Main Report

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CHAPTER ONE

Introduction

Government business is run by the Public Service, which serves as the engine that drives its policies and agenda as well as the direction and implementation of its development programmes. Its efficient and effective performance determines the health and stability of the nation.

In the 1970s, the Federal Government sought to expand the scope of existing Ministries from core policy implementation to active participation in all sectors of the Nigerian economy by establishing more bodies i.e. Parastatals, etc. in addition to Ministries.

Parastatals are the key drivers in the socio-economic interface of service between the Government and the citizenry. The importance of their functions cannot therefore be over-emphasized. However, some of these Parastatals, Commissions and Agencies as well as Government itself, have over the years unwittingly or otherwise converted the initiative into an unwieldy arrangement.

Firstly, some of the Parastatals, Commissions and Agencies, which were meant to be *ad hoc* in nature so as to address specific challenges within a specific time frame, have on their own transmuted into permanent institutions. In the process, many of them now carry out overlapping and duplicated functions.

Secondly, the creation of Parastatals by successive administrations, over the years, has not necessarily based on needs assessment that would drive the socio-economic agenda.

This situation has to be redressed in the light of international experience with current global socio-economic challenges that propel the streamlining of structures for leaner and cost-effective governance.

To achieve this, the Federal Government of Nigeria, has to restructure and rationalize its parastatals and agencies. This informed the setting up of this seven-member Committee that was inaugurated by the President, Dr. Goodluck Ebele Jonathan, *GCFR,* on 18th August, 2011.

In carrying out its assignment the Committee carefully considered its Terms of Reference (TOR) as highlighted in the address of Mr. President thus:

i) "to study and review all previous reports/records on the re-structuring of Federal Government Parastatals and advise on whether they are still relevant or not;
ii) "to examine critically the mandates of the existing Federal Agencies, Parastatals and Commissions and determine areas of overlap or duplication of functions and make appropriate recommendations in order to eliminate such overlaps, duplication or redundancies; and
iii) "to examine the enabling Acts of all the Federal Agencies, Parastatals and Commissions and classify them into various sectors and make appropriate recommendations for the review of their extant laws in line with the recommendations; and
iv) "to advise on any other matter(s) that are incidental to the foregoing which may be relevant to the desire of Government to prune down the cost of governance."

Its principal objectives were to:

i) ascertain where there are overlaps in functions that often lead to inefficiency and wastage;
ii) provide a platform for proffering solutions to challenges that have led to the problems of overlap of functions and duplications in the parastatals; and
iii) assess the extent to which enabling laws are absent, ineffective, duplicated and/or needed to be amended to ensure that parastatals are able to function efficiently and effectively.

Rationale

The current global socio-economic challenges have rendered inevitable, drastic cuts in the cost of governance while propelling concerted efforts at ensuring accountability. This is the rationale for the restructuring and rationalization of parastatals, which is intended to:

i) provide the opportunity for the review of the enabling laws of the parastatals to ensure that they are fit-for-purpose and are able to meet the challenges of the realities of their functions;
ii) remove duplication and wastages from the running of parastatals and in the process, encourage prudent management of resources;

iii) provide a common understanding of the need for a leaner and more effective structure for the management of parastatals;

iv) provide a Government platform for the alignment and creation of synergy in the functions, roles and responsibilities of parastatals in order to set a proper framework for national development and the Transformation Agenda;

v) give Government better understanding of the status of parastatals, their roles and where applicable as well as the management of their internally generated revenues;

vi) enable an assessment of the viability of parastatals and the bases for their restructuring and realignment;

vii) provide a basis for direct budgetary allocation to the various parastatals and agencies in line with their mandates and productivity; and

viii) provide a basis for effective Budget administration and management in order to avoid inefficiencies hitherto identified with budget preparation.

Principles

In carrying out this assignment, the following guiding principles informed the deliberations and recommendations made:

i) the global economic challenges and their impact provide a moral justification for Government to make more efficient use of its resources, to enable it meet its obligation of achieving its national development objectives and goals;

ii) Nigeria is no stranger to reform. At the national level, there have been series of reforms, one of which emanated from the Adebo Commission of 1971 that was tasked with the responsibility of harmonizing salaries between the private sector, public service and corporations. There was also the Udoji Panel of 1972, which had the responsibility for transforming the public service into a better and effective institution. There have in addition been many other panels constituted since, which cannot be exhaustively listed here;

iii) Government activity is not static! The constancy of change makes it imperative for society and the nation to strive for better evolution of the socio-political, economic or legal environment. It is the reality of meeting

these challenges inherent in any dynamic society that has, no doubt, fuelled the desire to embark on periodic reforms;

iv) there is no need creating a new layer by establishing another body to perform the function of an already existing statutory entity; and

v) this rationalization and review of parastatals is perhaps another reform that focuses on the needed actions that will ensure efficient and effective management of Government structures and functionaries, which, in turn, will guarantee better service delivery and good governance.

In this sense, the restructuring and rationalization of parastatals must be viewed from a national and selfless perspective, with an eye on the big picture called Nigeria. This will not only be beneficial not just to the public sector, but also to the country as a whole. This will be better appreciated when it is realized that in countries like Singapore, Brazil, etc., where there have been concerted effort to reform and strengthen their public institutions, there have been meaningful gains both for the institutions themselves and the citizenry of the country.

The long-standing challenges that have beset the public sector, including the parastatals, have created a "single story" of inefficiency, corruption, poor work environment, low morale, ineffectiveness and poor productivity, which have established a perception of a dysfunctional, weak and unproductive public sector. The weaknesses in the "single story" have sometimes placed the public sector in a situation in which it is unable to perform its legitimate functions.

However, the fact that an institution is inefficient and ineffective should not be a basis for the creation of new ones as sometimes happened in the past, which in turn led to the proliferation of parastatals. Government should focus instead on addressing and removing those factors that militate against their effective performance.

A situation in which some of the roles of ministries are diminished by the excision of their functions should be redressed. As in other institutional reforms, this rationalization exercise provides a renewed opportunity to reposition and strengthen the ministries to drive and supervise the mandates of the parastatals under their purview.

Every rationalization and restructuring exercise has a human dimension and cost implication. In this regard, ensuring a common understanding of the objectives and goals of a rationalization and restructuring exercise is critical in order to put in place an effective framework that will foster stakeholder buy-in.

Government therefore needs to focus on empowering its Ministries, Departments and Agencies (MDAs) to do "more for less" through effective restructuring, streamlining and removal of all overlaps in the functions of its MDAs. However,

the Ministries need to be strengthened with strong departments that will be able to carry out some of the responsibilities of parastatals without the attendant high cost to Government. These Departments will be required to function with a certain degree of independence to remove bureaucratic processes associated with Ministries.

Scope and Methodology

In carrying out its mandate, the Committee engaged the various MDAs in interactive sessions, reviewed submissions made, referred to the White Paper on the Report of the Presidential Panel on the Review, Harmonization and Rationalization of Federal Parastatals, Institutions and Agencies (1999) as well as the laws setting up the parastatals and also engaged with other experts.

The Committee adopted the "buy-in" approach by interacting and involving major stakeholders within the Public Sector. To establish the actual number of Federal Government Parastatals, which was still uncertain as at the time of its inauguration, the Committee sent templates to Ministries and Offices, requesting for comprehensive lists, enabling Acts and mandates of the Parastatals, Commissions and Agencies under their purview.

The Committee also invited memoranda from interested members of the public and groups through advertisements placed in four national dailies, namely: **Leadership, This Day, Daily Trust** and **PUNCH** newspapers.

In order to properly situate the extent of Government's financial involvement with the parastatals, the Committee also sought for copies of the Appropriations for the period 2009-2011.

Upon receipt of completed templates and supporting documents from the Ministries and Offices, a timetable was drawn up for extensive dialogue and engagement with the Chief Executives of all Federal Government parastatals. The dialogue sessions, which commenced on 26thSeptember 2011, were held in two parts. Firstly, the Ministers, Permanent Secretaries and the heads of the parastatals under their supervision and secondly, engagement with parastatals that needed to clarify their roles as well as those with overlapping and/or duplicated functions.

The Committee interacted with some leaders of previous Administrations, and sought audience with the current leadership of the Senate and the House of Representatives as well as other eminent persons.

The Committee employed a representative random sampling technique to visit a select group of parastatals.

Although it proved difficult to get copies of the reports of past exercises, the Report of the Presidential Panel on the Review, Harmonization and Rationalization of Federal Parastatals, Institutions and Agencies (1999) chaired by Alhaji Ahmed Joda as well as the Government White Paper on the Report (2000), the Main Report of the Review Panel on the Civil Service Reforms (1995) chaired by Chief Allison Ayida, the Report of the Panel on the Restructuring and Manning Levels of Federal Ministries, Extra-Ministerial Departments and Parastatals (1997) chaired by Chief Allison Ayida as well as the Report of the Public Service sub-Committee (2010) of the Presidential Advisory Council chaired by Lt. Gen. T.Y. Danjuma (rtd.), were quite illuminating. The Committee objectively reviewed the submissions made by the Ministries and the parastatals with a view to recommending how best the Government can put in place leaner, more effective and efficient structures and systems.

In the course of the assignment, some experts from the public and private sectors were invited to interact with the Committee on acceptable national best practices. Similarly, the Committee, through the Ministry of Foreign Affairs, reached out to selected countries in order to ascertain the "best practices" in jurisdictions such as the United Kingdom, United States of America, South Africa, Brazil and India. In appreciating the practices in selected sectors in those climes mentioned above, the Committee did not, however, lose sight of the fact that Nigeria also has its own best national practices.

Between 26th September and 22nd November 2011, the Committee held 53 full sessions, excluding special sessions with selected agencies and individuals. It also received addendums to submissions earlier made by the Ministries and their Parastatals.

Major issues and trends that featured during the Committee's interaction with the Ministries and Parastatals under their supervision, included the following:

i) duplications and overlaps in mandates and functions;
ii) requests for relocation and supervision of parastatals;
iii) top-heavy manning levels;
iv) large and unwieldy governing boards;
v) parastatals/agencies without enabling laws;
vi) parastatals/agencies with expired mandates and tenures;
vii) lack of inter-/intra-ministerial collaboration;
viii) inappropriate organizational structures;

ix) existence of agencies and professional bodies that should be self sustaining but receive Government funding in addition to membership subscriptions;
x) lack of clarity and transparency in the use of most generated revenue;
xi) ineffective supervision of parastatals by their relevant Ministries and divisional offices, which was exploited by "over-ambitious" parastatals;
xii) lack of appreciation and understanding as well as resistance to the intention of Government to streamline and restructure Government parastatals and their governing boards;
xiii) lack of competence and quality in board membership; and
xiv) proliferation of research bodies across the Ministries.

Whilst there is widespread malaise in the effective governance of Ministries generally, the educational sector in particular, faces a more serious challenge of achieving the desired outcome for providing the right quality of human resource pool for the developmental needs of the country.

Bearing all the above in mind, the Committee is convinced that huge reductions would be made in the cost of running Government and greater efficiency ensured if the recommendations contained in this Report are accepted and diligently implemented.

There would be significant restructuring in the process of review and evaluation of the Parastatals, Commissions and Agencies which are recommended for merger, realignment or scrapping. This would entail rationalization of personnel, transfer and realignment of functions as well as payment of severance packages, etc.

The Committee further believes that actual restructuring of the parastatals recommended for mergers or realignments can only be carried out in another phase, subject to the decision of Government.

Membership of the Committee

1. Stephen Oronsaye, *CFR*	-	Chairman
2. Japh CT Nwosu, *OON*	-	Member
3. Rabiu D. Abubakar	-	Member
4. N. Salman Mann, *mni*	-	Member
5. Hamza A. Tahir	-	Member
6. Adetunji Adesunkanmi	-	Member
7. Umar A. Mohammed	-	Secretary

Terms of Reference

i. **To study and review all previous reports/records on the restructuring of Federal Government Parastatals and advise on whether they are still relevant;**

ii. **To examine the enabling Acts of all the Federal Agencies, Parastatals and Commissions and classify them into various sectors;**

iii. **To examine critically, the mandates of the existing Federal Agencies, Parastatals and Commissions and determine areas of overlap or duplication of functions and make appropriate recommendations to either restructure, merge or scrap to eliminate such overlaps, duplication or redundancies; and**

iv. **To advise on any other matter(s) that is(are) incidental to the foregoing which may be relevant to the desire of Government to prune down the cost of governance.**

CHAPTER TWO

Review of Previous Reports, Submissions Received and Literature

The issue of rationalization and restructuring of Federal Parastatals, Commissions and Agencies in Nigeria has remained in the public domain for over a decade. Debates on the subject have persisted because of the large number of parastatals, obvious cases of duplication in the functions of some of them and the attendant inefficiency and drain on Government resources. These have been a major source of concern to successive Administrations in Nigeria.

The Allison Ayida Report of 1995 on Civil Service Reforms identified the location of parastatals in the Presidency as a deviation from the ideal practice. The Report described as unwieldy a situation in which the Office of the Secretary to the Government of the Federation, at the time, supervised about 40 Parastatals and Agencies. The result of such a complex setting was the obvious duplication of functions, lack of clearly defined lines of authority and conflict of roles, etc.

The above observation was re-echoed in the 1997 Report of the Panel on the Restructuring and Manning Levels of Federal Ministries, Extra-Ministerial Departments and Parastatals also chaired by Mr. Allison Ayida. The latter Report emphasized that **"ideally, the Presidency should be a policy coordinating organization and not a parastatal-supervising body. It should therefore normally have no parastatals under its supervision, except in the case of certain constitutionally established agencies."**

In 1999, the Ahmed Joda Report on the Review, Harmonization and Rationalization of Federal Government Parastatals similarly noted that there had always been areas of overlap which had tended to breed unnecessary and unhealthy rivalry and waste of valuable human and material resources due principally to the stereotypical manner in which most of the Decrees (laws) setting up the Parastatals, Institutions and Agencies were drafted.

Another feature of the reports was the relationship between the parastatals and their supervising Ministries/Offices. The Ayida Report (1995) referred to the "Administrative Guidelines Regulating the Relationship between Parastatals and Government-owned Companies and the Government" to buttress the point that Ministers should not function as chairmen of Government-owned agencies. Similarly, the Joda Committee was persuaded that the challenge of Ministerial

interference and bureaucratic control needed to be eliminated in order to restore the effectiveness and efficiency of parastatals in the delivery of service to the public.

In addition, the Joda Report alluded to the problem generated as a result of lack of managerial competence in some of the parastatals as well as the incompetence of some Boards. The Report also noted the challenge posed by the large size of the boards of the parastatals, most of which had over 10 members.

While the Joda Report (1999) cited defective organizational structures as one of the problems militating against the efficiency of these Institutions, the Ayida Report of 1995 observed that, at the time of its assignment, certain cadres were inappropriate and that the manning levels were lopsidedly skewed in favour of the lower levels, thereby encouraging idleness and wastage of man hours.

Although the general opinion was that the Personnel Cost of Federal parastatals consumed over 50 per cent of Government's budget, the Ayida Panel (1997) argued that what was payable to civil and public servants was not up to 10 per cent of the budget. The situation can no longer be said to be the same today, 14 years after the Report was submitted. Just as it remains today, the 1995 Ayida Report expressed concern about the wide income differentials between wages paid to civil servants and those of their counterparts in the parastatals.

The Danjuma Presidential Advisory Committee Report (2010) agreed that the issue of pay and compensation in the past was at complete variance with the situation today. In the past, the difference between the pay packages of political appointees and career civil servants was very small; and in fact in 1962, when ministers and other political appointees offered to have their salaries cut because of an economic downturn, the top echelon of the public service earned more than the political executives. Today, however, political appointees earn more than ten times the pay of the top earners in the civil service.

It also attributed part of the anomaly to the existence of two different bodies responsible for fixing the salaries in the two arms of the public service – the Revenue Mobilization, Allocation and Fiscal Commission (RMAFC) fixed the salaries of political appointees, while the National Salaries, Incomes and Wages Commission (NSIWC) fixed that of career civil servants.

If this continues, the Advisory Committee pointed out it would create unnecessary distortions and differences in the economy as well as build up resentment in the civil service leading to further loss of morale.

The Ayida Report (1995) made the point that earlier recommendations on reforms, which the Government had accepted, were yet to be implemented.

Indeed, it noted that some of the recommendations and decisions of Government were either selectively or haphazardly implemented. It then went ahead to recommend that an Implementation Committee should be set up to monitor Government's decisions, in this case, on parastatals. Many of the recommendations and decisions contained in the Government White Paper on the Joda Report, which came two years after the second Ayida Report, were selectively, haphazardly or incompletely implemented.

The non-implementation of the Government decisions on the Joda Report was illustrated by the submissions made by the Ministries, Parastatals, Commissions and Agencies to the Presidential Committee on the Restructuring and Rationalization of Federal Parastatals, Commissions and Agencies.

A general trend that ran through the 232 submissions studied by this Committee was that the Ministries/agencies claimed ignorance of the existence of the White Paper on the Ahmed Joda Report (2000) when the relevant decisions were not in their "favour".

What seemed evident from the reports and the submissions made was that Government's decisions on restructuring of entities had never been wholly implemented. Indeed, it was difficult to get copies of the reports of past committees.

Furthermore, a study of the submissions revealed that the laws establishing some of the parastatals and agencies are similar and very inter-related and that the functions listed under different bodies could actually be performed by a single entity.

The Committee recognizes Nigeria's rather low success rating in the implementation and execution of previous Government decisions, which in this case would include the White Papers on the Reports of both the Ayida and Joda Panels. The Committee also noted the recommendations contained in the nation's Vision 20:2020 Document which are most instructive. The said document lists the institutionalization of monitoring and evaluation across all levels of Government as a sure way to improve the capabilities of Government agencies and other actors in order to translate all strategic plans and programmes into outcomes and impacts, including those of Vision 20:2020.

CHAPTER THREE

Categorization of Parastatals, Commissions and Agencies

This chapter provides the classification of Parastatals, Commissions and Agencies under sectors as well their supervisory Offices and Ministries. Although the review of the mandates of Ministries is outside its terms of reference, the Committee is of the view that for the desired changes to be effected, the structures of certain Ministries will have to be adjusted to accommodate the proposed restructuring of the parastatals and agencies. The existing parastatals and agencies in the various Ministries and Offices are treated in the following order:

1. Office of the Vice President
2. Office of the Secretary to the Government of the Federation
3. Office of the Head of the Civil Service of the Federation
4. Federal Ministry of Agriculture and Natural Resources
5. Ministry of Aviation
6. Ministry of Communication Technology
7. Ministry of Defence
8. Federal Ministry of Education
9. Federal Ministry of Environment
10. Ministry of Federal Capital Territory Authority
11. Federal Ministry of Finance
12. Ministry of Foreign Affairs
13. Federal Ministry of Health
14. Federal Ministry of Information
15. Ministry of Interior
16. Federal Ministry of Justice
17. Federal Ministry of Labour & Productivity
18. Federal Ministry of Lands, Housing and Urban Development
19. Ministry of Mines & Steel
20. Ministry of Petroleum Resources
21. Ministry of Police Affairs
22. Ministry of Power
23. Federal Ministry of Science & Technology
24. Federal Ministry of Tourism, Culture & National Orientation
25. Federal Ministry of Trade & Investment

26. Federal Ministry of Transport
27. Federal Ministry of Water Resources
28. Federal Ministry of Women Affairs
29. Federal Ministry of Works
30. Federal Ministry of Youth Development
31. National Sports Commission

Constitutional Bodies

1. Code of Conduct Bureau
2. Council of State
3. Federal Character Commission
4. Federal Civil Service Commission
5. Federal Judicial Service Commission
6. Independent National Electoral Commission
7. National Defence Council
8. National Economic Council
9. National Judicial Council
10. National Population Commission
11. National Security Council
12. Nigeria Police Council
13. Police Service Commission
14. Revenue Mobilization & Fiscal Allocation Commission

Other Bodies

1. Bureau of Public Procurement
2. Central Bank of Nigeria
3. Code of Conduct Tribunal
4. Economic & Financial Crimes Commission
5. Fiscal Responsibility Commission
6. Independent Corrupt Practices & Other Related Offences Commission
7. Infrastructure Concessionary & Regulatory Commission
8. National Atomic Energy Commission
9. National Pension Commission
10. Nigerian Investment Promotion Council
11. Public Complaints Commission
12. Salaries, Incomes and Wages Commission

Classification of Parastatals, Commissions and Agencies according to Sectors

According to the New Oxford American Online Dictionary, "a parastatal is an organization or industry having some political authority and serving the State indirectly, especially in some African countries." In the case of Nigeria, these parastatals were established to function outside a complex bureaucratic setting but having Ministries and Offices to supervise them.

Prior to the inauguration of the Committee on the Restructuring and Rationalization of Federal Government Parastatals, Commissions and Agencies on 18th August, 2011, the number of existing parastatals in Nigeria was a matter of speculation as no survey had been carried out in recent times to ascertain the figure.

In the course of carrying out its assignment, the Committee requested for and received submissions from Ministries, Departments and Agencies (MDAs) as well as the Presidency. The Committee observed that there is need for Government to put in place a framework for defining what constitutes a parastatal, because from the submissions it received, it was obvious that there were different views on the issue.

In analyzing the submissions made by the MDAs/Offices *vis-à-vis* the Appropriation for 2011, the Committee further observed that the MDAs did not list all their budget line allocations. On enquiry, they claimed that, based on their understanding, the omitted budget lines were for 'projects' and 'centres' and not parastatals.

Specifically, the Office of the Secretary to the Government of the Federation has three of such bodies, while the Office of the Head of the Civil Service of the Federation has six. The following Ministries similarly have such agencies captured in their budget as indicated below:

i)	Federal Ministry of Environment	-	11
ii)	Ministry of Foreign Affairs	-	1
iii)	Federal Ministry of Health	-	47
iv)	Federal Ministry of Science and Tech	-	44
v)	Federal Ministry of Trade and Investment	-	4
vi)	Federal Ministry of Works	-	2

The Committee noted that this practice allows for leakages in Government resources and needed to be addressed urgently by plugging such visible drainpipes through a review of the current envelope system of the budget process and returning to a zero base budget approach from the 2013 Fiscal Year. Nevertheless, the Committee captured all the parastatals, commissions, agencies, centres and projects as reflected in the 2011 Appropriation.

In grouping the parastatals and agencies all of which are listed in **Table 1 (i-xxxv)**, the Committee found that their large number, the overlap, in some cases, and their cross-cutting mandates complicated the process of categorization. Nevertheless, the Committee categorized the Parastatals, Commissions and Agencies into seven broad sectors according to their respective Core Mandate. These are broken down in **Table 2** below and further elaborated in **Tables 3 – 9**.

Another category of agencies, which attracts budgetary allocations and for which Government should ordinarily not be responsible, are the professional bodies and Councils. These are contained in **Table 10**.

However, parastatals and agencies without enabling laws have been grouped in **Table 11.**

Projects and centres some of which are fully funded by the Federal Government as though they are legal parastatals having direct budget lines for Personnel, Overhead and Capital Allocations are enumerated in **Table 12**.

Table 13 shows bodies, which are neither reflected in the Budget nor listed under any MDA/Office and some of which are redundant and have outlived their usefulness. Their enabling laws therefore need to be either amended or repealed to reflect the current reality. There is however a possibility that some of these bodies are funded from the Service-Wide Vote.

The list of the tables is therefore as follows:

Table 1:	**List of all Federal Government Parastatals**
Table 2:	**Classification according to subject areas**
Table 3:	**Social Development Sector**
Table 4:	**Education/Training Sector**
Table 5:	**Governance Sector**
Table 6:	**Economy Sector**
Table 7:	**Transport Sector**
Table 8:	**Science and Technology and Infrastructure Sector**
Table 9:	**Research Sector**
Table 10:	**Professional Bodies**
Table 11:	**Bodies without enabling Laws**
Table 12:	**Centres and Programmes under Ministries/Offices**
Table 13:	**Bodies not listed under any Ministry/Office**

All told, there are 541 bodies that exist as Parastatals, Commissions or Agencies, including Constitutional Bodies. Of the 541 bodies, 258 are fully-fledged parastatals or agencies, while 50 exist without enabling laws. The list also contains the three Government companies presently being wound-up. These are the Ajaokuta Steel Company Ltd., National Iron Ore Mining Company (NIOMCO), Itakpe and Nigerian Coal Corporation, Enugu.

Table 1:

List of Federal Parastatals, Commissions and Agencies

i) Constitutional Bodies

S/No.	Parastatal/Body
1.	Code of Conduct Bureau
2.	Council of State
3.	Federal Character Commission
4.	Federal Civil Service Commission
5.	Federal Judicial Service Commission
6.	Independent National Electoral Commission
7.	National Defence Council
8.	National Economic Council
9.	National Judicial Council
10.	National Population Commission
11.	National Security Council
12.	Nigeria Police Council
13.	Police Service Commission
14.	Revenue Mobilization & Fiscal Allocation Commission

ii) Presidency

S/No.	Parastatal
15.	Bureau of Public Procurement (BPP)
16.	Fiscal Responsibility Commission (FRC)
17.	Infrastructure Concessionary & Regulatory Commission (ICRC)
18.	National Atomic Energy Commission (NAEC)
19.	National Pension Commission (NPC)
20.	Nigerian Investment Promotion Council (NIPC)
21.	National Salaries, Incomes and Wages Commission

iii) Autonomous Bodies

22.	Central Bank of Nigeria (CBN)**
23.	Code of Conduct Tribunal (CCT)
24.	Economic & Financial Crimes Commission (EFCC)
25.	Independent Corrupt Practices & Other Related Offences Commission (ICPC)
26.	National Human Rights Commission (NHRC)

iv) Office of the Vice President

S/No.	Parastatal
27.	National Boundary Commission (NBC)
28.	National Institute for Policy and Strategic Studies (NIPSS)
29.	National Emergency Management Agency (NEMA)
30.	Border Communities Development Agency (BCDA)
31.	Niger Delta Power Holding Company (NDPHC)
32.	Bureau of Public Enterprises (BPE)
33.	National Planning Commission (NPC)**

v) Office of the Secretary to the Government of the Federation

S/No.	Parastatal
34.	National Poverty Eradication Programme (NAPEP) **
35.	National Commission For Refugees
36.	National Identity Management Commission
37.	Nigerian National Merit Award**
38.	Federal Road Safety Commission
39.	Niger Delta Development Commission
40.	New Partnership For Africa's Development**
41.	Utilities Charges Commission
42.	National Agency For The Control Of HIV/AIDS (NACA)
43.	National Hajj Commission of Nigeria
44.	Nigeria Christian Pilgrims Commission
45.	National Lottery Trust Fund (NLTF)
46.	National Lottery Regulatory Commission
47.	SERVICOM**
48.	Nigeria Extractive Industries Transparency Initiative (NEITI)

vi) Office of the Head of the Civil Service of the

Federation

S/No.	Parastatal
49.	Administrative Staff College of Nigeria
50.	Public Service Institute of Nigeria
51.	Federal Government Staff Housing Loans Board
52.	Bureau of Public Service Reforms (BPSR) **

vii) Ministry of Agriculture and Rural Development

S/No.	Parastatal
53.	Federal College of Produce Inspection and Stored Products Technology, Kano
54.	Agricultural Research and Management Institute (ARMTI), Ilorin
55.	National Centre for Agricultural Mechanization (NCAM)
56.	Agricultural Research Council of Nigeria (ARCN)
57.	National Livestock Development Project
58.	Livestock & Fisheries Development Marketing Company (LFDM)
59.	National Agricultural Cooperative and Rural Development Bank
60.	Nigeria Agricultural Insurance Corporation (NAIC)
61.	National Cereals Research Institute, Badeggi
62.	National Veterinary Research Institute, Vom
63.	National Root Crops Research Institute, Umudike
64.	Nigeria Institute For Oil Palm Research (NIFOR), Benin
65.	Institute of Agricultural Research, Zaria
66.	National Animal Product Research Institute, Zaria
67.	National Horticultural Research Institute, Ibadan
68.	Lake Chad Research Institute, Maiduguri
69.	Nigeria Institute of Oceanography and Marine Research (NIOMR), Lagos
70.	Cocoa Research Institute of Nigeria, Ibadan
71.	Institute of Agricultural Research and Training, Ibadan
72.	Rubber Research Institute, Benin
73.	National Institute of Freshwater Fish, New Bussa
74.	National Agric. Extension Research Liaison Services, Zaria

75.	Veterinary Council of Nigeria
76.	Federal College of Animal Health and Production Technology, Ibadan
77.	Federal College of Agriculture, Ibadan
78.	Federal College of Agriculture, Akure
79.	Federal College of Agriculture, Ishiagu
80.	Federal College of Fresh Water Fisheries Technology, New Bussa
81.	Federal College of Animal Health & Production Technology, Vom
82.	College of Veterinary and Medical Laboratory Technology, Vom
83.	Federal College of Fresh Water Fisheries, Baga
84.	Federal College of Fisheries And Marine Technology, Lagos
85.	Federal Co-Operative College, Ibadan
86.	Federal Co-Operative College, Kaduna
87.	Federal Co-Operative College, Oji-River
88.	Federal College of Land Resources Technology, Owerri
89.	Federal College of Land Resources Technology, Jos
90.	Federal College of Horticulture, Dadin-Kowa, Gombe
91.	Nigerian Institute of Animal Sciences
92.	Nigeria Stored Products Research Institute, Ilorin
93.	National Food Reserve Agency
94.	Nigeria Agricultural Quarantine Service
95.	Agricultural Research Council of Nigeria
96.	National Agricultural Seed Council

viii) **Ministry of Aviation**

S/No.	**Parastatal**
97.	Accident Investigation Bureau
98.	Nigerian Meteorological Agency
99.	Nigerian College Of Aviation Technology, Zaria
100.	Federal Airports Authority Of Nigeria (FAAN)
101.	Nigerian Civil Aviation Authority (NCAA)
102.	Nigerian Air Space Management Agency (NAMA)

ix) Ministry of Communications Technology

S/No.	Parastatal
103.	Nigerian Communications Commission (NCC)
104.	Nigerian Information Technology Development Agency (NITDA)
105.	Nigeria Postal Agency (NIPOST)
106.	Galaxy Backbone Limited
107.	Nigerian Communications Satellite (NIGCOMSAT) Ltd

x) Ministry of Defence

S/No.	Parastatal
108.	Defence Industries Corporation of Nigeria (DICON)
109.	National Defence College (NDC)
110.	Nigerian Defence Academy (NDA)
111.	Armed Forces Command and Staff College (AFCSC)
112.	Military Pension Board (MPB)
113.	Defence Intelligence Agency (DIA)
114.	Nigerian Armed Forces Resettlement Centre (NAFRC)
115.	Presidential Committee On Barracks Rehabilitation (PCBR)

xi) Ministry of Education

S/No.	Parastatal
116.	National Universities Commission (NUC)
117.	West African Examinations Council (International)
118.	West African Examinations Council (Local)
119.	Nigerian Institute For Education Planners and Administration
120.	Universal Basic Education Board (UBEC)
121.	National Library of Nigeria
122.	National Examinations Council
123.	National Commission For Mass Literacy, Adult And Non-Formal Education
124.	Nomadic Education Commission
125.	Nigeria Educational Research & Development Council
126.	National Business and Technical Examination Board
127.	National Board For Technical Education

128.	Teachers Registration Council of Nigeria
129.	Computer Registration Council of Nigeria
130.	National Commission For Colleges of Education
131.	Tertiary Education Tax Fund
132.	National Teachers Institute
133.	Librarian Registration Council of Nigeria
134.	National Open University of Nigeria
135.	National Mathematical Centre, Sheda
136.	French Language Village Badagry, Lagos State
137.	Arabic Language Village, Maiduguri, Borno State
138.	Joint Admissions and Matriculation Board
139.	University of Ibadan
140.	University of Lagos
141.	University of Nigeria, Nsukka
142.	Ahmadu Bello University, Zaria
143.	Obafemi Awolowo University, Ile-Ife
144.	University of Benin
145.	University of Jos
146.	University of Calabar
147.	University of Ilorin
148.	University of Abuja
149.	University of Agriculture, Abeokuta
150.	University of Agriculture, Makurdi
151.	Michael Okpara University of Agriculture, Umudike
152.	University of Port-Harcourt
153.	Abubakar Tafawa Balewa University, Bauchi
154.	University of Technology, Owerri
155.	University of Technology, Akure
156.	University of Technology, Minna
157.	University of Technology, Yola
158.	University of Uyo
159.	University of Maiduguri
160.	Nnamdi Azikiwe University, Awka
161.	Bayero University, Kano
162.	Usman Dan Fodio University, Sokoto
163.	Federal University, Oye-Ekiti
164.	Federal University, Otuoke

165.	Federal University, Dutse
166.	Federal University, Ndufu Alike
167.	Federal University, Lafia
168.	Federal University, Dustin-Ma
169.	Federal University, Kashere
170.	Federal University, Lokoja
171.	Federal University, Wukari
172.	Federal Polytechnic, Ado-Ekiti
173.	Federal Polytechnic, Bauchi
174.	Federal Polytechnic, Bida
175.	Federal Polytechnic, Idah
176.	Federal Polytechnic, Kaura-Namoda
177.	Federal Polytechnic, Mubi
178.	Federal Polytechnic, Nasarawa
179.	Federal Polytechnic, Uwana, Afikpo
180.	Federal Polytechnic, Kaduna
181.	Federal Polytechnic, Offa
182.	Federal Polytechnic, Ede
183.	Federal Polytechnic, Auchi
184.	Federal Polytechnic, Nekede
185.	Federal Polytechnic, Oko
186.	Federal Polytechnic, Damaturu
187.	Federal Polytechnic, Hussaini Adamu
188.	Federal Polytechnic, Gwandu
189.	Federal Polytechnic, Ilaro
190.	Yaba College of Technology
191.	Federal Polytechnic, Bali
192.	Federal Polytechnic, Ekowe
193.	Federal College of Education, Abeokuta
194.	Federal College of Education, Akoka
195.	Federal College of Education, Asaba
196.	Federal College of Education, Bichi
197.	Federal College of Education, Gombe
198.	Federal College of Education, Gusau
199.	Federal College of Education, Kano
200.	Federal College of Education, Katsina
201.	Federal College of Education, Kontagora

202.	Federal College of Education, Obudu
203.	Federal College of Education, Okene
204.	Federal College of Education, Omoku
205.	Federal College of Education, Ondo
206.	Federal College of Education, Oyo
207.	Federal College of Education, Pankshin
208.	Federal College of Education, Potiskum
209.	Federal College of Education, Umunze
210.	Federal College of Education, Yola
211.	Federal College of Education, Zaria
212.	Federal College of Education, Eha-Amufu
213.	Alvan Ikoku College of Education, Owerri
214.	Federal Science College, Sokoto
215.	Federal Government College, Azare
216.	Federal Government College, Bani-Yadi
217.	Federal Government College, BirinYauri
218.	Federal Government College, Daura
219.	Federal Government College, Ganye
220.	Federal Government College, Garki
221.	Federal Government College, Ijanikin
222.	Federal Government College, Nise
223.	Federal Government College, Iket Vandekya
224.	Federal Government College, Ikom
225.	Federal Government College, Ikot Ekpene
226.	Federal Government College, Ikurin
227.	Federal Government College, Jos
228.	Federal Government College, Kaduna
229.	Federal Government College, Kano
230.	Federal Government College, Keffi
231.	Federal Government College, Kiyawa
232.	Federal Government College, Kwali
233.	Federal Government College, Maiduguri
234.	Federal Government College, Minjibir
235.	Federal Government College, Minna
236.	Federal Government College, Odikolokuma
237.	Federal Government College, Odogbolu
238.	Federal Government College, Ogbomosho

239.	Federal Government College, Ogoja
240.	Federal Government College, Ohafia
241.	Federal Government College, Okigwe
242.	Federal Government College, Okposi
243.	Federal Government College, Onitsha
244.	Federal Government College, Port Harcourt
245.	Federal Government College, Potiskum
246.	Federal Government College, Rubochi
247.	Federal Government College, Sokoto
248.	Federal Government College, Ugwolawo
249.	Federal Government College, Warri
250.	Federal Government College, Zaria
251.	Federal Government College, Biliri
252.	Federal Government College, Ido-Ani
253.	Federal Technical College, Ikole
254.	Federal Government Girls' College, Abaji
255.	Federal Government Girls' College, Abuloma
256.	Federal Government Girls' College, Akure
257.	Federal Government Girls' College, Anka
258.	Federal Government Girls' College, Bajoga
259.	Federal Government Girls' College, Bakori
260.	Federal Government Girls' College, Bauchi
261.	Federal Government Girls' College, Benin
262.	Federal Government Girls' College, Bida
263.	Federal Government Girls' College, Bwari
264.	Federal Government Girls' College, Calabar
265.	Federal Government Girls' College, Efon Alaye
266.	Federal Government Girls' College, Imiringi
267.	Federal Government Girls' College, Enugu
268.	Federal Government Girls' College, Ezzamgbo
269.	Federal Government Girls' College, Gboko
270.	Federal Government Girls' College, Gusau
271.	Federal Government Girls' College, Gwandu
272.	Federal Government Girls' College, Ibillo
273.	Federal Government Girls' College, Ibusa
274.	Federal Government Girls' College, Ikot-Obio-Itong
275.	Federal Government Girls' College, Ilorin

276.	Federal Government Girls' College, Ipetumodu
277.	Federal Government Girls' College, Jalingo
278.	Federal Government Girls' College, Kabba
279.	Federal Government Girls' College, Kazaure
280.	Federal Government Girls' College, Keana
281.	Federal Government Girls' College, Langtang
282.	Federal Government Girls' College, Lejja
283.	Federal Government Girls' College, Monguno
284.	Federal Government Girls' College, New Bussa
285.	Federal Government Girls' College, Omu-Aran
286.	Federal Government Girls' College, Owerri
287.	Federal Government Girls' College, Oyo
288.	Federal Government Girls' College, Shagamu
289.	Federal Government College, Tambuwal
290.	Federal Government Girls' College, Umuahia
291.	Federal Government Girls' College, Wukari
292.	Federal Government Girls' College, Yola
293.	Federal Science Technical College, Ahoada
294.	Federal Science Technical College, Awka
295.	Federal Technical College, Ijebu Mushin
296.	Federal Science Technical College, Michika
297.	Federal Science Technical College, Tungbo, Yenegoa
298.	Federal Science Technical College, Usi-Ekiti
299.	Federal Technical College, Ikare
300.	Federal Technical College, Ilesha
301.	Federal Technical College, Jalingo
302.	Federal Technical College, Kafanchan
303.	Federal Technical College, Lassa
304.	Federal Technical College, Ohanso
305.	Federal Technical College, Orozo
306.	Federal Technical College, Otobi
307.	Federal Technical College, Otukpo
308.	Federal Technical College, Shiroro
309.	Federal Technical College, Uromi
310.	Federal Technical College, Uyo
311.	Federal Technical College, Yaba
312.	Federal Technical College, Zuru

313.	King's College, Lagos
314.	Queens College, Lagos
315.	Suleja Academy
316.	Federal Science Technical College, Dayi
317.	Federal Government Girls' College, Doma

xii) Ministry of Environment

S/No.	Parastatal
318.	National Parks Headquarters
319.	Forestry Research Institute of Nigeria, Ibadan
320.	National Oil Spill Detection and Response Agency
321.	National Environmental Standards and Regulations Enforcement Agency
322.	Environmental Health Registration Council of Nigeria

xiii) Federal Capital Territory Administration

S/No.	Parastatal
323.	Federal Capital Development Agency

xiv) Ministry of Finance

S/No.	Parastatal
324.	Federal Inland Revenue Service (FIRS)
325.	Office Of The Accountant General of the Federation
326.	Debt Management Office
327.	Nigeria Customs Service
328.	Investment and Securities Tribunal
329.	Ministry of Finance Incorporated (MOFI)
330.	National Insurance Commission (NAICOM)
331.	National Economic Recovery Fund (NERFUND)
332.	Nigerian Export and Import Bank (NEXIM)
333.	Securities and Exchange Commission (SEC)
334.	Nigeria Deposit Insurance Corporation(NDIC)

xv) Ministry of Foreign Affairs

S/No.	Parastatal
335.	Institute For Peace and Conflict Resolution
336.	Nigeria Directorate of Technical Aids Corps
337.	Nigerian Institute of International Affairs, Lagos
338.	Directorate of Technical Cooperation in Africa

xvi) Ministry of Health

S/No.	Parastatal
339.	University College Hospital, Ibadan
340.	Lagos University Teaching Hospital, Lagos
341.	Ahmadu Bello University Teaching Hospital, Zaria
342.	University of Nigeria Teaching Hospital, Enugu
343.	University of Benin Teaching Hospital, Benin-City
344.	Obafemi Awolowo University Teaching Hospital, Ile-Ife
345.	University of Ilorin Teaching Hospital, Ilorin
346.	Jos University Teaching Hospital, Jos
347.	University of Port Harcourt Teaching Hospital, Port Harcourt
348.	University of Calabar Teaching Hospital, Calabar
349.	University of Maiduguri Teaching Hospital, Maiduguri
350.	Usman Dan Fodio University Teaching Hospital, Sokoto
351.	Aminu Kano Teaching Hospital, Kano
352.	Nnamdi Azikiwe University Teaching Hospital, Nnewi
353.	Irrua Specialist Teaching Hospital, Irrua
354.	University of Uyo Teaching Hospital, Uyo
355.	Abubakar Tafawa Balewa University Teaching Hospital, Bauchi
356.	University of Abuja Teaching Hospital, Gwagwalada
357.	National Hospital, Abuja
358.	Federal Medical Centre, Umuahia
359.	Federal Medical Centre, Owo
360.	Federal Medical Centre, Abeokuta
361.	Federal Medical Centre, Owerri
362.	Federal Medical Centre, Makurdi
363.	Federal Medical Centre, Katsina
364.	Federal Medical Centre, Gombe

365.	Federal Medical Centre, Nguru
366.	Federal Medical Centre, Asaba
367.	Federal Medical Centre, Bida
368.	Federal Medical Centre, Lokoja
369.	Federal Medical Centre, Gusau
370.	Federal Medical Centre, Yola
371.	Federal Medical Centre, Abakaliki
372.	Federal Medical Centre, Ido-Ekiti
373.	Federal Medical Centre, Kebbi, Birnin-Kebbi
374.	Federal Medical Centre, Jalingo
375.	Federal Medical Centre, Yenagoa
376.	Federal Medical Centre, Keffi
377.	Federal Medical Centre, Azare
378.	Federal Medical Centre, Birnin-Kudu
379.	Federal Medical Centre, Ebute-Metta
380.	Federal Psychiatric Hospital, Enugu
381.	Federal Psychiatric Hospital, Kaduna
382.	Federal Psychiatric Hospital, Calabar
383.	Federal Psychiatric Hospital, Maiduguri
384.	Federal Psychiatric Hospital, Sokoto
385.	Federal Psychiatric Hospital, Yaba
386.	Federal Psychiatric Hospital, Abeokuta
387.	Federal Psychiatric Hospital, Benin City
388.	National Orthopaedic Hospital, Igbobi, Lagos
389.	National Orthopaedic Hospital, Enugu
390.	National Orthopaedic Hospital, Kano
391.	National Eye Centre, Kaduna
392.	National Ear Care Centre, Kaduna
393.	National Obstetrics Fistula Centre, Abakaliki
394.	National Health Insurance Scheme, Abuja
395.	National Primary Health Care Development Agency
396.	National Agency for Food and Drugs Administration and Control
397.	National Institute For Medical Research, Lagos
398.	National Institute For Pharmaceutical Research and Development, Idu, Abuja
399.	Inter-Country Centre for Oral Health for Africa, Jos
400.	National Post-Graduate Medical College of Nigeria, Lagos

401.	Federal School of Dental Technology and Therapy, Enugu
402.	Medical and Dental Council of Nigeria,
403.	Pharmacists Council of Nigeria
404.	Radiographers Registration Board of Nigeria
405.	Dental Technologists Registration Board
406.	Health Records Officers Registration Board
407.	Medical Laboratory Science Council of Nigeria
408.	Institute of Medical Laboratory Science and Technology of Nigeria, Lagos
409.	Optometrists and Dispensing Opticians Board
410.	Dental Therapists Registration Board of Nigeria
411.	Medical Rehabilitation and Therapists Registration Board
412.	Nursing and Midwifery Council of Nigeria
413.	Community Health Practitioners Registration Board of Nigeria
414.	Institute of Chartered Chemists of Nigeria
415.	Institute of Public Analysts of Nigeria

xvii) Ministry of Information

S/No.	Parastatal
416.	Nigerian Television Authority
417.	Federal Radio Corporation of Nigeria
418.	News Agency of Nigeria
419.	Voice of Nigeria
420.	Nigerian Film Corporation
421.	National Broadcasting Commission
422.	Nigeria Press Council
423.	National Film and Video Censors Board
424.	Advertising Practitioners Council of Nigeria

xviii) **Ministry of Interior**

S/No.	Parastatal
425.	Nigeria Prisons Service
426.	Nigeria Immigration Service
427.	Nigerian Security and Civil Defence Corps
428.	Civil Defence, Immigration and Prisons Services Board *
429.	Customs, Immigration and Prisons Pension Office (CIPPO)*
430.	Federal Fire Service

xix) **Ministry of Justice**

S/No.	Parastatal
431.	Council of Legal Education, Nigerian Law School
432.	Legal Aid Council
433.	Nigerian Copyright Commission
434.	Nigerian Law Reform Commission
435.	National Agency for Prohibition of Trafficking in Persons and Other Related Matters (NAPTIP)
436.	Nigerian Institute of Advanced Legal Studies (NIALS)
437.	National Drug Law Enforcement Agency
438.	Regional Centre for International Commercial Arbitration

xx) **Ministry of Labour and Productivity**

S/No.	Parastatal
439.	National Directorate of Employment
440.	National Productivity Centre
441.	Industrial Arbitration Panel
442.	Michael Imoudu National Institute for Labour Studies (MINLS)
443.	Nigeria Social Insurance Trust Fund (NSITF)

xxi) **Ministry of Lands, Housing and Urban Development**

S/No.	Parastatal
444.	Federal Housing Authority (FHA)
445.	Federal Mortgage Bank of Nigeria (FMBN)

xxii) Ministry of Mines and Steel Development

S/No.	Parastatal
446.	Nigerian Geological Survey Agency (NGSA)
447.	Nigerian Institute of Mining and Geosciences (NIMG)
448.	Mining Cadastre Office (MCO)
449.	National Metallurgical Training Institute (NMTI)
450.	National Steel Raw Materials Exploration Agency (NSRMEA)
451.	National Metallurgical Development Centre (NMDC), Jos
452.	Council of Nigerian Mining Engineers and Geoscientists (COMEG)
453.	Nigerian Mining Corporation (NMC)
454.	Ajaokuta Steel Company Ltd.
455.	National Iron Ore Mining Company (NIOMCO), Itakpe
456.	Nigerian Coal Corporation, Enugu

xxiii) Ministry of Petroleum Resources

S/No.	Parastatal
457.	Petroleum Training Institute, Effurun
458.	Nigerian Nuclear Regulatory Authority
459.	Petroleum Equalization Fund
460.	Nigerian National Petroleum Corporation
461.	Petroleum Technology Development Fund
462.	Department of Petroleum Resources
463.	Petroleum Products Pricing & Regulatory Agency
464.	Nigerian Content Development and Monitoring Board

xxiv) Ministry of Police Affairs

S/No.	Parastatal
465.	Police Pension Office

xxv) Ministry of Power

S/No.	Parastatal
466.	National Rural Electrification Agency
467.	Nigerian Electricity Regulatory Commission
468.	Nigeria Electricity Liabilities Management Limited/GTE (NELMCO)
469.	Power Holding Company of Nigeria (PHCN)
470.	Transmission Company of Nigeria
471.	National Power Training Institute of Nigeria (NAPTIN)
472.	Nigerian Bulk Electricity Trading (NBET) PLC

xxvi) Ministry of Science and Technology

S/No.	Parastatal
473.	National Agency for Science and Engineering Infrastructure (NASENI)
474.	Federal Institute for Industrial Research, Oshodi (FIIRO)
475.	Project Development Institute (PRODA)
476.	Sheda Science and Technology Complex
477.	Nigerian Institute of Laboratory Technology (NISLT)
478.	Nigerian Institute for Trypanosomiasis Research (NITR)
479.	Nigerian Natural Medicine Development Agency (NNMDA)
480.	National Space Research and Development Agency (NARSDA)
481.	National Biotechnology Development Agency (NABDA)
482.	National Board for Technology Incubation (NBTI)
483.	Raw Materials Research and Development Council (RMRDC)
484.	Nigerian Building and Road Research Institute (NIBRRI)
485.	National Research Institute for Chemical Technology (NARICT)
486.	Nigerian Leather Science Technology (NILEST)
487.	National Office for Technology Acquisition and Promotion (NOTAP)
488.	National Centre for Technology Management (NACETEM)
489.	Energy Commission of Nigeria (ECN)

xxvii) Ministry of Tourism, Culture and National Orientation

S/No.	Parastatal
490.	Nigerian Tourism Development Corporation
491.	National Commission for Museums and Monuments
492.	Centre for Black and African Arts and Civilization
493.	National Council of Arts and Culture
494.	National Troupe of Nigeria
495.	National Theatre
496.	National Gallery of Art
497.	National Institute of Hospitality and Tourism Development Studies
498.	National Institute for Culture Orientation
499.	National Orientation Agency

xxviii) Ministry of Trade and Investment

S/No.	Parastatal
500.	Centre for Automotive Design and Development
501.	Consumer Protection Council
502.	Tafawa Balewa Square Management Board
503.	Lagos International Trade Fair Management Board
504.	Financial Reporting Council of Nigeria (Formerly National Accounting Standard Board)
505.	National Automotive Council
506.	Industrial Training Fund
507.	Nigerian Export Promotion Council
508.	Nigeria Export Promotion Zones Authority
509.	Standards Organization of Nigeria
510.	Small and Medium Enterprise Development Agency of Nigeria
511.	Abuja Securities and Commodities Exchange
512.	Onne Oil and Gas Free Zone Authority
513.	Corporate Affairs Commission (CAC)
514.	National Sugar Development Council (NSDC)
515.	Bank of Industry (BOI)

xxix) Ministry of Transport

S/No.	Parastatal
516.	Nigerian Ports Authority
517.	Nigerian Railway Corporation
518.	National Maritime Administration and Safety Agency (NIMASA)
519.	Nigerian Shippers' Council
520.	Nigeria Inland Waterways Authority
521.	National Maritime Academy of Nigeria, Oron
522.	Council for the Regulation of Freight Forwarding in Nigeria
523.	Nigerian Institute of Transport Technology

xxx) Ministry of Water Resources

S/No.	Parastatal
524.	River Basins Development Authority
525.	Gurara Water Management Agency
526.	National Water Resources Institute, Kaduna
527.	Nigeria Hydrological Service Agency
528.	Nigeria Integrated Water Resources Management Commission

xxxi) Ministry of Women Affairs

S/No.	Parastatal
529.	National Centre for Women Development

xxxii) Ministry of Works

S/No.	Parastatal
530.	Federal Road Maintenance Agency
531.	Office of the Surveyor General of the Federation
532.	Surveyors' Council of Nigeria
533.	Council for the Regulation of Engineering in Nigeria

xxxiii) **Ministry of Youth Development**

S/No.	Parastatal
534.	Leadership and Youth Training Centre
535.	National Youth Service Corps

xxxiv) **National Sports Commission**

S/No.	Parastatal
536.	National Sports Commission
537.	Nigeria Football Association
538.	Nigeria Institute for Sports (NIS)

xxxv) **National Planning Commission**

S/No.	Parastatal
539.	National Bureau of Statistics (NBS)
540.	Centre for Management Development (CMD)
541.	Nigerian Institute for Social and Economic Research (NISER)

Legend

** **Non-Parastatals**

Table 2:

	Sector	Subject Areas
1.	Social Development	Health
		Housing
		Environment
		Women and Youth Development
		Labour Matters
		Information
		Sports
		Social Justice
		Tourism
2.	Education/Training	Education
		Training
3.	Governance	General Administration
		Internal Affairs
		Foreign Affairs
		Emergency
		Security
4.	Economy	Finance
		Trade and Investment
		Mines and Steel
		Agriculture
		Petroleum Resources
5.	Transport	Aviation
		Rail Transportation
		Road Transportation
		Marine Services
6.	Science/Infrastructure	Science, Technology and Innovation
		Communication Technology
		Power/Energy
7.	Research	Research Bodies

Table 3:

Social Development

S/No.	Parastatal	Enabling Act
1.	University College Hospital, Ibadan	University College Hospital Act Cap. U 1 LFN 2004
2.	Lagos University Teaching Hospital, Lagos	Lagos University Teaching Hospital Act Cap. L4, LFN 2004
3.	Ahmadu Bello University Teaching Hospital, Zaria	University Teaching Hospitals (Reconstitution of Boards etc.) Act Cap. U15 LFN 2004
4.	University of Nigeria Teaching Hospital, Enugu	University of Nigeria Teaching Hospital Management Board Act, Cap. U12, LFN 2004
5.	University of Benin Teaching Hospital, Benin City	Cap. U3, LFN 2004
6.	Obafemi Awolowo University Teaching Hospital, Ile-Ife	University Teaching Hospitals (Reconstitution of Boards etc.) Act Cap. U 15 LFN 2004
7.	University of Ilorin Teaching Hospital, Ilorin	University Teaching Hospitals (Reconstitution of Boards etc.) Act Cap. U 15 LFN 2004
8.	Jos University Teaching Hospital, Jos	University Teaching Hospitals (Reconstitution of Boards etc.) Act Cap. U 15 LFN 2004
9.	University of Port Harcourt Teaching Hospital, Port Harcourt	University Teaching Hospitals (Reconstitution of Boards etc.) Act Cap. U 15 LFN 2004
10.	University of Calabar Teaching Hospital, Calabar	University Teaching Hospitals (Reconstitution of Boards etc.) Act Cap. U 15 LFN 2004
11.	University of Maiduguri Teaching Hospital, Maiduguri	University Teaching Hospitals (Reconstitution of Boards etc.) Act Cap. U 15 LFN 2004
12.	Usman Dan-Fodio University Teaching Hospital, Sokoto	University Teaching Hospitals (Reconstitution of Boards etc.) Act Cap. U 15 LFN 2004
13.	Aminu Kano Teaching Hospital, Kano	University Teaching Hospitals (Reconstitution of Boards etc.) Act Cap. U 15 LFN 2004
14.	Nnamdi Azikiwe University Teaching Hospital, Nnewi	University Teaching Hospitals (Reconstitution of Boards etc.) Act Cap. U 15 LFN 2004

15.	Irrua Specialist Teaching Hospital, Irrua	University Teaching Hospitals (Reconstitution of Boards etc.) Act Cap. U 15 LFN 2004
16.	University of Uyo Teaching Hospital, Uyo	University Teaching Hospitals (Reconstitution of Boards etc.) Act Cap. U 15 LFN 2004
17.	Abubakar Tafawa Balewa University Teaching Hospital, Bauchi	University Teaching Hospitals (Reconstitution of Boards etc.) Act Cap. U 15 LFN 2004
18.	University of Abuja Teaching Hospital, Gwagwalada	University Teaching Hospitals (Reconstitution of Boards etc.) Act Cap. U 15 LFN 2004
19.	National Hospital, Abuja	National Hospital for Women and Children, Abuja (Establishment, etc) Act Cap. N44 LFN 2004. (Enabling Act presently undergoing amendment to reflect the present mandate of the Hospital now under the Federal Ministry of Health)
20.	Federal Medical Centre, Umuahia	Enabling Act is being developed for legislative backing.
21.	Federal Medical Centre, Owo	Enabling Act is being developed for legislative backing.
22.	Federal Medical Centre, Abeokuta	Enabling Act is being developed for legislative backing.
23.	Federal Medical Centre, Owerri	Enabling Act is being developed for legislative backing
24.	Federal Medical Centre, Makurdi	Enabling Act is being developed for legislative backing
25.	Federal Medical Centre, Katsina	Enabling Act is being developed for legislative backing
26.	Federal Medical Centre, Gombe	Enabling Act is being developed for legislative backing
27.	Federal Medical Centre, Nguru	Enabling Act is being developed for legislative backing
28.	Federal Medical Centre, Asaba	Enabling Act is being developed for legislative backing
29.	Federal Medical Centre, Bida	Enabling Act is being developed for legislative backing
30.	Federal Medical Centre, Lokoja	Enabling Act is being developed for legislative backing
31.	Federal Medical Centre, Gusau	Enabling Act is being developed for legislative backing
32.	Federal Medical Centre, Yola	Enabling Act is being developed for legislative backing
33.	Federal Medical Centre, Abakaliki	Enabling Act is being developed for legislative backing

34.	Federal Medical Centre, Ido- Ekiti	Enabling Act is being developed for legislative backing
35.	Federal Medical Centre, Kebbi, Birnin Kebbi	Enabling Act is being developed for legislative backing
36.	Federal Medical Centre, Jalingo	Enabling Act is being developed for legislative backing
37.	Federal Medical Centre, Yenagoa	Enabling Act is being developed for legislative backing
38.	Federal Medical Centre, Keffi	Enabling Act is being developed for legislative backing
39.	Federal Medical Centre, Azare	Enabling Act is being developed for legislative backing
40.	Federal Medical Centre, Birnin-Kudu	Enabling Act is being developed for legislative backing
41.	Federal Medical Centre, Ebute-Metta	Enabling Act is being developed for legislative backing
42.	Federal Psychiatric Hospital, Enugu	Psychiatric Hospital Management Board Act Cap. P34 LFN 2004
43.	Federal Psychiatric Hospital, Kaduna	Psychiatric Hospital Management Board Act Cap. P34 LFN 2004
44.	Federal Psychiatric Hospital, Calabar	Psychiatric Hospital Management Board Act Cap. P34 LFN 2004
45.	Federal Psychiatric Hospital, Maiduguri	Psychiatric Hospital Management Board Act Cap. P34 LFN 2004
46.	Federal Psychiatric Hospital, Sokoto	Psychiatric Hospital Management Board Act Cap. P34 LFN 2004
47.	Federal Psychiatric Hospital, Yaba	Psychiatric Hospital Management Board Act Cap. P34 LFN 2004
48.	Federal Psychiatric Hospital, Abeokuta	Psychiatric Hospital Management Board Act Cap. P34 LFN 2004
49.	Federal Psychiatric Hospital, Benin City	Psychiatric Hospital Management Board Act Cap. P34 LFN 2004
50.	National Orthopaedic Hospital, Igbobi-Lagos	Orthopaedic Hospitals Management Board Act Cap. 010 LFN 2004
51.	National Orthopaedic Hospital, Enugu	Orthopaedic Hospitals Management Board Act Cap. 010 LFN 2004
52.	National Orthopaedic Hospital, Kano	Orthopaedic Hospitals Management Board Act Cap. 010 LFN 2004
53.	National Eye Centre, Kaduna	National Eye Centre, Act Cap. N38 LFN 2004
54.	National Ear Care Centre, Kaduna	Enabling Law being developed for legislative backing
55.	National Obstetrics Fistula Centre, Abakaliki	Enabling Law being developed for legislative backing
56.	National Health Insurance Scheme, Abuja	National Health Insurance Scheme Act Cap. N42 LFN 2004

57.	National Primary Health Care Development Agency	National Primary Health Care Development Agency Cap. N69 LFN 2004
58.	National Agency for The Control of HIV/AIDS (NACA)	NACA Act, 2006
59.	National Agency for Food and Drug Administration and Control	National Agency for Food and Drug Administration and Control Act Cap N1 LFN 2004
60.	National Poverty Eradication Programme	No enabling law.
61.	Federal Housing Authority (FHA)	Federal Housing Authority Act, Cap. F14, LFA 2004
62.	Nigerian Armed Forces Resettlement Centre (NAFRC)	No enabling law.
63.	Military Pension Board (MPB)	Cap. A23 (1979 N0 103)
64.	Customs, Immigration & Prisons Pension Office (CIPPO)	Pension Reform Act, 2004
65.	Police Pension Office	Cap. P19, LFN 2004
66.	National Pension Commission	Pension Reform Act (PRA) 2004
67.	Nigerian Postal Agency (NIPOST)	Nigeria Postal Services Act, Cap. N127
68.	Nigerian Television Authority	NTA Act, Cap. N136 LFN, 2004
69.	Federal Radio Corporation of Nigeria	FRCN Act, Cap. F18 LFN, 2004
70.	News Agency of Nigeria	News Agency of Nigeria Act, Cap. N85
71.	Voice of Nigeria	Cap. V5, LFN, 2004
72.	Nigerian Film Corporation	Nigeria Film Corporation Act, Cap. N109, LFN, 2004
73.	Legal Aid Council	Cap. L9 LFN, 2004
74.	National Human Rights Commission	N.H.R.C. Act, Cap. N46
75.	National Hajj Commission of Nigeria	NAHCON Establishment Act 2006
76.	Nigeria Christian Pilgrims Commission	NCPC Establishment Act No. 32 NCPC A 1067-1077
77.	National Lottery Trust Fund (NLTF)	National Lottery Act, 2005
78.	National Lottery Regulatory Commission	National Lottery Act, 2005
79.	Federal Government Staff Housing Loans Board	Federal Government Staff Housing Board Act, Cap. F11

80.	Federal Mortgage Bank of Nigeria	Federal Mortgage Bank of Nigeria Act, Cap.F16
81.	National Agency for Prohibition of Trafficking In Persons and Other Related Matters (NAPTIP)	Trafficking in Persons (Prohibition) Law Enforcement and Administration Act. 2003 as Amended in 2005 with Trafficking in Persons Protocol
82.	National Drug Law Enforcement Agency	NDLEA Act, Cap. N30
83.	Nigerian Copyright Commission	Copyright Act (Cap. C28 LFN 2004)
84.	Nigeria Social Insurance Trust Fund (NSITF)	NSITF Act, Cap. N88
85.	National Directorate of Employment	NDE Act, Cap. N28, LFN 2004
86.	Nigerian Tourism Development Corporation	NTDC Act Cap. N137, LFN 2004
87.	National Commission for Museums and Monuments	NCMM Act, Cap. N19 LFN 2004
88.	Centre for Black African Arts and Civilization	Centre for Black and African Arts and Civilization Act, Cap. C6
89.	National Council of Arts and Culture	N.C.A.C Act, Cap. N25, LFN 2004
90.	National Troupe of Nigeria	National Theatre and the National Troupe of Nigeria Act, Cap. N80, LFN 2004
91.	National Theatre	
92.	National Gallery of Art	National Gallery of Art Act, Cap. N.41, LFN 2004.
93.	National Institute of Hospitality and Tourism Development Studies	No enabling law.
94.	National Park Headquarters	National Parks Service Act, Cap. N65, LFN 2004
95.	National Environmental Standards and Regulations Enforcement Agency	NESREA (Establishment) Act, 2007, thus repealing the Federal Environmental Protection Agency Act Cap. F 10 LFN 2004.
96.	National Institute for Culture Orientation (NICO)	National Institute for Cultural Orientation Act, Cap. N48, LFN 2004
97.	National Orientation Agency (NOA)	NOA Act, Cap. N64, LFN 2004
98.	National Centre for Women Development	National Centre for Women Development Act, Cap. N15
99.	Leadership and Youth Training Centre	Citizenship and Leadership Training Centre Act, Cap. C12.

100.	National Library	National Library Act, Cap. N56
101.	National Youth Service Corps	Decree No. 24 of May, 1973, later amended to Act No. 51 of June, 1993
102.	National Sports Commission	No enabling law.
103.	Nigeria Football Association	NFA Act, N110
104.	Nigeria Institute for Sports (NIS)	National Institute for Sports Act, Cap. N52

Table 4:

Education/Training

S/N.	Parastatal	Enabling Act
1.	Federal Universities (33 No.)	
	University of Ibadan	Cap U6 LFN, 2004
	University of Lagos	Cap U9 LFN, 2004
	University of Nigeria, Nsukka	Cap U11 LFN, 2004
	Ahmadu Bello University, Zaria	Cap A 14 LFN, 2004
	Obafemi Awolowo University	Cap O2 LFN, 2004
	University of Benin	Cap U3 LFN, 2004
	University of Jos	Cap U8 LFN, 2004
	University of Ilorin	Cap U7 LFN, 2004
	University of Abuja	Cap U2 LFN, 2004
	University of Agriculture, Abeokuta	Cap U22 LFN, 2004
	University of Agriculture Makurdi	Cap U22 LFN, 2004
	Michael Okpara University of Agriculture, Umudike	Cap U22 LFN, 2004
	University of Port Harcourt	Cap U13 LFN, 2004
	Abubakar Tafawa Balewa University, Bauchi	Cap U22 LFN, 2004
	University of Technology, Owerri	Cap F23 LFN, 2004
	University of Technology Akure	Cap F23 LFN, 2004
	University of Technology, Minna	Cap F23 LFN, 2004
	University of Technology, Yola	Decree No. 37 1990
	University of Uyo	
	University of Maiduguri	Cap U10 LFN, 2004
	Nnamdi Azikiwe University, Awka	Cap N123 LFN, 2004
	Bayero University, Kano	Cap B5 LFN, 2004
	Usman Dan Fodio University, Sokoto	Cap U14 LFN, 2004
	University of Calabar	Cap U5 LFN, 2004
	Federal University, Oye-Ekiti	
	Federal University, Otuoke	
	Federal University, Dutse	
	Federal University, Ndufu Alike	
	Federal University, Lafia	

	Federal University, Dustin-Ma	
	Federal University, Kashere	
	Federal University, Wukari	
	Federal University, Lokoja	
2.	Federal Polytechnics (21 No.) 1) Federal Polytechnic Ado-Ekiti 2) Federal Polytechnic Bauchi 3) Federal Polytechnic Bida 4) Federal Polytechnic Idah 5) Federal Polytechnic Kaura-Namoda 6) Federal Polytechnic Mubi 7) Federal Polytechnic Nasarawa 8) Federal Polytechnic Uwana-Afikpo 9) Federal Polytechnic Kaduna 10) Federal Polytechnic Offa 11) Federal Polytechnic Ede 12) Federal Polytechnic Auchi 13) Federal Polytechnic Nekede 14) Federal Polytechnic Oko 15) Federal Polytechnic Damaturu 16) Federal Polytechnic HussainiAdamu 17) Federal Polytechnic Gwandu 18) Federal Polytechnic Ilaro 19) Yaba College Of Technology 20) Federal Polytechnic Bali 21) Federal Polytechnic Ekowe	Federal Polytechnics Act, Cap.F17
3.	Federal Colleges of Education (21 No.) 1) Federal College of Education, Abeokuta 2) Federal College of Education, Akoka 3) Federal College of Education, Asaba 4) Federal College of Education, Bichi 5) Federal College of Education, Gombe 6) Federal College of Education, Gusau 7) Federal College of Education, Kano 8) Federal College of Education, Katsina 9) Federal College of Education, Kontagora 10) Federal College of Education, Obudu 11) Federal College of Education, Okene 12) Federal College of Education, Omuku 13) Federal College of Education, Ondo 14) Federal College of Education, Oyo 15) Federal College of Education, Pankshin 16) Federal College of Education, Potiskum 17) Federal College of Education, Umunze 18) Federal College of Education, Yola 19) Federal College of Education, Zaria	Federal Colleges of Education Act, Cap.F8

	20) Federal College of Education, Eha-Amufu 21) Alvan Ikoku College of Education, Owerri	
4.	Federal Colleges of Agriculture (16 No.) 1) Federal College of Produce Inspection & Stored Products Technolog 2) Federal College of Animal Health & Production Technology, Ibadan 3) Federal College of Agriculture, Akure 4) Federal College of Agriculture, Moore Plantation, Ibadan 5) Federal College of Agriculture, Ishiagu 6) Federal College of Freshwater Fisheries Technology, New Bussa 7) Federal College of Animal Health & Production Technology ,Vom 8) Federal College of Veterinary And Medical Laboratory Technology, Vom 9) Federal College of Freshwater Fisheries Technology, Baga 10) Federal College of Fisheries & Marine Technology, Lagos 11) Federal Co-Operative College, Ibadan 12) Federal Co-Operative College, Kaduna 13) Federal Co-Operative College, Oji-River 14) Federal College of Land Resources Technology, Owerri 15) Federal College of Land Resources Technology, Kuru, Jos 16) Federal College of Horticulture Dadin-Kowa Gombe State	
5.	Federal Government Colleges, Training Centres (104 No.)	
6.	National Post-Graduate Medical College of Nigeria, Lagos	National Medical College Act Cap. N59 LFN 2004 (The Law is presently undergoing review).
7.	Federal School of Dental Technology and Therapy, Enugu	Enabling act being developed for legislative backing
8.	Council of Legal Education, Nigerian Law School	Legal Education (Consolidation) Act, Cap. L.10
9.	Michael Imoudu National Institute for Labour Studies (MINLS)	Cap. N49, 2004
10.	Nigerian College of Aviation Technology, Zaria	NCAT Act, Cap. N96
11.	National Defence College (NDC)	CAP N82 1997 NO. 21 -15/12/97
12.	Nigerian Defence Academy (NDA)	Cap N101, LFN, 2004
13.	Armed Forces Command and Staff College (AFCSC)	Nil
14.	West African Examinations Council (International)	West African Examinations Act, CAP W4 LFN 2004

15.	West African Examinations Council (Local)	
16.	National Examinations Council (NECO)	National Examinations Council Act, Cap. N36
17.	Nigerian Institute For Education Planners & Administration	Nil
18.	Universal Basic Education Board (UBEB)	UBEC Act 2004
19.	National Universities Commission (NUC)	Act 1, 1974 (Now CAP. N81 LFN 2004)
20.	National Board for Technical Education	N.B.T.E Act, Cap. N9 LFN 2004.
21.	National Commission for Colleges Of Education	N.C.C.E Act, Cap. N17, LFN 2004.
22.	National Commission for Mass Literacy, Adult and Non-Formal Education	National Commission for Mass Literacy, Adult and Non-Formal Education Act, Cap. N18, LFN 2004
23.	Nomadic Education Commission	Cap. N.20, LFN 2004
24.	National Business and Technical Examination Board	National Business and Technical Examinations Board Act, Cap. N.12
25.	National Open University of Nigeria	NOUN Act, Cap. N63, LFN 2004
26.	National Mathematical Centre, Sheda	National Mathematical Centre Act, CAP. N.58, LFN 2004
27.	French Language Village Badagry, Lagos	No enabling law.
28.	Arabic Language Village, Maiduguri, Borno State	No enabling law.
29.	Joint Admissions & Matriculation Board	Joint Admissions and Matriculation Board Act, Cap. J.I, LFN 2004

30.	National Teachers' Institute	National Teachers' Institute Act CAP. N79 L.F.N. 2004.
31.	Tertiary Education Tax Fund	Education Tax Act, Cap. E.4 (Now Tertiary Education Tax Act 2011)
32.	Industrial Training Fund	Industrial Training Fund Act, Cap. I 9, LFN 2004
33.	Nigerian National Merit Award	Cap. 122 LFN 2004
34.	Administrative Staff College of Nigeria (ASCON)	Administrative Staff College of Nigeria Act, Cap. A4, LFN 2004
35.	Public Service Institute of Nigeria (PSIN)	No enabling law.
36.	Centre for Management Development (CMD)	N99 LFN (LFN) 2004
37.	Nigerian Institute of Mining and Geosciences (NIMG)	Establishment Bill is in the National Assembly for passage into Law
38.	National Metallurgical Training Institute (NMTI)	Establishment Bill No. 606 is in the National Assembly for passage into Law
39.	National Metallurgical Development Centre (NMDC), Jos	National Metallurgical Development Centre Act, Cap. N60
40.	Petroleum Training Institute	P.T.I. Act, Cap.P16
41.	Petroleum Technology Development Fund	PTDF Act, Cap p.15
42.	National Power Training Institute Of Nigeria (NAPTIN)	Electricity Power Sector Reform Act, 2005
43.	National Maritime Academy of Nigeria, Oron	National Maritime Academy of Nigeria Act Cap. M3 LFN 2004
44.	Nigerian Institute of Transport Technology	NITT Act, Cap N116, LFN 2004
45.	National Water Resources Institute, Kaduna	No enabling law.

Table 5:

Governance

S/No.	Parastatal	Enabling Act
1.	National Boundary Commission	National Boundary Commission (Establishment) Act No. 12, 2006
2.	Border Communities Development Agency (BCDA)	Border Communities Development Agency Act 2003 and Amendment Act 2006
3.	National Institute for Policy and Strategic Studies (NIPSS)	NIPSS Act, Cap. N51, LFN, 1990
4.	National Emergency Management Agency (NEMA)	NEMA (Establishment, etc.) Act 1999
5.	National Planning Commission	National Planning Commission Act, Cap. N66, 1993
6.	National Bureau of Statistics	Statistics Act, 2007
7.	National Identity Management Commission	NIMC Act, 2007
8.	National Commission for Refugees	Cap. N 21 Laws of the Federation of Nigeria 2004 (NCFR)
9.	Nigeria Technical Aids Corps	Cap. N135, LFN 2004
10.	Directorate of Technical Cooperation In Africa	No enabling law
11.	Federal Capital Development Authority	FCTA Act Cap. F6, LFN 2004
12.	Defence Intelligence Agency (DIA)	ACT OF PARLIAMENT 1958
13.	Nigeria Prison Service	Prisons Act, Cap. 366, LFN, 1990
14.	Nigeria Immigration Service	Immigration Act Cap. 11 LFN 2004 (Imm.Act,1963)
15.	Nigeria Security And Civil Defence Corps	Nigeria Security and Civil Defence Corps Act No.2003 and Amendment Act 2007
16.	Civil Defence, Immigration And Prison Service Board	Customs, Immigration and Prisons Services Board Act, LFN 2004
17.	Federal Fire Service	Federal Fire Service Act (Cap.147)

18.	New Partnership For Africa's Development (NEPAD)	AU Resolution, 2002 (No enabling law)
19.	Nigeria Extractive Industries Transparency Initiative (NEITI)	NEITI Act, Cap. N159
20.	SERVICOM	Nil
21.	Bureau of Public Service Reforms (BPSR)	Nil
22.	Regional Centre for International Commercial Arbitration	Cap. R.5
23.	Nigerian Law Reform Commission	N.L.R. Commission Act, Cap. N118,
24.	National Productivity Centre	National Productivity Centre Act, Cap. N70, LFN 2004
25.	Industrial Arbitration Panel	Chapter T8 LFN 2004.
26.	Council of State	Section 153 of 1999 Constitution
27.	Federal Character Commission	FCC Act, Cap. F7
28.	Federal Civil Service Commission	Section 153 of 1999 Constitution
29.	Federal Judicial Service Commission	Section 153 of 1999 Constitution
30.	Independent National Electoral Commission	INEC Act, Cap. I 5
31.	National Defence Council	Section 153 of 1999 Constitution
32.	National Economic Council	Section 153 of 1999 Constitution
33.	National Judicial Council	Section 153 of 1999 Constitution
34.	National Population Commission	NPC Act, Cap. N67
35.	National Security Council	Section 153 of 1999 Constitution
36.	Nigeria Police Council	Section 153 of 1999 Constitution
37.	Police Service Commission	Section 153 of 1999 Constitution
38.	Revenue Mobilization Allocation and Fiscal	Sections 153 of the 1999 Constitution and Cap. R7

	Commission	
39.	Fiscal Responsibility Commission	Fiscal Responsibility Act, 2007
40.	National Salaries, Incomes and Wages Commission	NSIWC Act, Cap. N 72
41.	Code of Conduct Tribunal	Code of Conduct Bureau and Tribunal Act, Cap. C 15
42.	Code of Conduct Bureau	Code of Conduct Bureau and Tribunal Act, Cap C 15
43.	Economic & Financial Crimes Commission (EFCC)	EFCC Act, Cap. E1
44.	Independent Corrupt Practices & Other Related Offences Commission	ICPC Act, Cap. C31
45.	Public Complaints Commission	NPC Act, Cap. P36
46.	National Oil Spill Detection and Response Agency	National Oil Spill Detection and Response Agency (Establishment) Act No.15, 2006.
47.	Department Of Petroleum Resources	Cap. N123, LFN 2004
48.	Nigeria Content Development And Monitoring Board	Nigerian Content Act, 2010
49.	National Film And Video Censors Board	National Film and Video Censors Board Act, Cap.N40
50.	National Broadcasting Commission	NBC Act, Cap. N11

Table 6:

Economy

S/No.	Parastatal	Enabling Act
1.	Central Bank of Nigeria (CBN)	CBN Act of 2007
2.	Nigerian National Petroleum Corporation	NNPC Act, Cap. N123
3.	Federal Inland Revenue Service (FIRS)	Federal Inland Revenue Service Act Cap. F36, LFN 2004
4.	Office of the Accountant General of the Federation	No enabling law

5.	Debt Management Office	Debt Management Office (Establishment, etc.) Act, 2003
6.	Nigeria Customs Service	Customs and Excise Management Act, Cap. C45, LFN 2004
7.	Securities and Exchange Commission (SEC)	Securities and Exchange Act, Cap. 124
8.	Abuja Securities and Commodity Exchange Commission	No enabling law
9.	Investment and Securities Tribunal	Investments & Securities Act, Cap. I24, LFN 2004
10.	Ministry of Finance Incorporated (MOFI)	Cap. M15, LFN 2004
11.	National Insurance Commission (NAICOM)	National Insurance Commission Act, Cap. N53
12.	National Economic Recovery Fund (NERFUND)	NERFUND Act Cap. 254, 1990, LFN
13.	Nigerian Export and Import Bank (NEXIM)	Nigeria Export-Import Bank Act, Cap. N106, LFN 2004
14.	Small and Medium Enterprise Development Agency of Nigeria	Act No. 16, 2003. Amended as A48 No. 3, 2005
15.	Tafawa Balewa Square Management Board	Cap. T.1 L.F.N. 2004
16.	Lagos International Trade Fair Management Board	Cap. L2 L.F.N. 2004
17.	Nigeria Deposit Insurance Corporation (NDIC)	NDIC Act, No. 102, LFN 2004
18.	Nigerian Export Promotion Council	Cap. No. 108, L.F.N. 2004
19.	Nigerian Investment Promotion Commission (NIPC)	Cap. N117, L.F.N. 2004
20.	Nigeria Export Processing Zones Authority	Act No. 63 of 1992, Cap. No. 107
21.	Onne Oil and Gas Free Zone Authority	Cap. No. 05, L.F.N. 2004
22.	National Sugar Development Council (NSDC)	Cap. No. 78, L.F.N. 2004
23.	Bank of Industry (BOI)	Limited Liability Company
24.	Corporate Affairs Commission (CAC)	Companies and Allied Matters Act, Cap. C20, LFN 2004

25.	National Agricultural Cooperation & Rural Development Bank (NACRDB) now Bank of Agriculture	Incorporated company
26.	National Livestock Development Project (NLDP), Kaduna	No enabling law
27.	National Food Reserve Agency	AFRA Act of 1988
28.	National Agricultural Seed Council	National Agricultural Seed N5, LFN 2004.
29.	Nigeria Agricultural Insurance Corporation (NAIC)	Cap. N89, LFN 2004
30.	Livestock & Fisheries Development Marketing Company (LFDM)	No enabling law
31.	Nigerian Mining Corporation (NMC)	Cap. 95, LFN 2004
32.	Ajaokuta Steel Company Ltd.	Currently under Interim Management Committee
33.	National Iron Ore Mining Company, (NIOMCO) Itakpe	Currently under Interim Management Committee
34.	Nigerian Coal Corporation, Enugu	Coal Ordinance No. 29, 1950, LFN Cap 299, 1990, Cap. 95, 2004. Currently being wound up.
35.	Nigerian Geological Survey Agency (NGSA)	Act, No. 13, 2006
36.	Mining Cadastre Office (MCO)	Minerals and Mining Act, 2007.
37.	Bureau of Public Enterprise (BPE)	Public Enterprises (Privatization and Commercialization) Act
38.	Bureau of Public Procurement	Public Procurement Act No. 14, 2007
39.	National Office for Technology Acquisition and Promotion (NOTAP)	NOTAP Act No 35 of 1973
40.	Infrastructure Concessionary & Regulatory Commission (ICRC)	ICRC Act,2005
41.	Petroleum Products Pricing and Regulatory Agency	PPRA Act
42.	Petroleum Equalization Fund	P.E.F. Act, Cap. P11

43.	Standards Organization of Nigeria	Cap. S.9 L.F.N. 2006
44.	Consumer Protection Council	Cap. C25, LFN 2004
45.	Utilities Charges Commission	Cap. U17
46.	Nigeria Agricultural Quarantine Service	NQS Act of 1987
47.	Financial Reporting Council of Nigeria (Formerly National Accounting Standard Board)	Act No.6 2011, which repealed Act No. 22 of 2003

Table 7:

Transport

S/No.	Parastatal	Enabling Act
1.	Accident Investigation Bureau	NCAA Act, Cap. N90
2.	Nigerian Meteorological Agency	NMA Act, Cap. N152
3.	Federal Airports Authority of Nigeria (FAAN)	FAAN Act, Cap. F4
4.	Nigerian Air Space Management Agency (NAMA)	NAMA Act, Cap. N90
5.	Nigerian Civil Aviation Authority (NCAA)	NCAA Act, Cap. N94
6.	Federal Road Safety Commission	FRSC Act, Cap. F19
7.	Nigerian Ports Authority	NPA Act, Cap N126, LFN 2004
8.	National Maritime Administration and Safety Agency (NIMASA)	NIMASA Act 2007
9.	Nigeria Inland Waterways Authority	NIWA Act, Cap. N47, LFN 2004
10.	Nigerian Railway Corporation	NRC Act Cap. N129 LFN 2004
11.	National Automotive Council	CAP NO. 8 LFN 2004

Table 8:

Science &Technology and Infrastructure

S/No.	Parastatal	Enabling Act
1.	National Agency for Science and Engineering Infrastructure (NASENI)	NASENI Act No. 33 of 1992
2.	Nigerian Nuclear Regulatory Authority	Section 1 of the Nuclear Safety and Radiation Protection Act 1995
3.	Niger Delta Development Commission	NDDC Act, 2000
4.	Defence Industries Corporation of Nigeria (DICON)	Cap. D4 1964 NO. 14 -1/8/64
5.	Niger Delta Power Holding Company (NDPHC)	Not Applicable
6.	Centre for Automotive Design And Development	Cap. C5 LFN 2004
7.	National Centre for Agricultural Mechanization	NCAM Act (1990)
8.	Presidential Committee on Barrack Rehabilitation (PCBR)	No enabling law
9.	Galaxy Backbone Limited (GBB)	Incorporated
10.	Nigerian Communications Satellite (NIGCOMSAT) Limited	Incorporated
11.	Nigerian Communications Commission (NCC)	NCC Act, Cap. N97 (2003)
12.	National Information Technology Development Agency (NITDA)	National information Technology Development Agency Act (NITDA Act) of 2007
13.	National Atomic Energy Commission (NAEC)	Cap. N91 LFN, 2004
14.	Energy Commission of Nigeria (ECN)	Energy Commission Act, Cap E10, LFN 2004
15.	Nigerian Electricity Regulatory Commission	Section 31 of Electricity Power Reform Act, 2005
16.	Power Holding Company of Nigeria (PHCN)	Electricity Power Sector Reform Act, 2005
17.	Transmission Company of Nigeria	Section 8 of Electricity Power Sector Reform Act, 2005
18.	Nigerian Bulk Electricity Trading (NBET) PLC	Section 25 of Electricity Power Sector Reform Act, 2005
19.	Nigeria Electricity Liabilities Management Limited/GTE	Electricity Power Sector Reform Act 2005

	(NELMCO)	
20.	National Rural Electrification Agency	Section 88 of Electricity Power Reform Act, 2005
21.	River Basins Development Authority	River Basins Development Authorities Act 1987,Cap. 396 (1990),Cap. R9 (2004)
22.	Gurara Water Management Agency	No enabling law
23.	Nigeria Integrated Water Resources Management Commission	Enabling law awaiting Presidential Assent
24.	Nigeria Hydrological Service Agency	Agency (Establishment) Act, 2010
25.	Federal Road Maintenance Agency	Act No 7 of 2002 (Amended by Act No. 18 of 2007)
26.	Office of the Surveyor-General of the Federation	Extra-Ministerial Department created vide FEC Conclusion No. EC 17 (05) of 27th April, 2005

Table 9:

Research Bodies

S/No.	Parastatal	Enabling Act
1.	National Institute for Medical Research, Lagos	Research Institutes (Establishment) order 1977 under the National Science and Technology Act 1977. (An enabling act for this institute is being developed for legislative backing as the provisions of the present law are largely

		obsolete and fail to accommodate the current mandates of the Institute.)
2.	National Institute for Pharmaceutical Research and Development, Idu Abuja	National Institute for Pharmaceutical Research and Development Order 1987 under the National Science and Technology Act 1977
3.	Inter-Country Centre for Oral Health for Africa, Jos	Enabling Act is being developed for legislative backing
4.	Nigeria Educational Research & Development Council	N.E.R.D.C. Act, Cap. 105
5.	Nigerian Institute for Social and Economic Research	NISER Act, Cap. N115
6.	Forestry Research Institute of Nigeria, Ibadan	Decree 35 of 1973 and later ACT 44 of 1999
7.	Institute for Peace and Conflict Resolution	Act No. 34 of 2007
8.	Nigerian Institute of International Affairs, Lagos	N.I.I.A. Act, Cap. N113, LFN 2004
9.	Nigerian Institute of Advanced Legal Studies (NIALS)	Nigerian Institute of Advanced Legal Studies Act Cap. N112 LFN 2004
10.	Agricultural Research and Management Institute (ARMTI), Ilorin	ARMTI Act of 2001
11.	Federal Institute for Industrial Research Oshodi (FIIRO)	NASENI Act No 33/1992
12.	Nigerian Institute of Laboratory Technology (NISLT)	NISLT Act No 12 of 2003
13.	Nigerian Institute for Trypanosomiasis Research (NITR)	NITR Act No 35 of 1973
14.	Nigerian Natural Medicine Development Agency (NNMDA)	Enabling law in the making
15.	National Biotechnology Development Agency (NABDA)	Enabling law in the making
16.	National Board for Technology Incubation (NBTI)	Enabling law in the making
17.	Raw Materials Research and Development Council (RMRDC)	RMRDC Act 2004
18.	Nigerian Building and Road Research Institute (NIBRRI)	NASENI Act No. 33/1992

19.	Project Development Institute (PRODA)	NASENI Act No. 33/1992
20.	National Research Institute for Chemical Technology (NARICT)	NARICT Act No. 35 of 1973
21.	Nigerian Leather Science Technology (NILEST)	NILEST Act No 35 of 1973
22.	Sheda Science and Technology Complex	Sheda Science and Technology Complex Act No 92 of 1992
23.	National Research and Development Agency (NASRDA)	NASRDA Act 2010
24.	National Steel Raw Materials Exploration Agency (NSRMEA)	National Steel Raw Materials Exploration Agency Act, Cap. N77, LFN 2004
25.	National Centre for Technology Management (NACETEM)	Nil
26.	National Cereals Research Institute, Badeggi	Nigeria Research Institute, Act, Cap. N132
27.	National Veterinary Research Institute, Vom	- Ditto -
28.	National Root Crops Research Institute, Umudike	- Ditto -
29.	National Institute For Oil Palm Research, Benin	- Ditto -
30.	Institute of Agricultural Research, Zaria	- Ditto -
31.	National Animal Product Research Institute, Zaria	- Ditto -
32.	National Horticultural Research Institute, Ibadan	NIHORT Act of 1959
33.	Lake Chad Research Institute, Maiduguri	NA
34.	Nigeria Institute of Oceanography& Marine Research, Lagos	The Research Institutes' Establishment Order of 1975
35.	Cocoa Research Institute, Ibadan	Agricultural Research Institute (Establishment, etc) Order No. 107 under the Agric. Research Decree No. 35 of 1973
36.	Institute of Agricultural Research & Training, Ibadan	Nil

37.	Rubber Research Institute of Nigeria, Benin	Nigeria Research Institute, Act, cap N132
38.	National Institute of Freshwater Fish, New Bussa	Nigeria Research Institute, Act, cap N132
39.	National Agricultural Extension & Research Liaison Services - Zaria	Nil
40.	Nigerian Institute of Animal Sciences	
41.	Agricultural Research Council of Nigeria (ARCN)	ARCN Act, 2004
42.	Nigeria Stored Product Research Institute, Ilorin	

Table 10:

Professional Bodies/Councils

S/No.	Parastatal	Enabling Act
1.	Medical and Dental Council of Nigeria,	Medical and Dental Practitioners Act Cap. M8 LFN 2004
2.	Pharmacists Council of Nigeria, Lagos	Pharmacist Council of Nigeria Act Cap. P.17 LFN 2004
3.	Radiographers Registration Board of Nigeria	Radiographers (Registration, etc) Act Cap. R1 LFN 2004
4.	Dental Technologist Registration Board	Dental Technologists (Registration, etc) Act Cap. D6 LFN 2004
5.	Health Records officers Registration Board	Health Records officers (Registration, etc) Act Cap. H2 Laws of the Federation in Nigeria
6.	Institute of Medical Laboratory Science and Technology of Nigeria, Lagos	Institute of Medical Laboratory Science and Technology Act Cap. I14 LFN 2004
7.	Optometrists and Dispensing Opticians Board	Optometrists and Dispensing Opticians Board (Registration etc) Act 09 LFN 2004
8.	Dental Therapists Registration Board of Nigeria	Dental Therapists (registration etc.) Act Cap. D7 LFN 2004
9.	Medical Rehabilitation and Therapist Registration Board.	Medical Rehabilitation therapists (Registration etc.) Act Cap. M9 LFN 2004
10.	Nursing and Midwifery Council of Nigeria	Nursing and Midwifery (Registration, etc.) Act Cap. N 143 LFN 2004
11.	Community Health Practitioners Registration Board of Nigeria	Community Health Practitioners (Registration etc.) Act Cap C19 LFN 2004
12.	Institute of Chartered Chemists of Nigeria	Institute of Chartered Chemists of Nigeria Act Cap 112 LFN 2004
13.	Institute of Public Analysts of Nigeria	Institute of Public Analysts of Nigeria Act Cap. 116 LFN 2004
14.	Teachers Registration Council of Nigeria	TRCN Decree No. 31 of 1993 now TRCN Act Cap. T3 of LFN 2004
15.	Librarian Registration Council of Nigeria	LRCN Act Cap. L.13, LFN 2004
16.	Computer Professionals Registration Council of Nigeria	Cap. C.22, LFN 2004
17.	Environmental Health Officers' Registration Council of Nigeria	Environmental Health Officers (Registration; etc.) Act No. 11, 2002

18.	Nigeria Press Council	NPC Act, Cap. N128
19.	Advertising Practitioners Council of Nigeria	A 7, LFN 2004
20.	Veterinary Council of Nigeria	Veterinary Surgeons' Act, Cap. V 3
21.	Council of Nigerian Mining Engineers and Geoscientists (COMEG)	C33, LFN 2004
22.	Nigerian Shippers' Council	NSC Act, Cap. N133, LFN 2004
23.	Council for the Regulation of Freight Forwarding in Nigeria	Council for the Regulation of Freight Forwarding in Nigeria Act. No. 16 of 2007
24.	Surveyors' Council of Nigeria	Decree No. 44 of 1989
25.	Council For The Regulation of Engineering In Nigeria	Engineers (Registration) Act Cap. E11, LFN 2004
26.	Institute of Forensics Science Laboratory	

Table 11:

Bodies without enabling Laws

S/No.	Parastatal/Agency
1.	Bureau of Public Service Reforms (BPSR)
2.	SERVICOM
3.	National Poverty Eradication Programme
4.	New Partnership for Africa's Development
5.	National Livestock Development Project
6.	Livestock & Fisheries Development Marketing Company (LFDM)
7.	Public Service Institute of Nigeria (PSIN)

8.	Nigerian Armed Forces Resettlement Centre (NAFRC)
9.	Nigerian Institute for Educational Planners and Administration
10.	French Language Village, Badagry, Lagos State
11.	Arabic Language Village, Maiduguri, Borno State
12.	Directorate of Technical Cooperation in Africa
13.	Nigerian Institute of Mining and Geosciences (NIMG)
14.	National Metallurgical Training Institute (NMTI)
15.	Gurara Water Management Agency
16.	National Water Resources Management Commission
17.	National Water Resources Institute
18.	Abuja Securities and Commodity Exchange Commission
19.	National Ear Care Centre
20.	National Obstetrics Fistula Centre, Abakaliki
21.	Inter-Country Centre For Oral Health for Africa, Jos
22.	Federal School of Dental Technology and Therapy, Enugu
23.	Federal Medical Centre, Umuahia
24.	Federal Medical Centre, Owo
25.	Federal Medical Centre, Abeokuta
26.	Federal Medical Centre, Owerri
27.	Federal Medical Centre, Makurdi
28.	Federal Medical Centre, Katsina
29.	Federal Medical Centre, Gombe
30.	Federal Medical Centre, Nguru

31.	Federal Medical Centre, Asaba
32.	Federal Medical Centre, Bida
33.	Federal Medical Centre, Lokoja
34.	Federal Medical Centre, Gusau
35.	Federal Medical Centre, Yola
36.	Federal Medical Centre, Abakaliki
37.	Federal Medical Centre, Ido- Ekiti
38.	Federal Medical Centre, Kebbi, Birnin Kebbi
39.	Federal Medical Centre, Jalingo
40.	Federal Medical Centre, Yenagoa
41.	Federal Medical Centre, Keffi
42.	Federal Medical Centre, Azare
43.	Federal Medical Centre, Birnin-Kudu
44.	Federal Medical Centre, Ebute Metta
45.	Nigerian Natural Medicine Development Agency (NNMDA)
46.	National Board for Technology Incubation (NBTI)
47.	National Biotechnology Development Agency (NABDA)
48.	National Centre for Technology Management (NACETEM)
49.	National Sports Commission
50.	National institute for Hospitality and Tourism Development Studies

Table 12:

Centres and Programmes under Offices/Ministries

(a) Office of the Secretary to The Government Of The Federation

1) Lagos Liaison Office
2) Presidential Advisory Committee
3) Presidential Technical Committee on Land Reform

(b) Office of the Head of the Civil Service of the Federation

1) Federal Training Centre, Calabar
2) Federal Training Centre, Enugu
3) Federal Training Centre, Ilorin
4) Federal Training Centre, Kaduna
5) Federal Training Centre, Lagos
6) Federal Training Centre, Maiduguri

(c) Federal Ministry of Environment

1) Kainji Lake National Park
2) Old Oyo National Park
3) Chad Basin National Park
4) Gashaka Gumti National Park
5) Cross River National Park
6) Kumuku National Park
7) Okomu National Park
8) Federal College of Wild Life Management, New Bussa
9) Federal College of Forestry, Ibadan
10) Federal College of Forestry, Jos
11) Forestry Mechanisation College, Afaka

(d) Ministry of Foreign Affairs

1) Foreign Service Academy (FSA)

(e) Federal Ministry of Health

1) Environmental Health Officers Tutors, UCH
2) Nurse Tutor Training, Enugu
3) Nurse Tutor Programme, Akoka
4) Nurse Tutor Training, Kaduna
5) Nurse Tutor Training, Ibadan
6) National Health Equipment Training Centre, Lagos
7) National Health Equipment Training Centre, Maiduguri
8) National Health Equipment Training Centre, Zaria
9) National Health Equipment Training Centre Enugu
10) Primary Healthcare Tutors Programme, UCH, Ibadan
11) Primary Healthcare Tutors Programme, Kaduna
12) Community Health Tutor Programme, UCH
13) National Tuberculosis and Leprosy Referred Hospital and Training Zaria
14) Federal Staff Clinic, Abuja Phase I
15) Federal Staff Hospital Abuja Phase II
16) Federal Staff Eye Clinic, Abuja
17) Federal Staff Dental Clinic, Abuja
18) Federal Staff Dental Clinic, Lagos
19) Federal Staff Clinic, Gwarinpa
20) Port Health Service, Abuja
21) Port Health Service Yola
22) Port Health Service Jalingo
23) Port Health Service Maiduguri
24) Port Health Service Damaturu
25) Port Health Service Kano
26) Port Health Service Katsina
27) Port Health Service Dutse
28) Port Health Service Ilorin
29) Port Health Service Sokoto
30) Port Health Service Ibadan
31) Port Health Service, Abeokuta
32) Port Health Service, Port Harcourt
33) Port Health Service, Calabar
34) Port Health Service, Lagos
35) Port Health Service, Warri
36) Institute of Child Health (LUTH)
37) Institute of Child Health (UBTH)
38) Institute of Child Health (UCH)
39) Institute of Child Health (ABUTH)
40) Institute of Child Health, Enugu
41) Federal School of Occupational Therapy, Yaba
42) Noma Children Hospital, Sokoto

43)Onchocerciasis Programme, Bauchi Zone
44)Onchocerciasis Programme, Enugu Zone
45)Onchocerciasis Programme, Ibadan
46)Onchocerciasis Programme, Kaduna
47)Federal School of Medical Laboratory, Jos

(f) Federal Ministry of Science and Technology

1) Technology Business Incubator Centre, Agege
2) Technology Business Incubator Centre, Aba
3) Technology Business Incubator Centre, Kano
4) Technology Business Incubator Centre, Nnewi
5) Technology Business Incubator Centre, Calabar
6) Technology Business Incubator Centre, Minna
7) Technology Business Incubator Centre, Warri
8) Technology Business Incubator Centre, Maiduguri
9) Technology Business Incubator Centre, Gusau
10)Technology Business Incubator Centre, Sokoto
11)Technology Business Incubator Centre, Uyo
12)Technology Business Incubator Centre, Birnin Kebbi
13)Technology Business Incubator Centre, Igbotako
14)Technology Business Incubator Centre, Bauchi
15)Technology Business Incubator Centre, Ibadan
16)Technology Business Incubator Centre, Benin
17)Technology Business Incubator Centre, Okwe Onuimo
18)Technology Business Incubator Centre Abeokuta
19)Technology Business Incubator Centre, Yola
20)Technology Business Incubator Centre, Jos
21)Technology Business Incubator Centre, Ilorin
22)Technology Business Incubator Centre, Taraba
23)Technology Business Incubator Centre, Kaduna
24)Regional Centre For Technology Management Lagos
25)National Engineering Design Development Institute (NEDDI), Nnewi
26)Africa Regional Centre For Space Science & Technology, Ile - Ife
27)Centre For Satellite Technology Development, Abuja
28)Centre For Space Transport and Propulsion, Lagos
29)Centre For Basic Space Science, Nsukka
30)Centre For Geodesy and Geodynamics, Toro, Bauchi State
31)Scientific Equipment Development Institute (SEDI), Enugu
32)Scientific Equipment Development Institute, Minna
33)Hydraulic Equipment Development Institute (HEDI), Kano
34)Engineering Materials Development Institute, Akure
35)Power Equipment and Electrical Machinery Development Institute,

Okene
36)National Centre for Remote Sensing - Jos
37)Prototype Engineering Development Institute (PEDI), Ilesha
38)Advance Manufacturing Technology Programme (AMTP),Taraba
39)Sokoto Energy Research Centre
40)Centre For Energy Research & Development, Nsukka
41)National Centre For Energy Efficiency And Conservation, University of Lagos
42)National Centre For Hydropower Research and Development, University of Ilorin
43)National Centre For Energy Research And Development, Abubakar Tafawa Balewa University, Bauchi
44) National Centre For Energy And Environment, University of Benin.

