRILLING OF BOREHOLES AND PROVISION OF SOLAR POWERED STREET LIGHT AND SLOAR INVERTER AND CONSTRUCTION OF BLOCKS OF CLASRROMS IN ATISBO/SAKI-EAST/SAKI-WEST FEDERAL CONSTITUENCY OYO STATE	ATISBO/SAKI-EAST/SAKI-WEST FEDERAL CONSTITUENCY OYO STATE	COMPLETED
89	PORTABLE WATER SUPPLY/BOREHOLE	CONSTRUCTION OF SOLAR AND MOTORIZE BOREHOLES IN SELECTED COMMUNITTIES IN GOMBE/KWAMI AND FUNAKAYE FEDERAL CONSTITUENCY OF GOMBE STATE.	GOMBE/KWAMI AND FUNAKAYE FEDERAL CONSTITUENCY OF GOMBE STATE.	COMPLETED
90	PORTABLE WATER SUPPLY/BOREHOLE	REHABILITATION OF PCI WATER WORKS, OKPOGA, OKPOKWU LGA, BENUE SOUTH SENATORIAL DISTRICT.	OKPOGA, OKPOKWU LGA, BENUE SOUTH SENATORIAL DISTRICT.	COMPLETED
91	PORTABLE WATER SUPPLY/BOREHOLE	CONSTRUCTION OF INTEGRATED SOLAR BOREHOLES IN ILE OLUJI LG IN ONDO SOUTH SENATORIAL DISTRICT, ONDO STATE	ILE OLUJI LG IN ONDO SOUTH SENATORIAL DISTRICT, ONDO STATE	COMPLETED
92	PORTABLE WATER SUPPLY/BOREHOLE	PROVISION OF SOLAR POWERED BOREHOLE/STREET LIGHTS AT ABBI IN NDUKWA WEST LGA, DELTA STATE.	ABBI IN NDUKWA WEST LGA, DELTA STATE.	COMPLETED
93	PORTABLE WATER SUPPLY/BOREHOLE	PROVISION OF 3 NOS MOTORIZED SOLAR BOREHOLES WITH 160 METERS DEPTH 5, GALLONS TANK IN GIDAN DABO, TUDUN BULUS, GENERAL HOSPITAL GADA IN GADA LGA	GIDAN DABO, TUDUN BULUS, GENERAL HOSPITAL GADA IN GADA LGA	COMPLETED
94	PORTABLE WATER SUPPLY/BOREHOLE	CONSTRUCTION OF SOLAR POWERED BOREHOLES IN SOME SELECTED AREAS OF SOKOTO STATE	SOKOTO STATE	COMPLETED

95	PORTABLE WATER SUPPLY/BOREHOLE	PROVISION OF SOLAR POWERED BOREHOLE AND STREET LIGHTS AT ELEMEBIRI IN SAGBAMA LGA, BAYELSA STATE.	ELEMEBIRI IN SAGBAMA LGA, BAYELSA STATE.	COMPLETED
96	PORTABLE WATER SUPPLY/BOREHOLE	REHABILITATION OF BOREHOLES IN SOME SELECTED COMMUNITIES WITHIN JIGAWA SOUTHWEST SENATORIAL DISTRICT.	JIGAWA SOUTHWEST SENATORIAL DISTRICT.	COMPLETED
97	PORTABLE WATER SUPPLY/BOREHOLE	CONSTRUCTION OF BOREHOLE IN UNGUWAR MAINA, LAFIYA NASSARAWA STATE.	UNGUWAR MAINA, LAFIYA NASSARAWA STATE.	COMPLETED
98	PORTABLE WATER SUPPLY/BOREHOLE	REHABILITATION OF WATER PROJECT AT AKIPLAI IN OGBIA LGA, BAYELSA STATE.	AKIPLAI IN OGBIA LGA, BAYELSA STATE.	COMPLETED
99	PORTABLE WATER SUPPLY/BOREHOLE	CONSTRUCTION OF MOTORIZED BOREHOLEIN SELECTED COMMUNITIES IN BALI LGA, TARABA STATE	BALI LGA, TARABA STATE	COMPLETED
100	PORTABLE WATER SUPPLY/BOREHOLE	CONSTRUCTION OF HAND PUMPS AND TUBE WELLS IN JIGAWA STATE. BCDA/PRO/CONST/17/16.	JIGAWA STATE	COMPLETED
101	PORTABLE WATER SUPPLY/BOREHOLE	CONSTRUCTION OF 2 NOS. MOTORISED BOREHOLE AT JISHE AND KABONG COMMUNITIES, PLATEAU NORTH SENATORIAL DISTRICT AND SUPPLY OF SOLAR STREET LIGHTS IN SELECTED AREAS OF BARKIN LADI/RIYOM, PLATEAU NORTH SENATORIAL DISTRICT	JISHE AND KABONG , BARKIN LADI/RIYOM, PLATEAU STATE	COMPLETED
102	PORTABLE WATER SUPPLY/BOREHOLE	DRILLING OF 4 INDUSTRIAL BOREHOLES (WITH 50,000 LTRS OVERHEAD STEEL WATER TANK, WATER TREATMENT AND RETICULATION) FOR GBOKO LGA, BENUE STATE	GBOKO LGA, BENUE STATE	ON-GOING
103	PORTABLE WATER SUPPLY/BOREHOLE	DRILLING OF 2 INDUSTRIAL BOREHOLES (WITH 50,000 LTRS OVERHEAD STEEL WATER TANK, WATER TREATMENT AND RETICULATION) FOR GUMA LGA, BENUE STATE	GUMA LGA, BENUE STATE	ON-GOING

104	PORTABLE WATER SUPPLY/BOREHOLE	DRILLING OF 2 INDUSTRIAL BOREHOLES (WITH 50,000 LTRS OVERHEAD STEEL WATER TANK, WATER TREATMENT AND RETICULATION) FOR TARKA LGA, BENUE STATE	TARKA LGA, BENUE STATE	ON-GOING
105	PORTABLE WATER SUPPLY/BOREHOLE	CONSTRUCTION OF 5,000-SEATER PAVILLION AT FCC VIMTIM, MUBI NORTH, ADAMAWA NORTH SENATORIAL DISTRICT, ADAMAWA STATE	MUBI NORTH, ADAMAWA STATE	COMPLETD
106	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	SUPPLY OF TRICYCLES IN MASHI/DUTSI FED. CONSTITUENCY OF KATSINA STATE	MASHI/DUTSI FED. CONSTITUENCY OF KATSINA STATE	COMPLETED
107	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	PROVISION OF 100 NOS OF SEWING MACHINES AND MOTORCYCLES VALES AT 50 MILLION FOR EMPOWERMENT IN BIRNIWA/ KIRIKASMMA / GURI FEDERAL CONSTITUENCY OF JIGAWA STATE	BIRNIWA/ KIRIKASMMA / GURI FEDERAL CONSTITUENCY OF JIGAWA STATE	COMPLETED
108	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	EMPOWERMENT OF YOUTHS IN ANSOSED, ANAMBRA STATE.	ANSOSED, ANAMBRA STATE.	COMPLETED
109	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	PROCUREMENT OF TRACTORS WITH ACCESSORIES FOR FARMERS IN YOBE EAST SENATORIAL DISTRICT, YOBE STATE.	YOBE EAST SENATORIAL DISTRICT, YOBE STATE.	COMPLETED
110	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	PROCUREMENT AND DISTRIBUTION OF TRICYCLES FOR YOUTH AND WOMEN DEVELOPMENT IN YOBE EAST SENATORIAL DISTRICT, YOBE STATE.	YOBE EAST SENATORIAL DISTRICT, YOBE STATE.	COMPLETED
111	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	PROCUREMENT AND DISTRIBUTION OF FOREIGN USED VOLKSWAGON SHARON VEHICLES ACROSS YOBE EAST SENATORIAL DISTRICT, YOBE STATE.	YOBE EAST SENATORIAL DISTRICT, YOBE STATE.	COMPLETED
112	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	SUPPLY OF BIG BOATS WITH 40 HP YAMAHA ENGINES IN WARRI SOUTH-WEST LGA, DELTA STATE.	WARRI SOUTH-WEST LGA, DELTA STATE.	COMPLETED

113	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	PROCUREMENT AND SUPPLY OF AGRICULTURAL CHEMICALS: HERBICIDES, PESTICIDES, FERTILIZERS, SEED, ETC FOR EMPOWERMENT OF FARMERS IN ATISBO/SAKI-EAST/SAKI-WEST FEDERAL CONSTITUENCY, OYO STATE	ATISBO/SAKI-EAST/SAKI-WEST FEDERAL CONSTITUENCY, OYO STATE	COMPLETED
114	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	SUPPLY OF SCHOOL VEHICLE(S) TO GWANI MUHAMMADU DAN GUNDUWAWA QUR'ANIC COLLEGE, KANO CENTRAL SENATORIAL DISTRICT, KANO STATE	GWANI MUHAMMADU DAN GUNDUWAWA QUR'ANIC COLLEGE, KANO CENTRAL SENATORIAL DISTRICT, KANO STATE	COMPLETED
115	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	SUPPLY OF EMPOWERMENT ITEMS TO YOUTH IN TARABA NORTH SENATORIAL DISTRICT OF TARABA STATE.	TARABA NORTH SENATORIAL DISTRICT OF TARABA STATE.	COMPLETED
116	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	EMPOWERMENT OF 100 TRAINED YOUTHS AND WOMEN ON MODERN FISH FARMING IN ABI/ YAKURR FEDERAL CONSTITUENCY, CROSS RIVER STATE.	ABI/ YAKURR FEDERAL CONSTITUENCY, CROSS RIVER STATE.	COMPLETED
117	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	PROVISION OF RELIEF ITEMS TO PERSONS AFFECTED BY FLOOD IN TARABA NORTH SENATORIAL DISTRICT OF TARABA STATE.	TARABA NORTH SENATORIAL DISTRICT OF TARABA STATE.	COMPLETED
118	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	PROVISION OF AGRICULTURAL INPUT TO FARMERS AFFECTED BY FLOOD IN LAU AND KARIM-LAMIDO LGAS IN TARABA NORTH SENATORIAL DISTRICT OF TARABA STATE.	LAU AND KARIM-LAMIDO LGAS IN TARABA NORTH SENATORIAL DISTRICT OF TARABA STATE.	COMPLETED
119	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	PROVISION OF POVERTY ALLEVIATION: EMPOWERMENT MATERIALS TO WOMEN IN TARABA NORTH SENATORIAL DISTRICT OF TARABA STATE.	TARABA NORTH SENATORIAL DISTRICT OF TARABA STATE.	COMPLETED
120	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	SUPPLY OF SEWING MACHINES, HAIR DRESSING AND BARBING EQUIPMENT TO YOUTHS	UKANAFUN LGA, AKWA IBOM.	COMPLETED