(g) Federal Ministry of Trade and Investment

1) Federal Produce Inspection
2) External Trade Sector, Geneva
3) External Trade Sector, Shanghai
4) External Trade Sector, Taiwan

h) Federal Ministry of Works

1) Federal School of Survey- Oyo
2) Regional Centre For Training In Aerospace Survey

Table 13:

Bodies not listed under any Ministry/Office, still in Statute Books

S/NO.	NAME OF PARASTATAL	ESTABLISHMENT ACT	CORE MANDATE
1.	Advisory Council on Religious Affairs	Advisory Council on Religions Affairs Act, Cap A8.	Fostering religious harmony.
2.	Food and Drugs Council	Food and drugs Act, Cap. F32	Council is advisory to the Minister on food and drugs.
3.	National Archives	National Archives Act, Cap. N6	Custody, care and control of all archives of the Federal Government.
4.	National Centre for Economic Management and Administration	National Centre for Economic Management and Administration Act, Cap. N14	Training Centre for economic planners, budget and project officers.
5.	National Civic Registration Department	National Civic Registration Act, Cap. N16	To introduce a system of National Civic Registration for all Nigerians.
6.	National Commission for Rehabilitation	National Commission for Rehabilitation Act, Cap. N22	Supply of food to the needy and the determination of priority for all emergency relief operations.
7.	National Commission for Women	National Commission for Women Act, Cap. N23	To promote the welfare of women in general.
8.	National Council for Nigerian Vision	National Council for Nigerian Vision Act,	Dissemination of ideas about the objectives and

		Cap. N26	strategies of vision 20:20.
9.	National Endowment for the Arts	National Endowment for the Arts Act, Cap. N35	Support every area of creative activity in the field of arts as a service to the Nigerian community.
10.	National Manpower Board	National Manpower Board Act, Cap. N57	Determines and advises the Government on nation's manpower needs in all occupations.
11.	National Urban and Regional Planning Commission	Nigerian Urban and Regional Planning Act, Cap N138	Formulates policies on urban and regional planning
12.	Nigeria Council for Management Development	Nigeria Council for Management Dev. Act Cap N99	Promotion and coordination of management education and training.
13.	Nigerian Children's Trust Fund	Nigerian Children's Trust Fund Act, Cap N93	Manage and administer the fund for the provision of relief to Nigerian children in need.
14.	Petroleum (special) Trust Fund	P.T.F. Act, Cap	Scrutinizing and approving projects in the sectors provided by the Act.
15.	Presidential Advisory Committee on Prerogative of Mercy	S.175, amended Constitution, FRN, 1999 as amended.	Advise the President on the exercise of the Prerogative of mercy
16.	Public Accounts Committee	Cap P 35	Constitutional body
17.	Public Accounts Implementation Tribunal	Cap. P36	Receiving from public officers, contractors or companies, Government fund or property found by the public Accounts Committee to have been mis-appropriated or due to Government.
18.	Public Enterprises Regulatory Commission	Cap. P39	Analyse approved budget of a public enterprise and advise as to its adequacy in the light of the

			functions of the enterprises, monitors implementation of all measures, assess reports on any project by the enterprise etc.
19.	Social Development Division (Ministry of Employment, Labour and Productivity)	Cap. S7	Coordination of Inter-Governmental and inter-State Social Development activities.
20.	Commodities Board Six Commodity Boards) (a) Nigeria Cocoa Board, Ibadan. (b) Nigeria Groundnuts Board, Kano. (c) Nigeria Cotton Board, Funtua. (d) Nigeria Palm Produce Board, Calabar. (e) Nigeria Rubber Board, Benin. (f) Nigeria Grains Board, Minna.	Cap.C17	
21.	Community Banks (National Board for Community Banks)	Cap.C18	
22.	Federal Savings Bank	Federal Savings Bank Act, Cap.F20	To provide ready means for the deposit of savings and to encourage thrift.
23.	Hydroelectric Power Producing Areas Development Commission	2010	Managing ecological menace due to operation of dams.

24.	Lagos Port Operations Committee	Lagos Port Operations (Special Provisions) Act, Cap. L3	Coordinates all operations at Lagos Port.
25.	National Agricultural Land Development Authority	National Agricultural Land Development Authority Act, Cap. N4	Strategic Public Support for Land development in Nigeria
26.	National Frequency Management Council	See NCC Act 2003	
27.	National Insurance Corporation of Nigeria	NICON Act, Cap. N54	Insurance business
28.	National Steel Council	National Steel Council Act, Cap. N76	Responsible for central planning of the Iron and Steel industry.
29.	Nigeria Industrial Development Bank	N.I.D.B. Act, Cap N110	Authorizes FG to provide guarantees in respect of proposed loans to the Nigerian industrial bank.
30.	Nigeria Re-insurance Corporation	Nig. R. Act. Cap N131	Carries out insurance of any class of insurance business.
31.	Nigerian Bank for Commerce and Industry	N.B.C.I. Act ,Cap. N92	To provide medium and long-term investment to indigenous bodies and persons.
32.	People's Bank of Nigeria	P.B.N. Act, Cap. P7	Provide basic credit requirements of the under-privileged.
33.	Special Trade Malpractices Investigation Panel (Federal Ministry of Commerce)	Cap.T12	Investigates offences of trade malpractices.
34.	Urban Development Bank	Cap.U16	Forster the rapid development of urban infrastructures.
35.	Value Added Tax Technical Committee	Cap.V1	Considers all the tax matters that require Professional and Technical expertise and

			make recommendations to the Board.
36.	Federal Scholarship Board	N/A	
37.	National Board for Education Measurement	N/A	
38.	National Books Development Council	N/A	
39.	National Institute for Animal Science	N/A	
40.	National Institute for Nigerian Languages, Aba	National Institute for Nigerian Languages Act, Cap. N50	Promotes the study and use of Nigerian Languages
41.	National Primary Education Commission	National Primary Education Commission Act, Cap. N68	Prescribing the minimum standards of primary education and providing the structure and functions of primary School Education Boards.
42.	Nigeria Education Bank	Nigeria Education Bank Act, Cap.104	Approves and disburses loans for educational purposes
43.	National Petroleum Investment Management Services	N/A	
44.	Borstal Institutions and Remand Centres.	Cap.B11	Rehabilitation/Correction Centres for young persons.
45.	Agricultural Credit Guarantee Scheme Fund Board	ACGSF Act, Cap A11	
46.	National Fertilizer Board	National Fertilizer Board Act, Cap.N39	Purchase and distribution of fertilizer
47.	Centre for Adaptation of Technology, Awka	N/A	
48.	Federal Science and Equipment Centre.	N/A	
49.	Directorate of Food, Roads and Rural Infrastructure	DFFRRI Act, Cap.D10	Mobilization of rural communities and the development of rural

			areas in Nigeria.
50.	National Agency for Population Programmes and Development	National Agency for Population Programmes and Development Act, Cap. N2	To ensure successful implementation of the National Policy on population at all levels.
51.	Population Activities Fund	Cap. P22 (Section 1)	Integration and Planning of Family Health activities.
52.	Population Fund Activities Agency	Cap. 22 (Section 7)	Receives and disburses money to such bodies engaged in population activities.
53.	Population Research Fund	Cap. P22 (Section 5)	Conducts research into various population.
54.	Special Climate Change Unit	N/A	
55.	Nigeria Steel Dev. Authority	N.S.D.A. Act, Cap N134	To establish, develop and operate iron and steel

Summary

Below is the summary of the Committee's findings on sectorization of the Parastatals, Commissions and Agencies:

S/No.	Sector /Category	No. of Bodies
1.	Social Development	**104**
2.	Education/Training	**235**
3.	Governance	**50**
4.	Economy	**47**
5.	Transport	**11**
6.	Science and Technology and Infrastructure	**26**
7.	Research	**42**
8.	Professional Bodies/Councils	**26**
Total		**541**

CHAPTER FOUR

Deliberations, Observations and Recommendations of the Committee

OFFICE OF THE VICE PRESIDENT

There are eight agencies under the supervision of the Office of the Vice President. The agencies are analyzed in the succeeding paragraphs.

National Boundary Commission (NBC)

Core Mandate

The Committee noted that the National Boundary Commission (NBC) was established by the National Boundary Commission Establishment Act, 2006 to handle any boundary matters relating to both national and international boundaries. Specifically, it has the following major functions:

i) to intervene and deal with any boundary disputes 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 dispute;

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 instrument or document established for that purpose;

iv) monitor trans-border relations between Nigeria and her neighbours with a view to detecting areas of tension and possible conflict;

v) promote trans-border cooperation and border region development;

vi) encourage negotiated settlement of border disputes in preference to litigation;

vii) facilitate equitable utilization of shared border resources of land, water,

games, forest resources, etc.;

viii) co-ordinate all activities on international boundaries;
ix) formulate policies and programmes on internal and international boundaries including land and maritime;
x) liaise with other international boundary related bodies; and
xi) advise the Federal Government on matters affecting Nigeria's border with any neighbouring country, etc.

Budget

The National Boundary Commission is fully funded by the Federal Government. As shown in the table below for the period 2009-2011, its total budgetary allocation was **₦1,946,815,109.92**.

	2009 (₦)	**2010 (₦)**	**2011 (₦)**
Personnel	174,129,540	212,503,872	394,118,288
Overhead	135,716,130	132,973,239	140,716,019
Capital	256,939,225	284,882,478	214,836,318
Total	566,784,895	630,359,588	749,670,625

Observations

The Committee noted that the NBC is statutorily governed by an 18-man board comprising the Vice President as Chairman, six members appointed by the President and 11 Ex-officio members representing public institutions. This composition is unwieldy since the Board's functions could be effectively performed by a moderate-size board. This Committee believes that a Board membership of seven, including the chairman, would be reasonable.

The Committee observed during the interactive session with NBC that its infrastructural development function had been transferred to the Border Communities Development Agency (BCDA).

The NBC further asserted that it had handed over its border community development activities to the BCDA when the Agency was established. The Committee however found that this aspect of the Commission's enabling law has not been repealed. The NBC also made pictorial presentations to show that it had in the past carried out developmental projects in the border communities.

Whilst the intention of the Federal Government in setting up the BCDA is not in doubt, the Committee noted that it is unnecessary to have another Government agency carrying out the developmental functions of the relevant Border States and Local Government Councils when in fact, the NBC had been doing so and has the capacity to perform. The Committee further observed that if there had been any gap in the performance of the NBC in that regard, the rational action to take would have been to address that gap with a view to closing it up instead of setting up another agency at a cost to carry out the same assignment.

The Committee also observed that there are no legal duplications in the functions of the NBC and those of the Office of the Surveyor General of the Federation (OSGOF). Rather, there is a fissure in the relationship between the two bodies, particularly as it relates to providing mandates for boundary demarcation as well as the funding of the maintenance of boundaries, which needs to be investigated.

Furthermore, the NBC, which claimed the statutory mandate of determining activities to be performed by the Office of the Surveyor General of the Federation in boundary demarcation, alleged that some of the activities such as vista clearing and maintenance of the borders, which the OSGOF claimed to have done and for which funding had been provided in the past five years, have not actually been undertaken as they were not mandated by the Commission. The Committee would like to draw attention to the allegation that two non-existent borders are being budgeted for. These allegations need to be investigated.

The NBC averred that while there was reduction in its Capital Appropriation for the past five years, that of OSGOF was increasing when it was obvious that OSGOF was not carrying out all the activities for which the budgetary allocations were being made.

In a separate presentation, the Office of the Surveyor-General of the Federation stated as a matter of historical fact that the National Boundary Commission (NBC) was carved out of the Survey Department, which metamorphosed into the Office of the Surveyor-General, in order to have a body to settle and adjudicate on both National and International Boundary disputes. The idea of creating the NBC, it noted, was that the Survey Department did not want to be saddled with both adjudication and technical works as they related to boundaries.

According to the OSGOF, its responsibilities/schedules are not in any way in conflict with those of the NBC. It insisted that the provisions of the Survey Coordination Act 1962, amended in 1963 and 1973 respectively, made it clear that Surveying and Mapping projects in Nigeria are carried out only with the expressed permission of the Surveyor-General of the Federation (SGOF). "Boundary demarcation and pillaring, " it noted, "are part and parcel of surveying

and mapping responsibilities of OSGOF."

The OSGOF further explained that the operational arrangement between it and the NBC had been that for any particular boundary, whether inter-State or International, the NBC convenes meetings where boundary issues are discussed and the Field Team headed by the SGOF, is constituted.

On the allegation on non-clearing of Vistas, the OSGOF declared that it had "fulfilled all its technical obligation to the nation" and had provisionally demarcated most of the interstate boundaries. It added that some of these boundaries have been surveyed and observed and that the Vista clearing on those portions where there are no disputes have been carried out regularly. The OSGOF claimed that all the reports of the clearing, when completed, were forwarded to the Director-General of the NBC for further necessary action by the Commission.

In rounding-off its submission, the OSGOF counter-alleged that the NBC had been carrying out functions relating to maritime boundaries without recourse to OSGOF. It alleged that the spending of approximately US$12 million on the extension of Nigeria's maritime boundary from 200 nautical miles to 350 nautical miles without consulting the SGOF was illegal. The Committee is of the view that this allegation should also be investigated.

The Committee is aware of the intervention by the Office of the Vice President in the dispute and the adopted operational guidelines jointly signed by the Minister of Works, the Director-General of the NBC and the Surveyor-General of the Federation. It is hoped that the guidelines would engender the needed synergy between the National Boundary Commission and the Office of the Surveyor General of the Federation in the performance of their respective functions.

Recommendations

The Committee recommends as follows, that:

i) the enabling law of the National Boundary Commission be amended to provide for a Governing Board that is moderate in size i.e. at least seven, including the Chairman;

ii) the law establishing the Border Communities Development Agency (BCDA) be repealed and its functions reverted to the National Boundary Commission under which it was a department prior to its establishment; and

iii) that the following allegations made against the Office of the Surveyor

General of the Federation and the National Boundary Commission respectively, be investigated:

a) the non-clearance of vistas along Nigeria's international boundaries;
b) the maintenance of two non-existent borders; and
c) the alleged illegal extension of Nigeria's maritime boundary from 200 nautical miles to 350 nautical miles at the cost of US$12 million without consulting the SGOF.

Border Communities Development Agency (BCDA)

Core Mandate

The Committee noted that the core mandate of the Border Community Development Agency is to cater for the developmental needs of the communities located along Nigeria's international boundaries.

Observations

The Committee observed from the submission of the Agency as well as the interactive sessions with its officials that the core mandate of the Agency clearly overlaps with those of the National Boundary Commission from which it was created.

Details of the areas of overlap and duplication are as discussed under the National Boundary Commission (NBC) above.

Budget

The Committee observed that between 2009 and 2011, the Agency received a total budgetary allocation of **₦5,429,384,717.39**. The breakdown is as shown in the table below.

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	60,740,258	60,740,258	165,451,147
Overhead	136,867,500	135,498,825	145,878,035
Capital	3,937,341,166	494,273,340	292,603,188
Total	4,134,948,923	690,512,423	603,932,370

Recommendations

The Committee recommends that the law establishing the Border Communities Development Agency (BCDA) be repealed and its functions reverted to the National Boundary Commission under which it was a department prior to its establishment. The establishment and existence of the BCDA is a needless duplication and overlap that should be avoided to reduce the cost of governance.

National Institute for Policy and Strategic Studies (NIPSS)

Core Mandate

The core mandate of the Institute is the training of eligible public officers in strategic thinking in policy making for national development.

Budget

The NIPSS is fully-funded by Government. details of its funding for the period, 2009-2011 are shown in the table below.

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	457,663,958	435,035,326	704,266,676
Overhead	609,523,578	702,428,342	756,234,354
Capital	140,565,000	519,808,500	198,126,827
Total	1,207,752,536	1,657,272,168	1,658,627,856

Observations

The Committee noted that there are no overlaps in the functions of the Institute with those of any other Governmental body. However, the Committee observed that with a long list of clientele that includes senior civil servants, military and other top professionals from the private sector, NIPSS does not need to continue to rely on Government for full funding and Government should therefore limit itself to certain essential Capital requirements of the institute. This is particularly so, as the participants pay for the services they receive from the institute, thus making the institute a revenue earning/generating agency. Government should therefore pull out of Recurrent Expenditure within a period of three years, not exceeding the 2015 Fiscal Year. It is the view of the Committee that NIPSS should be put on notice while the management of the Institute should take steps to work out its strategy for compliance.

Recommendation

The Committee recommends that Government disengages from funding Recurrent Expenditure of NIPSS from the 2015 Fiscal Year and limit itself to certain essential Capital requirements of the institute.

National Emergency Management Agency (NEMA)

Core Mandate

The Committee noted that the National Emergency Management Agency (NEMA) was set up to manage disasters in Nigeria by coordinating the activities of other agencies involved in disaster management. NEMA was established by the NEMA Act, Cap. N34 of 1999. Section 6 (1) of the Act vests it with responsibility of managing disaster in all its ramifications. The Agency fulfills its mandate by coordinating resources towards efficient and effective disaster prevention, preparedness, mitigation, response and recovery in the country. The responsibilities of NEMA are listed under NEMA's Mandate.

Observations

The Committee observed that some of the functions of the NEMA overlap with those of the National Refugees' Commission resulting in misunderstanding between them over the interpretation and application of who should be referred to as a "refugee," "immigrant," "migrant" or "internally displaced person." This has a serious consequence in the unnecessary overlap in their functions, a development that does not augur well for the image of the country as well as the welfare of the affected persons (i.e. refugees and disaster victims).

The Committee noted the decision of Government in the White Paper on the Report of the Allison Ayida Review Panel on the Civil Service Reforms on the Restructuring and Manning Levels of Federal Ministries, Extra-Ministerial Departments and Parastatals (1998) that the National Emergency Relief Agency (NERA), which metamorphosed into NEMA, be merged with the National Commission for Refugees (NCFR) to form the National Commission for Refugees and Emergency Relief, to be overseen by the then Ministry of Internal Affairs. The Committee observed that this decision was not implemented.

It was the view of the Committee that 14 years after the White Paper was issued, the decision is still relevant. Accordingly, there is need to revisit this decision by removing ambiguities that have continued to exist in their functions and affected their optimal performance. Since the critical subject is the victim in distress, there is need to bring the two organizations together in one strong, efficient and effective body. Under such an arrangement, both organizations will benefit from organizational synergy for optimum performance.

From its interaction with NEMA and other stakeholders involved in the management of emergency situations in the country, the Committee also found out that the response time to disasters in Nigeria can be improved upon.

Recommendations

The Committee recommends as follows:

i) the merger of NEMA and the National Refugees Commission into one agency to be known as the **National Emergency Management and Refugees Commission** in order to avoid unnecessary overlap of functions and inter-institutional wrangling. This would not only ensure the effective coordination of all disaster management institutions, it would guarantee the maximum utilization of available manpower even when there is no emergency;

ii) the repeal of the existing laws of the National Emergency Management Agency and the National Commission for Refugees; and

iii) the enactment of a new law for the proposed **National Emergency Management and Refugees Commission which would be domiciled in the Ministry of Interior.**

Note

The Committee believes that this would help to address the mandate of the Commission in two critical areas:

a) cutting down costs; and

b) resolving disputes arising from areas of overlapping functions.

National Commission for Refugees (NCR)

Core Mandate

The Commission has the core mandate of handling issues relating to refugees and persons seeking asylum in Nigeria as well as managing Internally Displaced Persons (IDPs). The Commission was indeed established in fulfillment of the country's obligation to the United Nation's International Convention on the Management and Welfare of Refugees.

However, as stated earlier (*vide* the observation on NEMA above), the Committee noted that there is a misunderstanding between the two organizations over the interpretation and determination of who should be referred to as a "refugee," "immigrant" "migrant" or "internally displaced person", thereby leading to unnecessary overlap in the functions of the two bodies. This is not in the interest of the welfare of the affected persons (i.e. refugees, displaced persons and disaster victims).

Observations

It is the view of the Committee that there is need to remove ambiguities in their functions so as to enhance their performance. Since the critical subject is the victim in distress, there is need to bring the two organizations together in one strong, efficient and effective body. Both organizations will benefit from organizational synergy for optimum performance.

Recommendations

The Committee recommends:

i) the merger of the National Emergency Management Agency(NEMA) and the National Commission for Refugees (NCR) into one organization. This will obviate inter-institutional wrangling, unnecessary overlap of functions and in the process enhance the development of operational and organizational synergy in the overall interest of the welfare of the victims of disasters and forced movements; and

ii) the repeal of the enabling laws of NEMA and NCR; and

iii) the enactment of a new law for the proposed body to be known as the **National Emergency Management and Refugees Commission.**

Debt Management Office (DMO)

Core Mandate

The Debt Management Office was set up to act as a one-stop shop for clearing Government debts. It is responsible for centrally coordinating all Government debt records and their management. In addition, it issues prospectuses in respect of bond issues and outlines issue programmes in collaboration with the Central Bank of Nigeria (CBN) based on Government funding.

Observations

The Committee noted that the DMO was set up to maintain a reliable database of all loans taken or guaranteed by the Federal or State Governments or any of their agencies. This office also prepares and submits a forecast of loan service obligations for each financial year to the Federal Government.

The Committee observed that there is no overlap with any other organization in the functions of the DMO. As it stated with regard to the Federal Ministry of Finance, the Committee observed that the Debt Management Office is listed under the Office of the Vice President. However, in the course of its interaction with the MDAs, the Committee noted that it is actually the Federal Ministry of Finance that supervises that Office.

The Committee also noted that although the Debt Management Office plays a crucial role in the overall management of the debt profile of the country, this does not now warrant its being a fully fledged parastatal. It is common knowledge that Nigeria has since fulfilled its obligations and exited from both the London and Paris Clubs of Creditors. The Committee also observed that although the country's internal debt is growing and that there are still some external debts; these do not justify a parastatal to manage them. Accordingly, a strong case is therefore made for the reversion of the Debt Management Office to the Federal Ministry of Finance as an extra-ministerial department.

Recommendations

The Committee recommends that:

i) the Debt Management Office become an extra-ministerial department in the Federal Ministry of Finance;
ii) the Debt Management Office be delisted from the Office of the Vice President;
iii) the Debt Management Office no longer be accorded the status of a parastatal; and
iv) that the enabling law of the DMO be amended accordingly.

Niger Delta Power Holding Company (NDPHC)

The Committee noted that this is a joint venture of the three tiers of Government (namely, Federal, States and Local Governments), established to accelerate power supply in the country.

During its interaction with officials of the company, the Committee noted that the NDPHC handles the National Integrated Power Project (NIPP), which is a special purpose vehicle created to attract the needed investment in power infrastructure arising from the existing deficit crisis in the sector.

The project is a joint venture between the Federal Government/State and Local Governments at a percentage share of 47% and 53% respectively, given its peculiar actualization challenges and funding goals.

The company's Board of Directors comprises the Vice President as Chairman and six State Governors representing the six geo-political zones of the country. Also on the Board are four Ministers – those of Power, Petroleum, Finance and the Attorney-General of the Federation and Minister of Justice.

The Committee is of the view that all parties to the joint venture should be committed to ensure that the set objectives are met.

Furthermore, the Committee believes that this joint investment should be reflected in the books of Ministry of Finance Incorporated (MOFI) and its activities coordinated by the Ministry of Power.

The National Planning Commission

Core Mandate

The National Planning Commission was established by Decree No 12 of 1992 and later amended by Act 71 of 1993. The Commission has the mandate to determine and advise the Government of the Federation on matters relating to National Development and overall management of the national economy.

The Act mandates the Commission to perform the following functions:

i) to provide policy advice to the President in particular and Nigeria in general on all spheres of national life;

ii) to set national priorities and goals and engender consensus among Government agencies as may be contained in guidelines issued by the Commission from time to time;

iii) to undertake periodic review and appraisal of the human and material resources capabilities of Nigeria with a view to advancing their development, efficiency and effective utilization;

iv) to formulate and prepare long-term, medium-term and short-term national development plans and to co-ordinate such plans at the Federal, State and Local Government levels;

v) to monitor projects and progress relating to plan implementation;

vi) to advise on changes and adjustments in institutions and management techniques as well as attitudes necessary for the alignment of actions with plan targets and goals;

vii) to conduct research into various aspects of national interest and public policy and ensure that the implications and results of the findings in such research are geared towards the enhancement of national, economic, social, technological, defence and security capabilities and management;

viii) to mobilize popular group and institutional consensus in support of Government policies and programmes;

ix) to manage multilateral and bilateral economic co-operation, including development aid and technical assistance;

x) to deal with matters relating to regional economic co-operation, including the Economic community of West African States [ECOWAS] the African

Common Market [ACM], the United Nations Economic Commission for African and the South-south co-operation; and

xi) to carry out such other duties as are necessary or expedient for the full discharge of all or any of the functions conferred on the Commission under the Act.

Observations

The National Planning Commission has the status of a Ministry and oversees three other parastatals that provide services in the areas of research and policies, analysis; training of economic managers and supply of statistical information, namely:

i) The National Bureau of Statistics (NBS);
ii) The Centre for Management Development (CMD); and
iii) The Nigerian Institute of Social and Economic Research (NISER)

The Committee noted that despite the fact that the Commission has the status of a ministry, the remuneration package of its staff is different from those of the Ministries.

National Bureau of Statistics (NBS)

Core Mandate

The National Bureau of Statistics (NBS) is a product of the merger of the defunct Federal Office of Statistics (FOS) and National Data Bank (NDB). This merger led to the repeal of the 1957 Statistics Act and the enactment of The Statistics Act, 2007.

In accordance with The Statistics Act, 2007, the Bureau is mandated to carry out the following functions:

i) to co-ordinate the National Statistical System,
ii) advise the Federal, State and Local Governments on all matters related to Statistical development,
iii) to develop and promote the use of statistical standards and appropriate methodologies in the System,
iv) to collect, compile, analyze, interpret, publish and disseminate statistical information alone or in collaboration with other agencies, both Government and non-Government agencies,
v) to develop and maintain a comprehensive national data

bank by encouraging unit of line ministries and agencies to develop their sectoral data bank and link same to the Bureau,

vi) to provide a focal point of contact with international agencies on statistical matters; and

vii) to carry out all other functions relating to statistics as the Federal Government only assign to the Bureau.

The National Bureau of Statistics has the Governing Board at the apex and the Statistician-General, who is the Chief Executive and reports to the Board.

The NBS, with a staff strength of 2,119, has six zonal offices spread across the six geo-political zones of the Federation. Each of the 36 States of the Federation and the Federal Capital Territory (FCT) has a State statistical office and the Bureau is also represented in the 774 local Government areas and 8,812 wards across the nation. It also has three schools of statistics, located in Enugu, Ibadan and Kaduna.

The NBS receives full funding from the Government as shown below. This is in addition to other funds from the Central Bank of Nigeria and donor agencies such as the World Bank, UK Department for International Development (DfID), United Nations and its subsidiaries.

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**1,248,350,114**	**1,248,350,114**	**2,011,515,563**
Overhead	**484,221,281**	**486,952,956**	**407,760,667**
Capital	**375,000,000**	**571,756,500**	**286,305,063**
Total	**2,107,571,394**	**2,307,059,569**	**2,705,581,293**

Centre for Management Development (CMD)

Core Mandate

The Centre for Management Development (CMD), as a resource institution, was established in 1973 as the operational arm of the Nigerian Council for Management Development (NCMD), which has overall responsibility for the stimulation, promotion and coordination of management education, training and development in Nigeria. However, the legal backing for the Centre was promulgated in 1976 and is now Cap N99 Laws of the Federation of Nigeria (LFN) 2004 (as amended).

Under the law, the Council is required to ensure that the quality and quantity of management training programmes offered by all training institutions, including universities and polytechnics, were adequate for the growing economy and were of the highest standards.

The enabling law Cap. N99 Laws of the Federation of Nigeria (LFN) 2004 (as amended) gives the NCMD and CMD clear mandates to:

i) advise the Minister of National Planning on policies, plans and programmes for the enhancement of the number, quality and effective utilization of the managerial manpower resources of the country in all sectors of the economy;
ii) formulate policies and guidelines for the coordination of management education and training activities throughout the country;
iii) develop and promote high national standards of management education, entrepreneurial development and supervisory training;
iv) keep and maintain a register of training institutions and their training programmes including their subjects, locations, standards, durations, types and costs;
v) assess, from time to time, the training programmes offered by the institutions listed in the register mentioned in sub-paragraph (4) above with a view to determining their competencies and whether they deserve financial support by the Council; and
vi) to provide a forum at which representatives of public and private sector organizations and management training institutions could exchange information and ideas on trends in management education and training.

Budget

The Centre for Management Development is fully funded by Government and the budgetary allocations to the Centre between the period 2009-2011 are as shown in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**338,578,378**	**376,897,576**	**644,796,916**
Overhead	**76,033,091**	**71,090,940**	**81,038,653**
Capital	**100,000,000**	**99,354,150**	**353,758,000**
Total	**514,611,469**	**547,342,666**	**1,079,593,569**

Nigerian Institute of Social and Economic Research (NISER)

Core Mandate

The Nigerian Institute of Social and Economic Research (NISER) was established by the NISER Act of 1977 [now NISER Act, Laws of the Federation of Nigeria, 2006]. Section 4 of the Act empowers the Institute to:

i) provide consultancy services to Federal and State Governments, their agencies and other organizations, in the field of economic and social development;

ii) conduct research into the economic and social problems of the country with a view to the application of the results thereof;

iii) organize seminars and conferences on problems of economic and social development in the country, whether on its own account or on behalf of the Governments of Nigeria or their agencies;

iv) cooperate with Nigerian universities, research institutes and other institutions in the mobilization of the country's research potential for the task of national development and dissemination of research findings for the use of policymakers at all levels; and

v) conduct manpower studies and undertake manpower planning, consequent upon the merger of the defunct National Manpower Board (NMB) with NISER in 2006.

The NISER Governing Council of NISER consists of 10 members, including the Director-General. The Institute has a total staff strength of 267 personnel comprising 74 Research Staff, including the Director General, and 193 Non-Research Staff.

Budget

NISER is fully funded by Government and the budgetary allocations to the Institute between the period 2009-2011 are as shown in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**431,098,735**	**431,098,735**	**683,386,869**
Overhead	**138,591,246**	**182,707,815**	**188,895,212**
Capital	**80,600,000**	**50,400,000**	**142,951,049**
Total	**650,289,981**	**664,206,550**	**1,015,233,129**

Observations

After a careful consideration of the submissions made by the three parastatals, the Committee observed that there is lack of synergy with regards to data collection and collation between the NBS and other agencies such as Nigeria Immigration Service, National Population Commission, National Identity Management Commission, etc.

The Committee believes that planning for national growth will improve significantly if the activities of all the data collection and collation agencies of Government are harmonized and properly coordinated.

While noting the importance of statistical accuracy to the overall development of the country, the Committee believes that the staff strength of NBC is too large particularly in this era of information and communication technology. The Committee is therefore of the view that a staff audit of the Bureau should be conducted with a view to rationalizing its manning levels based on competence and need.

The Committee observed that the enabling law for the CMD empowers it to carry out supervisory and regulatory functions. However, the Committee noted that the Centre has deviated from its core functions and has been involved in training and capacity building activities. The Committee believes that there is need to correct this anomaly forthwith. The Centre and other agencies that operate outside their mandates should be restricted to their core roles and responsibilities as stipulated in their respective enabling laws.

The Committee observed that NISER is a research institute and in line with its position that all research institutes get their funding from the proposed National Research Development Fund (NRDF), it is of the view that NISER should also source its funding from the proposed NRDF through the Macro-economic Analysis Department of the National Planning Commission.

Recommendations

The Committee recommends as follows, that:

i) urgent concrete steps be taken to ensure the harmonization and coordination of all data collection and collation agencies for national development;

ii) staff audit (inclusive of biometric) of the Bureau should be conducted with a view to rationalizing its manning levels based on competence and need;

iii) CMD stops all its training activities and restrict itself to its core mandate as a regulatory agency; and

iv) that NISER sources its funding from the National Research Development Fund (NRDF).

OFFICE OF THE SECRETARY TO THE GOVERNMENT OF THE FEDERATION

National Poverty Eradication Programme (NAPEP)

Core Mandate

In its submission to the Committee, the NAPEP stated its Core Mandate as monitoring and coordinating all poverty eradication efforts throughout the country.

The organizational structure of the NAPEP as a programme is as follows:

i) The National Poverty Eradication Council (NAPEC)
ii) The National Coordinating Committee (NCC)
iii) State Coordinating and Monitoring Committee (SCC)

Observations

The Committee observed that the National Poverty Eradication Programme (NAPEP) was set up by an Executive *fiat* as an interventionist programme and has existed without an enabling law. However, there is a proliferation of other agencies with overlapping and duplicated functions as NAPEP. These include:

i) the Small and Medium Enterprises Development Agency (SMEDAN) under the supervision of the Federal Ministry of Trade and Investment; and
ii) the National Directorate of Employment (NDE) under the Federal Ministry of Labour and Productivity.

The Committee noted that while NAPEP should have concentrated on its sole mandate of poverty reduction and eradication activities, it deviated into such other functions as micro-financing, urban mass transportation and mechanized agriculture, all of which contributed to its loss of focus and effectiveness. The Committee believes that the Programme has outlived its usefulness as the other agencies listed above are also presently carrying out similar functions. Consequently, the Committee is of the view that the efforts of Government towards combating poverty challenges would yield the desired results if NAPEP is scrapped and its functions transferred to the new body that will emerge from the merger of NDE and SMEDAN as a result-oriented organization with focus on job and wealth creation. Presently, NDE is involved in skills acquisition and micro-credit disbursement while SMEDAN also facilitates job and wealth creation and poverty alleviation. These functions, if consolidated in the same

organization, will achieve better result and impact in the area of job and wealth creation in attainment of the MDGs. In this regard, the Committee therefore proposes the creation of a new organization to be known as the National Agency for Job Creation and Empowerment to address the present fragmented approach to job and wealth creation.

The Committee believes that the Bank of Industry (BOI) should create a window that would service the wealth creation programmes of the proposed National Agency for Job Creation and Empowerment.

Budget

The budgetary provisions for NAPEP for the period 2009-2011 were as follows:

	2009 (₦)	**2010 (₦)**	**2011 (₦)**
Personnel	1,162,340,892	1,220,313,407	1,797,125,844
Overhead	503,366,585	10,262,438,130	5,504,000,085
Capital	816,515,000		2,392,502,132
Total	2,482,222,476	11,482,751,537	9,693,628,060

Flowing from the above table, the Committee observed that the details of the Overhead Expenditure pointed to the fact that they were Capital in nature. Indeed, for a copious budget of about ₦23 billion in three years (2009-2011), it is lamentable that there has been no significant corresponding achievement.

Recommendations

The Committee recommends, that:

i) NAPEP be scrapped and its functions transferred to the new body that will emerge from the merger of the NDE and SMEDAN;

ii) the new proposed body shall be known as the **National Agency for Job Creation and Empowerment (NAJCE)**; and

iii) that the Bank of Industry (BOI) provides the window for servicing the job-and wealth-creation and empowerment programme.

National Identity Management Commission (NIMC)

Core Mandate

The National Identity Management Commission was established by the NIMC Act No. 23 of 2007 and its Core Mandate includes the following:

i) to create, manage, maintain, and operate the National Identity Data base established under Section 14 of this Act including the harmonization and integration of existing identification of databases in Government agencies and integrating them into the National identity data base;
ii) to carry out the registration of citizens of Nigeria into the National Identity data base;
iii) to carry out the registration of non-citizens of Nigeria who are lawfully resident in Nigeria; and
iv) to issue a general multi-purpose Identity card to any person registered pursuant to paragraphs (ii) and (iii) above.

Budget

The budgetary allocations for the Commission for the period 2009-2011 are as follows:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	2,362,704,724	5,646,224,131	3,307,556,553
Overhead	734,555,272	1,138,010,799	984,782,183
Capital	313,056,250	3,010,000,000	833,882,815
Total	3,410,316,245	9,794,234,929	5,126,221,551

Observations

The Committee noted that there is need to create an effective national identity management infrastructure that will enable a citizen or legally resident person assert his identity in a dependable manner. This is very critical to the country's socio-economic development and national security.

The Committee also noted that Part 1 Section 2 of the NIMC enabling Act stipulates that the Commission shall have a Governing Board consisting of:

(i) a part-time Chairman;
(ii) a representative each of:

- Independent National Electoral Commission (INEC)
- National Health Insurance Scheme (NHIS)
- Federal Road Safety Commission (FRSC)
- Federal Inland Revenue Service (FIRS)
- National Pension Commission (PenCom)
- Nigeria Police Force (NPF)
- Nigeria Immigration Service (NIS)
- Office of the National Security Adviser (ONSA)
- National Population Commission (NPC)
- Central Bank of Nigeria (CBN)
- State Security Service (SSS)
- Economic and Financial Crimes Commission (EFCC)
- Chief of Defence Staff (CDS)
- Corporate Affairs Commission (CAC)

(iii) three (3) persons knowledgeable in ICT or Identity Management to represent the public interest; and

(iv) the Director General of the Commission.

The Committee observed that the Director General is the administrative and technical head of Management as well as the Accounting Officer of the Commission. Other principal officers include Directors who are Heads of Departments.

In addition, the Commission has offices in the 36 States of the Federation and the FCT as well as the 774 Local Government Areas of the Federation. Administratively, State Offices are manned by State Coordinators while Local Government Area Offices are manned by LGA Supervisors.

The Committee noted that there are other existing statutes that provide for one form of identity data collection or the other. This creates overlaps and duplications. The relevant statutes include the following:

i) The National Civic Registration Act;
ii) The Passport Act;
iii) The Immigration Act;
iv) The National Population Act;
v) The National Health Insurance Scheme Act;
vi) The INEC Act;
vii) The FIRS Act;
viii) Births and Deaths (Compulsory Registration) Act of the National Population Commission; and
ix) The Pension Reform Act.

Pursuant to the foregoing, the bodies to which these statutes relate perform the task of data capture, storage and retrieval. The proliferation of agencies engaged in biometric data capture has resulted in duplication of efforts and wastage of resources. The Committee believes that a single agency should be mandated to take the lead to coordinate and harmonize the collection of the data that will support the information management according to the needs of the other data capturing agencies. The Committee is convinced that the NIMC is best suited to serve as the repository of all biometric data capture in the country.

The Committee observed that the Department of National Civic Registration which was succeeded by NIMC had been controversial due to its inability to provide a reliable national identity card programme for the country. The Committee also noted the strategic importance of the Identity Card project to the socio-economic development of the country. For a programme of this nature and magnitude however, best practice demands that the implementing agency would best be managed within the Ministry responsible for internal security with a view to preserving institutional legacy and ensuring effective synergy among all the data collecting and collation agencies.

Presently, the NIMC is located in the Presidency. However, as aptly captured in the Ayida Panel Report (1997), "ideally, the Presidency should be a policy coordinating organization and not a parastatal-supervising body. It should therefore normally have no parastatals under its supervision, except in the case of certain constitutionally established agencies." The Committee therefore believes that a non-constitutional agency such as NIMC should be appropriately located in the Ministry of Interior. If, however, the Government decides to have it domiciled in the Presidency then, it should be supervised by a Special Duties Ministry with its own budget.

Recommendations

The Committee recommends as follows, that:

i) NIMC serves as the repository of all biometric data capture for the management of identity in the country for proper coordination and harmonization;
ii) that all relevant agencies that perform biometric data capture mandatorily interface with NIMC for the purpose of identity management and administration; and
iii) that NIMC be appropriately located in the Ministry of Interior with a view to preserving institutional legacy and ensuring effective synergy among all the data collecting and collation agencies or alternatively, in the proposed Ministry of Special Duties.

Nigeria National Merit Award (NNMA)

The NNMA was set up by Government in its drive to encourage excellence and innovation in science, art, and technology within the corps of competently trained and qualified Nigerians.

Core Mandate

The Committee noted that the core mandate of this body is to confer the Nigerian National Order of Merit (NNOM) Award on deserving Nigerians who have made outstanding contributions to national development in the fields of science, medicine, engineering/technology and the humanities, including arts and culture as well as other fields of human endeavour.

Budget

The budgetary provisions for the Order for the period, 2009-2011 is as contained in the table hereunder:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel			
Overhead	40,424,933	97,467,427	97,346,908
Capital	100,000,000	130,000,000	40,112,907
Total	140,424,932	227,467,427	137,459,815

Observations

The Committee also noted the following structure of the Order:

i) the Governing Board;
ii) the Specialized Committees of Assessors in Science, Medicine, Engineering/Technology, Humanities, including Arts and Culture and other fields of human endeavour;
iii) the Committee of Chairmen; and
iv) the NNMA Secretariat.

The Committee also noted the past contributions made by the NNMA to advancements in Science, Arts, Medicine, Engineering and the Social Sciences. Considering the academic reputations and achievements of members of the NNMA, the Committee is of the view that the mandate of NNMA be amended to include nominating, in collaboration with the Academy of Science, members who

will serve on the Board of Trustees of the proposed National Research and Development Fund for necessary consideration by the President.

The Committee noted that there are no overlaps in the NNMA's mandate with those of any other agency.

Recommendations

The Committee recommends as follows, that:

i) the mandate of NNMA be amended to include the nomination of persons, in collaboration with the Academy of Science, to be considered for appointment by the President as members of the Board of Trustees of the proposed National Research and Development Fund; and

ii) that the NNMA is located in the proposed Ministry of Special Duties.

Federal Road Safety Commission (FRSC)

Core Mandate

The Commission was established to ensure safety on Federal Roads by educating motorists and members of the public on the importance of discipline in the use of the Federal Highways.

The Committee noted that the Federal Road Safety Corps was established in 1988 by Decree No. 45 and amended by Decree 35 of 1992, later referred to as the FRSC Act Cap 141 Laws of the Federation of Nigeria (LFN). The Act has been replaced by the Federal Road Safety Commission (Establishment Act 2007).

Observations

The Committee noted that the Commission has a six-man board as well as a National Headquarters comprising eight Departments and 12 Corps Offices. At the Field Command level, the Commission has 12 Zonal Commands, 37 Sector Commands in the State Capitals and the FCT and 170 Unit Commands mainly at LGA level.

The Committee further noted that the FRSC, has a workforce of 15, 383 with manning levels of 4,746 (30 %) officers and 10,637 (70 %) other ranks. It ran a Personnel Cost of **₦26,206,787,009** with a rather high average wage of **₦1,703,620 per person per annum in 2011**. The details of the Commission's Appropriations for the period 2009-2011 are as shown in the table below:

	2009 (₦)	**2010 (₦)**	**2011 (₦)**
Personnel	12,574,690,147	13,752,421,964	26,206,787,009
Overhead	808,010,323	1,543,325,838	1,997,774,133
Capital	718,218,535	6,534,930,000	448,535,941
Total	14,100,919,005	21,830,677,802	28,653,097,082

Source: CS, FRSC Planning Advisory Unit analysis

The increase in the Personnel Cost between 2010 and 2011 is almost 100%.

The mandate of the FRSC is as follows:

i) preventing and minimizing road traffic crashes;
ii) clearing obstructions on the highways;
iii) educating drivers, motorists and other members of the public on the proper use of the highways;
iv) providing prompt attention and care to victims of road traffic crashes;
v) conducting research into causes of road traffic crashes and vehicles;
vi) cooperating with bodies, agencies and groups engaged in road safety activities on the prevention of highway crashes; and
vii) enforcing road traffic laws.

In addition, the Committee noted in the submission made by the FRSC that the Commission has established a Safety Engineering Department that investigates road crash fatalities involving six or more passengers. It has also trained accident investigators, introduced business intelligence into work processes with the establishment of a Planning Advisory Unit which uses intelligence reports to guide the Corps in making evidence based decisions. In addition, it collaborates with the Standards Organisation of Nigeria (SON) on setting standard for the design of school buses as well as the development of Tankers and Trailers guidelines, established ultra-modern Call Centres and deployment of Closed User Group (CUG) for prompt rescue and ease of communication. It has also introduced satellite-based tracking of patrol vehicles and ambulances and trained and retrained paramedics.

The Committee noted that the primary mandate of the FRSC is safety on Federal roads. However, it was observed that its functions duplicated those of the Nigeria Police Force and that the Act establishing the FRSC did not repeal the Federal Highway Law (1971), which vests the power to control the Federal Highways in the Federal Ministry of Works.

According to Section 10 of the Federal Road Safety Commission (Establishment) Act, 2007, the Corps shall discharge the following functions:-

a) making the highway safe for motorists and other road users;
b) recommending works and devices designed to eliminate or minimize accidents on the highways and advising the Federal and State Governments including the Federal Capital Territory Administration and relevant Governmental agencies on the localities where such works and devices are required;
c) preventing or minimizing accidents on highways;
d) clearing obstructions on any part of the highways;

e) educating drivers, motorists and other members of the public generally on the proper use of the highways;
f) designing and producing vehicle number plates; and
g) the standardisation of highway traffic codes.

However, Section 2 of the Federal High Way Act CAP.F13 LFN 2004, states that:

> *subject to the provisions of this Act, all Federal highways shall on the commencement of this Act, be under the management, direction and control of the Minister charged with responsibility for roads:*
>
> *(a) for the planning (including research and designing) of Federal Highways;*
> *(b) for their construction and maintenance;*
> *(c) for the supervision of users thereof; and*
> *(d) for the regulation of traffic thereon.*

***Functions of the Motor Traffic Division of the Police Force shall include**:-*

> *(a) the co-ordination of police traffic control duties in the area of responsibility of the motor traffic division;*
> *(b) the advising of local authorities on the setting up of physical aids to traffic control;*
> *(c) the preparation of the plans of scenes of motor traffic accidents and the testing for roadworthiness of motor vehicles involved in accidents;*
> *(d) subject to the approval of the Inspector-General, the investigation and prosecution of motor traffic offences; and*
> *(e) the maintenance of motor vehicle traffic statistics.*

From the above, Paragraphs (a), (b), (c), and (g) of the FRSC Act are the same as paragraphs (a), (b), (c) and (d) of the Federal Highway Act.

Notwithstanding the fact that the FRSC enabling law has apportioned to the Commission some of the functions of the Police and Federal Highways, the relevant provisions of the Nigeria Police Force Act and the Federal Highway Law of the Federal Ministry of Works have not been repealed.

Furthermore, the Committee observed that the FRSC has established clinics reportedly built by FERMA on Federal highways and employed medical and paramedical personnel to run them without the involvement of the Federal Ministry of Health.

In its interaction with the Committee, the FRSC claimed that the clinics were set up to address trauma cases arising from road accidents and run by medical personnel employed by it for that purpose.

The Committee observed that these trauma centres are only equipped to deal with first aid or at best injuries that are not complicated and life-threatening. The Committee therefore wondered where complicated emergency cases would be referred to in the event that the FRSC clinics are unable to handle them. The Committee further noted that such medical cases end up in either General Hospitals or Teaching Hospitals and other Specialist Hospitals run by the Government through the Federal Ministry of Health.

The Committee noted the fleet of ambulances that are operated by the FRSC and the medical and paramedical personnel who are employees of the Commission. As regards the ambulance service, it is an internationally accepted practice that ambulance services are tied or connected to a hospital to which their patients are taken in an emergency for proper treatment.

It is, however, to be noted that prudent and integral practice of the professional procedure in public sector governance demands regular institutional monitoring, assessment, appraisal and appropriate action to enable cost effective Public Service delivery on a continuous basis.

In addition, it is the view of the Committee that the production of drivers' licenses and motor vehicle plate numbers, all of which are Residual matters apportioned to the States by the 1999 Constitution should therefore be outside the jurisdiction of the FRSC. Although the law allows it, the Committee is of the view that by issuing plate numbers and making inputs on licences, the FRSC is certainly going beyond its original mandate. Though the body is pro-active, it is acting unconstitutionally.

The Committee is aware of the support of the meeting of Attorneys General of States for centralized vehicle and drivers' licensing in the interest of security and uniformity. However, the Committee also observes that the critical success factor is for an effective and sustainable approach to this task. The Committee noted that vehicle licensing has been the responsibility of States whose contributions are critical for local input and access.

The Committee further noted that the focus should be on the ability to have a centralized data base, which should be domiciled with the Police under the Central Motor Registry (CMR) and be accessible to relevant agencies.

There are agencies whose core responsibilities underpin the management of the country's roads in all its ramifications. The MDAs with core functions of the management of road safety are: the Federal Ministries of Works and Health, the Vehicle Inspection Office (VIO) in the Federal Capital Territory Authority (FCTA) and the Police. It will seem that these MDAs appear to have disengaged from their mandate in relation to road safety management, a situation being exacerbated by the current road management approach that places the focus on the FRSC. The Police have a critical role to play in road safety matters, yet this is no longer the case. The Police have been blamed for being ineffective, yet Nigerian policemen and women earn awards/accolades in foreign operations. The fact is that the Nigeria Police Force is perceived as not being effective at home because, among other factors such as environment and leadership, it has been fractured by numerous bodies set up to perform its roles.

In its submission, the FRSC also claimed to be regulating road transportation in Nigeria by conducting detailed studies on road furniture also known as Road Audit. The Corps revealed that it had presented a memo to the Federal Executive Council to make it mandatory to carry out Safety Impact Assessment (SIA) prior to the design of new roads and realignment or improvement of existing ones.

Also in its presentation to the Committee and during the subsequent interactive sessions, the FRSC cited the implementation of the G-8 rule on road construction funds (10% of total costs allocated for safety components) as one of the possible sources of fund for the Commission. According to it, 10% of the budgetary allocation to road projects should be domiciled in the FRSC to enable the Corps "facilitate safety components" such as impact assessment.

The Committee views these moves by the FRSC as a deliberate encroachment on the statutory mandate of the Federal Ministry of Works, whose Minister is mandated by Section 2 of the Federal High Way Act CAP.F13 LFN 2004, to plan (including research and designing) Federal Highways, construct and maintain same, supervise the users thereof, and regulate traffic thereon. It thus becomes obvious that the regulation of traffic and maintenance of safety on Federal Highways *ab initio* have been vested in the Minister of Works.

Some schools of thought would say that the country does not need a Federal Road Safety organization in its present form if the core MDAs were carrying out their roles effectively. The present activities of the FRSC should be returned to their core Ministries (the Federal Ministry of Works - **which is to be part of the proposed Federal Ministry of Transportation**, the Federal Ministry of

Health), the Vehicle Inspection Office (VIO) in the Federal Capital Territory Authority (FCTA) and the Police Force which should be strengthened through the development of a "National Road Safety Policy." This policy will address the roles, responsibilities and accountability matters in all the relevant MDAs. It will ensure a multi-agency approach to the management of the stated perennial problems of road safety management in the country.

The Committee noted that it is a fundamental breach of acceptable practice of good public sector governance to create a new agency or institution as a response to the seeming failure or poor performance of the existing agency or to suit political or individual interests. Such a practice has proved to eventually precipitate systemic conflicts, crisis and even collapse at a substantial but avoidably high financial cost to Government. The setting up of the FRSC to partially takeover functions already apportioned by law to the Federal Ministries of Works and Health and the Nigeria Police Force as a result of seeming poor performance and/or to satisfy political and individual interests, is a typical example of misadventure in the Public Sector and at great cost to Government.

The current practice of the FRSC is setting a precedence that does not allow for an effective and sustainable approach to the management of the perennial challenges that the country is facing in relation to its road safety management.

Accordingly, the Committee is of the strong view that the functions of the Federal Road Safety Commission that relate to control of traffic as well as the removal of wreckage of vehicles from the highways should revert to the Motor Traffic Division of the Police Force. In the circumstance, the Committee firmly believes that the Division should be headed by an officer of the rank of Commandant or its equivalent in the Police.

Similarly, the functions of the FRSC relating to the authentication of the integrity of vehicle particulars and licences be reverted to the Vehicle Inspection Office (VIO) in the Federal Capital Territory Authority (FCTA).

Recommendations

The Committee recommends as follows, that:

i) the Act setting up the Federal Road Safety Commission (FRSC) be repealed;
ii) the road safety functions of the FRSC be reverted to the Highways Department of the Federal Ministry of Works;
iii) the Commission's personnel be redeployed to the relevant organizations (the Police Service Commission, the Federal Civil Service Commission and

the Vehicle Inspection Office (VIO) in the Federal Capital Territory Authority) for due regularization;

iv) in line with best practice, the Police, who have the core responsibility for highways patrol, be in charge of the activities related to road traffic accidents and the removal of wreckage of vehicles from the highways;

v) clinics set up to address trauma cases arising from road accidents to be transferred to and managed by the Federal Ministry of Health, which is the agency of Government mandated to cater for health services, including trauma cases, and ambulance service;

vi) as a follow-up to recommendation (v) above, the Federal Ministry of Health develops standard trauma centres and ambulance services to address health emergencies; and

vii) that the centre for the collation of vehicle licensing data remains the responsibility of the Police *via* the Central Motor Registry.

Note

It should be understood that the current overwhelming bad-road-user behaviour is a temporary phenomenon that an interventionist body like the FRSC was set up to address; thus, it should not be allowed to grow beyond an ad hoc body that can reintegrate into a parent body like the Highways Department of the Federal Ministry of Works.

Niger Delta Development Commission (NDDC)

Core Mandate

The Committee noted that the Niger Delta Development Commission (NDDC) is an interventionist agency created by the Niger Delta Development Commission Act, No. 6 of 2000, with the main objective of providing infrastructural, economic and social development in the Niger-Delta area. The mandate of the Commission is to formulate policies and guidelines for the development of the Niger Delta Area as well as planning and implementation of projects and programmes for sustainable development of the area.

Observations

The Committee observed that there are certain ambiguities in the enabling Act of the NDDC that relate to the status of the Chairman and members of the Board.

As earlier observed by the Presidential Committee on NDDC, Section 2(3) of the NDDC Act creates an ambiguity in the status of the Chairman as to whether he is a part-time or full-time member of the Board. This is because Section 2(1)(a) of the Act lists the Chairman as a member of the Governing Board, while sub-section 2(1)(b)-(f) spells out the other members of the Board. However, in identifying those members of the Board that are part-time members, Section 2(3) of the Act provides that:

"The members of the Board referred to in sub-paragraph (i) –(f) of sub-Section

(1) of this section shall be part-time members".

This implies that the Chairman of the Board of the Commission is not among the part-time members of the NDDC Board and that he or she shall be a full time member as the office is not one of those listed in sub-paragraph (i)-(f) of sub-section (1) of section 2 of the Act. Section 2(3) of the said Act therefore appears as "a manifest typographical error."

This conclusion is based on the fact that reference to sub-paragraph (i)-(f) in the said sub-section is an obvious chronological or alphabetical impossibility as '(i)' does not come before '(f)' in the alphabets.

The Committee similarly noted the extant rules regarding the appointment of Special and Personal Assistants for public office holders. This provision, it further noted, has been flagrantly violated in the NDDC, where Executive and non-Executive Directors (States Representatives) in that Commission are provided with Special and Personal Assistants, whose remunerations are paid from the

Treasury. It was the view of the Committee that in order to reposition the NDDC to enable it perform its set objectives, those charged with the management of its affairs should ensure that due process is followed not only in appointments, but also in all the ramifications of the Commission's activities.

The Committee also noted that despite observations in previous reports on the Niger Delta Development Commission (NDDC) on the need to restructure the Commission as well as engender its proper supervision, the situation has continued to linger, thereby denying the region real value for the resources channeled there by Government. While noting the importance of the region to the Nigerian economy, the Committee is of the view that the NDDC should be essentially restructured as previously recommended. It was also the view of the Committee that the President may wish to consider appointing a Special Duties Minister to supervise the Commission.

Recommendations

The Committee recommends as follows, that:

i) the enabling law of the NDDC be amended with a view to resolving the omission concerning the status of the Chairman;
ii) the NDDC be made to adhere to extant regulations with regard to the appointment of Special and Personal Assistants for principal officers in the Commission;
iii) the NDDC be restructured in line with the recommendations of previous reports on the activities of the Commission; and
iv) that a Ministry of Special Duties be created to among other functions supervise the NDDC.

New Partnership for Africa's Development (NEPAD)

Core Mandate

NEPAD was established as an African Union (AU) initiative to perform the following core functions, as stated by NEPAD Nigeria:

i) Domestication, facilitation and monitoring of the implementation of NEPAD policy framework and programmes at the country level;
ii) Sensitization and dissemination of information on NEPAD programmes and activities to the public;
iii) Promotion of stakeholders' participation in the preparation and implementation of NEPAD projects in collaboration with the three tiers of Government, NGOs and the private sector; and
iv) Assisting the Office of the Secretary to the Government of the Federation on country-level activities relating to the African Peer Review Mechanism (APRM)

Budget

NEPAD receives full funding from the Federal Government. The budgetary allocations to the Partnership for the period 2009-2011 are stated in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	160,464,524	157,204,362	239,905,951
Overhead	610,626,039	1,024,788,643	810,258,708
Capital	397,330,400	816,500,000	366,478,699
Total	1,168,420,962	1,998,493,005	1,416,643,357

Observations

The Committee observed that the New Partnership for Africa's Development (NEPAD) is an African Union (AU) initiative which is overseen by the Presidency.

The Committee observed that NEPAD is involved with transnational cross-cutting development programmes such as Agriculture and Food Security, Climate Change, National resource Management, Human Development, Regional Integration, etc., which already have laws governing them. It therefore noted that NEPAD, in that regard, does not need a law as it would be tantamount to creating needless duplications and unnecessary governance layers since other

statutory agencies already perform activities that also fall within the purview of NEPAD. The Committee is of the strong view that the Bill seeking for the establishment of NEPAD as an agency of the Federal Government should be withdrawn from the National Assembly.

However, it must be noted that the African Peer Review Mechanism (APRM) would have to remain under the exclusive purview of NEPAD as no other body within Nigeria currently coordinates that function. This will not only ensure that cutting-edge practices across Africa are being taken on board, but will also allow the country to achieve the objectives of NEPAD. If it is simply to have a focal person for the APRM, then this can be in the Office of the Minister of Special Duties.

The Committee also noted that NEPAD's current staff strength of 199 with a Personnel Cost of ₦239,905,951.00 for the year 2011, which translates into an average of N1.2million per staff *per annum* is also rather high.

The Committee further noted from the submission made to it by NEPAD that all its personnel are Civil Servants deployed to the agency by the Office of the Head of the Civil Service of the Federation. The Committee is concerned about the high Personnel Cost of the Agency considering the fact that the staff of the agency are Civil Servants.

The Committee is therefore of the view that the NEPAD does not need an elaborate structure to perform its functions of peer review as well as those transnational matters of poverty eradication and wealth creation, by aligning itself with other agencies handling similar functions in the country.

Recommendations

The Committee recommends as follows, that:

i) the Bill seeking for the establishment of NEPAD as an agency of the Federal Government be withdrawn from the National Assembly as there are already laws relating to most of the activities being performed by NEPAD;
ii) a staff audit be undertaken with a view to determining the appropriate manning levels, pruning the workforce and consequently the high Personnel Cost; and
iii) that a focal person for APRM in the Office of the Minister of Special Duties be identified.

Utilities Charges Commission (UCC)

Core Mandate

The Committee noted that the Utilities Charges Commission (UCC) was established by Decree (now Act) 104 of 1992 primarily to regulate the rates which public corporations charge for rendering utility services. These corporations include the Power Holding Company of Nigeria, Nigerian Telecommunications (NITEL), Nigerian Airways, Road Transport Organizations, State Water Boards and Ferry Services organizations. By its mandate, the Commission ensures that any increase in tariff by these Government-owned corporations is justified *vis-à-vis* extant economic, social and political considerations.

The Committee observed however that most of the relevant public corporations which the UCC was established to regulate have been or are on the verge of being privatized. Besides, there are several other regulatory agencies established by law that have effectively taken over the functions of the UCC. Such organizations include the Nigeria Electricity Regulatory Commission (NERC), Nigeria Communications Commission (NCC), etc.

Budget

The budgetary allocations to the UCC for the period 2009-2011 are as stated in the table below:

	2009 (₦)	**2010 (₦)**	**2011 (₦)**
Personnel	15,138,732	10,467,885	17,465,143
Overhead	14,484,954	14,340,105	15,438,557
Capital	4,500,000	16,500,000	16,204,248
Total	34,123,686	41,307,990	49,107,948

Observations

The Committee observed from its findings during the interactive session with the UCC as well as the analysis of its submissions to the Committee that the Commission has outlived its usefulness as all its functions have been taken over by other relevant regulatory agencies.

The Committee also noted that no governing board has been appointed for the Commission in the past few years.

Recommendations

The Committee recommends that:

i) the Utilities Charges Commission be abolished and its enabling law repealed; and

ii) the staff of the Commission be deployed to the Office of the Head of the Civil Service of the Federation, provided they are civil servants.

National Agency for the Control of HIV/AIDS (NACA)

Core Mandate

NACA was established at a time the country needed a body to be charged with the functions and responsibility for monitoring, evaluation, sensitization and resource mobilization to aggressively combat the pandemic and scourge of HIV/AIDS.

NACA was established with the following Core Mandate:

i) to serve as a multi-sectoral coordination platform for the fight against HIV/AIDS in Nigeria; and
ii) to continuously undertake and facilitate the coordination of programmes to contain the HIV/AIDS pandemic in Nigeria through planning, monitoring and evaluation, advocacy and resource mobilization.

Observations

The Committee noted that National Agency for the Control of HIV/AIDS (NACA) is an offshoot of the National Action Committee for HIV/AIDS established in 2000 under the Federal Ministry of Health to create public awareness and fast-track the control of the spread of HIV/AIDS in Nigeria. Thereafter, the National Committee metamorphosed into an agency through the National Agency for the Control of HIV/AIDS Act of 2007.

The Committee observed that since the inception of NACA, even as a Committee under the supervision of the Federal Ministry of Health, it has remained an effective and efficient organization delivering on its mandate.

Furthermore, the Committee noted that there are other foreign-funded health programmes that are being run efficiently by the relevant departments of the Federal Ministry of Health without necessarily being transformed into agencies or supervised by the Presidency. Such programmes include: Roll-back Malaria, National Polio Eradication Programme and Leprosy Eradication Campaign, etc. The Committee was therefore of the view that reverting NACA to the Federal Ministry of Health as a programme under a Department that would handle disease control will allow for effective monitoring and control by the relevant Ministry.

The Committee observed that there are other diseases that are no less deadly than HIV/AIDS such as malaria, measles, etc. It, however, noted that the supervision of NACA by the Presidency was based on the fact that there was so much emphasis on the fight against HIV/AIDS at the time of its establishment and given the fact that the spirit of the time called for that special attention.

Today, the HIV/AIDS issue has received enormous sensitization in the country and now requires a continuation of the advocacy which can be maintained by the Federal Ministry of Health.

The Committee further noted that there is presently a division under the Public Health Department in the Federal Ministry of Health handling matters relating to HIV/AIDS. NACA should therefore be merged with the Division to become a Department under the Centre for Disease Control which is presently operating without an enabling law.

Budget

The Committee noted that NACA is fully funded by the Federal Government and the budgetary allocations to NACA for the period 2009-2011 are stated in the table hereunder:

	2009 (₦)	**2010 (₦)**	**2011 (₦)**
Personnel	155,143,675	155,143,678	161,111,845
Overhead	349,228,160	267,115,014	287,576,024
Capital	500,000,000	2,563,750,000	443,063,722
Total	1,004,371,835	2,986,008,691	891,751,590

Recommendations

The Committee recommends that:

i) the enabling law of NACA be repealed; and

ii) that NACA and the division presently handling HIV/AIDS in the Public Health Department be merged as a Department under the Centre for Disease Control in the Federal Ministry of Health.

National Hajj Commission of Nigeria (NAHCON)

Core Mandate

The National Hajj Commission of Nigeria has the following Core Mandate:

i) to license, regulate, supervise and perform oversight functions over organizations (corporate and non-corporate) engaged in organizing the movement of pilgrims from Nigeria to Saudi Arabia to perform the Hajj or Umrah;
ii) to provide accommodation, transportation and other services relating to the performance of Hajj and Umrah; and
iii) to liaise and coordinate with the appropriate Government authorities or agents of the Federal Republic of Nigeria and the Kingdom of Saudi Arabia.

Budget

The Committee noted that the Commission receives full funding from the Federal Government. The budgetary allocations of the Commission for the period 2009-2011 are as stated in the table hereunder:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	147,470,875	147,470,875	232,453,635
Overhead	500,000,000	510,000,000	532,917,000
Capital	350,000,000	203,500,000	166,484,148
Total	997,470,875	860,970,875	931,854,782

As would be discussed shortly, in addition to the above, allocations were also made each year from the Service Wide vote.

Recommendation

This is addressed together with those on the Nigerian Christian Pilgrims Commission.

Nigerian Christian Pilgrims Commission (NCPC)

Core Mandate

The Nigerian Christian Pilgrims Commission was established to arrange and take Nigerian Christians from Nigeria to and back from the Holy Lands of Israel, Rome, Greece and other Holy sites of the world for the purposes of Christian Pilgrimage.

Budget

The Committee noted that the Commission receives full funding from the Federal Government. The budgetary allocations of the Commission for the period 2009-2011 are as stated in the table hereunder:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	47,897,300	47,897,300	295,274,887
Overhead	301,129,607	298,118,311	320,954,173
Capital	302,209,101	149,050,000	153,130,145
Total	651,236,008	495,065,610	769,359,205

General Observations on both Commissions

The Committee observed that the two Pilgrims' Commissions have a combined staff strength of 221 personnel. The Committee also observed that the two organizations were created to cater for the welfare of Nigerian pilgrims of both the Islamic and Christian religions.

Furthermore, the Committee observed that the performance of Hajj as one of the pillars of Islam is an injunction for all Muslim faithful provided the intending pilgrim "is healthy and can afford the cost of the pilgrimage." Similarly, the Committee observed that there is no such injunction for Christians. Besides, the State of Israel is noted to say that it recognizes tourists to the Holy Land of Israel and not pilgrims. Furthermore, pilgrimage is personal to the individual.

The Committee also observed that in some States such as Turkey and Malaysia, the pilgrims form associations to coordinate and share the cost of the trips, which does not involve any contributions from the State.

The Committee is aware of various arguments that Government should continue to sponsor pilgrims especially for value orientation. However, it needs be

reiterated that pilgrimage is a personal activity based on one's spiritual need and that the issue of value orientation is a matter that is inculcated in the individual especially in his/her formative years at home, school and place of religious worship. This, the Committee believes should be the major focus of every religious organization.

The Committee observed that between 2007 and 2011, Government spent a total sum of **N6,499,482,525.00 (Six Billion, Four Hundred and Ninety-Nine Million, Four Hundred and Eighty-Two Thousand, Five Hundred and Twenty-Five Naira)** for pilgrimage-related expenses. Below are the figures supplied by the Budget Office, Federal Ministry of Finance:

S/No.	Agency	Date of Release	Amount (₦)	Purpose
1.	Hajj Commission	22/11/07	348,660,730.00	Shortfall in offshore budget and grant for the refurbishing of the Hajj Annex in Jeddah
2.	Hajj Commission	18/12/07	88,6275,000.00	For airlifting of outstanding 15,500 intending pilgrims.
3.	Hajj Commission	24/11/08	459,772,294.00	Shortfall in onshore and offshore operational budget for Y08 Hajj.
4.	Christian Pilgrims Commission	24/12/08	904,000,000.00	To cover variant in the Y08 Christian pilgrims budget
5.	Christian Pilgrims Commission	18/05/09	302,209,101.00	For purchase and equipping of new office building
6.	Hajj Commission	14/07/09	38,491,225.50	To off-set the shortfall of the commission's

				cost of off-share operation
7.	Christian Pilgrims Commission	30/10/09	488,536,717.26	Release of fund to NAHCON for onshore and offshore operational budget on 2009 Christian pilgrimage exercise.
8.	Christian Pilgrims Commission	18/08/10	541,974,543.56	Being onshore and offshore requirement for the 2010 Christian pilgrimage
9.	Hajj Commission	02/09/10	827,633,932.33	Release of fund to NAHCON to fund offshore shortfall in the budget
10.	Christian Pilgrims Commission	11/04/11	126,272,985.07	For settlement of indebtedness of 2010 Christian pilgrimage
11.	Hajj Commission	13/04/11	672,660,900.00	Payment of debt owed by defunct Hajj Commission
12.	Christian Pilgrims Commission	24/10/11	902,995,095.90	Being onshore/ offshore operational budget for 2011 Christian pilgrimage

The Committee also observed that in the White Paper on the Report of the Allison Ayida Review Panel on the Civil Service Reforms on the Restructuring and Manning Levels of Federal Ministries, Extra-Ministerial Departments and Parastatals (1998), the Federal Government decided to gradually disengage from pilgrims matters and that the Office of Pilgrims Affairs should be performing a coordinating role. The Christian Pilgrims Affairs and the Muslim Pilgrims Affairs should be maintained as Divisions in the Administration and Finance Department of the Office of Pilgrims Affairs. Curiously, 14 years after that decision was taken, it is yet to be implemented. Indeed, the supposed Office of Pilgrims Affairs has grown into two Pilgrims Commissions.

The Committee noted the fact that Nigeria is a secular State. It, however, agrees with the views expressed by the various stakeholders with whom it interacted that pilgrimage is a religious obligation of individuals that should not attract Government involvement. Rather than getting involved in such religious obligations, Government should limit itself to providing consular services as well as vaccines for the pilgrims through the Ministry of Foreign Affairs and the Federal Ministry of Health, respectively.

The Committee observed that hitherto Government has been granting concessionary foreign exchange rates for pilgrimages which cause distortion in the foreign exchange market to the detriment of the nation's economy. The Committee strongly believes that this should stop in order not to distort the foreign exchange rules.

Furthermore, the Committee noted that despite the fact that the Government should not ordinarily be involved in sponsoring Christian and Muslim pilgrims, the process being adopted for selecting Government-sponsored participants is not transparent. The basis for selection is not advertised, yet the Government spends colossal sums for an exercise meant to be a personal spiritual obligation.

The Committee therefore expressed the view that the two Commissions should be abolished and their functions transferred to a department in the Ministry of Foreign Affairs.

Recommendations

The Committee recommends as follows, that:

i) Government restricts itself only to the provision of Consular services and vaccines to intending pilgrims;
ii) Pilgrims be encouraged to save for their individual religious obligations;

iii) the National Hajj Commission of Nigeria and the Nigerian Christian Pilgrims Commission be abolished and their functions transferred to a department under the Ministry of Foreign Affairs;
iv) the enabling laws of the two Commissions be repealed accordingly;

v) the Federal Government stops sponsoring pilgrims and pilgrimages with effect from the 2012 Fiscal Year; and
vi) that Government stops granting concessionary foreign exchange rate to pilgrims.

National Lottery Regulatory Commission (NLRC)

Core Mandate

The core mandate of the National Lottery Regulatory Commission is to regulate all activities related to National Lottery in Nigeria, expand it through the process, make it viable for operators and generate revenue for Government that will be used for good causes for the people as provided in Section 40(a) of the National Lottery Act, 2005.

The main functions of the Commission are as follows:

i) regulating the operation and business of the national lottery in Nigeria;

ii) setting standards, rules and guidelines, in collaboration with the licensee, for the operation of national lottery in Nigeria;

iii) promoting transparency, propriety and integrity in the operation of national lottery in Nigeria;

iv) ensuring the protection of the interests of players, stakeholders and the public in the national lottery;

v) carrying out periodic assessment of the operation of national lottery in Nigeria and submitting reports to the President and the National Assembly; and

vi) performing such other duties as may be directed by the President, from time to time, for the efficient performance of the functions of the Commission under this Act.

Budget

	2009	2010	2011
Personnel		**78,050,131**	**245,672,735**
Overhead		**270,000,000**	**290,682,000**
Capital		**517,000,000**	**58,525,381**
Total		**865,050,131**	**594,880,116**

Observations

The Committee noted that the National Lottery Regulatory Commission (NLRC) is a vital revenue generating agency and a veritable source of funding for monumental public projects, programmes and infrastructure. Several countries have been known to fund landmark infrastructure using the proceeds from the national lottery such as the Great Wall of China and Harvard University, USA.

Indeed, it is targeted to contribute GBP 2.2 billion to the hosting of the London 2012 Olympic Games in the United Kingdom.

Within the short period of its existence, the Commission (NLRC) has generated about N2.2billion from lottery operators in the country. This amount has been domiciled in the National Lottery Trust Fund (NLTF).

The Committee was informed that from a transparency and accountability perspective, the non-utilization of the proceeds from the operations of the NLRC by the National Lottery Trust Fund (NLTF) is sending wrong signals to the stakeholders for 'perceived' transparency and accountability issues.

The Committee also observed that the provisions of the National Lottery Act do not allow for access and utilization of the proceeds paid into the Trust Fund by the Commission. It noted the need to allow the Commission receive a percentage of the proceeds from its operation in order to make it self-funding.

The Committee is of the strong view that the National Lottery Regulatory Commission need not be funded wholly by Government as is the current practice. It is of the view that the Commission, being a revenue generating agency, should be granted seed fund by Government and transformed into a self-funding agency with effect from the 2014 Fiscal Year. Whilst remaining under the supervision of Government, the Commission would be given a percentage of its generated funds as Cost of Collection.

Considering the fact that the Office of the Secretary to the Government of the Federation, which currently supervises the Commission, is in a strict sense, a purely policy-coordinating Office, it would be necessary that the restructured National Lottery Regulatory Commission be supervised by the proposed Ministry of Special Duties.

Recommendations

The Committee recommends that:

i) the enabling law of the National Lottery Regulatory Commission be amended to enable it receive a certain percentage of the proceeds from Lottery operations as Cost of Collection;
ii) the NLRC becomes self-funding; and
iii) that the NLRC be transferred to the proposed Ministry of Special Duties.

National Lottery Trust Fund (NLTF)

Core Mandate

The National Lottery Trust Fund (NLTF), was established pursuant to the National Lottery Act 2005 to perform *inter alia* the following functions:

i) receiving and crediting into its account, all monies payable into the Trust Fund under the Act;

ii) making all disbursements required to be made out of the Trust Fund under the Act;

iii) collaborating with relevant agencies and bodies to implement or facilitate the implementation of any project approved by the President on the recommendation of the Board of Trustees; and

iv) carrying out other activities that are necessary or expedient to ensure the effective performance of its functions under the Act.

Budget

	2009	2010	2011
Personnel			**81,031,840**
Overhead			**70,100,000**
Capital			**219,215,241**
Total			**370,347,081**

Observations

The Committee observed that the non-utilization of the proceeds from the operations of the NLRC by the National Lottery Trust Fund (NLTF) is sending a wrong signal to the stakeholders with regard to 'perceived' transparency and accountability issues.

The Committee noted that the present situation in which one operator has five members on the Board puts other operators at a disadvantage.

The Committee is also concerned about the huge Personnel and Overhead Costs the Trust Fund received in 2011. It is of the view that this should be reviewed. The Committee noted that the Lottery Trust Fund does not need an elaborate structure to enable it undertake its mandate effectively. Indeed, what the Fund needs is a Board of Trustees of not more than seven persons with proven integrity to oversee the disbursement of the proceeds to the good causes.

The Committee was also of the view that the funds in the accounts of the National Lottery Trust Fund (NLTF) should be disbursed appropriately and promptly to the good causes as required by law.

The Committee further noted that in line with good practice, it would be necessary to properly locate the Fund in a Ministry instead of the present arrangement in which the supervisory office is saddled with added responsibilities.

Recommendations

The Committee recommends as follows, that:

i) a Board of Trustees be set up to replace the current structure of the Board of the Trust Fund;
ii) the proposed Board of Trustees to comprise persons of proven integrity to oversee the disbursement of the Fund's proceeds to the good causes as required by law;
iii) that the NLTF be transferred to the proposed Ministry of Special Duties; and
iv) the enabling law of the National Lottery Trust Fund be amended to reflect the new status.

Service Compact with All Nigerians (SERVICOM)

The Federal Government came up with an initiative to ensure an enforceable and reliable service contract between the Federal Government of Nigeria and the Nigerian people. The Compact called SERVICOM, was inaugurated in March 2004 to do the following:

i) create citizen and customer demands;
ii) instil higher expectations of public services;
iii) communicate service entitlements and rights;
iv) publish information about performance; and
v) redesign the services around customers' requirements.

Core Mandate

The core mandate of SERVICOM is as follows:

i) to strengthen Government processes that support service delivery;

ii) to make MDAs more citizen-focused in their service delivery procedures and processes;

iii) to heighten public awareness of the damaging effects of service failure to the Nigerian society and social structures; and

iv) to promote attitudes by which citizens would recognize the need to challenge service failure as their civic right and responsibility.

Budget

The Committee noted that the SERVICOM is fully funded and its budgetary allocations for the periods 2010-2011 are as stated in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel			
Overhead		20,000,000	98,000,000
Capital		70,000,000	27,007,080
Total		90,000,000	125,007,080

Observations

The Committee also observed that SERVICOM has lost the momentum and the expectation from the agency had not been met.

The Committee similarly observed that the Bureau of Public Service Reforms (BPSR), which is expected to drive reforms in the Public Service, has also fallen below expectations.

The Committee believes that SERVICOM should be subsumed in the BPSR as a strengthened, refocused, retooled and restructured Bureau domiciled directly in the Office of the President so that its actions would bear the authority of the President.

Recommendation

The Committee recommends that SERVICOM be subsumed in the BPSR as a strengthened, refocused, retooled and restructured Bureau. (see write up on BPSR)

Nigeria Extractive Industries Transparency Initiative (NEITI)

Core Mandate

NEITI was established by the NEITI Act, 2007 in accordance with an international agreement as a domestic arm of an international organization, known as the Extractive Industries Transparency Initiative (EITI). The main functions of the agency is to develop a framework for transparency and accountability in reporting and disclosure, by all extractive industries and companies, of all revenues that are due and to be paid to the Federal Government of Nigeria.

Budget

The Committee noted that the initiative is fully funded by the Federal Government. The budgetary allocations of the NEITI for the periods 2009-2011 are as stated in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	55,869,317	379,858,752	422,331,477
Overhead	554,876,820	850,828,052	909,255,081
Capital	-	24,750,000	16,709,491
Total	610,746,136	1,255,436,803	1,348,296,048

Observation

The Committee interacted with the Agency and other stakeholders in the extractive industry and concluded that the agency is desirable and should continue to carry out its assigned transformation agenda of "reducing corruption and loss of national revenue in the extractive industry". Since the Office of the Secretary to the Government of the Federation should be policy-focused, it was the view of the Committee that NEITI should be placed under the supervision of the Ministry of Special Duties.

Recommendation

The Committee recommends that NEITI continues to be funded by the Government to enable it carry out its assigned functions of developing, administering and enforcing transparency and accountability in the extractive industry in Nigeria, under the supervision of the Ministry of Special Duties.

National Economic Intelligence Committee (NEIC)

Core Mandate

The National Economic Intelligence Committee was set up by the NEIC Act Cap N31,LFN 2004 to perform the following functions:

i) analyse the annual budget and extract all economic measures requiring enforcement;
ii) work out details on the method of enforcing implementation of the annual budget;
iii) analyse the monetary guidelines issued by the Central Bank of Nigeria and monitor implementation of all the measures enumerated therein;
iv) monitor and identify factors inhibiting the realization of set revenue targets such as tax evasion by individuals or association of individuals, and bodies corporate in the private and public sectors of the economy;
v) monitor the enforcement the implementation of existing tax legislation;
vi) assess the reports on any project being carried out by the Federal Government and confirm that funds released for Federal Government projects are judiciously utilized;
vii) monitor and report to the Federal Government, on quarterly basis, the inflationary rate, the consumer price index and such other growth indices on output, liquidity and cost of funds, transportation costs, fuel prices and other related tariffs; and
viii) recommend any increase or decrease of price on manufactured goods.

Budget

The Committee noted that NEIC is fully funded by the Government. Its budgetary allocations in the last three years are presented below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**47,892,800**	**65,879,959**	**524,098,446**
Overhead	**75,058,583**	**135,564,441**	**79,999,989**
Capital	**2,000,000**	**42,500,000**	**21,605,664**
Total	**124,951,382**	**243,944,400**	**625,704,099**

Observations

The Committee observed that the NEIC was established by a Decree, which granted it similar mandates with the National Planning Commission, Revenue Mobilization, Allocation & Fiscal Commission (RMAFC) and the Fiscal Responsibility Commission (FRC) with regard to performance monitoring and evaluation in the public sector.

The Committee studied closely the submissions made by the three agencies *vis-à-vis* the NEIC and also interacted with their management with a view to determining the areas of overlap in their functions. It was discovered that the functions that NEIC performs are replication of those of NPC, RMAFC and FRC.

In addition, the Committee noted that NEIC was intended to be an *ad hoc* Committee. Over the years, however, NEIC has graduated to a standing Committee with an enabling law and budgetary Personnel Cost allocation of ₦625,704,099.08 in 2011. The Committee believes that such allocation could be better channeled to other agencies whose productivity would add value to the national economy.

Having noted the duplications in the functions of the NEIC and those of other agencies, the Committee concluded that the NEIC should be wound up.

Recommendations

The Committee recommends that:

i) the NEIC be scrapped and its enabling law repealed; and

ii) that further budgetary allocations to NEIC cease forthwith.

Code of Conduct Bureau/
Code of Conduct Tribunal

Core Mandate

Sections 3 and 23 of Cap C15, LFN, spell out the following functions of the Code of Conduct Bureau and the Code of Conduct Tribunal, respectively:

i) receive assets declarations by public officers in accordance with the provisions of this Act;
ii) examine the assets declarations and ensure that they comply with the requirements of this Act and of any law for the time being in force;
iii) take and retain custody of such assets declarations; and receive complaints about non-compliance with or breach of this Act and where the Bureau considers it necessary to do so, refer such complaints to the Code of Conduct Tribunal established by section 20 of this Act in accordance with the provisions of sections 20 to 25 of this Act:
iv) provided that where the person concerned makes a written admission of such breach or non-compliance, no reference to the Tribunal shall be necessary.

Also, the Act confers the following powers on the Tribunal:

(a) Where the Tribunal finds a public officer guilty of contravening any of the provisions of this Act, it shall impose upon that officer any of the punishments specified under subsection (2) of this section;

(b) The punishment which the Tribunal may impose shall include any of the following:

i. Vacation of office or any elective or nominated office, as the case may be;
ii. Disqualification from holding any public office (whether elective or not) for a period not exceeding ten years; and
iii. Seizure and forfeiture to the State of any property acquired in abuse or corruption of office.

(c) The punishments mentioned in subsection (2) of this section shall be without prejudice to the penalties that may be imposed by

any law where the breach of conduct is also a criminal offence under the Criminal Code or any other enactment or law.

Observations

The Committee noted that the Code of Conduct Bureau (CCB) is a Constitutional body established to prevent abuse of office by public officials. It also noted that the Tribunal is charged with the responsibility of prosecuting such offenders in accordance with its set objectives. This makes the functions of the CCB slightly different from those of the Independent Corrupt Practices and Other Related Offences Commission (ICPC) and Economic and Financial Crimes Commission (EFCC), both of which are concerned with the investigation and prosecution of offences already committed.

The Committee however observed that the Bureau still shares certain similar functions with both the Economic and Financial Crimes Commission (EFCC) and the Independent Corrupt Practices and Other Related Offences Commission (ICPC).

The Committee noted the need to repeal the existing laws setting up the CCB,CCT, ICPC and EFCC and enact a new law to establish the proposed anti-corruption body (discussed later under EFCC/ICPC) that will be empowered to prevent through advocacy, investigate and prosecute all corruption cases. The Code of Conduct Tribunal should be upgraded to the status of a Court of Superior Records to handle all cases from the proposed anti-corruption body. This will also allow for the appointment of judges to try all anti-corruption cases.

The Committee is aware that effecting such changes would require amendments to the Constitution. It is therefore of the opinion that the opportunity of the on-going Constitutional Amendment process should be maximized also by removing the Code of Conduct Bureau from the Third Schedule (Part 1) of the 1999 Constitution.

The Committee also noted the stand of the Financial Action Task Force (FATF) adopting corruption as one of the indices in classifying the compliance level of jurisdictions. The Committee however concluded that what is key in the fight against corruption is building the capacity of individuals and the institutions mandated to address the menace as well as the maintenance of a system of values.

Recommendations

The Committee recommends as follows, that:

i) the Code of Conduct Bureau be merged with the ICPC and EFCC into a strengthened parastatal and that the law should accord it independence and autonomy;

ii) the Code of Conduct Tribunal be renamed **"Anti-Corruption Tribunal"** and granted the status of a Court of Superior Records with the sole responsibility for handling all cases of corrupt practices referred to it by the proposed anti-corruption body; and

iii) that the enabling law of the Code of Conduct Tribunal be repealed and a new law enacted to provide an expanded scope and mandate for the proposed anti-corruption tribunal.

Note

The Committee is aware that this would involve a Constitutional amendment which could be tedious, but believes it is worth the while.

OFFICE OF THE HEAD OF THE CIVIL SERVICE OF THE FEDERATION

Administrative Staff College of Nigeria (ASCON)

Core Mandate

Over the years, Government has made concerted efforts to establish manpower development institutions that will take a leading role in providing the needed capacity building institutions to address the historical knowledge and skills gaps in the Public Service. These institutions are expected to provide cutting-edge expertise through the provision of first class manpower development infrastructure and programme curriculum.

The key management development institutes are the Administrative Staff College of Nigeria (ASCON) and the Public Service Institute of Nigeria (PSIN). Whereas ASCON is responsible for the capacity building programme of officers on Grade Levels 07-17 and leadership training, CMD regulates the training curricula and programmes of management development agencies. The PSIN also provides training for officers in the Public Service.

While ASCON has an enabling law that has allowed it to function over the years, the PSIN does not have any law.

The Administrative Staff College of Nigeria was established by the Federal Government through Decree No.39 of 1973, now ASCON Act, Cap. 6, Vol. 1 LFN 1990 with the following objectives:

i) to provide higher management training for the development of senior executives for public and private sectors of the Nigerian economy;
ii) to provide and arrange for a comparative study and investigation of the principles and techniques of management and administration, and for exchange of ideas and experience and for promotion of better understanding between persons connected with management and administration arising in different spheres of national life;
iii) to award grants, scholarships or travel fellowship for research in public administration and allied subjects;
iv) to conduct research into problems of management and administration arising in different spheres of national life;
v) to establish and maintain a library;
vi) to undertake, organize and facilitate study courses, conferences, lectures, seminars and the like and to promote the aforesaid objectives; and
vii) to undertake and provide for the publication of journals and of research

papers and books in furtherance of the aforesaid objectives.

All the capacity building institutions enjoy direct funding from Government through annual appropriation.

Budget

ASCON is fully funded by the Government. The table below shows its budgetary allocations for the period 2009-2011:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	537,189,015	596,392,701	907,530,481
Overhead	158,269,430	180,086,736	193,881,379
Capital	111,611,777	2,763,877,452	1,374,084,703
Total	807,070,221	3,540,356,889	2,475,496,564

Observations

The Committee observed that ASCON and the PSIN perform similar manpower development functions. However, while ASCON has an enabling Act, the law seeking legal backing for the PSIN is still pending in the National Assembly.

The Committee further noted that the idea behind the establishment of ASCON is to cater for the manpower development needs of the overall economy, while the PSIN is for targeted groups within the Public Service.

The Committee also noted that ASCON is a well established institute with a robust human resource training faculty which can accommodate the PSIN and enable it to maximize the investment that Government has put into its development. In view of the overlap in their functions, the PSIN should be merged with ASCON.

The Committee is of the view that ASCON should continue to be fully funded by Government in view of the identified capacity gap that needs to be filled within the Public Service. It is therefore imperative that the college runs a structured programme which ties into the overall yearly training needs and demands of the MDAs. In this sense, there would be a need to evolve an approach that could allow the centralization of training fund in the Public Service particularly the Civil Service, to promote effective procurement of training programmes of all the MDAs.

Recommendations

The Committee recommends that:

i) that ASCON continues to receive full Government funding in view of the need to adequately address the identified capacity gap in the Public Service; and

ii) that the PSIN be merged with the ASCON.

Public Service Institute of Nigeria (PSIN)

Core Mandate

The PSIN is a management development institute under the purview of the Office of the Head of the Civil Service of the Federation. The Institute aims to build, through its programmes and services, commitment and strategic capacity in governance as well as leadership, public administration and management of a networked Government for the Nigerian Public Sector. It also provides high quality research, consultancy, policy advocacy and implementation support services to the Federal, States and Local Governments in Nigeria, in addition to serving as a centre of excellence and innovation, within and beyond the public sector.

Essentially, the Institute aims at:

i) enhancing managerial capabilities in the Public Service through well-focused training programmes for officers on Salary Grade Level 15 and above;
ii) inculcating in the participants positive attitudinal and ethical dispositions;
iii) providing leadership in the promotion and cultivation of enlightened management practices in the public service;
iv) earning recognition as Nigeria's centre of excellence in management training in the public service;
v) complementing other management development institutes in promoting the positive impact of staff development efforts in the public service; and
vi) affiliating with universities for the enhancement of its programmes.

Budget

The Committee noted that the PSIN is fully funded by the Government and its budgetary allocations for the period 2010 and 2011 are as stated in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel		69,221,812	118,444,342
Overhead		180,000,000	193,788,000
Capital		979,917,540	585,201,540
Total		1,229,139,352	897,433,882

Observations

The Committee observed that the PSIN, as a manpower development institute, is part of the concerted efforts of Government to provide a comprehensive capacity building programme which addresses the training needs of officers on Grade Level 15 and above in the Public Service.

The Committee however observed that since its inception, the PSIN has been faced with challenges that have debarred it from actualizing its objectives and goals. These include the absence of an enabling law and full infrastructural facilities to provide a conducive learning environment that would enable it carry out its functions as a management training centre of excellence.

In the circumstances, the Committee believes that the PSIN should be merged with the Administrative Staff College of Nigeria. This will serve as a "harm-reduction" strategy to enable the institute function as a management-training centre of excellence, especially considering the importance of capacity building to the overall national economic growth.

Recommendation

The Committee recommends that the Public Service Institute of Nigeria (PSIN) be merged with the Administrative Staff College of Nigeria (ASCON) because of the importance of capacity building to the overall national economic growth and in order for Government to derive value from its huge investments in the Institute.

Bureau of Public Service Reforms (BPSR)

Core Mandate

The Bureau of Public Service Reforms (BPSR) was established through the Presidential approval of September, 2003 as a lead reform agency in Nigeria. The mandate of the Bureau is to initiate, coordinate and ensure full implementation of Government reform policies and programmes.

The Bureau is also charged with the following functions:

i) to initiate action plan on reforms at different levels for the attention of the steering committee on reforms;
ii) to elucidate Government policies on reforms;
iii) to coordinate, monitor and evaluate reform implementation activities;
iv) to conduct research on implementation efforts and present best practices models;
v) to provide advisory and technical support services for change management teams and working groups;
vi) to engender an environment of learning among MDAs;
vii) to disseminate information on all aspects of reforms; and
viii) to submit quarterly progress reports on reform activities to the steering committee on reforms.

In addition, the Bureau's operational approach consists of the following strategic focus:

i) to link its mandate and operations with current development agenda and other top priority programmes of Government;
ii) to establish policies and guidelines on reforms;
iii) to relate with public organizations to encourage reforms and obtain information on their progress;
iv) to initiate Service-wide reforms;
v) to coordinate reform programmes;
vi) to brief Government on reform programmes and obtaining necessary approvals;
vii) to budget for and finance critical Service-wide and sometimes MDA/Parastatals-based reform programmes;
viii) to interact with relevant stakeholders on reform issues; and
ix) to communicate with the public.

Budget

The BPSR is fully funded by Government and its budgetary allocation between the period 2010-2011 is as shown in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel		**80,552,309**	**139,718,095**
Overhead		**270,039,756**	**307,826,259**
Capital		**69,464,751**	**43,389,337**
Total		**420,056,814**	**490,933,691**

Observations

The Committee noted that the BPSR was established as a special purpose vehicle to carry out various reforms with a view to transforming the Public Service into an effective and efficient result-oriented organ of Government.

The Committee also noted the establishment of the Service Compact with all Nigerians (SERVICOM) which is domiciled in the Office of the Secretary to the Government of the Federation (OSGF) with the aim of ensuring and promoting prompt and quality service delivery in the Public Service.

The Committee observed that the objectives for which both the BPSR and SERVICOM were established have not been fully and realistically met. Whereas the BPSR was established to drive the reform in the Public Service, SERVICOM was created to ensure that the dividends of the reform in terms of improved service delivery and good governance were realized. Both bodies have been noted to have lost focus and effectiveness. There is need therefore to reposition, refocus, retool and restructure the two entities in order to realistically drive the reform process and serve as a platform for the realization of the Transformation Agenda.

In the circumstances, the Committee is convinced that the Government's objectives for establishing the BPSR and SERVICOM would be better achieved if the two bodies are merged into one Bureau. The Committee is however aware that the mere merger of the two bodies would not translate into an automatic realization of its mandate unless the Bureau is driven by capable leadership and staffed with competent and experienced personnel all of who have the required passion for the success of the reform. The Committee also believes that the leadership of the reformed bureau should be part of the Economic Management Team.

The Committee observed that while the BPSR is presently located in the Office of the Head of the Civil Service of the Federation (OHCSF), SERVICOM is domiciled in the OSGF. In order to serve as a veritable platform for driving Government reforms, particularly the present Transformation Agenda, the Committee is of the view that a bureau for reform should ordinarily be driven by the President himself. Therefore, the BPSR should be located in the State House.

Considering the prominence and relevance of the Transformation Agenda, it is important to have a dedicated platform that will be the engine room for driving and coordinating all Government reform programmes. This platform will be the restructured and refocused vehicle which will be dedicated to the coordination, monitoring and evaluation of the impact of Government's reform agenda and decisions, including those on the recommendations of this Committee. The new BPSR should also work with the Economic Management Implementation Team (EMIT). This is premised on the fact that previous Government decisions were not fully implemented and monitored by a dedicated structure for that purpose.

Recommendations

The Committee recommends as follows, that:

i) the Bureau of Public Service Reforms (BPSR) subsumes the functions of the Service Compact with all Nigerians (SERVICOM) in order to serve as a veritable platform for driving the Transformation Agenda and other reform programmes of Government;
ii) the strengthened Bureau should be domiciled in the State House;
iii) the Bureau be driven by capable leadership and staffed with competent and experienced personnel all of who have the required passion for the success of the reforms;
iv) the leadership be part of the Economic Management Team of the Federal Government; and
v) that the restructured and refocused Bureau be dedicated to the coordination, monitoring and evaluation of Government's reform agenda and decisions, including those on the recommendations of this Committee.

Federal Government Staff Housing Loans Board (FGSHLB)

Core Mandate

The main mandate of the Federal Government Staff Housing Loans Board (FGSHLB) is to provide housing loans at low interest rates to public officers to enable them own their own houses.

Budget

The Committee noted that the Federal Government Staff Housing Loans Board is funded fully by the Government. Its budget for the period 2009-2011 is as stated in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	95,792,236	122,523,614	164,051,536
Overhead	37,177,639	90,805,863	97,761,592
Capital	160,000,000	648,252,180	701,002,773
Total	292,971,884	861,583,667	962,817,912

Observations

The Committee observed that the Board has lived up to its objectives over the years. The Committee also noted that several public servants have benefitted from the Board's loans scheme and believes that if strengthened through additional funding from the National Housing Fund (NHF) contributions, it should be able to extend loans to more beneficiaries in the Public Service.

The Committee noted that the NHF is a scheme established by Government to enable workers in both the public and private sectors make periodic contributions so as to have access to housing loans. The scheme is domiciled in the Federal Mortgage Bank of Nigeria (FMBN) from where the loan is administered. Contributors can also recover the quantum of their contributions in the absence of a loan. In recent times, Public Servants have found it difficult to access both their contributions to the NHF and loans from the FMBN or Primary Mortgage Institutions. The Committee therefore concluded that the FMBN Act should be amended to ensure that:

i) the contributions made by Public Servants under the NHF are transferred to the FGSHLB; and
ii) that future deductions under the NHF made from the emoluments of Public Servants are remitted to the FGSHLB.

During its interaction with the officials of the FGSHLB, the Committee noted that the Board could be self-sustaining within a period of four years if it is properly funded.

However, the Committee was convinced that given the interest accruable from the loans the Board offers, the FGSHLB could be self-sustaining within a period of two years commencing from the date of acceptance of the Committee's recommendation and provided the enabling law of the NHF is amended to accommodate the new arrangement. The implication of this development is that subsequent budgetary allocations that would have been made to the FGSHLB would amount to cost avoidance for the Government.

Recommendations

The Committee recommends as follows, that:

i) the FMBN Act be amended to allow:

   a) the contributions made by Public Servants under the NHF to be transferred to the FGSHLB; and
   b) that future deductions under NHF made from the emoluments of Public Servants to be remitted to the FGSHLB;

ii) the FGSHLB Act be amended to reflect the proposed amendment;

iii) that the FGSHLB becomes self-funding within a period of two years from the date of acceptance of the Committee's recommendation and the consequential amendment of the NHF law.

FEDERAL MINISTRY OF AGRICULTURE & RURAL DEVELOPMENT

The Committee observed that there are 15 Research Institutes under the Ministry each of which has a Board of Directors. It noted that there is also an Agricultural Research Council of Nigeria (ARCN) that coordinates the activities of all the Research Institutes. The Council also has its own Board of Directors. The Committee further noted that on the average, it costs each Institute between ₦3 and ₦4 million to host one Board meeting with an average of 8 Board meetings in a year which on the average amounts to between ₦384million and ₦512million.This practice is contrary to the existing circular that stipulates that Board meetings should not be held more than once in a quarter or four times a year, except where there is an emergency. The violation of this policy has resulted in the reported high cost of hosting Board meetings.

During the interactive sessions with the officials of the Federal Ministry of Agriculture and Rural Development, its parastatals and the National Research Institutes, the Ministry admitted that there are overlaps and duplications in the functions and mandates of some of its parastatals. It had voluntarily reduced the number of programmes run by the 15 Research Institutes from 145 to 92. It also scaled down the number of sub-stations from 78 to 18, allotting three substations to each agro-ecological zone.

While noting the desirability of research and the need for each institute to build on its competitive advantage, the Committee observed that a push for reduction in the number of the Research Institutes was not just about saving cost, but about ensuring that the available funds were not spread thinly when in fact they could be used more efficiently.

Agricultural Research Council of Nigeria (ARCN)

Core Mandate

The Agricultural Research Council was established by Decree No. 44 of 1999. The Council however became operational in 2006 with the appointment of the Executive Secretary (ES).

The ARCN was basically established to address the challenges faced by the agricultural research system, and its mandate is to be delivered through the activities of the 15 Research Institutes, 11 Federal Colleges of Agriculture and the Secretariat that comprise the ARCN.

Budget

The ARCN, the 15 Research Institutes and Federal Colleges of Agriculture receive full funding from the Federal Government, as shown in the tables below for the period 2009-2011:

ARCN

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	237,426,550	295,335,120	476,635,563
Overhead	253,523,714	307,594,673	203,189,214
Capital	127,735,276	327,455,835	616,316,038
Total	618,685,539	930,385,628	1,296,140,815

NATIONAL ROOT CROPS RESEARCH INSTITUTE - UMUDIKE

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	1,238,664,028	1,237,767,390	1,939,968,777
Overhead	199,174,434	202,973,095	198,668,751
Capital	223,504,887	76,117,857	138,637,785
Total	1,661,343,348	1,516,858,343	2,277,275,313

NIGERIA INSTITUTE FOR OIL PALM RESEARCH - BENIN

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	903,073,975	914,432,618	1,410,376,001
Overhead	172,219,565	160,597,370	178,496,638
Capital	185,000,000	396,035,154	387,751,169
Total	1,260,293,540	1,471,065,143	1,976,623,807

INSTITUTE OF AGRICULTURAL RESEARCH - ZARIA

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	671,908,911	1,116,618,430	1,036,711,408
Overhead	62,848,008	72,119,528	77,643,884
Capital	179,604,814	72,955,396	74,695,546
Total	914,361,732	1,261,693,354	1,189,050,837

NATIONAL ANIMAL PRODUCT RESEARCH INSTITUTE - ZARIA

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	467,311,543	440,550,853	918,470,756
Overhead	70,267,015	169,399,659	96,209,654
Capital	137,762,004	1,030,331,598	962,192,420
Total	675,340,561	1,640,282,110	1,976,872,830

NATIONAL HORTICULTURAL RESEARCH INSTITUTE - IBADAN

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	571,429,957	581,499,071	915,997,394
Overhead	70,000,000	197,000,000	83,987,180
Capital	398,000,035	193,628,930	168,333,776
Total	1,039,429,991	972,128,000	1,168,318,349

LAKE CHAD RESEARCH INSTITUTE - MAIDUGURI

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	258,790,524	248,963,636	380,033,769
Overhead	54,867,266	72,318,594	77,858,197
Capital	129,250,361	190,667,203	222,028,339
Total	442,908,150	511,949,432	679,920,305

NIGERIA INSTITUTE OF OCEANOGRAPHY & MARINE RESEARCH - LAGOS

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	419,333,014	428,671,445	684,826,607
Overhead	98,915,369	218,285,870	153,936,484
Capital	858,890,970	1,519,568,019	2,303,447,252
Total	1,377,139,353	2,166,525,334	3,142,210,342

COCOA RESEARCH INSTITUTE - IBADAN

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	509,449,054	554,036,787	845,345,383
Overhead	53,361,000	160,392,536	85,942,168
Capital	199,000,000	98,452,147	114,645,637
Total	761,810,053	812,881,470	1,045,933,187

RUBBER RESEARCH INSTITUTE OF NIGERIA, BENIN

	2009	2010	2011
Personnel	473,223,348	471,734,749	843,363,685
Overhead	190,390,000	183,536,100	153,494,965
Capital	169,000,000	90,408,397	105,278,844
Total	832,613,347	745,679,246	1,102,137,493

NATIONAL INSTITUTE OF FRESHWATER FISH - NEW BUSSA

	2009	2010	2011
Personnel	360,021,517	338,199,157	480,502,875
Overhead	100,715,733	124,458,577	122,992,106
Capital	106,440,000	183,305,048	190,455,211
Total	567,177,250	645,962,781	793,950,192

NATIONAL AGRICULTURAL EXTENSION & RESEARCH LIAISON SERVICES - ZARIA

	2009	2010	2011
Personnel	419,661,751	465,558,822	646,125,690
Overhead	112,981,098	131,651,287	126,435,775
Capital	83,282,430	61,538,999	70,573,855
Total	615,925,279	658,749,107	843,135,320

NATIONAL VETERINARY RESEARCH INSTITUTE - VOM

	2009	2010	2011
Personnel	**1,047,515,416**	**1,494,036,697**	**1,720,294,143**
Overhead	**480,000,000**	**413,034,774**	**340,117,000**
Capital	**1,173,258,577**	**416,591,100**	**592,425,484**
Total	**2,700,773,993**	**2,323,662,570**	**2,652,836,627**

NIGERIA STORED PRODUCT RESEARCH INSTITUTE, ILORIN

	2009	2010	2011
Personnel	**329,685,415**	**333,295,568**	**531,041,737**
Overhead	**45,188,987**	**51,667,097**	**473,624,797**
Capital	**134,999,926**	**66,277,118**	**137,946,346**
Total	**509,874,327**	**451,239,782**	**1,142,612,879**

Observations

During the interactive session with the ARCN, the Committee noted that the Council was supposed to oversee the activities of the research institutes. It further noted that according to the provisions of the ARCN Act, the research institutes and colleges are supposed to get their funding through the Council. However, the institutes and colleges currently obtain their funding directly from Government with little or no input from the Council.

The Committee therefore strongly believes that in order for the ARCN to effectively supervise the institutes, the various boards of the institutes should be abolished. Based on this, the various institutes in the agricultural sector would be under the supervision of **ONE** moderate-size Board comprising a Chairman, the Executive Secretary of a reorganized ARCN, the Executive Directors of the proposed clusters and four other sector-based experts to provide direction for the institutes. The Committee believes that this arrangement would not only save cost but would also remove avoidable political pressure from the research system.

The institutes would now be required to competitively obtain their funding from the proposed National Research Development Fund after their research proposals have been defended before the ARCN/Ministry. (See discussion on National Research Development Fund under "Critical Issues" in the Executive Summary)

The implication of this arrangement is for the Ministry to assume its proper role in policy-making and setting of standards for the operations of the research institutes. This, the Ministry is expected to do in conjunction with a reformed ARCN.

The Committee noted that the institutes and Colleges of Agriculture had about 9,889 and 2,272 employees, respectively, as at January 2011. Out of these, a total of 1,282 and 355 are researchers in the institutes and colleges, respectively; the others are non-researchers. This puts the ratios of Researchers: Non-Researchers at 1:6.5 and 1:5.5 in the Institutes and Colleges, respectively, as opposed to 1:3 which is the global best practice.

The Committee therefore concluded that in order to achieve value for money in the utilization of human capital, there is an urgent need for a micro-restructuring of the research institutes to address the current ratio of technical/administrative staff in the Institutes.

While noting the centrality of research to the overall development of the country, the Committee further observed that the research institutes carry out functions that cut across the following areas:

i) Arable crop development;
ii) Veterinary and animal development;
iii) Oceanography, marine and fisheries development;
iv) Root crops development;
v) Post-Harvest Research and Development;
vi) Horticultural development; and
vii) Agricultural training and extension services.

The Committee also concluded that the 15 Research Institutes in Nigeria should be categorized under four clusters with each headed by an Executive Director, as follows:

Crop Cluster

i) Cocoa Research Institute of Nigeria;
ii) Rubber Research Institute of Nigeria;
iii) Nigeria Institute for Oil-Palm Research;
iv) National Roots Crops Research Institute;
v) National Cereal Research Institute;
vi) National Horticultural Research Institute;
vii) Nigerian Stored Products Research Institute.

Fisheries and Oceanography

i) Nigerian Institute for Oceanography & Marine Research;
ii) National Institute for Fresh Water Fisheries Research.

Livestock and Veterinary Services

i) National Animal Production Research Institute;
ii) National Veterinary Research Institute.

Agricultural Management, Capacity Building and Extension Services

iii) Institute for Agricultural Research;
iv) Institute for Agricultural Research and Training;
v) National Agricultural Extension Research and Liaison Services;
vi) Lake Chad Research Institute.

The Committee also observed that the Executive Directors to be appointed should undergo screening through a competitive and transparent process, which should be overseen by the Minister of Agriculture and Rural Development.

Furthermore, the management of the Institutes, which would be headed by Directors, should comprise not more than five technical personnel to superintend their respective research mandate, profiles, benchmarks, standards, progress, monitoring, evaluation, control, etc.

On the Colleges of Agriculture, the Committee noted that there is a need for each College to be attached to a research institute to foster the linkage of research extension and learning.

Recommendations

The Committee recommends as follows, that:

i) all the Research Institutes be funded from the proposed National Research Development Fund to be set up by Government;
ii) all the Boards of the 15 agricultural research institutes be abolished and their enabling laws amended accordingly;
iii) the membership of the Governing Council of the Agricultural Research Council of Nigeria (ARCN) be reduced to not more than seven members, including the Executive Secretary of the Council and the four proposed Executive Directors in charge of the four research categories of Crop

Cluster, Fisheries and Oceanography, Livestock and Veterinary Services; and

Agricultural Management, Capacity Building and Extension Services;

iv) the enabling law of the ARCN be amended to reflect the new composition of its Board;

v) urgent steps be taken by the Ministry/ARCN for a micro-restructuring of the research institutes to bring them at par with the global best practice of a 1:3 ratio of technical to administrative staff in the institutes; and

vi) that each College of Agriculture be attached to an Institute of Agricultural Research for the purpose of fostering the linkage between research extension and learning.

Agricultural Research & Rural Management Institute (ARMTI)

Core Mandate

The Committee noted that the main objectives of the ARMTI are to:

i) provide management training;
ii) provide consultancy and advisory services;
iii) conduct applied management research, special and diagnostic studies;
iv) disseminate agricultural and rural information; and
v) Contribute to policy development, which would enhance better management of the agricultural and rural sector in Nigeria.

The Committee noted also that ARMTI is fully funded by Government as shown in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**188,335,320**	**201,326,707**	**313,471,103**
Overhead	**107,410,617**	**500,461,343**	**140,822,741**
Capital	**75,718,411**	**72,903,600**	**64,114,856**
Total	**371,464,347**	**774,691,649**	**518,408,700**

Observations

The Committee observed that ARMTI is mainly involved in rendering consultancy services and the collection of fees. From the Committee's interaction with the Institute, the body admitted that it can be self-funding, but will need five years from 2011 to do so.

Considering the nature of the services it renders and its long period of existence (since 1980), the Committee is of the view that the Institute can generate earnings and become self-funding within a period of 24 months.

Recommendation

The Committee recommends that in view of the services rendered and having been in existence for 32 years, that the Agricultural Research and Rural Management Institute (ARMTI) be self-funding within 24 months commencing from the time a decision is taken on this recommendation.

National Centre for Agricultural Mechanization (NCAM)

Core Mandate

The National Centre for Agricultural Mechanization (NCAM) was established by Decree No. 35 of 1990 (now an Act of the National Assembly) with the overall objective of accelerating the pace of mechanization in the agricultural sector of the Nigerian economy in order to increase the quantity and quality of agricultural products in Nigeria.

Observations

The centre has a total of 188 personnel comprising Engineers, Scientists, Technical Staff as well as Administrative and Finance Staff. It is fully funded by Government. The Personnel Cost for 2011 was **N325,253,004** and translates to an average of N1.73 million per staff per annum.

The Committee further assessed the functions of the seven departments in the centre, namely: Farm Power and Machinery Department, Processing and Storage Engineering Department, Land and Water Management Department, Engineering and Scientific Services Department, Agro-Industrial Development and Extension Department, Human Resources Development Department (HRDD), and Finance and Accounts Department.

It noted that some of the functions now being performed by NCAM are outside its statutory mandate. For instance, certain functions being performed by its Departments of Processing and Storage Engineering, Land and Water Management, Agro-Industrial Development and Extension, Farm Power and Machinery as well as the Engineering and Scientific Services are replicated and effectively being carried out statutorily by some Agricultural Research Institutes, the Federal Ministry of Water Resources, the Ministry of Power and the Federal Ministry of Science and Technology.

The Committee believes that the functions of NCAM can be effectively performed from the proposed enlarged and revitalized body comprising NASENI, PRODA and FIIRO, which is discussed in detail under the Federal Ministry of Science and Technology.

Recommendations

The Committee recommends as follows, that:

i) the enabling law of the National Centre for Agricultural Mechanization (NCAM) be repealed; and

ii) that the statutory functions being performed by NCAM be transferred to the proposed enlarged and revitalized research and development agency comprising NASENI, PRODA and FIIRO all in the Federal Ministry of Science and Technology.

Bank of Agriculture (BOA)

Core Mandate

The Bank of Agriculture (BOA), which was hitherto known as the NARCDB, came into being following the merger of the defunct Nigerian Agricultural and Cooperative Bank (NACB), People's Bank of Nigeria (PBN), and the risk assets of the Family Economic Advancement Program (FEAP). It is wholly owned by the Federal Government of Nigeria. The Bank was incorporated as a Limited Liability Company in 1973 as the Nigerian Agricultural Bank Limited; it changed its name from Nigerian Agricultural Bank Limited to Nigerian Agricultural and Co-operative Bank Limited in 1978.

The Federal Government, via the Federal Ministry of Finance Incorporated (MOFI) and the Central Bank of Nigeria (CBN) both of which have 60 and 40% of its shares respectively, wholly owns the Bank. The authorized share capital is **₦50billion** as detailed below:

SHAREHOLDERS	SHAREHOLDING (%)	AUTHORISED CAPITAL
Ministry of Finance Incorporated (MOFI)	60%	N30Billion
Central Bank of Nigeria (CBN)	40%	N20Billion
Total	**100%**	**N50Billion**

According to the BOA, out of the authorized capital of **₦50billion,** ₦30billion has been paid up as follows:

SHAREHOLDERS	PERCENTAGE	PLANNED (₦)	PAYMENT (₦)	BALANCE (₦)
MOFI	60%	30,000,000,000	25,894,078,000	4,105,922,000
CBN	40%	20,000,000,000	4,026,922,000	15,973,078,000
Total	**100%**	**50,000,000,000**	**29,921,000,000**	**20,079,000,000**

Its functions include:

i) Purveyance of affordable credit facility to segments of the Nigerian society who have inadequate access to the services of conventional banks;
ii) Saving deposits from customers;
iii) Provision of opportunities for self-employment in the rural areas;
iv) Augmentation of Government efforts in the diversification of the productive base of the national economy;
v) Inculcation of banking habits at the grass-roots of the Nigerian society;
vi) Promotion of capacity building through the provision of relevant training and advisory services;
vii) Fostering an accelerated growth and development of the agricultural and rural economy; and
viii) Encouraging the formation of cooperative societies at all levels.

The Bank has 1,108 staff on its payroll and has an 11-member board consisting of six Non-Executive and five Executive Directors.

Observations

During its interaction with officials of the Federal Ministry of Agriculture and Rural Development and the BOA, the Committee observed that the Bank is a Limited Liability Company incorporated under the Companies and Allied Matters Act, Cap. 59, LFN 1990. It does not receive direct budgetary allocation from the Federal Government.

The Committee, also observed that the BOA's 11-man Board is unwieldy and needs to be reduced to not more than seven members. Considering that agriculture is a very critical sector of the economy, the Committee believes that it is necessary to recapitalize the bank in order for it to be able to reach its target of small-scale farmers and rural entrepreneurs especially unemployed youths and women.

The Committee further observed that there is not much interface between the BOA, which is a financial institution, and the Federal Ministry of Finance. The BOA, being a public finance institution, should ordinarily fall under the purview of the Federal Ministry of Finance and should therefore report to the Government through that Ministry.

The Committee was of the view that all banks should have independent Boards and report to Government through the Federal Ministry of Finance, with the Central Bank of Nigeria (CBN) continuing as regulator. This does not stop the interface with their sectoral MDAs.

Recommendations

The Committee recommends as follows, that:

i) the membership of the Board of the Bank of Agriculture (BOA) be reduced to a moderate number of seven members;
ii) the bank be supervised by an independent governing Board comprising competent and experienced professionals;
iii) the BOA being a financial institution, be reporting to Government through the Federal Ministry of Finance;
iv) the board be required to report to the shareholders at the end of each financial year;
v) BOA continues to be regulated by the Central Bank of Nigeria; and
vi) that the Government fully capitalizes the Bank of Agriculture.

National Livestock Development Project (NLDP), Kaduna

Core Mandate

The National Livestock Development Project (NLDP) started as a World Bank-Assisted Programme in 1985. It was the first involvement by the World Bank Group in the livestock sector in Nigeria. It was identified in August 1969, prepared in January 1972, appraised in July 1972, approved by the Bank's Board in December 1974, and became effective in July 1976. The project closed in July 1983, two years after the original closing date.

The primary project objective was to improve beef cattle production by nomadic and semi-nomadic grazers, small, near subsistence level farmers, large commercial farmers and the public sector. In addition, the project provided for the introduction of improved research, training and marketing support services, as well as the importation of trypano-tolerant breeding stock.

The project essentially adopted two strategies for livestock development. The first was large-scale development proposals based on imported technologies. This was largely unsuccessful, except for the importation of N'Dama cattle breeding stock into trypanosomiasis-infected areas. The second strategy relied on improving existing small-scale production systems integrated into agriculture and can be considered successful.

In 1986 came the second National Livestock Development Project (NLDP). The main objective of the programme was to increase livestock production through improved nutrition and animal health and thereby increase farmers' incomes. The project would support the Government's reoriented livestock development programme, which emphasized the small-scale private producer.

The second project included:

(i) credit for the purchase of farm inputs, including imported trypano-tolerant N'Dama cattle;
(ii) equipment for participating institutions;
(iii) settling of pastoralists on grazing reserves;
(iv) livestock systems research;
(v) a manpower development and training program;
(vi) technical assistance;
(vii) greater involvement of the private sector in supporting services;
(viii) establishment of a livestock sectoral planning capacity for the Federal Government;
(ix) funds for special studies of veterinary services, livestock census, and project monitoring and evaluation.

Following its success, Government retained it as a Specialized Department to drive its animal production programme.

Currently, the programme enjoys budgetary provision and operates through the Ministry of Agriculture and Rural Development.

Observations

The Committee observed that the National Livestock Development Project (NLDP) is actually a project and not a parastatal. The Committee also observed that there is no direct allocation to the Project in the budget.

Recommendation

The Committee recommends that the National Livestock Development Project (NLDP) maintains its present status as a special purpose programme to encourage animal production in the country.

Nigerian Agricultural Insurance Corporation (NAIC)

The Nigerian Agricultural Insurance Corporation was established by Decree No. 37 of 1993 and mandated to perform the following functions:

i) to implement, manage and administer the Agricultural Insurance Scheme, established by section 6 of this Decree;

ii) to subsidize the premiums chargeable on selected crops and livestock policies from the grants obtained from the Federal and State Governments and the Federal Capital Territory, Abuja;

iii) to encourage institutional lenders to lend more for agricultural production having regard to the added security for their loans provided by the Corporation;

iv) to promote increased agricultural production generally in order to minimize or eliminate the need for *ad hoc* assistance previously provided by Governments during agricultural disasters;

v) to carry on insurance business on normal commercial basis and without subsidies on premiums as insurers of buildings, machinery (ies), equipment and other items which form part of the total investment on farms and to reinsure this aspect of its operations through well established channels with reputable reinsurance companies;

vi) to operate other types of insurance business as may be permitted by the Commissioner of Insurance at competitive premiums; and

vii) to do anything or to enter into any transaction which in the opinion of the Board is calculated to facilitate the due performance of its functions under this Decree.

According to the law setting it up, the membership of the Board comprises the following persons:

i) a Chairman;
ii) the Managing Director of the Corporation;
iii) the Executive Directors of the Corporation;
iv) the Governor of the Central Bank of Nigeria or his representative;
v) the Director-General of the Federal Ministry of Agriculture or his representative;
vi) the Commissioner of Insurance to represent the Federal Ministry of Finance or his representative; and
vii) two persons who have experience in agricultural production to represent farmers.

Budget

The NAIC receives Capital and Overhead Costs from the Federal Government. Its allocations for the period 2009-2011 are as shown below.

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel			-
Overhead	**20,000,000**	**19,800,000**	**21,316,680**
Capital	**375,000,000**	**247,500,000**	**256,486,345**
Total	**395,000,000**	**267,300,000**	**277,803,025**

Observations

The Committee observed that the decision of Government in its White Paper (2000) on the Report of the Ahmed Joda Panel was that the NAIC should be merged with NICON, which is now a private entity.

The Committee noted that the operations of the Corporation are self-sustaining and that is why the new Agricultural Insurance Scheme is given minimal Overhead allocation in the budget. The Capital allocation granted the Corporation is indeed misleading as it represents only premium subsidy to farmers. The Committee also noted that this allocation is predicated on the provision of the enabling law of the Corporation by which a farmer who is a beneficiary of an agriculture loan or credit from Government, a bank or other financial or lending institution, is mandatorily required to take out an insurance cover under the Scheme.

The Committee therefore observed that this requirement is unnecessarily restrictive as it does not allow other insurance companies to participate in the Scheme. In the circumstance, the Committee was of the view that the law needs to be amended to allow other Insurance Companies to participate in the new Scheme.

Recommendations

The Committee recommends as follows, that:

i) the National Agricultural Insurance Corporation (NAIC) be fully commercialized; and
ii) that the enabling law of NAIC be amended to allow other Insurance Companies to participate in the new Agricultural Insurance Scheme.

National Food Reserve Agency

The Bill on the National Food Reserve Agency is currently awaiting assent by the President following its passage by the National Assembly.

Budget

The Agency receives full funding from the Government as shown below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**1,059,216,254**	**1,071,854,265**	**1,656,161,738**
Overhead	**270,068,214**	**304,987,532**	**268,749,577**
Capital	**34,820,731,024**	**14,154,578,490**	**7,764,866,163**
Total	**36,150,015,491**	**15,531,420,287**	**9,689,777,477**

Observation

The Committee observed that the total appropriation for the Agency for the period 2009-2011 amounted to about N62 billion and wondered why such a huge sum of money should be allocated to an agency that is not known to the law. The Committee noted that the Agency has a huge Personnel Cost. However, the Committee further noted that the Federal Ministry of Agriculture and Rural Development has already returned the Agency to the status of department in its organizational structure. It is expected that this would help significantly cut down its high Personnel Cost significantly. There would however be need to conduct a staff audit in this and all the other agencies under the purview of the Ministry to establish their appropriate manning levels.

The Committee also noted that there is a Passed Bill already passed on the National Food Reserve Agency awaiting the President's assent. In the light of the above, it is the strong view of the Committee that the Bill should not be signed.

Recommendations

The Committee supports the move to revert the agency to a department in the Federal Ministry of Agriculture and Rural Development and therefore recommends that the Bill for an Act establishing the National Food Reserve Agency, already passed by the Legislature, should not be assented to by the President.

Nigeria Agricultural Quarantine Service

Core Mandate

The Nigeria Agricultural Quarantine Service is a regulatory agency whose main objective is the prevention of the introduction, establishment and spread of exotic pests and diseases to all agricultural products in international trade.

Budget

The NAQS has 766 staff and receives full funding from Government as shown below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel		**952,545,023**	**1,372,435,584**
Overhead		**166,500,000**	**179,253,900**
Capital		**198,000,000**	**205,267,203**
Total		**1,317,045,023**	**1,756,956,687**

Observations

During its interactive session with the Ministry, the Committee observed that there were three Quarantine units (the National Veterinary Quarantine Service (NVQS), National Plant Quarantine Service (NPQS) and the National Fisheries Quarantine and Quality Control Service (NFQ&QCS)) within the Federal Ministry of Agriculture and Rural Development. These were merged and renamed the Nigeria Agricultural Quarantine Service (NAQS).

The Committee similarly observed that some of the functions of the NQS are duplicated in those of the Standards Organization of Nigeria (SON) and the National Agency for Foods and Drugs Administration and Control (NAFDAC) in terms of regulation.

The Committee further observed that delivering the mandate of the Quarantine Service would not require the huge structure of the status of a parastatal and took cognizance of the reversion of the agency to the Ministry as a department.

The Committee also noted that there is a Bill on the Nigeria Agriculture Quarantine Service pending before the President for assent and is of the strong view that in the light of the present development, the Bill should not be signed into law.

Recommendation

The Committee recommends that that the Passed Bill on the Nigeria Agriculture Quarantine Service not be assented to by the President.

NATIONAL AGRICULTURAL SEEDS COUNCIL (NASC)

Core Mandate

The National Agricultural Seeds Council was established as an agency of the Federal Ministry of Agriculture and Rural Development in December 2007 following the approval of the Federal Executive Council (FEC) under the Reform Agenda for the full implementation of the National Agricultural Seeds Decree No 72 of 1992 (now National Agricultural Seed Act, Cap. N5 LFN 2004), which provided for the establishment of the Council.

According to its mandate, the Council is expected to carry out the following functions, to:

i) analyze and formulate programmes, policies and actions regarding seed development and the seed industry in general, including research on issues relating to seed testing, registration, release, production, marketing, distribution, certification, quality control, supply and procedure relating to the administration of seed activity;

ii) design improved management system and procedure relating to the administration of seed activity;

iii) advise the Federal Government on the organization, management and financing of seed programmes;

iv) analyze the market and prices of seeds;

v) advice the national research system on the changing pattern of seed demand and farmers needs;

vi) monitor and evaluate the achievements of the national seed system and recommend improvements thereto;

vii) encourage the establishment in Nigeria of seed companies for the purpose of carrying out research, production, processing and marketing of seeds; and

viii) regulate the Seed Industry in Nigeria.

The existing National Seeds Council has a total staff strength of 347, which is made up of a Director General, five Directors, one Acting Director, 12 Deputy Directors, eight Assistant Directors and 320 other staff.

Budget

The Council receives full funding from the Government as shown below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**224,103,658**	**361,450,917**	**610,647,395**
Overhead	**12,000,000**	**90,180,000**	**103,087,788**
Capital	**351,460,765**	**233,820,000**	**257,479,699**
Total	**587,564,423**	**685,450,916**	**971,214,881**

Observations

During its interaction with officials of the Federal Ministry of Agriculture and Rural Development, the Committee noted the absence of a seed release system in Nigeria. It further observed that the country was yet to tap into the potentials of seed development as is currently the case in many developed and some developing countries.

The Committee further noted that there is a Bill already passed by the National Assembly proposing the establishment of the Nigeria Agricultural Seed Council as a parastatal under the supervision of the Federal Ministry of Agriculture and Rural Development with an elaborate structure.

The Committee noted that in order for Nigeria to be self-sufficient in food production, there is the urgent need for it to nurture the seed sector through a well-structured agency manned by industry professionals.

While observing that there are several research institutes and universities in the country engaged in seeds development activities, It was the view of the Committee that all the research in that field may not yield the desired result in the absence of a coordinated and professionalized approach to seed development.

In the circumstances, the Committee is convinced that having in place a professionalized and adequately manned Seed Council would contribute in no small measure to boosting seed development in Nigeria and in the process, close the existing wide gap between Nigeria and other agricultural countries.

In this regard, the Committee believes that, in line with its stand in this Report, membership of the Council's Board should not exceed nine and should comprise of knowledgeable, competent, proficient and experienced persons in Agriculture capable of contributing towards the achievement of its objectives.

Recommendation

The Committee recommends as follows, that:

i) the National Agricultural Seed Council be manned by competent professionals in Agriculture;
ii) only knowledgeable, competent, proficient and experienced persons in Agriculture be appointed to its Governing Board; and
iii) that the Board size should be moderate. This Committee suggests that seven persons is a moderate number.

Veterinary Council of Nigeria

Core Mandate

The Veterinary Council of Nigeria (VCN) was established in 1952 but commenced full operation in 1953.

The mandate of the VCN is basically the quality assurance of the teaching and practice of the Veterinary Profession in the country. The objective of the VCN therefore is to ensure a robust Veterinary Service that will secure the health of our animal population and their products and thereby protect the human population against the ravages of zoonosis and animal protein deficiencies.

The law establishing the Veterinary Surgeons Council was first promulgated in 1968 and subsequently amended in 1987 and 2004. The VCN has 44 personnel on its pay roll. The Council enjoys full funding from Government as shown in the table below. This is in addition to its internally generated revenue from fees paid by individual Veterinary Surgeons for Registration and Annual subscriptions.

The VCN is fully funded by Government and the budgetary allocation to the Council in the period 2009-2011 is shown in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**113,999,026**	**153,610,815**	**143,240,218**
Overhead	**59,789,786**	**75,768,765**	**63,725,987**
Capital	**125,000,005**	**154,167,775**	**225,289,848**
Total	**298,788,816**	**383,547,355**	**432,256,053**

Observations

The Committee observed that the VCN is a professional registration body with 44 members of staff and Personnel Cost allocation of N143,240,218 in 2011 which translates to about N3.3million per staff per annum. The Committee considers this to be rather high.

The Committee noted that the Council receives registration fees and other subscriptions from its members and queried the justification for the huge budgetary allocations to an organization whose major function is the registration of its professional members.

Recommendations

The Committee recommends that:

i) the Veterinary Research Council of Nigeria should, as a professional body, be self-funding; and
ii) that further budgetary allocation to the VCN should cease forthwith.

MINISTRY OF AVIATION

The Ministry of Aviation has six parastatals namely:

i) Nigerian Civil Aviation Authority (NCAA), responsible for the general regulation of the aviation industry;
ii) Nigerian Airspace Management Agency (NAMA), responsible for airspace management and safety;
iii) Accident Investigation Bureau (AIB), responsible for research and studies on aviation accidents, with emphasis on prevention;
iv) Nigerian Meteorological Agency (NIMET), responsible for issues relating to weather and climate forecast for the aviation industry;
v) Federal Airports Authority of Nigeria (FAAN) responsible for the management of all the airports in the country; and
vi) Nigeria College of Aviation Technology (NCAT), responsible for the training and retraining of pilots and technical personnel.

Each of these parastatals has been set up by an enabling law with different governing boards, except the AIB, which derives its functions from the NCAA Act.

Before delving into the submissions of the various parastatals in the Aviation Ministry, the Committee noted that, over the years, the transport sector in Nigeria has been fragmented into various sub-sectors, leading to the slow pace of development in the sector. The Committee also noted the absence of a strategic coordinated transport policy for the full development of the sector. It therefore concluded that there is need for concerted efforts by Government to put in place a robust transportation policy which will embrace and provide for the Aviation sub-sector, among others.

Going forward, the Committee believes that consolidating the three modes of transportation, namely: air, land and water into a holistic, cohesive and functional sector would boost the simultaneous development of each sub-sectors.

The parastatals are now discussed in detail, followed by general observations and recommendations.

Nigerian Civil Aviation Authority (NCAA)

Core Mandate

The Nigerian Civil Aviation Authority (NCAA) was established by Act No. 49 of 1999 as a regulatory authority of the Aviation industry. It became an autonomous regulatory authority by virtue of the Civil Aviation Act of 2006.

The mandate of the Authority is as follows:

i) to prohibit any Nigerian or foreign registered Aircraft from operating within the Nigerian airspace, unless a certificate of airworthiness in respect thereof, is issued or validated under the regulations in force with respect to the aircraft: provided that the foregoing prohibition shall not apply to aircraft undergoing test flight or flights to places where prescribed maintenance or repairs are to be carried out;

ii) to inspect and regulate aerodromes, inspect aircraft factories and prohibit or regulate the use of aerodromes, which are not licensed in pursuance of the regulations;

iii) to prohibit any person from engaging in air navigation in any capacity whatsoever unless the Authority determine that such a person satisfies the requirement of this Act and the regulations made there under;

iv) to ensure the efficiency and regularity of air navigation and the safety of aircraft, persons and property carried in aircraft and for preventing aircraft from endangering persons and property;

v) to issue, validate, renew, extend or vary of any certificate, license or other document required by the regulations (including the examinations test to be undergone) and custody, and produce, cancel, suspend endorsement and surrender of any such document;

vi) to register any aircraft in Nigeria and [the] issuance to the owner thereof, of a certificate of registration;

vii) to establish and maintain a system or register for recording the title to or any interest in any aircraft registered in Nigeria;

viii) to prohibit aircraft from flying over such areas in Nigeria as may be prescribed;

ix) to register births and deaths occurring in aircraft and of particulars of persons missing from aircraft; and

x) to collate and maintain a data bank of aviation and aircraft accidents, incidents, and occurrences and promote accident prevention programmes.

Budget

The NCAA has a total of 883 staff and does not receive direct budgetary funding from the Federal Government since it gets funding from the following sources:

i) 5% Ticket Sales Charge
ii) 5%Cargo Sales Charge
iii) Royalty
iv) Sundry Charges
    a) Licenses/Permits
    b) Registration/Authorisation
    c) Certification/Validation
    d) Approvals/Evaluation
    e) Communication Charges
    f) Accumulated Funds for rolled over Projects
    g) Miscellaneous
    - Publications
    - Interest
    - Business Registration,
    - Aero-medical Fees, etc.

Observations

During its interaction with the officials of the Ministry of Aviation, the Committee observed that while the mandate of the Nigerian Civil Aviation Authority (NCAA) is quite distinct from those of the other agencies in the aviation sector, there are however some areas of overlap between its regulatory functions and those of other service delivery Agencies in the sector i.e. the Federal Airports Authority of Nigeria (FAAN), Nigerian Airspace Management Agency (NAMA) and Nigerian Meteorological Agency (NIMET).

In its submission to the Committee, the NCAA pointed out that the enactment of the Civil Aviation Act, 2006 marked a new era in the management and regulation of Civil Aviation in Nigeria. The Agency claimed that the Act vests it with powers to regulate the conduct of air navigation and air transport within Nigeria in conformity with the requirements of the International Civil Aviation Organization (ICAO) Document 8335. This was a departure from what was hitherto the case when all the agencies in the sector were self-regulating. With the new Act came the issue of overlaps in functions.

For instance, the NCAA claimed that Section 23 of the FAAN enabling Act which empowers the Authority to make Bye-laws with the approval of the Minister makes the Authority self regulatory. The Section of the Act is in conflict with the

Regulatory powers of the Nigerian Civil Aviation Authority as provided in Section 30 of the Civil Aviation Act. However, in reviewing the NCAA Act, the Committee observed that Section 77 of the Civil Aviation Act 2006 (As Amended) noted that Sections 3(a)(b), (c) and (j) and 23 of the Federal Airports Authority of Nigeria Act (Cap LFN 2004) were repealed with the coming into effect of the Civil Aviation Act.

The Committee was also informed that during their preliminary assessment of the Nigerian aviation system, towards the attainment of the Category 1 status, the United States Federal Aviation Administration (FAA) observed the overlapping of regulatory powers contained in the Civil Aviation Act and the Statutes establishing the other agencies. The FAA identified this as a deficiency requiring correction before the final audit. Although it noted that the deficiency had been corrected administratively, it was emphatic that the legal process has not been consummated.

The Committee is of the view that that the enabling laws of the agencies in the sector should be aligned with the Civil Aviation Act, 2006 in order to remove ambiguity as far as regulatory functions are concerned.

The Committee is also concerned about the mode of disbursing the five per cent of all ticket sales, for 2011 which amounted to US$1.5 billion as stated in the presentation made by the Ministry. The Committee is therefore of the opinion that since the 5% ticket as taxes, they should be paid into Treasury.

Nigerian Airspace Management Agency (NAMA)

Core Mandate

The Nigeria Airspace Management Agency (NAMA) was created vide Act No.48 of 1999 of the Federal Republic of Nigeria, to develop Nigeria's Airspace to a level consistent with the requirements of the ICAO Standards and Recommended Practices (SARPS). The Agency is therefore saddled with the provision of Air Traffic Management to ensure safe, efficient, expeditious and economic flight operations.

Its functions include the following: to

i) provide air traffic services in Nigeria, including air traffic control, visual and non-visual aids, aeronautical telecommunication services and electricity supplies relating thereto, to enable public transport, private business and military aircraft fly, as far as practicable and as safely as possible;
ii) generally, secure the safety, efficiency and regularity of air navigation;
iii) require persons engaged in, employed in or in connection with air navigation to supply meteorological information for the purpose of air navigation as may be deemed appropriate from time to time;
iv) provide adequate facilities and personnel for effective security of navigational aids outside the airport perimeters;
v) procure, install and maintain adequate Communication, Navigation Surveillance and Air Traffic Management (CNS/ATM) facilities at all airports in Nigeria;
vi) ensure an effective co- ordination in the use of the Nigerian Airspace in line with established international standards and procedures;
vii) hold meetings with the Armed Forces on Nigeria's international obligations as they relate to civil and military co-ordinations;
viii) maintain permanent liaison between the civil air traffic services unit and all relevant air defence units in order to ensure the daily integration of segregation of civil and military air traffic operating within the same or immediate adjacent portions of the Nigerian Airspace employing civil or military radars as necessary;
ix) obviate the need for civil aircraft to obtain special air defence clearance;
x) take necessary steps to prevent as far as possible, penetration of controlled airspace by any aircraft, civil or military, in co-ordination with the air traffic control unit concerned;
xi) undertake systems engineering development and implementation for

communications, navigation, surveillance and air traffic management;

xii) charge for services provided by the Agency;

xiii) co-ordinate the implementation of aeronautical, search and Rescue Services; and

xiv) discharge the operational, technical and financial air traffic services commitments arising from Nigeria's membership of international organizations and other air navigation service agencies.

Budget

NAMA has 1,955 staff and receives full funding from the Federal Government. Its allocation for the period 2009-2011 is as indicated below.

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**5,920,284,051**	**6,618,677,984**	**4,632,464,717**
Overhead	**1,519,960,147**	**1,674,299,306**	**1,540,560,101**
Capital	**2,970,636,567**	**3,850,856,100**	**3,284,961,659**
Total	**10,410,880,765**	**12,143,833,389**	**9,457,986,476**

The Committee noted that according to information received from NAMA, these figures do not include the distribution from 5% ticket sales.

Observations

The Committee observed that with a staff strength of 1,955, the Nigerian Airspace Management Agency (NAMA) currently has 26 General Managers, 61 Deputy General Managers and 253 Assistant General Managers. The Committee considered this structure unwieldy and too top heavy.

A review of the Internally Generated Revenue (IGR) profile as presented by the agency revealed an inefficient spending pattern. For instance, the Committee observed from the Agency's IGR returns for 2011 that it spent all the revenue it generated. While noting that the Agency was not being run purely as a business concern, the Committee believes that there is need to carry out a management audit of the agency.

Accident Investigation Bureau (AIB)

Core Mandate

The Accident Investigation Bureau (AIB) is an autonomous Unit of the Ministry of Aviation established by Section 29 (2) of the Civil Aviation Act, 2006.

According to the Bureau, its functions include the following

i) to investigate air accidents or serious incidents without apportionment of blame or liability, to make Safety Recommendations and to prevent future recurrence of accidents and incidents pursuant to Section 29 of the Civil Aviation Act, 2006;

ii) to gather and analyse air safety data for the accident and incident prevention purposes and monitor compliance, thereby working with stakeholders to ensure safety; and

iii) to research and do on- the job training with relevant organisations within and outside the country.

Budget

The AIB has 45 personnel and receives full funding from the Federal Government as shown in the table below.

	2009 (₦)	2010 (₦)	2011 (₦)	2012 (PROPOSAL)
Personnel	**41,520,194**	**48,228,817**	**99,591,785**	**134,796,898**
Overhead	**331,243,083**	**309,712,283**	**389,050,140**	**300,203,554**
Capital	**300,686,202**	**784,054,136**	**252,790,735**	**430,840,730**
Total	**673,449,479**	**1,141,995,236**	**741,432,659**	**865,841,182**

In addition to Government funding, the AIB receives funding from the following sources:

(i) 3% of the air ticket contract charter and cargo sales charge,
(ii) it may generate funds from gifts, endowments, bequests, grant or other contributions by persons or Organizations,
(iii) Returns on investments,
(iv) foreign aid and assistance, and
(v) all other sums which may, from time to time, accrue to the Bureau.

Observations

The Accident Investigation Bureau, in its submission, proposed to expand its functions to include accident investigation in other modes of transportation, such as marine, road, rail, pipelines as well as hazardous materials.

In analyzing the Bureau's submission, the Committee observed that the transport sector in Nigeria has not been operating at its optimum and would need to have an integrated and comprehensive transportation policy that would transform it into a more effective and efficient system. In line with this thinking, the Committee believes that the development of a unified accident investigation bureau for the entire transport sector would ultimately boost accident management in the transport sector.

Nigerian Meteorological Agency (NIMET)

Core Mandate

NIMET was established by the NIMET Establishment Act 2003 NMA Act, to perform the following functions:

(i) advise the Federal Government on all aspects of Meteorology;

(ii) project, prepare and interpret Government policy in the field of Meteorology;

(iii) collect, and process meteorological data, issue weather forecasts and give early warning for the safe operation of Aircraft, Ocean going vessels, National Food Production, Drought, Desertification, Natural Disaster and Relief Management, Hydrological and Water Resources activities, Environmental pollution, Ozone Concentration and Bio-Meteorological for climatic and human health activities;

(iv) provide safe custody of meteorological records kept in the National Meteorological Archive;

(v) monitor environnemental pollution and Ozone concentration;

(vi) conduct research in meteorology;

(vii) publish meteorological data and weather bulletins in the country;

(viii) organize and participate in all local and international fora on Meteorology and Hydrology;

(ix) engage in the training of all cadres of Meteorological Personnel and support staff; and

(x) implement the physical development of the Agency as approved by the Federal Government and the National Assembly.

A Director-General, who is conventionally the Permanent Representative of Nigeria to the World Meteorological Organization (WMO), heads the Agency.

NIMET has a staff strength of 1200, comprising about 800 core staff (meteorologists, observers and related disciplines) and 400 support staff.

Budget

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**2,503,857,414**	**2,385,007,531**	**2,027,010,599**
Overhead	**254,558,528**	**318,374,749**	**362,924,741**
Capital	**2,337,881,178**	**1,759,320,000**	**2,262,746,857**
Total	**5,096,297,120**	**4,462,702,279**	**4,652,682,196**

In addition to Government funding, the NIMET gets funding from the sources itemized below:

i) 9% of Proceeds from 5% Ticket Sales Charge (TSC) collected by NCAA

ii) 10% of Proceeds from en-route and over-flight charges collected by NAMA

iii) 10% of Proceeds from landing charges collected by FAAN

iv) Sale of meteorological data

v) Fees from training

vi) Registration of contractors.

Observations

The Committee observed that, save for regulatory functions which fall within the purview of NCAA, NIMET does not have overlapping functions with the other existing Federal Government Parastatals since it has the sole responsibility for measuring, processing and collating meteorological records for the national meteorological archive. According to NIMET, it also provides the weather and climate data required by all sectors of the economy in the performance of their individual functions. Such sectors/organizations include the Central Bank of Nigeria (CBN), the National Bureau of Statistics (NBS), Oil Companies, the Energy Commission and other organs of Government.

Based on the above, the Committee further noted that there is need to strengthen NIMET by amending its enabling law and expanding its mandate to include such areas as marine services and buildings as these also require meteorological data and surveys.

Federal Airports Authority of Nigeria (FAAN)

Core Mandate

The Federal Airports Authority of Nigeria (FAAN) was established by the FAAN Act, Cap. F4, LFN 2004 and is charged with the development and management of Nigeria's principal commercial airports. This is a statutory responsibility that includes the following specific statutory functions as spelt out in the FAAN Act:

i) to develop, provide and maintain all necessary services and facilities at airports for the safe, orderly, expeditious and economic operation of air transport;

ii) to provide adequate facilities and personnel for effective security at all airports;

iii) to provide a conducive environment under which passengers and goods would be carried by air and under which aircraft would be used for gainful purposes;

iv) to provide accommodation and other facilities for effective handling of passengers and freight;

v) to develop and provide facilities for surface transportation at airports; and

vi) to carry out, at airports, such economic activities that are relevant to air transportation and other commercial activities, which are not relevant to air transportation, but which may be carried out without prejudice to its functions.

Budget

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel			-
Overhead	**250,000,000**		-
Capital	**22,163,744,710**	**27,826,837,866**	**11,309,362,267**
Total	**22,413,744,710**	**27,826,837,866**	**11,309,362,266**

Observations

During its interactive session with the officials of the Ministry and its parastatals, the Committee noted that an analysis of the mandates and structures of the agencies revealed that their manning levels were not only unwieldy but also top-heavy. It was observed that each agency was noted to recruit its own staff. This accounts for the current large number of staff that they maintain, some of whom are idle and redundant. Staff recruitment has not necessarily been based on need and expertise but on personal/political considerations. This position was indeed corroborated by the management of FAAN which affirmed that, "from a purely business point of view, the organization is not only top-heavy, its staff complement is unwieldy".

Presently, FAAN has a workforce of about 5,153 personnel comprising the Managing Director, 7 Executive Directors, 25 General Managers (GMs), 29 Deputy General Managers (DGMs) and 87 Assistant General Managers (AGMs). This type of top-heavy structure is unsupportive of a progressive, profit-oriented, service delivery and growth-minded organization. The Committee is therefore of the view that a management audit of FAAN would be desirable at this point in time in order to address the identified manning level challenge.

A review of the financial statement of the Federal Airport Authority of Nigeria (FAAN) indicated that the organization has **Trade Debtors Outstanding** currently estimated at **₦22 billion** as at October 2011. According to FAAN, Local airline operators and defunct airlines such as the Nigeria Airways, Okada Air, Harka Air, Harco Air, ADC Airlines, Bellview Airlines, other aviation agencies, as well as Government agencies that utilize the services of FAAN at the airports, primarily owe these debts.

The Committee is aware of a World Bank-commissioned study conducted on FAAN in 2011, which noted that: *"when analyzing the flows of information referring to operational issues on the one hand, and financial issues on the other, it appears that FAAN management lacks relevant data in every area to make strategic decisions*".

The said report also corroborated this Committee's view about the rather inefficient spending pattern of agencies in the aviation sector by stating that there is a poor record at planning, and managing effectively public investment money related to large contracts.

According to that report, "FAAN financial figures suggest that FAAN is suffering from significant revenue leakages. A quick computation of what its 2009 Passenger Facility Charge (PFC) revenues should have been, based on known traffic volumes and tariffs, shows a difference of N4.3 billion (US$29 million)

between what was billed and what should have been billed to airlines carriers. For the most part, this difference reflects the lack of aggressive enforcement by FAAN of its revenues collection policy towards domestic carrier whose overall collection rate for PFC was less than 60%."

The World Bank Report estimated that FAAN's revenues leakages in 2009 may have exceeded N7.5 billion (US$50 million), or the equivalent of 30% of its total revenues and 100% of its net profit for that year.

Nigeria College of Aviation Technology (NCAT)

Core Mandate

The Nigeria College of Aviation Technology (NCAT) was established by Act. No. 31 of 1964, which underwent further amendments in 1965 and 1990.

The establishment Act NCAT Act, Cap N96, LFN 2004 charges NCAT with the general duty of providing:

i) civil aviation courses, standard or special, designed for use in flight training or in airport operation and management as may from time to time be prescribed under this Act for approved persons;

ii) training of approved persons in the installation, maintenance and operation, as the case may be, of technical equipment the use of which is calculated or likely to increase the margin of operational safety of civil aircraft services; and

iii) equipment and necessary facilities for technical research or normal use by approved persons at the College as may from time to time be authorized or allowed by the Board of governors under this Act.

The Act provides for a Board of Governors comprising the following members-

i) one fit person appointed as Chairman by the President;

ii) one fit person appointed as a member by the President;

iii) a representative of the Ministry of Civil Aviation;

iv) the managing Director of the Nigerian Airways Ltd;

v) a representative of the Nigerian Air force; and

vi) a representative of the International Civil Aviation Organization.

The Principal of the College is the secretary to the Board and attends the meetings of the Board. In his/her absence the deputy acts as secretary at meetings attended by him, but neither the secretary nor his/her deputy acting for him/her in that capacity has a vote at meetings of the Board.

Budget

NCAT currently has 843 staff and receives full funding from Government as details of allocations for the period 2009 to 2011 set out below show.

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**1,141,303,271**	**1,128,575,818**	**1,291,683,576**
Overhead	**1,973,827,049**	**810,278,291**	**722,484,061**
Capital	**1,140,000,000**	**2,049,798,445**	**1,091,303,265**
Total	**4,255,130,320**	**3,988,652,553**	**3,105,470,902**

Other sources of revenue for the NCAT are:

i) Course fees
ii) Contractor registration fees
iii) Tender fees
iv) Sale of admission forms
v) Claim on Insurance
vi) Rent on Federal Government Quarters
vii) Student accommodation
viii) Other miscellaneous income (Rent on College Garden, Aeromedical fees, laboratory investigation, transcript, Auction of scraps, cyber café and others)
ix) 7% of 5% Ticket Sales Charge (TSC).

Observations

The Committee also observed that though the NCAT is the only Government-owned aviation college in Nigeria, the activities of the aviation school revealed that there were capacity gaps, in terms of training facilities, equipment and adequate infrastructure that needed to be filled if the school was to achieve its objectives in line with current global trends in the aviation sector.

The Committee noted the existence of a private aviation college in Nigeria and it was of the view that it is necessary for Government to give NCAT all necessary support in form of Capital allocations in order to keep it afloat and enable it compete favourably in aviation training. Consequently, it is the view of the

Committee that NCAT should be allowed to retain its internally generated revenue to enable it cater for its Recurrent Expenditure while Government would only be responsible for the College's Capital Expenditure.

With regard to the board membership, the Committee noted the need to amend the enabling law of the College to bring it in line with current reality. For instance, the Managing Director of the defunct "Nigerian Airways" and "Ministry of Civil Aviation" are still members of the governing Board. It was also the view of the Committee that the qualifications of the Chairman of the Board and that of the "first member" of the board should be appropriately spelt out instead of merely stating that such persons should be "fit".

General Observations

The Committee observed that recently there has been some improvement in the aviation sector in Nigeria as more attention is now being paid to operations, safety and security issues. However, the Committee noted that despite the improvement made in the Sector, there are still some challenges that need to be addressed. These include provision and maintenance of infrastructure, human capital development, etc.

An assessment of the manning levels of most of the agencies under the sector revealed that they are too top-heavy.

The Committee observed from the submissions made to it as well as the interactive sessions with the officials of the various parastatals in the sector a trend common to all the agencies i.e. inefficient financial management as exemplified in the spending pattern of their respective internally generated revenues (IGRs) and statutory earnings from the 5% ticket sales.

The Committee noted that all the agencies in the aviation sector are historically linked and are indeed the offshoots of the Civil Aviation Department (CAD) of the Ministry of Aviation from where the now defunct Nigerian Airports Authority (NAA) and later the Federal Civil Aviation Authority (FCAA) were created. While the mandate of the Nigerian Civil Aviation Authority (NCAA) is quite distinct from those of the other agencies in the aviation sector, the Committee noted that the functions of the Nigerian Meteorological Agency (NIMET) are complementary to the operations of the Nigerian Airspace Management Agency (NAMA).

The Committee further noted that there is need to expand and strengthen NIMET by amending its enabling law to cover such areas as marine services and buildings. Other challenging issues that arose during the interactive session with the management and officials of the Ministry related to how to strike a balance

between the supervisory responsibilities of the Ministry and the efficient running of the parastatals without compromising the independence of the latter.

Although the agencies claimed that the International Civil Aviation Organization (ICAO) instructed that they should be separate entities, the Committee observed that ICAO only recommended models that signatory States to its Convention such as Nigeria could adopt under its Standard and Recommended Practices (SARPS).

While noting this assertion by the agencies, the Committee was not persuaded that this claim was factual. For instance, comparing the aviation sector in other countries, the Committee found that the provision of overarching administrative and regulatory roles over the constituent agencies in the industry was very high in the United States of America. Apart from the maintenance of standards, the Committee observed that the Federal Aviation Administration (FAA) regulates and oversees all aspects of civil aviation in the United States. In fact, its Act mandates it to perform the following functions:

- regulate U.S. commercial space transportation;
- regulate air navigation facilities' geometry and flight inspection standards;
- encourage and develop civil aeronautics, including new aviation technology;
- issue, suspend, or revoke pilot certificates;
- regulate civil aviation to promote safety, especially through local offices;
- develop and operate a system of air traffic control and navigation for both civil and military aircraft;
- research and develop the National Airspace System and civil aeronautics;
- develop and carry out programmes to control aircraft noise and other environmental effects of civil aviation.

According to the statistics obtained from the website of the Federal Aviation Administration (www.faa.gov/air_traffic/briefing), there are about 7,000 aircraft within the United States airspace at any point in time and all are controlled by the United States Air Traffic Control Service.

However, statistics obtained from the Nigerian Aviation sector indicate that there is an average of 300 flights per day. Unlike the US where the Federal Aviation Administration (FAA) regulates and oversees all aspects of the aviation sector, there are five agencies in Nigeria collectively carrying out the functions of either regulating or overseeing aviation safety in Nigeria.

Recommendations

The Committee recommends as follows, that:

i) a management audit of all the agencies in the Aviation Sector be carried out;

ii) the Accident Investigation Bureau (AIB) be developed into a unified accident investigation bureau for the entire transport sector;

iii) the trio of the Nigerian Airspace Management Agency (NAMA), Nigerian Civil Aviation Authority (NCAA) and the Nigerian Metrological Agency (NIMET) be merged into a new body to be known as **the Federal Civil Aviation Authority (FCAA)** and their respective enabling laws amended accordingly to reflect the merger;

iv) the Federal Airports Authority of Nigeria (FAAN) be privatized without further delay;

v) the enabling law of the Nigerian College of Aviation Technology (NCAT) be amended and the college restructured, strengthened and empowered;

vi) NCAT charges appropriate fees for its services;

vii) Government disengages from the provision of Recurrent funding for NCAT from 2014 Fiscal Year;

viii) Government limits itself to the funding of essential Capital projects of NCAT;

ix) that the 5% of total ticket sales being tax and other internally generated revenue by NCAA, NAMA and NIMET be fully paid into the Treasury and their expenditure provided for through the budgetary process; and

x) that an institutional framework of advance releases from the Revenue Fund (CRF) against budgetary approval be put in place to address the operational costs of NCAA, NAMA and NIMET.

FEDERAL MINISTRY OF COMMUNICATIONS TECHNOLOGY

The Ministry was established in August 2011 at the inception of the present Administration, on the basis of (a) the Master plan document for implementation of ICT for national development and (b) the Report of the Presidential Taskforce on the Restructuring of Government Institutions/Organizations in the Telecommunications and ICT Sector in Nigeria.

The functions of the Ministry as set out in the reports are as follows:

i) ICT Sectoral Superintendence through evolution and administration of forward-looking policies developed in partnership with all sector stakeholders and designed to create an increasingly vibrant Information and Communications Technology (ICT) industry capable of enabling Nigeria to bridge the digital divide and appropriate the full benefits of ICT in the development of mankind;

ii) to create a focused, effective and integrated Regulatory Framework for the implementation of Government ICT Policies in order to meet the goals and objectives they contain;

iii) to advise and consult for Government on necessary ICT developmental and support mechanisms that will enable the achievement of universal access to ICT services, thus generate wide usage of ICTs and leverage this access and usage to accelerate national development;

iv) to support the ICT Legislative agenda of Government that will serve as a legal structure for implementation of Government policies and achievement of its goals and objectives in general and for the ICT sector in particular;

v) to lead and coordinate with the support of the public and private sector Nigeria's engagement of the international community on the area and subject matter of ICTs;

vi) oversight of use and management of scarce public resources that are crucial for the development and functioning of the ICT sector; and

vii) Support the use of ICTs for the facilitation of efficient, effective and transparent governance in Nigeria.

Parastatals and Agencies

The following are the Parastatals and Agencies placed under the jurisdiction of the Ministry:

1. Nigerian Communications Commission (NCC)
2. National Information Technology Development Agency (NITDA)
3. Nigerian Postal Agency (NIPOST)
4. Galaxy Backbone Limited (GBB)
5. Nigerian Communications Satellite Limited (NIGCOMSAT LTD)

Nigerian Communications Commission (NCC)

Core Mandate

The NCC has the following Core Mandate:

i) the facilitation of investments in, as well as those entering into, the Nigerian market for provision and supply of communications services, equipment and facilities;
ii) the protection and promotion of the interests of consumers against unfair practices including, but not limited to, matters relating to tariffs and charges for and the availability and quality of communications services, equipment and facilities;
iii) ensuring that licencees implement and operate at all times the most efficient and accurate billing system;
iv) the promotion of fair competition in the communications industry and protection of communications services and facilities providers from misuse of market power or anti-competitive and unfair practices by other service or facilities providers or equipment suppliers; and
v) granting and renewing of communications licences.

Observations

The Committee observed that the NCC, as a regulator in the telecommunications sector performs functions that are similar to those of the National Broadcasting Commission (NBC) which is its equivalent in the broadcasting industry. The Committee noted that the technology that underpins broadcasting is essentially the same as that underpinning telecommunications.

As attested to by the International Telecommunications Union (ITU), there is a convergence of technology across the world. The ITU defined convergence as *"the technological, market, legal or regulatory capability to integrate across previously separated technologies markets, or politically defined industry structures. Convergence also involves important international components, as many services and information sources that were traditionally controlled on a domestic level are being provided on a global basis."*

An assessment of the ICT regulatory system across different countries reveals that there are five different models adopted by the countries. These include the single-ICT regulator option, the multi-sector regulator option, the market alternative option, the formal coordination model and the option of non-regulation. However, the single-ICT regulator model is the most preferred option adopted by many countries such as the United Kingdom, Malaysia, Singapore, and South Africa.

The Committee therefore believes that given the convergence of technologies of telecommunications and broadcasting, it makes governance and financial sense that both the NCC and NBC be brought together under a unified management structure to be known as the **Communication Regulatory Authority of Nigeria (CRAN)**.

Bearing in mind that NIPOST is both an operator and a regulatory body, the Committee is of the view that its regulatory functions be transferred to the proposed CRAN.

The Committee further noted that while NBC issues television and radio frequency licences, the enabling law of NCC also empowers it to issue frequency licences to operators in the communications sector through the National Frequency Management Council (NFMC).

Recommendations

The Committee recommends that:

i) The NCC, NBC and the regulatory functions of NIPOST be brought together under a unified management structure to be known as the **Communications Regulatory Authority of Nigerian (CRAN)**;

ii) at least three directorates be created under the proposed CRAN to perform the functions of broadcast, telecommunications and regulatory functions of postal services;

iii) the enabling laws of NCC and NBC be repealed and another enacted for the proposed Communications Regulatory Authority of Nigeria (CRAN); and

iv) that the enabling law of NIPOST be amended to reflect, among others, the transfer of the its regulatory functions to the proposed CRAN.

National Information Technology Development Agency (NITDA)

Core Mandate

The NITDA Act of 2007 established the National Information Technology Development Agency (NITDA).

The Core Mandate of the NITDA include the following:

i) to operate and implement the National IT Policy and to give effect to the provisions of the National Information Technology Development Agency Act (NITDA Act) of 2007;
ii) to ensure that the entire citizenry is empowered with Information Technologies through the development of a critical mass of IT proficient and globally-competitive manpower;
iii) to enter into strategic alliance with the private sector as well as international organizations for the actualization of the IT vision; and
iv) to develop and regulate the Information Technology Sector in Nigeria.

The Act setting up NITDA empowers it to perform the following functions:

i) create a frame work for the planning, research, development, standardization, application, coordination, monitoring, evaluation and regulation of Information Technology practices, activities and systems in Nigeria and all matters related thereto and for that purpose, and without detracting from the generality of the foregoing shall include: providing universal access for Information Technology and systems penetration including rural, urban and under-served areas;
ii) provide guidelines to facilitate the establishment and maintenance of appropriate information technology and systems application and development in Nigeria for public and private sectors, urban-rural development, the economy and the Government;
iii) develop guidelines for electronic governance and monitor the use of electronic data interchange and other forms of electronic communication transactions as an alternative to paper-based methods in Government, commerce, education, the private and public sectors, labour, and other fields, where the use of electronic communication may improve the exchange of data and information;
iv) develop guidelines for the networking of public and private sector establishment;
v) develop guidelines for the standardization and certification of Information

Technology Escrow Source Code and Object Code Domiciliation, Application and Delivery Systems in Nigeria;

vi) render advisory services in all information technology matters to the public and private sectors;

vii) create incentives to promote the use of Information Technology in all spheres of life in Nigeria including the setting up of information technology parks;

viii) create incentives to promote the use of information technology in all spheres of life in Nigeria including the development of guidelines for setting up of information technology systems and knowledge parks;

ix) introduce appropriate regulatory policies and incentives to encourage private sector investment in the information technology industry;

x) collaborate with any local or state Government, company, firm, or person in any activity, which in the opinion of the agency is intended to facilitate the attainment of the objective of this Act;

xi) determine critical areas in Information Technology requiring research intervention and development in those areas;

xii) advice the Government on ways of promoting the development of information technology in Nigeria including introducing appropriate information technology legislation, to enhance national security and vibrancy of the industry;

xiii) accelerate internet and intranet penetration in Nigeria and promote sound internet governance by giving effect to the Second Schedule of this Act; and

xiv) perform such other duties, which in the opinion of the Agency are necessary or expedient to ensure the efficient performance of the functions of the Agency under this Act.

The agency is headed by a Director/Chief Executive Officer and currently has 110 staff, which the agency claims is inadequate.

NITDA gets full funding from the Government as shown in the table below for the 2009 to 2011 Appropriation.

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**158,462,616**	**139,893,991**	**217,089,282**
Overhead	**132,680,706**	**111,553,899**	**110,098,928**
Capital	**405,000,000**	**2,226,745,072**	**718,918,527**
Total	**696,143,321**	**2,478,192,962**	**1,046,106,736**

Observations

The Committee noted that although NITDA is currently supervised by the Federal Ministry of Information Technology, its enabling law situates it in the Federal Ministry of Science and Technology.

The Committee observed that notwithstanding the current situation of NITDA in the Ministry of Science and Technology, most of the agencies it maintains, regulates and supervises are domiciled in the Federal Ministry of Communications Technology, which logically, places NITDA in that Ministry.

In this regard, the functions of NITDA should be transferred to the Ministry of Communication Technology as a Department in order to add value to infrastructural development in the industry. Consequently, the enabling law of NITDA should be accordingly amended.

Recommendations

The Committee recommends that:

i) the functions of NITDA be transferred to the Ministry of Communication Technology as a Department; and

ii) that the enabling law of NITDA be amended.

Universal Service Provision Fund (USPF)

Core Mandate

The Universal Service Provision Fund is a specialized organ created by the Nigerian Communications Act, 2003 to facilitate the connectivity and availability of Information and Communications Technology (ICT) services in Nigeria.

The Nigerian Communications Act created three distinct organs in the Part 4 of the law entitled: "Universal Service Provision" and they are as follows:

Universal Service Provision Fund (USPF)

> ***114. –(1) For the purposes of this Act, a fund to be known as the "Universal Service Provision Fund" (" USP Fund") is established and it shall be controlled and operated in the manner specified in this Chapter.***

Universal Service Provision Board (USPB)

> ***115. –(1) Subject to subsections (2) and (3) of this section, there is hereby established a Board (" USP Board") that shall supervise and provide broad policy directions for the management of the USP Fund.***

Universal Service Provision Secretariat (USPS)

> ***115 (2) The USP Secretariat that is established pursuant to section 118 of this Act shall serve as the USP Board Secretariat.***

The USP Secretariat that is established pursuant to section 118 of this Act
Is mandated to perform the following functions:

(a) receiving applications for loans and grants from eligible persons such as community-based communications operators;
(b) reviewing the applications in paragraph (a) of this sub-section and making recommendations to the USP Board as to which applications should be funded;
(c) liaising with other departments of the Commission in processing licences for funded applications;
(d) providing loan recipients and grantees with technical and managerial assistance, such as resolution of equipment vendor issues and setting up of billing systems;
(e) evaluation of project performance and effecting such actions as may be necessary to ensure that loan recipients and grantees meet objectives for network expansion and provision of service;

(f) enforcing standards for quality of service in rural and underserved areas set by the USP Board;
(g) collecting USP assessments and loan repayments and paying such loan repayments into the USP Fund;
(h) evaluating the effectiveness of the USP in meeting policy goals as set by Government and USP Board;
(i) facilitating collaboration between activities that are funded by the USP Fund and other infrastructure and development efforts;
(j) liaising between USP Board and USP Fund Managers that will be appointed pursuant to section 119 of the Act.

Observations

The Committee noted that the USPB, like NCC and NITDA, is vested with regulatory powers, just as the USPF has developmental support powers. The Committee also noted that the Rural Telephony Project, which started over nine years, has not yielded the desired results.

The Committee further noted that the current composition of the UPS Board is tilted in favour of one particular agency, thereby giving room for much discretion in favour of that agency.

Recommendation

The Committee recommends that the composition of the current Board of the Universal Service Provision Fund be reviewed in order to create a balanced representation of all participants.

Nigerian Postal Agency (NIPOST)

Core Mandate

The Nigerian Postal Agency (NIPOST) was established by the Nigeria Postal Services Act, Cap N 27, LFN 2004.

The Post Office existed in Nigeria as part of the Post and Telecommunications Department (P&T) until January 1985 when it was split into NITEL and NIPOST, which became Extra-Ministerial Departments by Decree No. 18 of 1987.

In 1992, NIPOST became a wholly-owned Federal Government Parastatal by Decree No. 41 of that year, which granted it autonomy and responsibility for providing postal and allied services to the public.

Currently, Government funds only the Personnel Cost of NIPOST, while the Recurrent and Capital Expenditure are fully funded from its internally generated revenue.

The Core Mandate of NIPOST includes the following:

i) to develop, promote, and provide adequate and efficiently coordinated postal services at reasonable rates;
ii) to maintain an efficient system of collection, sorting and delivery of mail nationwide;
iii) to provide various types of mail services to meet the needs of different categories of mailers; and
iv) to establish and review postal tariffs.

Observations

The Committee observed that NIPOST is both a regulator and operator that generates about N5 billion annually. It also received Appropriation in the sum of ₦6,759,150,120.00 as Personnel Cost in 2011. The Committee believes that this is not sustainable and the agency should be privatized without further delay.

The budget for NIPOST for the period 2009-2011 is as shown in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**4,055,838,840**	**4,289,693,095**	**6,759,150,120**
Overhead			
Capital		**43,400,000**	
Total	**4,055,838,839**	**4,333,093,094**	**6,759,150,119**

In the course of its interaction with the Post-Master General, the Committee observed the significant changes that have taken place as a result of the effort of NIPOST to reform the sector and noted that it has the potential of generating enough revenue to cover its Personnel Cost, Recurrent and Capital Expenditure. At the moment, it has a liability of N7billion, which impacts on its ability to break-even in its operations.

The Committee observed that there is need to separate the regulatory functions from the operational functions of the agency. The Committee was therefore of the view that the regulatory functions of NIPOST should be transferred to the proposed Communications Regulatory Authority of Nigeria (CRAN). Consequently, the enabling law of the agency should also be amended to reflect the proposed changes in its status.

The Committee is also aware that the Federal Ministry of Communications Technology and the Central Bank of Nigeria (CBN) are working closely with the NIPOST to tap into its potential for full digital and financial inclusion and in order to maximize the asset potential of NIPOST through a Public-Private-Partnership arrangement. Therefore, it is of the view that the operational functions of NIPOST be fully commercialized and Government funding to the agency be further reduced from the 2013 Fiscal Year.

Recommendations

The Committee recommends as follows, that:

i) NIPOST be fully commercialized;
ii) NIPOST regulatory functions be transferred to the proposed Communications Regulatory Authority of Nigeria (CRAN);
iii) Government funding of NIPOST be further reduced with effect from 2013 Fiscal Year;
iv) the enabling law of NIPOST be amended to reflect the proposed changes in its status.

Nigerian Telecommunications Limited (NITEL)

Core Mandate

The Nigerian Telecommunications Limited (NITEL), which is the principal telecommunications company in Nigeria, was incorporated in December 1984 as a private limited liability company. The company's operations were commercialized in 1992 under the Federal Government's public enterprise reform programmes driven by the then Technical Committee on Privatization and Commercialization (TCPC).

In 2000, the National Council on Privatization inaugurated the Telecoms Sector Reform Implementation Committee, which paved the way for NITEL's restructuring and ultimate privatization.

The Committee noted that the privatization of Nigerian Telecommunications Limited (NITEL) was not successful. However, the reform of the telecommunications sector was successful with the opening up of the sector.

During its interaction with the Bureau of Public Enterprises (BPE), the Committee noted that the outstanding arrears of salaries/terminal benefits of NITEL/MTEL staff is **₦1,155,000,000.** However, the sum of **₦329,000,000** has been proposed for that purpose in the 2012 budget. Also listed as a liability to NITEL is **₦351,325,337,738** being the debt owed to trade creditors. The Committee is of the view that Government should not be paying the trade creditors of NITEL, which is a limited liability company.

In all, the Committee noted that the total liability of NITEL is about **₦352 billion**, which Government would be unable to pay owing to other competing needs. Consequently, the Committee believes that the most viable option left to Government in the circumstance is to liquidate the company without further delay.

Recommendation

The Committee recommends that the Nigerian Telecommunication Limited be liquidated without further delay.

Galaxy Backbone Limited (GBL)

Core Mandate

The Core Mandate of GBL include the following:

i) to set up and operate a unified Information and Communication Technology (ICT) infrastructure platform that addresses the connectivity, transversal and other technology imperatives for Ministries, Departments and Agencies (MDAs) of the Federal Government;
ii) to operate a nationwide network backbone to help facilitate the digital inclusion of underserved areas and rural communities towards the realization of the MDG goals;
iii) to manage all national databases and transversal applications and services for all Federal Government MDAs; and
iv) to provide the required ICT infrastructure platform to support the Government's reform programme.

Observations

The Committee observed that Galaxy Backbone is a special purpose organization incorporated as a limited liability company to ensure reliable and secured inter- and intra-connectivity within the Public Service.

The Committee however noted that Government has not been able to get the desired benefits from Galaxy Backbone as the expected inter- and intra-connectivity within the Public Service is yet to be fully achieved. This is attributable to the practice of MDAs procuring ICT-related services without consulting Galaxy Backbone, which is the Government agency in charge of the platform for shared services within the Public Service. The Committee also noted the continued fragmentation of Appropriation to MDAs for the funding of ICT-related components and services, which the Galaxy Backbone Ltd., in accordance with its mandate, is expected to advise on.

The Committee is therefore of the view that Government should strengthen Galaxy Backbone by directing that all ICT-related services of Government Agencies should be signed-off by Galaxy Backbone before such services are procured.

Recommendation

The Committee recommends as follows, that:
i) Galaxy Backbone be appropriately restructured to meet its set objectives;
ii) Government issues a directive to all MDAs to consult with Galaxy Backbone on all ICT-related issues.

Nigerian Communications Satellite Limited (NigComSat) Ltd.

Core Mandate

The Nigerian Communications Satellite Limited was incorporated in 2006 to acquire and take over the management, property, rights, privileges, assets and liabilities of the Nigerian Communications Satellite Project relating to the design, manufacture, in-orbit launch and operations of communications satellites.

The company is mandated to carry out business in respect of satellite-to-satellite services, telephony, television, HDTV, DTH, teleprocessing, tele-presence, tele-education, telemedicine, e-Government, e-commerce, telegraphy, telemetry, radio, mobile and paging, broadcast, broadband, internet services, real time monitoring services.

Budget

Although the NigComSat is an incorporated entity, the Committee observed that the company receives full funding from Government as shown in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel		**1,278,955,692**	**1,580,221,363**
Overhead		**567,275,000**	**100,428,266**
Capital		**6,472,439,456**	**6,855,806,372**
Total		**8,318,670,147**	**8,536,456,000**

Observations

The Committee noted that NigComSat Ltd. was incorporated for the purpose of acquiring and taking over the management, property, rights, privileges, assets and liabilities of the Nigerian Communications Satellite Project (NIGCOMSAT-1).

As stated in the discussion on NASRDA under the Ministry of Science and Technology, the purpose of setting up NigComSat as a Special Purpose Vehicle has been expended with the coming on board of subsequent projects.