		AND WOMEN IN UKANAFUN LGA, AKWA IBOM.		
121	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	PROVISION OF START-UP CAPITAL TO ASPIRING ENTREPRENEURS IN ANAMBRA SOUTH SENATORIAL DISTRICT	ANAMBRA SOUTH SENATORIAL DISTRICT	COMPLETED
122	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	SUPPLY OF MOTORCYCLES, SEWING MACHINES AND GRINDING MACHINES IN ABI/YAKURR FEDERAL CONSTITUENCY, CROSS RIVER STATE.	ABI/YAKURR FEDERAL CONSTITUENCY, CROSS RIVER STATE.	COMPLETED
123	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	GRANTS FOR SMALL SCALE BUSINESS FOR MEN AND WOMEN IN BRASS/NEMBE FEDERAL CONSTITUENCY BEYESA STATE	BRASS/NEMBE FEDERAL CONSTITUENCY BEYESA STATE	COMPLETED
124	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	SUPPLY AND DISTRIBUTION OF RICE IN 4 SELECTED COMMUNITIES OF (UNGUAN SHABA, DADI RIVER AND LUNGUN LIMAN) AS POST COVID19 PALLIATIVES	UNGUAN SHABA, DADI RIVER AND LUNGUN LIMAN	COMPLETED
125	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	SUPPLY OF RELIEF MATERIALS TO FLOOD DISPLACED PERSONS IN AMSHI TOWN, JAKUSKO, YOBE STATE	AMSHI TOWN, JAKUSKO, YOBE STATE	COMPLETED
126	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	SUPPLY OF TRICYCLES IN WARRI SOUTH LGA, DELTA STATE	WARRI SOUTH LGA, DELTA STATE	COMPLETED
127	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	EMPOWERMENT OF MECHANICS/VULCANIZERS ACROSS IKEJA	IKEJA. LAGOS STATE	COMPLETED
128	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	PROVISION OF GRANTS TO YOUTH AND WOMEN AFFECTED BY FLOOD IN SELECTED COMMUNITIES OF JANA LGA, JIGAWA STATE	JANA LGA, JIGAWA STATE	COMPLETED
129	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	SUPPLY AND DISTRIBUTION OF EMPOWERMENT ITEMS (SEWING MACHINES. GRINDING MACHINES, MOTOR CYCLES) IN BIRNIWA/ KIRIKASAMMA/ GURI FEDERAL CONSTITUENCY, JIGAWA STATE	BIRNIWA/ KIRIKASAMMA/ GURI FEDERAL CONSTITUENCY, JIGAWA STATE	COMPLETED

130	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	SUPPLY OF EMPOWERMENT MATERIALS FOR WOMEN AND YOUTHS, IKEJA FEDERAL CONSTITUENCY, LAGOS STATE	BIRNIWA/ KIRIKASAMMA/ GURI FEDERAL CONSTITUENCY, JIGAWA STATE	COMPLETED
131	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	PROCUREMENT AND DISTRIBUTION OF DEEP FREEZERS AND POWER GENERATORS WOMEN AND YOUTHS IN YOBE EAST SENATORIAL DISTRICT, YOBE STATE.	YOBE EAST SENATORIAL DISTRICT, YOBE STATE.	COMPLETED
132	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	SUPPLY OF FOOD ITEMS TO VICTIMS OF FLOOD DISASTER IN SELECTED COMMUNITIES OF DALLARE LGA, JIGAWA STATE	DALLARE LGA, JIGAWA STATE	COMPLETED
133	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	PRINTING AND SUPPLY OF EXERCISE BOOKS FOR SCHOOLS IN DOKA/KAWO COMMUNITIES	DOKA/KAWO COMMUNITIES	COMPLETED
134	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	PROVISION OF SUPPORT AND EMPOWERMENT TO WOMEN IN POLICE BARRACKS WITHIN IKEJA AREA COMMANDS LAGOS STATE	IKEJA AREA COMMANDS LAGOS STATE	COMPLETED
135	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	SUPPLY OF FARM IMPLEMENT IN BAGUDO /SURU FEDERAL CONSTITUENCY KEBBI STATE	BAGUDO /SURU FEDERAL CONSTITUENCY KEBBI STATE	COMPLETED
136	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	PROCUMENT OF EMPOWERMENT MATERIALS IN KABBA-BUNU/IJUMU IN KOGI STATE.	KABBA-BUNU/IJUMU IN KOGI STATE.	COMPLETED
137	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	PROCUREMENT OF HOME GRINDING MACHINES AND SEWING MACHINES FOR YOUTHS AND WOMEN EMPOWERMENT.		COMPLETED
138	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	PROVISION OF EMPOWERMENT MATERIALS TO SMALL AND MEDIUM BUSINESS PERSONS AS POST COVID19 PALLIATIVES IN UNGUAN SHABA COMMUNITIES	UNGUAN SHABA COMMUNITIES	COMPLETED

139	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	SUPPLY OF UTILTITY VEHICLES (USED CARS) FOR SECURITIES (VIGILANTE GROUPS AND LEA) IN MINJIBIR/UNGOGO FEDERAL CONSTITUENCY, KANO STATE	MINJIBIR/UNGOGO FEDERAL CONSTITUENCY, KANO STATE	COMPLETED
140	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	SUPPLY OF FERTILIZER AND HERBICIDES, - BALANGA FEDERAL CONSTITUENCY, GOMBE STATE	BALANGA FEDERAL CONSTITUENCY, GOMBE STATE	COMPLETED
141	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	PROVISION OF SUPPORT AND EMPOWERMENT TO SURVIVORS OF DRUG ABUSE AND ADDICTION IN VARIOUS PARTS OF, LAGOS	LAGOS STATE	COMPLETED
142	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	SUPPLY OF RELIEF MATERIALS TO FLOOD AFFECTED VICTIMS/AREA, SHEKA VILLAGE (TUTARE WARD), GASSOL, TARABA STATE	SHEKA VILLAGE (TUTARE WARD), GASSOL, TARABA STATE	COMPLETED
143	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	SUPPLY OF RELIEF MATERIALS TO DISPLACED PERSONS IN SHINKAFI AREWA WARD, SHINKAFI, ZAMFARA STATE	SHINKAFI AREWA WARD, SHINKAFI, ZAMFARA STATE	COMPLETED
144	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	SUPPLY OF RELIEF MATERIALS TO DISPLACED PERSONS IN GAJIBO VILLAGE, DIKWA, BORNO STATE	GAJIBO VILLAGE, DIKWA, BORNO STATE	COMPLETED
145	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	SUPPLY OF EMPOWERMENT MATERIALS FOR WOMEN AND YOUTHS IN IKEJA FEDERAL CONSTITUENCY	IKEJA FEDERAL CONSTITUENCY	COMPLETED
146	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	EMPOWERMENT FOR WOMEN AND YOUTH IN ETINAN COMMUNITY, ETINAN, AKWA IBOM STATE	ETINAN COMMUNITY, ETINAN, AKWA IBOM STATE	COMPLETED
147	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	SUPPLY OF SEWING MACHINES AND GRINDING MACHINE TO WOMEN AND YOUTH IN MOKWA	MOKWA	COMPLETED
148	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	SUPPLY OF MOTOR CYCLES IN MASHI/DUTSI FED. CONSTITUENCY OF KATSINA STATE	MASHI/DUTSI FED. CONSTITUENCY OF KATSINA STATE	COMPLETED
149	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	EMPOWERMENT OF WOMEN IN DAURA, KATSINA	DAURA, KATSINA	COMPLETED

150	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	SUPPLY OF FERTILIZERS TO DUTSE, JIGAWA STATE.	DUTSE, JIGAWA STATE.	COMPLETED
151	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	SUPPLY AND DISTRIBUTION OF RICE IN 4 SELECTED COMMUNITIES OF (UNGUAN GAJI, SHABA, UNGUAN LIMAN AND DADI RIBA) AS POST COVID19 PALLIATIVES	UNGUAN GAJI, SHABA, UNGUAN LIMAN AND DADI RIBA	COMPLETED
152	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	SUPPLY AND DISTRIBUTION OF ASSORTED GRAINS (RICE) IN GABASAWA COMMUNITIES	GABASAWA COMMUNITIES	COMPLETED
153	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	SUPPLY AND DISTRIBUTION OF ASSORTED GRAINS (RICE) IN DOKA COMMUNITIES	DOKA COMMUNITIES	COMPLETED
154	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	PROVISION OF FISHING GEARS IN NEMBE LGA, BRASS/NEMBE FEDERAL CONSTITUENCY BAYELSA STATE	NEMBE LGA, BRASS/NEMBE FEDERAL CONSTITUENCY BAYELSA STATE	COMPLETED
155	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	SUPPLY OF AGRICULTURAL INPUTS TO FARMERS AFFECTED BY FLOOD IN KUKAN KUTURU, RINGIM LGA, JIGAWA STATE.	KUKAN KUTURU, RINGIM LGA, JIGAWA STATE.	COMPLETED
156	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	EMPOWERMENT FOR WOMEN AND DISABLED IN BALI/GASSOL FED. CONST. TARABA	BALI/GASSOL FED. CONST. TARABA	COMPLETED
157	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	SUPPLY OF DEEP FREEZER IN MASHI/DUTSI FED. CONSTITUENCY OF KATSINA STATE	MASHI/DUTSI FED. CONSTITUENCY OF KATSINA STATE	COMPLETED
158	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	SUPPLY OF USED CARS FOR TRADITIONAL RULERS & CEMENTARY VANS IN MINJIBIR/UNGOGO FEDERAL CONSTITUENCY, KANO STATE.	MINJIBIR/UNGOGO FEDERAL CONSTITUENCY, KANO STATE.	COMPLETED
159	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	SUPPLY OF VEHICLES TO DUTSE, JIGAWA STATE.	DUTSE, JIGAWA STATE.	COMPLETED
160	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	PURCHASE OF GRAINS IN MASHI/DUTSI FEDERAL CONSTITUENCY OF KATSINA STATE	MASHI/DUTSI FEDERAL CONSTITUENCY OF KATSINA STATE	COMPLETED
161	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	SUPPLY OF ASSORTED GRAINS (RICE) TO SELECTED COMMUNITIES IN IREWOLE FEDERAL CONSTITUENCY,	IREWOLE FEDERAL CONSTITUENCY,	COMPLETED