In a letter to the Minister of Science and Technology, Ref. No. BILL 267/105 of 31st March 2011, the Solicitor-General of the Federation gave an opinion on the relationship between the National Space Research and Development Agency (NASRDA) and Nigeria Communications Satellite (NigComSat), by stating that "the provision of the NASRDA Act 2010 takes precedence over the provisions of the Memorandum and Articles of Association of NIGCOMSAT Ltd.," in resolution of the conflicting provisions.

Government should not continue to embark on the wasteful funding of an entity that should otherwise be generating revenue. In the circumstance, the Committee is of the view that Government should sell off its shares in NigComSat immediately and use part of the proceeds to pay off the loan secured to build the communication satellite. Therefore, further budgetary allocation to the company should cease with effect from the 2013 Fiscal Year. The Committee is also of the view that the functions of the Company relating to satellite development should revert to the Government agency established to undertake such functions in the first instance.

NigComSat should also not compete with NASRDA. Even if Nigeria had all the resources, we should not have two separate outfits sending satellite into space as is the case currently panning out in the sector.

Recommendations

The Committee recommends as follows, that:

i) Government sells off its shares in NigComSat;
ii) the functions of NigComSat that relate to space development be reverted to the National Space Research Development Agency (NASRDA); and
iii) that budgetary allocations to the NigComSat cease from the 2013 Fiscal Year.

MINISTRY OF DEFENCE

The Committee noted that the Ministry of Defence (MOD), which has the core mandate of ensuring national security and defence, supervises nine parastatals. These are:

Defence Industries Corporation of Nigeria (DICON)
National Defence College (NDC)
Nigerian Defence Academy (NDA)
Armed Forces Command and Staff College (AFCSC)
Military Pensions Board (MPB)
Defence Intelligence Agency (DIA)
Nigerian Armed Forces Resettlement Centre (NAFRC)
Presidential Committee on Barrack Rehabilitation (PCBR)
Defence Health Maintenance Company Limited

Defence Industries Corporation of Nigeria (DICON)

Core Mandate

The Defence Industries Corporation of Nigeria was established in 1964 to operate, maintain and control subsidiaries and factories for the manufacture, storage and disposal of ordnance and ancillary store and materiel, to provide for alteration in any such manufacture, storage and disposal at anytime and for other related matters.

Observations

The Committee observed that the Government White Paper on the Report of the Presidential Panel on the Review, Harmonization and Rationalization of Federal Parastatals, Institutions and Agencies (2000) accepted the recommendation that DICON should be commercialized. However, over 10 years after that decision was taken, DICON still receives full Government funding as shown below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**868,555,684**	**565,285,355**	**1,048,485,495**
Overhead	**64,450,677**	**63,806,170**	**68,693,723**
Capital	**952,870,300**	**1,567,302,222**	**340,001,978**
Total	**1,885,876,661**	**2,196,393,747**	**1,457,181,195**

The Committee supports the decision that DICON should be commercialized and

made more viable to meet its primary objectives of manufacturing and supplying arms and ammunition for use by the Armed Forces and other relevant security organizations as well as supporting the development of local industries. The Committee noted the huge allocation for Personnel Cost to the Corporation and believes that it should be drastically reduced before the completion of the commercialization process.

Recommendations

The Committee recommends that:

i) the Defence Industries Corporation of Nigeria (DICON) be commercialized in line with the earlier decision of Government;
ii) the commercialization be effected not later than December 2013; and
iii) that the budgetary allocation for DICON's Personnel Cost be drastically reduced after a management audit of the Corporation and before the conclusion of the commercialization process.

National Defence College (NDC)

Core Mandate

The National Defence College formerly known as the Nigeria War College was established by CAP N82, No. 21 of 1997 as the highest military institution for the training of senior military officers in Nigeria.

The objectives of the college are listed as follows:

i) to prepare senior military and civilian officers for operational and strategic level responsibilities at national and international environments;

ii) to underpin leadership and command functions with a firm understanding of geographical considerations affecting Nigeria, Africa and the world at large;

iii) to develop an in-depth understanding of elements of national power, which will aid in the formulation of grand national strategy;

iv) to provide knowledge of the political and strategic framework for policy making and operations in joint and multinational environments;

v) to relate within a democratic framework, the higher management of defence to the broader national interests;

vi) to undertake advanced academic research at national strategic policy level; and

vii) to proffer policy recommendations on specific national and international issues that border on national security.

Observations

Following interaction with the top hierarchy of the Armed Forces, the Committee noted that the National Defence College (NDC) was meant to train officers from the rank of Colonel and its equivalent in the other Services in the art and science of developing, applying and coordinating the instruments of national power (diplomatic, economic, military and information instruments) to achieve the objectives of contributing to national security.

The Committee further noted that that the College also offers short courses at its African Centre for Strategic and Research Studies for Lieutenant Colonel and

equivalent as well as Senior Mission Leader Course and Security and Defence Management Course, etc. In its 18 years of existence, the College has graduated 1,212 participants, including foreign military officers mostly from African countries.

Flowing from the above, the Committee noted the importance and relevance of the NDC to national security and is of the view that the College should continue to enjoy Government funding.

Furthermore, the Committee noted the huge resources (average of N18.8 million) required to train a participant in the College. In addition, the Committee noted that the College has carried out a lot of research in various aspects of national development and believes that there is need for Government to benefit maximally from its investments.

The Committee considered the enormous resources expended on national security and especially on the training of military officers and believes that Government, at all levels, would benefit more from the nation's investment in the Security sector, if greater synergy is created between the political class and the military. This would not only promote cross-fertilization of ideas on various issues of national interest but would also serve to accelerate the country's desired developmental objectives in view of the reservoir of knowledge readily available at the Defence College.

The Committee was also of the view that there is need for the College and the Ministry of Foreign Affairs to adopt a strategic approach that would enable the country quantify in monetary terms the assistance it renders to the international community.

Recommendations

The Committee recommends as follows, that:

i) Government continues the funding of the National Defence College (NDC);
ii) fora be created for interactions between the political class and the military for greater synergy for the cross-fertilization of ideas for national development; and
iii) strategic approach between NDC and Ministry of Foreign Affairs be adopted for the quantification in monetary terms of assistance that Government renders to the international community.

Nigerian Defence Academy (NDA)

Core Mandate

The Nigerian Defence Academy (NDA) was established in 1964 by the Nigerian Defence Academy Act Cap N101 (1995 No.24) in response to the defence needs of independent Nigeria - specifically the training of officers for the Nigerian Armed Forces.

The Academy provides cadet officers with knowledge, skills and values necessary to meet the requirements of a military officer through military, academic and character development. In essence, the NDA is an institution where selected young able-bodied men and women are groomed into well-educated, courageous, virile and erudite subalterns.

The summary of the Academy's Budget for 2009 to 2011 is presented in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**2,573,698,972**	**2,890,830,450**	**4,363,752,707**
Overhead	**1,008,885,500**	**1,044,005,598**	**2,461,322,981**
Capital	**630,160,000**	**259,038,000**	**3,281,458,952**
Total	**4,212,744,471**	**4,193,874,047**	**10,106,534,639**

Observations

The Committee recognized the continued relevance of the Academy to national security. The Committee however observed that although the Academy now operates as a degree-awarding institution, it would still need adequate funding from Government to support this unique role.

Recommendation

The Committee recommends continued Government funding for the Nigerian Defence Academy (NDA)

Armed Forces Command and Staff College (AFCSC)

Core Mandate

The Armed Forces Command and Staff College (AFCSC) is a Joint Service institution established to produce operational-level military officers of the highest professional standard as well as ensure standardization of Staff Duties in the Nigerian Armed Forces. The College was established in 1976 as Army Command and Staff College, with assistance from the British Army Advisory Team (BAAT).

The AFCSC has an eight-member Board chaired by the Minister of Defence. The College is fully funded by Government as indicated in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**366,102,556**	**373,213,996**	**595,556,053**
Overhead	**1,920,599,982**	**1,727,760,983**	**2,169,081,749**
Capital	**245,000,000**	**124,200,003**	**341,248,868**
Total	**2,531,702,537**	**2,225,174,981**	**3,105,886,670**

Observations

The Committee's interactive session with the top hierarchy of the Armed Forces confirmed the continued relevance of the College to national security, especially with regard to the training of middle level officers in preparation for undertaking higher responsibilities within the various security agencies in the country. The Committee however observed that the College cannot be classified as a post-graduate or professional college because of its uniqueness and relevance to the intelligence and security services. The Committee also found that the College is still relevant in the preparation of officers for command positions and should therefore continue to be fully funded by Government.

Recommendations

The Committee recommends that the AFCSC continues to receive full Government funding in view of the unique role it plays in the national security and defence sector.

Military Pensions Board (MPB)

Core Mandate

The Military Pensions Board (MPB) was established by Cap A23 (1979 No. 103) to administer the retirement benefits of Armed Forces personnel who retired or were discharged from service before 1st July, 2007 as well as those exempted by Section 8 of the Pension Reform Act, 2004.

The Committee observed that the Government funds the Overhead and Capital Expenditures of the MPB as indicated below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel			-
Overhead	**130,164,988**	**478,863,338**	**154,149,188**
Capital	**277,000,000**	**511,000,000**	**54,444,706**
Total	**407,164,987**	**989,863,337**	**208,593,894**

Observations

The Committee noted that Section 30 (1) (2) (a) of the Pension Reform Act (PRA) 2004 states that "*there is established for the Public Service of the Federation and Federal Capital Territory, Pensions Departments to be known respectively as the Pension Transitional Arrangement Department. The Department shall be made up of the existing pension boards or offices in the Public Service of the Federation and Federal Capital Territory which shall consist of the following departments:*

i) the Civil Service Pension Department;
ii) the Military Pension Department;
iii) the Police Pension Department;
iv) the Customs, Immigration and Prisons Pension Department;
v) the Security Agencies Pension Department.

The Committee observed that in spite of this provision, the military had opted out of the contributory pension scheme and reverted to the Pay-As-You-Go (PAYG) Pension Scheme. Although the National Pension Commission (PenCom) disclosed that the total number of military pensioners was not up to 100,000, the Committee noted that the reversal sent a wrong signal on a Government's policy.

The Committee observed that the provisions of the law stated above are not being complied with as various Pension Boards have continued to exist independently despite the provisions of the PRA 2004 which stipulates that all the Boards be brought under the Pension Transitional Arrangement Department (the Department). Further details are discussed under the subject: "National Pension Commission (PenCom)".

Recommendations

The Committee recommends that the Pension Transitional Arrangement Department be inaugurated in compliance with the provisions of the PRA 2004 in order to provide a single platform for effective and efficient administration of the defined benefits pension scheme.

Defence Intelligence Agency (DIA)

Core Mandate

The Defence Intelligence Agency (DIA) was established in 1958 by an Act of Parliament. It is responsible for gathering local and global intelligence as well as processing such information for national security purposes. The DIA is one of the three intelligence agencies in the country, the other two being the Department of State Services (DSS) and the National Intelligence Agency (NIA).

The Government fully funds the agency's budget. The summary of its budget for the period 2009 to 2011 is as stated in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**843,433,637**	**4,732,681,928**	**3,527,248,684**
Overhead	**3,997,140,991**	**4,319,916,826**	**2,718,287,025**
Capital	**237,237,200**	**7,487,621,984**	**4,550,059,620**
Total	**5,077,811,827**	**16,540,220,738**	**10,795,595,329**

Observations

The Committee noted the continued relevance of the Agency to national security as it deals with intelligence. It should therefore continue to enjoy full Government support and funding.

Recommendation

The Committee recommends that the Defence Intelligence Agency continues to receive full Government funding.

Nigerian Armed Forces Resettlement Centre (NAFRC)

Core Mandate

The Nigerian Armed Forces Resettlement Centre (NAFRC) was established to prepare retiring Armed Forces personnel for civil life through vocational training and general re-orientation.

The Centre is fully funded by Government. The summary of its budget for the period 2009-2011 is set out in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**2,499,253,356**	**2,499,253,356**	**546,576,328**
Overhead	**238,819,501**	**214,796,234**	**164,545,511**
Capital	**344,000,000**	**243,540,000**	**272,999,095**
Total	**3,082,072,857**	**2,957,589,589**	**984,120,933**

Observations

The Committee noted the importance of the Nigerian Armed Forces Resettlement Centre especially with regard to the skills acquisition and entrepreneurship training it renders to retiring officers and men of the Armed Forces. The Committee recognized the continued relevance of the Centre and the need for its retention with full Government support and funding.

Recommendation

The Committee recommends that Government continues to fully fund the Nigerian Armed Forces Resettlement Centre (NAFRC).

Presidential Committee on Barrack Rehabilitation (PCBR)

Core Mandate

The Presidential Committee on Barrack Rehabilitation (PCBR) was set up to rehabilitate and construct suitable barracks accommodation for military personnel. The PCBR has no law backing its existence.

The Government fully funds the budget of the centre. The summary of its budget for the period 2009-2011 is stated in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel			-
Overhead	**110,923,300**	**122,015,630**	**118,225,825**
Capital	**1,414,000,000**	**2,160,000,000**	**496,361,990**
Total	**1,524,923,300**	**2,282,015,629**	**614,587,814**

Observations

The Committee noted that it is desirable and important to periodically rehabilitate the barracks, but observed that after over a decade of its existence, the PCBR should not be a standing committee. It should indeed be winding up its activities, particularly as the various Armed Forces, especially the Nigerian Army, through its Engineering Corps, are capable of carrying out its functions.

Recommendation

The Committee recommends that the PCBR be scrapped and its activities and functions transferred to the corps of engineers in the Armed Forces.

Defence Health Maintenance Company Limited

Core Mandate

The Defence Health Maintenance Company Limited was established by Act 35 of 1999 to manage the health insurance scheme for military personnel and members of their families.

Budget

The Insurance company with 98 staff received the following sums for Recurrent Expenditure for the period 2009-2011:

S/No.	Year	Recurrent Cost (₦)
1.	2009	270,323,404
2.	2010	671,892,930
3.	2011	471,719,757

Observations

The Committee noted that the Defence Health Maintenance Company is a limited liability company funded by the National Health Insurance Scheme (NHIS). However, during its interaction with the officials of the company, the Committee noted the claim that the company has been receiving Recurrent funding from Government, even when this is not reflected in the Budget. The Committee noted that the budgetary provisions were for other expenditures not covered by the NHIS such as foreign evacuations, ambulances, branded drugs, surgery, infrastructure, high tech equipment, among other things. In addition, the Committee noted that the company has set up a health maintenance organization and uses the savings made from the operations of the organization to complement the provision of Health Insurance Scheme to the members of the Armed Forces and their families.

Recommendation

Government should continue to fund the Recurrent Expenditure for the items not covered under the NHIS for military personnel and their families.

FEDERAL MINISTRY OF EDUCATION

Government has a social responsibility to provide qualitative and affordable education for its citizens. This responsibility does not stop at the Federal Government level, but permeates the State and Local Government levels. In order to implement this, Government needs to put in place an appropriate framework to ensure that as many citizens as possible benefit from this social service, while not neglecting other social services.

Nigeria's Educational Sector is in a state of crisis arising from inadequate funding, poor resource utilization, ineffective monitoring, falling standards and inefficiency. If the country is to stem the recent tide of mass failure in certificate examinations at the secondary school level as well as poor quality graduates from the nation's tertiary institutions, there is an urgent need to address the critical factors that are exacerbating the current challenges facing the educational sector.

Education is on the Concurrent List of the 1999 Constitution. This creates an additional burden on the Federal Government for the management of the sector. There is therefore need to revisit the Constitution on this matter.

Observations

During the interactive sessions with the managers and other experts in the educational sector, the Committee noted that the problem with the sector is traceable to the apparent neglect of the first nine years of a child's educational experience. Government's earlier policy to take over schools from private proprietors without being able to maintain quality and standards marked the beginning of the decay in the sector. The Committee agreed with the views expressed by the stakeholders that the sector was not adequately prepared when the Federal Government subsequently announced the introduction of Mass Education in Nigeria. Poor leadership, lack of appropriate and adequate infrastructure and poor teacher quality as well as the consequential issues of pupil enrolment and retention of the pupils in the school further accentuated the decay.

Although a Commission (the Universal Basic Education Commission), was established to fund Basic Education, the Committee is of the view that the structure for administering primary and secondary education needs to be reviewed by the Federal Government and the States in order to meet the set objectives of the Universal Basic Education in Nigeria.

In carrying out this review, an audit system would have to be put in place for proper monitoring of the activities of UBEC and the State Universal Basic Education Boards (SUBEBs).

During its interactive session with officials of the Ministry, the Committee observed that the operations of UBEC from the Federal level are devoid of sufficient input from the schools in the States and Local Governments where they are expected to maintain good presence and make the most impact.

One of the major drawbacks of the universal basic education, which has impacted negatively on its optimum performance and service delivery, is the perceived poor management of resources placed at its disposal. This is because the standard of education is not commensurate with the huge financial outlay on the sector over the years.

The question has also arisen as to whether the Education Ministry has accurate baseline information on the sector. The Committee noted certain key issues that needed to be frontally addressed if Nigeria is to get out of the crisis in which it finds itself. These are:

a) **Management of quality:**
   i) the teaching curriculum;
   ii) teacher quality;
   iii) the learning environment; and
   iv) duplication of examination bodies.

b) **Ethics and Integrity**
   i) indiscipline;
   ii) examination misconduct and malpractice; and
   iii) corruption.

c) **Monitoring and Evaluation**
   i) inadequate regulatory system;
   ii) inadequate data for planning in the education sector; and
   iii) lack of harmonization of educational policies and standards between the Federal and State Governments.

d) **Challenges of Managing the Staff Unions** and their disruptive impact on the academic calendar.

Management of quality

The Committee observed that over the years, the structures, systems, standards and policies that support a strong and virile educational system, which enabled the maintenance of high standards, have collapsed. There is need to ensure relevance of the teaching curriculum to the national developmental needs and goals.

The issue of teacher quality is a matter of great concern to the nation considering the fact that most of the teachers in the system do not have the

requisite knowledge to impart to their pupils. For example, a recent survey in one of the States revealed that out of 19,000 teachers tested for re-engagement at the primary school level, only 75 of them were successful. When the same test was repeated in 12 other States, the result was even worse.

Over the years, the poor management of resources allocated to this sector has resulted in significant decay in the teaching and learning environment of all institutions.

The duplication of examination bodies conducting similar examinations for similar qualifications has led to a conflict in standards, waste of Government funds and examination fatigue.

Ethics and Integrity

There is an absence of a strong disciplinary process of sanctions and rewards. This has in turn resulted in the decline of integrity and discipline. There are several cases of proved unwholesome practices by some principals of some Unity Schools; yet such principals have remained in post.

These issues underscore the need for the establishment of a strong school management system with Councils/Boards comprising persons of impeccable character and competence.

The issue of inefficient examination administration has led to continuous perpetuation of examination malpractice in internal and public examinations and also need to be addressed.

All these problems are as a result of corruption, which has pervaded every segment of the society.

Monitoring and Evaluation

Ineffectiveness of regulatory systems to drive Government policy due to inadequate legal framework that will ensure the setting of similar standards at all levels of the education sector.

Poor data management has led to the dearth of relevant information to facilitate proper planning and decision-making in the sector.

Insufficient synergy between the Federal and State Governments due to the fact that education is on the Concurrent List has complicated the management of the educational system.

Challenges of Managing the Staff Unions

Incessant strike actions by staff unions, especially at the tertiary education level, gravely affect the education calendar and negatively impact on educational progression. There is therefore need for the Staff Unions to be reformed within the context of a reward system that reflects local economic realities.

The parastatals under the supervision of the Federal Ministry of Education are discussed further in the succeeding paragraphs.

West African Examinations Council (WAEC)

Core Mandate

The West African Examinations Council (WAEC) was established following the acceptance of the Jeffery Report (published in March 1950) by four West African Governments viz Nigeria, the Gold Coast (now Ghana), Sierra Leone and the Gambia.

Ordinance No. 40 of 1951, establishing the Council as a corporate body, was drafted by the West African Inter-Territorial Secretariat in consultation with the said Governments. The Ordinance charged the Council with determining the examinations required in the public interest in West Africa and empowered it to conduct such examinations and award certificates, provided that the certificates did not represent a lower standard of attainment than equivalent certificates of examining authorities in the United Kingdom.

The Council conducts examinations under the following broad categories:

- National Examinations;
- International Examinations; and
- Examinations administered on behalf of other examining bodies.

The National Examinations are restricted to the specific Member Countries for which they are developed and they reflect their local policies, needs and aspirations.

The International Examinations, on the other hand, are available to candidates in the Member Countries. Currently, the Council's International Examination is the West African Senior School Certificate Examination (WASSCE), which replaced the SC/GCE 'Ordinary' and GCE 'Advanced Level Examinations.

Whereas the Chief Executive of WAEC (The Registrar) is based in Accra, Ghana, the Representative Office in Nigeria (called WAEC International) based in Lagos is headed by a Senior Deputy Registrar (Director). The Committee observed that WAEC also has a local component for which full funding is received from the Nigerian Government. The budgets for the two components of WAEC in Nigeria are presented below:

WAEC INTERNATIONAL

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	N274,308,652	N335,559,230	N194,639,218
Overhead	N538,296,108	N767,483,786	N822,584,509
Capital	N48,530,806	N756,180,000	N92,155,573
Total	N861,135,565	N1,859,223,015	N1,109,379,299

WAEC LOCAL

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	N2, 375,737,605	N2,243,489,265	N3,509,376,872
Overhead	N112,905,000	N116,275,951	N67,046,288
Capital	N56,290,000	N189,540,000	N50,451,023
Total	N2,544,932,604	N2,549,305,216	N3,626,874,182

The WAEC office in Nigeria has a total of 1782 personnel on its payroll.

The Committee noted from the review of the financial records of the Council as well as additional management and budgetary projections received during the visit of the Committee that the Council could be self funding if the examination fees currently charged by it were judiciously managed. The Committee is therefore of the view that Government should stop further recurrent subvention to the Council with effect from 2013.

Below is the computation of cost of conducting examinations per candidate for the Years 2008 to 2010 as well as the projected cost per candidate assuming there are 2 million candidates

		2008 N'000	2009 N'000	2010 N'000	2012 Projection N'000
S/No.					
1.	Direct examinations expenses	3,185,964	3,937,219	4,300,752	5,160,902
2.	Other Recurrent Charges	236,259	235,694	261,960	314,352
3.	Personnel Emolument	3,217,245	5,391,947	5,082,313	6,098,776
4.	Office Expenses	689,541	774,819	1,075,197	1,290,236
5.	Other Expenses	130,355	107,060	125,068	150,082
6.	Capital expenditure	308,253	344,814	596,534	596,534

Total costs (A)	**7,767,617**	**10,791,553**	**11,441,824**	**13,610,882**
Candidates May/June	1,369,170	1,373,009	1,351,557	1,600,000
Candidates November/December	372,673	342,446	324,998	400,000
Total Candidates for the year (B)	**1,741,843**	**1,715,455**	**1,676,555**	**2,000,000**
Average Cost per Candidate (A/B)	**4,459**	**6,291**	**6,825**	**6,805**
Current charges per candidate				**5,850**
Note: The 2012 projection is 2010 actual plus 20% increase (except for capital expenditure)				

The Committee is aware of Government's commitment to WAEC International and it is of the view that the commitment should continue to be met.

National Examinations Council (NECO)

Core Mandate

The National Examinations Council (NECO) was established in 1993 and by its mandate was to take over the responsibilities of the National Board for Education Measurement (NBEM), which was created in 1992. Similarly, the conduct of the Senior School Certificate Examinations (SSCE), which had, hitherto, been the exclusive preserve of the West African Examination Council (WAEC), was made an additional responsibility of the new examination body. NECO was to take exclusive charge of the conduct of the SSCE for school-based candidates, while WAEC was to take charge of the same examination for private candidates.

The NECO has a staff strength of 3,001 and receives full funding from the Government as tabulated below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**2,346,122,477**	**2,521,422,477**	**4,687,303,937**
Overhead	**309,296,000**	**286,403,040**	**308,341,513**
Capital	**170,000,000**	**106,852,352**	**114,427,015**
Total	**2,825,418,476**	**2,914,677,868**	**5,110,072,464**

General Observations on WAEC and NECO

The Committee observed that:

i) there are in existence two parallel examination bodies – the West African Examinations Council (WAEC) and the National Examinations Council (NECO) – conducting similar examinations for the same level of students within the same academic session. This has compounded the challenge of maintenance of standards at that level;

ii) in spite of the fact that the two examinations bodies (WAEC and NECO) conduct the same type of examinations for almost the same candidates within the same period, the standard of the WAEC result is reportedly higher than that of NECO;

iii) the continued existence of two parallel bodies conducting the same examinations at very high cost to Government, is not only wasteful and unsustainable but also militates against maintenance of high standards for which the WAEC was always known;

iv) the West African School Certificate (WASC) is more widely recognized and respected both locally and internationally. Many universities and other higher institutions of learning within and outside Nigeria have been known to grant admission for studies in their Colleges purely on the basis of the strength of the WAEC results;

v) there is empirical evidence that students who fail some subjects in the WAEC examinations pass very well in the same subjects in the NECO examinations taken virtually within the same period;

vi) WAEC claims to have the capacity to conduct all examinations such as technical, professional and commercial. Indeed, WAEC was previously responsible for the conduct of technical examinations in the country. However, these responsibilities have since been transferred to the National Business and Technical Examinations Board (NABTEB);

vii) when confronted with the assertion that the WAEC examination results were of higher quality and also have wider acceptance, NECO officials also claimed that the Council's results were equally of high standard and acceptance;

viii) the Ordinance establishing it charged WAEC with determining the examinations required in the public interest in West Africa and empowered it to conduct such examinations and award certificates, provided that the certificates did not represent a lower standard of attainment than equivalent certificates of examining authorities in the United Kingdom; and

ix) that the WAEC could be self funding if the examination fees currently charged by it were judiciously managed.

Recommendations

The Committee recommends as follows, that:

i) the Act establishing the National Examination Council (NECO) be repealed and the Council's activities be returned to the West African Examinations Council (WAEC), which was originally charged with that responsibility for them;

ii) the National Business and Technical Examinations Board (NABTEB) Act be repealed and the Board's activities returned to WAEC, which was originally responsible for the conduct of the examinations;

iii) WAEC be the sole Government-funded examination body to conduct certificate examinations; and

iv) WAEC become self-funding with effect from 2013 and that the examination fees it charges be utilized to finance its operations; and

v) that further funding of WAEC be restricted to the international obligations of Government to the Council with effect from the 2013 Fiscal Year.

Joint Admissions and Matriculation Board (JAMB)

Core Mandate

The Core Mandate of JAMB is to:

i) conduct Matriculation Examinations for Admission to courses and programmes leading to the Award of First Degree, National Diploma and Nigeria Certificate in Education; and
ii) undertake the placement of suitably qualified candidates into courses and programmes in the Universities, Monotechnics, Polytechnics, Colleges of Education and innovative institutes.

Observations

The Committee noted that the universities now conduct Post-Unified Tertiary Matriculation Examination (PUTME) tests for admission due to the questionable integrity of JAMB examination results. The universities have reportedly observed that there is often no correlation between the high scores obtained in JAMB examinations and the students' performance in the universities.

JAMB in turn claimed that that post-UME was not only irrelevant, but illegal; stressing that there is no standardization in terms of time and content.

While noting that Universities have a right to conduct tests for prospective students coming into the Universities, the Committee observed that it is necessary for the Joint Admissions and Matriculation Board (JAMB) as a central examination body to ensure justification for admission of students into Nigerian universities. The Committee, however, expressed the view that JAMB should ensure that its standards are high regardless of who sets its questions, supervises its examinations and marks the scripts.

The Committee also observed that universities charge exorbitant fees for the PUTME, which more or less translates to the commercialization of the PUTME process. The proceeds from this process are neither remitted to the Treasury nor accounted for in any other form to Government. The Committee therefore believes that the allegation of exorbitant fees charged candidates for PUTME should be brought to the attention of the Federal Ministry of Education and the National Universities Commission with a view to investigating it and taking appropriate action.

Recommendations

The Committee recommends as follows, that:

i) JAMB continues to exist as a central examination body for admissions into Nigerian universities and that it should improve on its standards and address the issue of the integrity of its results; and

ii) that the attention of the Federal Ministry of Education and the National Universities Commission be drawn to the allegation of exorbitant fees charged candidates by the universities for PUTME with a view to investigating it and taking appropriate action.

National Universities Commission (NUC)

Core Mandate

The enabling Act of the NUC mandates it to carry out the following functions:

i) approval of courses, programmes, units and faculties in the Nigerian University System;
ii) determination and maintenance of minimum academic standards at undergraduate and postgraduate levels;
iii) provision of guidelines and processing of applications for the establishment of private universities;
iv) accreditation of all academic programmes, and inspection and monitoring of universities; and
v) making other investigations relating to higher education, as the Commission may consider necessary in the national interest.

Budget

The National Universities Commission (NUC) is fully funded by Government and the budgetary allocation to the Commission in the period 2009-2011 is as shown in the table below:-

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**754,125,619**	**752,340,500**	**1,419,742,496**
Overhead	**760,004,360**	**811,804,316**	**873,988,527**
Capital	**237,678,245**	**145,961,628**	**148,030,592**
Total	**1,751,808,223**	**1,710,106,444**	**2,441,761,614**

Observations

During the Committee's interaction with officials of the National Universities Commission (NUC), some administrators of tertiary education in Nigeria and experts in that sector, it was unanimously agreed that the standard and quality of tertiary education in Nigeria have continued to ebb in the last 25 years.

Although questions have been raised about the accuracy of global ratings of universities due to unique traditions in various universities and considering the fact that the compilers decide what matrices to use and the weightings awarded to them, the Committee was concerned that no Nigerian University ranked among the top 1000 in the world irrespective of whatever matrix was used. According to the 2012 World University Web Ranking, the top-ranked university in Nigeria - University of Ibadan - was rated 30th in Africa.

The Committee and education experts agreed that several factors were responsible for the rapid decline in the quality and standard of tertiary education in Nigeria, which if not addressed immediately, would have further dire consequences on the educational system. The identified factors include the following:

i) Tuition-free policy of Government for undergraduate students;
ii) over-dependence on Government funding by the Universities;
iii) near absence of good governance structures;
iv) dearth of quality research;
v) decline in ethical and professional practices by lecturers;
vi) politicization of hierarchical positions in the universities;
vii) proliferation of part-time programmes;
viii) role of Staff unions; and
ix) absence of strong regulations for ensuring standards.

The Committee noted that it costs about N450,000 to train an Arts student in a Nigerian university and N525,000 for a Science student per session. However, unlike in other climes where universities are rated among the best in terms of reputation and academics, the extant Government tuition-free policy exempts undergraduates in Federal Universities in Nigeria from paying tuition fees. The Committee noted that the consequence of such a policy is that Federal universities have been denied adequate funding to contribute to quality education in terms of infrastructure and educational materials. The Committee is therefore of the strong opinion that tuition fees should be reintroduced in Federal universities. The Committee is aware that the reintroduction of tuition fees would be very challenging, having operated a free-tuition policy for many years. Nevertheless, it is an inescapable reality that all stakeholders must have to face. This is because deferring the action would be tantamount to setting a time-bomb that will ultimately go off someday.

The Committee noted the claim that Federal Universities required more funds to enable them:

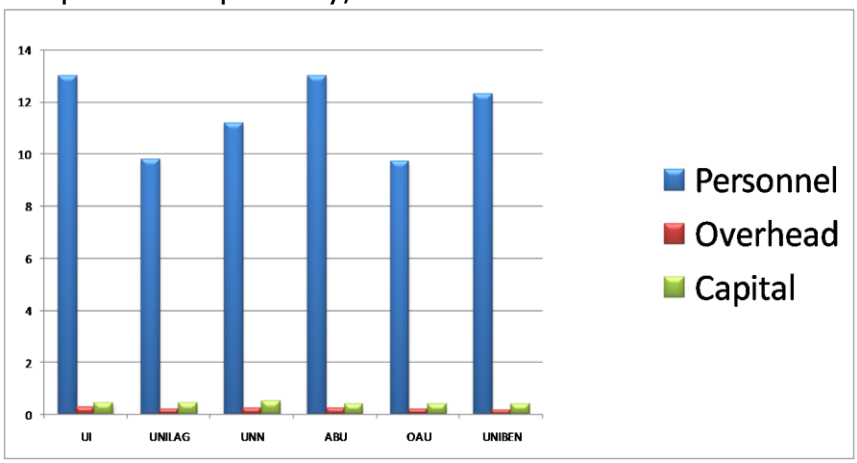
i) meet their infrastructure needs;
ii) provide appropriate learning tools for the students; and
iii) employ and pay competitive wages to the faculty members.

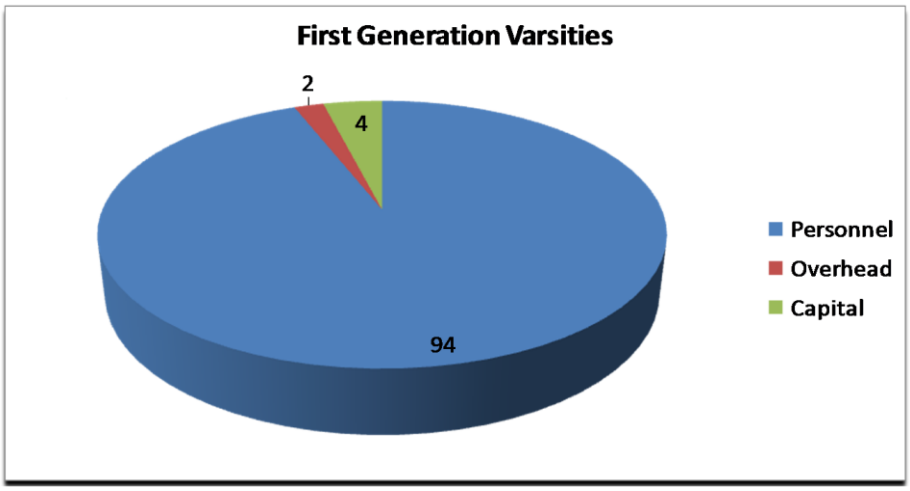
The Committee however observed that the Universities rely heavily on Government funding as shown in the tables below, which underscore the fact that the bulk of the funding of universities goes to Personnel Cost, with Overhead and Capital Costs attracting very low allocations. The table below clearly illustrates the funding profiles of selected Federal universities:

Universities	Personnel ₦	Overhead ₦	Capital ₦
University of Ibadan	12, 725, 524, 326	300, 339, 688	450, 609, 633
University of Lagos	9, 809, 262, 940	192, 135, 388	450, 609, 633
University of Nigeria, Nsukka	11, 225, 201, 427	254, 145, 312	500, 609, 633
Ahmadu Bello University, Zaria	12, 824, 030 ,004	250, 589, 587	400, 609, 633
University of Benin	12, 305, 944, 751	188, 636, 467	400, 609, 633
University of Jos	6, 894, 482, 868	189, 774, 837	450, 342, 466
Obafemi Awolowo University	9, 730, 274, 723	199, 604, 463	400, 609, 633
University of Calabar	9, 218, 684, 891	232, 090, 145	456, 026, 918
University of Ilorin	5, 856, 316, 713	128, 162, 282	400, 342, 466
University of Abuja	3, 921, 243, 421	129, 582, 397	500, 000, 000
University of Agriculture, Abeokuta	5, 002, 602, 325	154, 139, 160	334, 502, 998
University of Agriculture, Makurdi	4, 605, 656, 325	89, 673, 398	334, 502, 998
Michael Okpara University of Agriculture, Umudike	3, 249, 401, 224	84, 426, 679	334, 502, 998
University of Port-Harcourt	8, 592, 310, 653	150, 536, 499	400, 342, 466
Abubakar Tafawa Balewa University, Bauchi	3, 082, 925, 736	97, 428, 188	450, 891, 816
University of Technology, Owerri	6, 383, 051, 884	200, 024, 178	400, 891, 816
University of Technology, Akure	3, 965, 274, 334	178, 848, 878	400, 891, 816
University of Technology, Minna	4, 270, 556, 737	142, 097, 238	408, 891, 816
University of Technology, Yola	3, 398, 086, 818	89, 019, 874	408, 891, 816
University of Uyo	8, 158, 129, 878	157, 939, 034	429, 342, 465
University of Maiduguri	9, 287, 627, 943	249, 525, 587	429, 342, 466
Nnamdi Azikiwe University, Awka	6, 794, 065, 595	107, 548, 409	429, 342, 466
Bayero University Kano	6, 889, 161, 309	180, 805, 717	400, 342, 466
Usman Dan Fodio University, Sokoto	5, 551, 618, 862	140, 152, 647	500, 000, 000

The charts below also show the allocations to the first six universities (i.e. the first generation universities) for the 2011 Fiscal Year, with Personnel accounting for 94 percent of the total allocation. Capital and Overhead received four and

two percent respectively, of the allocations:





Flowing from the above, it is obvious that the current Personnel Costs of the universities cannot be sustained by the Government.

The Committee observed that one of the major reasons for the high profile of Personnel Cost obtainable in the Public Service (including the universities), is attributable to the hiring and/or retention of superfluous staff who are either idle or underemployed. In the circumstances, it is the view of the Committee that universities should put in place structures and programmes within a period of not more than five years that would make them self-funding. The Federal Government, on its part, should support the provision of infrastructure on the basis of need and merit.

It is also imperative that public universities develop innovative solutions for addressing their funding challenges like their private counterparts whose sources of funding are derived from subventions, donations and stakeholders

contributions as well as internally generated revenue. Other potential revenue sources include:

i) grants from wealthy individuals, alumni, etc;
ii) endowments by corporate bodies;
iii) linkages and partnerships;
iv) community participation;
v) investment income and other sources of internally generated funds; and
vi) competitive tuition fees.

The Committee is therefore of the view that there is need for cost-sharing in the funding of the Federal universities as Government alone cannot sustain the huge and ever-increasing cost involved. Consequently, all stakeholders should be made to share the cost of university education bearing in mind that ultimately Government would fully disengage from funding the Recurrent Expenditure of all Federal universities.

To this end therefore, the Committee believes that the disengagement from funding should be phased in order to allow the universities put in place appropriate framework that will enable them transit seamlessly. The Committee believes that the process of disengagement can commence immediately and be concluded within a period of five years, with effect from the 2013 Fiscal Year, in the following Federal universities (known as the First Generation Universities):

i) University of Ibadan (1948);
ii) University of Nigeria, Nsukka (1960);
iii) Ahmadu Bello University, Zaria (1962);
iv) University of Lagos, Akoka (1962);
v) Obafemi Awolowo University, Ile-Ife (1962); and
vi) University of Benin (1970).

Indeed, the Committee is of the view that Government should put in place a mechanism to transform the aforementioned institutions into model universities with each having a niche or area of comparative advantage, which is believed would once again restore the former glory of tertiary education in the country.

The Committee envisages that there would be initial financial challenges following the proposed disengagement of Government from the funding of the Recurrent Expenditure of universities. In order to cushion the effects of such withdrawal, it is strongly suggested that the universities be given initial take-off grants.

The Committee also noted the establishment of nine new universities as listed below and the paltry sums allocated to them in the 2012 Budget Proposal and observed that the sums allocated are rather thinly spread and inadequate for any meaningful impact to be made.

S/N	UNIVERSITY	PERSONNEL ₦	OVERHEAD ₦	CAPITAL ₦
1.	Federal University Oye Ekiti	687, 671, 071	111, 111, 111	277, 777, 778
2.	Federal University Otuoke	694, 864, 211	111, 111, 111	277, 777, 778
3.	Federal University Dutse	629, 080, 814	111, 111, 111	277, 777, 778
4.	Federal University Ndufu Alike	689, 465, 452	111, 111, 111	277, 777, 778
5.	Federal University Lafia	737, 640, 699	111, 111, 111	277, 777, 778
6.	Federal University Dutsin-Ma	768, 491, 800	111, 111, 111	277, 777, 778
7.	Federal University Kashere	781, 771, 038	111, 111, 111	277, 777, 778
8.	Federal University Lokoja	727, 884, 484	111, 111, 111	277, 777, 778
9.	Federal University Wukari	781, 751, 941	111, 111, 111	277, 777, 778
TOTAL		**₦6,498,621,510**	**₦999,999,999**	**₦2,500,000,002**

Although the establishment of the new universities is aimed at bringing Federal presence to the affected States and ensuring that more candidates gain admission into universities, the Committee observed that this is coming at a time when the education sector is in a crisis and it has become glaring that Government alone can no longer wholly fund education.

From table above, it is obvious that the amount allocated for infrastructural development would not be adequate. This trend is unsustainable and cannot lead to any meaningful impact in the attainment of world-class educational standard. The ratio of Recurrent to Capital Expenditure is about 3:1, which should have been otherwise for new institutions where expenditure should be more focused on infrastructural development.

In view of the high Recurrent Cost in the Federal universities, there is the need to conduct a staff and student audit in each of the universities. This would also facilitate the generation of a comprehensive and reliable data base.

Although there are anticipated reductions in Government spending on Recurrent Costs of the universities, the Committee is of the view that the focus should be on laying a foundation upon which sustainable development can be built for the human capital of the universities. Therefore, Government would still need to provide human capital development funding for universities, particularly through the Tertiary Education Trust Fund (TETFund).

While noting the dearth of research in the universities, the Committee was informed of the availability of research funds in the Tertiary Education Trust Fund (TETFund) and Step-B World Bank project, which according to the NUC and TETFund, lecturers in the tertiary institutions have not been able to access because of capacity challenges militating against their abilities.

The Committee was also of the view that if the universities are allowed to charge competitive fees, the Government would be expected to increase the quantum of scholarships available to accommodate a greater number of brilliant but indigent students. In order to attain a critical mass of students in this category who can benefit from scholarship awards, the States and Local Governments as well as Corporate bodies and philanthropic organizations and individuals should be encouraged to do the same.

Added to this, the Committee firmly believes that the existing Federal Scholarship Policy should be reviewed to include a wider range of beneficiaries and the existing Board, which is a unit in the Federal Ministry of Education, should be strengthened with the constitution of an independent Board made up of persons with proven integrity in order to guard against undue interference.

Furthermore, the Committee strongly suggests that private investors and corporate bodies should be encouraged to undertake joint ventures with the universities in order to develop key facilities such as hostels on a Build-Operate-Transfer (BOT) basis. In addition to this, the Committee believes that facility managers should be allowed to run all new and existing hostels, for which interested students should be made to pay economic rates rather than the paltry sum being currently being paid for on-campus accommodation in many Federal Universities.

It was also the view of the Committee that the enabling laws of the universities need to be amended to support the proposed university autonomy and self-funding status of the universities.

The Committee further observed that over the years, there had been a steady erosion of values within the university setting, leading to a decline in ethical and professional practices by lecturers and students alike. For instance, there have been cases of sexual misconduct leveled against some lecturers who allegedly engage in such unethical practice for the purpose of awarding unmerited marks in semester examinations. There have also been reported cases of lecturers who inflate examination scores for pecuniary reasons.

Another major factor that has affected the quality of education in the universities is the proliferation of part-time programmes, which in some institutions account for more student enrolment than the regular undergraduates. The implication of

this is that a majority of those who end up graduating actually spend fewer learning hours over a period of five academic sessions, which directly affects the quality of learning received. The Government and the regulatory authority therefore have to put effective mechanisms in place to check the proliferation of part-time programmes and stem the gradual slide of some universities into part-time schools.

Experts believe that the of politicization of positions in the universities, particularly those of Vice-Chancellors and Heads of Departments have in no small measure contributed in no small measure to the erosion of the reputation of many departments, which hitherto were renowned for scholarship. Due to this practice, there no longer appears to be a relationship between productivity and promotion as well as academic growth and hierarchical positioning. In addition to this, the ever-growing influence wielded by the unions, in particular the Academic Staff Union of Universities (ASUU), and the threat/tendency to embark on an industrial action to drive home virtually every demand has led to a situation in which there is now a psychological disengagement from work. The implication of this is that more energy is channeled into political issues than academic pursuit.

The Committee also believes that the universities should embrace strong corporate governance rules and independent Boards of Governors, whose services should be rendered free of charge, in order to enforce compliance with these rules.

The Committee observed that going forward there is need to merge all tertiary education regulatory institutions into one body to be known as the **Tertiary Education Commission (TEC).** This body will be a merger of the NUC, NBTE and NCCE. It is envisaged that it would be empowered to sanction defaulting universities and similar institutions as well as illegal degree awarding institutions existing in the country. Consequently, the enabling law of the NUC should be repealed and a new one enacted to accommodate the proposed TEC.

The Committee observed during its interactive session with NUC that there are about 48 illegal degree-awarding institutions in the country, which the NUC is not empowered by law to sanction, except through the use of existing criminal laws and the law enforcement agencies. This, the Committee observed, is a very slow process. It therefore suggested that for more expeditious and effective results and with a view to maintaining the integrity of Degrees obtained in Nigerian Institutions, the enabling law of the proposed TEC should include the power to sanction illegal and erring institutions for more expeditious and effective results.

It is the firm view of the that if its recommendations on the education sector are implemented, it will set the pace for the required transformation in the sector.

Recommendations

The Committee recommends as follows, that:

i) that a staff and student audit be undertaken in the universities in order to build a comprehensive and reliable data base;

ii) Government puts in place a five-year plan to transform the first generation universities into model institutions;

iii) Government and universities develop innovative solutions for addressing the funding challenges of the universities;

iv) the universities reposition themselves by growing the breadth of their revenue and income from among others, the following sources:
   a) grants from wealthy individuals, alumni, etc;
   b) endowments from corporate bodies;
   c) linkages and partnerships;
   d) community participation;
   e) investment income and other sources of internally generated funds; and
   f) competitive tuition.

v) Government ensures that the financial accounts of the universities are audited and published as and when due;

vi) Government reintroduces tuition in its universities;

vii) universities adopt strict corporate governance rules with formidable Boards of Governors to enforce compliance and render services free of charge;

viii) Government supports the provision of infrastructure on the basis of need and merit;

ix) Government gives take-off grants to the universities as appropriate upon its withdrawal from the funding of Recurrent Cost;

x) the enabling laws of the universities be amended to support the proposed university autonomy and self-funding status;

xi) Government increases the quantum of scholarships available to accommodate a greater number of brilliant but indigent students;

xii) the States and Local Governments as well as Corporate bodies and philanthropic organizations and individuals be encouraged to award

scholarships to deserving students;

xiii) the enabling law of the NUC be repealed and a new law enacted to reflect the merger of the NUC, NBTE and NCCE into the proposed Tertiary Education Commission;

xiv) enforcement powers be included in the enabling law of the proposed **Tertiary Education Commission (TEC)** to sanction defaulting universities as well as illegal degree-awarding institutions;

xv) private investors and corporate bodies be encouraged to undertake joint ventures with the universities to develop key facilities such as hostels, on a Build-Operate-Transfer (BOT) basis; and

xvi) that facility managers be allowed to run all new and existing hostels, for which interested students should be made to pay economic rates.

National Board for Technical Education (NBTE)

Core Mandate

The National Board for Technical Education (NBTE) was established by Decree 9 of January 1977, now an Act of the National Assembly, to advise the Federal Government on, and co-ordinate all aspects of technical and vocational education, which fall outside the universities and to make recommendations on the nation's policy necessary for the training of technicians, craftsmen and other middle-level and skilled manpower.

The NBTE is also mandated to perform the following functions:

i) to determine, after consultation with the National Manpower Board, the Industrial Training Fund and such other bodies as it considers appropriate, the skilled and middle-level manpower needs of the country in the industrial, commercial and other relevant fields for the purpose of planning training facilities and in particular to prepare periodic master-plans for the balanced and coordinate development of polytechnics and such plans shall include;

ii) the general programmes to be pursued by polytechnics in order to maximize the use of available facilities and avoid unnecessary duplication while ensuring that they are adequate to the manpower needs of the country;

iii) recommendations for the establishment and location of new polytechnics as and when considered necessary;

iv) to inquire into and advise the Federal Government on the financial needs, both recurrent and capital, of polytechnics and other technical institutions to enable them meet the objectives of producing the trained manpower needs of the country;

v) to receive block grants from the Federal Government and allocate them to polytechnics in accordance with such formula as may be laid down by the Federal Executive Council;

vi) to act as the agency for channelling all external aid to polytechnics in Nigeria;

vii) to advise on, and take steps to harmonize entry requirements and duration of courses at technical institutions;

viii) to lay down standards of skill to be attained and to continually review such standards as necessitated by technological and national needs;

ix) to review methods of assessment of students and trainees and to develop a scheme of national certification for technicians, craftsmen, and other skilled personnel in collaboration with ministries and organization having technical training programmes;

x) to undertake periodic review of the terms and conditions of service of personnel in polytechnics and to make recommendations thereon to the Federal Government;

xi) to collate, analyze and publish information relating to technical and vocational education;

xii) to consider any matter pertaining to technical or technological education as may be referred to it from time to time by the Minister; and

xiii) to carry out such other activities as are conducive to the discharge of its functions.

Budget

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	569,550,688	638,985,379	845,517,216
Overhead	385,500,000	381,645,000	386,005,455
Capital	140,421,456	76,445,415	117,323,760
Total	1,095,472,143	1,097,075,793	1,348,846,430

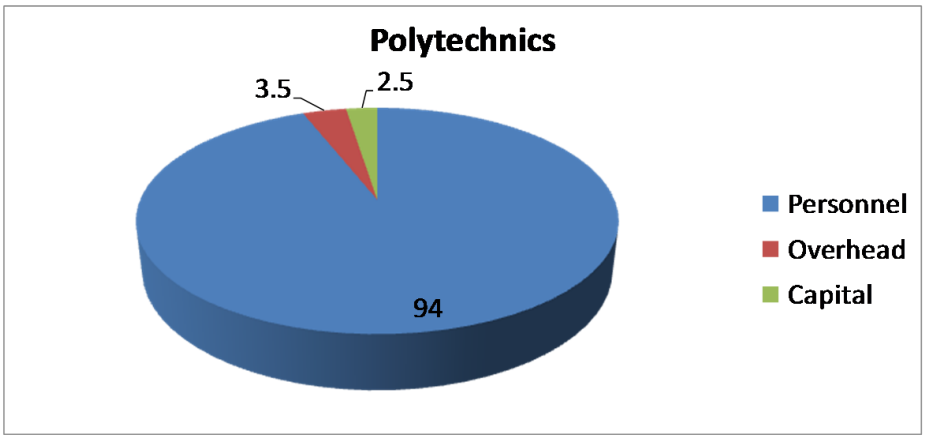
The Federal Government wholly funds the 21 Federal Polytechnics as shown in the table below:

S/N	NAME OF INSTITUTION	PERSONNEL COST (₦)	OVER HEAD COST (₦)	CAPITAL COST (₦)	TOTAL (₦)
1	FEDERAL POLYTECHNIC ADO-EKITI	1,915,721,137	102,748,568	262,023,731	2,280,493,436
2	FEDERAL POLYTECHNIC BAUCHI	1,830,414,892	89,744,736	101,753,303	2,021,912,931
3	FEDERAL POLYTECHNIC BIDA	2,185,098,204	121,715,362	99,411,066	2,406,224,632
4	FEDERAL POLYTECHNIC IDAH	2,005,397,611	112,529,518	105,180,999	2,223,108,128
5	FEDERAL POLYTECHNIC KAURA-NAMODA	2,078,916,486	111,879,404	96,076,611	2,286,872,501
6	FEDERAL POLYTECHNIC MUBI	2,608,279,646	118,472,395	102,142,820	2,828,894,861
7	FEDERAL POLYTECHNIC NASARAWA	1,905,395,354	80,303,656	97,183,043	2,082,882,053
8	FEDERAL POLYTECHNIC UWANA-AFIKPO	2,952,939,613	46,523,706	73,132,047	3,072,595,367
9	FEDERAL POLYTECHNIC KADUNA	6,380,768,584	258,628,690	118,456,606	6,757,853,880
10	FEDERAL POLYTECHNIC OFFA	1,808,330,617	332,047,968	1,534,978,763	3,675,357,348
11	FEDERAL POLYTECHNIC EDE	1,407,181,415	64,724,978	1,385,895,849	2,857,802,241
12	FEDERAL POLYTECHNIC AUCHI	3,922,391,370	126,712,089	101,177,496	4,150,280,956
13	FEDERAL POLYTECHNIC NEKEDE	2,246,517,037	114,935,428	129,486,622	2,490,939,087
14	FEDERAL POLYTECHNIC OKO	3,582,833,607	113,001,820	106,464,085	3,802,299,512
15	FEDERAL POLYTECHNIC DAMATURU	986,312,601	48,637,475	72,602,797	1,107,552,874
16	FEDERAL POLYTECHNIC HUSSAINI ADAMU	741,426,464	100,721,313	60,280,160	902,427,937
17	FEDERAL POLYTECHNIC GWANDU	2,074,319,273	100,721,313	82,272,568	2,257,313,154
18	FEDERAL POLYTECHNIC ILARO	2,147,398,036	80,303,657	93,755,348	2,321,457,040
19	YABA COLLEGE OF TECHNOLOGY	4,227,920,113	165,851,440	96,267,020	4,490,038,573
20	FEDERAL POLYTECHNIC BALI	443,736,633	178,288,971	82,676,304	704,701,908
21	FEDERAL POLYTECHNIC EKOWE	773,623,121	180,738,809	344,284,248	1,298,646,178
	TOTAL	**48,224,921,814**	**2,649,231,296**	**5,145,501,486**	**56,019,654,597**

Observations

From the table above, the Committee observed that the Recurrent Personnel Costs of the Federal Polytechnics far outweigh their Capital Costs and cannot be sustained by the Government. This, it noted, is attributable to the hiring and/or retention of superfluous staff who are either idle or underemployed.

As indicated in the chart below, further analyses of the figures show that about 94 per cent of the total allocation to the polytechnics in 2011 went to Recurrent expenditure, with personnel gulping the sum of **₦48,224,921,814:**



Just as it noted in the case of universities, with that kind of expenditure pattern, the polytechnics would find it a herculean challenge developing existing infrastructure and improving the standard of technical education. Tertiary institutions should put in place structures and programmes that will make them self-funding and autonomous. The Federal Government should therefore support the provision of infrastructure on the basis of need and merit. It is the view of the Committee that the hiring of polytechnic staff should be needs-driven.

Based on the principle it adopted for working out the proposed exit of the Federal Government from the Recurrent Costs of universities beginning with the first generation universities, the Committee is of the view that Government should cease to wholly fund the Recurrent Costs of polytechnics over a period of time.

The Committee equally noted the need to conduct a staff and student audit in the polytechnics in order to develop a comprehensive and reliable data base. It was also of the view that private investors and corporate bodies be encouraged to undertake joint ventures with the polytechnics to develop key facilities on a Build-Operate-Transfer (BOT) basis.

Other Observations

The Committee also observed as follows:

a) that the NBTE is a regulatory body for tertiary institutions (polytechnics and technical schools) as both the NUC and NCCE are for universities and colleges of education respectively;

b) that the NBTE should be subsumed along with the NCCE under the NUC to form the proposed tertiary education regulatory body to be known as the **Tertiary Education Commission (TEC)**;
c) that polytechnics charge appropriate fees for the services they render;

d) that Government takes over responsibility for students who excel in academics and meet the requirements of established Scholarships Boards;
e) that the enabling laws of the polytechnics would have to be amended to support the proposed autonomy and self-funding status of polytechnics;
f) that the enabling law of the NBTE be repealed pursuant to the emergence of the proposed Tertiary Education Commission;
g) that the fallen standard in the quality of graduates from the polytechnics and technical colleges is reflective of the general malaise in the educational sector and that the Institutions under the purview of the NBTE should be strengthened under the proposed Tertiary Education Commission.

Recommendations

The Committee recommends as follows, that:

i) the NBTE should be subsumed along with the NCCE under the NUC to form the proposed tertiary education regulatory body to be known as the **Tertiary Education Commission**;
ii) the enabling law of NBTE be repealed;
iii) the enabling laws of Federal Polytechnics be amended to reflect the proposed autonomous status;
iv) a staff and student audit be conducted in the polytechnics in order to build a comprehensive and reliable data base; and
v) private investors and corporate bodies be encouraged to undertake joint ventures with the polytechnics to develop key facilities on a Build-Operate-Transfer (BOT) basis.

National Commission for Colleges of Education (NCCE)

Core Mandate

The National Commission for Colleges of Education (NCCE) was established by Decree No. 3 of January 1989, now an Act of the National Assembly. It is mandated to perform the following functions: to

i) make recommendations on the national policy necessary for the full development of teacher education and the training of teachers;

ii) lay down minimum standards for all programmes of teacher education and accredit their certificates and other academic awards after obtaining the prior approval of the Honorable Minister of Education;

iii) approve guidelines setting out criteria for accreditation of all Colleges of Education in Nigeria;

iv) determine the qualified teachers needs of Nigeria for the purpose of planning facilities and in particular prepare periodic master plans for the balanced and coordinated development of Colleges of Education;

v) inquire into and advise the Federal Government on the financial needs of the Colleges to enable them meet the objectives of producing the trained qualified teachers in the country;

vi) receive block grants from the Federal Government and allocate them to the Colleges of Education;

vii) act as the agency for channeling all external aids to Colleges of Education in Nigeria;

viii) harmonize entry requirements and duration of courses at the Colleges of Education;

ix) collate, analyze and publish relevant information relating to teacher education in Nigeria;

x) advise on and take measures to improve immediate and long term prospects of technical and business education teachers with respect to status and remuneration; and

xi) provide encouragement for women to enter a wide range of pre-vocational courses in technical education.

Budget

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	281,572,182	302,540,348	462,663,679
Overhead	140,005,457	138,605,403	149,222,577
Capital	538,576,926	402,038,770	334,507,354
Total	960,154,565	843,184,519	946,393,609

Observations

The Committee observed that over the years, the teaching profession in Nigeria has been unable to attract the best hands, particularly at the National Certificate of Education (NCE) level, ostensibly due to the low rating of entry qualifications into courses at the Colleges of Education, which is usually between 2-3 Ordinary Level Credits unlike the Universities that require five Credits for eligibility for admission. This implies that most of those who turn out to be teachers take to the profession as a last resort.

The Committee believes that the entry qualification into the College of Education should be raised and the standard of teaching improved in order to produce a crop of qualified teachers capable of meeting global standards. This will in turn ensure that the quality of knowledge being imparted to the pupils is also improved.

The Committee is of the view that a new policy would have to be developed to truly professionalize teaching in Nigeria, especially at the primary education level. It will entail the enrichment of the Scheme of Service by introducing internship and mentoring for fresh graduates from the Colleges of Education for a prescribed period of time, after which they will be licensed to practice their profession.

Teachers in primary and secondary schools would be required to undergo retraining and recertification to teach. However, all eligible teachers in the private schools would also be required to take qualifying examination and be licensed to continue practice.

The proposed policy would engender a reviewed package for the advancement and enhanced remuneration for all licensed teachers.

The Committee observed that the NCCE is a regulatory body for the colleges of education just as NUC and NBTE are regulatory bodies for the universities and the polytechnics/technical colleges, respectively.

The Committee believes that all the regulatory bodies for tertiary education should be streamlined and consolidated in one agency for synergy, improved performance and service delivery. To this end, the Committee has proposed that the new body be known as the **Tertiary Education Commission**.

On the 21 Colleges of Education, the Committee noted that they are all wholly funded by the Federal Government as indicated below:

S/N	NAME OF INSTITUTION	PERSONNEL COST (₦)	OVERHEAD COST (₦)	CAPITAL COST (₦)	TOTAL (₦)
1	FEDERAL COLLEGE OF EDUCATION, ABEOKUTA	1,465,490,091	58,486,737	123,808,498	1,647,785,326
2	FEDERAL COLLEGE OF EDUCATION, AKOKA	1,291,331,586	45,000,000	514,941,005	1,851,272,591
3	FEDERAL COLLEGE OF EDUCATION, ASABA	1,109,425,882	79,496,957	100,749,390	1,289,672,229
4	FEDERAL COLLEGE OF EDUCATION, BICHI	1,146,696,786	47,600,502	199,855,214	1,394,152,502
5	FEDERAL COLLEGE OF EDUCATION, GOMBE	1,364,038,824	61,532,706	112,219,781	1,537,791,310
6	FEDERAL COLLEGE OF EDUCATION, GAUSAU	798,103,552	30,806,509	140,335,455.70	969,245,517
7	FEDERAL COLLEGE OF EDUCATION, KANO	1,313,599,235	76,649,098	107,931,508	1,498,179,842
8	FEDERAL COLLEGE OF EDUCATION, KATSINA	1,129,487,687	62,518,475	96,454,550	1,288,460,711
9	FEDERAL COLLEGE OF EDUCATION, KOTANGORA	1,177,592,760	48,647,634	103,719,664	1,329,960,058
10	FEDERAL COLLEGE OF EDUCATION, OBUDU	1,574,248,263	96,283,451	330,747,028	2,001,278,743
11	FEDERAL COLLEGE OF EDUCATION,OKENE	1,705,001,803	93,110,424	414,912,405	2,213,024,632
12	FEDERAL COLLEGE OF EDUCATION, OMUKU	1,481,864,588	76,552,865	213,623,618	1,772,041,071
13	FEDERAL COLLEGE OF EDUCATION,ONDO	1,760,845,672	72,871,194	107,663,098	1,941,379,964
14	FEDERAL COLLEGE OF EDUCATION, OYO	1,821,280,685	81,885,890	361,520,994	2,264,687,570
15	FEDERAL COLLEGE OF EDUCATION, PANKSHIN	1,511,177,204	82,491,969	134,735,110	1,728,404,283
16	FEDERAL COLLEGE OF EDUCATION, POTISKUM	1,201,547,832	80,997,028	118,521,499	1,401,066,360
17	FEDERAL COLLEGE OF EDUCATION, UMUNZE	1,357,197,861	77,840,800	107,663,097	1,542,701,759
18	FEDERAL COLLEGE OF EDUCATION, YOLA	1,307,213,159	65,101,085	109,891,738	1,482,205,982
19	FEDERAL COLLEGE OF EDUCATION, ZARIA	2,612,390,059	77,168,995	645,482,406	3,335,041,460
20	FEDERAL COLLEGE OF EDUCATION, EHA-AMUFU	1,065,783,418	54,292,106	124,260,218	1,244,335,742
21	ALVAN IKOKU COLLEGE OF EDUCATION, OWERRI	2,683,749,015	74,610,756	189,680,662	2,948,040,434
	TOTAL	**30,878,065,962**	**1,443,945,181**	**4,358,716,939**	**36,680,728,086**

The Committee observed that the same trend ran through all tertiary institutions, where the Recurrent Costs far outweigh the Capital Costs, thereby placing so much financial burden on the Federal Government.

An analysis of the figures shows that about 88 per cent of the total allocation to the Colleges of Education in 2011 went to Recurrent expenditure, with personnel accounting for the sum of ₦**30,878,065,962** out of a total budget of **N36,680,728,086.**

Just as it noted in the case of universities, with that kind of expenditure pattern, the polytechnics would find it a herculean challenge developing existing infrastructure and improving the standard of technical education. Tertiary institutions should put in place structures and programmes that will make them self-funding and autonomous. The Federal Government should therefore support the provision of infrastructure on the basis of need and merit. It is the view of the Committee that the hiring of polytechnic staff should be needs-driven.

It therefore reasoned that Government should develop innovative solutions for addressing the funding challenges of the Federal Colleges of Education. The Committee is of the view that the Colleges, like other Federal tertiary institutions, need to reposition themselves by boosting their income bases from, among others, the following sources:

i) endowments from corporate bodies;
ii) investment income and other sources of internally generated funds; and
iii) competitive tuition fees.

The Committee also believes that Government should give take-off grants to the Federal Colleges of Education as appropriate upon disengagement from their funding within a specified period of time.

Recommendations

The Committee recommends as follows, that:

i) a new policy be developed to professionalize teaching, especially at the primary education level, in order to raise the standard of teaching to produce a crop of qualified teachers capable of meeting the highest global standards;

ii) the Scheme of Service for fresh graduates of the Colleges of Education be enriched by introducing internship and mentoring for a defined period of time;

iii) graduate teachers be licensed to practice their profession, after the period of internship;

iv) all practising teachers in public schools to undergo retraining and recertification to be able to continue in their profession;

v) all eligible teachers in the private schools to take qualifying examinations and be licensed to continue practising;

vi) the new policy entails advancement and enhanced remuneration for all licensed teachers;

vii) the regulatory bodies for tertiary education, namely the NUC, NBTE and NCCE be streamlined and consolidated into one agency for synergy, improved performance and service delivery; and

viii) that the enabling law of the NCCE be repealed.

Further Observations

The Committee examined all the regulatory bodies for tertiary education and concluded that there is need for them to be streamlined and consolidated into one body. The National Universities Commission being the apex body in the tertiary education regulatory sub-sector should subsume the NBTE and NCCE, to form a new agency to be known as the **Tertiary Education Commission**.

The proposed Commission would be structured into three main departments with each responsible for one level of tertiary education. This would give the needed impetus and synergy to effectively regulate the subsector. The Committee believes that there is no better time for such a grand union.

In the circumstances, the enabling laws of the NUC, NBTE and the NCCE would need to be repealed and a new one enacted to reflect the proposed merger.

Tertiary Education Trust Fund (TETFund)

Core Mandate

The Tertiary Education Trust Fund was established by the Education Trust Establishment Act of 2011, to administer and disburse education tax to Federal and State Tertiary educational institutions for the maintenance of:

i) essential Physical infrastructure for teaching and learning;
ii) instructional materials and equipment;
iii) for research and publication;
iv) for academic staff training and development; and
v) for any other need which, in the opinion of the Board of Trustees, is critical and essential for the improvement of quality and maintenance of standards in the higher educational institutions.

Observations

The Committee noted the enormous responsibility and contributions of the TETFund particularly in the area of provision of infrastructural facilities in public tertiary institutions.

The Committee also noted that the activities of the TETFund are not limited to the provision of infrastructure but also involve the funding of research in public tertiary institutions as well as a higher education book development project for professional journals and manuscripts of individual authors. The research fund is bifurcated into direct research grants to all the public tertiary institutions as well as access through the body of experts.

During the interactive session with the officials of the TETFund, the Committee lamentably noted that the available funds are virtually unutilized as request received displayed lack of capacity on the part of the tertiary institutions.

The Committee is of the strong view that this deplorable situation should be brought to the immediate attention of the highest authority in the land for urgent necessary action.

Recommendation

The Committee recommends that a presidential directive be issued to convene an all stakeholders' meeting with a view to addressing the crisis of values that has resulted in the deplorable capacity limitation in research activities in the tertiary institutions.

National Open University of Nigeria (NOUN)

The National Open University of Nigeria (NOUN) was established by the National Open University Act No. 67 of 1983.

Core Mandate

The university is mandated to encourage the advancement of learning throughout Nigeria by means of tuition conveyed mainly by correspondence and supplemented by lectures and radio and television broadcasts, as well as occasional seminars, tutorials and counseling services.

Its other function is to encourage the advancement of learning throughout Nigeria and beyond by means of instruction delivered through a multi-modal system comprising a variety of appropriate, relevant and cost-effective media and technologies including but not limited to print, audio, video, radio, television, computer mediated learning, VCD, DVD, CD-ROM and the Internet.

Budget

NOUN, with a staff strength of 1,013 out of which 300 are academic staff, receives full funding from Government. The budgetary allocations to NOUN for the period 2009-2011 are as shown in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**1,623,142,013**	**1,951,218,438**	**2,297,519,890**
Overhead	**728,400,000**	**721,116,000**	**717,862,589**
Capital	**319,291,002**	**2,881,764,000**	**497,875,314**
Total	**2,670,833,015**	**5,554,098,438**	**3,513,257,792**

Observations

The Committee observed that the mandate of NOUN is in line with the Transformation Agenda of Government of ensuring education for all. The Committee also noted that NOUN operates as a fully-fledged university but through open and distance learning concepts.

The Committee further observed that the NOUN is desirable, especially in this era of global technological advancement for broad-based learning and ensuring education for all the working class and those who missed the opportunity to of regular schooling.

During its interactive session with NOUN, the Committee noted that the university has a total student population of 150, 000 out of which only 52,000 are active students. Of the active students, 20,000 are based in Lagos.

The Committee noted that in line with a Government directive as contained in their approved Blueprint and Implementation Plan for the National Open and Distance Learning Programmes (2002), NOUN is established in 34 States of the Federation and the Federal Capital Territory (FCT). These operate through study and facilitation centres that have necessitated the development of physical infrastructure. The Committee however noted that the focus on the building of infrastructure is not in consonance with the principles and philosophy of open and distance learning, which relies heavily on the use of Information and Communication Technology. The Committee believes in raising awareness on the advantages of distance learning that will ultimately ensure wider coverage and participation. It also believes that greater emphasis on the technological aspect of on-line learning would reduce focus on physical infrastructure, which NOUN is currently engaged in. The Committee also believes that NOUN Should concentrate only on the Humanities and the Social Sciences rather than offering courses in other fields.

Consequently, the Committee was of the strong view that Government should reduce its present level of funding for NOUN. It also observed that the Personnel Cost of the institution is very high and unsustainable. Government should therefore disengage from funding the Recurrent Cost of the institution by the 2015 fiscal year as the institution runs flexible programme to suit the individual candidate's pace and time and should therefore charge appropriate fees.

In the circumstances, the enabling law of NOUN should be amended to reflect the Committee's funding proposal for the institution.

Recommendations

The Committee recommends as follows, that:

i) Government disengages from funding the Recurrent Costs of NOUN by the 2015 Fiscal Year;

ii) Government continues to focus on and support Information and Communication Technology (ICT) as the medium of delivery of learning in the institution; and

iii) that the enabling law of NOUN be amended to reflect the proposed funding policy.

National Library of Nigeria

Core Mandate

The National Library of Nigeria was statutorily mandated to acquire, process, organize, preserve and guarantee access to the entire corpus of recorded human knowledge for the progress and development of Nigeria.

Budget

The budgetary allocations to the National Library of Nigeria for the period 2009-2011 is as shown in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**773,522,089**	**826,689,703**	**1,220,296,691**
Overhead	**240,600,000**	**251,621,774**	**236,439,660**
Capital	**2,748,156,027**	**2,460,669,545**	**1,378,405,626**
Total	**3,762,278,116**	**3,538,981,021**	**2,835,141,977**

Observations

The Committee observed that the relevance of a national library cannot be over-emphasized.

Recommendations

The Committee recommends as follows, that:

i) the National Library of Nigeria continues to be domiciled in the Federal Ministry of Education; and

ii) that adequate attention be paid to the National Library of Nigeria to enable it maintain its enormous library collections, both electronic and in hard copies, as well as its equipment.

Universal Basic Education Commission (UBEC)

Core Mandate

The Universal Basic Education Commission (UBEC) was established by the Universal Basic Education Act of 2004 *inter alia* to formulate policy guidelines for the successful operation of universal basic education programmes in the Federation.

The Commission was established to receive block grants from the Federal Government and allocate same to the States and Local Governments and other relevant agencies implementing Universal Basic Education in accordance with an approved formula as may be laid down by the Board of the Commission and approved by the Federal Executive Council.

Budget

The Committee noted that the budgetary allocation to the Commission for the period 2009-2011 is as stated below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel			
Overhead			
Capital	**5,786,000,000**	**9,000,000,000**	**5,389,982,954**
Total	**5,786,000,000**	**9,000,000,000**	**5,389,982,954**

Observations

The Committee observed that although the UBEC Act made education free at the primary and junior secondary school levels, the emphasis of the Commission and other stakeholders was on the provision of the necessary programmes and projects that would make it perform efficiently.

The Committee further observed that the first nine years of a child's educational experience are the most crucial and therefore special attention needs be paid to the quality of education imparted to the child at this stage. In order to ensure that every child is given equal opportunity, the Committee is of the view that education should be made free and compulsory up to the Junior Secondary School Certificate Examination (JSSCE) level. Thereafter, students would be required to pay appropriate fees.

The Committee however believes that to proceed to the next levels, that is from

the Junior Secondary School to the Senior Secondary School (SSS) levels and from the SSS to the tertiary levels, respectively, scholarships should be awarded to students who meet the required criteria.

The Committee firmly believes that there is need to chart an alternative career path for students after completion of the Junior Secondary School Certificate Examination (JSSCE). This can be done by resuscitating Vocational/Technical Education in Nigeria through the revamping of infrastructure, training and retraining of personnel as well as subsidizing of fees for interested students, who should be motivated by Government's gesture. The rationale behind this is to open up that sector of the economy and encourage self-employment and micro-businesses with the acquired skills. The beneficiaries can thereafter have the option of acquiring tertiary education, if they so desire.

The Committee is aware that there is currently a dearth of training centres and facilities for immediate use for the training of instructors and students in vocational/technical education. Consequently, it believes that the training facilities in Private/Public Sector industries could be utilized, in the short term, to kick-start the revamping process.

In assessing the manning levels of the Commission, the Committee observed that UBEC had 440 staff on its payroll out of which four were on consolidated positions. This, the Committee observed, is not organizationally and functionally prudent or desirable.

The Committee also noted that the 22-member Board is rather large and unwieldy and does not allow for the smooth and optimum performance of the Commission.

During its interactive session with the Commission, the Committee observed that the operations of UBEC from the Federal level are devoid of sufficient input from the schools in the States and Local Governments where they are expected to maintain good presence and make the most impact. One of the major drawbacks of the universal basic education, which has impacted negatively on its optimum performance and service delivery, is the perceived poor management of resources placed at its disposal.

The Committee was of the view that in order to achieve value for money, needs assessment and resource utilization are best at the point of need. This means that the schools should be allowed to determine and budget for their requirements and the approved funds released directly to them. For this to be implemented, there should be established a school-based management system which should be held accountable for the proper management and application of the funds. Appropriate amendments should also be made to the enabling law of

the UBEC.

The Committee further noted the importance, relevance and desirability of the Unity Colleges in Nigeria and observed the vital role they have played and continue to play as a role model for other secondary schools in engendering the unity of the country. The Committee however observed also the dwindling standard of this laudable initiative. The Committee similarly noted the need to upgrade the infrastructure for teaching and learning in unity schools.

The Committee was of the view that the functions of the Nomadic Education Commission (NEC) and National Commission for Mass Literacy, Adult and Non-Formal Education can be subsumed under the UBEC in view of the fact that the three agencies are concerned with one form of basic education or the other and as such there was no economic gain in having the three bodies as separate entities.

Recommendations

The Committee recommends as follows, that:

i) the enabling law of UBEC be amended to ensure that resource utilization is based on needs assessment and that both are best undertaken at the point of need;
ii) the Commission's enabling Law be reviewed to include its expanded functions and the reduction in the membership of its governing Board from 22 to not more than nine;
iii) the operation of UBEC be reviewed to include sufficient stakeholders' input in the disbursement of funds for the beneficiary schools; and
iv) the functions of the Nomadic Education Commission (NEC) and National Commission for Mass Literacy, Adult and Non-Formal Education be taken over by UBEC.

National Commission for Nomadic Education

Core Mandate

The core mandate of the Nomadic Education Commission (NEC) is to formulate policies and issue guidelines for the implementation of the National Education Policy and to provide nomads with relevant and functional basic education.The Commission is also expected, among other functions, to establish, manage and maintain schools in settlements carved out for nomads, including mobile boat schools.

Budget

The budgetary allocations to the Commission for 2009 to 2011 are as stated below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	136,150,581	148,674,701	208,569,181
Overhead	83,664,475	82,827,831	89,172,443
Capital	102,131,773	109,759,353	410,333,867
Total	321,946,829	341,261,884	708,075,491

Observations

The Committee noted that the NEC, the UBEC and the National Commission for Mass Literacy, Adult and Non-Formal Education are all concerned with one form of basic education or the other and as such there is no economic gain in having the three bodies as separate entities. With greater funds accruing to the UBEC, the Committee is of the view that other agencies with related functions could be domiciled in that commission.

The Committee further observed that the Government's decision in the White Paper on the Ahmed Joda Panel on the Review, Harmonization and Rationalization of Federal Parastatals, Institutions and Agencies on the Nomadic Education is that the Commission should be abolished and be subsumed in the UBE. However, 12 years after the White Paper was issued, the Commission has continued to get full funding from Government.

Recommendation

The Committee recommends that the enabling law of the National Commission for Nomadic Education be repealed and the Commission's activities taken over by the Universal Basic Education Commission. This is also in line with Government's earlier decision as contained on the Report of the Ahmed Joda Panel on the Review, Harmonization and Rationalization of Federal Parastatals, Institutions and Agencies.

National Commission for Mass Literacy, Adult and Non-Formal Education

Core Mandate

The National Commission for Mass Literacy, Adult and Non-Formal Education was established by Decree No. 17 of 1990.

The core functions of the Commission include the following, to:

i) work on co-operation with all concerned to eradicate illiteracy in Nigeria;
ii) design and promote strategies and programmes for the conduct and implementation of the National Mass Literacy Campaign in consultation with appropriate agencies of the Federal and State Governments, the Universities and non-Governmental agencies;
iii) monitor and co-ordinate activities relating to the National Mass Literacy Campaign in order to ensure the rapid and successful eradication of illiteracy in Nigeria;
iv) monitor and co-ordinate the implementation of all activities for the eradication of illiteracy in Africa and ensure the collection and dissemination of information on the implementation;
v) organize in-service professional training course for senior staff and operate training seminars for various levels of staff from Government and non-Governmental organisations;
vi) develop and disseminate teaching materials in distant education programmes aimed at primary school leavers as well as Mass Literacy adult and non-formal education personnel;
vii) request and receive from all Ministries of Education, in the States of the Federation and other mass literacy and adult education organizations throughout Nigeria, annual reports and data on their adult education Programmes;
viii) Conduct research in various fields such as curriculum development, learning and teaching methodologies, appropriate educational technologies motivation of learners and instructors and needs assessments;
ix) organise annual conferences of Heads of Adult Education Departments in the State Ministries, agencies and institutions of higher learning;
x) organise writers' workshops in order to develop and promote teaching and learning materials in various languages, especially for primers, for graded readers, including follow-up reading materials, posters,

demonstration kits, package courses, audio-visual materials and flash cards;

xi) run national and international training workshops and seminars, and also act as a co-ordinator and clearing house for national training for mass literacy, adult and non-formal education;

xii) organise conferences, workshops, symposia, lectures and seminars on topical issues related to mass literacy, adult and non-formal education on a regular basis;

xiii) serve as a general means of exchange of personnel information experience and materials on mass literacy, adult and non-formal education on a regular basis;

xiv) prescribe the manner and methods for integrating mass literacy, adult and non-formal system of education and for this purpose grant such necessary accreditation and integration;

xv) lay down equivalent standards and negotiate with relevant institutions the acceptance of the standard accreditation and integration;

xvi) commission special research programmes and pilot projects in mass literacy, adult and non-formal education in Nigeria;

xvii) receive regular progress reports on the general situation on mass literacy mandatorily required to undergo the requisite in-service training and be recertified before returning to the classroom. All teachers will be required to undergo the in-service training at the new body within a period not more than 5 years from the time Government accepts this recommendation literacy, adult and non-formal education in Nigeria in relation to each national development plan;

xviii) allocate fund from the Federal Government to relevant institutions on all recognized mass literacy, adult and non-formal education programmes;

xix) liaise with the institutions of higher learning in Nigeria and with international organizations on matters concerning mass literacy adult and non-formal education;

xx) motivate and mobilize people to participate in mass literacy, adult and non-formal education programmes through the mass media, especially the mobile cinema;

xxi) liaise with agencies concerned with nomadic education in order to accelerate the development of mass literacy, adult and non-formal education; and

xxii) carry out such other activities as are conducive to the discharge of its functions under this Decree.

Observations

The Committee observed that the mandate of the National Commission for Mass Literacy, Adult and Non-Formal Education was such that it could be handled at

the State level or in conjunction with non-Governmental agencies. It therefore does not need to be handled by the Federal Government.

The Committee noted Government's decision in the White Paper on the Review, Harmonization and Rationalization of Federal Parastatals, Institutions and Agencies, in 2000, that this Commission be abolished and subsumed in the UBE.

Twelve years after, the decision of Government has not been implemented and the Commission has continued to draw funds from the Treasury. In three years, 2009-2011, the Commission has received a total sum of N2, 799, 995, 773.

The details of the Appropriation for the period are as shown in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**120,211,057**	**123,287,278**	**221,609,985**
Overhead	**88,720,000**	**97,592,000**	**144,560,792**
Capital	**567,390,502**	**759,192,198**	**677,431,961**
Total	**776,321,558**	**980,071,476**	**1,043,602,738**

The Committee is of the view that the functions of the Commission can be effectively and efficiently handled by UBEC whose major mandate borders on provision of access to basic education.

Recommendations

The Committee recommends as follows, that:

i) the enabling law of the National Commission for Mass Literacy, Adult and Non-Formal Education be repealed; and

ii) that the functions of the National Commission for Mass Literacy, Adult and Non-Formal Education be transferred to the Universal Basic Education Commission (UBEC).

National Teachers' Institute (NTI)

Core Mandate

The National Teachers' Institute (NTI) was established by the National Teachers' Institute Act of 1978 as amended by NTI Act Cap 282 LFN 1990 and Cap N 79 LFN, 2004.

The functions of the Institute (NTI) include the following: to

i) organize and provide programmes for training, upgrading and certification of teachers, through distance learning;
ii) conduct post-graduate courses and examinations in education for graduate teachers;
iii) carry out research on any matter relevant to educational requirements and developments in the country;
iv) assess from time to time the training programmes offered by institutions controlled by or associated with the Institute with a view to ascertaining the professional competence of those institutions;
v) offer such assistance, either alone or in co-operation with educational bodies, as may be requested by the institutions controlled by or associated with the Institute;
vi) foster and enhance international co-operation in the education of teachers;
vii) organize workshops, seminars and conferences, which would assist in the improvement of teachers;
viii) conduct examinations;
ix) formulate policies and initiate programmes at all levels of education designed to improve by way of research, the quality and content of education in Nigeria; and
x) perform such other functions as are necessary or expedient for the full discharge of all the functions of the Council under this Decree.

The institute has a staff strength of 746 and receives full funding from the Government as shown in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**423,683,346**	**448,664,788**	**1,031,169,905**
Overhead	**248,860,000**	**246,371,400**	**265,243,449**
Capital	**3,246,011,569**	**3,525,120,247**	**3,987,596,087**
Total	**3,918,554,915**	**4,220,156,434**	**5,284,009,441**

Observations

The Committee observed that despite the adequate provisions made in the NTI law, the supervisory role of NCCE and the existence of NIEPA, the standard of teaching has remained abysmally low.

The Committee noted that programmes run by the NTI are pivotal programmes and long distance learning. It observed that these methods of teaching and upgrading the certificates of teachers have not yielded positive results in terms of the standards and knowledge of the teachers. The Committee further observed that the fallen standards in education and the poor performance of students in certificate examinations in recent times have shown that the NTI has not made significant contributions to the quality and standard of the teachers.

The Committee therefore concluded that the output of the institute as evident in the poor performance of teachers, does not justify the enormous funding the institute receives from Government.

In making its recommendations, the Committee observed that elsewhere in this report, it has been recommended that the functions of NIEPA be merged with those of the NTI and that the enabling law of NTI be amended to establish a new body to be known as the **National Institute for Teachers, Education Planners and Administrators (NITEPA)** with expanded structures and responsibilities.

The Committee further observed that in order to refocus and improve upon the retraining of teachers, there should be rigorous evaluation of each teacher to identify capacity and skill gaps as well as training needs.

It was also the view of the Committee that the role of the Federal Ministry of Education in ensuring that the quality and standard of teachers and teaching can be further strengthened by refocusing the Department of Policy, Planning, Management and Research to provide more specific and efficient oversight functions.

Furthermore, the proposed body (NITEPA) should be strengthened with a view to increasing its capacity to improve the quality and standard of teachers for better performance and service delivery. Thus, existing and new teachers in the country will be compulsorily required to undergo the requisite in-service training and be recertified before returning to the classroom. This recertification will be required to be carried out periodically but eligibility for recertification would be determined once every three years. Failure to get recertified after three attempts will lead to automatic exit from the profession.

Consequently, all teachers in public schools will be required to undergo a qualifying test with the new body within a period of not exceeding five years from the time Government accepts this recommendation. The Committee was also of the view that teachers in private schools who have undergone similar training would be required to take a qualifying test after which they would be licensed. This will also ensure that those who are not professional teachers are removed from the system. It is, however, expected that the proposed NITEPA would be funded from the UBEC.

The National Council on Education (NCE) and the Federal Executive Council (FEC) will facilitate the implementation of these proposals by the National Economic Council (NEC).

Recommendations

The Committee recommends as follows:

i) that the functions of the Nigerian Institute for Education Planners and Administrators (NIEPA) be merged with those of the National Teachers' Institute;

ii) the enabling law of NTI be amended to accommodate the expanded functions of the proposed **National Institute for Teachers, Education Planners and Administrators (NITEPA)**;

iii) all professional teachers be mandatorily required to undergo a qualifying examination and be recertified before returning to the classroom within a period of not more than five years from the time Government accepts this recommendation; and

iv) that the National Council on Education (NCE) and the Federal Executive Council (FEC)facilitate the implementation of these proposals by securing the buy-in of the National Economic Council (NEC).

Nigerian Institute for Education Planners and Administrators (NIEPA)

Core Mandate

The Nigerian Institute for Education Planners and Administrators (NIEPA) has no enabling law to back its existence. However, the Federal Ministry of Education lists the following as part of the functions of NIEPA:

- To develop a critical mass of education sector planners and managers for the effective and efficient planning and management of the educational system through:
  - Capacity building;
  - Continuous training;
  - Research and information dissemination;
  - Development and implementation of programmes for in-service training, re-training and orientation of education planners and managers of the education sector at all levels of the education sector in Nigeria; and
  - Simulation of general concepts and practices of educational planning and administration and forecasting of education trends in Nigeria and the West African Sub-Region.

The institute receives full funding from Government as indicated in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**109,827,610**	**120,494,145**	**281,765,079**
Overhead	**213,400,000**	**146,462,260**	**157,681,269**
Capital	**48,829,441**	**315,558,678**	**863,234,695**
Total	**372,057,050**	**582,515,082**	**1,302,681,042**

Observations

The Committee observed that the organization has been operating since 1992 without a law and that its core function is capacity building for education planners and administrators.

The Committee noted the decision of Government as contained in the White Paper on the Report of the Allison Ayida Review Panel on the Civil Service

Reforms on the Restructuring and Manning Levels of Federal Ministries, Extra-Ministerial Departments and Parastatals (1998) that NIEPA should be scrapped and its functions transferred to the Department of Planning, Research and Statistics of the Federal Ministry of Education. However, 14 years after the decision was made, the institute has still remained in operation and continued to be funded by Government.

While noting that the educational sector is in dire need of urgent and radical improvement, the Committee believes that the functions of this organization can be subsumed under a reformed NTI to enhance performance and output as well as synchronize their functions and ensure improved service delivery.

Recommendations

The Committee recommends as follows, that:

i) the functions of the Nigerian Institute for Education Planners and Administrators (NIEPA) be subsumed under the National Teachers' Institute (NTI) to form the proposed NITEPA;
ii) the proposed NITEPA to focus on matching the educational curriculum with the production of a critical mass of knowledgeable, competent and effective teachers and planners; and
iii) that NITEPA be used as a veritable tool for achieving the Millennium Development Goal (MDG) of imparting knowledge to the school child.

Nigeria Educational Research & Development Council (NERDC)

Core Mandate

The Nigeria Educational Research and Development Council (NERDC)was established by the NERDC Act No. 53 of 1988 (now Cap 105, LFN 2004). It evolved into a single body from the following four parastatals: Nigerian Educational Research Council (NERC), Comparative Education Study and Adaptation Centre (CESAC), Nigerian Language Centre (NLC), and Nigerian Book Development Council (NBDC).

The functions of the Council are to conduct, promote and coordinate educational research and development programmes at all levels of education in Nigeria. The Council also provides the building blocks for strategic planning, research and development in education.

The Council receives full funding from the Federal Government as shown in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**608,723,102**	**636,000,120**	**949,965,898**
Overhead	**608,760,000**	**602,672,400**	**648,837,106**
Capital	**168,073,214**	**198,965,979**	**1,300,029,275**
Total	**1,385,556,316**	**1,437,638,499**	**2,898,832,279**

Observations

The Committee noted that the functions of the Nigeria Educational Research and Development Council (NERDC) could be performed effectively by the Policy, Planning, Management and Research Department of the Federal Ministry of Education.

Recommendations

The Committee recommends as follows, that:

i) the enabling law of the Nigeria Educational Research and Development Council (NERDC) be repealed; and
ii) that the functions of NERDC be transferred to the Policy, Planning, Management and Research Department of the Federal Ministry of Education.

The Librarians' Registration Council of Nigeria (LRCN)

Core Mandate

The LRCN Decree of 1995 (now Cap L.13, LFN 2004) established the Council with the following mandate:

i) regulating and controlling the Librarianship profession in all aspects and ramifications;
ii) determining who are librarians for the purposes of this Decree;
iii) determining what standards of knowledge and skills are to be attained by persons seeking to become registered as librarians in Nigeria; and
iv) reviewing the standards and skills for registered librarians from time to time.

The Council has 105 staff and receives full Government funding. The details are as shown in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**11,906,923**	**147,159,098**	**264,040,313**
Overhead	**10,000,000**	**117,000,000**	**29,068,200**
Capital	**5,544,497**	**30,000,000**	**18,633,910**
Total	**27,451,420**	**294,159,097**	**311,742,423**

Observation

The Committee observed that the LRCN is a professional regulatory body for librarians in Nigeria, which should not be funded by the Government. It also noted the claim by the LRCN that the Council was given more than it required as Personnel Cost in the 2011 Budget. This, the Committee noted, should not be happening at a time when Government is trying to pool all its scarce resources and plug all points of leakage in its finances. The Committee believes that this action should be investigated and appropriate action taken with a view to forestalling future recurrence.

Recommendation

The Committee recommends as follows, that:

i) the funding of the Librarians' Registration Council of Nigeria (LRCN)should cease with effect from the 2013 Fiscal Year; and

ii) that the inflated Personnel Cost of the LRCN in 2011 be investigated and appropriate action taken with a view to forestalling future recurrence.

Teachers' Registration Council of Nigeria

Core Mandate

The Teachers' Registration Council of Nigeria (TRCN) was established by the TRCN Decree No. 31 of 1993 now TRCN Act Cap T3 of 2004. The primary functions of the Council include the following:

i) registration and licensing of qualified teachers at the levels of the Nigerian Education system, and
ii) Accreditation, monitoring and supervision of the course and programmes of teacher training institutions in Nigeria to ensure that they meet national and international standards.

The TRCN receives full funding from the Government. The details are as shown in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**194,711,666**	**400,461,380**	**558,291,221**
Overhead	**113,400,000**	**202,266,000**	**120,865,576**
Capital	**45,000,000**	**216,267,976**	**40,702,376**
Total	**353,111,666**	**818,995,355**	**719,859,173**

Observation

The Committee observed that the Council is a professional regulatory body that could and indeed should be self-funding in accordance with its mandate.

Recommendation

The Committee recommends that Government funding of the Teachers' Registration Council of Nigeria (TRCN), a professional body, ceases with effect from the 2013 Fiscal Year.

Computer Professionals Registration Council of Nigeria

Core Mandate

The Computer Professionals Registration Council of Nigeria (CPRCN) was established by Cap C.22, LFN of 2004. The Council, like other professional regulatory bodies, primarily registers computer professionals and regulates their activities.

According to its mandate, the CPRCN undertakes the following functions:

i) organisation of computing practice in the country;
ii) control of the practice of computing in the country;
iii) supervision of the practice of computing in the country;
iv) screening individuals seeking to be registered as computer professionals;
v) screening corporate bodies seeking to be registered to engage in the sale or use of computing facilities and/or the provision of professional services in computing in the country;
vi) ensuring high computing professional ethics and professionalism - standards, discipline etc;
vii) determining academic standards in computing - computer science, computer engineering, information science, etc;
viii) accreditation of institutions, courses and programmes and the evaluation of certificates in computing;
ix) conducting professional examinations in computing by liaising with associations/bodies external to the Council;
x) publicizing activities of the Council; and
xi) publication of the Register of Computer Professionals and other computing professional works - journals, books, magazines, newsletters, etc.

The Council also gets full funding from Government as indicated in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**120,866,049**	**125,447,446**	**200,491,491**
Overhead	**34,500,000**	**83,747,250**	**65,839,473**
Capital	**11,000,000**	**146,556,000**	**27,211,348**
Total	**166,366,049**	**355,750,695**	**293,542,311**

Observations

The Committee observed that the CPRCN is a purely professional regulatory body in the mould of the Institute of Chartered Accountants of Nigeria (ICAN). It conducts professional examinations and regulates the practice of its professionals.

The Committee further observed that the current practice whereby Government fully funds the activities of some professional bodies is not appropriate and is unjustifiable.

Recommendation

The Committee recommends that the funding of the Computer Professionals' Registration Council of Nigeria (CRPCN), a professional body, ceases with effect from the 2013 Fiscal Year.

The National Mathematical Centre (NMC)
French Language Village
Arabic Language Village

National Mathematical Centre (NMC)

Core Mandate

The National Mathematical Centre is an Inter-University Centre established by the Federal Government of Nigeria vide the National Mathematical Centre Act CAP N58 Laws of the Federation of Nigeria 2004. Section 6 of the Act outlines the functions of the Centre as follows to:

i) train and develop high-level personnel in mathematical sciences, including mathematics, statistics, computer science and theoretical physics, for Nigerian and African institutions.

ii) Create a resource centre to serve national and international communities as a focal point for advanced research and training in mathematical sciences and applications.

iii) enhance collaboration among mathematical scientists from within and outside Nigeria.

(a) Identify and encourage young talents in mathematical sciences.

(b) Stimulate enthusiasm for the physical sciences in young Nigerian students and scholars.

(c) Prepare Nigeria for a leading role in mathematical sciences.

(d) Attract good mathematical scientists from all over the world into the service of Nigeria.

(e) Encourage and support activities leading to the improvement of the teaching and learning of mathematical sciences at all levels.

(f) Provide facilities for scientific conferences and the publication of the proceedings arising therefrom.

(g) Tackle national set goals in the development of mathematical sciences.

(h) Conduct series of specialized lectures or courses, for the purpose of up-grading postgraduate students in the field of mathematical sciences to a level where they can begin to understand research papers and seminars.

(i) Conduct series of research lectures for advanced postgraduate as well as post-doctoral and other participants, based on a set of pre-assigned research papers, with the objective of generating questions that

would be collated, discussed and used to determine new research directions for the participants.

(j) Conduct seminars, workshops and symposia in such areas as the Academic Board of the Centre may, from time to time, determine or plan.

(k) Establish and execute a visiting programme for mathematical scientists, under which mathematical scientists can visit the Centre for short periods, to work on their individual research problems using the library, computing and other facilities of the Centre; and

(l) Perform such other functions that are related to those set out in this section and do such other things as are, in the opinion of the Council, necessary or expedient for carrying out the functions of the Centre under this Act.

Nigeria French Language Village (NFLV)

Nigeria Arabic Language Village (NALV)

Core Mandate

The Nigeria French Language Village (NFLV) was commissioned with the following mission:

> *"To develop an outstanding centre of excellence for the study, research and development of French in Nigeria using skilled and innovative personnel and applying appropriate modern technology to foster a culture of bilingualism for nation building, regional integration as well as International Co-operation and understanding"*.

The Mission Statement of the Nigeria Arabic Language Village is:

> *"to encourage fluency, proficiency and competence in the learning of Arabic Language and Literature in Nigeria under an enabling environment".*

Observations

The two Language Immersion Centres have had no enabling laws since their inception. However, their activities have revolved round the following observed functions: to

(a) encourage the learning of the French/Arabic Languages in an environment that will prepare the students in the Villages to

(i) speak French/Arabic fluently

(ii) acquire proficiency in French/Arabic

(iii) acquire competence in the writing of the French/Arabic Languages

(iv) translate to and from the French/Arabic Languages with reference to other languages especially English and Nigerian languages.

(v) eventually interpret simultaneously and consecutively to and from the French/Arabic Languages with reference to other languages especially English and Nigerian languages.

(b) hold out to all persons without distinction of race, creed, religion, sex or political conviction the opportunity of acquiring proficiency in the use of the French/Arabic Languages;

(c) Provide courses of instructions and other facilities for the pursuit of learning the French/Arabic Languages;

(d) Run specialized post-graduate degrees in French/Arabic in affiliation with a Nigerian University in areas of national needs, and this is exemplified in Masters I&II in French studies being run by NFLV within the domiciliation of the University of Lagos;

(e) Develop appropriate curricula to suit the needs of the various users of the Villages. (This is glaring from the outlined academic structure of the Villages);

(f) Award testimonials, certificates, diplomas and may award degrees in affiliation with a University to persons who complete the courses of study undertaken in the two language centres;

(g) Provide an ambiance, having all the socio-cultural, physical and psychological facilities, that will facilitate the learning of the French/Arabic Languages, through a carefully coordinated simulation process that allows the learner to achieve the linguistic and cultural immersion that is indispensable for communicative competence in French/Arabic languages;

(h) Operate within the multi-dimensional and omni-directional strategy of languages acquisition for the benefit of:

i) University undergraduates, for their compulsory French/Arabic Languages Immersion Programme.

ii) Students of Colleges of Education, for their compulsory Summer French/Arabic Languages Immersion Programme.

iii) Primary and Secondary School Teachers and Students.

iv) Government and Non-Governmental personnel.

(i) provide facilities for the re-training of French/Arabic Languages Teachers;

(j) Serve as centres for the exchange of information on French/Arabic studies and of research in the area of French studies;

(k) encourage research into problems of learning and teaching of French/Arabic in Nigeria, with a view to finding solution to the problems;

(l) encourage the development and publication of materials, including books, journals and teaching aids for proficiency programmes and for primary, secondary and tertiary institutions;

(m) complete, assemble and publish the results of research in French/Arabic studies in Nigeria and popularize those findings where their general recognition, in the opinion of the Village, is of importance to Nigeria and to French studies in Nigeria;

(n) serve as the focal points for the teaching of French/Arabic Languages to all Nigerians, including those referred to in (h) above and particularly members of National and State Assemblies, public functionaries in such ministries as those of External Affairs, co-operation and Integration in Africa, Internal Affairs, Culture and Tourism, Information and National Orientation, Police Affairs, Defence, Education etc;

(o) be training centres for such multi linguistic-based professionals as protocol officers, bilingual secretaries, interpreters and translators, journalists, etc; and

(p) be the coordinating centres for the implementation of every policy of the Federal Government as it relates to the promotion of French/Arabic Languages.

The Committee observed that the National Mathematical Centre (NMC) and the two Language villages have always functioned as inter-university centres and not as parastatals as listed by the Federal Ministry of Education.

The Committee further observed that although the NMC was established largely as a centre for high-level research, studies in mathematics and mathematical sciences in the genre of such great institutions as the Institute for Theoretical

Physics in Trieste, Italy, in recent times, the emphasis of the NMC seems to have been overly tilted towards lower levels like secondary school mathematics. It was the view of the Committee that secondary school mathematics and its teaching can be effectively developed by the bodies responsible for secondary education with the NMC getting involved tangentially. Accordingly, the NMC should be refocus on and be empowered to fulfill the core objective of being an inter-university centre for advanced research in mathematics and its allied science in its statutory mandate that is so vital to national development. In this regard, a staff/Management audit should be undertaken to determine the quality of its staff, the manning levels and ratio of technical to non-technical staff and their suitability for the Centre's core mandates. In addition, the modalities of its operations and focus of its programmes should be similarly reassessed.

In reviewing the functions of the NMC and the roles of the two language villages, the Committee observed that the three Centres would best fulfill their respective mandates if allowed to continue to function as inter-university centres but under the supervision of a coordinating body, in this case the proposed Tertiary Education Commission (TEC).

Recommendations

The Committee recommends as follows, that:

i) the National Mathematical Centre continues as an inter-university centre under the supervision of the proposed Tertiary Education Commission (TEC);
ii) the NMC focus adequately on the core objectives in its statutory mandate as a centre for high level research and studies in mathematics and mathematical sciences;
iii) a staff/management audit be undertaken in the NMC to determine the adequacy of, the staff; the manning levels; the ratio of technical to non-technical staff for the fulfilment of its core mandate;
iv) the French Language Village continues as an inter-university centre under the supervision of the proposed Tertiary Education Commission (TEC);
v) the Arabic Language Village continues as an inter-university centre under the supervision of the proposed Tertiary Education Commission (TEC); and
vi) that Government funding of the three bodies under sub-paragraphs (i)(iv)(v) above continues.

General Recommendations

In summary, Government should harness the needed strength and political will to persuade critical stakeholders, which include the National Economic Council and Council of State to decisively drive the process and rescue the Education Sector which is now in a state of crisis as it remains the hatchery of society's human capital. Accordingly, in addition to recommendations already made in respect of individual institutions, the Committee makes the following general recommendations:

i) that the general buy-in of critical stakeholders, especially the National Council on Education (NCE), is vital to revamping the fallen standard of education in Nigeria, including the establishment of appropriate structures for the management of quality;

ii) in view of the fact that Education is on the Concurrent Legislative List, that the State Governors be engaged, through the National Economic Council and the Council of State, to drive the process and ultimately rescue the fallen standard in primary and secondary school education in Nigeria by improving on the quality of Primary School teachers and infrastructure;

iii) that the first nine years of a child's educational experience be free and fully funded by Government;

iv) that Teaching be professionalized, particularly at the Primary Education level;

v) that all fresh graduates of the Colleges of Education undergo a mandatory defined period of internship and be recertified at periodic intervals of three years thereafter;

vi) that all practising teachers in primary and secondary schools and equivalent, undergo in-service training to enable them obtain licenses to continue to practise, which will be conducted within 5 years of acceptance by Government of the Committee's recommendations;

vii) that all teachers in privately-owned primary and secondary schools be required to pass a qualifying examination to be recertified to practice;

viii) that the funds appropriated for the management and development of schools should be allocated directly to the respective schools rather than being warehoused at the Federal Ministry of Education, UBEC and SUBEBs;

ix) that there should be a restoration of a strong, aggressive, focused and professionalized Inspectorate Division in the Federal Ministry of Education to facilitate the improvement and maintenance of standards in service

delivery;

x) that in order for the above recommendations to have meaningful impact, the educational sector requires decisive and courageous leadership at every level of the educational chain for the surgical transformation of the sector; and

xi) that the NUC being an apex body in the tertiary education regulatory sub-sector, subsumes the NBTE and NCCE, to form a new agency to be known as the **Tertiary Education Commission (TEC)**.

FEDERAL MINISTRY OF ENVIRONMENT

The Federal Ministry of Environment is an offshoot of the now defunct Federal Environmental Protection Agency (FEPA). The Ministry has five parastatals whose collective primary mandate is to protect and improve Nigeria's water, air, land, forest and wildlife as provided by section 20 of the 1999 Constitution, which states that:

> *"The State shall protect and improve the environment and safeguard the water, air and land, forest and wild life of Nigeria."*

During its interactive session with officials of the Ministry, the Committee noted that the Government's priorities in the Environment Sector include the following:

i) addressing the challenge of municipal waste management and sanitation;
ii) industrial pollution control including oil and gas;
iii) afforestation;
iv) conservation of bio-diversity and wildlife;
v) combating desertification and the mitigating effects of drought; and
vi) curbing the environmental problems of the Niger Delta, the desert prone zones as well as the coastal and gully erosion areas.

Flowing from its mandate, the Ministry claimed that the functions of some agencies of Government such as the Ecological Fund Office, the Department of Petroleum Resources (DPR) and the Mining Environment Department of the Ministry of Mines and Steel Development impinge on the functions of parastatals under it. Indeed, the Ministry claimed that officers of the Oil and Gas Control Unit of the DPR refused to move to the Ministry of Environment, despite an official directive to that effect.

Accordingly, the Ministry also proposed that the Ecological Fund Office should be relocated to the Ministry of Environment, while the environmental functions of the DPR should be transferred to the National Oil Spill Detection and Response Agency (NOSDRA).

Observations

During an interactive session with the DPR, the Committee observed that contrary to the claim made by the Ministry, an official of the DPR posted to the Ministry of Environment on the oil and gas desk, was compelled to return to the Department due to inactivity after a period of seven months.

The Committee also observed that the Ecological Fund portfolio was established by a Decree which stipulated that the Fund be located in the Office of the Secretary to the Government of the Federation.

National Oil Spill Detection and Response Agency (NOSDRA)

Core Mandate

The National Oil Spill Detection and Response Agency (Establishment) Act No. 15 of 2006 set up the Agency with the following core mandate:

i. responsibility for preparedness, detection and response to all oil spillages in Nigeria;

ii. to coordinate and implement the National Oil Spill Contingency Plan for Nigeria;

iii. responsibility for surveillance and ensuring compliance with all existing environmental legislation[] and the detection of oil spills in the petroleum sector;

iv. receiving reports of oil spillages and coordination of oil spill response activities throughout Nigeria;

v. coordinating the implementation of the National Oil Spill Contingency Plan for the removal of hazardous substances;

vi. ensuring clean-up of oil spill impacted sites to all practical extent including remediation;

vii. ensuring coordination and implementation of the National Oil Spill Contingency Plan within Nigeria and including within 200 nautical miles from the baseline for which the breadth of the territorial waters of Nigeria is measured;

viii. undertaking surveillance, reporting, alerting and other response activities as they relate to oil spillages;

ix. encouraging regional cooperation among Member States of the West African Sub-region and in the Gulf of Guinea for combating oil spillage and pollution in Nigeria's contiguous waters (GI-WACAF);

x. strengthening the national capacity and regional action to prevent, control, combat and mitigate marine pollution;

xi. promoting technical cooperation between Nigeria and member States of the West African Sub-region;

xii. facilitating the arrival, utilization and departure from Nigeria of ships, aircraft and other modes of transport engaged in responding to oil spill pollution incidents or transporting personnel, cargo, materials and equipment required to deal with such incidents; as well as the expeditious movement into, through and out of Nigeria of personnel;

xiii. the National Control and Response Centre for Tier 3 oil spill response is resident in the Agency; and the Director-General as National Commander has power to co-opt all the Government

Ministries and Agencies mentioned under the Second Schedule to the Establishment Act in the management of a Tier 3 or major Tier;

xiv. *collaborate with other Agencies, co-opt, undertake and supervise all provisions in the Second Schedule of the Act in the event of major or disastrous oil spill;*

xv. *undertake post-spill impact assessment to determine the extent and intensity of damage and long-term effects;*

xvi. *mediating between affected communities and the oil spiller;*

xvii. *assessing any damage caused by an oil spillage; and*

xviii. *act as the Lead Agency for all matters relating to oil spills response management in Nigeria.*

According to its submission, the Agency is the Federal Government institution charged with the responsibility of implementing the National Oil Spill Contingency Plan (NOSCP). NOSCP is an international obligation derivable from the International Convention on Oil Pollution Preparedness and Response Cooperation (OPRC) 1990 to which Nigeria is signatory. It is a blueprint for oil spill response management through containment, recovery and remediation/restoration.

Observations

The Committee noted however, that NOSDRA was established in 2006, 16 years after Nigeria became signatory to the OPRC Convention. Furthermore, NOSDRA stated, in its submission to the Committee, that the Oil and Gas Pollution Control Unit of the Department of Petroleum Resources (DPR) in the Ministry of Petroleum Resources had hitherto performed the above-stated environmental protection function.

The Committee observed that the DPR, on its part, also claimed that Section 23 of Decree No. 58 (1988) that established FEPA, recognized the DPR and its leading role in environmental issues in the Oil and Gas Sector. The provision reads thus:

> "*the agency shall cooperate with the Ministry of Petroleum Resources (Department of Petroleum Resources) for the removal of oil related pollutants discharged into the Nigerian environment and play such supportive role as the Ministry of Petroleum Resources (DPR) may from time to time request from the Agency".*

Accordingly, the regulatory and legal framework of DPR was derived from the following Acts:

(a) The Petroleum Act, 1969,
(b) Oil Terminal Dues Act, 1969,
(c) Associated Gas Reinjection Decree No.99, 1979,
(d) The Oil and Gas Pipelines Regulations (1995), and
(e) The Environmental Guidelines and Standards for the Petroleum Industry in Nigeria (1981, 1992, 2002).

The DPR further claimed that the National Plan (National Oil Spill Contingency Plan) was designed in such a way that the First, Second and Third Tier Plans [i.e. individual company's in-house plan, the Clean Nigeria Associates (CNA) and International Oil Spill (IOS) plan], all serve as structures upon which the National Plan is built. The Committee also noted that two activities are inherent in the Second Tier Plan; i.e. the activation of the mutual assistance plan between oil operators and the CNA Plan.

Based on the foregoing, the DPR claimed that it was never conceived to establish an independent Government agency to take on the responsibility of combating oil spills of large magnitude. Therefore, it is not practicable for public officers who are not oil industry workers of lower tiers to be constituted into an intervention team on oil spill.

In addition, the DPR stated that:

> "*No other categories of personnel could ever do this job other than the oil workers themselves who in their own right are employees of the companies and in addition to their daily functions, train periodically to sustain the skills of oil spill response and intervention.*
>
> *The companies understand that the occurrences of spills of large magnitude are very few and far between. In any case, response and intervention companies are privately established and are set up in a manner as to afford countries and/or companies affiliate to them and pay subscription fees."*

The Committee further concluded that the above scenario in which NOSDRA was created to perform a function already assigned by law to the DPR is a clear case of latter-day overlapping functions of agencies. While the DPR performs the role of detecting and responding to oil spill incidents, NOSDRA regulates and responds to the same incidents In the same vein, the National Emergency Management Agency (NEMA) under the supervision of the Office of the Vice President is also mandated to respond to disasters arising from oil spills.

The Committee was therefore of the view that there was need to have a single point under the Ministry of Petroleum Resources for the management of oil spills of serious magnitude.

The Committee noted that NOSDRA, with a staff strength of 245, is fully funded by the Government as depicted in the table below.

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**155,065,871**	**187,708,920**	**373,582,964**
Overhead	**300,307,438**	**332,212,455**	**378,698,748**
Capital	**810,255,644**	**956,296,943**	**480,947,438**
Total	**1,265,628,953**	**1,476,220,328**	**1,233,229,149**

From the table above, the Committee observed that the average annual emolument of a staff of NOSDRA, is N1.52 million. This is considered rather high for staff who are inactive waiting for oil spills to occur, "which are few and far between." Spending almost N4 billion within three years on a standby agency that is neither needed nor endowed with the capacity to deal with oil spillage is another drain on the Treasury.

However, in the course of the Committee's deliberations, it became aware of some headline news item about an oil spill in Abia State for which NOSDRA fined Messrs.' SEEPCO Oil, the company allegedly responsible for the spill. Upon inquiry, it was discovered that the "spill" was a run-off of the drilling fluid from the piles of drill cuttings and not an oil spill as defined in the industry.

Also in the course of writing this report, an oil spill incident occurred on 20th December, 2011 at SNEPCO Oil Storage, Bonga, located 200 nautical miles into the Atlantic Ocean, which was attributed to 'installation defect', for which the DPR, not NOSDRA, alerted the relevant officers who are supposed to know and initiate action as required by their operating guidelines.

The Committee agreed with the views expressed by the DPR that the *"Petroleum Industry is a high technology and high capital intensive business sector. Potential risks are very high, hence the chronic unease and constant attention on Health Safety and Environment (HSE) across the value chain... The contemporary regulatory approach in this international industry is a movement toward a one-stop-shop Regulator. This is now what operates in places like Malaysia, Brazil, Norway... ensuring all regulatory decisions are complete, joined up, and effective... The approach ensures transparency, eliminates surreptitious acts on the part of the operators and makes the industry easily auditable. It also prevents operators from playing one Government department against the other*

as currently happens especially in areas where certain functions overlap."

In the circumstances, the Committee strongly believes that the Federal Ministry of Environment should be limited to the responsibility and role of making policy and setting standards for the Environment, which the Regulators in the various sub-sectors would be required to enforce. Consequently, this responsibility does not require a parastatal for its effective performance. Accordingly, the existence of NOSDRA is deemed unnecessary and superfluous and a drain on Government resources.

Recommendations

The Committee recommends as follows, that:

i) the functions of policy formulation and setting of standards be carried out from a Department in the Federal Ministry of Environment as they do not require the copious apparatus of the magnitude of a parastatal;
ii) NOSDRA be scrapped and its enabling law repealed as there are existing and well-equipped structures already dealing with all the tiers of oil spill management in the petroleum industry;
iii) the Department of Petroleum Resources (DPR) remains the sole body to enforce standards in the Oil and Gas Sector; and
iv) budgetary allocations to NOSDRA cease from the 2013 fiscal year.

National Environmental Standards and Regulations Enforcement Agency (NESREA)

Core Mandate

The National Environmental Standards and Regulations Enforcement Agency (NESREA) was established by the NESREA (Establishment) Act, 2007, with a mandate to

(a) enforce all non-oil environmental laws, guidelines, policies, standards and regulations in Nigeria; and

(b) enforce compliance with the provisions of all international agreements and protocols on the environment to which Nigeria is signatory.

Observations

NESREA has a staff strength of 1169 and enjoys full funding from the Federal Government as shown below.

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	529,607,472	446,116,186	1,202,760,928
Overhead	350,000,000	369,750,000	401,488,900
Capital	166,577,519	264,750,000	934,751,067
Total	1,046,184,991	1,080,616,185	2,539,000,895

From the table above, the average annual salary per member of staff is N1.02 million. This appears rather high given the minimum wage in the Federal Civil Service.

The Committee observed that the functions listed under the mandate of NESREA are policy and regulatory responsibilities which the Federal Ministry of Environment is charged with and which do not require the apparatus of the status of a parastatal for their fulfillment. The Committee noted that the cumulative budget of N4.67 billion for the period 2009-2011 for an expendable agency whose functions are already being performed by Regulatory agencies in the various sectors is a waste of Government resources.

Since all regulatory bodies in the various non-oil sectors are expected to enforce compliance by the operators, the contemporary regulatory approach requires that the best practice would be to have a one-stop-shop Regulator for each sector. This will prevent operators from playing one Government department against the other as currently happens especially in areas where certain functions overlap. The continued existence of NESREA therefore becomes unnecessary.

Recommendations

The Committee recommends as follows, that:

i) Policy formulation and setting of standards for the Environment be domiciled in the Federal Ministry of Environment. This responsibility does not require the complicated apparatus of the magnitude of a parastatal;

ii) all regulatory bodies in the various non-oil sectors enforce compliance by the operators in their respective sectors in line with the best practice of the contemporary regulatory approach of having a One-stop-shop Regulator for each sector;

iii) NESREA be scrapped and its enabling law repealed; and

iv) budgetary allocations to NESREA cease with effect from the 2013 Fiscal Year.

National Park Headquarters

Core Mandate

The National Park Service was established by Decree No. 36 1991, which was repealed and replaced by Act 46 of 1999, Cap 65, LFN 2004.

The mandate of the National Parks Service includes the following:

i) conservation of biological diversity,
ii) promotion of nature and natural resources education,
iii) eco-tourism, and
iv) research for the benefit of the present and future generations of Nigerians.

According to its mandate, the Service is also tasked with implementing the following international treaties and conventions to which Nigeria is signatory:

i) Convention on National Parks and Protected Areas;
ii) Convention on biological diversity;
iii) Ramsar Convention on Wetlands;
iv) Convention on the Control of International Trade and Trafficking in endangered species of wildlife; and
v) Convention on Migratory species of birds.

The National Parks Service is in charge of seven National Parks all of which have a combined staff strength of 1,851 as shown in the table below.

S/No.	Park	No. of Staff
1.	Park Headquarters, Abuja	127
2.	Chad Basin National Park	194
3.	Cross River National Park	359
4.	Gashaka Gumti National Park	291
5.	Kainji Lake National Park	367
6.	Kamuku National Park	160
7.	Okomu National Park	110
8.	Old Oyo National Park	243
	Total	**1851**

While only the National Parks Headquarters is listed as a parastatal of the Federal Ministry of Environment, all the other parks get full funding from the Federal Government Budget as shown below:

NATIONAL PARK HEADQUARTERS

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	69,563,694	77,976,605	140,618,615
Overhead	145,000,000	148,750,000	169,564,500
Capital	20,590,161	41,157,841	17,770,659
Total	235,153,854	267,884,445	327,953,773

KAINJI LAKE NATIONAL PARK

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	163,859,036	168,737,565	275,674,257
Overhead	68,883,725	102,656,283	127,027,438
Capital	5,162,408	17,939,768	29,939,426
Total	74,046,132	289,333,615	432,641,121

OLD OYO NATIONAL PARK

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	117,751,606	120,902,604	192,417,647
Overhead	70,744,690	102,696,285	137,066,516
Capital	4,707,500	419,827,500	345,038,194
Total	193,203,795	643,426,388	674,522,356

CHAD BASIN NATIONAL PARK

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	89,518,150	92,892,614	150,431,203
Overhead	70,418,350	102,391,157	136,725,197
Capital	1,901,027	21,408,570	23,057,669
Total	161,837,527	216,692,340	310,214,068

GASHAKA GUMTI NATIONAL PARK

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	114,881,934	119,079,885	191,786,314
Overhead	92,721,142	170,841,609	107,094,797
Capital	8,662,408	17,202,150	25,917,440
Total	216,265,483	307,123,644	324,798,550

CROSS RIVER NATIONAL PARK

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	164,715,668	169,526,269	268,913,303
Overhead	70,060,828	102,056,874	116,344,116
Capital	3,754,479	47,481,161	19,469,566
Total	238,530,974	319,064,304	404,726,985

KUMUKU NATIONAL PARK

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	54,637,579	57,696,368	94,120,517
Overhead	70,464,300	102,434,121	116,767,667
Capital	3,500,000	17,584,794	24,077,305
Total	128,601,879	177,715,282	234,965,488

OKOMU NATIONAL PARK

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	54,526,320	56,178,349	95,876,100
Overhead	71,106,655	103,034,722	117,452,311
Capital	3,500,000	31,483,967	31,787,267
Total	129,132,975	190,697,037	245,115,677

The Bureau of Public Enterprise has commenced the process of commercializing the National parks.

Observations

The Committee is aware of the importance and relevance of National Parks for preservation of the environment and achievement of the Millennium Development Goals (MDGs) pertaining to environmental sustainability.

The Committee noted that the host States of the Parks do not make any financial contribution to the maintenance of the Parks, but observed that handing them over to the said States may not be the best option in the interest of environmental preservation. This is because the States may convert them to other uses, which they consider more pressing to their needs. Consequently, the Committee believes that commercialization of the parks by BPE should be concluded.

The Committee however noted the concern of the BPE about the deplorable condition of the infrastructure in and around the parks which has made the process of commercialization more cumbersome and unattractive to would-be investors.

Furthermore, the size and extensive nature of the parks make management by Government officials difficult as the rangers have found it seriously challenging to effectively control logging, combat poaching and stop encroachment. This is attributable to the number of Rangers and their ages. Most of them are not physically fit to perform their patrol duties in the said deplorable infrastructure. Despite this fact, it is the view of the Committee that the Rangers be retained, their number increased and that Government should continue to bear the associated personnel costs.

While noting that the parks do not receive any financial support from the Governments of their host States, the Committee believes that there is need for the preservation of the Parks as national monuments and for the attainment of the MDGs on environmental sustainability.

Recommendations

The Committee recommends as follows, that:

i) the Bureau of Public Enterprises (BPE) concludes the process of commercialization of the National Parks as soon as possible;
ii) the Rangers who patrol and oversee the National Parks be retained, their number increased and Government continue to bear the associated Personnel Costs; and
iii) that Government improve the state of infrastructure in and around the Parks in order to increase their commercial value.

Forestry Research Institute of Nigeria, Ibadan

Core Mandate

The Forestry Research Institute of Nigeria (FRIN) was established as the Federal Department of Forest Research in 1954 by Institute Decree No. 35 of 1973 and the Order establishing Research Institutes of 1975, which was later superseded by Decree No. 5 of 1977.

The FRIN has six large specialized research departments – each having various specialized sections, three support units, 10 outstations spread across all ecological zones of the country, three service departments and four ND/HND awarding Colleges namely:

i. Federal College of Forestry, Ibadan, Oyo State;
ii. Federal College of Forestry, Jos, Plateau State;
iii. Federal College of Forestry Mechanization, Afaka, Kaduna, Kaduna State; and
iv. Federal College of Wildlife Management, New Bussa, Niger State.

The Committee observed that the Forestry Research Institute and the four colleges get full Government funding as extracted from the Federal Budget for the period 2009-2011 as follows:

Federal College of Wild Life Management New Bussa

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	156,182,619	204,354,247	357,846,088
Overhead	80,000,000	86,700,000	160,737,388
Capital	4,900,000	11,249,825	107,691,167
Total	241,082,618.64	302,304,071.52	626,274,642.61

Federal College of Forestry Ibadan

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	237,005,914	254,796,423	524,792,256
Overhead	102,000,000	127,670,000	160,542,899
Capital	17,365,225	22,106,165	21,605,664
Total	356,371,138	404,572,588	706,940,819

Federal College of Forestry, Jos

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	296,371,081	317,591,365	400,533,907
Overhead	120,000,000	153,000,000	200,718,920
Capital	38,500,000	163,676,850	103,196,568
Total	454,871,081	634,268,215	704,449,394

Forestry Research Institute of Nigeria, Ibadan

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	675,062,320	675,013,122	1,154,753,990
Overhead	436,949,405	401,625,000	467,014,227
Capital	91,899,642	345,617,160	61,036,001
Total	1,203,911,366	1,422,255,282	1,682,804,218

Forestry Mechanization College, Afaka

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	174,509,900	207,476,274	365,066,657
Overhead	80,000,000	74,800,000	144,876,643
Capital	13,177,896	26,100,000	16,204,248
Total	267,687,796	308,376,273	526,147,548

The combined staff strength of the FRIN, its out-stations and the four colleges is tabulated below:

S/No.	Body	No. of Staff
1.	FRIN Headquarters Ibadan and Outstations	872
2.	Federal College of Forestry, Ibadan	476
3.	Federal College of Forestry, Jos	293
4.	Federal College of Forestry Mechanization, Afaka-Kaduna	255
5.	Federal College of Wildlife Management, New Bussa, Niger State	233
Total		2,129

Observations

The Committee observed that the Federal College of Wildlife Management, New Bussa, the Federal College of Forestry, Ibadan and the Forestry Mechanization College, Afaka, are all under the auspices of the Forestry Research Institute of Nigeria, Ibadan. The Committee noted the variety of specialized research works being carried out by the various Colleges and believes that funding for the research projects could be obtained from the proposed National Research Development Fund.

Recommendation

The Committee recommends that the Forestry Research Institute of Nigeria (FRIN) sources its funding from the proposed National Research Development Fund in line with the proposal adopted by the Committee for the funding of Research Institutes.

Environmental Health Registration Council of Nigeria (EHRCN)

Core Mandate

The Environmental Health Registration Council of Nigeria was established by Act. No.11 of 2002 to perform the following objectives:

i) to Register Environmental Health Officers (Previously Sanitary Inspectors or Health Inspectors); and
ii) regulate the practice of the profession of Environmental Health in Nigeria.

As part of its mandate, the Council is to:

a) determine what standard of knowledge and skills are to be attained by persons seeking to become members of the profession of Environmental Health Officers;
b) improve those standards from time to time as circumstances may permit;
c) secure, in accordance with the provisions of this Act, the establishment and maintenance of a register of persons registered under this Act as members of the Profession and the publication from time to time of lists of those persons;
d) conducting examinations in the profession and awarding certificates or diplomas to successful candidates as appropriate and for such purpose, and the Council shall prescribe fees to be paid in respect thereof; and
e) performing the other functions conferred on the Council by the Act establishing it.

The Council's manning level and budget in the last three years are summarized below:

(a)	GL.01-06	=	9
(b)	GL.07-10	=	41
(c)	GL.12-14	=	11
(d)	GL.15-16	=	NIL
(e)	GL.17	=	1

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	40,575,804	43,920,045	157,315,597
Overhead	60,000,000	81,600,000	93,018,240
Capital	8,540,000	56,250,000	55,116,285
Total	109,115,804	181,770,045	305,450,121

With 62 persons on its payroll, the Council's staff get an **average annual salary of N2.5 million** per staff**.**

Observations

The Committee observed that the EHRCN is a professional body and should not be entitled to funding from the Government. The Committee believes that the EHRCN could be sustained from the subscription of its members, as is the case with other professional bodies like COREN, NBA and ICAN.

Recommendations

The Committee recommends that Government funding for the Environmental Health Registration Council of Nigeria (EHRCN) be stopped with effect from the 2013 Fiscal Year.

FEDERAL CAPITAL TERRITORY AUTHORITY

Core Mandate

The mandate of the Authority is summarized as follows:

i) *preparation and continuous review of the Abuja Master Plan (in liaison with other stakeholders in the development of the FCT), and land use with regard to Town and Country planning within the FCT;*

ii) *relocation, Resettlement, Assessment, and Payment of compensation to indigenes and other affected persons;*

iii) *provision of District/City infrastructure, in accordance with the Master Plan;*

iv) *provision of Rural Infrastructure;*

v) *provision of Institutional and Public Buildings, as well as affordable Housing Schemes and related guidelines;*

vi) *provision of basic services and utilities e.g. water & sewage, electricity, and communication ducts;*

vii) *provision of Municipal (Support) Services; and*

viii) *co-ordination of the activities of all Ministries, Departments and Agencies of the Federal Government within the FCT.*

There was no submission by the FCTA. Committee, however, observed that the Federal Capital Development Authority (FCDA) is the only parastatal that is mandated to carry out development activities in the Federal Capital Territory.

FEDERAL MINISTRY OF FINANCE

The Federal Ministry of Finance is one of the major drivers of the economic sub-sector.

The parastatals and extra-ministerial departments under the supervision of the Ministry are as follows:

i) The Federal Inland Revenue Services (FIRS);
ii) Office of the Accountant-General of the Federation;
iii) The Ministry of Finance Incorporated (MOFI);
iv) Nigeria Customs Service (NCS);
v) Investment and Securities Tribunal (IST);
vi) National Economic Recovery Fund (NERFUND)
vii) National Insurance Commission (NAICOM);
viii) Nigerian Export and Import Bank (NEXIM);
ix) Securities and Exchange Commission;
x) Nigeria Deposit Insurance Corporation; and
xi) Debt Management Office (DMO)*

**** The subject of the DMO was treated earlier under the Office of the Vice President where the Committee recommended that the Debt Management Office be a semi-autonomous department in the Federal Ministry of Finance and its enabling law repealed accordingly.***

Federal Inland Revenue Service (FIRS)

Core Mandate

The Federal Inland Revenue Service (FIRS) was established by the FIRS Establishment Act, 2007, CAP F36 LFN of 2004 as updated with the mandate among others, to assess, collect and account for revenues accruable to the Government. The enabling law of the FIRS provides it with a reasonable level of autonomy, with funding derived from an approved percentage of its total non-oil tax collection.

Observations

The Committee noted the functions of the Federal Inland Revenue Service (FIRS) as a revenue collecting agency of the Federal Government and as a vital institution to the economy. However, the Committee observed from the submission made to it by the FIRS that the Federal Capital Territory Administration (FCTA) is also taking steps to establish a parallel Revenue

Board. The Committee is of the view that steps need to be taken to ensure that the FIRS and FCTA collaborate to address the issue of the establishment of a parallel revenue board by the FCTA. This is to reduce the cost of governance and fully utilize the platform already established for revenue collection for the FCT. In addition, it should be understood that the component of tax to be collected by the duplicate body is too minimal to justify its establishment. The authorities of the FCTA however think otherwise.

The Committee also noted the assertion by the FIRS that the Department of Petroleum Resources (DPR) has continued to collect royalties, signature bonuses and other charges in the petroleum sector in line with the relevant provisions of its enabling Act, in spite of the enactment of FIRSEA 2007 which mandates the FIRS to "account for tax revenues accruable to the Government of the Federation."

In addition, the Committee observed that another area of disagreement between the two bodies is the need to remove the function of collection of royalties from DPR and transfer same to the FIRS. This is because the collection of any form of revenue should be the responsibility of FIRS and the continuous performance of that function by the DPR should be discontinued.

While the Committee noted the concern raised by the FIRS regarding the retention of a certain percentage of internally generated revenue by some agencies, the Committee believes that there is need for the amendment of the provisions of the enabling laws of all such revenue generating agencies that permit them to retain and utilize the specified percentage of their IGRs. This is to allow Government to harness all its revenue in order for it to have a total picture of its earning and thereafter, make appropriate budgetary provisions. Perhaps Government should consider instructing such bodies to pay a certain percentage of their gross revenue to Government Treasury.

In the course of its interaction with the various MDAs, the Committee noted the need for an independent audit of the remittance of Withholding Tax by some Oil Companies.

Recommendations

The Committee recommends as follows, that:

i) urgent steps be taken to ensure that the FIRS and FCTA meet to address the issue of the establishment of a parallel Revenue Board by the FCTA;

ii) any Bill with a proposal that would exclude the FIRS from collecting royalties, signature bonuses and other charges in the Petroleum Sector

would be inappropriate and should not be considered;

iii) the provisions of the enabling laws of all revenue generating agencies that permit them to retain and utilize a percentage of their IGRs be amended to enable Government to have a total picture of its earnings in order to make appropriate budgetary provisions; and

iv) that an independent review of the remittance of Withholding Tax by some Oil Companies be conducted with a view to ensuring that all withholding taxes are accounted for.

Office of the Accountant General of the Federation (OAGF)

Core Mandate

The Office of the Accountant General of the Federation (OAGF) is an extra-ministerial body mandated to perform the following functions:

i) to install and operate a fully integrated accounting and financial management system;
ii) to provide a system for the monitoring of the accounts of all Ministries, Departments and Agencies (MDAs);
iii) to ensure timely submission of all financial statements to the Auditor General for the Federation (AuGF);
iv) to install an effective and efficient performance management system;
v) to provide accurate and timely financial information for planning and decision-making;
vi) to develop a crop of highly qualified and motivated personnel for effective service delivery; and
vii) to ensure adequate management and control of Government investments.

Budget

The OAGF has a staff strength of 2,474 and is fully funded by Government as shown in the table below.

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**1,651,383,607**	**1,581,066,801**	**2,670,143,247**
Overhead	**1,623,853,773**	**1,643,838,609**	**1,615,470,412**
Capital	**1,399,525,000**	**793,980,000**	**865,274,943**
Total	**4,674,762,380**	**4,018,885,409**	**5,150,888,602**

Observations

The Committee observed that the Office of the Accountant-General of the Federation (OAGF) is an extra-Ministerial body responsible for the management of the accounting functions relating to all receipts and payments of the Federal Government and a very vital component of the financial sector of the economy.

It also observed that with an automated system, the OAGF may not require all the staff currently on its nominal and payroll.

Recommendation

The Committee recommends that the Office of the Accountant General of the Federation continues to maintain its current status.

Ministry of Finance Incorporated (MOFI)

Core Mandate

The Ministry of Finance Incorporated (MOFI) was established in 1959 by the MOFI Ordinance now CAP 229 LFRN. MOFI has been affected by some reorganisations, which saw it transformed from a Unit in the Office of the Accountant General of the Federation to the Investment Department in the same Office.

Observations

The Committee noted the urgent need to resolve the long standing challenge of the management of Government's investments. The Committee further noted the challenge in the management of Government's investment, which ultimately has impacted on the ability of MOFI to deliver on its mandate. Without a clear policy direction, the lines of responsibility will continue to be blurred and will in turn affect the existing governance structure under which MOFI currently operates.

During its interactions with the MOFI, the Committee saw the need to also interact jointly with both MOFI and the Bureau of Public Enterprises due to certain issues about their mandates, functions and interrelation that arose. At the joint session, the Committee observed that there was no harmonization/reconciliation of records between the two bodies, particularly with regard to the number of Government interests sold and the actual amount realized from such sales.

The Committee observed the need to strengthen MOFI for it to function effectively and deliver on its mandate but was of the view that this will depend on the investment policy direction of Government.

The Committee observed that in order to remove the inefficiencies that have hitherto attended the administration of Government investments and ensure transparency, total disclosure and good corporate Governance, MOFI should be run by a corps of competent and experienced professionals.

Recommendations

The Committee recommends as follows, that:

i) MOFI be run by a corps of competent and experienced professionals; and
ii) that MOFI and the BPE collaborate to eliminate gaps in records and information and determine the loan portfolios.

Nigeria Customs Service (NCS)

Core Mandate

The Nigeria Customs Service Board was established by Act. No 45 of 1st June 1992 as amended by Act. No 77 of 29th August 1993. These Acts also transformed the then Department of Customs and Excise into a fully-fledged Para-Military Service outside the Civil Service Structure. It is a revenue-collecting agency, which has a major role to play in the economic and security spheres of Nigeria's Development. The Comptroller-General, as head of the Nigeria Customs Service, is directly responsible to the Nigeria Customs Service Board chaired by the Minister of Finance. The Comptroller General is the Deputy Chairman of the Board. The Nigeria Customs Service Board is responsible for policy formulation and the administration of the Customs and Excise Management Act (CEMA) Act No. 55 of 1958, now Cap C.45 Laws of the Federation, 2004.

The functions of the Nigeria Customs Service are categorized into the primary and secondary functions. The primary functions include:

(i) collection of Revenue i.e. import and excise duties and Accounting for same;
(ii) prevention and suppression of smuggling; and
(iii) trade facilitation.

The secondary functions of the NCS refer to the agency services it renders for other agencies of Government such as the National Agency for Food and Drug Administration and Control (NAFDAC), Standards Organization of Nigeria (SON), National Drug Law Enforcement Agency (NDLEA), National Environmental Standards and Regulatory Enforcement Agency (NESREA) as well as the collection of Value Added Tax (VAT), 1% CISS, 0.5% ETLS, Sugar Levy, Rice Levy, etc. The Customs Service also has a Staff College.

Observations

In considering the proposal by the Ministry of Trade and Investment that the Nigeria Customs Service should be brought under its supervision, the Committee noted that the NCS is currently under the supervision of the Federal Ministry of Finance.

The Committee also noted the reforms being carried out by the NCS with a view to increasing revenue collection some of which are:

i) e-transmission of manifest;
ii) e-remittance of duty collection by the commercial banks to the CBN; and

iii) e-release of cargo/e-reconciliation.

The Committee is however of the view that the full automation of the clearing processes will facilitate trade and improve the efficiency of revenue collection by the NCS.

The Committee also noted the existence of the Nigeria Customs Service Board which is responsible for appointment, promotion and discipline in the Service and observed that the proposed Federal Public Service Commission would in future take on these responsibilities. Consequently, the Board of the Nigeria Customs Service would be scrapped and the relevant provisions of its enabling law repealed accordingly.

Recommendations

The Committee recommends as follows, that:

i) the Nigeria Customs Service (NCS) remains domiciled in the Federal Ministry of Finance;
ii) the Nigeria Customs Service Board be scrapped and the relevant provisions of its enabling law regarding appointment, promotion and discipline of NCS personnel be repealed; and
iii) that the functions of appointment, promotion and discipline of the Nigeria Customs Service Board be transferred to the proposed Federal Public Service Commission.

Investment and Securities Tribunal

Core Mandate

The Investments & Securities Tribunal (IST) was established under Section 224 of the Investments and Securities Act, 1999 (now Section 274 of ISA 2007). By virtue of the "Pensions Reform Act, 2004", the Tribunal is also empowered to adjudicate on pension disputes in Nigeria.

It was constituted and formally inaugurated in 2002 as part of the Federal Government's key reform of the financial sector.

The Tribunal is a civil court for all purposes. It has jurisdiction in all civil matters arising from investments and securities transactions as well as pension matters referred to it by the National Pensions Commission (PenCom).

Membership of the IST comprises a Chairman and Members who are professionals with in-depth knowledge and experience in Securities Law, Capital Market activities and pension operations.

The Tribunal's decisions are enforced as judgments of the Federal High Court and appeals go directly from there to the Court of Appeal.

The Act establishing the Tribunal empowers it, among other things, to:

i) summon and enforce the attendance of any person and examine him on oath;
ii) require the discovery and production of documents;
iii) receive evidence on affidavits;
iv) call for the examination of witnesses or documents; review its decisions; dismiss an application for default or deciding matters *ex-parte*;
v) set aside any order or dismissal of any application for default or any order made by it *ex-parte*; and
vi) do anything, which in the opinion of the Tribunal is incidental or ancillary to its functions under the Act setting it up.

The Tribunal is fully funded by the Government as shown in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	193,313,694	279,083,013	384,694,906
Overhead	490,660,631	200,952,427	363,087,682
Capital	100,000,000		98,000,000
Total	**783,974,324**	**480,035,439**	**845,782,588**

Observation

The Committee observed that the Tribunal is relevant in the administration of the Capital Market and pension funds.

Recommendation

The Committee recommends that the Investments & Securities Tribunal (IST) is relevant and should continue to be fully funded by Government.

National Insurance Commission (NAICOM)

Core Mandate

The National Insurance Commission (NAICOM) was established by Decree No. 1 of 1997 with a mandate to ensure the effective administration, supervision, regulation and control of insurance business in Nigeria. The Decree replaced an earlier Decree No. 62 of 1992 that established the National Insurance Supervisory Board, NISB.

Prior the enactment of the 1997 Act and the subsequent establishment of NAICOM, the NISB functioned as the insurance industry's supervisor. However, since its establishment, NAICOM has performed this role and others as enshrined in the 1997 Act.

Section 7 of the Insurance Act 1997, gives NAICOM powers to administer, supervise, regulate and control insurance business in Nigeria. Specifically, the Commission is vested with the responsibility of performing the following functions: to

i) establish standards for the conduct of insurance business in Nigeria;

ii) approve rates of insurance premiums to be paid in respect of all classes of insurance business;

iii) approve rates of commissions to be paid in respect of all classes of insurance business;

iv) ensure adequate protection of strategic Government assets and other properties;

v) regulate transactions between insurers and reinsurers in Nigeria and those outside Nigeria;

vi) act as adviser to the Federal Government on all insurance related matters;

vii) approve standards, conditions and warranties applicable to all insurance business;

viii) protect insurance policy – holders and beneficiaries and third parties to insurance contracts;

ix) publish, for sale and distribution to the public, annual reports and statistics on the insurance industry;

x) liaise with and advise Federal Ministries, extra ministerial departments, statutory bodies and other Government agencies on all matters relating to insurance contained in any technical agreements to which Nigeria is a signatory;

xi) contribute to the educational programmes of the Chartered Insurance Institute of Nigeria and the West

African Insurance Institute, and

xii) carry out such other activities connected or incidental to its other functions under the 1997 Act.

NAICOM has 143 staff on its payroll and receives funding for its Personnel Cost and Overhead from the Government as tabulated below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	171,107,144	191,249,175	274,899,081
Overhead	286,421,746	294,584,766	373,117,599
Capital			-
Total	457,528,890	485,833,940	648,016,679

Observations

The Committee observed that, as a regulator of the insurance subsector, NAICOM receives 1% of gross insurance premium of insurance companies. It is therefore of the strong view that NAICOM ceases to receive funding from Government.

Recommendation

The Committee recommends that NAICOM should cease to receive funding from Government from 2013.

National Economic Recovery Fund (NERFUND)

Observations

The Committee noted from the Ahmed Joda Report that there had been an earlier decision to wind up the Fund and have its activities taken over by the Bank of Industry

The Committee noted that over 12 years after this decision, Government has continued to fund the activities of NERFUND through the Service-Wide Vote and appropriated the sum of ₦2 billion in 2011 and proposed the sum of ₦1 billion in the 2012 budget for the Agency. This, the Committee observed, constitutes a serious drain on Government resources and needs to be investigated.

The Committee further observed that the non-repeal of the NERFUND enabling law (Cap N.32 of 1989) is not a justification for the continuous funding of an agency that had been approved for winding up.

Government would be required to take administrative action pending the repeal of the law setting up NERFUND.

Recommendations

The Committee recommends as follows, that:

i) the enabling law of NERFUND be repealed as earlier decided by Government;

ii) the continuous release of funds to NERFUND, through the Service-Wide vote be investigated; and

iii) that further budgetary allocation to NERFUND be discontinued immediately.

Nigerian Export and Import Bank (NEXIM)

Core Mandate

The Nigerian Export-Import Bank (NEXIM) was established by Act No. 38 of 1991 and it opened for business in January 1991. As presented by the bank, the Government of the Federation, represented by the Federal Ministry of Finance (Ministry of Finance Incorporated - MOFI) and the Central Bank of Nigeria, (CBN) equally subscribed to its share capital.

According to its mandate, the NEXIM Bank is empowered to perform the following functions:

i) provide credit facilities in support of export;
ii) provide export credit guarantee and export credit insurance facilities;
iii) establish and manage funds connected with exports;
iv) provide payment guarantees to other parties in specific circumstances;
v) maintain a foreign exchange revolving fund for lending to exporters who need to import foreign inputs to facilitate production for export;
vi) maintain a trade information system in support of export business;
vii) provide domestic credit insurance where such a facility is likely to assist exports;
viii) purchase and sale of foreign currency and transmission of funds to all countries; and
ix) provision of investment guarantee and investment insurance facilities

The authorized share Capital of the bank is **₦50 billion**, while the Bank's paid-up Capital as at 30th September 2011, stood at **₦35,536,553,736.20,** with the Central Bank of Nigeria paying its called-up share of**₦25,000,000,000**. On the other hand, MOFI paid up the sum of**₦10,536,553,736.20**out of the sum of **₦25 billion**, leaving a balance of**₦14,463,446,263.80**.

The Bank has a staff strength of 69 personnel.

Observations

The Committee noted that the enabling law of NEXIM allows the CBN to provide the chairman and another member of its board. Thus, the Deputy Governor of the Central Bank of Nigeria (CBN) chairs the nine-member board of the NEXIM.

This, the Committee observed is not in line with good corporate governance, as a regulator should not chair the board of the entity it regulates. The Committee is therefore of the strong view that the NEXIM law be amended to allow for an independent chairman who is not a member of staff of the CBN. The Committee further observed that the enabling law of NEXIM has also not defined the qualifications of its Board members and was of the view that the law should be amended to include such provisions.

The Committee noted that, going by its Act of Incorporation, NEXIM is firstly a bank established to provide credit facilities to support export and to establish and manage funds connected with exports. This was further confirmed during its interactive session with the officials of the Federal Ministry of Trade and Investment under whose purview these functions ordinarily fall.

The Committee however, noted that in other climes EXIM banks function as independent bodies, creating trade-related credits and facilities in line with internationally accepted risk asset acceptance criteria. In addition, these EXIM banks function either as independent institutions or under the supervision of the respective Ministries of Finance in those countries. It is the view of the Committee therefore that the EXIM Bank reports to Government through the Federal Ministry of Finance, but regulated by the Central Bank of Nigeria (CBN).

Recommendations

The Committee recommends as follows, that:

i) an amendment of the NEXIM Act to:
   a) define the qualifications of the chairman and members of the Board, in line with best corporate governance practice;
   b) to preclude the staff of the CBN, as a regulator, from serving on the NEXIM Board;
   c) allow the CBN as a shareholder to nominate independent persons as members of the Board; and
   d) retain NEXIM as an agency reporting to the Government through the Federal Ministry of Finance.

Securities and Exchange Commission (SEC)

The Economic development of a country is tied to the development of the Capital Market. Capital markets are therefore important to socio-economic development. Firstly, as sources of medium-to-long-term capital for industries and secondly, as sources of wealth creation and aids to private sector development.

Core Mandate

The Securities and Exchange Commission (SEC) is the regulator of the Nigerian capital market. SEC derives its powers and functions from the Investments and Securities Act (ISA) 2007. Section (13) of the ISA mandates the Commission to regulate and develop the Nigerian capital market.

Currently, the SEC has a workforce of 580 (excluding non-permanent staff) spread across 20 departments and seven zonal offices.

Observations

The Committee observed that SEC does not receive funding from the Federal Government. In line with Sections 19-25 of the ISA, the Commission derives its funding from market transaction charges, fines, investment income, charges for administrative proceedings, donations, international support in the area of capacity building and advisory services.

The Committee therefore believes that a strong independent professional board should be appointed for SEC. The members should be appointed by the President on the recommendation of the Minister of Finance. The Board should be responsible for the general policy direction of the Commission, enforce corporate governance rules, ensure timely preparation and auditing of accounts by independent auditors as well as the prompt payment of annual surplus to Government coffers. However, the Committee believes that agencies such as the Securities and Exchange Commission (SEC) should be made to pay not less than 25% of the gross revenues generated by them to the Treasury annually instead of the current practice where a percentage of the surplus made by the agencies is remitted.

Recommendations

The Committee recommends as follows, that:

i) a strong independent professional board be appointed for the Security and Exchange Commission (SEC);

ii) the Board members be appointed by the President on the recommendation of the Minister of Finance; and

iii) the Board be responsible for:

a) general policy direction of the SEC;
b) enforcing corporate governance rules;
c) ensuring timely preparation and auditing of accounts by independent auditors; and
d) ensuring timely payment of not less than 25% of its gross earnings.

Nigeria Deposit Insurance Corporation (NDIC)

Core Mandate

The Nigeria Deposit Insurance Corporation (NDIC) was established by Decree No. 22 of 1988 now replaced by the NDIC Act 16 of 2006, to insure deposit liabilities of all licensed deposit-taking financial institutions in Nigeria. The Deposit Insurance Scheme (DIS) was introduced following the deregulation of the financial system under the Structural Adjustment Programme (SAP) in 1986, to provide a further layer of protection for depositors and promote financial stability by complementing the supervisory activities of the Central Bank of Nigeria (CBN) in ensuring a safe and sound banking system.

According to its submission, the deposit insurance system being implemented by the NDIC was designed as a Risk Minimiser with powers to insure deposits of all licensed deposit-taking financial institutions, monitor their financial health status and ensure orderly resolution when they fail. Derived from its functions, the mandate of the Corporation consist of the following:

i. deposit guarantee;
ii. supervision of insured Institutions;
iii. resolution of problem or failing Banks; and
iv. liquidation of failed/closed Banks.

The NDIC has a total staff strength of 1018 broken down as follows:

Senior Executive	2
Executive Staff	109
Senior Staff	775
Junior Staff	132
Total	1018

During the Committee's interaction with the NDIC, the Corporation cited the effect of the Fiscal Responsibility Act as well as the slow and cumbersome judicial process as challenges to the smooth operations of the NDIC.

Observations

The Committee observed that the Nigeria Deposit Insurance Corporation (NDIC) does not receive any subvention from the Federal Government. Its main source of funding, as spelt out in its enabling Act, is premium contributions paid by the participating financial institutions.

Recommendations

The Committee recommends that the Corporation continues to exist in its present format.

MINISTRY OF FOREIGN AFFAIRS

The Ministry of Foreign Affairs has the core mandate for the formulation, articulation and conduct of Nigeria's Foreign Policy. The Ministry envisions to build an efficient foreign ministry that is knowledge-based and technology-driven in service delivery in the pursuit of Nigeria's foreign policy objectives and goals.

The four agencies under the supervision of the Ministry of Foreign Affairs are:

i) the Nigerian Institute of International Affairs (NIIA);
ii) the Institute for Peace and Conflict Resolution (IPCR);
iii) the Directorate of Technical Cooperation in Africa (DTCA); and
iv) the Directorate of Technical Aid Corps (DTAC).

The Ministry also runs the Foreign Service Academy situated in Lagos.

The Nigerian Institute of International Affairs (NIIA)

Core Mandate

The Nigerian Institute of International Affairs (NIIA) was established in 1961 to provide a nursery for ideas on what direction Nigeria should take on international affairs. Since inception, the Institute has been organizing conferences, roundtables and lectures. These are aimed at addressing current foreign policy issues and anticipating others still in the horizon.

The Institute is a specialized instrument of foreign policy formulation in Nigeria. It serves as an intellectual base upon which decision-makers rely for informed opinions and expert advice in order to make rational choices between contending policy options.

The administration of the Institute is organized at two levels:

i) the Governing Council, which comprises eminent Nigerians from the academia; and
ii) the Management Committee, which is chaired by the Director General with the Directors of Research, Library, and Administration as members.

Budget

The Institute is fully funded by the Federal Government and its Appropriation for the period 2009-2011 is as set out in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**199,009,300**	**189,235,347**	**291,736,394**
Overhead	**249,047,553**	**273,952,309**	**265,443,350**
Capital	**57,000,000**	**249,750,000**	**31,588,826**
Total	**505,056,853**	**712,937,655**	**588,768,569**

Observations

The Committee observed that due to its strategic role as the think-tank for Nigeria's foreign policy direction and the importance of foreign policy in the comity of nations, it should continue to receive full Government funding.

Recommendations

The Committee recommends as follows, that

i) the Nigerian Institute of International Affairs (NIIA) subsumes the functions of the Institute for Peace and Conflict Resolution; and
ii) that the NIIA continues to be fully funded by Government.

Institute for Peace and Conflict Resolution

Core Mandate

The Institute for Peace and Conflict Resolution (IPCR) was established by Cap 127 LFN of 2007 as an intervention agency to prevent, mitigate and resolve conflicts as well as an intellectual base to sharpen and support Government in formulating and implementing policies that relate to the promotion of peace and management of conflicts. It is charged with the mandate of providing relevant information and regular advice to policy makers, and to engage in, as well as collaborate with others involved in peace negotiations and settlement of conflicts.

The Institute is primarily a research centre, a think-tank and an agency for strengthening Nigeria's capacity for the promotion of peace, conflict prevention, management and resolution.

The Institute is also committed to the creation of conditions for sustained peace and effective peace-building, especially in post-conflict societies, through the promotion of viable institutions that guarantee general security, social stability, economic development, satisfaction of basic needs, the rule of law and human rights, among others.

The Institute for Peace and Conflict Resolution has a Governing Council as its highest policy making organ. The Council comprises the following:

i) a Chairman

ii) one representative each from the six geo-political zones of Nigeria, one of whom must be a woman. One representative each from:

iii) the Presidency

iv) the International Organizations and Donor Agencies

v) the Ministry of Foreign Affairs

vi) the Ministry of Defence

vii) a female representative of the Ministry of Women Affairs

viii) the Commandant of the National War College

ix) the Director General of the Institute.

Budget

The Institute receives full funding from the Government as indicated in its Appropriation for the period 2009-2011 below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**180,790,494**	**237,966,191**	**371,153,285**
Overhead	**116,290,528**	**127,919,581**	**123,946,399**
Capital	**7,000,000**	**208,350,000**	**23,867,113**
Total	**304,081,022**	**574,235,772**	**518,966,797**

Observations

The Committee observed that the Institute, as a research centre for peace and conflict resolution in Nigeria and the African Continent, performs similar functions to those of the Nigeria Institute of International Affairs (NIIA). Indeed, the Committee is of the strong view that having two agencies performing similar functions in the same ministry, is unnecessary and a drain on Government resources, particularly as the NIIA has been noted to have excelled in research on both local and international political and socio-economic themes including peace and conflict resolution.

The Committee believes that the Institute for Peace and Conflict Resolution (IPCR) should be abolished since the Division of Security and Strategic Studies in the Research and Studies Department of the much more established NIIA performs similar functions as the IPCR which is tantamount to duplication of functions. For instance, the Committee noted that this Department had been involved in conflict resolution issues such as its research studies on the Bakassi. Accordingly, the enabling law of the IPCR should be repealed and its functions transferred to the Department of Research and Studies Department of the NIIA.

Recommendations

The Committee recommends as follows, that:

i) the enabling law of the IPCR be repealed and its functions transferred to the Department of Strategic Studies in the NIIA ; and
ii) that budgetary allocation to IPCR ceases with effect from the 2013 Fiscal Year.

The Directorate of Technical Cooperation in Africa (DTCA)

Core Mandate

The Directorate of Technical Cooperation in Africa (DTCA) was established in 2001 under the defunct Ministry of Cooperation and Integration in Africa to serve as a catalyst for bridging the developmental gap between Africa and the rest of the world.

The current structure and operations of the Directorate are based on the report of the Management Services Office in the Office of the Head of the Civil Service of the Federation.

According to its submission, the DTCA is basically mandated to attract African experts to enhance Africa's development by creating the enabling environment and opportunity for professionals in Nigeria and Africa and those of African descent to invest their intellect, expertise and skills into the economies of Africa.

The objectives of the DTCA include the following:

i) to promote technology transfer through technical cooperation between Nigeria and other countries in Africa;
ii) to promote the exchange of high-level research experts in Science and Technology, Humanities and the Arts;
iii) to provide sustainable funding for Scientific and Technical Exchange Programmes (STEP);
iv) to provide a database of all Nigerian and African experts in Science and Technology, Humanities and the Arts;
v) to facilitate capacity building for research and development in Africa;
vi) to generate new ideas for Africa's development through cooperative research and collaborative development activities;
vii) to cultivate and expand strategic relationships with key agencies in order to stimulate growth and development; and
viii) to facilitate cooperation and integration in Africa through the transfer and diffusion of technology and dissemination of innovations.

The management of the Directorate is headed by the Director General who is also the Secretary to the Presidential Implementation and Monitoring Committee (PIMC), which superintends the Directorate. The Directorate has no law.

Currently, the Directorate has a staff strength of 82 personnel. It recruits its own staff and operates a consolidated salary structure.

The DTCA is fully funded by Government as indicated below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**62,960,590**	**75,757,366**	**115,471,770**
Overhead	**96,855,078**	**96,855,078**	**103,231,435**
Capital	**7,000,000**	**162,000,000**	**3,509,870**
Total	**166,815,668**	**334,612,444**	**222,213,075**

Observations

The Committee noted that the DTCA has been existing without an enabling law and is headed by a Director General and its budgetary allocations for the period 2009-2011 is **N647,429,909**.

The Committee observed that the functions of the Directorate were similar to those of the Directorate of Technical Aid Corps (DTAC), particularly in the area of international donations of finance and personnel. Whereas the Directorate of Technical Cooperation in Africa (DTCA) aims at bridging the economic and scientific gap between Africa and the rest of the world through technical cooperation, the DTAC assists needy African, Caribbean and Pacific (ACP) countries through volunteer services rendered by professionals.

The Committee is aware of the set up in the Ministry of Foreign Affairs particularly as it relates to the supervision by the Minister of Foreign Affairs and the two Ministers of State in the Ministry. It is, however, not persuaded that merging the DTCA and the DTAC into one Department in the Ministry would in any way create a conflict in the reporting structure in the Ministry or diminish the powers of the Ministers as some may want to argue.

The Committee further observed that both the DTCA and DTAC perform complementary functions (granting of aids) which could be harmonized by merging the two bodies into one Department under the Ministry of Foreign Affairs for proper coordination and effective monitoring of the aids/assistance, which Nigeria gives to Africa and the World. This is particularly so as merging the two bodies would create a one-stop shop for assessing the quantum of Nigeria's aids to Africa and the rest of the world.

While noting the foreign policy objective of Nigeria in establishing the DTAC, the Committee observed that the DTCA should be abolished because it is a body operating without an enabling law. This is in addition to the fact that its functions do not require the complicated apparatus of a parastatal as they can be effectively performed in the Ministry.

Recommendations

The Committee recommends as follows, that:

i) the Directorate of Technical Cooperation in Africa (DTCA) be abolished and its functions, along with those of the Technical Aids Corps, transferred to an appropriate Department in the Ministry of Foreign Affairs; and

ii) that further funding of the DTCA, as an agency, should cease with effect from the 2013 Fiscal Year.

The Directorate of Technical Aid Corps

Core Mandate

The Technical Aid Corps (TAC) Scheme was established in 1987 but its enabling Decree No. 27 was promulgated in 1993.

The TAC Scheme is an alternative to direct financial aid to African, Caribbean and Pacific (ACP) countries. Nigeria shares its know-how and expertise based on already assessed and perceived needs of the recipient countries. The Scheme also promotes co-operation and understanding between Nigeria and ACP countries.

The programme involves the deployment of highly experienced Nigerian professionals in the field of medicine, nursing, education, engineering, agriculture, accountancy, and other related fields, to African, Caribbean, and Pacific (ACP) countries for a period of two years.

The Directorate of Technical Aid Corps is charged with the responsibility of implementing the provisions of the statute as well as ensuring the attainment of the objectives of the Scheme.

Its functions include:

i) the overall management and administration of the scheme;
ii) the conduct of recruitment and orientation exercises for volunteers; and
iii) the deployment of volunteers to recipient countries and debriefing of volunteers on their final return to the country.

Budget

The DTAC is fully funded by Government as indicated below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel		**75,757,366**	**18,930,643**
Overhead	**1,504,400,704**	**96,855,078**	**1,603,441,420**
Capital	**115,000,000**	**162,000,000**	**77,217,130**
Total	**1,619,400,704**	**334,612,444**	**1,699,589,193**

Observations

The Committee noted that the Directorate performs functions listed under its Core Mandate subject to policy direction from the Ministry of Foreign Affairs. Furthermore, in carrying out its responsibilities, the Directorate is guided by the following policy objectives of the Scheme:

i) giving assistance on the basis of assessed and perceived needs of a recipient country;
ii) promoting cooperation and understanding between Nigeria and a recipient country; and
iii) facilitating meaningful contacts between the youth of Nigeria and those of a recipient country.

In addition to the foregoing, the Committee was informed that the DTAC Scheme is also aimed at:

a. complementing other forms of assistance to other developing countries;
b. ensuring streamlined programmes of assistance to other developing countries;
c. acting as a channel of enhancing South-South Cooperation; and
d. establishing presence in countries where for economic reasons, Nigeria has no resident diplomatic Mission.

Currently, the staff strength of the DTAC is 61.

The Committee noted that although the law allows the direct recruitment of its staff through the Federal Civil Service Commission, it draws its staff from the Ministry of Foreign Affairs.

As stated in the discussion on DTCA above, the Committee is aware of the set up in the Ministry of Foreign Affairs particularly as it relates to the supervision by the Minister of Foreign Affairs and the two Ministers of State in the Ministry. It is, however, not persuaded that merging the DTCA and the DTAC into one Department in the Ministry would in any way create a conflict in the reporting structure in the Ministry or diminish the powers of the Ministers as some may want to argue.

The Committee further observed that both the DTCA and DTAC perform complementary functions (granting of aids) which could be harmonized by merging the two bodies into one Department under the Ministry of Foreign Affairs for proper coordination and effective monitoring of the aid/assistance, which Nigeria gives to Africa and the World. This is particularly so as merging the two bodies would create a one-stop shop for assessing the quantum of Nigeria's aids to Africa and the rest of the world.

Recommendations

The Committee recommends as follows, that:

i) the Directorate of Technical Aids Corps (DTAC) be abolished as a stand-alone parastatal and its enabling law amended to reflect the new status accordingly; and
ii) the functions of the DTAC and the Directorate of Technical

Cooperation in Africa (DTCA) be consolidated into one Department in the Ministry of Foreign Affairs for the proper coordination and effective monitoring of Nigeria's aids/assistance to Africa and the world.

FEDERAL MINISTRY OF HEALTH

The Committee noted that Health is strategic to the socio-economic development of a nation. Investing in human development therefore revolves around the provision of an effective and efficient health care system that delivers the required services.

The Committee observed that Health is an intrinsic factor for the attainment and sustenance of individual and societal development in addition to being one of the major pillars of the Transformation Agenda. Special attention therefore needs to be paid to it to ensure efficiency and effectiveness in health care delivery.

The Committee noted that a key area of activity of the Federal Ministry of Health is its lead role in the facilitation of response to acute trauma cases, be it from roadside accidents or other emergency situations.

To this end, therefore, the Committee observed as follows:

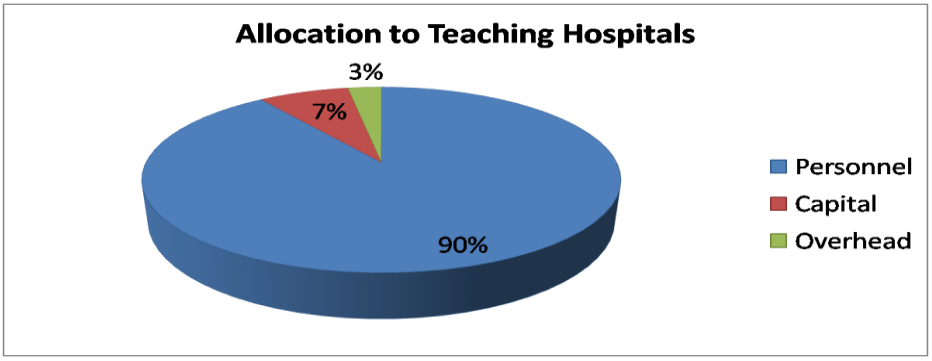
1. **Teaching Hospitals**
   that the 19 teaching hospitals across the country operate as individual centres of excellence, with each having its own governing board. Besides, the teaching hospitals operate as medical schools for Federal Universities where applicable;

   that the bulk of funding of the Teaching Hospitals is channeled to Personnel Cost, with Overhead and Capital Costs commanding relatively low allocations with the resultant effect that actual health care delivery does not receive adequate attention. If this trend continues, the Government would find an even greater challenge in ploughing adequate resources into addressing the dilapidated state of infrastructure in the various hospitals and reversing the poor state of health care delivery. The table below clearly depicts the funding profiles of the Teaching Hospitals:

S/N	TEACHING HOSPITALS	PERSONNEL (₦)	OVERHEAD (₦)	CAPITAL (₦)
1	University of Ibadan Teaching Hospital	9, 003, 766, 497	240 555 424	322 666 107
2	Lagos University Teaching Hospital	6 973 213 656	193 192 609	247 394 783
3	Ahmadu Bello University Teaching Hospital	8 522 418 750	186 797 470	305 920 959
4	University of Nigeria Teaching Hospital	8 490 986 335	190 416 638	416 391 842

5	University of Benin Teaching Hospital	7 650 266 347	158 558 304	396 988 798
6	Obafemi Awolowo University Teaching Hospital	6 587 703 528	194 002 645	405 232 563
7	University of Ilorin Teaching Hospital	7 150 968 674	145 565 166	336 872 474
8	University of Jos Teaching Hospital	5 912 760 571	143 896 808	564 709 861
9	University of Port-Harcourt Teaching Hospital	6 035 424 940	172 851 049	460 830 887
10	University of Calabar Teaching Hospital	6 553 953 345	182 679 507	456 536 770
11	University of Maiduguri Teaching Hospital	6 178 457 936	197 966 955	394 670 239
12	Usman Dan Fodio University Teaching Hospital	4 541 013 311	230 302 696	298 532 586
13	Aminu Kano University Teaching Hospital	4 833 901 920	175 857 847	291 189 665
14	Nnamdi Azikiwe University Teaching Hospital	5 132 026 675	151 269 289	407 055 890
15	University of Abuja Teaching Hospital	4 191 508 769	132 287 690	368 393 239
16	University of Uyo Teaching Hospital	3 847 125 440	105 158 811	707 335 880
17	Abubakar Tafawa Balewa Teaching Hospital	2 956 635 846	137 290 985	263 993 440
18	National Hospital Abuja	6 915 034 372	350 353 603	2 100 000 000
19	Federal Specialist Hospital, Irrua	4 195 973 582	104 722 660	333 478 945

These allocations are represented in the chart below:



The scenario above clearly indicates that in order to deliver efficient and effective health care there is need to reverse the current pattern of resource allocation to achieve value for money. In order to rationalize the manpower needs of the hospitals and ensure that the manning levels are fit-for-purpose it would be necessary to carry out a management/staff audit (with biometric) of the institutions.

The Committee also observed that the composition of the medical boards of Teaching Hospitals, usually between 11 and 14 members, was large with members drawn from the university, the Nigerian Medical Association (NMA), other professional medical bodies and the political class.

2. **Federal Medical Centres**

The Federal Medical Centres represent Federal Government presence in the States where they are located by way of providing enhanced tertiary health care. Each health care centre has a board of directors. The Committee noted the options proffered by the Ministry concerning the governing boards on the need to either:

i) maintain the *status quo* by keeping a governing board for each Medical Centre; or

ii) establish joint governing boards based on geo-political zoning with the secretary of the Zonal Board as one of the Directors of Administration (DA) of the existing Federal Medical Centres for a two-year tenure. The Secretariat will be located in the hospital of the serving DA, while meetings can be rotated from institution to institution; or

iii) set up a full-time secretariat with the appointment of an Administrative Secretary with a few support staff to coordinate activities of the joint boards.

Below are the budgets for the Federal Medical Centres for 2011:

S/N	MEDICAL CENTRES	PERSONNEL (₦)	OVERHEAD (₦)	CAPITAL (₦)
1	Federal Medical Centre Umuahia	3 593 124 594	70 150 404	286 265 806
2	Federal Medical Centre Owo	2 984 703 771	76 185 492	229 398 925
3	Federal Medical Centre Abeokuta	3 271 527 122	63 499 648	288 308 782
4	Federal Medical Centre Owerri, Imo	5 106 392 757	68 354 575	298 216 416
5	Federal Medical Centre Makurdi, Benue	4 061 671 095	69 679 980	251 402 665
6	Federal Medical Centre Katsina, Katsina	2 265 417 569	70 404 995	275 346 179
7	Federal Medical Centre Gombe, Gombe	2 857 806 489	72 024 963	181 315 737
8	Federal Medical Centre Yobe	1 959 583 749	76 315 332	193 213 237
9	Federal Medical Centre Asaba	2 206 479 411	76 678 870	263 671 664
10	Federal Medical Centre Bida, Niger	2 320 207 476	80 155 321	206 516 957
11	Federal Medical Centre Gusau, Zamfara	1 759 890 526	76 796 191	332 842 003
12	Federal Medical Centre Yola, Adamawa	1 845 755 983	71 399 471	272 652 988
13	Federal Medical Centre Abakaliki	4 211 740 198	77 300 718	419 678 382
14	Federal Medical Centre Ido-Ekiti	3 849 366 198	84 409 434	221 350 370
15	Federal Medical Centre Lokoja	1 620 854 295	69 947 159	158 924 784

16	Federal Medical Centre Azare	2 081 152 102	70 017 627	267 089 638
17	Federal Medical Centre Kebbi	1 390 942 157	69 000 369	224 127 357
18	Federal Medical Centre Taraba	2 016 904 684	54 793 393	265 603 797
19	Federal Medical Centre Jigawa	1 094 165 361	69 624 621	119 534 589
20	Federal Medical Centre Nasarawa	5 654 838 050	70 066 660	143 225 722
21	Federal Medical Centre Bayelsa	2 457 026 063	70 882 321	305 565 634
22	Federal Medical Centre Ebute-Metta	2 322 059 491	66 999 938	154 776 684

The Federal Medical Centres have all been existing without enabling laws and having governing boards that incur estimated running costs of **N3,500,000.00** per sitting. According to the Ministry, each ten-man board meets eight times annually bringing the total cost for the sittings of the 22 Federal Medical Centres to **₦616,000,000.00** a year.

The Committee is concerned that this has been allowed to continue, thus, resulting in sustaining an illegality at such enormous cost to Government. Consequently, the Committee believes that bodies that are not backed by enabling laws should ordinarily not have governing boards. However, in order to ensure continued provision of health care in the sector, the Committee is of the view that the Medical Centres should be administered through strengthened, competent, professionalized management teams which will take over the responsibilities of the governing boards. The coordination of the management teams should be done through the Hospital Services Department of the Federal Ministry of Health.

The Committee also observed that the Personnel Costs of the Federal Medical Centres are rather high. There is need to conduct an immediate staff audit of these institutions in order to determine their appropriate manning levels.

3. **Specialty Hospitals**

that this group of hospitals provide specialized health care services such as psychiatry, orthopedics, eye and ear health care. There are eight Psychiatric, three Orthopaedic and one Ear and Eye care centres, each of which has a governing board. The Federal Ministry of Health had suggested a reduction of the eight boards of the Psychiatric Hospitals to

two, with one each based and serving the Northern geo-political zones and the other serving the Southern geo-political Zones.

The Ministry also suggested that the Orthopaedic Hospitals and the Eye and Ear centres should have one governing Board each.

In addition, the Ministry suggested the appointment of a full-time secretariat with a full-time secretary to coordinate the affairs of the Joint Boards.

The Committee further observed as follows:

i) that the Orthopaedic Hospitals should be administered by one governing board;
ii) that the National Ear Centre is without an enabling law, while the National Eye Centre is backed by law. The Committee believes that the two centres can be administered by one governing board since one of the centres is recognized in law and both are located in the same town;
iii) that the Psychiatric Hospitals should have a single board whose members should be persons who are competent and have requisite knowledge and experience in the field of psychiatry. The Federal Ministry of Health will designate one of the hospitals to act as secretariat;
iv) that all the Specialty Hospitals should continue to receive full Government funding.

4. **Research Centres**

that there are three research institutes, namely:
i) The Inter-Country Center for Oral Health for Africa;
ii) The National Institute for Medical Research; and
iii) The National Institute for Pharmaceutical Research and Development.

The National Institute for Medical Research as well as the National Institute for Pharmaceutical Research and Development are both covered by the National Science and Technology Act of 1977, while the Inter-Country Centre for Oral Health has no law backing its existence.

The funding for the research centres should be coordinated by the Department of Health Planning Research and Statistics of the Federal Ministry of Health and should therefore not have governing boards. The supervision of the research centres should be carried out by the Department of Health Planning Research and Statistics in the Federal Ministry of Health.

5. **Training Institutes**

that there are two Training Institutes namely:
i) The National Post-graduate Medical College of Nigeria, Lagos; and
ii) The Federal School of Dental Technology and Therapy, Enugu.

While the Post Graduate Medical Centre has an enabling law which is under review (Cap N59 of 2004), the Federal School for Dental Technology and Therapy has none.

The sum of **₦2,821,370,904** has been paid to them by Government for the period 2009-2011.

The institutes provide services for which fees are paid. They should therefore commercialize their services by charging appropriate fees and become self-funding.

6. **Regulatory Agencies**

that there are 14 regulatory bodies under the Federal Ministry of Health with each regulating a different sector of health practitioners. They all get funding from the Federal Government. They are as follows:

i. Nursing and Midwifery Council;
ii. Medical and Dental Council of Nigeria;
iii. Medical Laboratory Science Council of Nigeria;
iv. Radiographers Registration Board;
v. Dental Technicians Registration Board;

vi. Optometric Registration Board;
vii. Medical Rehabilitation Therapy Registration Board;
viii. Dental Therapy Registration Board;
ix. National Agency for Food and Drug Administration and Control (NAFDAC);
x. National Institute for Pharmaceutical Research and Development;
xi. Pharmaceutical Council of Nigeria;
xii. Institute of Chartered Chemists;
xiii. Institute of Public Analysts; and
xiv. Health Records Registration Board.

The under-listed regulatory bodies collect registration fees and annual subscriptions from their members and should therefore be self-funding like such other professional bodies as COREN, NMA, ICAN, etc:

i) Nursing and Midwifery Council;
ii) Medical and Dental Council of Nigeria;
iii) Medical Laboratory Science Council of Nigeria;
iv) Radiographers Registration Board;
v) Dental Technicians Registration Board;
vi) Optometrists and Dispensing Opticians Registration Board;
vii) Medical Rehabilitation Therapy Registration Board;
viii) Dental Therapy Registration Board;
ix) Pharmaceutical Council of Nigeria;
x) Institute of Chartered Chemists;
xi) Institute of Public Analysts;
xii) Health Records Registration Board;
xiii) Radiographers Registration Board;
xiv) Dental Technicians Registration Board;
xv) Dental Therapists Registration Board;
xvi) Optometrists and Dispensing Opticians Registration Board;
xvii) Medical Rehabilitation Therapy Registration Board; and
xviii) Health Records Registration Board.

B. that the National Agency for Food and Drugs Administration and Control (NAFDAC) should continue to receive full funding from the Government and its internally generated revenue should be remitted to the Government Treasury.
The membership of its Board should comprise experienced professionals and should be moderate in size. This Committee considers seven members a moderate number.

C. that the National Institute for Pharmaceutical Research and Development has been discussed under the subject of Research Centres.

7. that other agencies under the Ministry are as follows:
   i) National Centre for Disease Control;
   ii) National Blood Transfusion Services;
   iii) National Tertiary Hospitals Commission;
   iv) Federal Medical Centre, Garki;
   v) BabanRuga Fistula Centre, Katsina;
   vi) Federal College of Complementary and Alternative Medicine; and
   vii) the National Health Insurance Scheme (NHIS).

8. that the related agencies that the Ministry wants the Committee to bring under its supervision are as follows:
   i) the National Agency for the Control of HIV/AIDS (NACA). This is presently under the Presidency; and
   ii) the Nigerian Natural Medicine Development Agency, which is presently under the Federal Ministry of Science and Technology.

Best Practices

The Committee noted the Transformation Agenda of the present Administration and observed that the underpinning policy for input towards achieving the Human Capital Goal of Vision 20:2020 is the effective and efficient implementation of a strategic Health Plan driven by a sound policy direction. The implementation of this plan will enable the actualization of the following vital issues in the Health Sector:

i) Health Service Delivery;
ii) Human Capital Development;
iii) Health Financing;
iv) National Health Management Information System;
v) Community Participation and Buy-in; and
vi) Research.

The Committee noted that the key indicator for the successful achievement of goals in the key areas of health activities is the need for the health sector to make concerted effort in leading and becoming a functional and effective pivotal centre for the coordination of health-related activities, irrespective of the agencies leading such activities. For example, road accident trauma initiative

must be led by the Federal Ministry of Health to enable synergy and effective linkages of existing facilities.

The Committee also noted that for the health sector to effectively achieve its mandate and earn the trust of its stakeholders and the public, the Ministry must **take the lead** in key critical health-related issues that affect the citizenry of the country, such as the perennial road accident trauma situation. The Ministry needs to take a policy stand on how to address these trauma accident challenges.

The Committee further observed the need for a review of the organizational structure of the tertiary hospitals and composition of boards for effective alignment and enhanced service delivery to the communities.

In addition the Committee observed that the current location of some health-related agencies are outside the supervision of the Federal Ministry of Health and that there is need for them to be appropriately located for proper oversight and improved performance and service delivery.

The Committee similarly noted that the health sector should promote best practice through its restructuring as well as the development of an effective governance structure. It is envisaged that an alignment of the Governing Boards will ensure best practice sharing, in addition to providing a better understanding of the success and challenges of Federal Medical Centres and where there should be need to collaborate and ensure the needed alignment of Government responsibilities.

Recommendations

The Committee recommends as follows, that:

1. **TEACHING HOSPITALS**
   - i) the 19 Teaching Hospitals remain as individual entities with separate governing Boards having membership of not less than seven and not more than ten persons, who have competence, requisite knowledge and experience in the medical profession;
   - ii) the membership of the boards be based on merit;
   - iii) a management/staff audit (with biometric capturing) of the institutions be carried out in order to rationalize the manpower needs of the hospitals and ensure that their manning levels are fit-for-purpose; and

iv) Government continues to fund the Teaching Hospitals because of the critical nature of the health sector to the socio-economic development of the country;

2. **FEDERAL MEDICAL CENTRES**

i) all the Federal Medical Centres should no longer be administered by governing boards, as the Centres do not have enabling laws;

ii) each Federal Medical Centre be administered through a strengthened, competent, professionalized management team, which will take over the responsibilities of the governing board;

iii) the management teams of the Federal Medical Centres be coordinated through the Hospital Services Department of the Federal Ministry of Health; and

iv) the management/staff audit of the Federal Medical Centres to be carried out in order to rationalize the manpower needs of the centres and ensure that their manning levels are fit-for-purpose.

3. **SPECIALTY HOSPITALS**

a) Psychiatric Hospitals

i) the eight psychiatric hospitals be under the control of a single Governing Board comprising a maximum number of seven members (with one member from each of the geo-political zones), including the Chairman; and

ii) the Federal Ministry of Health work out the *modus operandi* of a designated secretariat manned by officials as deemed necessary.

b) National Eye Centre and National Ear Care Centre

i) the Governing Boards of the National Eye Centre and the National Ear Care Centre be restructured into a single board for the two Centres;

ii) the restructured Board to be made up of a minimum of seven and maximum of nine persons, inclusive of the chairman; and

iii) the Federal Ministry of Health work out the *modus operandi* of a designated secretariat manned by officials as deemed necessary;

c) Orthopaedic Hospitals

i) the three Orthopaedic Hospitals to have a single board comprising a maximum of seven persons, inclusive of the chairman; and

ii) the Federal Ministry of Health to work out the *modus operandi* of a designated secretariat manned by officials as deemed necessary.

4. MEDICAL RESEARCH CENTRES

a) The Inter-Country Centre for Oral Health for Africa

i) to source funding from the proposed National Research Development Fund, which request would be coordinated by the Department of Health Planning Research and Statistics of the Federal Ministry of Health; and

ii) the centre to no longer have governing/management board;

b) the National Institute for Medical Research

i) to source funding from the proposed National Research Development Fund to be coordinated by the Department of Health Planning Research and Statistics of the Federal Ministry of Health;

ii) the Institute to no longer have a governing/management board; and

iii) the enabling law of the Institute for Medical Research be amended to remove the provision for governing/management board.

c) the National Institute for Pharmaceutical Research and Development

i) to source funding from the proposed National Research Development Fund which request would be coordinated by the Department of Health Planning Research and Statistics of the Federal Ministry of Health;

ii) the Institute to no longer have a governing/management board; and

iii) the enabling law of the Institute to be amended to remove the provision for governing/management board.

5. **TRAINING INSTITUTES**

a) The National Post-graduate Medical College of Nigeria, Lagos

i) the institution be self-financing and charge appropriate fees; and

ii) receive support from Government for infrastructural development.

b) Federal School of Dental Technology and Therapy, Enugu

i) the institution be self-financing and charge appropriate fees; and

ii)) receive support from Government for infrastructural development.

6. REGULATORY BODIES

a) the following Regulatory Bodies be self-funding from membership registration fees and other organizational activities:

i) Nursing and Midwifery Council
ii) Medical and Dental Council of Nigeria
iii) Medical Laboratory Science Council of Nigeria
iv) Radiographers Registration Board
v) Dental Technicians Registration Board
vi) Optometrists' and Dispensing Opticians' Registration Board
vii) Medical Rehabilitation Therapy Registration Board
viii) Dental Therapy Registration Board
ix) Pharmaceutical Council of Nigeria
x) Institute of Chartered Chemists
xi) Institute of Public Analysts; and
xii) Health Records Registration Board

b) The Committee recommends that:

i) all internally generated revenue of NAFDAC be remitted to the Treasury;

ii) NAFDAC prepares budget proposal that would be funded from the Treasury; and

iii) advance releases be made from the Consolidated Revenue Fund (CRF) to address the operational costs against budgetary approval.

7. **Other Agencies under the Federal Ministry of Health**

a) all the programmes that are public health related and multi-sectoral, such as the National Agency for the Control of HIV/AIDS (NACA), Roll-Back Malaria, Epidemiology and Surveillance, Occupational and Environmental Health, Health Emergency Preparedness and Response, Non-Communicable Disease Control and Injury Prevention, International Health Relations and International Collaboration to all be merged under a Centre to be known as the **National Centre for Disease Control and Prevention**. The Centre should function as an agency;

b) the enabling law of the National Agency for the Control of HIV/AIDS (NACA) be amended in view of its transfer to operating under the proposed Centre for Disease Control and Prevention;

c) a law be enacted to give the National Centre for Disease Control and Prevention a legal backing;

d) no proposals to transform the underlisted bodies into statutory agencies/parastatals should be approved:

i) National Blood Transfusion Services;
ii) National Tertiary Hospitals Commission;
iii) BabanRuga Fistula Centre, Katsina;
iv) Federal Medical Centre, Garki, Abuja;
v) Complementary and Alternative Medicine;
vi) National Obstetrics Fistula Centre, Kwali, Abuja;

e) the National Blood Transfusion Services to remain under the Hospital Services Department of the Federal Ministry of Health;

f) the Federal Staff Hospital, Garki to be part of the relevant medical centre in its zone;

g) the Baban Ruga Fistula Centre, Katsina to be part of the Federal Medical Centre, Katsina;

h) the Federal College of Complementary and Alternative Medicine to be made a department in any of the Federal Universities;

i) the National Health Insurance Scheme remains a parastatal under the Department of Health Planning and Research;

j) on related Agencies- the Committee recommends as follows:

i) for the National Agency for the Control of AIDS (NACA) as in paragraph 7 (b) above; and

ii) that the Nigerian Natural Medicine Development Agency become a Department in the Nigerian Institute of Medical Research.