162	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	SUPPLY OF EMPOWERMENT MATERIALS FOR PHYSICAL CHALLENGE PERSONS TO JIGAWA SOUTHWEST SENATORIAL DISTRICT	JIGAWA SOUTHWEST SENATORIAL DISTRICT	COMPLETED
163	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	SUPPLY AND DISTRIBUTION OF RICE IN 4 SELECTED COMMUNITIES OF UNGUAN KANAWA, HAYIN BANKI, FARIN GIDA AND ABAKWA AS POST COVID19 PALLIATIVES	UNGUAN KANAWA, HAYIN BANKI, FARIN GIDA AND ABAKWA	COMPLETED
164	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	SUPPLY AND DISTRIBUTION OF RICE IN 4 SELECTED COMMUNITIES OF KWARU, UNGUAN DOSA, UNGUAN GWARI AND RAFIN GUZA AS POST COVID19 PALLIATIVES	KWARU, UNGUAN DOSA, UNGUAN GWARI AND RAFIN GUZA	COMPLETED
165	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	SUPPLY OF EMPOWEREMENT MATERIALS TO ARTISINAL WOMEN, MEN AND YOUTH IN URBAN CENTRES OF SOME SOUTH SOUTH STATES.	SOUTH SOUTH STATES.	COMPLETED
166	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	SUPPLY AND DISTRIBUTION OF ASSORTED GRAINS (RICE) FOR ISUOFIA/UMUONA COMMUNITIES	ISUOFIA/UMUONA COMMUNITIES	COMPLETED
167	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	SUPPLY AND DISTRIBUTION OF RICE IN FILIN KUTARE COMMUNITIES	FILIN KUTARE COMMUNITIES	COMPLETED
168	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	STRATEGIC EMPOWERMENT TRAINING AND PROVISION OF MATERIALS AND GRANTS TO THE DISABLED AND VULNERABLE MEMBERS OF THE COMMUNITY ACROSS YOBE EAST SENATORIAL DISTRICT, YOBE STATE.	YOBE EAST SENATORIAL DISTRICT, YOBE STATE.	COMPLETED
169	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	SUPPLY OF EMPOWERMENT MATERIALS TO IDANRE /IFEDORE FEDERAL CONSTITUENCY, ONDO STATE	IDANRE /IFEDORE FEDERAL CONSTITUENCY, ONDO STATE	COMPLETED
170	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	SUPPLY OF FERTILIZER AND HERBICIDES IN BALANGA / BILLIRI	BALANGA / BILLIRI FEDERAL CONSTITUENCY, GOMBE STATE.	COMPLETED

		FEDERAL CONSTITUENCY, GOMBE STATE.		
171	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	SUPPLY OF EMPOWERMENT MATERIALS IN ISKUEHI, IN KOGI STATE	ISKUEHI, IN KOGI STATE	COMPLETED
172	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	SUPPLY OF FOOD STUFF AND CONSUMABLES TO IDPS IN KAGA, GUBIO AND MAGUMERI FEDERAL CONSTITUENCY, BORNO STATE.	KAGA, GUBIO AND MAGUMERI FEDERAL CONSTITUENCY, BORNO STATE.	COMPLETED
173	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	SUPPLY OF EMPOWERMENT MATERIALS FOR WOMEN AND YOUTH IN BALANGA/BILLIRI FEDERAL CONSTITUENCY, GOMBE STATE.	BALANGA/BILLIRI FEDERAL CONSTITUENCY, GOMBE STATE.	COMPLETED
174	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	PROVISION OF GRANT TO FARMERS AFFECTED BY FLOOD IN SANKARA, RINGIM LGA, JIGAWA STATE.	SANKARA, RINGIM LGA, JIGAWA STATE.	COMPLETED
175	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	SUPPORT GRANT FOR PEOPLE LIVING WITH DIABILITIES AND MOTHERLESS BABIES HOMES ACROSS IKEJA FEDERAL CONSTITUENCY	IKEJA FEDERAL CONSTITUENCY	COMPLETED
176	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	SUPPLY OF ASSORTED GRAINS (RICE) TO DALA FEDERAL CONSTITUENCY,	DALA FEDERAL CONSTITUENCY,	COMPLETED
177	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	PROVISION OF FISHING GEARS IN BRASS LGA, BRASS/NEMBE FEDERAL CONSTITUENCY BAYELSA STATE	BRASS LGA, BRASS/NEMBE FEDERAL CONSTITUENCY BAYELSA STATE	COMPLETD
178	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	SEED GRANT TO FEDERAL POLYTECHNIC MUBI FOR THE CONSTRUCTION OF 120 TWO- & THREE-BEDROOM FLATS IN PARTNERSHIP WITH FAMILY HOMES FUNDS AND OTHER PARTNERS	FEDERAL POLYTECHNIC MUBI F	ON-GOING
179	PROVISION OF ECONOMIC EMPOWERMENT MATERIALS	GRANT FOR COMMUNITY DEVELOPMENT AND NEEDS ASSESSMENT IN OKIGWE NORTH, IMO STATE.	OKIGWE NORTH, IMO STATE.	ON-GOING

180	PROVISION OF HEALTH CENTRE/MATERNITY CENTRE	RENOVATION OF SHIBONG PRIMARY HEALTH CARE IN SHIBONG, TAKUM LGA, TARABA STATE	SHIBONG, TAKUM LGA, TARABA STATE	COMPLETED
181	PROVISION OF HEALTH CENTRE/MATERNITY CENTRE	FURNISHING OF HEALTH CENTER IN OGBOLOMABIRI, NEMBE LGA BAYELSA STATE	OGBOLOMABIRI, NEMBE LGA BAYELSA STATE	COMPLETED
182	PROVISION OF HEALTH CENTRE/MATERNITY CENTRE	COMPLETION OF PRIMARY HEALTH CARE CENTRE IN GIWA FMMA COMMUNITY, LASSA LGA, BORNO STATE	GIWA FMMA COMMUNITY, LASSA LGA, BORNO STATE	COMPLETED
183	PROVISION OF HEALTH CENTRE/MATERNITY CENTRE	COMPLETION AND FURNISHING OF PRIMARY HEALTH CARE CENTRE AT ATIGBO LGA, OYO STATE	ATIGBO LGA, OYO STATE	COMPLETED
184	PROVISION OF HEALTH CENTRE/MATERNITY CENTRE	RENOVATION OF PRIMARY HEALTHCARE CENTRE AT SWASHI IN BORGU LGA, NIGER STATE	SWASHI IN BORGU LGA, NIGER STATE	COMPLETED
185	PROVISION OF HEALTH CENTRE/MATERNITY CENTRE	PROVISION OF HOSPITAL EQUIPMENT TO PAIKO AND SULEJA DIAGNOSTIC HEALTH CENTERS IN NIGER EAST SENATORIAL DISTRICT, NIGER STATE	PAIKO AND SULEJA DIAGNOSTIC HEALTH CENTERS IN NIGER EAST SENATORIAL DISTRICT, NIGER STATE	COMPLETED
186	PROVISION OF HEALTH CENTRE/MATERNITY CENTRE	PROVISION OF HOSPITAL EQUIPMENT AND DRUGS IN BABURA/GARKI FEDERAL CONSTITUENCY OF JIGAWA STATE	BABURA/GARKI FEDERAL CONSTITUENCY OF JIGAWA STATE	COMPLETED
187	PROVISION OF HEALTH CENTRE/MATERNITY CENTRE	SUPPLY OF HOSPITAL BEDS AND EQUIPMENTS IN KADIJA MARUF MEMORIAL HOSPITAL AT BACHURAWA IN MINJIBIR/UNGOGO FEDERAL CONSTITUENCY, KANO STATE	BACHURAWA IN MINJIBIR/UNGOGO FEDERAL CONSTITUENCY, KANO STATE	COMPLETED
188	PROVISION OF HEALTH CENTRE/MATERNITY CENTRE	COMPLETION, FENCING AND EQUIPPING OF PRIMARY HEALTH CARE CENTRE IN NWONYO I, IBI LGA, TARABA STATE	NWONYO I, IBI LGA, TARABA STATE	COMPLETED
189	PROVISION OF HEALTH CENTRE/MATERNITY CENTRE	SUPPLY OF HOSPITAL EQUIPMENTS, DRUGS AND MEDICAL CONSUMABLES IN IBBI LGA (AMIN), TARABA STATE	IBBI LGA (AMIN), TARABA STATE	COMPLETED
190	PROVISION OF HEALTH CENTRE/MATERNITY CENTRE	COMPLETION OF HEALTH CENTRE AND SOLAR POWERED BOREHOLE WITH OVERHEAD TANK IN HAMMAYAYI, DUTSE LGA,JIGAWA STATE.	HAMMAYAYI, DUTSE LGA, JIGAWA STATE.	COMPLETED