FEDERAL MINISTRY OF INFORMATION

The advent of information and communication technology as well as the convergence of this technology with organizational management has changed the way organizations do their business and Governments are not excluded. Government agencies for mass media communication must leverage on the use of such technology for the delivery of its services of providing information, education and entertainment.

Observations

The Committee met several times with officials of the Ministry of Information. Discussions centered on the mandates and structures of the nine parastatals under the Ministrynamely:

i) The Nigerian Television Authority (NTA);
ii) The Federal Radio Corporation of Nigeria (FRCN);
iii) The Voice of Nigeria (VON);
iv) The News Agency of Nigeria (NAN);
v) National Broadcasting Commission (NBC);
vi) Nigerian Film Corporation;
vii) Nigerian Film and Video Censors Board;
viii) Nigerian Press Council; and
ix) The Advertising Practitioners' Council of Nigeria (APCON).

The primary responsibility of the Ministry is to inform, educate and provide entertainment for Nigerians by means of communication media. It also envisions taking the lead in technological advancement for the improvement of communication infrastructure. The different agencies of the Ministry responsible for audio and visual broadcasting as well as news distribution have gone through different stages of reform to ensure that the country has effective and efficient mass media. The frontline agencies namely: the NTA, FRCN, VON and NAN are expected to evolve technological skills and infrastructure in order to catch up with the advancement in communication technology worldwide. There is need therefore for these frontline agencies responsible for media communication to begin to maximize their resources to promote efficient and effective management of their organizations.

All over the world, countries have made concerted efforts to manage the agencies responsible for their mass media communication by establishing and taking advantage of a single coordinating point. Such reforms in the media sector have been underpinned by the efficient use of resources and collaboration in order to have synergy amongst the operators.

Closer home, the NTA for instance, has 101 television stations spread all over the country. The goal was to enable the average citizen to get information from television without having to incur the cost of satellite subscription. Although the Government may have had a reason for the decentralization, it is certain that the technology available at that time may have influenced the decision. The use of analog technology limited the sphere of coverage at that point in time.

Consequent upon the interaction with the Ministry, the Committee noted that the present arrangement of the parastatals, under its supervision needs to be realigned with current realities.

The chart below summarizes the position of the Ministry and the recommendations of the Committee:

S/N	AGENCY	PRESENT BOARD COMPOSITION /COST PER ANNUM	PROPOSED CHANGE	POSITION
1.	Nigerian Television Authority (NTA)	17 members ₦27,375,390	Professionally-driven Board of 7 members ₦9,661,390	• Partial Government funding (Partial commercialisation) • Number of stations to remain • Law to be amended to strengthen its operation
2. 3.	Federal Radio Corporation of Nigeria (FRCN) Voice of Nigeria (VON)	a. 10 members (FRCN) ₦32,000,000 b. 9 members ((VON) ₦40,000,000 a + b = N72,000,000	Joint Professionally-driven Board of 9 members for FRCN and VON ₦26,500,000	• Partial Government funding (Partial commercialisation) • Law to be amended to strengthen its operation • Full Government funding • Law to be amended to strengthen its operation
4.	News Agency of Nigeria (NAN)	9 members ₦9,888,750	6 members ₦6,592,500	• To be commercialised • Law to be amended to strengthen its operation
5.	National Broadcasting Commission (NBC)	10 members ₦72,733,221	7 members ₦50,913,254.7	• Partial commercialisation • Law to be amended to strengthen its operation

S/N	AGENCY	PRESENT BOARD COMPOSITION /COST PER ANNUM	PROPOSED CHANGE	POSITION
6.	Nigerian Film Corporation (NFC)	8 members ₦6,188,000	5 members ₦3,867,500	• Partial commercialisation • Law to be amended to strengthen its operation
7.	Nigerian Film and Video Censors Board (NFVCB)	54 members ₦	10 members ₦	• Partial commercialisation • Law to be amended to strengthen its operation •
8.	Advertising Practitioners Council of Nigeria (APCON)	21 members ₦10,000,000	9 members ₦4,285,714.29	• Full commercialization from 2013 • Law to be amended to strengthen its operation
9.	Nigerian Press Council (NPC)	19 members ₦12,000,000	9 members ₦5,684,210.53	• Presently has a case in court instituted by the Newspaper Proprietors Association of Nigeria (NPAN) • To become a Professional Council to be funded by membership subscription after the determination of the case which is in court • Law to be amended to strengthen its operation

Today, with the introduction of digital communication technology, there is no longer a need for the multiplication of branches. For example, on the international scene, the British Broadcasting Corporation (BBC) has five different operations under a single governing board, which is a model to be emulated. At the local level, private media houses for example, have been able to provide wide coverage of radio and television from central points, taking cognizance of the diversity and culture of their audience.

The main focus of Government in going into broadcasting is communication. However, over the years, the broadcast outfits of Government have grown independently, thereby shifting focus and attention from their goals to building

structures and processes. This explains why sometimes there are divergent views by the broadcast outfits as well as the tendency to create more layers of the structures by proliferating agencies. The Committee submits that in order to address the situation, there is a strong need not only to realign the citizenry's concept of communication but to unify the communication outfits of Government in order to avoid distortion and ensure consistency in policy and accurate reporting.

Based on this premise and taking into consideration its mandate to reduce the size and cost of governance, the Committee believes that there can be synergy and improved service delivery if all the agencies involved in dissemination of information are brought under one umbrella. In addition, the Committee believes that rather than focus on structures, agencies such as NTA and FRCN/VON should devote more resources for the acquisition of software. Consequently, the FRCN, VON and NTA would need to be consolidated into one body with different departments to cater for television and radio. The proposed body would be known as the Federal Broadcasting Corporation of Nigeria (FBCN).

In order to achieve this, there will be need to have a single governing board, a Managing Director and Executive Directors for the various departments. The enabling laws of the agencies would need to be repealed and a new law enacted for the proposed structure. In the circumstances, the News Agency of Nigeria (NAN) would be administered by a separate governing board.

Federal Radio Corporation of Nigeria; Voice of Nigeria

Core Mandate

During the joint interactive session with the Federal Radio Corporation of Nigeria (FRCN) and the Voice of Nigeria (VON), the Committee observed that the two media organizations have similar mandate and also operate top-heavy manning levels.

The Committee further observed that both bodies have similar functions even though the target audience of each one is different. Besides, they are governed by separate boards: the board of the FRCN has 10 members while VON has a nine member board.

By virtue of Section 5 of the FRCN Act, the Corporation is empowered to do the following: to

a. *elect, maintain and operate a radio transmitting and receiving station;*
b. *install and operate wired distribution services;*
c. *enter into arrangements with the Federal or a State Government or any other public body for the purpose of obtaining licences, rights, privileges and concessions;*
d. *plan, regulate and co-ordinate the activities of all stations and the entire Federal radio broadcasting system;*
e. *ensure the establishment and maintenance of high standards and promote the efficient operation of the entire Federal radio broadcasting system in accordance with national policy;*
f. *establish and operate a formula for sharing funds amongst all its stations;*
g. *organize, provide and subsidize, for the purpose of broadcasting, educational activities and public entertainment;*
h. *collect from any part of the world and in any manner that may be thought fit, news and information and, subject to the News Agency of Nigeria Act, to subscribe to news agencies;*
i. *subject to the News Agency of Nigeria Act, to provide and to receive from other persons matters to be broadcast;*
j. *acquire copyrights;*

k. *publish, print and reproduce any matter that may be conducive to the performance of any of its functions and offer for sale or other commercial purposes any matter so published, printed or reproduced;*
l. *produce, manufacture, purchase or otherwise acquire gramophone and other mechanical records and tapes and to use them in conjunction with the broadcasting services or any commercial venture whatsoever;*
m. *provide facilities for training and advancing the skill of persons employed in its services and for enhancing the efficiency of the equipment used in its services including provision by the Corporation or by others on its behalf of facilities for training, education and research; and*
n. *carry out such other activities as are necessary or expedient for the full discharge of all or any of the functions conferred on it under or pursuant to this Act.*

Similarly, Section 5 of the VON Act empowers it to:

a. *provide as a public service, in the interest of Nigeria, radio broadcasting services for global reception in such languages and at such time as the Corporation may specify;*
b. *erect, maintain and operate radio transmitting and receiving stations;*
c. *enter into arrangements with the Federal or State Governments, Companies, information centres, charitable organisations, foreign bodies or such other similar bodies for the purposes of obtaining information, licences, right[s] or privilege[s];*
d. *collect, receive, provide or subscribe to the News Agency of Nigeria, news or information in any part of the world and in the manner the Corporation deems fit;*
e. *acquire copyright;*
f. *publish, print and reproduce any matter that may be conducive to the performance of any of its functions and offer for sale for commercial purpose any matter so published, printed, or reproduced;*
g. *produce, manufacture, purchase and acquire tapes, microphones, loud-speakers, gramophones, mechanical records and other similar equipment;*
h. *provide facilities for the training, advancement and enhancement of the skill and efficiency of persons employed in its services; and*
i. *carry out such other activities as are necessary or expedient for the full discharge of all or any of the functions conferred on it under this Act.*

From the above, it is discernable that while the mandate of the Federal Radio Corporation of Nigeria includes both national and external broadcasting services, the mandate of the Voice of Nigeria is to provide radio broadcasting services for global reception only.

The Committee was of the view that the enabling law of the FRCN would have to be repealed or amended to accommodate the VON as well as for the proposed consolidation of a new board for the FRCN/VON and NTA.

Recommendations

The Committee recommends as follows: that

i) the FRCN and the VON be merged;

ii) the enabling law of the FRCN be amended to accommodate the merger with VON;

iii) the enabling law of VON be repealed;

iv) there be a consolidation of the merged FRCN/VON with the Nigerian Television Authority (NTA) into the **Federal Broadcasting Corporation of Nigeria (FBCN);**

v) a single governing board be established for the merged FRCN/VON and NTA;

vi) a Managing Director be appointed for the proposed FBCN;

vii) the new entity have, among others, two departments, one each for Radio and Television, each to be headed by an Executive Director one of whom should be appointed Chief Executive of the proposed FBCN.

Nigerian Television Authority (NTA)

Core Mandate

The Nigerian Television Authority, established by Decree No. 24 of 1977 with retrospective effect from 1976, now called the NTA Act, Cap 136, Laws of the Federal Republic of Nigeria 2004, is mandated to:

i) provide "as a public service in the interest of Nigeria, independent and impartial television broadcasting for general reception".

ii) "ensure that the services provided when considered as a whole, reflect the Unity of Nigeria as a Federation and at the same time give adequate expression to the culture, characteristics and affairs of each State, Zone or other parts of the Federation".

Observations

The Committee observed that the Nigerian Television Authority (NTA) has 101 television stations, many of which are not functioning optimally as evidenced by the returns made in 2010, despite the fact that the stations continue to receive full funding from Government for their operations.

A breakdown of the Authority's Appropriation for the period 2009-2011 is provided in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	3,300,869,111	3,128,474,680	5,169,196,302
Overhead	654,383,706	726,598,765	803,599,699
Capital	150,000,000	784,503,314	683,028,321
Total	4,105,252,816	4,639,576,758	6,655,824,321

The Committee further observed that despite the fact that the Government directed in the White Paper on the report of the Ahmed Joda Panel (2000) on the Review, Harmonization and Rationalization of Federal Government Parastatals, Institutions and Agencies that the Authority should be commercialized, the NTA is yet to be fully commercialized 12 years after the decision was made.

The Committee noted that in 2011, the Authority received a total of ₦6,655,824,321.00 out of which ₦5,169,196,302.00 was for Personnel Costs for 4,455 staff on their payroll, despite the fact that it is supposed to operate as a commercial outfit. It was the view of the Committee that the Personnel Cost of the NTA is rather high and needs to be reviewed. The Authority, with a 17

member Board was only able to generate and remit into the Government Treasury the sum of N75,000,000.00 in 2011. Curiously, the management is considering increasing its staff strength to 8,600 in spite of its dismal performance.

It was further observed that in an era of technological advancement, the Authority still relies heavily on its human capital to achieve its outreach for wider coverage rather than relying on available satellite communication technology.

In line with an earlier decision of Government, the Committee is of the view that the proposed FBCN should be partially commercialized.

It is also the view of the Committee that the enabling law of the NTA should be repealed to create room for the establishment of the proposed Federal Broadcasting Corporation of Nigeria (FBCN) as noted in the section of this report on the FRCN/VON.

The Committee believes that appointment to the positions of the Director General and the Executive Directors should be by a transparent and competitive selection process.

Recommendations

The Committee recommends as follows: that

i) the NTA and FRCN/VON to be merged into one body to be known as the **Federal Broadcasting Corporation of Nigeria (FBCN);**

ii) the proposed FBCN should have a Managing Director and Executive Directors for each of the broadcasting departments;

iii) the selection process for the positions of the Managing Director and Executive Directors be transparent and competitive;

iv) the enabling laws of the NTA and FRCN/VON be repealed and a new one enacted to accommodate the proposed consolidation of the agencies; and

v) that the proposed FBCN be partially commercialized.

News Agency of Nigeria (NAN)

The News Agency of Nigeria was established by Decree No. 19 of 1976, now News Agency of Nigeria Act Cap. N85, Vol. 11, Laws of the Federation of Nigeria, 2004. The enabling law of NAN empowers it to "engage in commercial enterprises that are ancillary to the objectives of the Agency or which in the opinion of the Board can be advantageously carried on by the Agency".

The Agency is mandated to:

i) seek, obtain and otherwise receive through subscription, payment, exchange or other means, international, regional, local and other news, news materials and news features;
ii) distribute such news, news payment either in the form of fees or news exchange or on such other terms as may be agreed;
iii) engage in commercial enterprises that are ancillary to the objects of the Agency or which in the opinion of the Board can be advantageously carried on by the Agency;
iv) present complete, objective and impartial information, news or news materials or features on any matter of public or national interest within and outside the Federation; and
v) report truthfully and fairly, without prejudice to public and national interest, the views of all sections of the population of the Federation.

The NAN has 694 personnel, receives full funding from Government as is tabulated below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**449,968,305**	**467,750,081**	**856,567,341**
Overhead	**350,655,929**	**378,121,522**	**463,271,068**
Capital	**650,000,000**	**148,500,000**	**56,729,935**
Total	**1,450,624,233**	**994,371,602**	**1,376,568,344**

Observations

The Committee observed that while the other media agencies have tenures ranging from four to five years spelt out for their Chief Executive Officers (CEOs), there is no tenure spelt out for the Managing Director of NAN in its enabling law. There is need therefore to amend the enabling law of NAN to specify the tenure for the agency's Chief Executive.

Recommendation

The Committee recommends that the enabling law of News Agency of Nigeria (NAN) be amended to specify the tenure for the Agency's Chief Executive so as to conform with those of other agencies.

National Broadcasting Commission (NBC)

The National Broadcasting Commission was established by Decree No. 38 of 1992, now an Act of the National Assembly, for the purpose of regulating the broadcasting industry.

Its functions are as follows:

a. advising the Federal Government generally on the implementation of the National Mass Communication Policy with particular reference to broadcasting;

b. receiving, processing and considering applications, for the establishment, ownership or operation of radio and television stations, including:

   i. cable television services, direct satellite broadcast and any other medium of broadcasting;
   ii. radio and television stations owned, established or operated by the Federal, State or Local Governments;

   iii radio and television stations owned and operated by private organizations;

c. intervening and arbitrating in conflicts in the broadcasting industry;

d. ensuring strict adherence to the national laws, rules and regulations relating to the participation of foreign capital in relation to local capital in broadcasting;

e. serving as national consultants on any legislative or regulatory issues on the broadcasting industry;

f. guaranteeing and ensuring the liberty and protection of the broadcasting industry with due respect to the law;

g. recommending applications through the Minister of Information to the President of the Federal Republic of Nigeria for the grant of radio and television licences;

h. regulating and controlling the broadcast industry;

i. undertaking research and development in the broadcast industry;

j. receiving, considering and investigating complaints from individuals and corporate bodies regarding the contents of a broadcast and the conduct of any broadcasting station;

k. upholding the principles of equity and fairness in broadcasting.

l. establishing and disseminating a national broadcasting Code and setting standards with regard to the contents and quality of materials for broadcast;

m. promoting Nigerian indigenous cultures, moral and community life, through broadcasting;

n. promoting authentic radio and television audience measurements and penetration;

o. initiating and harmonizing Government policies on trans-border direct transmission and reception in Nigeria;

p. regulating ethical standards and technical excellence in public, private and commercial broadcasting stations in Nigeria;

q. monitoring broadcasting for harmful emission, interference and illegal broadcasting;

r. determining and applying sanctions, including revocation of licences of defaulting stations, which do not operate in accordance with the broadcasting code, and in the public interest;

s. approving the transmitter power, location of stations, areas of coverage, as well as regulating types of broadcasting equipment to be used;

t. ensuring qualitative manpower development in the broadcasting industry by accrediting curricula and programmes for all tertiary training institutions that offer Mass Communication in relation to broadcasting; and

u. carrying out such other activities as are necessary or expedient for the full discharge of all or any of the functions conferred on it under; or pursuant to, this Act broadcasting code, and in the public interest;

s. approving the transmitter power, location of stations, areas of coverage, as well as regulating types of broadcasting equipment to be used;

t. ensuring qualitative manpower development in the broadcasting industry by accrediting curricula and programmes for all tertiary training institutions that offer Mass Communication in relation to broadcasting; and

u. carrying out such other activities as are necessary or expedient for the full discharge of all or any of the functions conferred on it under; or pursuant to, this Act.

Observations

The Committee observed that the NBC is a regulatory body that can actually be self-sustaining pursuant to its mandate given the scope and size of its clientele.

The Committee also observed that there are certain similarities in the mandates of the NBC and those of the National Communication Commission (NCC), which is domiciled in the Ministry of Communications Technology, especially as they relate to the issuance of licences and regulatory functions.

As attested to by the International Telecommunications Union (ITU), there is a convergence of technology across the world. The ITU defined convergence as *"the technological, market, legal or regulatory capability to integrate across previously separated technologies markets, or politically defined industry structures. Convergence also involves important international components, as many services and information sources that were traditionally controlled on a domestic level are being provided on a global basis."*

An assessment of the ICT regulatory system across different countries indicate that there are five different models adopted by the countries. These include the single-ICT regulator option, the multi-sector regulator option, the market alternative option, the formal coordination model and the option of non-regulation. However, the single-ICT regulator model is the most preferred option adopted by many countries such as the United Kingdom, Malaysia, Singapore, and South Africa.

The Committee therefore believes that given the convergence of technologies of telecommunications and broadcasting, it is logical and financially prudent for both the NCC and NBC to be brought together under a unified management structure to be known as the **Communications Regulatory Authority of Nigeria (CRAN).** The Committee also observed that the regulatory functions of the NIPOST could also be domiciled in the proposed agency for greater synergy.

Recommendations

The Committee recommends as follows, that:

i) the NCC and NBC be brought together under a unified management structure to be known as the **Communications Regulatory Authority of Nigeria (CRAN)**;

ii) the regulatory functions of the NIPOST be domiciled in the new body (CRAN);

iii) directorates be created under the proposed CRAN to perform the functions of broadcast, telecommunications and regulation of the postal service; and

iv) that the enabling laws of NCC and NBC be repealed and another enacted for the proposed **Communications Regulatory Authority of Nigeria (CRAN)**

Nigerian Film Corporation;
National Film and Video Censors Board (NFVCB)

Nigerian Film Corporation

Core Mandate

The Nigerian Film Corporation was established by Decree No. 61 of 1979. However, it effectively took off in 1982 in Lagos. The Corporation subsequently relocated to Jos based on technical and professional advice relating to its activities from Kodak International Corporation.

The law establishing the Corporation mandates it to perform the following functions:

i) the production of films for domestic consumption and export,
ii) the establishment of maintenance facilities for film production;

iii) the encouragement of the production of Nigerian films through financial and other forms of assistance;

iv) the encouragement of the development of cinematograph theatres by Nigerians by way of financial and other forms of assistance;

v) the acquisition and distribution of films; and

vi) the establishment and maintenance of National Film Archives.

The Film Corporation has a staff strength of 242 and receives full funding from Government as shown below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**175,469,696**	**197,851,124**	**323,248,354**
Overhead	**107,428,817**	**153,171,699**	**185,792,986**
Capital	**68,000,000**	**34,650,000**	**231,932,377**
Total	**350,898,513**	**385,672,822**	**740,973,716**

National Film and Video Censors Board (NFVCB)

Core Mandate

The National Film and Video Censors Board (NFVCB) was established by Decree No. 85 of 1993, now an Act of the National Assembly, as a regulatory agency for the film and video sector of the economy. Its functions include the following:

i) to license film and video works exhibition;

ii) to license premises for the purposes of exhibiting films and video works;

iii) to regulate and prescribe safety precautions to be observed in licensed premises;

iv) to censor films and video works;

v) to regulate and control cinematographic exhibitions;

vi) [to undertake the] Licensing of film distributors and exhibitors;

vii) to register film and video works;

viii) to keep a register of film and video works;

ix) to perform such other functions as are necessary or expedient for the full discharge of all or any of the functions conferred on it by this Act; and

x) to keep a register of video centres, clubs and associations– section 6(b)

Budget

The Board has 569 personnel on its payroll and is fully funded by Government as shown in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**342,223,768**	**340,028,036**	**530,505,606**
Overhead	**247,555,730**	**541,714,608**	**423,728,414**
Capital		**191,700,000**	**1,005,966,331**
Total	**589,779,498**	**1,073,442,643**	**1,960,200,352**

Observations

During its interactive session with the Ministry, the Committee observed that there is a certain degree of role conflict between the Nigerian Film Corporation (NFC) and the National Film and Video Censors Board (NFVCB) with regard to regulating the film industry.

According to the Film Corporation, the National Mass Communication Policy and the National Film Policy empower and recognize the Nigerian Film Corporation as the central Government Agency to implement and administer national film policies for the orderly growth and development of the industry. The Corporation stressed that the two policy documents specifically directed the Nigerian Film Corporation, and not the NFVCB, to regulate, monitor, organize and develop the film industry as well as be the convener and organizer of national and international film festivals and all associated programmes and events on film[s] in Nigeria.

On the other hand, the NFVCB argued that there are no overlaps in their functions. The functions of the Board are regulatory while those of the Film Corporation are developmental. As the regulator of the Nigerian film and video industry, the NFVCB is responsible for content, exhibition and distribution, and occupies a unique position of daily interaction in a manner no other agency interfaces with the industry.

It was observed also that the NFVCB is not a profit-making agency, unlike the NFC, set up by Government as a revenue generating entity to produce and distribute films, train practitioners, and manage the national film archive.

Furthermore, the Committee noted that the NFVCB has a governing board of 54 members, which apart from being too large is an unnecessary drain on the resources of the Board.

In its submission, the Ministry of Tourism, Culture & National Orientation, requested that the National Film Corporation should be ceded to it on the grounds that film plays a monumental part in the preservation of a people's culture.

The Committee noted that while there are no clear overlaps in the mandates of the two bodies, their operations could bring them into conflict. It therefore reasoned that this challenge could be overcome through the proper definition of the functions of the two agencies.

The Committee also noted that the Government's decision in the White Paper on the Report of the Ahmed Joda Panel on the Review, Harmonization and Restructuring of Federal Government Parastatals, Institutions and Agencies

(2000) that the Nigerian Film Corporation be commercialized has not been effected. Twelve years after the decision was taken, the Corporation is still getting funding from the Government.

Similarly, the decision that the NFVCB become a partially funded Agency as contained in the Government White Paper on the Joda Panel Report is yet to be implemented as the available budgetary records show that the board has continued to enjoy full Government funding.

While acknowledging the role of the corporation in the film industry, the Committee is of the view that it will better achieve its potential as a commercialized agency under the Federal Ministry of Information with seed support from the Government.

The Committee also observed that the enabling law of the NFVCB needs to be amended to have a leaner board of not more than nine members.

Recommendations

The Committee recommends as follows, that:

i) the Nigerian Film Corporation be commercialized with effect from the 2013 Fiscal Year, but with Government seed funding;
ii) the Nigerian Film Corporation continues to be domiciled in the Federal Ministry of Information;
iii) the Nigerian Film and Video Censors Board be transferred to a Department in the Federal Ministry of Information; and
iv) that the enabling law of the National Film and Video Censors Board be amended to reflect the new status.

Advertising Practitioners Council of Nigeria (APCON)

Core Mandate

The Advertising Practitioners Council of Nigeria (APCON) was established by Decree 55 of 1988, now an Act of the National Assembly. The law recognizes advertising as a profession and vests APCON with the power to control and regulate the practice of advertising in Nigeria.

The functions of the Council include the following:

i. regulating and controlling the practice of Advertising in Nigeria in all its aspects and ramifications, subject to the approval of the Minister of Health, where the advertisement relates to matters of food, cosmetics, beverages and drugs;
ii. determining what standards of knowledge and skills are to be attained by persons seeking to become registered as members of the advertising profession and reviewing those standards from time to time;

iii. establishment and maintenance of a register of persons entitled to practise Advertising and Publication, from time to time, of lists of those persons;

iv. conducting examinations in the profession and awarding certificates or diplomas to successful candidates;

v. approval of [any]course of training which is intended for persons seeking to become members of the Advertising profession;

vi. supervision of institutions and examinations leading to qualifications to become members of the Advertising profession; and

vii. ensuring that advertisements conform with the prevailing laws of the Federation as well as the Code of Ethics of the Advertising profession.

Observations

The Committee noted that APCON, as a regulatory agency, should be able to sustain its activities through the subscription of members. As such, it believes that Government has no business funding the operations of APCON. Although the APCON leadership claims it receives no subscription, the Committee is of the view that if the laws of the Council are strengthened, then it would be able to receive what is rightly due to it from the advertising market.

The Committee's observation is firmly anchored in the decision of Government in the White Paper on the Report of the Ahmed Joda Panel on the Review, Harmonization and Restructuring of Federal Government Parastatals, Institutions and Agencies (2000) that APCON should be self-funding.

Recommendation

The Committee recommends that the Council be self-funding with effect from the 2013 Fiscal Year.

Nigeria Press Council

Core Mandate

The Council was established by the Nigerian Press Council Act 1992 as amended in Act No. 60 of 1999 to promote high professional standards for the Nigerian Press and deal with complaints emanating from members of the public about the conduct of journalists in their professional capacity and those emanating from the Press about the conduct of persons or organizations towards the Press. It is required to function as a regulatory agency for the newspapers and magazines.

The Act mandates the Council to perform the following functions:

i) monitoring the activities of the Press with a view to ensuring compliance with the Code of Professional and Ethical Conduct of the Nigeria Union of Journalists;
ii) receiving applications from and documenting the Print Media and monitoring their performance to ensure that owners and publishers comply with the terms of their mission statements and objectives in liaison with the Newspaper Proprietors Association of Nigeria;
iii) researching into contemporary Press developments and engaging in updating Press documentation;
iv) fostering the achievement and maintenance of high professional standards by the Nigerian Press;
v) reviewing developments likely to restrict the flow of information and advising on measures aimed at remedying such developments;
vi) ensuring the protection of the rights and privileges of journalists in their lawful duties.

Budget

The Nigeria Press Council receives full funding from the Government and its Appropriation for the period 2009 – 2011 is shown in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**80,623,513**	**103,243,073**	**160,160,569**
Overhead	**100,352,238**	**250,587,461**	**247,648,915**
Capital		**24,750,000**	**47,014,161**
Total	**180,975,750**	**378,580,534**	**454,823,643**

Observation

The Committee is of the strong view that since the Nigeria Press Council (NPC) is a professional body expected to regulate the activities of journalists and other practitioners in the profession, it can actually be sustained by fees paid by its members instead of relying on Government for funding.

Recommendation

The Committee recommends that the Nigerian Press Council be self-funding from the 2013 Fiscal Year.

MINISTRY OF INTERIOR

There are six parastatals listed under the supervision of the Ministry of Interior. They are as follows:

i) Nigeria Immigration Service (NIS)
ii) National Security and Civil Defence Corps (NSCDC)
iii) Nigeria Prisons Services
iv) Federal Fire Service
v) Customs, Immigration and Prisons Pension Office (CIPPO), and
vi) Civil Defence, Immigration and Prisons Services Board.

The above agencies serve to fulfill the mandate of the Ministry, which is to "foster and ensure the maintenance of internal security and citizenship integrity for the promotion of good governance of the nation."

Nigeria Immigration Service (NIS)

Core Mandates

The NIS was established by the Immigration Act, 1963 (Cap 17, Laws of the Federation) and has the following core functions:

i) Border Control Management
ii) Visa Administration
iii) Expatriate Quota Administration
iv) Passport Administration

An expansion of its functions specifies the following:

(i) Control of entry, exit of all persons entering and leaving Nigeria and Monitoring of all Non-Nigerians in Nigeria;
(ii) Implementation of Nigeria's extant visa regime;
(iii) Execution of Deportation and Repatriation orders;
(iv) Manning all Nigeria's border posts (Land, Sea and Air);
(v) Issuance and control of all travel documents;
(vi) Implementation of various treaties (bilateral, multilateral)entered into by Nigeria with other countries;
(vii) Border patrol and surveillance;
(viii) Administration and implementation of the country's expatriate quota regime;

(ix) Anti-human trafficking activities;

(x) Determination of Refugees and asylum seekers;

(xi) Recommendation of non-Nigerians requiring citizenship by, naturalization to the Hon. Minister of Interior.

(xii) Aliens control and monitoring.

According to the NIS, there are some areas of overlap with certain Government agencies such as the National Agency for the Prohibition of Trafficking in Persons (NAPTIP), the Ministry of Foreign Affairs and Border Agencies.

It noted that Section 18 of Immigration Act (1963), Cap 11 LFN vests the function of combating human trafficking in the NIS. Besides, human trafficking is one of the Optional Protocols of the Transnational Organised Crime Convention of the United Nations to which Nigeria is signatory.

The NIS similarly informed the Committee that issuance of visa had also been a major source of conflict between it and the Ministry of Foreign Affairs. According to that Service, the Nigeria Immigration Service should issue and account for all passports, visas and other travel documents at all accredited Missions as they are produced and issued on a Build, Operate and Transfer (BOT) basis. The Committee is of the view that the Immigration Service should be responsible for the issuance of Nigerian passports, visas and other travelling documents in every Mission where they are issued.

Thirdly, the NIS said there were occasional conflicts and inter-agency rivalry between the Service and other law enforcement agencies at the nation's borders. Land borders, NIS maintained, should be under its control as is the global practise because the NIS Desk is the first and last to be seen by a passenger upon arrival in or departure from the country.

Budget

The Nigeria Immigration Service is fully funded by the Government and a summary of its Appropriation for the period 2009-2011 is given in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**16,967,743,302**	**19,736,207,073**	**30,687,522,309**
Overhead	**1,435,994,318**	**2,364,984,759**	**2,017,657,685**
Capital	**1,816,643,750**	**1,682,312,868**	**1,192,325,692**
Total	**20,220,381,370**	**23,783,504,699**	**33,897,505,686**

Observations

The Committee observed that the NIS has a workforce of 23, 555. In the period between 2009 and June 2011, the Service generated a cumulative sum of **₦23, 212, 919, 473**. The **average salary of its staff, irrespective of rank, is about ₦1.3 million *per annum* per staff**.

The Committee further observed that the service had a huge payroll that may not only be unsustainable, but also raises the issue of efficient use of resources. There is therefore need for a staff audit of the Service in order to establish its appropriate manning levels to ensure greater efficiency and quality service delivery.

Furthermore, in view of the fact that NIS is not basically a revenue-collecting agency, the Committee believes that Government should continue to fully fund its operations.

Recommendations

The Committee recommends as follows: that

i) Government continues to fully fund the Nigeria Immigration Service;
ii) a staff audit of the Nigeria Immigration Service be conducted in order to establish its appropriate manning levels to ensure greater efficiency and quality service delivery; and
iii) that the Immigration Service be responsible for the issuance of Nigerian passports, visas and other travelling documents in every Mission where they are issued.

Nigeria Prisons Service (NPS)

The Nigeria Prisons Service was established by the Prisons Act of 1972, Cap 366, LFN, 1990 (as amended). The Committee noted that a Bill reviewing the existing enabling laws of the Prisons Service is already before the National Assembly for enactment.

Observations

The Committee noted that the NPS has a staff strength of 29,862. Its budgetary allocation for the period 2009–2011 is also as shown in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**22,949,252,575**	**24,193,025,891**	**40,947,580,443**
Overhead	**8,935,289,705**	**8,368,058,414**	**8,743,866,581**
Capital	**7,286,637,885**	**5,746,817,772**	**2,874,289,827**
Total	**39,171,180,164**	**38,307,902,077**	**52,565,736,849**

With a current Personnel Cost of ₦40,947,580,443 for 2011, the Committee observed that an average of ₦1.37million per staff per annum is very high and may not only be unsustainable, but also raises the issue of efficient use of resources. It also observed that while the Personnel Cost of the Service over the period under review was increasing, the Capital Budget was decreasing. There is therefore need for a staff audit of the Service in order to determine and rationalize its manning levels for sustainable payment of its Personnel Cost. In addition, the Service would need to boost its Capital Budget in order to improve on its facilities.

Recommendations

The Committee recommends as follows: that

i) Government continues to fund the Nigeria Prisons Service fully;

ii) the Service critically examines its budgeting and rising Personnel Cost *vis-à-vis* the Capital Budget which should increase to ensure the improvement of its facilities; and

iii) that a staff audit of the NPS be conducted in order to determine and rationalizes its manning levels to ensure appropriate manning levels.

Nigeria Security and Civil Defence Corps (NSCDC)

Core Mandates

The Nigeria Security and Civil Defence Corps (NSCDC) was established by the NSCDC Act 2003, as a paramilitary service of Government charged with numerous security responsibilities. The Act establishing the Corps was further amended by Act 6 of 2007 to give room for expansion of functions to enhance effective service delivery.

Prior to its transformation, the Nigeria Security and Civil Defence Corps operated as a voluntary organization established in 1967 as Lagos Civil Defence Committee to protect the then Federal Capital Territory of Lagos to assist victims of the Civil War at the time.

According to the provisions of the NSCDC Act 2003, the corps has the following functions:

i) To license, supervise and monitor operation of Private Guard Companies;
ii) To seal-up the premises of any Private Guard Company which operate without a valid license;
iii) To arrest with or without warrant, detain, investigate and institute legal proceedings by or in the name of the Attorney-General of the Federation in accordance with the provisions of the 1999 Constitution of the Federal Republic of Nigerian against any offender under the NSCDC Act or [who] is involved in:
    a. Criminal activity; and
    b. Industrial espionage or fraud;
iv) To combat chemical poisoning, oil spillage, nuclear waste, and any activity aimed at frustrating any Government programme or policy;
v) To combat riot[s], civil disorder, revolt, strike[s] or religious unrest;
vi) To guard power transmission lines, oil pipelines, NITEL cable NIPOST equipment, water board pipes or [forestall] equipment vandalism;
vii) Maintain 24-hourdaily security surveillance over infrastructure, sites and projects of the Federal, State and Local Government;
viii) Monitor, investigate and take every necessary step to forestall any planned act of terrorism; and
ix) Rescue and provide emergency medical services, shelter and rehabilitate disaster victims during period of emergency.

Currently, the Corps has a staff strength of 42,893.

Observations

Although there have been claims that the functions of the NSCDC are a duplication of those of the Nigeria Police Force, the Committee observed that while this may be so to an extent, the NSCDC actually complements the Police. The Committee noted that given the present security situation in the country, their role may not be out of place but there should be plans for the agency to be merged with the Police in the near future subject to the successful reform of the Nigeria Police Force.

The budgetary allocation to the NSCDC for the period 2009-2011 is as shown below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**16,231,838,918**	**19,791,999,206**	**45,635,679,028**
Overhead	**3,164,176,454**	**3,273,733,555**	**3,290,397,030**
Capital	**1,528,189,017**	**951,419,081**	**828,125,846**
Total	**20,924,204,388**	**24,017,151,841**	**49,754,201,905**

However, the Committee further noted the huge Personnel and Overhead Cost of the Corps, as shown in the preceding table especially the quantum leap by about 270% in the Personnel Cost increase from ₦16,231,838,918 in 2009 to ₦45,635,679,028 in 2011 and ₦52,469,331,153 in 2012.

It was the view of the Committee that with a Personnel Cost of ₦45,635,679,028 and the average salary per staff per annum at ₦1.2million, there is need for a staff audit of the Corps in order to determine and rationalize its manning levels for sustainable payment of its Personnel Cost.

Recommendations

The Committee recommends as follows, that:

i) the Nigeria Security and Civil Defence Corps continues to receive full funding from the Federal Government;

ii) a staff audit of the Corps be conducted in order to determine and rationalize its manning levels for sustainable payment of its Personnel Cost; and

iii) that a fusion of the Nigeria and Civil Defence Corps with the Nigeria Police Force be considered in tandem with a successful reform of the Police Force.

Federal Fire Service

Core Mandate

The Federal Fire Service has the statutory responsibility for rescue, fire prevention, mitigation, firefighting paramedic and information services to all Nigerians irrespective of status or ethnic belonging in order to minimize possible loss of life and property to fire and other emergencies.

The Federal Government Reform of the Fire Services in the country in 2007 redefined the mandate of the Federal Fire Service from active firefighting to that of passive firefighting as a regulatory Agency.

Its functions are as follows:

i) regulation of the State and Private Fire Services;
ii) prescription and monitoring of standards for the promotion of fire education;
iii) ensuring effective discharge of the functions of the State Fire Services;
iv) provision of policy direction for the Nation's Fire Services;
v) ensuring the standardization of fire and rescue equipment manufactured or imported into Nigeria;
vi) encouraging the establishment by the State Fire Services of adequate number of fire stations and fire posts;
vii) establishing the National Fire Academy to meet the training requirements of fire fighters in the country and beyond; and
viii) coordination of national emergencies.

Budget

The Committee noted that the Fire Service is fully funded by the Federal Government as indicated below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	679,673,157	765,644,512	1,339,284,037
Overhead	511,500,000	543,285,000	539,844,921
Capital	489,955,112	573,418,046	484,757,272
Total	1,681,128,268	1,882,347,557	2,363,886,230

Observation

The Committee observed that the Fire Service plays a vital role in the socio-economic development of the country.

Recommendation

The Committee recommends that the Federal Fire Service continues to receive full funding from the Federal Government.

Civil Defence, Immigration and Prisons Services Board (CDIPB)

Core Mandate

The Committee noted that the Board, which was established by the CIPB Decree No. 14 of 1986, is composed of the Minister of Interior and the heads of the affected paramilitary Services and the Legal Adviser of the Ministry.

Its core mandate include:

i) to formulate the general policy guidelines for the Immigration and Prisons Service and the Civil Defence Corps,
ii) to administer the Immigration Act, the Prisons Act and the Civil Defence Act; and
iii) to control and manage the administration of Immigration, Prisons and Civil defence laws.

In addition to the above functions, the Board is empowered to undertake the appointment, promotion and disciplinary control of the staff of its affected Services.

Initially, the Board covered the Nigeria Customs Service, the Nigeria Immigration Service and the Nigeria Prisons Service. In 1993, the Nigeria Customs Service was excised from the then Ministry of Internal Affairs and transferred to the Federal Ministry of Finance.

Budget

The CDIPB receives full funding from the Government. In the last three years, the Board received a total of **N242, 289, 731** as Personnel Cost and was allocated the sum of **N195, 970, 356** as Overhead Cost.

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**69,239,117**	**77,257,485**	**95,793,129**
Overhead	**64,129,909**	**63,488,610**	**68,351,837**
Capital			**36,151,678**
Total	**133,369,026**	**140,746,094**	**200,296,643**

Observations

The Committee noted that although the Board receives funding from the budget, ideally the funding of the Board should be derived from the budgets of its affected Services (Nigeria Security and Civil Defence Corps, Nigeria Immigration Service and the Nigeria Prisons Service) as is the case with the Nigeria Customs Service Board.

The Committee further observed that in view of the fact that this Board primarily handles matters affecting appointment, promotion and discipline in its affected Services, it should be abolished and its functions subsumed under the proposed Federal Public Service Commission along with the Boards of other paramilitary Services. The Committee is also of the strong view that budgetary allocation for Overhead Cost for the CDIPB should be stopped forthwith and their activities funded by the affected Services. Consequently, the enabling Act of the Board should be repealed accordingly.

Recommendations

The Committee recommends as follows, that:

i) the Civil Defence, Immigration and Prisons Services Board (CDIPB) be abolished and its functions relating to appointment, promotion and discipline be transferred to the proposed Federal Public Service Commission along with the Boards of other paramilitary Services;
ii) the Board's function relating to general guidelines and policy for the Immigration and Prisons Services as well as the Civil Defence Corps be transferred to the Ministry of Interior;
iii) the enabling law of the CDIPB be repealed;
iv) budgetary allocation for Overhead Cost for CDIPB be stopped forthwith and their activities be funded by the affected Services; and

v) further budgetary allocation to the CDIPB be stopped after the absorption of its functions by the proposed Federal Public Service Commission.

Note: The Committee is aware that there is need for Constitutional amendment to accommodate this recommendation.

Customs, Immigration and Prisons Pension Office (CIPPO)

Core Mandate

The Customs, Immigration and Prison Pension Office was established by Decree 75 of 1993 with the primary objective of managing pension funds for the benefit of retirees from the paramilitary Services: Customs, Immigration and Prisons.

The scheme is funded from the consolidated revenue fund The CIPPO Scheme is applicable to officers who retired from the three paramilitary Services before the enactment of the pensions Reform Act 2004 (as amended) and between the period 2004 and July 1, 2007.

Budget

The CIPPO is fully funded by Government and the budgetary allocation to the agency for the period 2009 to 2011 is as shown in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**69,239,117**	**77,257,485**	**95,793,129**
Overhead	**64,129,909**	**63,488,610**	**68,351,837**
Capital			**36,151,678**
Total	**133,369,026**	**140,746,094**	**200,296,643**

Observations

The Committee observed that the CIPPO, like other Pension Offices, currently operates outside the structure stipulated in the Pension Reform Act (PRA) 2004, which stipulates that all the Boards be brought under the Pension Transitional Arrangement Department (the Department).

Essentially, the Committee noted the provision in the Section 30 (1) (2) (a) of the Pension Reform Act (PRA) which states that "*there is established for the Public Service of the Federation and Federal Capital Territory, Pensions Departments to be known respectively as the Pension Transitional Arrangement Department. The Department shall be made up of the existing pension boards or offices in the Public Service of the Federation and Federal Capital Territory which shall consist of the following departments:*

i) the Civil Service Pension Department;
ii) the Military Pension Department;
iii) the Police Pension Department;
iv) the Customs, Immigration and Prisons Department;
v) the Security Agencies Pension Department.

The CIPPO would therefore need to comply with the law and be brought under the Department when it is inaugurated for the effective and efficient administration of the defined benefits pension scheme for paramilitary Services.

The Committee noted the overbearing influence of parent Ministries/Offices on Pension Departments such as the Customs, Immigration and Prisons Pension Office (CIPPO) and was of the view that the provisions of the PRA 2004 with pension offices be implemented accordingly.

Recommendation

The Committee recommends that the Customs, Immigration and Prisons Pension Office complies with the PRA 2004 and be brought under the Pension Transitional Arrangement Department when it is inaugurated for the effective and efficient administration of the defined benefits pension scheme for paramilitary Services.

FEDERAL MINISTRY OF JUSTICE

The Federal Ministry of Justice is responsible for policies and guidelines to support the Justice system in the country. The following are the parastatals under the supervision of the Ministry:

i) Council of Legal Education(Nigerian Law School)
ii) Legal Aid Council
iii) Nigerian Copyright Commission
iv) Nigerian Law Reform Commission
v) National Agency for the Prohibition of Trafficking in Persons and Other Related Matters (NAPTIP)
vi) Nigerian Institute of Advanced Legal Studies (NIALS)
vii) National Drug Law Enforcement Agency (NDLEA)
viii) Regional Centre for International Commercial Arbitration, and
ix) National Human Rights Commission

Council of Legal Education, Nigerian Law School (CLE&NLS)

Core Mandate

The Council of Legal Education was established by the Legal Education Act of 1962, as amended, with the mandate/responsibility of providing practical education and professional training to persons seeking to become members of the legal profession. Pursuant to its mandate, the Nigerian Law School was established in Lagos in 1963.

According to the Council, due to the increasing number of Law Graduates seeking admission into the Law School for professional training and the attendant backlog of graduates, the Federal Government approved the decentralization of the School with the creation of three additional Campuses at Lagos, Enugu and Kano in 1999. To date, two additional campuses have been established in Yenagoa and Yola; thus bringing the number of campuses to six including Abuja.

The total staff strength of the five Campuses, which are fully operational, is **871**.

The Committee noted that the Council gets full funding from the Federal Government as indicated in the table below. This is in addition to the fees collected from students by the Nigerian Law School.

Budget

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**602,570,578**	**608,395,953**	**974,325,320**
Overhead	**170,962,917**	**159,850,327**	**182,218,090**
Capital	**115,000,000**	**93,654,509**	**70,167,538**
Total	**888,533,494**	**861,900,790**	**1,226,710,947**

Observations

The Committee noted that the funding provided for capital expenditure by the Federal Government is not adequate for the infrastructural requirements of the Law School and its campuses. This becomes more glaring in view of the fact that new campuses require more capital outlay than is presently allocated.

The Committee further observed that the bulk of the funding of the Nigerian Law School goes to Personnel Cost, with Overhead and Capital Costs commanding very low allocations.

It is therefore imperative that Government develops innovative solutions for addressing these funding challenges. The Committee is of the view that the Nigerian Law School needs to reposition itself by widening the breadth of its revenue and income from among others, the following sources:

i) grants from wealthy individuals, alumni, etc;
ii) endowments from corporate bodies; and
iii) other sources of internally generated funds.

The Committee also believes that the Nigerian Law School should embrace strong corporate governance rules in its operations to ensure credibility in its funding processes.

The Committee observed that, since Law graduates pay fees for the training they receive at the Nigerian Law School, the Government should not continue to wholly fund the school. Essentially, the Committee proposes that with effect from the 2014 Fiscal Year, Government should stop the funding of Recurrent Expenditure and limit itself to essential Capital Expenditure.

Recommendations

The Committee recommends as follows: that

i) funding of the Recurrent Expenditure of the Council of Legal Education (Nigerian Law School) be discontinued with effect from the 2014 Fiscal Year;
ii) the Nigerian Law School should reposition itself by widening the breadth of its revenue and income from among others, the following sources:
    a) grants from wealthy individuals, alumni, etc;
    b) endowments from corporate bodies; and
    c) other sources of internally generated funds.

iii) Government be responsible for the funding of only the essential Capital Expenditure of the Council of Legal Education (Nigerian Law School) with effect from the 2014 Fiscal Year.

Legal Aid Council (LAC)

Core Mandate

The Legal Aid Council was established in 1977 to provide free legal aid to persons with inadequate resources in both criminal and civil matters. The mandate of the Council is set out in section 7(1) of Cap L9 LFN 2004 and section 8 of the new Legal Aid Act of 2011.

The Council has a total staff strength of 588 of which 250 are lawyers.

Budget

The LAC is fully funded by Government and its budgetary allocation for the period 2009-2011 is as shown in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**256,751,886**	**289,454,772**	**458,608,709**
Overhead	**200,000,000**	**288,000,000**	**310,060,800**
Capital	**13,000,000**	**217,746,090**	**36,912,036**
Total	**469,751,886**	**795,200,862**	**805,581,545**

Observations

In assessing the submission of the Council, the Committee noted that the non-lawyers are more in number than the lawyers who provide the required services. In order to improve the legal services given to persons with inadequate resources there is need to reduce the number of the non-lawyers in the Council.

Recommendations

The Committee recommends as follows : that:

i) the number of non-lawyers in the service of the Legal Aid Council (LAC) be reduced; and
ii) the Legal Aid Council continues to receive full funding from the Federal Government.

Nigerian Copyright Commission

Core Mandate

The Nigerian Copyright Commission (NCC) was established in August 1989 by the Copyright Decree No.47 of 1988, now Copyright Act (CAP. C28, Laws of the Federation of Nigeria 2004).

According to section 34 (3) of the Copyright Act, the Nigerian Copyright Commission shall:

(a) *be responsible for all matters affecting Copyright in Nigeria;*
(b) *monitor and supervise Nigeria's position in relation to international conventions and advise Government thereon;*
(c) *advise and regulate conditions for the conclusion of bilateral and multilateral agreements between Nigeria and any other country;*
(d) *enlighten and inform the public on matters relating to copyright;*
(e) *Maintain an effective databank on authors and their works; and*
(f) *be Responsible for such other matters as they relate to copyright in Nigeria*

In addition to these general mandates, the Commission is also granted specific responsibilities under the Copyright Act to enforce the criminal provisions of the Act.

Budget

The Commission has a staff strength of 281 and gets full funding from the Government as depicted in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**217,112,414**	**242,985,713**	**368,340,303**
Overhead	**393,418,680**	**390,259,280**	**419,319,005**
Capital	**50,000,000**	**486,300,583**	**32,408,496**
Total	**660,531,094**	**1,119,545,576**	**820,067,804**

Observations

The Committee noted that the Nigerian Copyright Commission deals with invisible intellectual property while the Commercial Law Department in the Federal Ministry of Trade and Investment deals with the tangible intellectual property.

During the interactive session with the officials of the Commission the Committee's attention was drawn to the fact that the Nigerian Copyright Commission was initially domiciled in the Federal Ministry of Tourism, Culture and National Orientation before being transferred to the Federal Ministry of Justice. However, the Federal Ministry of Justice, in its presentation, argued that the Commission is rightly positioned under it and that it is the only agency recognized by law to handle matters of intellectual property.

The Committee, however, observed that the mandate of the Commercial Law Department of the Federal Ministry of Trade and Investment equally covers intellectual property rights transactions.

The Committee deemed it necessary and expedient to invite officers of the Nigeria Copyright Commission, the Commercial Law Department of the Federal Ministry of Trade and Investment as well as officers of NOTAP to shed more light on their activities.

While the activities of the Commission are limited to the protection of intellectual property rights, the Commercial Law Department is responsible for the registration of all patents, trademarks and designs. The NOTAP, on its part, is responsible for the registration of technology and agreements or MOUs that contain components of technology transfer.

The Committee observed that there is lack of synergy or communication between the Commission and the Commercial Law Department. The Committee further observed that these two bodies represent Nigeria at the World Intellectual Property Organization (WIPO) in Geneva and seldom streamline their positions before appearing at the international forum thereby ending up sometimes with divergent views. It must be noted that it does not augur well for agencies to proffer different positions especially at international gatherings like the World Intellectual Property Organization (WIPO), Geneva.

The Committee similarly observed that since the two bodies deal with the protection, registration and monitoring of intellectual property, patents, trademarks and technology transfer, they should all function under the same umbrella, for better coordination and streamlining of Nigeria's position on their functions.

Recommendations

The Committee recommends as follows, that:

i) the Nigeria Copyright Commission and the Commercial Law Department of the Federal Ministry of Trade and Investment be brought together as an agency and their mandate streamlined to ensure greater efficiency; and

ii) that the enabling laws of the Nigeria Copyright Commission (FMOJ) and the Commercial Law Department be repealed and a new law enacted to reflect the proposed merger of the two bodies.

Nigerian Law Reform Commission (NLRC)

Core Mandate

The Nigerian Law Reform Commission was established in July 1979 by the Nigerian Law Reform Commission Act (now Cap N118 Laws of the Federation of Nigeria, 2004).

The functions of the Commission include the following as set out in its enabling law:

To take and keep under review all Federal Laws with a view to their systematic and progressive development and reform in consonance with the prevailing norms of the Nigerian society including, in particular:

i) The codification of such laws,
ii) The elimination of anomalies,
iii) The repeal of obsolete, spent and unnecessary enactments,
iv) The reduction in number of separate enactments,
v) The reform of procedural laws in consonance with changes in the machinery of the administration of justice generally, and
vi) The simplification and modernization of the law.

The Commission gets full funding from the Government as shown below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**234,002,172**	**217,558,720**	**243,277,130**
Overhead	**92,710,529**	**158,934,345**	**147,261,034**
Capital	**20,000,000**	**34,970,658**	**27,333,784**
Total	**346,712,701**	**411,463,723**	**417,871,947**

Observations

In assessing the mandate of the NLRC, the Committee noted that law reform is important in the dynamics of the democratic setting. However, it further noted that the NLRC appeared not to have been performing optimally as some obsolete laws still remain in the Statute books alongside new enactments that ordinarily should have replaced them. It also noted that, today, some laws in Nigeria are inelegantly drafted as they do not incisively address the relevant issues and as such create lacunae in their application.

The Committee also noted the fact that the Commission has both an Executive Chairman and an Executive Secretary. While observing that the original situation was simply an Executive Chairman and fulltime members of the Commission, the Committee noted that the change in the status of the Secretary is an anomaly that should be corrected.

The Committee is therefore of the strong view that the NLRC should be strengthened to proactively review all existing laws and in the process repeal obsolete ones and also address the identified gaps in certain laws. This is a challenge that the NLRC and the Federal Ministry of Justice need to urgently address.

Recommendations

The Committee recommends as follows, that:

i. the Nigerian Law Reform Commission continues to be wholly funded by the Government and supervised by the Federal Ministry of Justice with a view to updating our laws appropriately; and
ii. that the anomaly in the status of the Secretary to the Commission be corrected.

National Agency for the Prohibition of Trafficking in Persons and Other Related Matters (NAPTIP)

Core Mandate

NAPTIP was established by the Trafficking in Persons (Prohibition) Law Enforcement and Administration Act 2003 as Amended in 2005 by the Trafficking in Persons Protocol. The agency's mandate includes:

i) The co-ordination of all laws on traffic in persons and related offences and the enforcement of those laws;

ii) Adoption of measures to increase the effectiveness of eradication of traffic in persons;

iii) The facilitation or encouragement of the presence or availability of persons, including persons in custody, who consent to assist in investigations or participate in proceedings relating to traffic in persons and related offences;

iv) Enhancing the effectiveness of law enforcement agents to suppress traffic in persons;

v) Establishing, maintaining and securing communication to facilitate the rapid exchange of information concerning offences as well as conducting research and improving international co-operation in the suppression of traffic in persons by road, sea and air;

vi) Reinforcing and supplementing measures in such bilateral and multilateral treaties and conventions on traffic in persons as may be adopted by Nigeria to counter the magnitude and extent of traffic in persons and its grave consequences;

vii) Taking such measures; and/ or in collaboration with other agencies or bodies that may ensure the elimination and prevention of the root cause of the problem of traffic in persons;

viii) Strengthening, enhancing effective legal means for international co-operation in criminal matters for suppressing the international activities of traffic in persons;

ix) Strengthening co-operation between the Office of the Attorney General of the Federation, Ministry of Foreign Affairs, the Nigeria Police Force, the Nigeria Prisons Service, welfare officials and other law enforcement agencies in the eradication of traffic in persons;

x) Taking charge, supervising, controlling, and co-ordinating the rehabilitation of trafficked persons and participating in proceedings relating to traffic in persons;

xi) Taking charge of supervising, controlling and co-ordinating all the responsibilities, functions and activities relating to current investigation and prosecution of all offences connected with or relating to traffic in persons and other related matters in consultation with the Attorney-General of the Federation; and

xii) Carrying out such other activities as are necessary or expedient for the full discharge of all or any of the functions conferred on it under this act.

The Committee noted that the agency has a total staff strength of 617 and enjoys full funding from the Government as shown in the table below.

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**636,654,307**	**703,147,138**	**1,222,380,087**
Overhead	**614,307,030**	**594,663,960**	**550,215,219**
Capital	**50,000,000**	**82,206,414**	**24,306,372**
Total	**1,300,961,337**	**1,380,017,512**	**1,796,901,677**

Observation

During the interactive session with the management of the NAPTIP, the Committee noted that NAPTIP has a total staff strength of 617.In addition, there are 37 Paramilitary personnel on secondment from various Services. Already, NIS and NAPTIP are working together. The Committee therefore believes that there is need for closer cooperation and coordination between the two bodies.

Below is a breakdown of the core officers of NAPTIP:

Rank	No.
Executive Secretary	1
16	6
15	2
14	9
13	13
12	13
11	58
10	95
9	158
8	92
7	55
6	73
5	19

4	21
3	2
Total	617

The 37 attaches are not paid salaries by NAPTIP. They rather receive salaries from their parent Services and NAPTIP pays them operational allowances from its Overhead Expenditure.

Furthermore, the Committee observed that with a Personnel Cost of ₦1,222,380,087.00 and a staff strength of 617, the average staff salary amounts to ₦1.9 million per annum, which the Committee perceived to be too high vis-à-vis the minimum wage of N216, 000 per annum.

When confronted with this analysis, the NAPTIP stated that apart from the staff being paid the approved COMPASS salary structure for paramilitary Services, the Agency received an overpayment on its Personnel Cost, adding that the correct Personnel Cost will be reflected in the 2012 budget. The Committee, whilst noting this, observed that the Personnel Cost has been further increased to **₦1,310,557,146** in the 2012 Budget Proposal. The Committee strongly believes that a thorough staff audit of the NAPTIP should be carried out to determine its actual manning levels.

Recommendations

The Committee recommends as follows, that:

i) Government continues to fully fund the NAPTIP;
ii) both the Nigeria Immigration Service and NAPTIP coordinate and synergize their anti-human trafficking activities; and
iii) that a staff audit of the NAPTIP be conducted to determine the optimum manning levels to guarantee its sustainability.

Nigerian Institute of Advanced Legal Studies (NIALS)

Core Mandate

The Nigerian Institute of Advanced Legal Studies was established by the Nigerian Institute of Advanced Legal Studies Act Cap N112, LFN of 2004.

The Act mandates it to perform the following functions:

i) to provide information, supervision, guidance and advice to post graduate students and other researchers who are working for post-graduate degrees of any University in the field of law and related subjects;

ii) to conduct research into any branch of the law or related subjects with a view to the application of the results thereof in the interest of Nigeria;

iii) to conduct courses of instruction in legislative drafting leading to the award of post-graduate diploma or a post-graduate degree;

iv) to organize, host, arrange and conduct national or international seminars, symposia, conferences, workshops, lectures on any branch of the law or related subject from time to time;

v) to prepare and publish books, records, reports, journals as may seem desirable for the dissemination of research findings, seminars, symposia, conferences, findings of workshops and lectures as aforesaid;

vi) to co-operate with Nigerian universities, the Nigerian Law School, the Nigerian Law Reform Commission and such other bodies (whether in Nigeria or elsewhere) engaged in any major field relating to law reform, development or research in the mobilization of Nigeria's research potentials for the task of national development and dissemination of research findings for the use of policy makers at all levels;

vii) to carry out other activities as are necessary and expedient for the full discharge of any of its functions under or pursuant to this Act.

Budget

The Committee noted that the Institute currently enjoys full Government funding as indicated in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**186,590,157**	**191,120,398**	**393,967,779**
Overhead	**137,000,000**	**114,930,000**	**123,733,638**
Capital	**21,000,000**	**99,522,360**	**32,408,496**
Total	**344,590,157**	**405,572,758**	**550,109,913**

Observations

The Committee noted that NIALS is a research Institute with a dual/multiple mandate that extends to education, training and capacity building. It is the only Legal Research Institute in the country. It conducts research, organizes Conferences, Seminars, Colloquia and other fora on current themes and in anticipation of future ones and disseminates their findings and conclusions.

Since its inception 33 years ago, it has operated as a think-thank for the three arms of Government and their Agencies as it is mandated by its enabling law to do. The Institute's research findings and conclusions have, over the years, been the precursor of policy formulation and legislation and have provided informed opinion and expert advice on the direction in which Government should go. The Capacity building mandate of NIALS is part of the concerted efforts of Government to provide capacity building programmes which address the knowledge and skills gaps reflected in the ever present training needs of the legal profession particularly in the public sector that is so vital to national development, particularly in a democratic dispensation.

The Committee also noted that much of the Continuing Legal Education activity of NIALS and the post graduate supervision services which it is empowered to render to Universities are more of service oriented than major revenue generating functions

The Committee observed that NIALS personnel cost was rather high while the ratio of Academic and Research staff to Administrative and other staff was not in accord with best practice as it was tilted heavily in favour of the Administrative and other staff.

The Committee further noted that apart from its main structure in Lagos and the Abuja office in the Supreme Court, NIALS recently created branch offices in other States. It was the view of the Committee that the mandate of NIALS does not justify such expansion. In fact, it would result in unnecessary expenditure while spreading its resources too thinly. Accordingly, NIALS offices outside Lagos and Abuja should be closed down.

The Committee also noted that the Institute in recent times equally created a staff clinic in its Lagos office. It was the view of the Committee that apart from the National Health Insurance Scheme, which NIALS staff enjoy, the Medical facilities of both the University of Lagos and the Supreme Court in Abuja, where its offices are located, have been and continue to be available to them. In addition, the medical staff employed to man the clinic would not have adequate career progression in that establishment. Consequently, the Committee viewed the establishment of a staff clinic and staffing of same as an unnecessary drain

on resources and outside the Institute's mandate.

It was the view of the Committee that, a staff audit should be conducted to justify the high budgetary allocation for the Personnel Cost of the Institute. In addition, a micro restructuring should be undertaken to address the ratio of Academic and Research staff to Administrative and other staff.

Recommendations

The Committee recommends as follows, that:

i) a staff audit should be conducted to justify the high budgetary allocation for the Personnel Cost of the Institute;
ii) a micro-restructuring be done to ensure the correct ratio of Academic – Research staff to the other categories of staff;
iii) all NIALS offices outside Lagos and Abuja be closed down immediately to ensure judicious use of available resources in line with Government policy; and
iv) the staff clinic be closed down forthwith and its medical personnel sent to the Federal Civil Service Commission for possible deployment if found qualified; and
v) that in view of the fact that NIALS caters to important needs of Government and its agencies, it remains relevant in the scheme of things.

Accordingly, NIALS should be retained as a partially funded Agency of Government.

National Drug Law Enforcement Agency (NDLEA)

Core Mandate

The National Drug Law Enforcement Agency (NDLEA) was established by Decree 48 of 1989 (now NDLEA Act, Cap. N30).

Essentially, the NDLEA was set up to investigate, arrest and prosecute illicit drug trade and users. It is also mandated to treat and rehabilitate drug users. The agency currently has a staff strength of 4,975.

The Agency is fully funded by Government and a breakdown of the funding for the period 2009 to 2011 is as stated in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**4,117,358,361**	**5,828,168,363**	**7,096,260,039**
Overhead	**343,000,000**	**523,300,000**	**633,008,502**
Capital	**160,000,000**	**620,574,311**	**84,524,781**
Total	**4,620,358,360**	**6,972,042,674**	**7,813,793,321**

Observations

While noting the desirability of the Agency, the Committee observed that the structure of the NDLEA provided for an Executive Chairman and a Director-General, who serves as the Secretary to the Agency's Board.

An analysis of its budget for the period 2009–2011 shows resource misallocation. The Committee observed the very high Personnel Cost it runs as against the relatively low Overhead and Capital allocations. For instance, in 2011, the sum of **₦7billion** was budgeted for Personnel Cost while a total of ₦717,533,283 was voted for Overhead and Capital Expenditures. At a glance, an analysis of the Personnel Cost of the agency shows an average annual salary of **₦1.42million** *per* staff, which is indeed high given that the minimum wage is ₦216,000 *per annum*.

The Committee also observed that if the NDLEA would effectively combat illicit drugs activities, it should improve on its Overhead and Capital Allocations and reduce its Personnel Cost. The increase in Overhead and Capital Expenditure would entail increase in its undercover operations and acquisition of hi-tech hardware and systems to fight the drug menace.

Recommendation

The Committee recommends that the NDLEA's Personnel Cost be reduced and its Overhead and Capital Costs increased to enhance undercover operations and acquisition of hi-tech hardware and systems to fight illicit drugs activities.

Regional Centre for International Commercial Arbitration

Core Mandate

The Centre was established in Lagos, Nigeria in 1989 under the auspices of the Asian African Legal Consultative Organization (AALCO) by exchange of letters of agreement concluded in 1980 between the AALCO and the Centre's host – the Federal Government of Nigeria.

The continued operation of the Centre in Nigeria was ratified by a treaty executed in 1999 in the form of a Headquarters Agreement between the AALCO and the host.

In furtherance of the tenets of International Law, the domestication of the Headquarters Agreement culminated in the codification of the terms in a municipal law – the Regional Centre for International Commercial Arbitration "Regional Act No. 39" of 1999 - bringing to completion the legal framework for the existence of the Centre in Nigeria.
The functions of the Centre are to:

i) promote international arbitration and conciliation in the region,
ii) provide arbitration under fair, inexpensive and expeditious procedure in the region;
iii) act as a co-ordinating agency in the Consultative Organisation dispute resolution system;
iv) co-ordinate the activities of and assist existing institutions concerned with arbitration, particularly among those in the region;
v) render assistance in the conduct of *ad hoc* arbitration proceedings, particularly those held under the Rules;
vi) assist in the enforcement of arbitral awards;
vii) maintain registers of :
    (a) expert witnesses, and
    (b) suitably qualified persons to act as arbitrators when required; and
viii) carry out such other activities and do other such things as are conducive or incidental to its other functions.

The Committee noted that the Centre enjoys full funding from the Federal Government as shown in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**25,821,939**	**26,533,393**	**41,560,527**
Overhead	**50,014,736**	**54,014,589**	**54,014,589**
Capital	**11,000,000**	**4,227,069**	**5,401,416**
Total	**86,836,675**	**84,775,050**	**100,976,531**

Observations

The Committee observed that the Centre is an international organization supervised by the Federal Ministry of Justice. Its activities are contained in a treaty executed in 1999 to which Nigeria is signatory. The Committee is therefore of the view that the Government should continue to fund its operation.

Recommendation

The Committee recommends that the Federal Government continues to fund the activities of the Regional Centre for Commercial Arbitration under the Federal Ministry of Justice.

FEDERAL MINISTRY OF LABOUR AND PRODUCTIVITY

National Directorate of Employment (NDE)

Core Mandate

The NDE was established in 1989 by Decree No. 34 of 1989 (amended by Act Cap 250 LFN of 1999), with a view to designing, articulating and implementing Government policies and programmes to combat mass unemployment in the country in collaboration with other national and international institutions.

Budget

The NDE with a staff strength of 2147, is wholly funded by the Government as shown in the table below for the period 2009 to 2011.

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**1,377,428,312**	**1,378,804,350**	**2,219,144,623**
Overhead	**1,632,368,997**	**2,435,765,012**	**1,686,542,679**
Capital	**521,300,000**	**4,671,116,936**	**1,293,632,478**
Total	**3,531,097,309**	**8,485,686,298**	**5,199,319,779**

Observations

As earlier noted in another part of this report, the Committee observed that there are overlaps in the functions of the Directorate and those of the Small and Medium Enterprises Development Agency of Nigeria (SMEDAN) and the National Poverty Eradication Programme (NAPEP).

The Committee further observed that in view of the unemployment level in the country, there is need for concerted effort by Government to merge and evolve a single point strategy by which funds will be cost-effectively harnessed towards the efficient actualization of the skills and job creation efforts of Government.

The Committee believes that the efforts of Government towards wealth creation and combating the poverty challenge would yield the desired results if NDE and SMEDAN are collapsed into one result-oriented organization to be known as the National Agency for Job Creation and Empowerment (NAJCE). The proposed organization would synergize with the Bank of Industry (BOI) to provide the necessary support for the wealth creation strategies of Government through the opening of a window for easy access to credit facilities by those who have

acquired skills under the new scheme. It is expected that this will assist them establish their own businesses.

The Committee reasons that greater results would be achieved if the functions of NDE, SMEDAN and NAPEP were brought together under one umbrella instead of the practice of spreading resources thinly among agencies and programmes.

This merger will entail the repeal of the existing laws of NDE and SMEDAN and the enactment of an enabling law for the new organization that will include the functions of NAPEP, which has no enabling law.

Recommendations

The Committee recommends as follows, that:

i) NDE and SMEDAN be merged to form a single agency for job and wealth creation;
ii) the new agency be called the National Agency for Job Creation and Empowerment (NAJCE);
iii) the functions of NAPEP be transferred to the new agency;
iv) the Bank of Industry (BOI) serves as a single point for financing the strategies that would be adopted for job and wealth creation;
v) the enabling laws of the NDE and SMEDAN be repealed; and
vi) that an enabling law be enacted for the establishment of the National Agency for Job Creation and Empowerment (NAJCE).

National Productivity Centre (NPC)

Core Mandate

The National Productivity Centre was established by Decree No.7 of 1987, which was later re-enacted by Cap No 70 LFN of 2004. The mandate of the Centre is to stimulate productivity consciousness with a view to accelerating productivity in all sectors of the economy as well as the promotion of international cooperation for the enhancement of national productivity.

Budget

The National Productivity Centre is fully funded by the Government as shown below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**349,578,412**	**366,649,422**	**594,425,451**
Overhead	**203,994,109**	**142,554,168**	**153,473,817**
Capital	**10,000,000**	**48,100,000**	**53,787,836**
Total	**563,572,520**	**557,303,589**	**801,687,104**

Observations

While noting the mandate of the Centre to advocate and stimulate the habit of productivity in the public and private sectors of the economy, the Committee observed that there are so many other Government agencies that carry out similar advocacy functions without necessarily depending on inputs from NPC. Such agencies include the Directorate of Public Communication of the Federal Ministry of Information, the National Orientation Agency (NOA) as well as Michael Imoudu National Institute for Labour Studies (MINILS), etc.

Furthermore, the Committee noted that the major achievement of the Centre in recent years has been to give National Productivity Awards but observed that this could equally be performed by the Special Duties Office in the Presidency or the Office of the Head of the Civil Service of the Federation.

The Committee further observed that the challenges of raising the consciousness of the workforce on the critical importance of productivity should go beyond advocacy. It is about ensuring that there is availability of systems and structures that will enable substantiation of the productivity of the workforce and its impact on the well-being of citizens of the country. If all productivity-related agencies are supported to carry out their activities effectively and efficiently, Government may not necessarily need a fully fledged organization like the NPC

before it can sensitize the citizens to imbibe the culture of hard-work and productivity.

Recommendations

The Committee recommends as follows, that:

i. the NPC be scrapped as Government does not need a fully fledged organization to sensitize its citizens to imbibe the culture of hard-work and productivity; and

ii. that the Ministry of Labour and Productivity evolve a mechanism and system for substantiating productivity that is transparent and can be linked to the National Planning Commission (Monitoring and Evaluation System) and the new Government policy of performance contract.

Michael Imoudu National Institute of Labour Studies (MINILS)

Core Mandate

The Michael Imoudu National Institute for Labour Studies (MINLS) was established by Decree No 5 of 1986 (NILS Act Cap 261 of the Laws of the Federal Republic of Nigeria, 1990) to serve as the national tripartite institution responsible for workers' and employers' education, promotion of industrial relations as well as carry out research and development.

Budget

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**169,722,976**	**174,618,340**	**267,182,343**
Overhead	**172,290,351**	**357,170,000**	**213,360,588**
Capital	**50,510,000**	**266,529,409**	**145,897,669**
Total	**392,523,326**	**798,317,749**	**626,440,600**

Observations

The Committee noted the peculiar mandate of the Institute and the fact that it has a good antecedent of having effectively delivered on that mandate. However, the Committee observed that MINILS, as an institution that renders services to workers and employers from both the public and private sectors, derives internally generated revenue and should continue to receive full funding from Government.

Recommendation

The Committee recommends that the Michael Imoudu National Institute for Labour Studies (MINILS) continues to receive funding from Government.

Industrial Arbitration Panel (IAP)

Core Mandate

The Industrial Arbitration Panel (IAP) was established by Cap 432 of LFN 1990 as amended by the Trade Dispute Act Cap T8 of 2004. The Panel is charged with the responsibility of maintaining industrial peace and harmony through arbitration of disputes with workers' unions and Government.

Budget

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	245,175,683	231,576,285	357,463,157
Overhead	76,301,566	90,838,550	97,796,783
Capital	4,000,000	162,370,000	32,176,235
Total	325,477,248	484,784,835	487,436,175

Observation

The Committee observed that the peculiar mandate and relevance of the IAP qualifies it for full funding by Government.

Recommendation

The Committee recommends that the Government continues to fully fund the IAP.

Nigeria Social Insurance Trust Fund (NSITF)

Core Mandate

The NSITF is the sole Government agency statutorily vested with the function of providing social security, social protection for the poor, the aged, the disabled and disadvantaged members of the population.

Section 16 of the NSITF Act, No. 73 of 1993 mandates the fund to provide the following benefits:

i) Retirement pension
ii) Retirement grant
iii) Survivors benefit
iv) Death grant
v) Invalidity benefit
vi) Invalidity grant; and
vii) Such other benefit as may be approved from time to time by the board.

Budget

The Fund does not receive any funding from Government.

FEDERAL MINISTRY OF LANDS, HOUSING AND URBAN DEVELOPMENT

The Federal Ministry of Lands and Housing has three (3) parastatals under it with various mandates pertaining to housing.

Federal Housing Authority

Core Mandate

The Federal Housing Authority was established in 1973 by Decree No. 40 now CAP 136 Laws of the Federation of Nigeria 1990 with the aim of performing the following functions and responsibilities:

i) the preparation and submission from time to time to the Government on proposals for National Housing Programmes;

ii) making recommendations to the Government on such aspects of urban and regional planning, transportation, communication, electric power, sewage and water supply development as may be relevant to the successful execution of housing programmes approved by the Government; and

iii) executing such housing programmes as may be approved by the Government.

In order to carry out the above mandates effectively, the Authority is empowered to:

i) acquire, hold and manage moveable and immovable property;

ii) Acquire, construct and maintain dwelling houses, schools, communal and commercial buildings and other structures;

iii) enter into contracts for the construction, maintenance, management or repairs of any property;

iv) purchase or otherwise acquire any asset, business or other property where such purchase or acquisition is necessary for the proper discharge of its functions under this act; and

v) sell, let, lease or otherwise dispose of any property vested in the Authority.

Furthermore, the FHA's responsibility was further expanded as a result of the 2006 Federal Government policy on the National Housing Programme to include:

(i) development and management of real estate on commercial basis in all States of the Federation and the Federal Capital Territory (FCT);

(ii) provide Sites and Services for all income groups with special emphasis on the low income category;

(iii) provide low income and rural housing in all States of the Federation and Federal Capital from funds provided by the Federal Government and other sources;

(iv) execute such housing programmes as may be approved by the Federal Government.

Observations

Following the Committee's enquiry during its interactive session with the officials of FHA, the Committee discovered that in pursuance of Government's decision to fully commercialize the FHA, the defunct Technical Committee on Commercialization and Privatization (TCPC), now Bureau of Public Enterprise (BPE) signed a Performance Agreement with the Federal Government of Nigeria to grant the FHA a take-off grant that would enable the Authority go into full commercialization and thereby reduce Government financial involvement in the housing sector and also to allow the FHA to meet the ever-changing business requirements of the sector.

The Committee observed that the Performance Agreement which was subject to review after three years has since lapsed and had not been reviewed, thereby leaving the FHA to operate only with the proceeds from the initial seed money granted to it.

The above notwithstanding, the Committee also observed that the Federal Mortgage Bank of Nigeria (FMBN) has been unable to support the FHA's business drive due to stringent conditions attached to accessing its loan facilities.

The Committee further observed, that there is wisdom behind the decision by Government in the White Paper on the Ahmed Joda Presidential Panel Report (2000) to fully commercialize the FHA.

The Committee observed that the sum of N12,399,400,000 has been proposed for the construction/provision of housing by the Federal Ministry of Lands, Housing and Urban Development in the 2012 Fiscal Year. However, it reasoned that the Ministry ordinarily should not be involved in the building of houses.

Rather, it believes that the FHA should be properly supported by the Ministry to implement its objective of providing affordable housing for Nigerians.

Recommendations

The Committee recommends as follows, that:

i) those policies that would enhance the effective and efficient performance of the FHA be treated as a matter of priority in view of the ever-increasing housing needs and the Federal Government's promise to improve access to housing for Nigerians;

ii) in line with the decision of Government in the White Paper on the Ahmed Joda Panel Report (2000) on the Review, Harmonization and Restructuring of Federal Government Parastatals, Institutions and Agencies, the FHA be fully commercialized; and

iii) that the FHA be used by the Federal Ministry of Lands, Housing and Urban Development to implement Government's policy to provide affordable housing for Nigerians.

Federal Mortgage Bank of Nigeria (FMBN)

Core Mandate

The Federal Mortgage Bank of Nigeria (FMBN) is an offshoot of the defunct Nigerian Building Society, which began operations in 1956 but was acquired through the Federal Government's Indigenization Act of 1973. The Bank is empowered through its enabling law, to perform both primary and secondary mortgage functions as well as promote the emergence and growth of mortgage institutions.

Observations

The Committee observed that the Bank has not had good ratings, particularly due to the fact that its clientele do not enjoy easy access to credit. It therefore needs to be strengthened by an amendment of its enabling law to support ease of credit operations.

Furthermore, the Committee observed that the contributions made by Public Servants to the National Housing Fund, which have not been fully accounted for by the Federal Mortgage Bank should be retrieved and transferred to the Federal Government Staff Housing Loans Board, which is performing creditably and maintains good records. This will increase the operating funds of the Board and also increase the number of deserving public servants, who can benefit from its loans.

However, the Bank's summary of its activities, shown in the table below, indicates that the FMBN had collected a total of N81,596,557,806.41 as at January 2012:

S/No.	Indicators	Cumulative As at January, 2012
1.	NHF Collection (₦)	81,596,557,806.41
2.	Refund (₦)	1,307,084,280.59
3.	No. of Refund Cases	68,035
4.	NHF Registered Contributors	3,657,354
5.	NHF Loan (PMI) Disbursed (₦)	34,035,517,643.18
6.	NHF Loans (EDL) Disbursed (₦)	49,182,401,061.83
7.	Total Loans Disbursed (₦)	82,217,918,705.01
8.	Houses built with NHF Loans	18,668
9.	Houses built with EDL	32,950
10.	Houses financed with mortgage Buy-Back (MBB)	9,575
11.	Total Housing Units Built	61,193+

Despite this, the Committee is of the strong view that there is the need to review the entire Mortgage banking sector in Nigeria with a view to creating the proper institutional structures that can address the current housing challenges in the nation and support an enduring housing policy.

Recommendations

The Committee recommends as follows, that:

i) the entire Mortgage banking sector in Nigeria be reviewed to create proper institutional structures to address the current housing challenges and support an enduring housing policy;

ii) the operations of the Federal Mortgage Bank be strengthened through an amendment of the enabling law of the National Housing Fund (NHF) to allow ease of access to credit by its clientele;

iii) the contributions paid by Public Servants into the National Housing Funds Accounts maintained by the Federal Mortgage Bank be audited and the contributions of Public Servants transferred to the Federal Government Staff Housing Loans Board to expand the funding base of the Loans Board and increase its mass of beneficiaries after an amendment of the FMBN Act; and

iv) that the National Housing Fund Cap N.45, LFN 2004 be amended to provide for the transfer of contributions made by public servants, to the Federal Government Staff Housing Loans Board.

Professional Registration Councils

Observations

The Committee noted that there are six Professional Registration Councils operating under the auspices of the Federal Ministry of Housing, Lands and Urban Development. These are:

i) Architects Registration Council (ARC);
ii) Council for Registered Engineers of Nigeria (COREN);
iii) Estate Surveyors' Registration Board (ESRB);
iv) Town Planners' Registration Council (TPRC);
v) Nigerian Builders Council (NBC); and
vi) Quantity Surveyors' Registration Board (QSRB).

The Committee observed from submissions made to it by the Federal Ministry of Housing, Lands and Urban Development as well as available records from the Budget Office that all the aforementioned professional Registration bodies continue to enjoy full Government funding. This is not withstanding Government's position that they should be funded from membership subscriptions as contained in its White Paper on Ahmed Joda Panel Report of 2000.

In order to give the various professional registration bodies the benefit of the doubt, the Committee requested for a position paper from each of them to convince it as to why Government should vacate its earlier stand that such bodies should be run through fees and subscriptions paid by their members. However, the Committee noted that no response was received giving credence to the Government's earlier decision and the Committee's belief that they can be self-sustaining. Consequently, the Committee is of the view that the professional registration organizations should cease to receive budgetary provisions with effect from the 2013 Fiscal Year.

Recommendation

The Committee recommends that Government stops further budgetary allocation to the following Professional Registration Bodies with effect from the 2013 Fiscal Year:

i) Architects Registration Council (ARC);
ii) Council for Registered Engineers of Nigeria (COREN);
iii) Estate Surveyors' Registration Board (ESRB);
iv) Town Planners Council (TPC);
v) Nigerian Builders Council (NBC); and
vi) Quantity Surveyors' Registration Board of Nigeria(QSRB).

MINISTRY OF MINES & STEEL DEVELOPMENT

Council of Nigerian Mining Engineers and Geoscientists (COMEG)

Core Mandate

The Council of Nigerian Mining Engineers and Geoscientists (COMEG) is a regulatory body set up by Decree No. 40 of 1990 (now Cap C33 Laws of the Federation of Nigeria 2004). It, however, did not commence operations till 2001.

The Council listed its functions as follows:

i) prescribing and enforcing minimum standards of education and experience to be obtained by persons qualified to practise as registered Mining Engineers and Geoscientists;
ii) prescribing and enforcing the Code of Conduct for registered members;
iii) maintaining a register of persons entitled to practice as Mining Engineers and Geoscientists;
iv) regulating and controlling the practices of Mining Engineers and Geoscientists in all aspects and ramifications; and
v) maintaining discipline in the professions in accordance with the Decree.

Budget

Below is the budgetary allocation made for the Council in the last three years:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	34,182,381	34,433,152	61,417,012
Overhead	56,765,792	56,198,134	60,502,911
Capital	13,430,000	218,464,723	61,144,030
Total	104,378,173	309,096,008	183,063,952

Observations

From its submission, the Council has 32 members of staff meaning that each Council staff each earns an average of N1.9 million as salary per annum, which is rather too high and unsustainable.

The Committee observed that the Council is a professional body and that in line with the general principle adopted by the Committee, it should be self-financing from members' subscriptions. To this end, the enabling law of the Council should be strengthened to guarantee enforcement and compliance.

Recommendations

The Committee recommends as follows, that:

i) COMEG, as a professional body, be self-financing;
ii) the law establishing COMEG be strengthened in order to guarantee enforcement and compliance by its members to pay subscription; and
iii) that budgetary allocation to the COMEG ceases with effect from the 2013 Fiscal Year.

Nigeria Mining Cadastre Office (NMCO)

Core Mandate

The Nigerian Mining Cadastre Office (NMCO) was established by the Nigerian Minerals and Mining Act, 2007 to provide an independent, efficient and transparent system in the grant and administration of all mining titles.

The functions of the NMCO under the Nigerian Minerals and Mining Act, 2007include the following: to

(i) receive, consider and dispose applications for mineral titles and permits and applications for the transfer, renewal, modification and relinquishment of mineral titles or extension of areas;

(ii) grant, issue, suspend and (with the approval of the Minister) revoke mineral titles;

(iii) maintain a chronological record of all applications for mineral titles in a Priority Register and General Register and maintain the cadastral registers;

(iv) create and maintain a database of all mineral titles and applications; and

(v) create and maintain a cartographic database of all mineral titles and applications in both paper and electronic formats (the cadastral maps).

Observations

The Committee observed that the NMCO is the regulator for the mines and steel sector. In view of current Government initiative to revive the mining sector, the Committee is of the view that the NMCO should continue to carry out its regulatory functions in the sector. Consequently, the agency should continue to function in its present form and all its revenue collections should be remitted to Government Treasury while its financial needs should be met from the budget.

Recommendations

The Committee recommends that:

i) NMCO continues to carry out its regulatory functions in the sector; and

ii) that all NMCO's revenue collections be remitted to Government Treasury while its financial needs should be met from the budget

National Steel Raw Materials Exploration Agency (NSRMEA)

Core Mandate

The National Steel Raw Materials Exploration Agency was established as the Exploration and Mining Division of the defunct Nigerian Steel Development Authority (NSDA), which was established by Decree 19 of 1971. It later became a corporate body through the enactment of Decree 49 of 1992 with mandate amongst others to carry out the exploration of steel raw materials in all parts of Nigeria and elsewhere for the iron and steel industry, and to establish and execute a steel raw material base for the country.

Observations

The Committee observed from the agency's submission that it has 211 staff made up of 50 Geoscientists, eight Engineers, four chemists, 58 Technologists, Drillers, and technicians and 91 administrative/supporting staff.

The Committee also observed the similarities in the functions of the Agency and those of the Nigeria Geological Survey Agency (NGSA). While the focus of NSRMEA is exploration, that of NGSA is survey, both of which are complementary. Consequently, the Committee is of the view that the two agencies be merged and their enabling law repealed and a new one enacted to reflect the merger accordingly.

Budget

The Committee further noted that the Agency currently gets all its funding from the Government as shown in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**229,498,804**	**309,756,607**	**423,153,776**
Overhead	**76,814,510**	**84,495,961**	**81,871,516**
Capital	**89,270,000**	**867,331,828**	**392,882,498**
Total	**395,583,313**	**1,261,584,395**	**897,907,791**

The Committee noted that the average annual pay of a staff of the agency, irrespective of grade level, is about ₦2 million. The Committee considered this as being high.

Recommendations

The Committee recommends the following, that:

i) the National Steel Raw Materials Exploration Agency (NSRMEA) and the Nigeria Geological Survey Agency (NGSA) be merged for greater efficiency and coordinated service delivery;

ii) a management audit of the NSRMEA and NGSA be conducted before the merger to determine the appropriate manning levels of the new Agency;

iii) the enabling law of the NSRMEA be repealed; and

iv) that the NSRMEA ceases to receive further Government funding.

Nigerian Geological Survey Agency (NGSA)

Core Mandate

The NGSA was established as an Agency of the Federal Government in 2000. It, however, became operational with the appointment of a Director General in 2003. The Act providing the legal basis (The Nigerian Geological Survey Agency Act) was signed into law in 2006.

The functions of the Agency include, but are not restricted to the following: to

i) carry out detailed geological investigations, including analytical and laboratory works, photo geology and other interpretations, core drilling, well-logging, geo-statistics and other mineral calculations as estimations, and valuation;

ii) produce geological, geophysical and geo-chemical maps of Nigeria on various scales;

iii) promote the search for and exploitation of minerals in Nigeria;

iv) undertake research in the field of geo-sciences and mineral resources in Nigeria;

v) compile and develop a comprehensive "and integrated collection and dissemination of knowledge of geology, geo-chemistry, geophysics, engineering geology, economic geology, geochronology, marine geology and geomagnetism;

vi) serve as national depository of all geo-science information relating to the earth, the marine environment and geo-magnetic space;

vii) promote investment in Nigeria's solid minerals and cooperate with-both local and foreign investors and organizations;

viii) maintenance and up-dating of solid minerals statistics and data bank for investment promotion; and

ix) produce periodic and annual reports of minerals statistics

Observations

The Committee observed similarities in the functions of the NGSA with those of National Steel Raw Materials Exploration Agency (NSRMEA), Kaduna.

Budget

The Committee also noted that the NGSA receives full funding from the Government as shown in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**700,190,579**	**714,124,644**	**1,207,472,804**
Overhead	**454,233,754**	**740,058,560**	**600,816,726**
Capital	**219,450,000**	**650,677,500**	**1,316,426,688**
Total	**1,373,874,332**	**2,104,860,703**	**3,124,716,219**

Recommendations

The Committee recommends as follows, that:

i) the Nigeria Geological Survey Agency (NGSA) be merged with the National Steel Raw Materials Exploration Agency (NSRMEA) for greater efficiency and coordinated service delivery;

ii) a management audit of the NSRMEA and NGSA be conducted before the merger to determine the appropriate manning levels of the new Agency; and

iii) that the enabling law of NGSA be amended to accommodate the merger.

National Metallurgical Development Center (NMDC), Jos
National Metallurgical Training Institute, Onitsha

Core Mandate

The National Metallurgical Development Centre was established primarily to conduct Research and Development (R&D) with a view to upgrading the quality of Nigerian low grade ores and minerals, through sharing of technology and processes, while the National Metallurgical Training Institute was established to provide training for the low and middle level technical manpower of the economy.

A summary of the budget of both bodies is presented below:

National Metallurgical Development Centre, Jos

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	296,399,822	317,744,569	476,850,287
Overhead	92,637,142	91,710,771	116,735,816
Capital	73,120,000	99,618,750	109,452,945
Total	462,156,964	509,074,089	703,039,047

Metallurgical Training Institute, Onitsha

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	259,558,867	253,714,769	371,846,499
Overhead	219,600,000	217,404,000	225,057,146
Capital	66,720,000	82,912,500	127,398,133
Total	545,878,867	554,031,268	724,301,778

Observations

The Committee is of the view that both bodies perform similar functions in metallurgical development as well as training, both of which can be effectively performed by polytechnics. The Committee observed that the training provided by the two institutions is not accredited by the National Board for Technical Education.

The Committee further observed that their continued funding constitutes a drain on Government resources as there has been no meaningful impact in the mining sector.

Consequently, the Committee believes that the two agencies should be scrapped and their funding cease not later than 31st December, 2012.

Recommendations

The Committee recommends that both the National Metallurgical Development Centre and the National Metallurgical Training Institute be scrapped and the relevant enabling laws repealed while their funding should cease not later than 31st December, 2012.

Nigerian Institute of Mining and Geosciences (NIMG), Jos

Core Mandate

The Nigeria Institute of Mining and Geosciences (NIMG) was established in 2007 to train professional Mining Engineers, Metallurgical (Minerals) Engineers and Geoscientists as well as middle level manpower for the solid minerals sector.

NIMG is empowered:

i) to produce a new class of highly trained Professional Mining Engineers, Metallurgical (Minerals) Engineers and Geoscientists with practical exposure and technical skills required to prepare them adequately for the new developments in Nigeria's mining industry;

ii) to impart modern skills to fresh graduates of mining engineering, minerals engineering, mineral exploration and allied programmes as a mandatory, post-qualification experience, before they can practice in the mining industry; and

iii) to conduct focused and need-driven research in mining, mineral processing and geosciences.

The functions of the NIMG are as follows:

i) to produce skilled professionals who will be future managers of the mining industry;

ii) to proactively engage various segments of society by way of providing intensive, focused and thematic courses. Targets include the mining and steel industries, relevant ministries, including the Ministry of Mines and Steel Development (MMSD), its departments and agencies, the financial sector, law enforcement agencies, the three arms of Government and other agencies such as CBN, FIRS, RMAFC, NEITI, FOS, NEPC, NEXIM, BOI, SMEDAN, NGO's and others;

iii) to organize customized courses for Artisanal and Small Scale Miners especially with regards to modern, safe mining practices, combating environmental degradation and influencing social and health behaviour in mining sites;

iv) to liaise with the Council of Nigerian Mining Engineers and Geoscientists (COMEG) to enhance professionalism in the mining industry, and

v) to update and enhance teaching and research methods in mining and geosciences across Nigerian Tertiary Institutions.

Observations

The Committee observed that the Nigerian Institute of Mining and Geosciences (NIMG) was initially established as the Jos School of Mines and issued certificates to trainees of the Institute. The institute has existed without an enabling law. The Committee further observed that the NIMG's mandate, chief of which is to produce highly trained professional engineers, can be effectively performed by any of the tertiary institutions. Government therefore does not need to duplicate funding. Indeed, the Committee observed that the University of Jos has a Department of Mines which offers similar courses to those of the NIMG.

Consequently, the Committee is of the strong view that the Institute should be transferred to the Department of Mines at the University of Jos, where its research potentials would be adequately harnessed.

The Committee observed that hitherto, the Institute was not accommodated in the Budget. However, the total sum of ₦484, 953,852 has been proposed for it in the 2012 Budget.

Recommendations

The Committee recommends as follows, that:

i) the Nigeria Institute of Mining and Geosciences (NIMG) be abolished and budgetary allocation to the institute ceases in 2013; and

ii) that the functions of the NIMG be transferred to the Department of Mines of the University of Jos.

Ajaokuta Steel Company Limited;
National Iron Ore Mining Company (NIOMCO)

Budget

AJAOKUTA STEEL COMPANY LIMITED

	2009 (₦)	2010 (₦)	2011 (₦)	2012 (Proposal)
Personnel		2,035,373,162	4,560,439,786	4,584,413,984
Overhead				
Capital				30,000,000
Total		2,035,373,161	4,560,439,785	4,614,413,984

NATIONAL IRON ORE MINING COMPANY

	2009 (₦)	2010 (₦)	2011 (₦)	2012 (Proposal)
Personnel		1,348,295,976	1,904,460,879	1,897,177,381
Overhead				
Capital				20,000,000
Total		1,348,295,976	1,904,460,879	1,917,177,381

Observations

The Committee observed that the two companies are currently under interim management committees. However, as shown above, they continue to receive huge budgetary sums for personnel cost from Government, which is a colossal waste and huge drain on its scarce resources. Besides the budgetary provision, staff outstanding salaries arrears/terminal benefits for Ajaokuta Steel Company and NIOMCO, as provided by the Bureau of Public Enterprises (BPE), are **₦14,000,000,000.00** and **₦4,000,000,000.00**, respectively.

The Committee further observed that Government needs to take decisive action to commence the process of disengaging the personnel of both companies in order to forestall further drain on the Treasury.

The Committee is gravely concerned that such an iconic company that should be playing a leading role in the economy has become a humongous financial drain that must be disposed of immediately. The Committee strongly believes that

decisive action should be taken to dispose of both Ajaokuta Steel Company Limited and the National Iron Ore Mining Company (NIOMCO) together because the latter is a feed-mill to the former. Any sale mode that does not take the two together, should not be approved by Government.

Recommendations

The Committee recommends as follows: that

i) Ajaokuta Steel Company Limited and the National Iron Ore Mining Company (NIOMCO) be sold off together immediately to a single buyer due to the symbiotic relationship between the two companies;

ii) Government should not approve the sale of the companies separately or to different buyers;

iii) the interim governing board (if any) of both companies be dissolved and its functions transferred to the Ministry of Mines and Steel Development pending the sale; and

iv) that Government commences the process of the disengagement of the personnel of both companies in order to forestall further drain on the Treasury.

Nigerian Coal Corporation, Enugu

Observation

The Committee noted that the Corporation is currently being wound up.

Recommendation

The Committee recommends that no Board should be appointed for the Corporation.

MINISTRY OF PETROLEUM RESOURCES

There are six core parastatals under the Ministry of Petroleum Resources. These are:

i) The Nigerian National Petroleum Corporation (NNPC);
ii) The Petroleum Training Institute, Effurun;
iii) The Petroleum Equalization Fund;
iv) The Petroleum Products Pricing and Regulatory Agency;
v) The Nigerian Nuclear Regulatory Authority; and
vi) The Petroleum Technology Development Fund.

The Department of Petroleum Resources (DPR) and the Nigerian Content Development and Monitoring Board are quasi-parastatals.

The Nigerian National Petroleum Corporation (NNPC)

Core Mandate

The Nigerian National Petroleum Corporation (NNPC) was established in 1977 as a body corporate by virtue of Section 1 of the Nigerian National Petroleum Corporation Act, CAP. N123, Laws of the Federation of Nigeria, 2004.

The NNPC Group consists of the following fully-owned subsidiaries:

i) Nigerian Petroleum Development Company Limited (NPDC),
ii) Nigerian Gas Company Limited (NGC),
iii) Pipeline and Products Marketing Company Limited (PPMC),
iv) NNPC Retail Limited,
v) Duke Oil Limited,
vi) Napoil Limited,
vii) Integrated Data Services Limited (IDSL),
viii) Nigerian Engineering and Technical Company Limited (NETCO),
ix) Kaduna Refining and Petrochemical Company Limited (KRPC),
x) Warri Refining and Petrochemical Company Limited (WRPC), and
xi) Port Harcourt Refining Company Limited (PHRC).

In addition to the above-listed subsidiaries, the NNPC has joint venture interests in:

i) Nigerian LNG Limited,
ii) Brass LNG Limited,
iii) OK LNG Limited,
iv) Hyson,
v) Nidas Marine Limited,
vi) Nikoma Shipping Limited, and
vii) Nigas Limited, etc

The functions of the NNPC as specified in Section 5 of the NNPC Act include the following:

i) exploring and prospecting for, working or otherwise acquiring, possessing and disposing of, petroleum;
ii) refining, treating, processing and generally engaging in the handling of petroleum for the manufacture and production of petroleum products and its derivatives;
iii) purchasing and marketing petroleum, its products and by-products;
iv) providing and operating pipelines, tankers, ships or other facilities for the carriage or conveyance of crude oil, natural gas and their products and

derivatives, water and any other liquids or other commodities related to the Corporation's operations;

v) constructing, equipping and maintaining tank farms and other facilities for the handling and treatment of petroleum and its products and derivatives;

vi) carrying out research in connection with petroleum or its derivatives and promoting activities for the purpose of turning to account the results of such research;

vii) doing anything required for the purpose of giving effect to agreements entered into by the Federal Government with a view to securing participation by the Federal Government or the Corporation in activities connected with petroleum;

viii) engaging in activities that would enhance the petroleum industry in the overall interest of Nigeria; and

ix) understanding such other activities as are necessary or expedient for giving full effect to the provisions of the Act.

Observations

Although the Corporation's submission did not include the Corporation's financials, the Committee is aware of the fact that NNPC derives its funding direct from the Federation Account. From its manning levels in the form of details of management staff, senior staff and junior staff, the Corporation has a total of 9,765 staff as broken down below:

Management Staff	Senior Staff	Junior Staff	Total
1,386	7,331	1,048	9,765

During the interactive session, the Committee also observed that whereas the Government-approved Guidelines on the Administration of Federal Government Parastatals do not support the practice of having a Minister as the chairman of a parastatal under him/her, Part I 1(3) of the NNPC Act provides that the Minister of Petroleum Resources shall be the Chairman of the Board of the NNPC. This, the Committee noted should be rectified by having the law amended to provide for an independent chairman to be appointed by the President.

The Committee further noted that the NNPC structure is unwieldy in terms of the size of the workforce and this constitutes a big drain on Government resources.

Recommendations

The Committee recommends as follows: that

i) periodic management audits of the Nigerian National Petroleum Corporation be carried out; and

ii) that the NNPC law be amended to provide for an independent chairman of the Corporation's Governing Board to be appointed by the President in line with extant Federal Government Guidelines on the Administration of Federal Government Parastatals.

Petroleum Training Institute (PTI)

Core Mandate

The Petroleum Training Institute (PTI) was established by Act No. 37 of 1972 and amended by Act No. 52 of 1975. The PTI is classified in the Federal Government Extra-ordinary Gazette No.42 volume 73 of 25th August 1986 as an independent and unique establishment belonging to the Petroleum Industry.

The Institute is a learning, training and development centre set up to produce technical (middle level) manpower for the Nigerian oil industry. It also engages in research and development of new techniques required for oil exploration and production.

According to the PTI Act, the Institute's mandate includes the following:

i) to provide courses of instruction, training and research in oil technology and to produce technicians and such skilled personnel normally required for oil production;
ii) to arrange Conferences, seminars and study groups relative to the field of learning specified in paragraph (a) above; and
iii) to perform such other functions which in the opinion of the Council may serve to promote the objectives of the Institute including the making of such regulations as may be necessary for entry into and type of courses approved by the Institute, the duration of such courses and their academic standards, and the recognized equivalents of such certificates and diplomas that the Institute may award.

The Institute is wholly funded by the Federal Government as shown in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	7,099,523,555	9,091,737,258	8,957,759,728
Overhead	258,961,903	317,858,094	303,351,854
Capital	1,236,000,000	1,812,117,353	708,463,139
Total	8,594,485,457	11,221,712,704	9,969,574,721

Observations

The Committee observed that the PTI is a professional skills-based training Institute that awards National Diploma and Higher National Diploma.

The Committee also observed that the PTI does not need to continue to rely on Government for full funding. This is particularly so, as the students pay for the services they receive from the institute, thus making the institute a revenue generating agency.

Recommendation

The Committee recommends that Government disengages from funding the Recurrent Expenditure of PTI from the 2013 Fiscal Year and limit itself to certain essential Capital requirements.

Petroleum Equalization Fund (PEF)

Core Mandate

The Petroleum Equalization Fund was Established by Act No. 9 of 5th October 1975 and amended by Decree No. 32 of 1989. The Fund's mandates include the following:

i) Determine and equalize transport differentials under the equalization scheme to ensure sale and distribution of petroleum products at uniform prices;
ii) To ensure that all marketers render appropriate monthly returns on zonal basis for all while product lifting;
iii) To ensure that all contributions from marketers are promptly paid, while all claims due to them are settled without delay;
iv) To avoid product shortages between long distant locations in North/South and East/West through bridging; and
v) To ensure free flow of petroleum products throughout the country between depot distances that does not qualify for bridging.

Observations

The Committee observed that the PEF gets only Capital funding from the Federal Government as shown in the table below.

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel			-
Overhead			
Capital	**8,420,000**	**104,713,291**	**203,348,554**
Total	**8,420,000**	**104,713,290**	**203,348,553**

The Committee also observed that in 2000, the Government directed a self-funding status for the Fund in line with the recommendation of the Ahmed Joda Panel on the Review, Harmonization and Rationalization of Federal Parastatals, Institutes and Agencies.

The Committee further observed that the functions of the PEF can be effectively performed from a department in the Ministry of Petroleum Resources in view of the phased deregulation policy of Government which decreased and deemphasized the role of the agency. The functions of PEF and PPPRA have a cause and effect relationship which makes it imperative for the two agencies to align their functions for a more effective and efficient service delivery. The

Committee believes that the performance of the functions of the agencies does not need a complicated apparatus in the form of two parastatals and their boards. Their collapse into a single department in the Ministry of Petroleum Resources would reduce the widely reported financial and procedural abuse in the Oil Sector. The need will therefore arise to fully automate the bridging process of the distribution of petroleum products to eliminate abuses.

Recommendations

The Committee recommends as follows, that:

i) the Petroleum Equalization Fund be merged with the PPPRA into a department in the Ministry of Petroleum Resources; and
ii) the full automation of the bridging process of the distribution of petroleum products to eliminate abuses.

Petroleum Products Pricing and Regulatory Agency (PPPRA)

Core Mandate

The agency was established by the PPPRA Act No. 8 of May 2003 to undertake the following functions listed under Section 7, Part II of the Act:

i) Determine the pricing policy of petroleum products;
ii) Regulate the supply and distribution of petroleum products;
iii) Establish an information and data bank through liaison with all relevant agencies to facilitate their making of informed and realistic decisions on pricing policies;
iv) Moderate volatility in petroleum products prices, while ensuring reasonable returns to operators;
v) Oversee the implementation of the relevant recommendations and programmes of the federal Government as contained in the White Paper on the Report of the Special Committee on the Review of Petroleum Products Supply and Distribution;
vi) Establish parameters and codes of conduct for all operators in the downstream petroleum sector;
vii) Maintain constant surveillance over all key indices relevant to pricing policy and periodically approve benchmark prices for all petroleum products;
viii) Identify macro-economic factors with relationship to prices of petroleum products and advice the Federal Government on appropriate strategies for dealing with them;
ix) Establish firm linkage with key segments of the Nigerian society, and ensure that its decisions enjoy the widest possible understanding and support;
x) Prevent collusion and restrictive trade practices harmful in the sector;
xi) Exercise mediatory role as necessary for all the stakeholders in the sector;
xii) Perform other functions, which the National Assembly may confer on the Agency from time to time; and
xiii) Carry out such other activities as appear to it necessary or expedient for the full and efficient discharge of its functions under this Act.

The PPPRA has a 26-member Board.

Observations

The Committee observed that a 26-member board for the PPPRA is very unwieldy. The Committee also observed that with the ultimate enactment of the Petroleum Industry Act, (presently in the National Assembly) and/or removal of the subsidy on petroleum products, the PPPRA would cease to exist.

Recommendations

The Committee recommends that:

i) the PPPRA and Petroleum Equalization Fund be merged into a single department in the Ministry of Petroleum Resources; and
ii) there should be full automation of the bridging process of distribution of petroleum products to eliminate abuses.

Nigerian Nuclear Regulatory Authority (NNRA)

Core Mandate

The Nigerian Nuclear Regulatory Authority (NNRA) was established by the Nuclear Safety and Radiation Protection Act of 1995 (Act) with the primary responsibility for nuclear safety and radiological protection regulation in Nigeria.

According to the NNRA, the Authority differs from other nuclear related Agencies in the country in that it is the only Government body charged with the responsibility for regulating all activities involving ionizing radiation and nuclear energy in Nigeria. It disclosed that other agencies in the nuclear sector engage in the promotional aspects and are regulated by the NNRA.

The functions of the Agency are set out in Sections 4 and 6 of the Act as follows:

i) to set safety, security and safeguards requirements and ensure compliance with them;
ii) to base regulatory action on risk levels of practices or sources within the practices;
iii) to make independent, objective and informed decisions; and
iv) to serve the public interest.

With the exception of 2010, the NNRA has been fully funded by the Federal Government as indicated below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**285,151,559**	-	**471,337,842**
Overhead	**160,564,530**	-	**171,135,135**
Capital	**1,237,872,895**	-	**270,070,803**
Total	**1,683,588,984**	-	**912,543,780**

Observations

The Committee observed that the President statutorily chairs the governing board of the NNRA. However, since its inception in 2005, his Special Adviser on Petroleum Matters has represented the President as chairman of the board. There has however been no Adviser since 2011. There is therefore the need to amend the law establishing the NNRA to substitute President as chairman of the Board, owing to the crowded schedule of the President and the need to insulate the Office of the President.

The Committee also observed that the mandate of the NNRA is purely applicable to activities in the environment. Therefore, it is an environmental safety regulatory body. In the circumstance, the Committee observed that the Ministry of Environment should supervise the Authority.

Furthermore, the Committee observed the need to amend the NNRA law to reflect the proposed movement as well as the chairmanship of its governing body.

Recommendations

The Committee recommends as follows: that

i) the NNRA be domiciled in and supervised by the Ministry of Environment because of the broad spectrum of agencies which cuts across various sectors in the environment that are regulated by the NNRA;
ii) the NNRA be chaired by an independent chairman appointed by the President; and
iii) the amendment of the enabling law of the NNRA to reflect the movement of the NNRA from the Ministry of Petroleum Resources to the Ministry of Environment as well as the provision for an independent chairman appointed by the President.

Petroleum Technology Development Fund (PTDF)

Core Mandate

The Petroleum Technology Development Fund (PTDF) was established by Decree 25 of 1973 for the purpose of development, promotion and implementation of petroleum technology and manpower development through research and training of Nigerians as graduates, professionals, technicians and craftsmen in the fields of engineering, geology, geosciences, management, economics and relevant fields in the petroleum and solid minerals industry in Nigeria or abroad.

According to its mandate, the Fund shall be dedicated for the purpose of development, promotion and implementation of petroleum technology and manpower development through research and training of Nigerians as graduate, professionals, technicians and craftsmen in the relevant fields in the petroleum and solid minerals industries. Its functions include the following:

i) Moderating the operational dominance of the Nigerian oil and gas industry by foreign personnel and expertise;

ii) Initiating, designing and implementing an effective indigenous research and development capacity for Nigeria's oil, gas and solid minerals industry;

iii) Coordinating with research centres in Nigeria and abroad the adaptation of technological innovations for the Nigerian oil, gas and solid minerals sectors ;

iv) Using existing human resources development facilities in Nigeria for an expanded manpower development programme in the oil, gas and solid minerals industry; and

v) Providing scholarships, bursaries and grants to Nigerians, wholly or partially, in universities, polytechnics, colleges, schools and institutions in relevant disciplines in Nigeria or abroad.

Observations

During the interactive session with the Ministry of Petroleum Resources, the Committee observed that the functions of the PTDF centre around broad-based training in the oil and gas sub-sector of the economy, whilst the training programme provided by the Nigerian Content Development and Monitoring Board (NCDMB) are needs-based. Indeed, training in related oil and gas fields is a major aspect of local content.

The claims above underscore the need for a management audit to be conducted to ensure that the training programmes address the needs of the oil and gas sub-sector.

In essence, the Committee is also of the strong view that there is a need to maximize the resources available for training in order to ensure effective capacity building within the oil and gas sub-sector. It believes that better synergy would be achieved if both agencies are brought together. Pursuant to this, it believes that merging of the NCDMB and PTDF would yield the desired result and ultimately boost the mass of home-grown expertise.

Recommendations

The Committee recommends as follows: that

i) the Petroleum Technology Development Fund (PTDF) be subsumed under the Nigerian Content Development and Monitoring Board (NCDMB) to ensure synergy and establish a one-stop shop for training and placement of competent Nigerians in the oil and gas sector;

ii) the enabling law of the PTDF be repealed and the NCDMB law amended to accommodate subsuming the PTDF under the NCDMB; and

iii) that a management audit of the capacity building programmes of the PTDF be conducted to ensure that the programmes address the needs of the oil and gas sector.

Nigerian Content Development and Monitoring Board (NCDMB)

Core Mandate

The Nigerian Content Development and Monitoring Board (NCDMB) was established by the Nigerian Content Act on April 22, 2010.

According to its mandate, the functions of the Board are to

i) implement the provisions of this Act;

ii) implement the regulations made by the Minister in relation to any aspect of this Act;

iii) supervise, coordinate, administer, monitor and manage the development of Nigerian content in the Nigerian oil and gas industry;

iv) supervise, co-ordinate, administer and monitor the implementation and development of Nigerian content as specified in Schedule A to this Act in the operations of operators, contractors and all other entities in the Nigerian oil and gas industry;

v) appraise, evaluate and approve the Nigerian content plans and reports submitted to the Board in compliance with the provisions of this Act;

vi) award Certificate of Authorization and conduct reviews of the Nigerian content plans and reports submitted to the Board in compliance with the provisions of this Act;

vii) administer and operate the e-market place and Joint Qualifications Systems set up in accordance with the provisions of this Act;

viii) assist local contractors and Nigerian companies to develop their capabilities and capacities to further the attainment of the goal of developing Nigerian content in the Nigerian oil and gas industry;

ix) make procedure guides for the implementation of this Act and ensure compliance with all the provisions of this Bill;

x) monitor and coordinate the Nigerian content performance of all operators in accordance with the provisions of this Act;

xi) make auditing procedures and conduct regular audits for purposes of monitoring and implementing compliances with the provisions of this Act;

xii) provide guidelines, definitions and measurement of Nigerian content and Nigerian content indicator to be utilized throughout the industry;

xiii) conduct studies, researches and investigations that may further the attainment of the goal of developing Nigerian content in the Nigerian oil and gas industry;

xiv) organize conferences, workshops, seminars, symposia, trainings, road shows and other public education fora to further the attainment of the goal of developing Nigerian content in the Nigerian oil and gas industry;

xv) delegate any of its functions to any agents or operatives appointed by the Council; and

xvi) do legally anything necessary to be done to facilitate the carrying out of its functions.

In its submission and subsequent interaction, the Board claimed that it received no takeoff grant from the Government and as such had to take a loan of **₦673,000,000** from the NNPC. However, available budget records indicated and the Committee observed, that funds were appropriated for the Board on all sub-heads (Personnel, Overhead and Capital) in 2010 and 2011. The specific allocations are shown in the table below:

	2010 ₦	2011 ₦
Personnel	**100,000,000**	**1,351,143,465**
Overhead	**250,000,000**	**450,000,000**
Capital	**460,000,000**	**269,453,170**
Total	**810,000,000**	**2,070,596,634**

Observations

During its interaction with officials of the NCDMB, the Committee observed that the Personnel Cost of N1,351,143,465 was meant for 36 staff of the NNPC deployed to the Board. A simple calculation puts the average salary per person at **₦37million** per annum**,** which is very high and cannot be supported when the basic salary per annum in the Public Service is ₦216,000.00.

The Committee further observed similarities in the functions of the NCDMB and the Petroleum Technology Development Fund (PTDF). While the NCDMB focuses on the development of Nigerian content in the Nigerian oil and gas industry, the PTDF focuses on the initiation, design and implementation of effective indigenous research and development capacity for Nigeria's oil, gas and solid minerals industry. While further noting that the core functions performed by the two bodies could be performed by one agency, it was of the view that the two bodies - the PTDF and the NCDMB should be merged to ensure greater synergy and to have a one-stop shop for training and placement of competent Nigerians in the oil and gas sector.

The Committee also observed that pursuant to the merger, the enabling law of the PTDF should be repealed while that of the NCDMB should be amended to accommodate the merger.

Recommendations

The Committee recommends as follows: that

i) the Nigerian Content Development and Monitoring Board (NCDMB) subsumes the Petroleum Technology Development Fund (PTDF) with a view to ensuring synergy and establishing a one-stop shop for the training and placement of competent Nigerians in the oil and gas sector;

ii) a management audit of the Nigerian Content Development and Monitoring Board be conducted; and

iii) that the enabling law of the PTDF be repealed and the NCDMB law amended to accommodate the absorption of the PTDF by the NCDMB.

Department of Petroleum Resources (DPR)

Core Mandate

The Department of Petroleum Resources started as the Hydrocarbon Section of the Ministry of Lagos Affairs in the 1950s to supervise and regulate the petroleum industry in the country. At the time, it reported to the Governor-General. Later, the section was upgraded to a Petroleum Division within the then Ministry of Mines and Power. In 1970, the Division metamorphosed into what is today known as the Department of Petroleum Resources (DPR).

Although there have been several developments in the sector, the Department has continued to oversee all the activities of companies licensed to engage in any petroleum activity in the country. It also keeps records and other data of the operations of the oil industry and informs Government about all activities and occurrences in the petroleum industry.

The DPR disclosed that the department derived its regulatory and legal framework from the following Acts:

(a) The Petroleum Act, 1969,
(b) Oil Terminal Dues Act, 1969,
(c) Associated Gas Reinjection Decree 99, 1979,
(d) The Oil and Gas Pipelines Regulations (1995), and
(e) The Environmental Guidelines and Standards for the Petroleum Industry in Nigeria (1981, 1992, 2002).

According to the DPR, it performs the following functions:

i) Supervising all petroleum industry operations being carried out under licenses and leases in the country in order to ensure compliance with the applicable laws and regulations in line with good oil producing practices.
ii) Enforcing safety and environmental regulations and ensuring that those operations conform to national and international industry practices and standards.
iii) Keeping and updating records on petroleum industry operations, particularly on matters relating to petroleum reserves, production and exports of crude oil, gas and condensate, licenses and leases as well as rendering regular reports on them to Government.
iv) Advising Government and relevant Agencies on technical matters and policies, which may have impact on the administration and control of petroleum.

v) Processing all applications for licenses so as to ensure compliance with laid-down guidelines before making recommendations to the Minister of Petroleum Resources.
vi) Ensuring timely and adequate payment[] of all rents and royalties as at when due.
vii) Monitoring Government Indigenization policy to ensure that local content philosophy is achievable.

Observations

The Committee observed that the mandate of the DPR is duplicated by that of the NCDMB as it relates to monitoring the Indigenization Policy of Government to ensure that the local content philosophy is achievable.

Similarly, the Committee observed role duplications and conflicts between the DPR and the National Oil Spill Detection and Response Agency (NOSDRA), which is domiciled in the Federal Ministry of Environment. The conflict between the two agencies centers on the control of oil spills in Nigeria.

During the interactive session, NOSDRA claimed to be the Federal Government's institutional framework charged with the responsibility of implementing the National Oil Spill Contingency Plan (NOSCP); which is an international obligation derivable from the International Convention on Oil Pollution Preparedness and Response Cooperation (OPRC) 1990 to which Nigeria is signatory. Similarly, the DPR claimed that Section 23 of Decree No. 58 (1988) that established FEPA recognized the DPR and its leading role in environmental issues in the Oil and Gas Sector.

The DPR argues that the National Oil Spill Contingency Plan never conceived the establishment of an independent Government agency to take on the responsibility of combating oil spills of large magnitude. It said it was not practicable for public officers who are not oil industry workers of lower tiers to constitute themselves into an intervention team on oil spill.

The DPR also posited that the National Oil Spill Contingency Plan is being carried out by Clean Nigeria Associates (CNA), a consortium of oil companies in Nigeria, established in 1983 and equipped to handle major oil spills beyond the capability of the individual oil companies. This therefore makes the creation of NOSDRA irrelevant because it has been performing the functions for which CNA was established.

The Committee further observed that the above scenario in which NOSDRA was created to perform a function already assigned by law to the DPR is a clear case of latter-day overlapping functions of agencies. While the DPR performs the role of detecting and responding to oil spill incidences, the NOSDRA regulates and

responds to the same incidences. In the same vein, the National Emergency Management Agency (NEMA) under the supervision of the Office of the Vice President is equally mandated to respond to disasters arising from oil spills.

The Committee also noted that the DPR, which is a department in the Ministry of Petroleum Resources, has the status of a quasi-parastatal as it has its own budgetary allocation as shown below.

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**17,121,909,118**	**21,945,400,621**	**24,477,954,456**
Overhead	**901,339,172**	**991,223,609**	**960,436,203**
Capital	**4,616,500,000**	**8,052,739,923**	**4,786,302,786**
Total	**22,639,748,290**	**30,989,364,153**	**30,224,693,444**

The Committee noted the high Personnel Cost allocated the DPR, which the Committee observed not to be sustainable as staff of the Department are civil servants. The minimum wage of civil servants is ₦216,000.00 per annum.

Recommendations

The Committee recommends as follows: that

i) the Government continues to fund the DPR fully;
ii) the enabling law of the DPR be amended and the provision empowering it to monitor Government's indigenisation policy to ensure local content philosophy be deleted as that function is being performed by the Nigeria Content Development and Monitoring Board, which is being proposed to subsume the PTDF; and
iii) that a management audit be conducted with a view to reducing its high Personnel Cost.

MINISTRY OF POLICE AFFAIRS

The Ministry has a supervisory role over the Police Pension Office established by Decree No.75 of 1st September 1993 and oversees the Nigeria Police Force.

In its submission to the Committee, the Ministry proposed that placing the Federal Road Safety Commission under the Ministry's supervision will restore the road traffic functions hitherto carried out by the Nigeria Police.

The Ministry also proposed that the role of the Police Service Commission should be expunged from the Constitution as it is in conflict with the roles played by the Nigeria Police Force and the Ministry of Police Affairs in the areas of command, control and welfare of police personnel.

Observations

The Committee observed that three bodies exist for determining police matters. These are:

i) the Ministry of Police Affairs
ii) the Police Council and
iii) the Police Service Commission.

The Ministry handles policy matters and procurement for the Nigeria Police.

The Police Council, chaired by the President, with former Presidents/Heads of State, the Vice President and State Governors as members, plays a purely advisory role, , especially in the appointment of the Inspector General of Police.

The Minister of Police Affairs is not a member of the Police Council but sits in attendance at its meetings.

Similarly, the Police Service Commission is the Constitutional body that handles all appointments, promotion and disciplinary matters of all police officers except the Inspector General of Police. Their counterparts in the Armed Forces are the Army, Navy and the Air Force Councils, which are chaired by the Minister of Defence. These Councils, unlike the Police Council, handle matters of appointment, promotion and discipline for the respective Arms of the Armed Forces.

The Nigeria Police Force is an operational security Institution whose functions are exercised within the country. However, the Inspector General of Police reports directly to the President on operational matters and administratively, through the Ministry of Police Affairs.

The Committee noted the need to have a Secretary for the Police Service Commission, with a tenure and specified functions. The Committee is of the strong view that for institutional memory to be preserved, it would be necessary to have a Permanent Secretary, with no less than three years tenure, posted to the Commission and designated Secretary to the Commission. Similarly, the Committee believes that with the current reality, the continued existence of a Ministry of Police Affairs is questionable in the light of its seeming irrelevance in the scheme of things.

There is therefore the need for the Government to consider repositioning the Police Affairs Ministry as a Department in the proposed Ministry of Special Duties to handle matters pertaining to the Nigeria Police Force.

Recommendations

The Committee recommends as follows: that

i) a Permanent Secretary to be designated "Secretary of the Police Service Commission" be posted to the Police Service Commission, with specified functions and a tenure of not less than three years ; and

ii) that the Ministry of Police Affairs be abrogated and its functions transferred to a Department in the proposed Ministry of Special Duties to handle matters pertaining to the Nigeria Police Force.

MINISTRY OF POWER

The Power Sector continues to remain one of the key priority areas driving development and Economic growth in the country.

The parastatals under the supervision of the Ministry of Power are:

i) Nigerian Electricity Regulatory Commission (NERC)
ii) National Power Training Institute of Nigeria (NAPTIN)
iii) National Rural Electrification Agency (NREA)
iv) Power Holding Company of Nigeria
v) Nigerian Electricity Liability Management Limited
vi) Transmission Company of Nigeria

Nigerian Electricity Regulatory Commission (NERC)

The NERC was set up under the Electric Power Sector Reform Act, 2005, Official Gazette No. 77, Vol. 92, of August, 2005 to ensure fair tariff regulation in the Power Sector to provide available and affordable electricity to enhance private sector participation and to ensure consumer protection.

Budget

	2009 (₦)	2010 (₦)
Personnel	847,612,753	1,219,571,896
Overhead	236,808,135	1,387,935,968
Capital		622,657,800
Total	1,084,420,888	3,230,165,664

Recommendation

In view of the peculiar nature of the mandate of the Nigerian Electricity Regulatory Commission (NERC), the Committee recommends that it continues to carry out its assigned mandate through Government funding.

National Power Training Institute of Nigeria (NAPTIN)

Observation

The Committee noted that NAPTIN was established under the Companies and Allied Matters Act 1999 in anticipation of the Electric Power Sector Reform of 2005 with a view to providing dedicated training for power sector personnel and coordinate training activities in the sector.

Furthermore, the Committee noted that NAPTIN was being funded by the Power Holding Company of Nigeria (PHCN), which is being privatized and therefore its continued existence becomes unnecessary.

Recommendation

The Committee recommends that NAPTIN be wound up as its continued existence is now unnecessary as its parent body, the PHCN has been privatized.

National Rural Electrification Agency (NREA)

Observation

Although the Committee did not receive any submission from the National Rural Electrification Agency (NREA), the Committee noted through its interaction with the officials of the Ministry of Power that the Agency had been out of operation for the past few years but was on the verge of being resuscitated. Furthermore, the Committee discovered through available records that the Agency was allocated the sum of **₦9,030,388,470.79** in 2009, **₦540,812,846.09** in 2010 and **₦686,706,769** in 2011, for Personnel Cost, Recurrent Expenditure and Capital Expenditure respectively. This is despite the fact that it was redundant during the period that the funds were allocated and expended. It is therefore the view of the Committee that a management audit should be conducted to ascertain the utilization of the funds amounting to about **₦10.2 billion**.

The Committee also observed that rural electrification, as the name connotes, should be handled at the State and Local Government levels and the Federal Government's involvement should be limited to setting of standards to be met at the said levels as well as connection to the National Grid. Nevertheless, the Committee was of the view that the Federal Government may consider granting fiscal incentives to States that wish to embark on rural electrification. The Committee therefore concluded that a department in the Ministry be charged with setting the standards to be met by the States/Local Governments.

Consequently, the Committee suggests that further Personnel Cost allocation to NREA be discontinued with effect from the 2013 Fiscal Year, while Capital allocation be discontinued as from the 2013 Fiscal Year. This is because the Committee believes that NREA should be formally wound up and the relevant section of the Power Reform Act amended to reflect its abrogation.

Recommendations

The Committee recommends as follows: that

i) the Personnel Cost allocation to NREA be discontinued with effect from the 2013 Fiscal Year;

ii) Capital budget allocation to NREA be discontinued with effect from the 2013 Fiscal Year;

iii) the **₦10.2 billion** budgetary allocations to the NREA since it became redundant be properly investigated; and

iv) that the NREA be formally wound up and the relevant section of the Power Sector Reform Act be amended accordingly.

Power Holding Company of Nigeria (PHCN)

Observations

The Committee observed that the PHCN was being privatized. During its interaction with officials of the Ministry, the Committee noted that there are 10 Power Generating Companies (GENCOS) and 11 Electricity Distribution Companies (DISCOS) all of which are currently headed by Chief Executive Officers who function as Sole Administrators of the companies.

The Committee expressed concern that despite Government's effort at boosting electricity supply in the country, there appeared to be an obvious plan targeted at derailing the reform in that sector. Indeed, the Committee found out that the continued practice of having only Chief Executives to run the GENCOS and DISCOS would only serve to give the alleged saboteurs in the sector a field day. The Committee is of the view that the trend in the GENCOS and DISCOS need to be halted in order to make significant progress in the areas of power generation and electricity distribution. Accordingly, Technical Boards should be put in place in each of the 10 Power Generating Companies (GENCOS) and 11 Electricity Distribution Companies (DISCOS). These Technical Boards would be expected to give expert support to the CEOs and hand over to investors on the completion of the privatization exercise.

Recommendation

The Committee recommends as follows, that:

i) Technical Boards be established for the 10 Power Generating Companies (GENCOS) and 11 Electricity Distribution Companies (DISCOS) across the country; and

ii) that the Technical Boards hand over to the investors at the end of the Privatization exercise.

Transmission Company of Nigeria

Observation

The Committee observed that the Transmission Company of Nigeria is a Limited Liability Company. However, as part of ways to ensure the success of the Power Sector Reform in the country, there is a great need to appoint experts to support the Management of the Company.

Recommendation

The Committee recommends that experts be appointed to support the management of the Transmission Company of Nigeria to ensure the success of the Power Sector Reform.

FEDERAL MINISTRY OF SCIENCE AND TECHNOLOGY

National Agency for Science and Engineering Infrastructure (NASENI)

Core Mandate

The National Agency for Science and Engineering Infrastructure (NASENI) was established in 1992 through the NASENI Act No.33 of the same year. The Committee noted that while the Executive arm of Government has made spirited efforts to find ways of reducing the cost of governance, it is imperative that other arms of Government do the same in order to achieve a slimmer and more cost effective way of running Government.

The Agency was established to engender the utilization of science and engineering principles and to develop technologies and the transfer of such technologies to the private sector for the production of goods and services. The following institutes operate under a single Board of NASENI in realization of its mandate:-

i) Science Equipment Development Institute (SEDI), Enugu;
ii) Science Equipment Development Institute (SEDI), Minna;
iii) Electronic Development Institute (ELDI), Awka;
iv) Hydraulic Equipment Development Institute (HEDI), Kano;
v) Engineering Materials Development Institute (EMDI), Akure;
vi) National Engineering Design Development Institute (NEDDI), Nnewi;
vii) Power Equipment and Electrical Machinery Development Institute (PEEMADI) Okene;
viii) Prototype Engineering Development Institute (PEDI), Ilesa;
ix) Advanced Manufacturing Technology Project (AMTP), Jalingo.

Budget

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**176,375,147**	**249,212,413**	**490,968,290**
Overhead	**139,840,859**	**190,824,945**	**174,897,922**
Capital	**700,000,000**	**1,487,678,960**	**213,769,161**
Total	**1,016,216,005**	**1,927,716,318**	**879,635,372**

Observations

From the interaction with the NASENI, the Committee observed that the establishment of NASENI and its various institutes in the country is a duplication of the functions of other similar agencies such as FIIRO, PRODA, etc.

The Committee further observed that the initial objective of NASENI was to develop research initiatives into productive prototypes to be driven by small scale industrialization in the private sector. However, the various bodies appeared to have shifted focus and became manufacturing entities for which they were not intended *ab initio* and which did not add value to the advancement of development technology in the country. The Committee strongly believes that there would be need to repeal the enabling law of NASENI and merge the agency and its institutes with related agencies.

The Committee recalls that the Ahmed Joda Panel on the Review, Harmonization and Rationalization of Federal Government Parastatals, Institutions and Agencies (2000) had arrived at the same conclusion, which Government may have inadvertently rejected. By so doing, Government lost the opportunity to eliminate institutional rivalry between PRODA and FIIRO, save cost, as well as to consolidate them into one viable Research Development Institution.

A new opportunity has now arisen to redress the situation by merging all the engineering development Institutes into a single, formidable and cohesive body that will engender synergy for optimum and cost-effective resource allocation and utilization.

In view of the inter-related functions of the agencies - NASENI (Engineering Infrastructure), Projects Development Institute, PRODA(Engineering and Product Development), Federal Institute for Industrial Research, Oshodi, FIIRO (Food Engineering Technology) and National Centre for Agricultural Mechanization, NCAM (Agricultural equipment), the Committee believes that their merger into one viable institute would not only eliminate duplication of effort, but would provide a larger platform for engineering technological development.

It is the view of the Committee that the headship of this proposed enlarged Research Institute would be appointed following a transparent and competitive selection process.

Recommendations

The Committee recommends as follows, that:

i) the NASENI be merged with PRODA, FIIRO and NCAM into one research and development agency;
ii) enabling law of NASENI be amended accordingly;

iii) direct budgetary allocation for research from the Budget Office ceases with effect from 2013 Fiscal Year;

iv) the emerging consolidated body sources its research funding from the proposed National Research Development Fund; and

v) that the appointment of the headship of the proposed enlarged Research Institute is carried out through a transparent and competitive selection process.

Federal Institute for Industrial Research Oshodi (FIIRO)

Core Mandate

Federal Institute for Industrial Research, Oshodi (FIIRO) was established by Edict 54 of 1977, even though it had been functioning since 1956. The establishment was based on the report of the International Bank for Reconstruction and Development (BDR), now World Bank, to promote research on industrial raw materials to feed local industries. However, its current mandate as reviewed by FMST in 2001 is as follows:

- Research and development into food and agro-allied processing technologies;
- Research and development into pulp and paper processing;
- Research and development into packaging and product design; and
- Design and fabrication of equipment prototypes.

Budget

FIIRO, with a staff strength of 502 personnel, is wholly funded by Government as shown in the table below for the period 2009 to 2011

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**520,141,313**	**557,645,157**	**885,115,521**
Overhead	**142,200,189**	**154,818,187**	**184,677,260**
Capital	**160,000,000**	**102,562,200**	**95,475,453**
Total	**822,341,501**	**815,025,543**	**1,165,268,234**

Observations

From the mandate of FIIRO, the Committee observed that the agency performs related functions as those of NASENI and PRODA. The Committee is aware that FIIRO is into food processing while NASENI and PRODA are into the fabrication of equipment. In the circumstance, the Committee is of the view that the three agencies should be consolidated into one institution along with the National Centre for Agricultural Mechanization (NCAM) in the Federal Ministry of Agriculture and Rural Development, for research and development in view of their involvement in applied research in mechanical engineering. This will not only eliminate institutional rivalry amongst them but would also promote

developmental synergy for optimum and cost-effective resource allocation and utilization. The emerging consolidated body will source its research funding from the proposed National Research Development Fund. Consequently, the enabling law of FIIRO should be amended accordingly.

Recommendations

The Committee recommends as follows, that:

i) FIIRO, NASENI, PRODA and NCAM be consolidated into one research and development agency;

ii) the proposed consolidated research agency sources its funds from the proposed National Research Development Fund;

iii) the enabling law of FIIRO be amended accordingly; and

iv) that direct budgetary allocation from Budget Office ceases with effect from 2013 Fiscal Year.

Projects Development Institute (PRODA)

Core Mandate

The Projects Development Institute(PRODA) was established in 1971, through Edict No. 11 of the defunct East Central State Government, before it was taken over by the Federal Government in 1976 by Decree No. 5 of 1977 and later placed under the Federal Ministry of Science and Technology as a research institute through the NASENI Act No 33 of 1992 to carry out the following functions:

i) design, development and pilot-production of primary power equipment employing solid and liquid fuels, gas, steam, etc., as working fluids;
ii) steam raising equipment and accessories;
iii) mechanical power transmission elements, speed converters and variators, couplings, systems, brakes, etc;
iv) electrical power transmission elements, switchgear and accessories;
v) establish and operate power equipment tests laboratory;
vi) transfer power equipment production technologies to private sector industries, and render consultancy and extension services to such and other industries;
vii) collaborate with higher institutions, Government agencies, corporate bodies and international organizations in the execution of its programmes and projects;
viii) establish and operate a mechanical/electrical training school for graduates, and accept, on its terms, graduate and other trainees for practical work attachment in its works; and
ix) undertake any other activities in connection with all or any of its functions.

Observations

In order to remove institutional rivalry, duplication of functions, concomitant drain on the limited resources of Government and to promote synergy as well as improved service delivery, the Committee is of the view that PRODA, NASENI, FIIRO and NCAM should be merged into a consolidated research institute.

The Committee further believes that the activities of NCAM, currently under the supervision of the Federal Ministry of Agriculture and Rural Development, should be accommodated in the proposed consolidated research development agency. Consequently, the enabling law of PRODA would be amended.

Recommendations

The Committee recommends as follows, that:

i) PRODA be merged with NASENI, FIIRO and NCAM as one research and development agency;
ii) the functions of NCAM be incorporated into those of the proposed consolidated research agency;
iii) the enabling law of PRODA be amended to accommodate the merger;
iv) that direct budgetary allocation from Budget Office to PRODA ceases with effect from 2013 Fiscal Year; and
v) the proposed consolidated research agency sources its funds from the proposed National Research Development Fund.

Sheda Science and Technology Complex

Core Mandate

The Sheda Science and Technology Agency was established by Act CAP. S5 (formerly Decree No. 95 of 1993) with the following mandates:

i) to develop facilities for the effective practice of applications oriented science and technology in Nigeria;

ii) to carry out research and development activities involving the highest level of technologies available in the world with a view to strengthening the technological base of the Nigerian economy;

iii) to operate a nuclear research reactor facility capable of providing service in the fields of agriculture, medicine, industry and basic sciences;

iv) to operate internationally accessible and comprehensive data base, in the area of science and technology;

v) to conduct research and development activities in the field of conventional and non-conventional energy;

vi) To carry out structured manpower training to meet the growing needs of Nigeria in the areas of high technology; and

vii) To provide avenues through which all the institutions of higher learning in Nigeria may carry out capital intensive research on cost-effective basis.

Observations

The Committee observed that some of the functions of the Agency are a duplication of the activities of other agencies such as the Nigeria Atomic Energy Commission (NAEC) and the National Centre for Agricultural Mechanization (NCAM). Consequently, the Committee believes that it is germane that Government's position to grant it full Government funding as contained in its White Paper on Joda Panel report should be reviewed.

The Committee is, however, of the view that since Sheda Science and Technology Complex has research work as its core mandate, it should obtain its research funding from the proposed National Research Development Fund like other research institutes.

Recommendation

The Committee recommends as follows that the Sheda Science and Technology Agency obtains research funding from the National Research Development Fund.

National Space Research and Development Agency (NASRDA)

Core Mandate

The National Space Research and Development Agency (NARSDA) was established by the NASRDA Act No. 9 of 2010 to carry out the following functions:

i) encourage capacity building in space science technology development and management, thereby strengthening human resources development required for the implementation of national space programmes;

ii) develop satellite technology for various applications and operationalize indigenous space systems for providing space services and shall be the Government agency charged with the responsibility for building and launching satellites;

iii) enhance the development and entrenchment of research, development and production tradition in the Agency, so as to achieve a high output and make the desired impact on national economic and social development;

iv) promote the co-ordination of space application programmes, for the purpose of optimizing resources and develop space technologies of direct relevance to national objectives;

v) develop national strategies for the exploitation of the outer space and make these part of the overall national development strategies, and implement strategies for promoting private sector participation in the space industry;

vi) establish and supervise relevant centres and units for the purpose of executing the national space programme;

vii) establish information network to promote exchange of information in order to facilitate communication and transmission of data concerning the activities of the Agency;

viii) collaborate with international research centres, non-Governmental organizations, universities, industries and other national and international space agencies and authorities;

ix) promote active participation of Nigeria in the activities of the United Nations Committee on the Peaceful Uses of Outer Space and other United Nations specialized agencies involved in space science and technology applications;

x) provide support for universities and other academic institutions in the country for research and development projects relevant to the national space programme;

xi) be the repository of all satellite data over Nigeria's territory and accordingly, all collaborations and consultations in space data related matters in Nigeria shall be carried out or undertaken by or with the Agency;

xii) review the national policy on space including long range goals and develop a strategy for national space issues;

xiii) undertake such other activities as are necessary or expedient for carrying out the functions of the Agency and promotion of space science and technology in Nigeria; and

xiv) that NASRDA is a main agency for National Space Research and Development.

Observations

The Committee noted the critical role of NASRDA in space research, but however, identified certain areas of conflict in the NASRDA Act 2010 and the Nigerian Communications Satellite Corporation Bill 2011.

Section 6(b) of the NASRDA Act states that:

> *The Agency shall develop satellite technology for various applications and operationalize indigenous space systems for providing space services and shall be the Government agency charged with the responsibility for building and launching satellites.*

Similarly, Section 5(1)(a) of the Nigerian Communications Satellite Corporation Bill currently before the National Assembly provides that:

Subject to the provisions of this Act, the Corporation shall be charged with the duty of designing, manufacturing in-orbit launch (whether in low, medium or geostationary earth orbits and operation of a communication satellite in respect of but not limited to telephony, television, radio, broadcasting, broadband, internet services, navigation, global positioning system or any other services or facilities of like nature, together with transmitters, teleports, transponders, earth stations, terminals, antennas, frequency bands, (whether C-Band, KU Band, L-Band and all satellite frequency bands).

Besides replicating the functions of NASRDA, the Committee noted that the Nigerian Communications Satellite Corporation Bill also veered into the statutory functions of the National Broadcasting Corporation (NBC) and the Nigeria Communications Commission (NCC) in the area of frequency allocation, thereby creating needless duplications.

It is the view of the Committee that passing the Nigerian Communications Satellite Corporation Bill into law would not only negate Government's intention of checking unnecessary duplication, but would also engender unhealthy inter-institutional rivalry, particularly as the NigComSat was originally set up as the commercial arm of NASRDA to market NigComSat 1.

The Committee is also aware of the clarification from the Office of the Solicitor-General of the Federation on the relationship between the two Agencies. According to the letter, Ref. No. BILL267/105 of 31st March, 2011, **"Section 6(b) of the NASRDA Act confers on the National Space Research and Development Agency the responsibility of building and launching satellites. This function is in direct conflict with the Article 3(i) of the Objects of the NIGCOMSAT Ltd, which empowers the company to engage in activities relating to the design, manufacture, in-orbit launch and operation of a communication satellite."**

The letter from the Solicitor-General of the Federation also observed that NigComSat Ltd. was incorporated for the purpose of acquiring and taking over the management, property, rights, privileges, assets and liabilities of the Nigerian Communications Satellite Project (NIGCOMSAT-1). It stated that the purpose of setting up NigComSat as a Special Purpose Vehicle company may have been expended with the coming on board of subsequent projects. Accordingly, it stated that "the provision of the 2010 Act takes precedence over the provisions

of the Memorandum and Articles of Association of NIGCOMSAT Ltd. in resolution of the conflicting provisions."

Similarly, the Committee is aware of a letter, Ref. No. 59386/IV/760 of 15th August 2011 issued by the Secretary to the Government of the Federation specifying the responsibilities of the Ministries of Information, Science and Technology as well as Communications Technology under the new Administration. According to the letter, with the retention of the National Space Research and Development Agency (NASRDA) in the Ministry of Science and Technology and the transfer of NigComSat to the Ministry of Communications Technology, the former is expected to focus on its statutory function of development and launch of satellite amongst others and NigComSat, to focus only on the commercialization of satellite resources.

The Committee is therefore of the strong view that in this austere period, Nigeria cannot afford to sustain the funding of two separate space research institutes, when in fact other more technologically countries of the world where space research is a priority, have only one. The Committee concluded that NASRDA should continue to develop research for which it was set up in the first instance while NigComSat should be abolished since it has a sunset clause tying it to the lifespan of NigComSat 1.

Also, the Committee noted that NASRDA, being a Research Institute, should source its funding from the proposed National Research Development Fund.

Recommendations

The Committee recommends as follows, that:

i) NASRDA sources its funding from the proposed National Research Development Fund; and
ii) that direct Government funding ceases with effect from 2013 Fiscal Year.

Nigerian Institute of Science Laboratory Technology (NISLT)

Core Mandate

The Nigeria Institute of Science Laboratory Technology (NISLT) is a professional regulatory body for science laboratory technologists. The Agency was established by Act N12 of 2003 with the core mandate of "advancing science laboratory technology profession." Thus, the Agency's enabling law makes it the sole organization for the regulation of science laboratory practice in the Science and Technology (S&T) sector.

The functions of the Institute include:

i) determining the standard of knowledge, exposure to equipment, practical and skills to be attained by persons seeking to become registered members of the profession and reviewing those standards from time to time as circumstances may require;

ii) promoting the highest standards of competence, practice and conduct among the members of the profession;

iii) securing, in accordance with the provisions of the Act, the establishment and maintenance of a register of members of the profession and the publication, from time to time of the list of those persons;

iv) serving as an agency to secure, safeguard and advance the professional knowledge, standing, efficiency and interests of science laboratory technologists through the Council;

v) conducting examinations and granting certificates and diplomas, advising on and assisting in examinations relating to science laboratory technology in Nigeria;

vi) conducting research in all areas of science laboratory technology; and

vii) serving as a certifying agency through its registered members.

Observations

The Committee observed that NISLT, like other professional regulatory bodies, such as the Institute of Chartered Accountants of Nigeria (ICAN), Nigeria Bar Association (NBA), Nigeria Society of Engineers (NSE), Nigerian Medical Association (NMA), etc., generates revenue through the professional registration fees, annual membership subscriptions, fund raising, and from other financial commitments of members of the profession. The Committee therefore believes

that with such internally generated revenue the NISLT should be financially capable to sustain itself.

Recommendations

The Committee recommends as follows, that:

i) the Nigeria Institute of Science Laboratory Technology (NISLT) be self-funding; and

ii) that further funding to Nigeria Institute of Science Laboratory Technology (NISLT) ceases with effect from the 2013 Fiscal Year.

Nigerian Building and Road Research Institute (NBRRI)

Core Mandates

The Nigerian Building and Road Research Institute (NBRRI) was established as a semi-autonomous organization under the National Science and Technology Development Agency (NSTDA) Decree 1977 (Research Institute Establishment Order of 1977, later replaced with the NASENI Act No 33 of 1992).

According to its enabling Act, the functions of NBRRI include the following:

i) conduct research on local building and construction materials to determine the most effective and economic methods of their utilization;

ii) develop architectural design of buildings to suit Nigerian climatic conditions with respect to lighting, ventilation, thermal comfort and humidity;

iii) monitor the design and performance of functional units in buildings including electrical installations, plumbing, painting, drainage, ventilation and air-conditioning systems;

iv) monitor local construction, foundation and earth-works for buildings and bridges, especially on problem soils;

v) supervise local construction and building operations and methods, to increase their effectiveness;

vi) the design and construction of roads best suited to the Nigerian environment;

vii) the economic and social aspects of the building and construction industry;

viii) road safety including the occurrence of accidents and methods of reducing the number of accidents;

ix)the economic and social aspects of road and transportation schemes, accidents and safety measures;

x) structural designs of buildings and bridges and the development of design criteria, specifications and codes of practice; and

xi)all classes of engineering materials – metals, ceramics, polymers, etc., including the systems for their conversion and processing, materials

production and synthesis, materials development, materials availability, processing and applications, materials failure analysis and prevention, corrosion protection and foundry technology.

Budget

The Nigerian Building and Road Research Institute is fully funded by Government and its budgetary allocations for the period 2009-2011 and the 2012 proposal are as shown in the table hereunder:-

	2009 ₦	2010 ₦	2011 ₦	Proposal for 2012 ₦
Personnel	**213,626,625**	**241,299,458**	**428,994,318**	**536,426,206**
Overhead	**94,341,313**	**150,775,444**	**126,713,558**	**102,336,039**
Capital	**94,000,000**	**800,199,400**	**77,737,727**	**665,122,996**
Total	**401,967,937**	**1,192,274,301**	**633,445,602**	**1,303,885,241**

Observations

The Committee observed that in spite of huge budgetary allocations granted by Government to the agency over the years, there is no observable achievement that could be credited to it. For instance, between 2009-2011 Fiscal years, Government has funded the agency to the tune of **₦2,227,687,842.04** as well as a budget proposal in the sum of **₦ 1,303,885,241** for 2012 Fiscal year. The Committee is therefore of the strong view that its functions can better be performed by the relevant departments in the universities. In this regard, the Committee suggests that NBRRI be abolished and the relevant provisions of the NASENI Act be repealed. Furthermore, the funding of the agency should be stopped with effect from 2013 Fiscal year.

Recommendations

The Committee recommends as follows, that:

i) NBRRI be abolished, its functions transferred to the Federal Ministry of Works and the relevant provisions of the NASENI Act be amended; and

ii) that direct budgetary allocation from Budget Office ceases with effect from 2013.

Nigerian Institute for Trypanosomiasis Research (NITR)

Core Mandate

The Institute was established by the NITR Act No 35 of 1973 to conduct research and develop appropriate technologies and processes towards the control and eradication of Trypanosomiasis and Onchocerciasis from Nigeria.

Observation

The Committee observed that the NITR is relevant to the eradication of Trypanosomiasis and Onchocerciasis in Nigeria. The Committee therefore believes that the Institute should source its funding from the proposed National Research Development Fund (NRDF).

Recommendation

The Committee recommends that NITR derives its funding from the proposed National Research Development Fund.

National Board for Technology Incubation (NBTI)

Core Mandate

The Federal Ministry of Science and Technology carried out an in-house reform in 2005 during which all incubator technology centres that were hitherto autonomous were brought under an umbrella body known as the National Board for Technology Incubation (NBTI). There is a total of 25 Incubator Technology Centres across the country.

Observations

The Committee observed that although the establishment of incubator technology centre is desirable, the proliferation of such centres, 25 in number, in the country is not only unnecessary but also economically wasteful of the nation's limited resources.

Also, from the submission made by NBTI, the Committee observed that out of a total of 418 staff of the Board and its centres, only 141 are scientists and technical officers. The breakdown of the Board and its Centres' staff strength is as follow:

i) 141 Scientific/Technical Officers
ii) 91 Admin Officers
iii) 67 Account Officers
iv) 58 Commercial officers
v) 61 Planning, Library, Conf. Sec, Info & Others

Total - 418

The Committee further observed that the number of the NBTI Board members is 58, which is not only outrageous but also a drain on the lean purse of Government. The Committee is of the strong view that the staff strength of the institute and its incubator technology centres should be streamlined based on their ability to add value to technological advancement in the country.

The Committee further observed that NBTI carries out similar functions activities as those PRODA/NASENI. It therefore wondered why the board should remain a stand-along. The Committee also opined that the same agencies will better carry out their function if they are aligned for better service delivery, cost-effectiveness and maximization of the drive for technological advancement in the sector.

Recommendations

The Committee recommends as follows, that:

i) the number of NBTI board members be moderate. This Committee believes that seven is a moderate number; and
ii) that the NBTI seeks funding from the proposed National Research Development Fund like other research institutes.

Nigerian Natural Medicine Development Agency (NNMDA)

Core Mandate

The Committee noted from the submission received from NNMDA, that the Agency was established through a Ministerial Order in 1997 with the sole aim of carrying out research, collate, document, develop and promote Nigeria's indigenous medicine especially with regard to medication and non-medication healing arts, with a view to assisting in the improvement of the nation's health care delivery, wealth and job creation as well as national economic growth and development.

Observation

The Committee noted that NNMDA was established by a Ministerial Order without statutory backing. While observing its relevance to alternative medicine and the need for its development, the Committee further noted that the NNMDA ought to be domiciled in the Federal Ministry of Health rather than its present location. The Committee further observed that the functions of NNMDA could be undertaken by either the Federal College of Complementary and Alternative Medicine or the Nigerian Institute of Medical Research.

The Committee noted that since NNMDA conducts medical research, its functions would be more suitable in the Nigerian Institute of Medical Research.

Budget

The NNMDA is fully funded by Government and its budgetary allocations for the period 2009-2011 are as shown in the table hereunder

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	101,842,117	106,246,202	179,249,198
Overhead	98,269,210	163,706,712	164,162,417
Capital	84,085,297	46,468,566	38,190,181
Total	284,196,624	316,421,480	202,352,598

Recommendations

The Committee recommends as follows, that:

i) NNMDA's functions be transferred to the Nigerian Institute of Medical Research in the Federal Ministry of Health; and
ii) that Government funding of NNMDA ceases with effect from 2013.

National Biotechnology Development Agency (NABDA)

Core Mandate

The National Biotechnology Development Agency was established in 2001 by an Executive fiat to promote, coordinate and deploy cutting-edge biotechnology research and development for the socio–economic well-being of the nation.

Budget

The National Biotechnology Development Agency (NABDA) is fully funded by Government as is shown in the table below in its 2009-2011 budgetary allocations:

	2009	2010	2011
Personnel	**148,309,898**	**191,426,474**	**543,099,796**
Overhead	**184,479,180**	**151,134,388**	**142,711,282**
Capital	**879,000,000**	**1,713,511,607**	**1,029,349,568**
Total	**1,211,789,078**	**2,056,072,469**	**1,715,160,646**

Observations

The Committee observed that the National Biotechnology Development Agency does not have an enabling law and that the Agency also performs similar functions as those of Sheda Science and Technology Complex. The Committee noted that the funds allocated to the two agencies could be better harnessed in others areas of need rather than being spread thinly and achieving little impact. Consequently, the Committee is of the view that the Agency should be subsumed in the Sheda Science and Technology Complex.

Recommendations

The Committee recommends as follows, that:

i) the NABDA be subsumed in Sheda Science and Technology Complex;
ii) the enabling law of Sheda Science and Technology Complex be amended to accommodate the functions of NABDA;
iii) the executive fiat establishing NABDA be vacated; and
iv) that Government funding of NABDA ceases with effect from 2013 Fiscal Year.

Raw Materials Research and Development Council (RMRDC)

Core Mandate

The Raw Materials Research and Development Council (RMRDC) was established by Decree No. 39 of 1987 with the following functions:

i) to draw up policy guidelines and action programmes on raw materials acquisition, exploitation and development;
ii) to review from time to time, raw material resources availability and utilization, with a view to advising the Federal Government on the strategic implication of depletion, conservation or stock-piling of such resources;
iii) to advise on adaptation of machinery and process for raw materials utilization;
iv) to encourage publicity of research findings and other information relevant to local sourcing of raw materials for industries;
v) to encourage the growth of implant research and development capabilities;
vi) to advise on and devise awards or reward systems for industries that achieve any breakthrough or make innovations and inventions;
vii) to organize workshops, symposia and seminars designed to enlighten the public on raw materials development and solutions discovered from time to time; and
viii) to consider and advise on special research grants for specific objectives and any other issues capable of enhancing the objectives of the Council.

Observations

The Committee observed during the interactive session with RMRDC that the Council's mandates are superfluous, ambiguous and extensive and do not allow for any meaningful impact on the development of the Science and Technology sub-sector.

The Committee noted that the Council was being funded presently through the Port Development Surcharge and is therefore of the view that the surcharge should form part of the seed funding for the proposed National Research Development Fund (NRDF). This will enable the available resources to be adequately harnessed towards the development of the research activities in the country.

The Committee is of the view that the establishment of the National Research Development Fund will create an enabling environment for the effective and efficient utilization of the Port Development Surcharge for comprehensive raw materials development.

Consequently, the Committee believes that RMRDC should be abolished, its enabling law repealed and its functions transferred to the Department of Planning, Research and Statistics of the Federal Ministry of Science and Technology.

Recommendations

The Committee recommends as follows, that:

i) the Raw Materials Research and Development Council (RMSDC) be abolished and its enabling law repealed;

ii) the functions of RMSDC be transferred to the Department of Planning, Research and Statistics of the Federal Ministry of Science and Technology; and

iii) that the fund paid to RMSDC henceforth be remitted to the pool of funds for the proposed National Research Development Fund (NDRF).

Nigerian Leather Science Technology (NILEST)
National Research Institute for Chemical Technology (NARICT)

Core Mandate

The Nigeria Leather Science Technology (NILEST) was established by the Agricultural Research Institute Decree (1973 No. 35), which was later replaced with the Research Institute (Establishment, etc.) Order 1975. The Institute's main function is to conduct research into all aspects of production and products of leather and the utilization of local tanning materials.

The National Research Institute for Chemical Technology (NARICT), on the other hand, was established in April, 1988 as result of the expanded mandate of the former Leather Research Institute of Nigeria (LERIN).

The mandate of NARICT include to:

i) Undertake research and development work into:
   a) processes for the conversion of agricultural, mineral and other raw materials into chemicals;
   b) the processing of commercial grade chemicals to laboratory grades;
   c) the derivation of secondary chemicals from petrochemicals, coal chemicals, etc.
   d) the production of functional polymers and engineering plastics, petrochemicals, their characterization and utilization;
   e) the processing of natural man-made fibres.
ii) Establish and operate a chemical testing laboratory;
iii) Provide environmental monitoring and control services, with respect to chemical,
textiles, and plastics;
iv) Design, develop and produce chemical and leather industry machinery and equipment;
v) Transfer chemical and lather industry machinery production technologies to private sector industries and render consultancy and extension services to such and other industries;
vi) Collaborate with higher institutions, Government agencies, cooperate bodies and international organizations in the execution of its programmes and projects; and
vii) Accept, on its own terms, trainees for practical work attachment in its
viii) Undertake any other activities in connection with all or any of its functions.

The research programmes of the institute are as follows:

* Research and Development of Industrial Chemicals and Biochemicals
* Research and Development of Petrochemicals and Polymers
* Research and Development of Leather and Biotechnology Products
* Research and Development of Process Engineering and Pilot Plants
* Planning, Extension, Consultancy and Statistics Programme
* Monitoring and development of Treatment Processes of Chemical Pollutants
* Library & Information Services
* Fabrication Engineering Programme
* Production Unit
* Laboratory Services Unit
* Instrumentation Unit

The staff strength of the Institute is 404. This figure is made up of 120 research staff and 284 supporting staff.

Observations

During its interactive session with NILEST the Committee noted the assertion by the Institute that it could be self sustaining without Government funding. The Committee, however, observed that considering the importance of leather research to national economic growth, the Institute should be encouraged to continue to sustain its research activities. Consequently, the Committee is of the view that NILEST and National Research Institute for Chemical Technology should merge into one entity to promote synergy and optimum utilization of resources.

The Committee is of the view that NILEST should source its research funding from the proposed National Research Development Fund.

Recommendations

The Committee recommends as follows, that:

i) NILEST and NARICT be merged; and
ii) that the merged body derives its research funding from the proposed National Research Development Fund.

National Office for Technology Acquisition and Promotion (NOTAP)

The National Office for Technology Acquisition and Promotion (NOTAP), formerly known as the National Office of Industrial Property (NOIP), was established by Decree No. 70 of 1979.

From the Committee's interaction with the Agency, it noted that by Decree 82 of 1992, the mandate of the Office was redefined to remove any ambiguity or misconception that was noticed in relation to its activities and that of the Registry of Patents, Trademarks and Designs operating under the then Federal Ministry of Commerce and Tourism.

The functions of the Agency are as follows:-

i) to monitor the in-flow of foreign technologies into Nigeria;
ii) to strategize for domestication of technologies in the country;
iii) to ensure fair and equitable terms on technology transactions;
iv) to energise research and development for national development; and
v) to promote and commercialize indigenous technologies.

Observations

The Committee observed during its interactive session with officials of the Federal Ministry of Science and Technology that NOTAP monitors the inflow of foreign technologies into Nigeria and also ensures fair and equitable terms in technology transactions.

The Committee also observed that the Commercial Law Department of the Federal Ministry of Trade and Investment is responsible for the registration of all patents, trademarks and designs arising, *inter alia* from NOTAP's activities.

Recommendation

The Committee recommends that NOTAP continues to be funded by Government and remains in the Federal Ministry of Science and Technology.

National Centre for Technology Management (NACETEM)

Core Mandate

The NACETEM is a UNESCO affiliated agency established as the National and the Central African Regional Focal Point for Regional Informatics of Africa (RINAF) with the Obafemi Awolowo University, Ile-Ife, as the National Contact Centre (NCC) to leverage on the Human Resources of the university.

The Centre was designed to carry out the following functions:

i) to serve as a training centre for the development of high level manpower in Science, Technology and Innovation (STI) management to all tiers of Government and the private sector;

ii) to conduct policy research, evaluation and review with a view to providing sound policy advice for dynamic technology-driven, knowledge-based development;

iii) to design and run postgraduate course/programmes in STI management in conjunction established institution home or/and abroad;

iv) to establish, maintain and provide relevant databases on STI engagements, as well as providing access to data banks on STI research outputs to facilitate activities towards commercial exploitation;

v) to assist the various Governments (Federal, State and Local) in the country in STI policy formulation and strategies for utilising STI for development; and

vi) to collaborate with other countries especially in the African sub-region in STI training, policy research and consultancy.

Observations

The Committee observed the peculiarity and relevance of the Agency in the area of technology management as well as its potential to generate income from its training activities.

Furthermore, the Committee noted Government's decision in the White Paper on the Ahmed Joda Panel Report (2000) that the Centre should be privatized.

Recommendations

The Committee recommends as follows, that:

i) the National Centre for Technology Management (NACETEM) be privatized in view of its potential to generate adequate funds through its training activities; and

ii) that Government funding of NACETEM ceases with effect from 2013 Fiscal Year.

Energy Commission of Nigeria (ECN)

The Energy Commission of Nigeria (ECN) was established in 1979 by Act No. 62 of 1979 but was later amended by Act No. 32 of 1988 and Act No. 19 of 1989 respectively with the sole aim of producing strategic plans and coordinating national policies on energy.

The Committee also noted that the ECN enabling law mandates it to:

i) serve as a centre for gathering and disseminating information relating to national policy in the field of energy development;

ii) serve as a centre for solving any inter-related technical problems that may arise in the implementation of any policy relating to the field of energy;

iii) advise the Government of the Federation or a State on questions relating to such aspects of energy, as the Government of the Federation or a State, may from time to time refer to it; and

iv) prepare, after consultation with such agencies of Government whose functions relate to the field of energy development or supply as the Commission considers appropriate, periodic master plans for the balanced and coordinated development of energy in Nigeria and such plans shall include, recommendations for the exploitation of new sources of energy as and when considered necessary and such other recommendations to the Government of the Federation relating to its functions under its Act and as the Commission may consider to be in the national interest.

Budget

The Energy Commission of Nigeria is fully funded by Government and the budgetary allocations to the agency for the period 2009-2011 is as shown in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	529,067,629	860,314,363	1,050,204,506
Overhead	205,810,445	257,391,490	300,275,084
Capital	735,000,000	876,050,140	737,149,352
Total	1,469,878,074	1,993,755,992	2,087,628,942

Observations

The Committee observed that the functions of the Energy Commission of Nigeria (ECN), as spelt out in its Act, are mainly focused on policy-making and therefore not within the purview of a parastatal. Indeed, these functions fall squarely under the jurisdiction of the Ministry charged with energy matters. It is the view of this Committee that having a Commission handle purely policy-making matters is tantamount to usurping the powers of the Ministry and creating a needless layer as well as an avenue for wastage of Government resources. The Committee therefore strongly believes that the Energy Commission of Nigeria should be abolished, its Act repealed and its functions transferred to the Ministry.

Whilst noting that energy matters in Nigeria fall under two ministries, i.e. Petroleum Resources and Power, the Committee is of the view that the functions of the Energy Commission of Nigeria should be transferred to the Ministry of Power since the key focus is on policies relating to renewable energy.

The Committee is also aware that the functions erroneously vested in ECN are equally duplicated by those of the National Energy Council (NEC).

Furthermore, the Committee observed that the mandate of NEC was to implement the National Oil and Gas Policy within a period not exceeding six months of its establishment in accordance with the roadmap approved by the Federal Executive Council.

The Committee therefore observed that the continued existence of the NEC would serve no useful purpose as it has outlived its usefulness.

Recommendations

The Committee recommends as follows, that:

i) the Energy Commission of Nigeria (ECN) be abolished;
ii) the ECN Act be repealed;
iii) the functions of the ECN be transferred to the Ministry of Power; and
iv) that the National Energy Council (NEC) be scrapped as it has outlived its mandate and relevance.

General Observations/Recommendation

The Committee observed that all the underlisted programmes, projects and centres constitute big, unnecessary and avoidable drains on Government resources. Indeed, the total sum of **₦641,872,308** was allocated to the said programmes, projects and centres during the period 2009-2011. This therefore necessitates that a management audit be carried out on them as the architecture of the existence of some them remain suspect.

SOKOTO ENERGY RESEARCH CENTRE

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	-		-
Overhead	-	47,542,950	51,184,740
Capital	-	83,894,000	112,210,707
Total	-	131,436,950.00	163,395,447.40

CENTRE FOR ENERGY RESEARCH & DEVELOPMENT - NSUKKA

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	-		-
Overhead	-	49,896,000	53,718,034
Capital	-	104,672,800	101,255,314
Total	-	154,568,800	154,973,348

NATIONAL CENTRE FOR ENERGY EFFICIENCY AND CONSERVATION, UNIVERSITY OF LAGOS

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	-	-	-
Overhead	-	-	48,447,000
Capital	-	35,830,000	44,740,872
Total	-	35,830,000.00	93,187,872.19

NATIONAL CENTRE FOR HYDROPOWER RESEARCH AND DEVELOPMENT, UNIVERSITY OF ILORIN

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	-	-	-
Overhead	-	-	48,447,000
Capital	-	-	21,683,908
Total	-	-	70,130,907.61

NATIONAL CENTRE FOR ENERGY RESEARCH AND DEVELOPMENT, ABUBAKAR TAFAWA BALEWA UNIVERSITY, BAUCHI

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	-	-	-
Overhead	-	-	43,602,300
Capital	-	50,931,400	28,902,440
Total	-	50,931,400	72,504,740

NATIONAL CENTRE FOR ENERGY AND ENVIRONMENT, UNIVERSITY OF BENIN

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	-	-	-
Overhead	-	-	43,602,300
Capital	-	259,928,000	44,077,692
Total	-	259,928,000	87,679,992

NATIONAL CENTRE FOR REMOTE SENSING - JOS

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	291,207,580	445,149,730	563,876,688
Overhead	71,879,318	128,000,000	104,272,800
Capital	600,000,000	236,120,326	336,019,955
Total	963,086,898	809,270,055	1,004,169,443

ADVANCE MANUFACTURING TECHNOLOGY PROGRAMME (AMTP) TARABA

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	-	13,283,190	106,614,959
Overhead	-	27,000,000	29,068,200
Capital	-	127,612,900	17,503,833
Total	-	167,896,089	153,186,992

NIGERIA INSTITUTE FOR SCIENCE LABORATORY TECHNOLOGY - IBADAN

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	80,427,037	95,893,296	161,126,200
Overhead	54,508,296	67,013,213	72,146,426
Capital	144,000,000	339,520,920	41,023,602
Total	278,935,333	502,427,429	274,296,227

CENTRE FOR GEODESY AND GEODYNAMICS, TORO, BAUCHI STATE

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	147,676,380	238,907,357	235,779,740
Overhead	39,443,377	57,048,943	74,418,892
Capital	292,000,000	87,941,555	26,407,108
Total	479,119,757	383,897,855	336,605,739

CENTRE FOR BASIC SPACE SCIENCE, NSUKKA

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	167,287,140	192,606,383	185,069,064
Overhead	43,774,385	230,000,000	70,035,028
Capital	540,000,000	333,150,945	212,768,887
Total	751,061,525	755,757,328	467,872,978

CENTRE FOR SPACE TRANSPORT AND PROPULSION - LAGOS

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	192,614,155	337,703,049	393,057,165
Overhead	48,286,497	60,853,632	69,515,021
Capital	150,000,000	279,510,604	407,958,777
Total	390,900,652	678,067,285	870,530,962

CENTRE FOR SATELLITE TECHNOLOGY DEVELOPMENT - ABUJA

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	270,689,947	360,773,601	426,752,712
Overhead	263,157,501	72,425,926	108,973,752
Capital	141,000,000	145,953,900	58,190,181
Total	674,847,447	579,153,426	593,916,645

AFRICA REGIONAL CENTRE FOR SPACE SCIENCE & TECHNOLOGY - ILE - IFE

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	111,738,433	179,748,819	168,499,516
Overhead	33,842,926	53,573,136	57,318,074
Capital	96,800,000	313,942,428	4,424,454
Total	242,381,358	547,264,383	230,242,043

NATIONAL CENTRE FOR TECHNONOLOGY MANAGEMENT ILE IFE

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	116,402,741	153,586,910	285,053,711
Overhead	118,930,010	126,740,710	173,449,048
Capital	158,930,010	84,811,050	31,825,151
Total	394,262,760	365,138,669	490,327,910

REGIONAL CENTRE FOR TECHNONOLOGY MANAGEMENT, LAGOS

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	-	28,993,897	153,586,910
Overhead	-	68,801,908	69,361,118
Capital	-	59,447,000	-
Total	-	157,242,804	222,948,027

NATIONAL CENTRE FOR GENETIC RESEARCH AND BIOTECHNOLOGY, IBADAN

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	82,908,091	91,569,203	202,914,976
Overhead	35,939,692	48,533,662	47,026,206
Capital	-	35,064,000	23,868,863
Total	118,847,782	175,166,864	273,810,045

NATIONAL BIOTECHNOLOGICAL DEVELOPMENT AGENCY - ABUJA

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	148,309,898	191,426,474	543,099,796
Overhead	184,479,180	151,134,388	142,711,282
Capital	879,000,000	1,713,511,607	1,029,349,568
Total	1,211,789,078	2,056,072,469	1,715,160,646

COOPERATIVE INFORMATION NETWORK

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	38,046,394	47,769,254	151,414,686
Overhead	7,568,145	25,492,463	40,445,186
Capital		16,962,210	12,093,557
Total	45,614,538	90,223,926	203,953,429

Recommendations

The Committee strongly recommends that a management audit be carried out on all the following Centres:

i) Regional Centre For Technology Management Lagos
ii) National Engineering Design Development Institute (NEDDI), Nnewi
iii) Africa Regional Centre For Space Science & Technology - Ile - Ife
iv) Centre For Satellite Technology Development - Abuja
v) Centre For Space Transport And Propulsion - Lagos
vi) Centre For Basic Space Science, Nsukka
vii) Centre For Geodesy And Geodynamics, Toro, Bauchi State
viii) Sokoto Energy Research Centre
ix) Centre For Energy Research & Development - Nsukka
x) National Centre For Energy Efficiency And Conservation, University of Lagos

xi) National Centre For Hydropower Research And Development, University of Ilorin
xii) National Centre For Energy Research And Development, Abubakar Tafawa Balewa University, Bauchi
xiii) National Centre For Energy And Environment, University of Benin.

MINISTRY OF TOURISM, CULTURE & NATIONAL ORIENTATION

The Federal Ministry of Tourism, Culture and National Orientation has 10 parastatals under it. During its interaction with the officials of the Ministry, the Committee observed obvious duplications in the mandates of the following parastatals under the supervision of the Ministry:

i) National Council for Arts and Culture
ii) National Theatre
iii) National Troupe
iv) National Commission for Museums and Monuments
v) National Gallery of Arts
vi) Nigerian Tourism Development Corporation
vii) National Institute for Hospitality and Tourism Studies
viii)National Orientation Agency (NOA)
ix) National Institute for Cultural Orientation (NICO)
x) Centre for Black and African Art and Civilization (CBAAC)

While noting the commercial potentials of these agencies, the Committee observed that the functions of the parastatals are not only replicated, but that some of them can indeed be performed by Departments in the Ministry.

The Committee further observed that due to affinity in the mandates and functions of the parastatals, it will be expedient to have a single seven-member board to oversee all the parastatals under the Ministry except NOA that is being proposed for abolition and its functions transferred to the Federal Ministry of Information.

National Council for Arts and Culture (NCAC)

Core Mandate

The National Council for Arts and Culture (NCAC) was established by Decree No. 3 of 1975 and amended by Decree No. 5 of 1987. It is a Federal Government organ charged, with the responsibility of coordination, development and promotion of the living Arts and Culture of Nigeria at national and international fora.

The Council's mandate include:

i) to plan and co-ordinate cultural activities towards fostering the development of Literary, Visual and Performing Arts in Nigeria;

ii) to coordinate national cultural events amongst the 36 States and the Federal Capital Territory (FCT);

iii) to promote skills acquisition and youth empowerment through cultural industries;

iv) to promote the Arts and Crafts Industry through identification, packaging and presentation of specialized Exhibitions including pottery, textiles, fibre crafts, wood designs, Brass works etc;

v) to promote and develop the appreciation, revival and development of Nigeria's Arts and Culture;

vi) to collaborate with relevant stakeholders to promote Nigeria's Indigenous Games and sports (i.e. Traditional Wrestling, Ayo, Archery, Langa etc); and

vii) to network with Arts Councils of other countries of the world and other relevant international agencies such as the Arts Council of England, Arts Council of India, National Arts Council of South Africa and the International Federation of Art Councils and Culture Agencies (IFACCA) and the World Crafts Council (WCC), etc.

The Council's functions, as stipulated in its enabling law are:

i) to promote and foster the appreciation, revival and development of the arts and culture of Nigeria;
ii) to plan and co-ordinate cultural activities in Nigeria and foster the development of literary, visual and performing arts in Nigeria;
iii) to assist the Antiquities Commission established under section 3 of the Antiquities Act in the creation, acquisition and preservation of artistic works, cultural monuments and depositories;
iv) to organize and promote exhibition in visual, performing and literary arts as may be determined from time to time by the Minister;
v) to co-ordinate inter-state cultural exchange activities;
vi) to render assistance to the States in the field of arts and culture;
vii) to promote the development of music, traditional dancing, drama, opera, cinema, films, photography, folklore, oral tradition, literature and poetry, painting, sculpture, architecture, town planning and general arts, wood work, embroidery, weaving and similar crafts;
viii) to establish with the approval of the Minister, cultural centres, theatres, art galleries and craft centres for the promotion of arts and culture; and
ix) to establish, for the purpose of carrying out its functions under this Act, a National Endowment Fund for the Arts.

Budget

The NCAC has 694 staff and receives full funding from the Federal Government as stated below for the Years 2010 and 2011:

	2010 ₦	2011 ₦
Personnel	**508,043,863**	**656,417,754**
Overhead	**358,000,000**	**345,091,860**
Capital	**318,960,000**	**200,000,000**
Total	**1,185,003,863**	**1,201,509,614**

Observations

The Committee observed that the NCAC has a seven-man Board responsible for setting out policies in line with the overall objectives of the organization.

The Committee also observed similarities in the mandates of the NCAC, the National Troupe and the National Theatre as it relates to the co-ordination of cultural activities in Nigeria and fostering the development of literary, visual and performing arts in Nigeria. All three agencies are equally involved in the promotion of Art and culture through music, traditional dancing, drama, opera, cinema, etc.

A further analysis of the mandates of the NCAC indicates that the Council has functions similar to those of the National Commission for Museums and Monuments and the National Gallery of Arts with regard to the creation, acquisition and preservation of artistic works, cultural monuments and depositories.

During its interactive session with the officials of the Council and the Ministry of Tourism, Culture and National Orientation, the Committee noted that the major activity of the NCAC was the organization of the Annual National Festival (NAFEST), which is aimed at developing the cultural industry in Nigeria. This it does through collaboration with other agencies including the NTDC.

The Committee is convinced that consolidating the functions of the NCAC with those of the National Troupe and the National Theatre would ensure greater synergy and coordination in the promotion of cultural activities.

Recommendations

The Committee recommends as follows, that:

i) the National Council of Arts and Culture (NCAC) be merged with the National Troupe and the National Theatre into one agency;
ii) the merged entity retains the name: National Council of Arts and Culture (NCAC);
iii) the enabling law of the National Troupe and National Theatre be repealed and their functions transferred to the NCAC; and
iv) that the enabling law of the NCAC be amended to accommodate the merger of the agencies and their functions.

National Theatre/
National Troupe of Nigeria

Core Mandate

The National Theatre and the National Troupe of Nigeria were established by the National Theatre and the National Troupe of Nigeria *Act, Cap N80, LFN 2004.* The National Troupe relies mainly on the facilities of the National Theatre for its activities including rehearsals and performances.

The committee noted that the two bodies were cumulatively allocated the sum of N1,060,317,309 (one billion, sixty million, three hundred and seventeen thousand, three hundred and nine Naira) for the 2011 Fiscal year as shown below:

National Troupe

The National Theatre and the National Troupe of Nigeria are fully funded by Government and the budgetary allocations to the two agencies for the period 2009-2011 are as shown in the table below:

Budget

National Troupe

	2009 ₦	2010 ₦	2011 ₦
Personnel	**66,284,590**	**50,676,883**	**125,828,020**
Overhead	**100,253,371**	**190,278,708**	**206,853,451**
Capital	**100,000,000**	**57,600,000**	**10,000,000**
Total	**266,537,960**	**298,555,590**	**342,681,471**

National Theatre

	2009 ₦	2010 ₦	2011 ₦
Personnel	**140,170,505**	**142,315,653**	**285,573,999**
Overhead	**125,361,772**	**187,897,949**	**182,061,839**
Capital	**520,000,000**	**335,160,000**	**250,000,000**
Total	**785,532,276**	**665,373,602**	**717,635,837**

The committee also noted that both agencies drive the same mandate for promoting and providing cultural entertainment as well as encourage the discovery and development of talents in the performing arts. Whilst one focuses on the infrastructure, the other provides the entertainment using the facility of the former.

Observations

The Committee noted that the two agencies were established by the same law and driven by the same mandates of promoting and providing cultural entertainment and to encourage the discovery and development of talents in the performing arts.

A further analysis of the mandates of the two agencies also indicates that their functions are similar to those of NCAC as it relates to the co-ordination of cultural activities in Nigeria and fostering the development of literary, visual and performing arts. All the three agencies are equally involved in the promotion of art and culture through music, traditional dancing, drama, opera, cinema, etc.

The Committee is convinced that consolidating the functions of the National Troupe and National Theatre with those of the NCAC would ensure greater synergy and coordination in the promotion of cultural activities.

Recommendations

The Committee recommends as follows, that:

i) the National Troupe and the National Theatre be merged with the National Council of Arts and Culture (NCAC) into one agency to enable them synchronize their activities for more effective and efficient performance;
ii) the merged entity retains the name: National Council of Arts and Culture (NCAC);
iii) the enabling law of the National Troupe and National Theatre be repealed and their functions transferred to the NCAC; and
iv) that the enabling law of the NCAC be amended to accommodate the merger of the agencies and their functions.

National Commission for Museums and Monuments/ National Gallery of Arts

Core Mandate

The National Commission for Museums and Monuments was established by the National Commission for Museums and Monuments Act, Cap N19 to administer National Museums and antiquities and monuments while the National Gallery of Arts was established by Cap N41 to deal with art work and artists in Nigeria.

While the former is tasked with the collection and management of antiques, the latter concerns itself with the acquisition and collection of contemporary Nigerian works of art. The collective personnel cost for the two parastatals for the Year 2011 is N3,227,792,483 (Three Billion, Two Hundred and Twenty Seven Million, Seven Hundred and Ninety Two Thousand, Four Hundred and Eighty Three Naira.

Budgets

The National Commission for Museums and Monuments has a staff strength of 2,811 and receives full funding from the Government.

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	1,416,538,368	1,504,087,210	2,458,302,783
Overhead	375,470,460	570,615,753	613,355,820
Capital	405,000,000	881,807,246	929,843,214
Total	2,197,008,828	2,956,510,208	4,001,501,816

National Gallery of Arts

The National Gallery of Arts with a staff strength of 752 is also fully funded by the Government as shown below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	403,495,365	451,084,309	769,489,700
Overhead	412,043,893	415,602,858	288,487,597
Capital	435,000,000	1,556,100,000	196,331,208
Total	1,250,539,257	2,422,787,167	1,254,308,504

Observation

The Committee observed that in view of the fact that both agencies carry out related functions in the preservation of works of arts, whether antiquities or contemporary, it is expedient that they be merged into one body and their enabling laws amended accordingly.

The Committee also observed the rather high Personnel Cost of the National Council for Museums and Monuments and is of the view that the manning levels need to be reviewed before the proposed merger with the National Gallery of Arts is carried out.

Recommendations

The Committee recommends as follows, that:

i) a staff audit of the National Commission for Museums and Monuments and the National Gallery of Arts;
ii) the merger of both the National Commission for Museums and Monuments and the National Gallery of Arts into a single entity to be known as **National Commission for Museums, Monuments and Arts;**
iii) the repeal of the laws setting up the National Commission for Museums and Monuments and the National Gallery of Arts; and
iv) the enactment of a new law to accommodate the merger.

Nigerian Tourism Development Corporation(NTDC)

Core Mandate

The Nigerian Tourism Development Corporation (NTDC) was established by Decree No.81 of 1992, which is now an Act of National Assembly, to develop, market and promote tourism in Nigeria, develop and maintain a tourism statistical data and regulate all tourism activities in Nigeria to ensure compliance to laid down rules and regulations.

The specific functions of the Corporation as set out in Section 4 of the Nigerian Tourism Development Corporation Act CAP. N137 are:

i) to encourage people living in Nigeria to take their holidays therein and people from abroad to visit Nigeria; and

ii) to encourage the provision and improvement of tourism amenities and facilities in Nigeria including the development of hotels and ancillary facilities.

In addition to the specific powers conferred on the Corporation under the provisions of this Act, the Corporation also has power:

(a) to provide advisory and information services;

(b) to promote and undertake research in the field of tourism;

(c) to render technical advice to the states and local Governments in the field of tourism;

(d) to register, classify and grade all hospitality and tourism enterprises, travel agencies and tour operators in such manner as may be prescribed.

The Corporation shall in particular have power to:

i) carry on any undertaking which appears to the Corporation to be necessary for the promotion and development of a tourist industry;

ii) assist in the development of:

a) museums and historic sites;

b) parks;

c) game reserves;

d) beaches;

e) natural beauty spots;

f) holiday resorts;

g) souvenir industries;

iii) advise appropriate authorities on ways of improving tourist facilities;

iv) publicise tourism; and

v) do all such things incidental to the foregoing functions which in its opinion are calculated to facilitate the carrying on of the duties of the Corporation under this Act.

Budget

The Nigerian Tourism Development Corporation is fully funded by Government as is shown in the table below for the period 2009-2011:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**281,036,981**	**296,254,092**	**540,420,457**
Overhead	**866,655,487**	**720,916,065**	**764,301,369**
Capital	**390,000,000**	**700,200,000**	**350,000,000**
Total	**1,537,692,467**	**1,717,370,156**	**1,654,721,826**

Observations

The Committee noted that the NTDC was created from a Department in the Federal Ministry of Culture and Tourism to perform functions that are both operational and regulatory. The Committee observed that the said functions do not require a fully funded parastatal and can be carried out by a commercial outfit. The nature of NTDC's mandate is such that should earn revenue rather than expend it. indeed, tourism all over the world is a lucrative industry that can sustain the economy if properly managed.

It is therefore the view of the Committee that the Corporation can be fully commercialized in order to maximize its potentials as a revenue earning entity. The Committee is also of the view that NTDC should subsume the functions of NIHOTOUR. This view is premised on the Committee's mandate to streamline Government structures and reduce the cost of governance. Given the high Personnel Cost of the Corporation, the Committee believes that a management audit of the corporation be carried out.

The Committee believes that in order for the agency to be commercialized, a strong independent professional board be appointed for NTDC whose members would be appointed by the President on the recommendation of the Minister of

Culture, Tourism and National Orientation. The Board should be responsible for the general policy direction of the Commission, enforce corporate governance rules, ensure timely preparation and auditing of accounts by independent auditors as well as ensure prompt payment of annual surplus to Government covers.