191	PROVISION OF HEALTH CENTRE/MATERNITY CENTRE	SUPPLY OF MEDICAL EQUIPMENTS AND DRUGS IN GENERAL HOSPITALS IN EKITI/IREPODUN/OKE-ERO FEDERAL CONSTITUENCY, KWARA STATE	HAMMAYAYI, DUTSE LGA, JIGAWA STATE.	COMPLETED
192	PROVISION OF HEALTH CENTRE/MATERNITY CENTRE	REHABILITATION OF ORUMA HEALTH CENTRE, OGBIA LGA, BAYELSA EAST SENATORIAL DISTRICT, BAYELSA STATE	OGBIA LGA, BAYELSA EAST SENATORIAL DISTRICT, BAYELSA STATE	COMPLETED
193	PROVISION OF HEALTH CENTRE/MATERNITY CENTRE	CONSTRUCTION OF 50 BED MODERN DIAGNOSTIC HEALTH CENTRE AT PAIKO IN NIGER EAST SENATORIAL DISTRICT, NIGER STATE	PAIKO IN NIGER EAST SENATORIAL DISTRICT, NIGER STATE	ON-GOING
194	PROVISION OF HEALTH CENTRE/MATERNITY CENTRE	CONSTRUCTION OF VETERAN CLINIC AT ZURU, KEBBI SOUTH SENATORIAL DISTRICT	ZURU, KEBBI SOUTH SENATORIAL DISTRICT	ON-GOING
195	RESIDENTIAL/RESETTLEMENT HOUSING SCHEME	COMPLETION OF BCDA ZONAL OFFICE IN BAYELSA AND BORNO STATES	BAYELSA AND BORNO STATES	COMPLETED
196	RESIDENTIAL/RESETTLEMENT HOUSING SCHEME	COMPLETION OF STAFF RESIDENTIAL QUARTERS FOR HEALTH WORKERS /TEACHERS /CORPERS ON TONGEJI ISLAND, IPOKIA. LGA, OGUN STATE.	TONGEJI ISLAND, IPOKIA. LGA, OGUN STATE.	COMPLETED
197	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	EROSION CONTROL/DRAINAGE AT OBU BRANCH, OGBADIBO LGA, BENUE SOUTH SENATORIAL DISTRICT.	OBU BRANCH, OGBADIBO LGA, BENUE SOUTH SENATORIAL DISTRICT.	COMPLETED
198	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	CONSTRUCTION OF BOX (CELL) CULVERTS & EROSION CONTROL DRAINS IN SOME SELECTED COMMUNITIES IN NIGER SOUTH SENATORIAL DISTRICT	NIGER SOUTH SENATORIAL DISTRICT	COMPLETED
199	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	COMPLETION OF ROAD IN AGBELEKALE, SALAMU KAOLA, ABEOKUTA, OGUN STATE.	AGBELEKALE, SALAMU KAOLA, ABEOKUTA, OGUN STATE.	COMPLETED
200	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	REHABILITATION FO SELECTED ROADS IN IJEBU NORTH LOCAL GOVERNMNET OF OGUN EAST	IJEBU NORTH LOCAL GOVERNMNET OF OGUN EAST	COMPLETED

201	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	COMPLETION OF REHABILITATION OF FUNMODARA ROAD, IJEBU-IGBO AND MARKET STREET AGO IWOYE, OGUN EAST SENATORIAL DISTRICT, OGUN STATE	IJEBU-IGBO AND MARKET STREET AGO IWOYE, OGUN EAST SENATORIAL DISTRICT, OGUN STATE	COMPLETED
202	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	REHABILITATION OF SELECTED ROADS IN IJEBU NORTH AND IJEBU ODE LGA, OGUN EAST SENATORIAL DISTRICT	IJEBU NORTH AND IJEBU ODE LGA, OGUN EAST SENATORIAL DISTRICT	COMPLETED
203	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	REHABILITATION OF 4 KILOMETERS ROADS IN OGUN EAST SOUTH SENATORIAL DISTRICT.	OGUN EAST SOUTH SENATORIAL DISTRICT.	COMPLETED
204	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	REHABILITATION OF ODOBALOGUN INTERNAL ROADS, IJEBU IGBO, OGUN EAST SENATORIAL DISTRICT.	IJEBU IGBO, OGUN EAST SENATORIAL DISTRICT.	COMPLETED
205	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	REHABILITATION OF UWAGBOE STREET AND ADJOINING ROADS, OFF ETETE ROAD AND INSTALLATION OF ALL-IN-ONE SOLAR POWERED STREETLIGHT IN EDO STATE	UWAGBOE STREET, EDO STATE	COMPLETED
206	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	CONSTRUCTION OF GIAGWAI ROAD TO ATTAKAR ROAD IN KAURA FEDERAL CONSTITUENCY, KADUNA STATE	UWAGBOE STREET AND ADJOINING ROADS, OFF ETETE ROAD AND INSTALLATION OF ALL-IN-ONE SOLAR POWERED STREETLIGHT IN EDO STATE	COMPLETED
207	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	COMPLETION OF REHABILITATION OF ODOYANTA ROAD, OGUN EAST SENATORIAL DISTRICT, OGUN STATE	ODOYANTA ROAD, OGUN EAST SENATORIAL DISTRICT, OGUN STATE	COMPLETED
208	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	CONSTRUCTION OF KAURA ROAD PASSING THROUGH LANTANA RESORT OF KAURA FEDERAL CONSTITUENCY, KADUNA STATE.	KAURA FEDERAL CONSTITUENCY, KADUNA STATE.	COMPLETED
209	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	REHABILITATION OF 2KM ROAD IN OKESOPEN, IJEBU IGBO, OGUN EAST SENATORIAL DISTRICT	OKESOPEN, IJEBU IGBO, OGUN EAST SENATORIAL DISTRICT	COMPLETED

210	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	COMPLETION OF ACCESS ROAD AT GOVERNMENT GIRLS DAY SECONDARY SCHOOL, KAZAURE LOCAL GOVERNMENT AREA, JIGAWA STATE	KAZAURE LOCAL GOVERNMENT AREA, JIGAWA STATE	COMPLETED
211	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	CONSTRUCTION OF ROAD WITH DRAINS, KERBS, ROAD SIGNS AND SOLAR STREETLIGHTS FROM SMALL MARKET TO BTC JUNCTION IN UMARU MAJIGI A, B AND NASSARAFU WARD AND COMMUNITIES	UMARU MAJIGI A, B AND NASSARAFU WARD AND COMMUNITIES	COMPLETED
212	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	REHABILITATION OF LIWORO AVENUE, GRA, IJEBU ODE, OGUN EAST SENATORIAL DISTRICT.	LIWORO AVENUE, GRA, IJEBU ODE, OGUN EAST SENATORIAL DISTRICT.	COMPLETED
213	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	GRADING/LATERITING OF OTAKIN/EKPON/OGORE ITO RURAL ROAD, OJU/OBI LGA, BENUE SOUTH SENATORIAL DISTRICT.	OTAKIN/EKPON/OGORE ITO RURAL ROAD, OJU/OBI LGA, BENUE SOUTH SENATORIAL DISTRICT.	COMPLETED
214	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	CONSTRUCTION OF ORU BRIDGE IN OJU LGA, BENUE SOUTH SENATORIAL DISTRICT, BENUE STATE	OJU LGA, BENUE SOUTH SENATORIAL DISTRICT, BENUE STATE	COMPLETED
215	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	ASPHALT LAYING OF KAIAMA TOWNSHIP ROAD: EMIR PALACE TO SABO ROUNDABOUT/KAIAMA MARKET BYPASS.	SABO ROUNDABOUT/KAIAMA MARKET BYPASS.	COMPLETED
216	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	CONSTRUCTION FO ROADS IN KABBA-BUNU/IJUMU LGAS KOGI STATE	KABBA-BUNU/IJUMU LGAS KOGI STATE	COMPLETED
217	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	CONSTRUCTION OF DRAINAGES SYSTEM TO CONTROL FLOOD AND EROSION IN SOME STREETS OF OKOLOMA-AFAM TOWN, OYIGBO LGA, ELEME/OYIGBO/TAI FEDERAL CONSTITUENCY RIVERS STATE	OKOLOMA-AFAM TOWN, OYIGBO LGA, ELEME/OYIGBO/TAI FEDERAL CONSTITUENCY RIVERS STATE	COMPLETED
218	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	VEGETATION CONTROL-CLEARING OF MANGROVE TREES ALONG IKENSI-OBIATA-ATUBO-IDEMA-AGADA CREEKS FOR VISIBILITY AND SAFETY.	IKENSI-OBIATA-ATUBO-IDEMA-AGADA CREEKS	COMPLETED
219	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	EROSION CONTROL IN OBIO AKPOR FEDERAL	OBIO AKPOR FEDERAL CONSTITUENCY, RIVERS STATE.	COMPLETED

		CONSTITUENCY, RIVERS STATE.		
220	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	CONSTRUCTION OF INTERNAL ROAD LEADING TO LIVING SPRING (FILLING WITH LATERITE/SAND AND STONE BASE) AND MAINTENANCE OF SOLAR POWERED BOREHOLE AT OLUMBA OBU QUARTERS, BIAKPAN COMMUNITY, CROSS RIVER STATE.	OLUMBA OBU QUARTERS, BIAKPAN COMMUNITY, CROSS RIVER STATE.	COMPLETED
221	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	AMIYI-AFOR-AKPO AMAOGUDU EROSION CONTROL PROJECT, OKPANKU, ANINRI LGA, ENUGU STATE	OKPANKU, ANINRI LGA, ENUGU STATE	COMPLETED
222	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	COMPLETION OF OUTSTANDING WORKS (DRAINAGE AND ASPHALT) OKPATU TOURIST HILL ACCESS ROAD, UDI LGA, ENUGU STATE	UDI LGA, ENUGU STATE	COMPLETED
223	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	ANEKEORJI NZEREM ROAD REHABILIATION (ASPHALT), ANINRI LGA, ENUGU STATE	ANINRI LGA, ENUGU STATE	COMPLETED
224	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	CONTRUCTION OF PAYMENT WAY (JT) IN ROFIA RIVER BANK IN AGWARA LGA NIGER STATE	ROFIA RIVER BANK IN AGWARA LGA NIGER STATE	COMPLETED
225	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	REHABILITATION OF AGUGWU AMAGU MPU COMMUNITY ROAD (ASPHALT), ANINRI LGA, ENUGU STATE	ANINRI LGA, ENUGU STATE	COMPLETED
226	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	REDESIGNING OF OGBIA TOWN MASTERPLAN, OGBIA LGA, BAYELSA EAST SENATORIAL DISTRICT, BAYELSA STATE.	OGBIA LGA, BAYELSA EAST SENATORIAL DISTRICT, BAYELSA STATE.	COMPLETED
227	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	REHABILITATION OF SOME SELECTED ROADS IN IJEBU IGBO AND IJEBU ODE AREAS OF OGUN EAST SENATORIAL DISTRICT, OGUN STATE	IJEBU IGBO AND IJEBU ODE AREAS OF OGUN EAST SENATORIAL DISTRICT, OGUN STATE	COMPLETED
228	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	SHORE PROTECTION-EROSION/FLOOD CONTROL WORKS AT AGADA, NEMBE LGA, BAYELSA EAST SENATORIAL DISTRICT	AGADA, NEMBE LGA, BAYELSA EAST SENATORIAL DISTRICT	COMPLETED

229	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	SHORE PROTECTION WORK AT OPU-NEMBE INCLUDING FILLING WITH SAND OR CHICOCO (SWAMP LATERITE) ALONG OKIPIRI WATER FRONT, NEMBE LGA, BAYELSA STATE.	OKIPIRI WATER FRONT, NEMBE LGA, BAYELSA STATE.	COMPLETED
230	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	REHABILITATION WORKS (FURNISHING, PERIMETER FENCING, LANDSCAPING, AND DRAINAGE) AT OPU-NEMBE (BASSAMBIRI) CITY HALL, NEMBE LGA, BAYELSA EAST SENATORIAL DISTRICT, BAYELSA STATE.	OPU-NEMBE (BASSAMBIRI) CITY HALL, NEMBE LGA, BAYELSA EAST SENATORIAL DISTRICT, BAYELSA STATE.	COMPLETED
231	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	CONSTRUCTION OF LINK BRIDGES IN OGBOMOSO NORTH/SOUTH AND ORIIRE FEDERAL CONSTITUENCY BETWEEN: - ILUJU AND LADOKUN @20M, LADOKUN &ALATA @10M, IGBOSAI & AIYEDADE @15M, BABAEKO & ONIKEKE @15M, OWOLAKE TO IBAPON @15M	ILUJU AND LADOKUN, LADOKUN &ALATA, IGBOSAI & AIYEDADE, BABAEKO & ONIKEKE, OWOLAKE TO IBAPON	COMPLETED
232	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	FILLING OF CHIPPING & CONSTRUCTION OF LOCK UP STALLS IN NWAFOR ELOJI EZAKUNA COMMUNITYAND YABA ROAD, EBONYI STATE	NWAFOR ELOJI EZAKUNA COMMUNITYAND YABA ROAD, EBONYI STATE	COMPLETED
233	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	CONSTRUCTION OF ANCILLARY STRUCTURES (PAVEMENTS, STONE PITCHING, DRAINAGE ETC) SPECTATORS PAVILLION II & III NDEABOH MINI SPORTS STADIUM, ANINRI LGA, ENUGU STATE	ANINRI LGA, ENUGU STATE	COMPLETED
234	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	CONSTRUCTION OF STRUCTURES (DRAINAGE AND STONE PITCHING) ON SURFACE WATER LINE ALONG AFFECTED PERIMETER FENCE, NDEABOH SPORTS STADIUM, ANINRI LGA, ENUGU STATE	NDEABOH SPORTS STADIUM, ANINRI LGA, ENUGU STATE	ON-GOING
235	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	REHABILITATION OF IGWE UKPOR ROAD IN ANSOSED, ANAMBRA STATE.	ANSOSED, ANAMBRA STATE.	ON-GOING

236	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	COMPLETION OF THE CONSTRUCTION OF ODIAPA BRIDGE, OBI LGA, BENUE SOUTH SENATORIAL DISTRICT, BENUE STATE	OBI LGA, BENUE SOUTH SENATORIAL DISTRICT, BENUE STATE	COMPLETED
237	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	REHABILITATION OF 5KM ISA-BARGAJA ROAD IN ISA/SABON BIRNIN FEDERAL CONSTITUENCY, SOKOTO STATE	ISA/SABON BIRNIN FEDERAL CONSTITUENCY, SOKOTO STATE	ON-GOING
238	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	PHASE 3 OF THE ONGOING MAINTENANCE REPAIRS ON NNEWI-AWKA ETITI ROAD IN ANSOSED, ANAMBRA STATE.	NNEWI-AWKA ETITI ROAD IN ANSOSED, ANAMBRA STATE.	ON-GOING
239	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	ONGOING EMERGENCY MAINTENANCE OF SELECTED ROADS IN ANAMBRA SOUTH SENATORIAL DISTRICT	ANAMBRA SOUTH SENATORIAL DISTRICT	ON-GOING
240	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	LAND PREPARATION AND DRAINAGE WORK FOR THE CONSTRUCTION OF 300 FOUR-BEDROOM APARTMENTS AT MODEL VILLAGE, GOVA, MUBI NORTH LGA, ADAMAWA STATE	MODEL VILLAGE, GOVA, MUBI NORTH LGA, ADAMAWA STATE	ON-GOING
241	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	REHABILITATION OF ONUSELUOGU SPUR UMUDIM/NNAKIFE IN ANSOSED, ANAMBRA STATE.	ONUSELUOGU SPUR UMUDIM/NNAKIFE IN ANSOSED, ANAMBRA STATE.	ON-GOING
242	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	REHABILITATION OF ONUSELUOGU SPUR TO SALVATION T JUNCTION/AGOR UKPOR MARKET IN ANSOSED, ANAMBRA STATE.	ANSOSED, ANAMBRA STATE.	ON-GOING
243	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	CONSTRUCTION OF 3.5KM EWURU-UMUNACHI-EZIKE ASPHALT ROAD IN ISIALA MBANO, IMO STATE	ISIALA MBANO, IMO STATE	ON-GOING
244	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	CONTINUATION OF THE ON-GOING CONSTRUCTION OF EFUNSE'KE CRESCENT ENTRANCE ARCADE AND ASPHALTING OF OKE-OLA STREET, IGAN-IWOYE, OGUN STATE.	OKE-OLA STREET, IGAN-IWOYE, OGUN STATE.	ON-GOING

245	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	CONSTRUCTION OF DRAINAGE SYSTEM AT PAAPA ITESIWAJU OF OGBOMOSO NORTH LOCAL GOVERNMENT AREA, OYO STATE	PAAPA ITESIWAJU OF OGBOMOSO NORTH LOCAL GOVERNMENT AREA, OYO STATE	ON-GOING
246	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	ONGOING CONSTRUCTION OF CONCRETE DRAINAGE ON OLUOMO FEMI BAKARE CRESCENT (BEHINDE ALH-R.O-ODUS HOUSE/BIGMAN ESTATE) ABOBI IBIPE QUARTERS, AGO-IWOYE, OGUN STATE.	ABOBI IBIPE QUARTERS, AGO-IWOYE, OGUN STATE.	COMPLETED
247	ROADS/BRIDGES/CULVERTS/EROSION CONTROL	CONSTRUCTION OF 2KM IKOT UKANA- IKOT UDOM ROAD IN OBOT AKARA LGA, AKWA IBOM	OBOT AKARA LGA, AKWA IBOM	COMPLETED
248	SCHOOL AND EDUCATIONAL INFRASTRUCTURE	EQUIPPING AND UPGRADING OF LECTURE THEATRE AT RAMAT POLYTECHNIC MAIDUGURI	RAMAT POLYTECHNIC MAIDUGURI	COMPLETED
249	SCHOOL AND EDUCATIONAL INFRASTRUCTURE	CONSTRUCTION OF 1 BLOCK 3 CLASSROOMS AT GOSHEN GOLD SCHOOL WAMBA LGA OF AKWANGA, NASSARAWA-EGGON AND WAMBA FEDERAL CONSTITUENCY, NASARAWA STATE.	GOSHEN GOLD SCHOOL WAMBA LGA OF AKWANGA, NASSARAWA-EGGON AND WAMBA FEDERAL CONSTITUENCY, NASARAWA STATE.	COMPLETED
250	SCHOOL AND EDUCATIONAL INFRASTRUCTURE	CONSTRUCTION OF 3 NOS. OF 3 CLASSROOMS BLOCK AND FURNITURE AT N25 MILLION EACH, AT ZINARIYA, RIMI AND RUKUBA COMMUNITIES, PLATEAU NORTH SENATORIAL DISTRICT	ZINARIYA, RIMI AND RUKUBA COMMUNITIES, PLATEAU NORTH SENATORIAL DISTRICT	COMPLETED
251	SCHOOL AND EDUCATIONAL INFRASTRUCTURE	CONSTRUCTION OF LECTURE THEATRE AT SCHOOL OF HYGIENE, BUK ROAD, KANO CENTRAL SENATORIAL DISTRICT, KANO STATE	BUK ROAD, KANO CENTRAL SENATORIAL DISTRICT, KANO STATE	COMPLETED
252	SCHOOL AND EDUCATIONAL INFRASTRUCTURE	CONSTRUCTION OF A BLOCK OF CLASSROOMS, TOILETS AND SOLAR POWERED BOREHOLE WITH OVERHEAD TANK IN KAURA NAMODA, ZAMFARA STATE.	KAURA NAMODA, ZAMFARA STATE.	COMPLETED

253	SCHOOL AND EDUCATIONAL INFRASTRUCTURE	CONSTRUCTION OF A BLOCK OF CLASSROOMS, TOILETS AND SOLAR POWERED BOREHOLE WITH OVERHEAD TANK IN OKUNI, IKOM LGA, CROSS RIVER STATE.	OKUNI, IKOM LGA, CROSS RIVER STATE.	COMPLETED
254	SCHOOL AND EDUCATIONAL INFRASTRUCTURE	SUPPLY OF EDUCATIONAL MATERIALS TO PRIMARY AND SEONDARY SCHOOLS IN ANSOSED, ANAMBRA	ANSOSED, ANAMBRA	COMPLETED
255	SCHOOL AND EDUCATIONAL INFRASTRUCTURE	PRINTING AND SUPPLY OF EXERCISE BOOKS TO SELECTED SCHOOLS IN DEBA, GOMBE STATE	DEBA, GOMBE STATE	COMPLETED
256	SCHOOL AND EDUCATIONAL INFRASTRUCTURE	PRINTING AND SUPPLY OF EXERCISE BOOKS TO SELECTED SCHOOLS IN TUDUN/S, BAUCHI STATE	TUDUN/S, BAUCHI STATE	COMPLETED
257	SCHOOL AND EDUCATIONAL INFRASTRUCTURE	PROVISION OF COMPUTERS TO NYEMONI GRAMMER SCHOOL ABONNEMA, RIVERS STATE	NYEMONI GRAMMER SCHOOL ABONNEMA, RIVERS STATE	COMPLETED
258	SCHOOL AND EDUCATIONAL INFRASTRUCTURE	CONSTRUCTION FOR BLOCK OF CLASSROOMS IN JIGAWA SOUTHWEST SENATORIAL DISTRICT	JIGAWA SOUTHWEST SENATORIAL DISTRICT	COMPLETED
259	SCHOOL AND EDUCATIONAL INFRASTRUCTURE	REHABILITATION OF OKPOAMA SCHOOL FIELD, BRASS LGA, BAYELSA EAST SENATORIAL DISTRICT, BAYELSA STATE.	BRASS LGA, BAYELSA EAST SENATORIAL DISTRICT, BAYELSA STATE.	COMPLETED
260	SCHOOL AND EDUCATIONAL INFRASTRUCTURE	PRINTING AND SUPPLY OF EXERCISE BOOKS FOR SCHOOLS IN GABASAWA COMMUNITIES	GABASAWA COMMUNITIES	COMPLETED
261	SCHOOL AND EDUCATIONAL INFRASTRUCTURE	PRINTING AND SUPPLY OF EXERCISE BOOKS TO SELECTED SCHOOLS IN KUBAU LOCAL GOVERNMENT	KUBAU LOCAL GOVERNMENT	COMPLETED
262	SCHOOL AND EDUCATIONAL INFRASTRUCTURE	PROVISION OF INSTRUCTIONAL MATERIALS TO SELECTED SCHOOLS IN YOLA SOUTH LGA, ADAMAWA STATE.	YOLA SOUTH LGA, ADAMAWA STATE.	COMPLETED
263	SCHOOL AND EDUCATIONAL INFRASTRUCTURE	COMPLETION OF A BLOCK OF SIX CLASSROOMS AND TOILETS WITH SOLAR POWERED BOREHOLE IN GURTUKU, KWAJAFFA L.G.A, BORNO STATE.	GURTUKU, KWAJAFFA L.G.A, BORNO STATE.	COMPLETED

264	SCHOOL AND EDUCATIONAL INFRASTRUCTURE	COMPLETION OF BLOCKS OF CLASSROOM, TOILETS AND SOLAR POWERED BOREHOLE IN OKERETE, SAKI WEST LGA, OYO STATE.	OKERETE, SAKI WEST LGA, OYO STATE.	COMPLETED
265	SCHOOL AND EDUCATIONAL INFRASTRUCTURE	COMPLETION OF A BLOCK OF CLASSROOMS WITH SOLAR POWERED BOREHOLE AND OVERHEAD TANK IN KIGBERA BORGU LGA. NIGER STATE	KIGBERA BORGU LGA. NIGER STATE	COMPLETED
266	SCHOOL AND EDUCATIONAL INFRASTRUCTURE	CONSTRUCTION OF A BLOCK OF CLASSROOMS, TOILETS AND SOLAR POWERED BOREHOLE WITH OVERHEAD TANK IN GANGZAMANU, TOUNGO LGA, ADAMAWA STATE.	GANGZAMANU, TOUNGO LGA, ADAMAWA STATE.	COMPLETED
267	SCHOOL AND EDUCATIONAL INFRASTRUCTURE	COMPLETION OF A BLOCK OF SIX CLASSROOMS, TOILETS IN NAZARETH HIGH SCHOOL IMEKO, OGUN STATE	NAZARETH HIGH SCHOOL IMEKO, OGUN STATE	COMPLETED
268	SCHOOL AND EDUCATIONAL INFRASTRUCTURE	CONSTRUCTION OF CLASSROOMS FOR SCHOOLS IN GOMBE CENTRAL SENATORIAL DISTRICT, GOMBE STATE.	GOMBE CENTRAL SENATORIAL DISTRICT, GOMBE STATE.	COMPLETED
269	SCHOOL AND EDUCATIONAL INFRASTRUCTURE	PRINTING AND SUPPLY OF EXERCISE BOOKS TO SELECTED SCHOOLS IN CHAWAI, KADUNA STATE	CHAWAI, KADUNA STATE	COMPLETED
270	SCHOOL AND EDUCATIONAL INFRASTRUCTURE	COMPLETION OF BUILDING OF 200 STUDENTS HOSTEL AT AMBROSE ALI UNIVERSITY, EKPOMA IN EDO CENTRAL SENATORIAL DISTRICT, EDO STATE	AMBROSE ALI UNIVERSITY, EKPOMA IN EDO CENTRAL SENATORIAL DISTRICT, EDO STATE	ON-GOING
271	SCHOOL AND EDUCATIONAL INFRASTRUCTURE	CONSRUCTION OF A BLOCK OF CLASSROOM AT UKPETE ITOGO IN OBI LGA OJU/OBI FEDERAL CONSTITUENCY, BENUE STATE	UKPETE ITOGO IN OBI LGA OJU/OBI FEDERAL CONSTITUENCY, BENUE STATE	COMPLETD
272	SCHOOL AND EDUCATIONAL INFRASTRUCTURE	COMPLETION (FURNITURE/EQUIPMENT) OF E-LIBRARY/ICT CENTRE AT OPU-NEMBE (BASSAMBIRI), FOR GOVT SECONDARY SCHOOL NEMBE, BAYELSA EAST	GOVT SECONDARY SCHOOL NEMBE, BAYELSA EAST SENATORIAL DISTRICT, BAYELSA STATE	ON-GOING

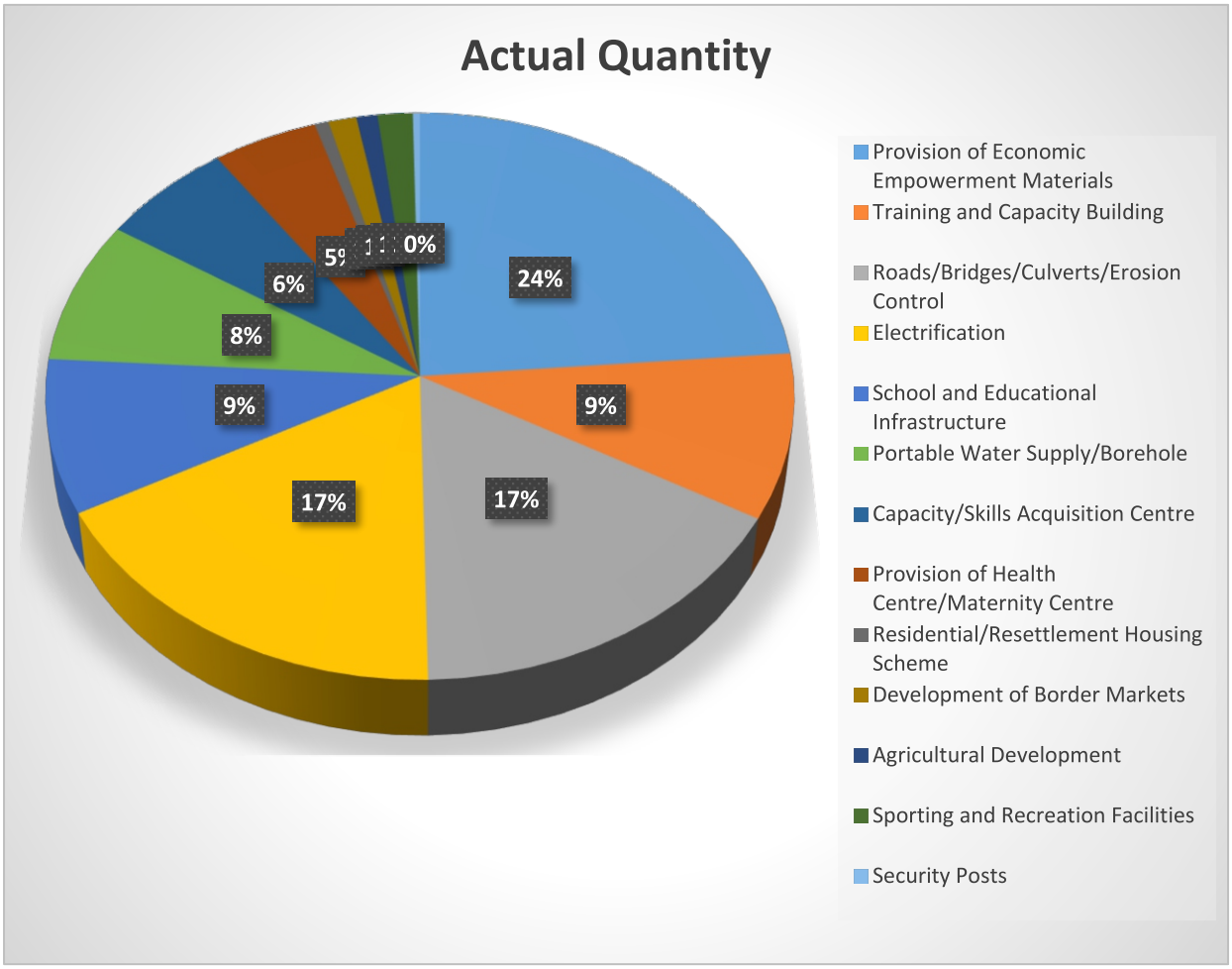
		SENATORIAL DISTRICT, BAYELSA STATE		
273	SCHOOL AND EDUCATIONAL INFRASTRUCTURE	COMPLETION OF THE CONSTRUCTION AND EQUIPING OF NATIONAL OPEN UNIVERSITY CENTRES IN NIGER SOUTH SENATORIAL DISTRICT, NIGER STATE.	NIGER SOUTH SENATORIAL DISTRICT, NIGER STATE.	ON-GOING
274	SCHOOL AND EDUCATIONAL INFRASTRUCTURE	CONSTRUCTION OF 3 BLOCK OF CLASSROOMS WITH TOILETS EACH IN SHIRORO, RAFI AND MUNYA LGAS IN NIGER EAST SENATORIAL DISTRICT.	SHIRORO, RAFI AND MUNYA LGAS IN NIGER EAST SENATORIAL DISTRICT.	ON-GOING
275	SECURITY POSTS	BUILDING OF SECURITY POST, FENCING AND CONSTRUCTION OF EKUREKU CIVIC CENTER IN ABI/YAKURR FEDERAL CONSTITUENCY OF CROSS RIVER STATE	EKUREKU CIVIC CENTER IN ABI/YAKURR FEDERAL CONSTITUENCY OF CROSS RIVER STATE	ON-GOING
276	SPORTING AND RECREATION FACILITIES	RESTORATION/RECONSTR UCTION WORK AT RABEH FORT NATIONAL MONUMENT, DIKWA BORNO STATE	RABEH FORT NATIONAL MONUMENT, DIKWA BORNO STATE	COMPLETED
277	SPORTING AND RECREATION FACILITIES	CONSTRUCTION OF A 20,000-SEATER PAVILLION AT LCC DEMSA, ADAMAWA NORTH SENATORIAL DISTRICT, ADAMAWA STATE	LCC DEMSA, ADAMAWA NORTH SENATORIAL DISTRICT, ADAMAWA STATE	ON-GOING
278	SPORTING AND RECREATION FACILITIES	INSTALLATION OF NEW LAWN TENNIS COURT AT NEROS STADIUM, NANKA, ORUMBA NORTH LGA IN ANAMBRA SOUTH SENATORIAL DISTRICT, ANAMBRA STATE,	NEROS STADIUM, NANKA, ORUMBA NORTH LGA IN ANAMBRA SOUTH SENATORIAL DISTRICT, ANAMBRA STATE,	ON-GOING
279	SPORTING AND RECREATION FACILITIES	EQUIPPING OF GYM HOUSE AT NEROS STADIUM, NANKA, ORUMBA NORTH LGA IN ANAMBRA SOUTH SENATORIAL DISTRICT, ANAMBRA STATE,	NEROS STADIUM, NANKA, ORUMBA NORTH LGA IN ANAMBRA SOUTH SENATORIAL DISTRICT, ANAMBRA STATE,	ON-GOING
280	TRAINING AND CAPACITY BUILDING	TRAINING IN COMMERCIAL ACTIVITIES AND PROVISION OF TRADING ITEMS AND SUPPORTING EQUIPMENT TO YOUNG WOMEN IN IKEJA FEDRAL CONSTITUENCY	IKEJA FEDRAL CONSTITUENCY	COMPLETED

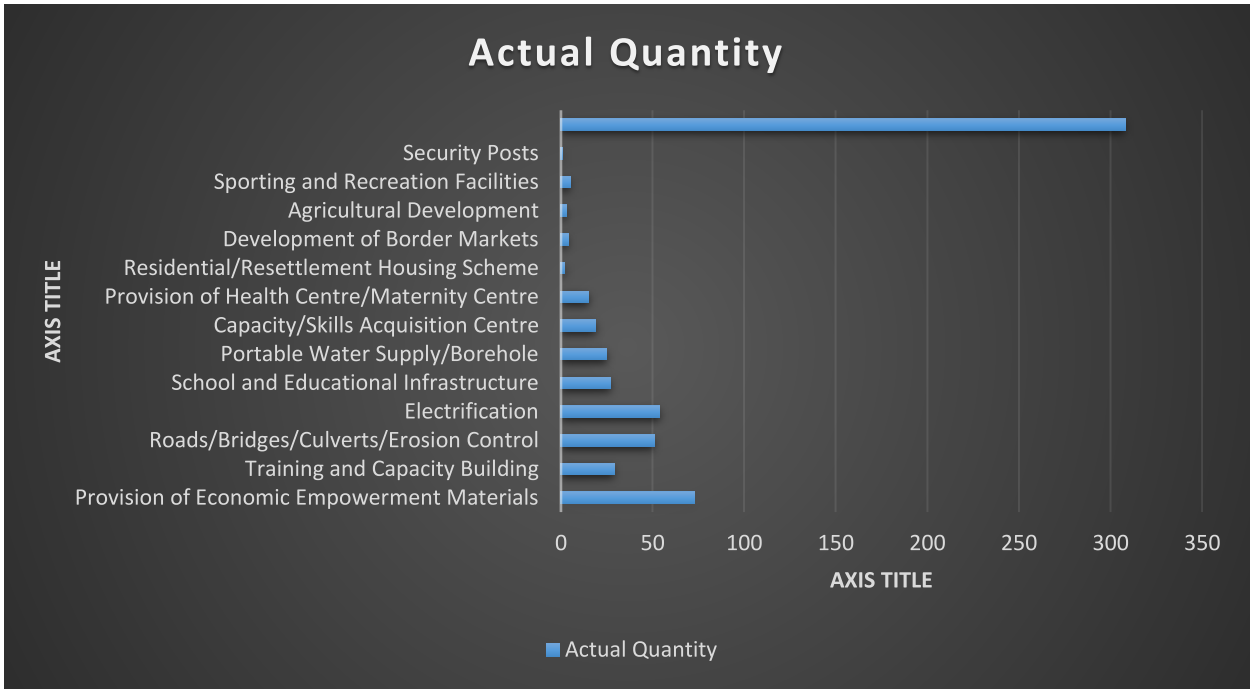
281	TRAINING AND CAPACITY BUILDING	CAPACITY BUILDING / SKILL ACQUISITION PROGRAM FOR YOUTH AND WOMEN AND SUPPLY OF EMPOWERMENT MATERIALS IN LAGOS	LAGOS STATE	COMPLETED
282	TRAINING AND CAPACITY BUILDING	PROVISION OF SENSITIZATION AND TRAINING OF YOUTH AND ELDERS OF THE BORDER COMMUNITIES OF LAGOS AND OGUN STATES WITHIN OJODU COMMUNIITIES ON ROLE OF THE COMMUNITIES IN NATIONAL DEVELOPMENT AND COEXISTENCE	LAGOS AND OGUN STATES	COMPLETED
283	TRAINING AND CAPACITY BUILDING	TRAINING AND EMPOWERMENT OF YOUTHS IN FISH FARMING IN EDO CENTRAL SENATORIAL DISTRICT, EDO STATE.	EDO CENTRAL SENATORIAL DISTRICT, EDO STATE.	COMPLETED
284	TRAINING AND CAPACITY BUILDING	ARTISINAL TRAINING OF YOUTH AND WOMEN AND PROVISION OF EMPOWERMENT IN SEWING MACHINES, GRINDING MACHINES AND GENERATORS IN LAGOS	LAGOS STATE	COMPLETED
285	TRAINING AND CAPACITY BUILDING	TRAINING AND EMPOWERMENT OF YOUTHS AND WOMEN IN POULTRY FARMING IN EDO CENTRAL SENATORIAL DISTRICT, EDO STATE	EDO CENTRAL SENATORIAL DISTRICT, EDO STATE	COMPLETED
286	TRAINING AND CAPACITY BUILDING	TRAINING AND EMPOWERMENT OF WOMEN AND YOUTHS IN FISH FARMING IN DRY SEASON AND FARMING INPUT IN LAGOS	LAGOS STATE	COMPLETED
287	TRAINING AND CAPACITY BUILDING	SKILLS ACQUISITION TRAINING PROGRAM FOR WOMEN AND YOUTH IN VARIOUS TRADES AND PROVISION OF STIPEND ACROSS YOBE EAST SENATORIAL DISTRICT, YOBE STATE.	YOBE EAST SENATORIAL DISTRICT, YOBE STATE.	COMPLETED

288	TRAINING AND CAPACITY BUILDING	TRAINING AND GRANTS ON AGRO AGRICULTURAL FOR YOUTHS/ WOMEN IN NGURU, YUSUFARI, MACHINA AND KARASUWA FEDERAL CONSTITUENCY, YOBE STATE	NGURU, YUSUFARI, MACHINA AND KARASUWA FEDERAL CONSTITUENCY, YOBE STATE	COMPLETED
289	TRAINING AND CAPACITY BUILDING	TRAINING AND EMPOWERMENT OF YOUTH AND WOMEN IN POULTRY FARMING IN WARRI FEDERAL CONSTITUENCY, DELTA STATE.	WARRI FEDERAL CONSTITUENCY, DELTA STATE.	COMPLETED
290	TRAINING AND CAPACITY BUILDING	TRAINING AND EMPOWERMENT OF YOUTHS IN POTISKUM, YOBE SOUTH SENATORIAL DISTRICT, YOBE STATE	POTISKUM, YOBE SOUTH SENATORIAL DISTRICT, YOBE STATE	COMPLETED
291	TRAINING AND CAPACITY BUILDING	SKILL ACQUISITION ON VARIOUS SKILLS FOR WIDOWS OF ANKPA/ OLAMABORO/ OMALA FEDERAL CONSTITUENCY KOGI STATE	ANKPA/ OLAMABORO/ OMALA FEDERAL CONSTITUENCY KOGI STATE	COMPLETED
292	TRAINING AND CAPACITY BUILDING	VOCATIONAL SKILLS TRAINING AND EMPOWERMENT OF WOMEN AND YOUTHS ON HOUSEHOLD HYGIENE PRODUCTS IN IKEJA, LAGOS STATE	IKEJA, LAGOS STATE	COMPLETED
293	TRAINING AND CAPACITY BUILDING	SENSITIZATION OF YOUTH AND WOMEN ON THE IMPORTANCE OF MECHANIZED FARMING IN TUDUN MAKAMA, LEFE, & TARANDAI KANO STATE.	TUDUN MAKAMA, LEFE, & TARANDAI KANO STATE.	COMPLETED
294	TRAINING AND CAPACITY BUILDING	TRAINING AND EMPOWERMENT OF YOUTHS IN FIKA LGA, YOBE SOUTH SENATORIAL DISTRICT, YOBE STATE	FIKA LGA, YOBE SOUTH SENATORIAL DISTRICT, YOBE STATE	COMPLETED
295	TRAINING AND CAPACITY BUILDING	TRAINING AND EMPOWERMENT OF WOMEN AND YOUTH IN VARIOUS COMMUNITIES WITHIN GWARZO AND KABO LGAS IN KANO STATE.	GWARZO AND KABO LGAS IN KANO STATE.	COMPLETED
296	TRAINING AND CAPACITY BUILDING	TRAINING AND EMPOWERMENT OF YOUTHS ON SKILLS ACQUISITION PROGRAMME, AT	AZARE/KATAGUN, BAUCHI NORTH SENATORIAL DISTRICT, BAUCHI STATE.	COMPLETED

		AZARE/KATAGUN, BAUCHI NORTH SENATORIAL DISTRICT, BAUCHI STATE.		
297	TRAINING AND CAPACITY BUILDING	SENSITIZATION PROGRAM ON DRUG ABUSE FOR WOMEN AND YOUTHS OF LAGOS	LAGOS STATE	COMPLETED
298	TRAINING AND CAPACITY BUILDING	TRAINING OF FARMERS ON CAPACITY BUILDING IN LAGOS	LAGOS STATE	COMPLETED
299	TRAINING AND CAPACITY BUILDING	TRAINING AND EMPOWERMENT OF WOMEN AND YOUTHS IN FISH FARMING IN DRY SEASON AND FARMING INPUT IN LAGOS	LAGOS STATE	COMPLETED
300	TRAINING AND CAPACITY BUILDING	TRAINING AND EMPOWERMENT OF YOUTHS IN FUNE LGA, YOBE SOUTH SENATORIAL DISTRICT, YOBE STATE	FUNE LGA, YOBE SOUTH SENATORIAL DISTRICT, YOBE STATE	COMPLETED
301	TRAINING AND CAPACITY BUILDING	CAPACITY BUILDING FOR SCIENCE TEACHERS AND PROVISION OF KITS FOR JUNIOR SECONDARY SCHOOLS AT AZARE/KATAGUN, BAUCHI NORTH SENATORIAL DISTRICT, BAUCHI STATE.	AZARE/KATAGUN, BAUCHI NORTH SENATORIAL DISTRICT, BAUCHI STATE.	COMPLETED
302	TRAINING AND CAPACITY BUILDING	ENTREPRENEURSHIP DEVELOPMENT AND TRAINING OF WOMEN AND YOUTHS IN LAGOS STATE	LAGOS STATE	COMPLETED
303	TRAINING AND CAPACITY BUILDING	TRAINING AND EMPOWERMENT OF YOUTHS IN NANGERE LGA, YOBE SOUTH SENATORIAL DISTRICT, YOBE STATE	NANGERE LGA, YOBE SOUTH SENATORIAL DISTRICT, YOBE STATE	COMPLETED
304	TRAINING AND CAPACITY BUILDING	CAPACITY BUILDING FOR SCIENCE TEACHERS AND PROVISION OF KITS FOR SECONDARY SCHOOLS AT GWANGE WARD, MADUGURI METROPOLITAN COUNCIL, BORNO STATE.	GWANGE WARD, MADUGURI METROPOLITAN COUNCIL, BORNO STATE.	COMPLETED
305	TRAINING AND CAPACITY BUILDING	TRAINING OF FARMERS ON CAPACITY BUILDING IN ANKPA/OLAMABORO/OMALA FEDERAL CONSTITUENCY KOGI STATE	ANKPA/OLAMABORO/OMALA FEDERAL CONSTITUENCY KOGI STATE	COMPLETED

306	TRAINING AND CAPACITY BUILDING	PROVISION OF SENSTIZATION AND TRANINIG OF YOUHS AND ELDERS OF THE BORDER COMMUNITIES OF LAGOS AND OGUN STATE WITHIN OJODU COMMUNITIES ON ROLE OF COMMUNITIES IN NATIONAL DEVELOPMENT AND PEACEFUL CO EXISTENCE	LAGOS AND OGUN STATE	COMPLETED
307	TRAINING AND CAPACITY BUILDING	TRAINING AND EMPOWERMENT OF YOUTH IN OGBOMOSHO NORTH/SOUTH AND ORIRE FEDERAL CONSTITUENCY , OYO STATE	OGBOMOSHO NORTH/SOUTH AND ORIRE FEDERAL CONSTITUENCY , OYO STATE	COMPLETED
308	TRAINING AND CAPACITY BUILDING	TRAINING ON ANIMALS' FEEDS PRODUCTION FOR WOMEN AND YOUTHS IN UYO, AKWA IBOM STATE.	UYO, AKWA IBOM STATE.	COMPLETED





Total Number of Projects executed in the current year is Three Hundred and Eight (308). Which is only 54% of total number of projects executed in Year 2022 (562). The above is due to the very low budgetary provision in the Agency's 2023 Capital Appropriation.

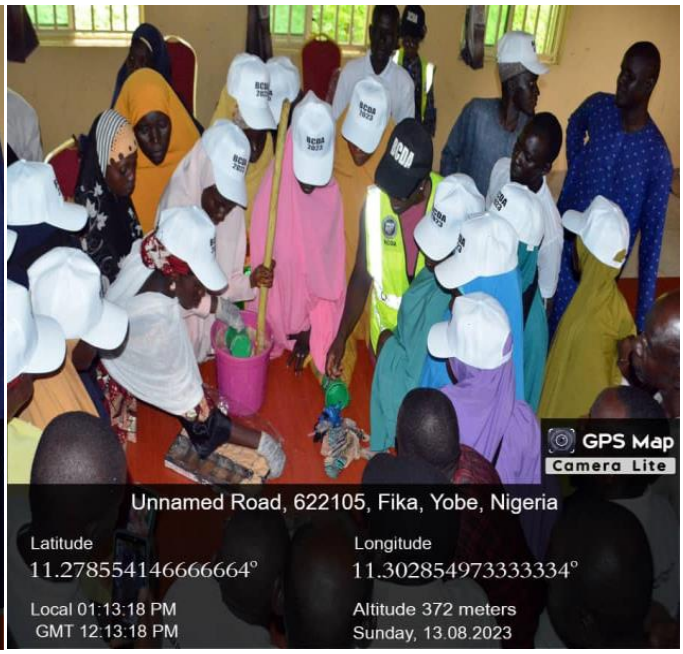
A Block of 4 Classrooms with Office Constructed by BCDA at Omu-Ajose Comprehensive High School, Omu-Ijebu Town, Ijebu-Ode LGA, Ogun State.

Rehabilitation of Paiko Town Community Hall by BCDA in Paiko LGA, Niger East Senatorial District, Niger State.

Construction of Interlocking Stone Access Road at Government Girls Day Secondary School by BCDA In Kazaure LGA, Jigawa State.

Distribution of Fishing Gears by BCDA to Youth for Empowerment in Nembe LGA, Bayelsa State.

Construction of a fully Furnished Town Hall by BCDA In Kagara Town, Rafi LGA, Niger State



Training of Youth on Production of Liquid Soap, Detergents, Air-Freshener and Provision of Start-Up Stipends for Empowerment by BCDA in Fika LGA, Yobe State.

Supply of Medical Equipment by BCDA at Primary Health Care Centre Ibi, Taraba State.

Training of Youth and Women in Poultry Farming and Provision of Animal Feeds Organized by BCDA In Warri, Federal Constituency, Delta State.

Provision of Furniture for Idelle-Obeko Town Halls by BCDA in Obi LGA, Benue State.

Distribution Of Medical Equipment and Drugs by BCDA to General Hospitals in Ekiti/ Irepodun/ Oke-Ero Federal Constituency, Kwara State.

A Border Market with Lock-Up Shops, Toilets and Solar Powered Borehole Constructed by BCDA in Makun-Omi Community, Ogun Waterside LGA, Ogun State.

Provision of Solar Powered Borehole with Public Fetching Points in an ICT Centre Constructed by BCDA in Ogbomoso, Ogbomoso LGA, Oyo State

A Block of 4 Classrooms with Furnitures and Solar Powered Borehole Constructed By BCDA in Kaura Namoda, Zamfara State.

A Transformer Supply & Installed By BCDA In Mayo-Lope Town, Taraba State

Construction of Shore Protection Wall and Sand Filling By BCDA at Okipiri Water Front Opu-Nembe, Nembe LGA, Bayelsa State.

Provision of Desktop Computers by BCDA to Nyemoni Grammar School, Abonnema, Akuku-Toru LGA, Rivers State.

Training of Youths on Phone Repairs and Provision of Start-Up Stipends Organized by BCDA In Nangere LGA, Yobe State.

Provision of Solar Powered Borehole with Overhead Steel Tank and Public Fetching Points By BCDA in Federal Polythechnic Wannune, Tarka LGA, Benue State.

Training on Production of Live-Stock Feeds for Women and Youth Organized by BCDA in Uyo, Akwa Ibom State.

Distribution of Empowerment Materials by BCDA to Youth in Taraba North Senatorial District, Taraba State.

Provision of Empowerment Materials to Women by BCDA in Taraba North Senatorial District, Taraba State.

Supply and Installation of Transformer by BCDA in Ipom Community, Otukpo LGA, Benue State.

Capacity Building for Science Teachers and Provision of Kits by BCDA for Secondary Schools at Maiduguri Metropolitan Council, Borno State.

18.3 Conclusion

Looking at the 2023 Progress Report of Border Communities Development Agency (BCDA), it is gratifying to note that we have been able to reach out to quite a number of the Border Communities around the country despite the low funding of the Agency and the security challenges at the Border Communities.

The Agency will continue to provide the needed socio-economic infrastructure and other basic amenities to the Border Communities with more capital allocation from the Federal Government

We wish to express our appreciation for the cooperation the Agency is receiving from the Office of the Secretary to the Government of the Federation (OSGF). The OSGF has greatly accorded support to the Agency in carrying out its mandate, and the Agency remains grateful for the support.

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Celebrating Nigeria's 7th Successive Democratic Transition