Recommendations

The Committee recommends as follows, that:

i) the Nigerian Tourism Development Corporation (NTDC) be fully commercialized with effect from the 2013 Fiscal Year;

ii) the enabling law of NTDC be amended to reflect the proposed commercialization, subsumption of the functions of NIHOTOUR and a strong independent professional board be appointed for NTDC;

iii) the Board be responsible for:
    a) general policy direction of NTDC;
    b) enforcement of corporate governance rules;
    c) ensuring timely preparation and auditing of accounts by independent auditors;
    d) ensuring timely payment of annual surplus to Government Treasury;

iv) a management audit of NTDC be carried out; and

v) that NTDC ceases to receive Government funding with effect from 2013 Fiscal year.

Nigerian Institute for Hospitality and Tourism Studies (NIHOTOUR)

Core Mandates

The Nigerian Institute for Hospitality and Tourism Studies (NIHOTOUR) was established by the National Institute for Cultural Orientation Act, No. 93 of 1993 to:

i) to serve as a focus for orientation in cultural matters for Nigerian policy Makers;

ii) to promote, revive, develop and encourage Nigeria's culture and history;

iii) to promote Public enlightenment of the various facets of Nigeria's Culture;

iv) to build up personnel and materials for innovative study and development of Nigeria's Culture and history;

v) to promote and develop relevant curricula aimed at integrating Nigeria's Culture into the educational system at all levels; and

vi) to promote Nigeria's Cultural image.

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**529,692,339**	**586,239,343**	**834,566,220**
Overhead	**142,117,680**	**326,329,448**	**306,193,655**
Capital	**225,000,000**	**120,898,980**	**200,000,000**
Total	**896,810,019**	**1,033,467,770**	**1,340,759,875**

Observations

The Committee noted that the mandate and functions of this agency border essentially on training and capacity building of personnel in the hospitality industry and observed that these functions are being more competently performed by polytechnics and other relevant public and private tertiary institutions. The Committee noted that the hospitality business is an essential component of the tourism industry, which countries have been known to rely on for the sustenance of their economies. However, the success of the industry is not tied to the Government's continued financial support as the industry is a major foreign exchange earner. It is therefore the view of this Committee that the functions of NIHOTOUR can be transferred to the NTDC, which is being recommended for full commercialization, in order to maximize the potentials of the new body as a revenue earning entity.

In the light of the above, the Committee observed that given its mandate to streamline Government structures and reduce the cost of governance, the NIHOTOUR should be abolished, its enabling law repealed and further budgetary allocation to it be stopped forthwith.

Recommendations

The Committee recommends as follows, that:

i) the functions of the Nigerian Institute for Hospitality and Tourism Studies (NIHOTOUR) be transferred to the NTDC;
ii) the NIHOTOUR be abolished and its enabling law repealed; and
iii) further budgetary allocation to NIHOTOUR be stopped with effect from 2013 Fiscal Year.

National Orientation Agency (NOA)
National Institute for Cultural Orientation (NICO)

Core Mandates

The National Orientation Agency was established by Decree 100 of 1993. To establish the Agency, the Decree merged three significant organs of Government, namely: The Public Enlightenment (PE), the War Against Indiscipline (WAI) and National Orientation Movement (NOM) Divisions of the then Federal Ministry of Information and Culture with the Directorate for Social Mobilization, Self-Reliance and Economic Recovery (MAMSER). The rationale for the merger was to harmonize and consolidate efforts and resources of Government in the fields of public enlightenment, social mobilization and value re-orientation.

According to the mandate of the National Orientation Agency (NOA), the agency is empowered to carry out the following functions:

i) Public Enlightenment, Mass Mobilization and Citizen Engagement. Political and Civic Education; Peace Education and Social Justice.
ii) Promote positive cultural values among the citizenry and harnessing culture for national development as enunciated in the Cultural Policy for Nigeria.

Also, the National Institute for Cultural Orientation (NICO) was established by Decree No. 93 of 1993, with the primary responsibility of promoting positive cultural values among the citizenry and harnessing culture for national development as enunciated in the *Cultural Policy for Nigeria* (1988).

NICO has the mandate of ensuring a sense of cultural direction and relationship to meet the challenges of social integration, unity, peace and national development. This is achieved through inter-agency, inter-sectoral and inter-disciplinary programmes and projects.

Meanwhile, the Public Communications Department of the Federal Ministry of Information is also tasked with the following functions:

i) general publicity of Federal Government Programmes and Policies;
ii) mass engagement of the people of Nigeria on key programmes of Government such as the 7 point Agenda, achievement of Vision 20-2020 and Millennium Development Goals (MDGs);
iii) carrying out Public Enlightenment and mobilization campaigns;
iv) collaborating with Civil Society Organisations (CSOs) and Community Based Organisations (CBOs) on critical Government development agenda;

v) coordinating the National Ministerial Press Briefing programmes of all Ministries and Extra Ministerial Departments;
vi) liaising with both Government and private print and electronic media as vehicles to reaching out to the people;
vii) writing and publishing feature articles, issuing press releases;
viii) coordinating feedback reports on Government programmes, policies and activities and ensuring that it gets back to Government for further consideration necessary action;
ix) general election monitoring; and
x) other ad-hoc duties as assigned.

Budget

In the tables below are the budgetary allocations for the two agencies for the period 2009-2011.

National Orientation Agency

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	2,533,883,846	2,527,201,738	4,386,317,928
Overhead	614,945,940	835,940,534	800,976,221
Capital	356,600,000	1,303,515,000	450,000,000
Total	3,505,429,786	4,666,657,271	5,637,294,148

National Institute for Culture Orientation

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	248,246,787	469,896,239	872,537,561
Overhead	180,691,390	518,760,529	530,163,027
Capital	148,287,999	67,500,000	53,050,000
Total	577,226,176	1,056,156,767	1,455,750,588

Observations

The Committee assessed the submissions of the National Orientation Agency (NOA) and the National Institute for Cultural Orientation (NICO).

The National Orientation Agency (NOA) has a history of promoting social and civic developmental messages needed in the critical process of mass mobilization.

While not disputing that the functions of NOA are important, the Committee is of the view that it requires to be driven by the right leadership at all times, particularly as it had lost focus over the years. Indeed, the Committee is aware of the provision of the enabling law of NOA that stipulates the qualifications of the Director General, which *inter alia*, exclude persons in partisan politics from holding that office. Essentially, section 6 of the NOA Act, states that *"the Director General who shall be an experienced and tested administrator, non-partisan and with a wide knowledge of Nigeria, her people and culture to be appointed by the President on the recommendation of the Secretary"*. With the above provision in mind, Government needs to ensure that persons appointed to drive its developmental messages must be persons who are not partisan.

The Committee equally noted Government's decision in the White Paper on the Report of Ahmed Joda Panel (2000), that both NOA and NICO be abolished, while the functions of NOA be transferred to the Federal Ministry of Information.

The Committee aligns itself with the White Paper and further observes that the functions of NOA in civic sensitization and continuous education are relevant and important. However, it does not require an independent agency to perform these functions. The Committee took note of the fact that there is a department in the Federal Ministry of Information that performs the function of civic sensitization and education. It therefore behoves good judgment to domicile the functions of NOA in an existing department in order to obviate duplication of function and waste of Government resources.

The Committee observed that the decision of Government on the two agencies has not been implemented and they have continued to draw funding from the Government Treasury. The Committee noted that for 2011, NICO had an Appropriation of **₦1.45billion** while NOA had **N5.63billion**, giving a total of **₦7.08billion** for the two agencies.

The Committee is also aware that NOA has offices in all the 774 LGAs of the Federation. However, in this era of modern technology and social networking, it is unnecessary and inefficient to have so many physically manned offices across the country. It is the view of the Committee that the 774 offices of NOA be closed and its staff redeployed within the Federal Civil Service after a staff audit and assessment has been carried out.

The Committee also observed that the 17-man Board of the NOA is large, unwieldy and a waste of Government resources. Indeed, the Committee is of the view that transferring the functions of NOA to a Department under the Federal Ministry of Information will save Government the cost of running the board as well as the agency.

Flowing from the above, the Committee is of the view that the Federal Ministry of Tourism, Culture and National Orientation would have to be renamed **Federal Ministry of Tourism and Culture** to reflect the proposed change.

The Committee analyzed the positions of the two agencies during its interactive sessions with them and did not find any superior reason to warrant a recommendation for the vacation of Government's decision as conveyed in the said White Paper.

Recommendations

The Committee recommends as follows, that:

i) the enabling law of the National Orientation Agency (NOA) be amended;

ii) the functions of NOA be transferred to the Department of Public Communications in the Federal Ministry of Information;
iii) the 774 offices of NOA be closed and its staff redeployed within the Federal Civil Service after a staff audit and assessment has been carried out;

iv) the Act establishing the National Institute for Cultural Orientation (NICO) be repealed and the Institute abolished;

v) budgetary allocations to NICO ceases with effect from 2013 Fiscal Year;
vi) that budgetary allocations to NOA ceases with effect from 2013 Fiscal Year.

Centre for Black and African Art and Civilization (CBAAC)

Core Mandates

The Centre was established by Decree 69 of 1979 with the mandate of comprehensively showcasing, preserving and propagating the cultures of the Black and African peoples globally.

Observation

The Committee noted that the Centre is an international agency and repository of Black and African arts and civilization and therefore opines that the Centre continues to be fully funded by Government.

Recommendation

The Committee recommends that the Centre for Black Art and African Civilization (CBAAC) continues to receive funding from the Government.

General Recommendation

Considering the close affiliation of all the parastatals under the supervision of the Federal Ministry of Tourism, Culture and National Orientation, the Committee further recommends that the appointment of a single Board of seven members to oversee the activities of the parastatals, with the exception of **Centre for Black and African Art and Civilization (CBAAC),** is apposite.

FEDERAL MINISTRY OF TRADE & INVESTMENT

This Ministry is responsible for the commercial and productive sub-sector of the economy. There are presently 15 parastatals and Government agencies under this Ministry. These can be classified under the following categories:

a) Regulatory bodies;
b) Skills Development Institutions; an
c) Financial Institutions

The regulatory bodies are:

a) Standards Organization of Nigeria;
b) Nigeria Export Promotion Council
c) Export Processing Zones Authority
d) Onne Oil and Gas Free Zone Authority
e) Tafawa Balewa Square Management Board
f) Lagos International Trade Fair Management Board
g) Corporate Affairs Commission
h) Centre for Automotive Design and Development
i) National Sugar Development Council
j) Nigerian Financial Reporting Council

Skills Development Institutions

In addition to ITF, there are 21 Industrial Development Centres (IDCs) spread all over the 36 States of the Federation.

Financial Institutions

The financial institutions are the Bank of Industry (BOI) and Abuja Commodities and Securities Exchange (ACSE).

During the interactive session with the Ministry and Chief Executives of the parastatals, it was observed that some of the parastatals have similar mandates and overlapping functions. It was also noted that some of the parastatals would perform more effectively under other Ministries, whose functions complement their activities.

Below is an elaboration of the agencies under the Federal Ministry of Trade and Investment:

Standards Organization of Nigeria (SON)
Consumer Protection Council (CPC)

Core Mandates

The Standards Organization of Nigeria (SON) was established by Act No. 56 of 1971 and charged with the responsibility of developing standards for commodities, projects and services for industries. It is also to implement the Federal Government's programmes on standardization and quality assurance including metrology for both locally manufactured and imported products throughout the country.

By virtue of Section 5 of the SON Act, the Organization shall carry out the following functions:

i) to organize tests and do everything necessary to ensure compliance with standards designated and approved by the Council;
ii) to undertake investigations as necessary into the quality of facilities, materials and products in Nigeria, and establish a quality assurance system including certification of factories, products and laboratories;
iii) to ensure reference standards for calibration and verification of measures and measuring instruments;
iv) to compile an inventory of products requiring standardization;
v) to compile Nigerian standards specifications;
vi) to foster interest in the recommendation and maintenance of acceptable standards by industry and the general public;
vii) to develop methods for testing of materials, supplies and equipment including items purchased for use of departments of the Government of the Federation or a State and private establishments;
viii) to register and regulate standards marks and specifications;
ix) to undertake preparation and distribution of standards samples;
x) to establish and maintain such number of laboratories or other institutions as may be necessary for the performance of its functions under this Act;
xi) to compile and publish general scientific or other data-
i) resulting from the performance of its functions under this Act; or
ii) from other sources when such data are of importance to scientific or manufacturing interests or to the general public and are not available elsewhere;

xii) to advise departments of the Government of the Federation or a State on specific problems relative to standards specifications;
xiii) to sponsor such national and international conferences as it may consider appropriate;
xiv) to co-ordinate all activities relative to its functions throughout Nigeria and to co-operate with corresponding national or international organizations in such fields of activity as it considers necessary with a view to securing uniformity in standards specifications; and
xv) to undertake any other activity likely to assist in the performance of the functions imposed on it under this Act.

On the other hand, The Consumer Protection Council was established by Decree 66 of 1992, now amended as an Act of the National Assembly. Section 2 of the CPC Act stipulates that the Council shall:

i) provide redress to consumers' complaints through negotiation, mediation and conciliation;
ii) seek ways and means of removing or eliminating from the market hazardous products and causing offenders to replace such products with safer and more appropriate alternatives;
iii) publish, from time to time, the list of products the consumption and sale of which have been banned, withdrawn, severally restricted or not approved by the Federal Government or foreign Governments;
iv) cause an offending company, firm, trade, association or individual to protect, compensate, and provide relief and safeguards to injured consumers or communities from adverse effects of technologies that are inherently harmful, injurious, violent or highly hazardous;
v) organize and undertake campaigns and other forms of activities as will lead to increased public consumer awareness;
vi) encourage trade, industry and professional associations to develop and enforce in their various fields quality standards designed to safeguard the interest of consumers;
vii) issue guidelines to manufacturers, importers, dealers and wholesalers in relation to their obligation under this Act;
viii) encourage the formation of voluntary consumer groups or associations for consumers well-being;
ix) ensure that consumers' interests receive due consideration at appropriate forums and provide redress for obnoxious practices or the

unscrupulous exploitation of consumers by companies, firms, trade associations or individuals;

x) encourage the adoption of appropriate measures to ensure that products are safe for either intended or normally safe use; and

xi) perform such other functions as may be imposed on the Council pursuant to this Act.

Budgets

Both the SON and CPC get full funding from the Government as reflected below:

STANDARDS ORGANISATION OF NIGERIA

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**613,749,666**	**917,769,792**	**1,496,407,951**
Overhead	**218,743,373**	**315,555,940**	**319,727,525**
Capital	**275,000,000**	**821,700,000**	**51,352,302**
Total	**1,107,493,038**	**2,055,025,731**	**1,867,487,777**

CONSUMER PROTECTION COUNCIL

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**158,266,210**	**168,979,940**	**290,203,642**
Overhead	**322,967,446**	**252,455,711**	**111,062,884**
Capital	**186,000,000**	**101,817,000**	**23,380,929**
Total	**667,233,655**	**523,252,651**	**424,647,455**

Observations

The Committee noted that the only cross-cutting issue the officials of the Standards Organization of Nigeria (SON) and the Consumer Protection Council (CPC) have identified in the their respective mandates is that of elaborating and enforcing standards, respectively. The Committee observed that the similarities between the two agencies go beyond the mandate issue. For instance, while both agencies have the mandates of ensuring the availability of standard and safe products, the Consumer Protection Council is primarily charged with the resolution of consumers' complaints and both agencies have the powers to establish laboratories for the purpose of carrying out their mandates.

Similarly, the Committee noted that some functions of the SON on compliance dovetail into those of the Weights and Measures Department of the Federal Ministry of Trade and Investment. The Mandate of the Department requires a Weights and Measures Inspector to perform the following functions:

i) inspect and test any weighing or measuring equipment which is used for trade or which he has reasonable cause to believe may be so used, or which is in the possession of any person or upon any premises for such use;
ii) inspect any goods to which any of the provisions of this Act or any subsidiary instrument made there-under for the time being applies for which he has reasonable cause to believe to be such goods;
iii) enter any premises at which he has reasonable cause to believe there is any such equipment or goods as aforesaid, not being premises used only as a private dwelling-house;
iv) detain any article which he has reasonable cause to believe is liable to forfeiture under this Act; and
v) detain any document displayed with any goods and which the inspector believes may be required in the course of proceedings under or pursuant to this Act.

The Committee also observed that the functions of SON basically cover volumetric, quantitative, and qualitative analyses and standards and are similar to those of the Consumer Protection Council (CPC)and the Department of Weights and Measures (DW&M). Consequently, their coming together as one organization will eliminate waste, enhance synergy and foster better consumer protection. The CPC and DW&M should therefore be merged with SON and be known as **Nigerian Standards and Consumer Protection Agency (NSCPA)**. Accordingly, the enabling Acts of SON, CPC and DW&M should be repealed to create for the enactment of a new law to accommodate the merger.

Recommendations

The Committee recommends as follows, that:

i) the Standards Organization of Nigeria (SON), Consumer Protection Council (CPC) and the Department of Weights and Measures be merged into a new agency;
ii) the proposed new agency be named **Nigerian Standards and Consumer Protection Agency (NSCPA)**; and

iii) that the enabling Acts of Standards Organization of Nigeria (SON), Consumer Protection Council and the Department of Weights and Measures be repealed and a new law enacted to accommodate the merger.

Nigeria Export Promotion Council
Nigerian Investment Promotion Commission

Core Mandates

The Nigerian Export Promotion Council (NEPC) was established by the Nigerian Export Promotion Council Decree No. 26 of 1976, now NEPC Cap 108 N41 of 1988.

According to the mandate of the Nigerian Export Promotion Council, it shall have the responsibility to:

promote the development and diversification of Nigeria's export trade;

i) assist in promoting the development of export-oriented industries in Nigeria;
ii) spearhead the creation of necessary export incentives;
iii) actively promote the implementation of export policies and programmes of the Federal Government; and
iv) co-ordinate and monitor export promotion activities in Nigeria.

2. The other functions of the Council shall be to:

(a) collect and disseminate information on products available for export;

(b) collect and disseminate to local manufacturers and exporters information of foreign markets;

(c) provide technical assistance to local exporters in such areas as export procedure and documentation, transportation, financing, marketing techniques, quality control, export packaging, costing and pricing, publicity and in other similar areas;

(d) maintain adequate and effective representation in other countries;

(e) provide, directly or jointly with training institutions, training for its staff and assist with the manpower development of the export community in Nigeria;

(f) organize the participation of Nigeria in trade fairs and exhibitions in other countries;

(g) administer grants and other benefits related to export promotions and development;

(h) undertake studies of the current economic conditions, with special attention to the export sector with a view to advising Government on necessary polices and measures;

(i) co-operate with other institutions on matters relating to export financing, export incentives and specialized services to exporters;

(j) establish special trade promotion facilities in Nigeria and in other countries including the establishment of permanent showrooms at important commercial centres in other countries;

(k) engage in export promotion publicity;

(l) pursue the simplification and streamlining of export procedure and documentation on a continuous basis;

(m) provide services to trade delegations on matters relating to export; and

(n) perform such other functions as may be conducive to the achievement of the objectives of this Act.

The Nigerian Investment Promotion Commission was established by Decree No. 16 of 1995, now Cap 117, LFN with the mandate to encourage, promote and co-ordinate investment in the Nigerian economy. Specifically, the Act requires the Commission to:

(a) be the agency of the Federal Government to co-ordinate and monitor all investment promotion activities to which this Act applies;

(b) initiate and support measures which shall enhance the investment climate in Nigeria for both Nigerian and non-Nigerian investors;

(c) promote investments in and outside Nigeria through effective promotional means;

(d) collect, collate , analyse and disseminate information about investment opportunities and sources of investment capital, and advise on request, the availability, choice or suitability of partners in joint-venture projects;

(e) register and keep records of all enterprises to which this Act applies;

(f) identify specific projects and invite interested investors for participation in those projects;

(g) initiate, organize and participate in promotional activities, such as exhibitions, conferences and seminars for the stimulation of investments;

(h) maintain liaison between investors and Ministries, Government departments and agencies, institutional lenders and other authorities concerned with investments;

(i) provide and disseminate up–to-date information on incentives available to investors;

(j) assist incoming and existing investors by providing support services;

(k) evaluate the impact of the Commission in investments in Nigeria and make appropriate recommendations;

(l) advise the Federal Government on policy matters, including fiscal measures designed to promote the industrialization of Nigeria or the general development of the economy; and

(m) perform such other functions as are supplementary or incidental to the attainment of the objectives of this Act.

Observations

From their mandates, the Committee observed that the Nigerian Investment Promotion Commission (NIPC) deals with "Promotion of Investment in and out of Nigeria and related matters," while the Nigerian Export Promotion Council (NEPC) concentrates on the promotion of Nigeria's export trade and its related matters. In other words, the common denominator for both the Commission and the Council is trade facilitation whether into or out of Nigeria.

The Committee is therefore of the strong view that having two fully-funded Government agencies performing similar roles only creates unnecessary and avoidable duplication and wastage of funds that could otherwise be channeled into other sectors.

The Committee noted the Appropriations for the two agencies for the period 2009-2011 as summarized in the table below:

Nigeria Export Promotion Council (NEPC)

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**286,160,199**	**269,825,635**	**485,548,408**
Overhead	**31,213,946**	**30,901,807**	**53,268,885**
Capital	**210,000,000**	**202,500,450**	**45,072,838**
Total	**527,374,145**	**503,227,891**	**583,890,131**

Nigerian Investment Promotion Commission (NIPC)

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**445,158,565**	**460,852,663**	**639,485,430**
Overhead	**197,630,514**	**258,654,209**	**278,467,121**
Capital		**90,157,872**	**143,224,212**
Total	**642,789,079**	**809,664,743**	**1,061,176,763**

The Committee further noted from the Budget summaries above, that Government expends a lot of resources on two agencies whose functions are similar.

The Committee observed that the Federal Ministry of Trade and Investment with focus on investment promotion makes the existence of NIPC and NEPC an unnecessary duplication and avoidable waste of Government's resources.

Consequently, the Committee is of the strong view that given the activity velocity in the two organizations, merging the Nigerian Investment Promotion Commission (NIPC) and the Nigerian Export Promotion Council(NEPC) into one agency in the Federal Ministry of Trade and Investment to be known as the Nigerian Import-Export Promotion Commission (NIEPC). It is the view of the Committee that this will lead to a realignment of functions and the creation of synergy for cost-effective and efficient management of investments and export trade for the country.

The Committee therefore observed the need for the enabling laws of the two agencies to be repealed and a new one be enacted accordingly.

Recommendations

The Committee recommends as follows, that:

i) the Nigerian Investment Promotion Commission (NIPC) and the Nigerian Export Promotion Council (NEPC) be merged into one agency under the supervision of the Ministry of Trade and Investment;

ii) the new agency be known as the Nigerian Import-Export Promotion Commission (NIEPC);

iii) the enabling laws of the two agencies be repealed accordingly;

iv) the enactment of a new law to reflect the merger; and

v) that further budgetary allocations to the two agencies be stopped and redirected as necessary when the new agency is formed.

Centre for Automotive Design and Development (CADD) National Automotive Council (NAC)

Core mandates

The two Agencies of Government were established to provide technical support to the automotive industry in the country to design, develop and test low-cost vehicle prototypes as part of its mandate. The CADD was set up by Decree 107 of 1992, while NAC was set up in 1993 to regulate the automotive industry by undertaking regular studies and reviews of the automotive parts and components developed in the country.

The core functions of the Centre for Automotive Design and Development include:

i) design, develop and test low cost vehicle prototypes,

ii) provide technical support services to the engineering sector of auto industry,

iii) liaise with Association of Local Contents Manufacturers of Nigeria (ALCMAN) and the Nigeria Automotive Manufacturers Association (NAMA) to ensure existing facilities are fully utilized,

iv) draft and recommend standards for the automotive industry, and

v) collaborate with research and development activities of ALCMAN, NAMA, and other existing research Centres on their research and development activities on automobiles.

Similarly, the functions of the National Automotive Council (NAC) are to:

i) regularly study and review the Automotive Parts and components development industry in Nigeria;
ii) recommend incentive measures for effective compliance with approved local content programmes;
iii) monitor and ensure compliance of vehicle environment and technical safety regulations;
iv) identify and classify the components and parts which can be standardized to ensure their inter-changeability; and
v) regularly evaluate the pricing structures and quality products of the assembly plants to ensure their competitiveness.

Observations

In its presentation to the Committee, CADD claimed to have designed and produced six (6) prototype vehicles, an 800cc engine and component parts. However, the Committee observed that the prototype vehicles did not appear comparable to global standards of automotive technology.

From the two Appropriation tables below, it is clear that Government has been spending huge sums of money on agencies that are unviable and of no comparative advantage to the country:

CENTRE FOR AUTOMOTIVE DESIGN AND DEVELOPMENT

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**59,781,986**	**73,087,949**	**106,297,044**
Overhead	**7,455,000**	**7,380,451**	**7,945,792**
Capital		**12,916,916**	**5,304,191**
Total	**67,236,985**	**93,385,316**	**119,547,026**

NATIONAL AUTOMOTIVE COUNCIL, ABUJA

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**58,289,858**	**70,679,199**	**133,242,734**
Overhead	**5,618,046**	**5,561,866**	**5,987,904**
Capital			**8,707,083**
Total	**63,907,903**	**76,241,064**	**147,937,720**

The Committee observed that the Government should encourage and support the universities and polytechnics to take the lead role in the development of automotive technology. Despite significant number of year of funding of the automotive agency, there is no commensurate evidence to justify the humongous funds that Government has sunk into the agency since its inception. The Departments of Mechanical and Metallurgical Engineering in the most universities and polytechnics will need financial sponsorship, which will in turn enable the qualified and competent professionals to advance automotive technological innovation.

The Committee also noted that the White Paper on Ahmed Joda Report on the Review, Harmonization and Restructuring of Federal Government Parastatals, Institutions and Agencies (2000), had conveyed Government decision that the

CADD be abolished. However, 12 years after the directive, the Centre still operates with full Government funding without tangible achievement.

Recommendations

The Committee recommends as follows, that:

i) the Acts setting up the Centre for Automotive Design and Development (CADD) and the National Automotive Council (NAC) be repealed;

ii) Centre for Automotive Design and Development (CADD) and the National Automotive Council (NAC) be scrapped;

iii) funding for both bodies to cease in 2013; and

iv) that the functions of the two bodies be transferred to appropriate universities and polytechnics.

Nigerian Export Processing Zones Authority (NEPZA)
Onne Oil and Gas Free Zone Authority (OGFZA)

Core Mandate

NEPZA

The Nigerian Export Processing Zones Authority (NEPZA) was established by Decree 63 of 1992, now an Act of the National Assembly.

The Act setting up NEPZA mandates it to carry out the following functions:

i) the administration of the Authority and management of all the Export Processing Zones;
ii) the approval of development plans of the Authority and the Zones annual budgets in respect to infrastructures, administrative buildings, promotion of Zones, the provision and maintenance of services and facilities;
iii) the establishment of customs, police, immigration and similar posts in the Zones;
iv) the supervision and co-ordination of the functions of various public sector and private sector organizations operating within the Zones and resolving any dispute that may arise amongst them;
v) the resolution of trade disputes between employers and employees in the Zones in consultation with the Federal Ministry of Employment, Labour and Productivity;
vi) the adaptation of investment promotion strategies in the Zones, including the opening of Investment Promotion Offices abroad;
vii) the recommendation to the Federal Government of additional incentive measures for the Zones; and
viii) the establishment and supervision of Zonal Administrators for the purpose of managing the Zones and the grant of all requisite permits and licences to approved enterprises.

Similarly, the Act setting up the OGFZA, gives it the powers to oversee:

i) the administration of the Authority and management of the Export Free Zone;
ii) the grant of all requisite permits and licenses to conduct approved enterprises within the Export Free Zone;

iii) the approval of development plans of the Authority and the Export Free Zone, the annual budgets in respect of infrastructures, administrative buildings, promotion of the Export Free Zone, the provision and maintenance of services and facilities;

(iv) the establishment of customs, police, immigration and similar posts in the Export Free Zone;

(v) the supervision and co-ordination of the functions of various public and private sector organizations operating within the Export Free Zone and resolving any dispute which may arise amongst them; and

(vi) the resolution of trade disputes between employers and employees in the Export Free Zone in consultation with the Federal Ministry of Labour and Productivity.

(2) The Authority shall have power to take over and perform such other functions being hitherto performed by the Nigeria Export Processing Zones Authority as they relate to the export of oil and gas from any of the Nigeria Export Processing Zones established by the Nigeria Export Processing Zone Decree 1992.

(3) The Authority may, from time to time, prescribe the activities, which may be carried on in the Export Free Zone.

Observations

The Committee observed that there are cross-cutting issues in the functions of the Nigeria Export Processing Zones Authority and the Onne Oil and Gas Free Zone. A review of the Acts setting up both agencies also indicated that there are clear similarities in the Acts. From the above, there are clear similarities in Sub-sections "(*a), (e), (f),* and *2"* of Onne Oil and Gas Export Free Zone Authority Act and Sub-sections "(a), (d), and (e)" of the NEPZA Act. Indeed, the OGFZA was formed out of the NEPZA.

The Committee also observed that the present fracturing of the Free Zone in

Nigeria is inappropriate at the nation's present level of economic development as the creation of OGFZA from NEPZA has not achieved the purpose for which they were separated. This has, therefore, defeated the primary objective of creating the Free Zones in order to facilitate trade, stimulate trade and attract foreign investments.

The Committee further noted that there is no available evidence of a post-impact assessment of the quantifiable economic benefit to the country deriving from the investments and opportunity cost incentives in the Free Zone sector.

Consequently, the Committee is of the view that the two bodies should be merged for synergy in order to reduce waste and the cost of governance while a post-impact assessment should be carried out to ascertain the benefits, or otherwise, to the economy from investments in the Free Zones.

Recommendations

The Committee recommends as follows, that:

i) the Onne Oil and Gas Free Zone Authority (OGFZA) be reverted to the Nigeria Export Processing Zones Authority (NEPZA);

ii) the amendment of the enabling law of NEPZA to accommodate the reversion; and

iii) that a post-impact assessment be carried out to ascertain the benefit or otherwise of the nation's investment in the Free Zones to the economy.

Tafawa Balewa Square Management Board
Lagos International Trade Fair Management Board

Observation

These two organizations were concessioned in 2007 but the Committee observed that no revenue has been generated from the concessioners to either the Government or the Management boards that are supervising them. As a result, the Government has appropriated sums for both management boards as indicated below

Tafawa Balewa Square Management Board

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	41,531,314	39,824,090	56,188,276
Overhead	41,531,314	45,684,446	44,265,487
Capital	74,500,000	314,370,000	27,666,053
Total	157,562,628	399,878,535	128,119,815

Lagos International Trade Fair Management Board

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	43,075,756	57,084,272	55,638,687
Overhead	79,063,877	78,273,238	84,268,968
Capital		13,500,000	15,091,556
Total	122,139,632	148,857,509	154,999,211

The Committee observed that there are controversies arising from pre-privatization commitment not factored into the concession agreements which has made it impossible for Government to earn the expected revenue from the concession. The Committee is of the view that the concession agreements should be reviewed to resolve the complications in order to bring the transactions to a closure. This will enable Government to achieve its objective for which the concession agreements were entered into *ab initio.*

Recommendations

The Committee recommends that Government reviews the concession agreements on the Tafawa Balewa Square and the Lagos International Trade Fair with a view to achieving the objectives for which the concession agreements were entered into to wit: *earn revenue for Government and to block financial hemorrhage.*

Corporate Affairs Commission

Core Mandate

The Corporate Affairs Commission was established in 1990 by the Companies and Allied Matters Act, Cap C20 to administer the Act including regulation, and supervision of the formation incorporation, registration, management and winding up of companies.

Observations

The Committee observed that CAC does not receive funding from the Federal Government. The Commission derives its revenue from the registration of companies, filing of returns, etc.

The Committee therefore believes that a strong independent professional board be appointed for CAC whose members would be appointed by the President on the recommendation of the Minister of Trade and Investment. The Board should be responsible for the general policy direction of the Commission, enforce corporate governance rules, ensure timely preparation and auditing of accounts by independent auditors as well as ensure prompt payment of annual surplus to Government coffers. The Committee also believes that agencies such as the Corporate Affairs Commission (CAC) should be made to pay not less than 25% of their gross revenues to the Treasury annually instead of the current practice where a percentage of the surplus made by the agencies is remitted.

Recommendations

The Committee recommends as follows, that:

i) a strong independent professional board be appointed for the Corporate Affairs Commission (CAC);

ii) members of the governing board of the CAC be appointed by the President on the recommendation of the Minister of Trade and Investment; and

iii) the Board be responsible for:
   a) general policy direction of the CAC;
   b) enforcement of corporate governance rules;
   c) ensuring timely preparation and auditing of accounts by independent auditors; and
   d) ensuring timely payment of annual surplus to Government Treasury.

National Sugar Development Council (NSDC)

Core Mandate

The Council was established in 1993 to draw up policy guidelines and active programs on Sugar development.

Observations

The Committee noted that the NSDC derives its funding principally from the 10% surcharge on sugar imports.

The Committee further noted from the interaction with the officials of the Council that there had been difficulty in having access to the sugar levy account. It is the view of the Committee that the Council should review the country's sugar policy with a view to coordinating the available land, water and human resources to stimulate local production of sugar and make Nigeria meet local demand for the commodity. It will also enable the generation of foreign exchange through export, creation of jobs, provision of infrastructure and establishment of cottage industries.

The Committee also noted that about 90% of the country's sugar requirements are met by the importation of the commodity which is a consequential drain on foreign exchange reserves. The Committee believes therefore that there is need for the development of a framework to enable easy access to the sugar levy account that will accelerate local production for export and the concomitant foreign exchange earnings. This is envisaged to reduce the pressure on the country's foreign exchange reserve.

Recommendations

The Committee recommends as follows, that :

i) the country's sugar policy be reviewed with a view to coordinating and harnessing available resources for enhanced sugar production; and

ii) that an appropriate framework be emplaced for the utilization of the Sugar Levy Account by the Sugar Development Council.

Nigerian Financial Reporting Council (NFRC)

Core Mandate

The Nigerian Financial Reporting Council (NFRC) Bill was signed into law in June 2011 to replace the Nigerian Accounting Standards Board. The Council has the following functions, to:

i) develop and publish accounting and financial reporting standards to be observed in the preparation of financial statement of public interest entities;
ii) review, promote and enforce compliance with the accounting and financial reporting standards adopted by the Council;
iii) receive notices of non-compliance with approved standards from preparers, users, other third parties or auditors of financial statements;
iv) receive copies of annual reports and financial statements of public interest entities from preparers within 60 days of the approval of the Board;
v) advise the Federal Government on matters relating to accounting and financial reporting standards;
vi) maintain a register of professional accountants and other professionals engaged in the financial reporting process;
vii) monitor compliance with the reporting requirements specified in the adopted code of corporate governance;
viii) promote compliance with the adopted standards issued by the International Federation of Accountants and International Accounting Standards Board;
ix) monitor and promote education, research and training in the field of accounting, auditing, financial reporting and corporate governance;
x) conduct practice reviews of registered professionals;
xi) review financial statements and reports of public interest entities;
xii) enforce compliance with the Act and the rules of the Council on registered professionals and the affected public interest entities;
xiii) establish such systems, schemes or engage in any relevant activity, either alone or in conjunction with any other organization or agency, whether local or international, for the discharge of its functions;
xiv) receive copies of all qualified reports together with detailed explanations for such qualifications from auditors of the financial statements within a period of 30 days from the date of such qualification and such reports shall not be announced to the public until all accounting issues relating to the reports are resolved by the Council;
xv) adopt and keep up-to-date accounting and financial reporting standards, and ensure consistency between standards issued and the International Financial Reporting Standards;

xvi) specify, in the accounting and financial reporting standards, the minimum requirements for recognition, measurement, presentation and disclosure in annual financial statements, group annual financial statements or other financial reports which every public interest entity shall comply with, in the preparation of financial statements and reports;

xvii) develop or adopt and keep up-to-date auditing standards issued by relevant professional bodies and ensure consistency between the standards issued and the auditing standards and pronouncements or the International Auditing and Assurance Standards Board; and

xviii) perform such other functions which in the opinion of the Board are necessary or expedient to ensure the efficient performance of the functions of the Council.

Budget

Below is the budgetary allocation to the NASB, now NFRC, for the period 2009-2011:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**55,832,301**	**46,565,488**	**74,172,537**
Overhead	**108,767,396**	**17,547,515**	**20,002,928**
Capital	**88,000,000**	**13,770,000**	**32,548,933**
Total	**252,599,696**	**77,883,002**	**126,724,397**

Observation

The Committee observed that the NFRC should not be funded by Government because it generates enough revenue from its operations.

Recommendation

The Committee recommends that the Nigerian Financial Reporting Council (NFRC) ceases to be funded by Government with effect from 2013 Fiscal Year.

Industrial Training Fund (ITF)

Core Mandate

The Fund was established by the Industrial Training Fund (Amendment) Act Cap. 19, Laws of the Federation of Nigeria, 2004, with the sole responsibility for training and manpower development of skills required in the industrial sub-sector.

According to the enabling law, the Fund would be utilized for the following:

i) provide, promote and encourage the acquisition of skills in industry and commerce with a view to generating a pool of indigenous trained manpower sufficient to meet the needs of the private and public sectors of the economy;
ii) provide training for skills in management for technical and entrepreneurial development in the public and private sectors of the economy;
iii) set training standards in all sectors of the economy and monitor adherence; and
iv) evaluate and certify vocational skills acquired by apprentices, craftsmen and technicians in collaboration with relevant organizations.

Budget

The ITF receives full funding from the Federal Government as indicated in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**777,000,000**	**975,000,000**	**1,072,500,000**
Overhead	**73,529,443**	**85,326,202**	**97,748,981**
Capital	**73,000,000**	**251,100,000**	**35,930,220**
Total	**923,529,443**	**1,311,426,202**	**1,206,179,200**

Observations

During its interaction with officials of the ITF, the Committee noted that the Fund's enabling law requires companies to remit one per cent of their annual Personnel Cost to the ITF out of which a maximum of 50 per cent is reimbursed as incentive to contributing companies upon the satisfactory completion of their respective training programmes. The Committee further noted that the one per cent contributions are tax-deductible. It therefore implies that the companies need not be reimbursed as these companies will ultimately benefit from the training that they rendered to their employees. Indeed, this is a critical part of their Corporate responsibility.

The Committee further noted that Section 6(1)-(3) of the Industrial Training Fund (Amendment) Act, 2011 expands the scope of operation of the ITF and ensures the enforcement of the payment of one percent contribution by industries to the Fund. These provisions empower the ITF to increase its revenue base. With the amendment of the law, the ITF stated that it could generate about N200 billion annually, less the statutory reimbursements of 50% to the employers, commencing from 2013.Thus, the ITF could build multi-purpose world class skills'/training centres and play the lead role in generating a pool of indigenous trained manpower sufficient for the country's developmental need.

Consequent upon the above, the Committee is of the view that the continued existence of skills centres managed by some ministries and agencies of Government such as the Federal Ministry of Youth Development, Federal Ministry of Women Affairs, the Ministry of Niger-Delta, the Small Medium Enterprises Development Agency of Nigeria (SMEDAN), National Poverty Alleviation Programme (NAPEP), the Industrial Development Centres (IDCs) and the National Directorate of Employment, etc, would be tantamount to duplication and avoidable wastage of resources and should therefore not receive Capital funding from Government.

The Committee believes that this will ensure that the skills' centres are well coordinated and provide adequate and standard training. Government should accord the ITF the sole responsibility for the development and maintenance of Skills Centres with effect from the 2013 Fiscal Year. This implies that Government Capital funding for further development of skills centres outside the ITF should cease accordingly, as all these could be adequately accommodated and funded from the revenue to be generated by the ITF. There would therefore be a need for an audit of existing training centres, with a view to carrying out a planned progressive and incremental approach for their development.

The Committee noted that the sum of N2 billion proposed under the Personnel Cost of the ITF for the 2012 Fiscal Year is for the stipends to be paid to students that would be participating in the Students' Industrial Work Experience Scheme (SIWES). It also believes that the scheme is still relevant as it provides opportunities necessary for skills acquisition and human capital development.

Consequently, the Committee believes that with the significant revenue it would generate, the ITF should be self-funding and cease to obtain direct funding from the Treasury with effect from the 2013 Fiscal Year. Furthermore, all other skills acquisition centres would cease to receive Capital funding from the Government with effect from the 2013 Fiscal Year.

Recommendations

The Committee recommends as follows, that:

i) the Industrial Training Fund (ITF)be self-funding with effect from 2013 Fiscal Year;
ii) all trainees' stipends in the SIWES be paid by the Industrial Training Fund (ITF)with effect from 2013 Fiscal Year;
iii) the Industrial Training Fund (ITF)coordinates all skills training centres in the country in order to remove duplications and wastage; and
iv) all other skills training centres outside the ITF cease to receive Capital Funding from Government Treasury with effect from 2013 Fiscal Year.

Small and Medium Enterprises Development Agency of Nigeria (SMEDAN)

Core Mandate

The Small and Medium Enterprises Development Agency of Nigeria (SMEDAN) was established through the SMEDAN Act of 2003 with the sole mandate of stimulating the emergence of an efficient Micro, Small and Medium Enterprises (MSMEs) sub-sector in Nigeria.

In the analysis of the mandate of SMEDAN, the Committee observed certain similarities in the agency's mandate and those of the National Directorate of Employment and the National Poverty Eradication Programme, which has no enabling law.

Section 8 of the SMEDAN Act stipulates that the Agency shall be responsible for the following:

i) initiating and articulating ideas for small and medium industries policy thrusts;
ii) serving as a vanguard agency and focal point for rural industrialization, poverty alleviation and eradication, technology acquisition and adaptation, job creation and sustainable livelihood;
iii) promoting and facilitating development programmes, instruments and support services to accelerate development, modernization, networking and linkage of small and medium scale industries;
iv) mobilising internal and external resources, including technical assistance for small and medium scale industries, their support institutions, trade associations, and non-Governmental organisations;
v) overseeing, co-ordinating and monitoring development in the small and medium industries sub-sector;
vi) designing, packaging and promoting cottage and micro, small and medium scale industrial projects;
vii) providing industrial extension services to small and medium scale industries, fabricators of machinery and beneficiaries of micro-credit loans;
viii) establishing liaison between research institutes, local fabricators and small and medium scale industries;
ix) linking small scale industrialists to sources of finance, technology, technical skill development and management;

x) facilitating and promoting and development of standard designs and quality assurance for machinery and equipment, and commercializing them to end-users;
xi) promoting and providing access to industrial infrastructure, including estates and layouts, and incubators;
xii) providing necessary assistance to small and medium scale industries in the marketing of their products;
xiii) promoting ancilarisation, sub-contracting, clustering and networking relationships;
xiv) providing and promoting strategic linkages within small and medium scale industries;
xv) encouraging and promoting strategic linkages within small and medium scale industries, and between small and medium scale industries and large scale industries;
xvi) establishing and co-ordinating the institutional development and activities of Industrial Development Centers in Nigeria;
xvii) collaborating with the Agricultural Research and Mechanisation Centres and Agro-industrial Schemes in Nigeria;
xviii) liaising with external agencies for support and development of small and medium scale industries in Nigeria;
xix) listing products that small and medium scale industries have substantial internal capacities to manufacture to meet domestic market for Federal Government's patronage and deletion or restriction on the schedule of importable goods;
xx) recommending to the Federal Government, from time to time, in consultation with other relevant agencies and organisations, on applicable tax and tariff regimes and other financial incentives for promoting the development of small and medium scale industries;
xxi) monitoring and implementation of and compliance with Federal Government directives, incentives and facilities for development of small function of the Agency in order to promote Government policies in or outside Nigeria;
xxii) carrying out such other activities connected with or incidental to the other functions of the Agency in order to promote Government policies in or outside Nigeria; and
xxiii) provision of and facilitating technical and managerial training to small and medium scale industries.

National Directorate of Employment (NDE)

For the National Directorate of Employment, which is domiciled in the Ministry of Labour and Productivity, its mandate includes the following:

Core Mandate

i) to design and implement programmes to combat mass unemployment;
ii) to articulate policies aimed at developing work programmes with labour intensive potentials;
iii) to obtain and maintain a data bank on employment and vacancies in the country, with a view to acting as a clearing house to link job seekers with vacancies, in collaboration with other Government agencies; and
iv) implement any other policy as may be laid down, from time to time, by the Board established under section 3 of this Act.

Observations

The core functions of these three entities are poverty eradication and alleviation, job creation and sustainable livelihood. While both SMEDAN and NDE are primarily concerned with the eradication and amelioration of poverty and development of small and medium scale industries, the NDE focuses on employment generation.

The Committee reasons that greater results would be achieved if the three agencies were brought together under one umbrella instead of the practice of spreading resources thinly among agencies and programmes. To this end, the Committee believes that the BOI should create a window that would service the wealth creation programmes of the proposed National Agency for Job Creation and Empowerment.

Recommendations

The Committee recommends as follows, that:

i) the Small and Medium Enterprises Development Agency of Nigeria (SMEDAN) be merged with the National Directorate of Employment (NDE) into one agency for synergy and greater efficiency for the achievement of the ultimate goal of Government with regard to employment generation and wealth creation;
ii) the merged agencies be known as the **National Agency for Job Creation and Empowerment (NAJCE)**
iii) the functions of the National Poverty Eradication Programme (NAPEP),

which has been recommended for abolition, be transferred to the proposed agency;

iv) the enabling laws of the SMEDAN and NDE be repealed to pave way for the establishment of the proposed **National Agency for Job Creation and Empowerment (NAJCE)**; and

v) that the Bank of Industry (BOI)creates a window that would service the wealth creation programmes of the proposed National Agency for Job Creation and Empowerment.

Bank of Industry (BOI)

Core Mandate

The Bank of Industry (BOI) was established in 2001 following the restructuring of the Nigerian Industrial Development Bank (NIDB), which was incorporated in 1964. The major owners of the bank are the Ministry of Finance (through MOFI) and the Central Bank of Nigeria (58.88% and 41.12%, respectively). The BOI provides financial assistance for the establishment of small, medium and large scale projects as well as for expansion, diversification and modernization of existing enterprises including rehabilitation of ailing industries.

Observations

The Committee observed the decision of Government to incorporate the mandates of the National Economic Reconstruction Fund (NERFUND) and the Nigerian Bank for Commerce and Industry (NBCI) into the mandate of the Bank of Industry (BOI) through a Federal Executive Council (FEC) decision. However, the enabling laws of NERFUND and NBCI have not been repealed while NERFUND has continued to draw funds from the Treasury through the Service-Wide Vote. In fact, the sum of ₦2 billion was appropriated for NERFUND in 2011 and ₦1 billion is proposed in the 2012 budget.

The Committee further noted that the decision of Government as contained in the White Paper on the Ahmed Joda Panel Report (2000)that the National Economic Reconstruction Fund (NERFUND) and the Nigerian Bank for Commerce and Industry (NBCI) be scrapped has not been fully implemented 12 years after the decision.

The Committee noted that the failure of the supervising ministry to implement the Government decision is an enthronement of wastage, a deliberate drain on Government resources, clear abuse of budget process, financial recklessness and disobedience of the order of Government for the abolition of NERFUND.

The Committee strongly believes that this act of disobedience of lawful directive should be investigated to find out why administrative action was not taken to discontinue the release of funds to the NERFUND.

The Committee noted the importance of the mandate of BOI, especially with regard to the achievement of Government's developmental objectives and therefore is of the view that the bank should be strengthened through a strong Capital base. The Committee took notice of the fact that out of the Bank's authorized share capital of N250 billion, only N18.96 billion had been fully paid up. The non-discharge of outstanding equity obligation in this regard, is

tantamount to frustrating the realization of the bank's mandate. Consequently, efforts should be made by shareholders to meet their equity obligations to BOI in order not to frustrate the bank's mandate of providing credit facilities for development. In addition, efforts should be made to increase the number of shareholders of the BOI.

The Committee is of the strong view that the bank should be properly capitalized by bringing in other institutional investors who are also expected to come with additional expertise.

The Committee is of the view that Bank of Industry, being a financial institution, should ordinarily report to Government through the Federal Ministry of Finance and not the Federal Ministry of Trade and Investment, while it continues to be regulated by the Central Bank of Nigeria (CBN).

The Committee believes that the Bank should provide a window to service the wealth creation programmes of the proposed **National Agency for Job Creation and Empowerment (NAJCE)** details of which are given under NAPEP, SMEDAN and NDE.

Recommendations

The Committee recommends as follows, that:

i) the subscribers to the equity share capital of BOI pay fully their called up shares in order not frustrate the bank's ability and capacity to provide credit facilities for development;
ii) the BOI reports to Government through the Federal Ministry of Finance and not the Federal Ministry of Trade and Investment;
iii) the BOI be supervised by an independent governing board comprising competent and experienced persons;
iv) the BOI reports to the shareholders at the end of each financial year; and
v) the BOI provides a window to service the wealth creation programmes of the proposed **National Agency for Job Creation and Empowerment (NAJCE);** and
v) that the BOI continues to be regulated by the Central Bank of Nigeria.

Abuja Commodities and Securities Exchange (ACSE)

Core Mandate

The Abuja Commodities and Securities Exchange (ACSE) was established in 2003 and the bill for the enactment of an Act is yet to be passed into law.

Budget

The funding for ACSE for the period 2009-2011 is as stated in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**57,764,310**	**89,313,434**	**138,240,101**
Overhead	**90,982,500**	**90,072,675**	**126,972,242**
Capital	**85,000,000**	**45,432,000**	**67,318,651**
Total	**233,746,809**	**224,818,108**	**332,530,994**

Observation

The Committee observed that the exchange is of crucial importance to the agricultural sector of the economy and it is a major catalyst for Agricultural development and financing all over the world. However, the Committee observed that as a Commodities and Securities Exchange, the ACSE should be nearer production centres and not in the city, as is currently the case. Therefore, the ACSE would be more active as an independent operator devoid of Government's involvement and should be private sector-driven.

The Committee observed that for an entity that exists without an enabling law the above budgetary Appropriations are high and avoidable waste and should therefore cease to enjoy Federal Government funding from 2013 fiscal year.

Recommendations

The Committee recommends as follows, that:

i) the Abuja Commodities and Securities Exchange be privatized; and

ii) that the Abuja Commodities and Securities Exchange ceases to receive Federal Government funding with effect from 2013 Fiscal Year.

Commercial Law Department

Core Mandate

Although it is not a parastatal, the Commercial Law Department operates autonomously under the Federal Ministry of Trade and Investment.

Observations

During the Committee's interaction with Registrar of Patents, Trademarks and Designs, the Committee noted that although the department operated as an autonomous body, it was obvious that the enabling law, Cap T13 of the department needed to be reviewed as no concrete provision was made for its effective monitoring and control either by the Federal Ministry of Trade and Investment or the judiciary. In practice, only the Federal High Court can vacate or upturn a decision made by the Registrar of the Trademarks and Patents. This is not minding the fact that the department is under the Federal Ministry of Trade and Investment.

The Committee also observed that there are obvious lapses in the processes leading to the appointment of the Registrar of Patents, Trademarks and Design in the recruitment of its staff. The Committee discovered that all the staff of the Department who are lawyers were recruited without the knowledge of the Federal Ministry of Justice that is statutorily responsible for the posting of Government lawyers who represent the Attorney General of the Federation in any duty they perform within the Federal Public Service.

The Committee observed that the Nigerian Copyright Commission (NCC) in the Federal Ministry of Justice also ensures the protection of intellectual property. This body should also come together with the other two to generally protect the Nigerian public in all spheres of intellectual property, registration of patent and trademarks as well as transfer of technology.

The Committee is of the strong opinion that there would be better coordination and better representation of Nigeria at the World Intellectual Property Organization (WIPO) in Geneva, if the two bodies discussed above are brought together under the same umbrella for a single point approach to all related matters and their enabling laws amended accordingly.

Recommendations

The Committee recommends as follows, that:

i) the Commercial Law Department be merged with the Nigerian Copyrights Commission (NCC) into a single agency; and
ii) that the enabling law of the Nigerian Copyrights Commission be amended to accommodate the merger of the two agencies.

FEDERAL MINISTRY OF TRANSPORT

Effective transportation system has proved to be fundamental to unlocking the socio-economic potentials of many great nations. In this era of global competition, Nigeria needs to have an integrated and comprehensive transportation policy that translates into an effective and efficient management in order to boost the country's socio-economic development. This policy would be highly dependent on the framework to be put in place to implement it as it will help to extricate the sector from the crises that have stymied it over the years.

The seeming lack of strategic direction and coordination in the management of transportation due to the absence of a national policy on transportation in the strict sense, has resulted in fragmentation of the sector, which has gravely militated against the delivery of an efficient transportation system. Consequently, it has become imperative to consolidate the three modes of transportation, namely air, land and water into a holistic, cohesive and functional sector. Accordingly, the Committee is of the view that the various Ministries - Federal Ministries of Transport, Works and Aviation - that constitute the vehicles for the delivery of transportation policies should be collapsed into one entity to be known as the **Federal Ministry of Transportation**.

The rationale and benefits of a revamped approach to the management of the transportation system would *inter alia* entail the following:

i) a re-alignment of transportation policies;

ii) the development of a comprehensive master-plan for the transport sector;

iii) a coordinated and expeditious movement of goods and services;

iv) prioritization of resources in the transport sector;

v) development of an effective and efficient transportation system in the country;

vi) development of holistic regulatory framework for the transport sector through the establishment of a **National Transport Commission (NTC)**;

vii) development of a unified accident investigation bureau for the entire transport sector;

viii) optimization of the utilization of human capital in the transport sector;

ix) establishment of institutional mechanism for enhanced coordination in the planning and management of the transportation system;

x) provision efficient and economical national transportation system with due regard to need, the environment and the national defence;

xi) encouragement of integrated land use and transport planning;

xii) delivery of good governance; and

xiii) reduction in the cost of governance in the administration of the entire transportation spectrum.

In addition to (vi) above, the Committee believes that the establishment of the National Transport Commission (NTC) for road, rail and marine transportation would aid in creating the much-needed synergy in the transportation sector as well as providing the required technical and economic regulatory oversight in the sector. In other words, the initial proposal by the Bureau of Public Enterprises (BPE) for the establishment of an NTC, which would be in charge of commercial and technical regulation of the sector, is the way Government should go as is the practice in other climes with one-stop shops for regulation. It is the view of this Committee that the proposed NTC should be headed by a strong character with proven integrity and assisted by a crop of tested experts, who will protect the Nigerian public from unfair pricing of transport fares perpetrated by the seeming collusion of a "cabal" within that sector.

Nigerian Ports Authority (NPA)

Core Mandate

The Nigerian Ports Authority (NPA) was established as a body corporate by the Ports Act of 1954 (Port Act, Cap 155 of the Laws of the Federation of Nigeria and Lagos 1955) later amended to the Nigerian Ports Authority Act Cap N126 LFN of 2004. In 1992 the NPA was transformed into a public liability company called Nigerian Ports PLC. However, in 1996, it reverted to Nigerian Ports Authority *via* Presidential directive. The Nigerian Ports Authority Act 1999 was thereafter enacted to give legal backing to the status of the Authority, which took over the functions, responsibilities, and powers of the Nigerian Ports PLC. The NPA now operates the Landlord-Ports Model with regulatory powers.

The NPA has a 12-man governing board comprising:

i) a chairman;
ii) one person to represent the Federal Ministry of Transport;
iii) five persons with experience in shipping and commercial matters;
iv) the managing director of the Authority; and
v) three executive directors of the Authority.

The Board also has a secretary, who is the head of the legal department of the Authority. The President, on the recommendation of the Minister, appoints the chairman and members of the Board, other than ex-officio members.

Statutorily, the mandate of the NPA includes as follows:

i) to develop, own and operate ports and harbours
ii) to provide safe and navigable channel
iii) to offer cargo handling and storage services
iv) to maintain port facilities and equipment
v) to ensure safety and security, and
vi) to develop and own property.

Observations

The Committee noted that the concession programme of Government placed the Authority with changing functions and roles, which in turn required institutional, operational and administrative structural changes to meet the objectives of the reform. This is to stem the drain on public finances and make NPA become a major contributor to all relevant levers of the economy. The Authority therefore performs both administrative (operation of the sea ports, provision, maintenance

and improvement of port facilities) as well as the management of the economic and technical provisions of the concession agreements and regulatory roles in the use of the ports.

The Committee further noted that the NPA has a staff strength of 4,078 out of which 915 or 22.4 *per cent* are on the managerial level. This cadre comprises 19 General Managers, 60 Assistant General Managers, 76 Principal Managers, 128 Senior Managers, 197 Managers and 435 Assistant Managers. The manning level, is considered top-heavy for such size of workforce. This situation has arisen following the Port Reforms, which removed responsibility for cargo operations from the Authority; it disengaged the services of an estimated 13,000 staff in 2007 and 2008. However, its administrative structure remained unchanged in the management of the reduced functions and lean workforce. Invariably, the Authority would need to review its administrative structure, roles, relevance and manning levels.

The Committee observed that this type of top-heavy management structure, which constitutes a heavy drain on the resources of both the organization and the country at large, has been allowed to prevail because, it is being funded by the Government. By and large, the Committee is of the strong view that this trend should not be allowed to continue.

The Committee also noted that the NPA, in its present structure, functions as both a regulator and an operator. While also noting the significant reform that has been carried out in the NPA, the Committee posited that in order to sustain the gains of the reform, there is need for an effective corporate governance structure to be put in place.

The Committee further observed that a natural consequence of this trend is to reduce the workforce in order to make the organization leaner and more efficient. However, Government would need to carry out process and staff audit to properly determine the appropriate manning levels for the Authority.

The Committee is even more concerned about the status of the post-concession compliance by the operators of the Ports as there are reports of very high tariff, traffic congestion, high turn-around time of vessels, proliferation of Government agencies, etc. It therefore expressed the strong view for a dedicated post-concession review of NPA's activities by Government.

The Committee also observed the retention of NPA's Overseas Office in London headed by a General Manager, which was created for the effective management and control of its foreign currency denominated revenue and to facilitate effective communication with the global maritime community. In view of the fact that most of the Authority's revenue is now generated locally through the concession companies as well as the fact that modern technology has simplified

communication and interaction with the global community, the retention of the London Office does not have great relevance. If at all there is need to retain the office, it should be reduced in size and headed by a lower ranking officer.

Furthermore, the Committee observed that the Nigerian Ports Authority, Nigerian Maritime Administration and Safety Agency (NIMASA), Nigerian Shippers' Council, etc. currently remit only a percentage of their internally generated revenue to the Consolidated Revenue Fund as against remitting the total. However, the Committee is of the view that if a total remittance of revenue should be made, it requires that the Authority should make a comprehensive budget of its operations and all its internally generated revenue, including the share of 7% Port Development Surcharge and all other revenues should be remitted into the Consolidated Revenue Fund. Whilst noting that levies are taxes and should not be regarded as internally generated revenue, the Committee was of the view that the present practice where NPA and others share at source, the 7% Port Development Surcharge, should be stopped and the existing laws that allow them to keep part of their internally generated revenue and share the 7% Port Development Surcharge should be amended or repealed.

The Committee recognizes the challenge that may be encountered in accessing funds, by the withdrawal of the Surcharge and all internally generated revenues, due to possible delay in the budgeting process. However, the Committee believes that an institutional framework of advance releases from the Consolidated Revenue Fund (CRF) against budgetary approval should be put in place to address the operational costs.

Furthermore, the Committee noted the existence of overlaps in the functions of the NPA and NIWA. While the NPA focuses on the dredging and development of channels to the ports, NIWA focuses on the provision of safe and navigable inland waterways. The two agencies are also involved in the removal of wrecks from the channels.

While noting that the potentials of Nigeria's inland waterways had remained largely untapped, the Committee expressed the view that the Nigerian Ports Authority could leverage on the current opportunities in the sector to boost the development of inland waterways. With the NPA having concessioned the ports and shedding much of its operational role, the Committee noted that the Nigerian maritime sector ought to be slimmer in this post-concession era and therefore is of the view that there is no justification for the NPA and NIWA to continue to function separately.

Recommendations

The Committee recommends as follows, that:

i) a management audit be carried out without delay to properly determine the appropriate manning levels for Nigerian Ports Authority;
ii) an effective corporate governance structure mechanism be put in place for the NPA;
iii) an immediate dedicated post-concession review of ports activities be carried out by Government to assess the compliance level to the concession agreement by the concessionaires;
iv) the London Office of the NPA be headed by an officer not above the rank of Principal Manager;
v) a defined percentage of all revenue accruable to the NPA be remitted to the Consolidated Revenue Fund for proper accountability;
vi) an institutional framework of advance releases from the Consolidated Revenue Fund (CRF) against budgetary approval be put in place to address the operational costs;
vii) the NPA receives funding from Government Treasury for its operations after a comprehensive Annual budget; and
viii) that the Nigerian Inland Waterways Authority (NIWA) be subsumed in the Nigerian Ports Authority (NPA).

Nigerian Maritime Administration and Safety Agency (NIMASA)

Core Mandate

The Nigerian Maritime Administration and Safety Agency was established by the NIMASA Act 2007, which merged the former National Maritime Authority (NMA) with the former Joint Maritime Labour Industrial Council (JOMALIC) as part of the reform aimed at repositioning the Maritime sub-sector for optimum performance towards national economic development.

According to the NIMASA Act, the functions and powers of the Agency include the following:

i) pursue the development of shipping and regulate matters relating to merchant shipping and seafarers;
ii) administering the registration and licensing of ships;
iii) regulate and administer the certification of seafarers;
iv) establish maritime training and safety standards;
v) regulate the safety of shipping as regards the construction of ships and navigation;
vi) provide search and rescue service;
vii) provide directions and ensure compliance with vessel security measures;
viii) carry out air and coastal surveillance;
ix) control and prevent marine pollution;
x) provide direction on qualification, certification, employment and welfare of marine labour;
xi) develop and implement policies and programmes which will affect the growth of local capacity in ownership, manning and construction of ships and other marine infrastructure;
xii) enforce and administer the provisions of the Cabotage Act 2003;
xiii) perform port and flag duties;
xiv) receive and remove wrecks;
xv) provide National Maritime Search and Rescue Service;
xvi) provide Maritime Security; and
xvii) establish the procedure for the implementation of conventions of the International Maritime Organization and the International Maritime Labour Organization and other international conventions to which the Federal Republic of Nigeria is party on Maritime Safety

and Security, Maritime Labour, Commercial Shipping and for the implementation codes, resolutions and circulars arising there from.

The Agency's Act also empowers it to:

i) inspect ships for the purposes of maritime safety, maritime security, maritime labour and prevention of maritime pollution;
ii) make enquiries as to shipwrecks or other casualties affecting ships, or as to charges of incompetence or misconduct on the part of seafarers in relation to such casualties;
iii) administer policy for the development of shipping in general;
iv) provide on request services to the maritime industry on commercial basis;
v) establish and manage maritime institutions for the training of officers of the Agency;
vi) generally to perform any other duty for ensuring maritime safety and security or do all matter incidental thereto;
vii) provide consultancy and management services relating to any of the matters referred to in this subsection; and
viii) perform any other prescribed functions relating to or incidental to any of the matters referred to in this subsection.

Observations

The Committee noted that the primary objectives of the Agency are to promote the development of indigenous commercial shipping in international and coastal shipping trade and to regulate and promote maritime safety, security, marine pollution and maritime labour.

From the submissions received by the Committee as well as the interactive sessions with the relevant agencies in the maritime and oil and gas sectors, it was noted that there are duplications and overlaps in function between those of the NIMASA and the following agencies:

i) the Nigerian Navy in the area of maritime security and territorial integrity of the country;
ii) Presidential Implementation Committee on Maritime Safety (PICOMMS) in the area of maritime safety and security;
iii) Department of Petroleum Resources, in the area of detection, prevention and control of pollution arising from oil spillage; and
iv) National Oil Spill Detection and Response Agency (NOSDRA) in the area of detection of oil spills in the petroleum industry.

The Committee noted the provisions of Section 217(1)(2)(b) of the Constitution of the Federal Republic of Nigeria 1999, which states that:

> *(1) there shall be an armed forces for the Federation which shall consist of an Army, a Navy, an Air Force and such other branches of the armed forces of the Federation as may be established by an Act of the National Assembly.*
>
> *(2) The Federation shall subject to an Act of the National Assembly made in that behalf, equip and maintain the armed forces as may be considered adequate and effective for the purpose of –*
>
> *(a) defending Nigeria from external aggression;*
> *(b) maintaining its territorial integrity and securing its borders from violation on land, sea and air…*

In addition, Part 1(4)(a)(i)-(iv) of the Armed Forces Act, Cap. A20, LFN 2004, charges the Nigerian Navy with:

i) enforcing and assisting in coordinating the enforcement of all customs, laws, including anti-bunkering, fishery and immigration laws of Nigeria at sea;
ii) enforcing and assisting in coordinating the enforcement of national and international maritime laws ascribed or acceded to by Nigeria;
iii) making of charts and coordinating of all national hydrographic survey; and
iv) promoting, coordinating and enforcing safety regulations in the territorial waters and the Exclusive Economic Zone of Nigeria.

The Committee observed that there is currently no coordinated approach among the agencies involved in the security of Nigeria's maritime sector. This is underscored by the fact that the various agencies in the sector have different notions of whose responsibility it is to ensure maritime security and safety.

Although there is a Memorandum of Understanding (MOU) between the NIMASA and the Nigerian Navy, the Committee noted the insistence by the Navy that the functions of NIMASA, as spelt out in the Agency's Act, bordered on the coordination of maritime security, which it said the 1999 Constitution as well as

the Armed Forces Act, LFN 2004 placed under the jurisdiction of the Nigerian Navy.

While also assessing the activities of the International Maritime Organization (IMO) and International Ship and Port Facility Security Code (ISPS Code), 2003, the Committee observed that the subjects of primary concern to the IMO are:

- maritime safety;
- the prevention of maritime pollution and
- settlement of liabilities arising from maritime pollution.

When viewed against the practice in other jurisdictions, it was clear to the Committee that the drafters of the NIMASA law created avoidable duplications by overlooking the very fact that the functions they charged the agency with, go beyond the scope of maritime administration and safety that agencies similar to NIMASA perform in other climes.

Relying on Section 23 (5)(e) of its law, NIMASA currently performs functions and indeed coordinates matters of maritime security including *'exercising the right of hot pursuit'*, which fall within the functions of the Navy and other agencies like Nigerian Immigration Service and the Nigeria Custom Service. This fact is underscored by the Constitutional provision that "the Federation shall….*equip and maintain the armed forces as may be considered adequate and effective for the purpose of defending Nigeria from external aggression; maintaining its territorial integrity and securing its borders from violation on land, sea and air, etc."*

Similarly, the Committee noted the unease between NIMASA and PICOMMS over which of them has the responsibility to carry out the mandate of maritime security and safety. Although the Committee noted that the power to perform the function was vested by law in the NIMASA, PICOMMS is an ad hoc committee appointed to document and domesticate the ISPS Code in Nigeria, an assignment it has reportedly completed and ought to have wound up.

However, the Committee observed the assertion by NIMASA that there is currently lack of operational capacity to patrol the nation's maritime domain and enforce statutory standard required by national and international regimes as a result of which there are flagrant breaches of safety, security and environmental standards in the country's territorial waters. In addition, NIMASA claimed that there is lack of central capability to monitor and track vessels and cargoes entering and leaving our waters, which is necessary to detect criminal and nefarious activities.

Having considered all these, the Committee also believes that there should be a clear delineation of maritime safety and security roles. In particular, the enabling law of NIMASA should be reviewed by restricting the agency to issues of

maritime safety as practiced by similar agencies in other parts of the world. This will enable the country meet the requirements of its commitments to the Conventions of the International Maritime Organization (IMO) without jeopardizing national security.

The Committee further noted that there are overlaps and duplication of functions between NIMASA, DPR and NOSDRA in the area of oil spill management in the maritime sector, with each agency claiming responsibility and control, which has caused inter-agency wrangling among them. The Committee observed the need to properly and clearly define the roles and responsibilities of each agency in the regulation and management of oil spills.

As a way out of the obvious confusion in the maritime sector as it relates to security and safety, the Committee is of the view that a forum of all stakeholders in that sector should be convened and chaired by the highest authority in order to ensure compliance with decisions reached. When this is done, the expectant result is that maritime rules and regulations would be adequately enforced and the integrity of Nigeria's maritime sector restored.

Meanwhile, the Committee is of the strong view that PICOMMS should be subsumed in the NIMASA as the enforcement arm of the agency with regard to the implementation of the SOLAS and the ISPS Code.

On the issue of funding, the Committee observed that the Nigerian Maritime Administration and Safety Agency (NIMASA) and Nigerian Ports Authority (NPA) currently remit a defined percentage of their gross revenue to the Consolidated Revenue Fund.

While noting the decision of Government in the White Paper on Ahmed Joda Panel Report (2000) that the National Maritime Authority that metamorphosed into NIMASA should be self-funding, It was the view of the Committee that NIMASA should pay all its collections to Treasury and budget separately for their annual expenditure.

Recommendations

The Committee recommends as follows, that:

i) the enabling law of NIMASA be amended to remove areas of conflict with Constitutional provisions, especially as they relate to maritime security;

ii) a percentage of the gross revenue of NIMASA to be determined by Government be remitted to the Treasury;

iii) NIMASA prepares budget proposal that would be funded from the

Treasury;

iv) a forum of stakeholders be convened to address the confusion in the maritime sector as it relates to security and safety; and

v) NIMASA subsumes the PICOMMS as its enforcement arm with regard to the implementation of the SOLAS and the ISPS Code.

Nigerian Railway Corporation (NRC)

Core Mandate

The Nigeria Railway Corporation was established in 1898 and was transformed from its first and initial name 'Government Department of Railways' to NIGERIAN RAILWAY CORPORATION in 1955 through an Act of Parliament, which, apart from changing the name of the railway industry in Nigeria, equally conferred on it absolute monopoly as the institution recognized by law to carry out railway services. The NRC Act of 1995 mandates the Corporation to perform the following functions:

i) to transport goods and passengers.

ii) to acquire, construct, manufacture, maintain or repair anything required for the purposes of the Corporation including any new railway.

iii) to prohibit, control or regulate the use by any person of the services performed or facilities provided by the Corporation.

iv) to enter into agreements with any person for the supply, construction, manufacture, maintenance, or repair by that person of any property, movable or immovable, which is necessary or appropriate for the purposes of the Corporation.

v) to carry out any other functions which in the opinion of the Corporation, is in the interest of the public or of proper conduct of those activities.

Observations

The Committee observed that the NRC has been in existence long before Corporate Nigeria came into being and noted its activities and role in the transportation sector. The Committee observed the great need to revive this sector in order to boost commerce and industry.

The Committee also observed that the Acting Managing Director has been acting in that capacity for more than two years. This is not in accordance with the Public Service Rules. It is the opinion of the Committee that there is need to have substantive Managing Director in order to ensure the effective and efficient management of the Corporation.

Recommendations

The Committee recommends as follows, that:

i) that the Nigerian Railway Corporation (NRC) continues to carry out its assigned mandate in the Nigerian transport industry; and

ii) that a substantive Managing Director be appointed for the NRC

National Inland Waterways Authority (NIWA)

Core Mandate

The Committee noted that the National Inland Waterways Authority(NIWA), is an offshoot of the Inland Waterways Department (IWD) of the Federal Ministry of Transport before it metamorphosed into an Authority(*vide* Decree No. 13 of 1997) which was later replaced with CAP47, Laws of the Federation of Nigeria (LFN) of 2004. Its functions include as follows:

i) to provide regulation for inland water navigation;

ii) to ensure development of infrastructural facilities for a national inland waterways connectivity with economic centers using the river ports and nodal points for inter-nodal exchanges.

iii) to ensure the development of indigenous technical and managerial skills to meet the challenges of modern inland waterways transportation.

iv) to ensure safety and security for users of Inland Waterways.

Budget

NIWA is fully funded by Government and the budgetary allocation to the agency is as shown in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**327,115,837**	**426,094,984**	**674,356,747**
Overhead	**44,116,234**	**38,822,287**	**56,020,582**
Capital	**16,071,086,841**	**14,596,649,951**	**15,138,534,023**
Total	**16,442,318,912**	**15,061,567,221**	**15,868,911,351**

Observations

The Committee observed that NIWA's mandate also entails playing a regulatory role as well as promoting the development of infrastructural facilities for the inland waterways transportation. The Committee also noted that NIWA should have clear structures in place to ensure that there are no duplications and overlapping of functions between the Ministry of Mines and Steel and NIWA due to the fact that such overlaps and duplications arise from their enabling laws in

the area of sand dredging and/or sand winning in the declared Right of Way of Nigeria waterways.

The Committee noted that the main area of contention is the definition of "sand" within the declared Right of Way of navigable inland waterways and not outside that definition. While NIWA defines sand as an element of navigation, the Ministry of Mines and Steel views it as a mining concern for industrial use.

The Committee further noted that a situation where NIWA is in charge of activity – that is, water transportation while another body, that is, Ministry of Mines and Steel, determines the fate of the element, is not technically feasible and is indeed counter-productive.

The Committee also noted that without professional competence and guidance, over-dredging can destabilize the riverbanks and bottom-layers and could have grievous consequences.

The Committee noted that NIWA and the Ministry of Mines and Steel have been locked in litigations in a Federal High Court over the definition of "sand", sand dredging and/or sand winning in the declared Right of Way of Nigeria waterways and wondered why two Government agencies should jostle for territories without finding an amicable ground and synergy to work together for the larger benefit of the nation. This, the Committee observed to be unacceptable as it is not only counterproductive but also unpatriotic.

The Committee believes very strongly that there is an urgent need for a clear definition of "sand", sand dredging and/or sand winning in the declared Right of Way of Nigeria waterways by the Attorney General of the Federation who should also advise the President on the way forward because the enabling laws of the two agencies of Government seem to give them mandates over the contentious issues.

The Committee noted from NIWA's submission that the agency had between 2009-2011 remitted the sum of N3,799,848,900 to the Treasury. The Committee strongly believes that considering the agency's importance to the revamping of the inland waterway transport system in the country, it also has the potential to be a huge revenue generating agency for Government. The Committee, is however, of the view that appropriate mechanism be put in place to determine the actual revenue earned by NIWA as against what it remits to the Treasury. Consequently, a management audit should be carried out to determine NIWA's revenue profile and remittance to the Treasury.

Furthermore, the Committee noted the existence of overlaps in the functions of the NPA and NIWA. While the NPA focuses on the dredging and development of channels to the ports, NIWA focuses on the provision of safe and navigable inland waterways. The two agencies are also involved in the removal of wrecks from the channels.

While noting that the potentials of Nigeria's inland waterways had remained largely untapped, the Committee expressed the view that the Nigerian Ports Authority could leverage on the current opportunities in the sector to boost the development of inland waterways. With the NPA having concessioned the ports and shedding much of its operational role, the Committee noted that the Nigerian maritime sector ought to be slimmer in this post-concession era and therefore is of the view that there is no justification for the NPA and NIWA to continue to function separately.

Having observed the role of NIWA and its activities, the Committee believes that NIWA should not be allowed to continue its current practice of regulating and monopolizing the inland waterways business in Nigeria. While noting that the Authority and NPA could actually function under the same umbrella providing navigable channels, the Committee concluded that NIWA should be subsumed in the NPA to ensure greater synergy and efficiency in the inland waterways sector.

Recommendations

The Committee recommends as follows, that:

i) NIWA ceases to operate in its present form as regulator and operator;
ii) NIWA be subsumed in the Nigerian Ports Authority (NPA);
iii) the enabling law of NIWA be amended to reflect its subsumption in the NPA;
iv) management audit be carried out to determine the actual revenue earned by NIWA as against what it remitted to the Treasury from 2009 to 2011;
v) that the enabling laws of NIWA and the Ministry of Mines and Steel that have raised some contentious issues and give the two bodies similar mandates be referred to the Attorney General of the Federation for proper advice.

Maritime Academy of Nigeria, Oron

Core Mandate

The Maritime Academy of Nigeria, originally known as the Nautical College of Nigeria, was established by the Federal Executive Council Conclusion No. EC (77) 172 of 1979, now an Act of the National Assembly, Cap. M3 LFN 2004.

According to the Academy's submission, the College was designed as an integrated institution for the education and training of shipboard officers and ratings shore-based management personnel.

The status of the College was changed in 1988 by the promulgation of Decree 16, with a statutory mandate to train all levels and categories of personnel required for the effective and efficient operation of all facets of the Nigerian maritime industry.

According to the Academy, its curriculum "cuts across degree programmes, which are skill-based. It also provides the merchant Navy, the maritime industry and allied industries, qualitative education and training that accords with up-to-date technology, meets national and international standards and satisfies end-user expectations. Also giving outstanding teaching and research Academy, educating and training cadets for Sea life and technology behind these levels".

Budget

Besides the fees it collects, the Maritime Academy of Nigeria is fully funded by the Government as shown for the period 2009-2010.

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**282,408,498**	**240,648,421**	**418,166,610**
Overhead	**73,515,302**	**106,936,809**	**99,671,790**
Capital	**539,217,866**	**280,665,000**	**976,720,851**
Total	**895,141,666**	**628,250,229**	**1,494,559,250**

Observations

The Committee noted that the Maritime Academy of Nigeria is a skills-based training institute that awards National Diploma and Higher National Diploma.

The Committee also noted that the highest fees charged by the Academy for its Ordinary National Diploma (OND) and Higher National Diploma (HND) cadets are N94,022.00 and N74,022.00, for foreign and Nigerian students, respectively. It,

however, opined that going by the status of the academy, the fees were inappropriate as it would mean that the institute would continue to depend on Government for full funding.

The Committee is of the view that being a revenue earning academy, there would be need for cost-sharing in the funding of its operations as Government could not continue to wholly sustain the funding of the academy. Therefore, It was the view of the Committee that Government's financial involvement in the academy should be limited to the provision of basic Capital infrastructure. It, however, believes that Government's disengagement should be effected over a period of three years in order to allow the academy put in place appropriate framework that will enable it transit into a self-funding status.

Recommendations

The Committee recommends as follows, that:

i) Government disengages from funding the Recurrent Expenditure of the Maritime Academy of Nigeria with effect from 2015 Fiscal Year; and
ii) that Government limits its involvement to essential Capital projects.

Nigerian Shippers' Council (NSC)

Core Mandate

The Nigerian Shippers' Council (NSC) was established in 1978 by Decree 13, now the Nigerian Shippers' Council Act Cap N133 LFN 2004 which makes provision for four regulations, namely; 'freight rate stabilization fees on imports and exports (1995),' the 'local shipping charges on imports and exports (1997),'NSC container freight stations regulations, (2007), NSC inland container depots regulations, (2007).

Observations

The Committee noted that the mandate of the Council is to provide a forum for the protection of the interests of shippers (importers and exporters) on matters affecting the shipment of imports and exports to and from Nigeria and to advise the Federal Government on all matters relating to freight rates, terms of shipments, port charges, ports facilities and generally on problems of the shipping industry in Nigeria.

Furthermore, the Committee noted the position of Government in its White paper on Ahmed Joda Panel Report (2000) that the Council should be funded by its members and through Government grant. As much as that position has not been vacated, it is the view of the Committee that Government should continue to maintain its earlier decision as contained in the White Paper.

The present practice where the Nigerian Shippers' Council and other relevant agencies share at source the 7% Port Development Surcharge should be stopped and the existing laws that allow them to keep part of their internally generated revenue and share the 7% Port Development Surcharge should be amended/repealed.

The Committee noted that the Nigerian Shippers' Council was a private sector concern and therefore should be self-funding.

Recommendations

The Committee recommends as follows, that:

i) the present practice where the Nigerian Shippers' Council (NSC) and others share at source the 7% Port Development Surcharge be reviewed; and

ii) the Nigerian Shippers' Council (NSC) be self-financing.

Nigerian Institute of Transport Technology (NITT)

Core Mandate

The Nigerian Institute of Transport Technology was established by CAP 116 of 2004, with a view to performing the following functions:

i) professionalization of the industry.

ii) continuous development of skills competencies in the industry.

iii) conducting basic and applied research.

iv) advising on professional training standards and practice in the country.

v) monitoring transport and logistics operation in the country.

vi) providing consultancy services to public and private sectors on all matters relating to transport and logistics in the country.

vii)providing Leadership and Management training for personnel employed in all modes of Transport.

viii) serving as a Transport Intelligence Centre for monitoring transport & logistics Systems; and

ix) providing facilities for the encouragement, promotion and conduct of applied research in transport and logistics.

Budget

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**206,187,706**	**324,685,338**	**465,991,469**
Overhead	**107,559,698**	**749,068,317**	**221,224,184**
Capital	**916,194,852**	**6,211,210,000**	**4,226,443,222**
Total	**1,229,942,255**	**7,284,963,654**	**4,913,658,875**

Observations

The Committee noted the mandate of the Institute and believes that most of its functions can be carried out by the universities and/or research institutes; adding

that continued existence of this un-needed institutes, significantly account for the gross under utilization of the highly qualified and experienced human capital in our universities.

The Committee observed that the Institute has been receiving copious budgetary allocations from Government. In the period, 2009-2011, the institute received a total sum of **₦13,428,564,785** for its Recurrent and Capital Expenditure in addition to its undisclosed internally generated revenue. This, the Committee believes, is a big drain on Government resources. The Committee further noted that the institute has a staff strength of 215; with a Personnel Cost of **₦609, 230,849** proposed for 2012, the average salary per staff amounts to the sum of **₦2,833,631**. The Committee is therefore of the strong view that such salary is questionable and should be investigated. After 11 years of receiving substantial funding from the Government, the Institute should be able to stand on its own.

The Committee further observed that the NITT is also a professional skills-based training Institute that awards National Diploma and Higher National Diploma. The Committee is of the view that the institute does not need to continue to rely on Government for full funding. This is particularly so, as the students pay for the services they receive from the institute, thus making the institute a revenue generating agency.

Recommendations

The Committee recommends as follows, that:

i) the Nigerian Institute of Transport Technology (NITT) be self-funding;

ii) the enabling law of the NITT be amended to reflect the proposed self-funding status;

iii) a management audit be carried out on the NITT; and

iv) that Budgetary allocation to the NITT ceases with effect from 2013 Fiscal Year.

Council for the Regulation of Freight Forwarding in Nigeria (CRFFN)

Core Mandate

Freight forwarding began in Nigeria as far back as 1954 when the association of Customs Licensed Clearing and Forwarding Agents was formed. The organization did not have the necessary legal backing due to series of internal wranglings until 2007 when its enabling law, CRFFN Act No. 16 of 2007 was enacted. The body is charged with the responsibility to regulate and control the practice as well as organize and structure the activities of persons, organizations and associations operating the freight forwarding business.

Observation

The Committee noted that the decision of Government in the White Paper on Ahmed Joda Panel Report (2000) with regard to the CRFFN is that the organization should be privatized.

The Committee believes that the agency could be funded by members' subscription.

Recommendation

The Committee recommends that:

i) the Council for the Regulation of Freight Forwarding in Nigeria (CRFFN) be sustained by its members' subscription; and
ii) budgetary allocation to CFFN be stopped from 2013 Fiscal Year.

FEDERAL MINISTRY OF WATER RESOURCES

The Federal Ministry of Water Resource has responsibility for Government policy making on the optimum utilization and conservation of the nation's resources. Its parastatals comprise 12 River Basin Authorities, Nigeria Hydrological Service Agency (NIHSA), Nigeria Integrated Water Resources Management Commission (NIWRMC), National Water Resources Institute, and Gurara Water Management Authority.

River Basins Development Authorities

Core Mandate

The main functions of RBDAs are:

i) to undertake comprehensive development of both surface and groundwater resources for multi-purpose use, with particular emphasis on the provision of irrigation infrastructure and control of flood and erosion, and for water management;

ii) to construct, operate and maintain dams, lakes, polders, wells, irrigation and drainage systems for achievement of RBDA's functions and to handover all lands to be cultivated on irrigation scheme by farmers;

iii) to supply water from completed storage schemes to all users for a fee to be determined by RBDA with approval of FMWR;

iv) to construct, operate and maintain infrastructural services such as roads and bridges linking project sites, provided that such services are included and form an integral part of the list of approved projects; and

v) to develop and keep up-to-date comprehensive water resources master plan identifying all water resources requirements in the RBDA area of operation, through adequate collection and collation of water resources, water use, socio-economic and environmental data of the river basin.

Observations

From the submission made to it by the Federal Ministry of Water Resources, the Committee noted that the 11 River Basin Development Authorities were created in 1976 by Decree No.25 to ensure that nationwide, systematic and consistent programmes of the water resources development and management are achieved. The Committee further noted that one additional River Basin was subsequently established.

Essentially, the River Basin Authorities (RBDAs) were envisaged as tools for accelerated food production and food self-sufficiency through irrigation agriculture. This was done with a view to stemming the tide of rapid rural-urban migration that was concomitant to the Oil Boom era. In addition, the RBDAs were to serve as assets in the reduction of the effects of drought and devastation by erosion and flood as well as harness all data for multi-purpose use.

The Committee noted that some of the objectives for which the RBDAs were established have not been achieved. The Committee therefore observed the need to reposition and refocus the RBDAs to enable them achieve the said objectives. The 12 RBDAs are listed in the table below:

S/N	River Basin Development Authority	HQTRS	COVERAGE
1.	Anambra-Imo RBDA	Owerri	Abia, Anambra, Ebonyi, Imo and Enugu States
2.	Benin-Owena RBDA	Benin City	Edo, Ekiti, Ondo and part of Delta States
3.	Chad Basin RBDA	Maiduguri	Borno, Yobe and part of Adamawa States
4.	Cross River RBDA	Calabar	Akwa Ibom and Cross River States
5.	Hadejia-Jama'are RBDA	Kano	Kano, Jigawa and part of Bauchi States
6.	Lower Benue RBDA	Makurdi	Benue, Plateau and Nasarawa States
7.	Lower Niger RBDA	Ilorin	Kwara and Kogi States
8.	Niger Delta RBDA	Port Harcourt	Bayelsa, Rivers and part of Delta
9.	Ogun-Oshun RBDA	Abeokuta	Lagos, Ogun, Osun, and Oyo States
10.	Sokoto-Rima RBDA	Sokoto	Sokoto, Kebbi, Katsina and Zamfara States
11.	Upper Benue RBDA	Yola	Gombe, Bauchi, Adamawa and Taraba States
12.	Upper Niger RBDA	Minna	Niger, Kaduna and FCT

The Committee also noted that as part of the restructuring of the Federal Ministry of Water Resources, the Department of River Basins Operations and Inspectorate (RBO&I) was created in August 2010 *inter alia* to coordinate the activities of the River Basin Development Authorities (RBDAs) with a view to making them more operationally focused. The Department also has the responsibility to carry out the inspectorate functions of the RBDAs and also to coordinate the numerous inspectorate visits.

Notwithstanding the restructuring, the Committee noted that each of the 12 RBDAs is still being governed by a separate board as well as a six-man management team comprising of the Managing Director/CEO and five Executive

Directors. The Committee observed that such copious governing boards and top-heavy management teams are superfluous and constitute a drain on Government resources.

Below are the summaries of the budgets of all RBDAs:

ANAMBRA-IMO RIVER BASIN DEVELOPMENT AUTHORITY

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	231,239,958	260,436,919	486,634,847
Overhead	53,977,857	53,438,078	105,531,435
Capital	3,857,221,060	5,875,523,252	3,584,993,568
Total	4,142,438,874.69	6,189,398,249.59	4,177,159,849.77

BENIN-OWENA RIVER BASIN DEVELOPMENT AUTHORITY

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	172,582,226	192,962,039	275,243,936
Overhead	68,968,266	68,278,583	73,508,723
Capital	1,366,333,333	2,887,386,083	2,210,049,674
Total	1,607,883,825	3,148,626,705	2,558,802,333

CHAD BASIN RIVER BASIN DEVELOPMENT AUTHORITY

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	264,331,682	270,407,704	384,073,058
Overhead	95,143,131	114,958,828	101,406,784
Capital	1,236,649,182	3,655,430,680	1,529,393,877
Total	1,596,123,995	4,040,797,211	2,014,873,719

CROSS RIVER BASIN DEVELOPMENT AUTHORITY

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	166,467,759	188,417,669	318,370,899
Overhead	98,471,814	97,487,096	104,954,607
Capital	3,073,333,338	5,025,617,009	4,328,136,310
Total	3,338,272,910	5,311,521,774	4,751,461,816

HADEJIA-JAMA'ARE RIVER BASIN DEVELOPMENT AUTHORITY

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	261,101,925	286,314,291	427,057,048
Overhead	115,393,917	74,639,978	80,357,400
Capital	3,879,333,263	5,121,557,938	4,338,968,640
Total	4,255,829,104	5,482,512,207	4,846,383,088

LOWER BENUE RIVER BASIN DEVELOPMENT AUTHORITY

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	223,452,187	209,058,803	314,487,622
Overhead	60,825,404	60,217,151	74,519,184
Capital	2,218,256,365	2,106,839,603	1,264,533,737
Total	2,502,533,956	2,376,115,556	1,653,540,543

LOWER NIGER RIVER BASIN DEVELOPMENT AUTHORITY

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	260,624,217	295,920,103	573,224,993
Overhead	150,000,000	155,204,355	100,632,700
Capital	3,032,771,059	5,275,967,077	4,657,866,597
Total	3,443,395,276	5,727,091,535	5,331,724,290

NIGER DELTA RIVER BASIN DEVELOPMENT AUTHORITY

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	258,383,925	283,929,733	476,233,054
Overhead	99,890,489	140,791,584	117,746,219
Capital	1,742,333,288	906,362,488	1,147,752,943
Total	2,100,607,702	1,331,083,805	1,741,732,216

OGUN-OSUN RIVER BASIN DEVELOPMENT AUTHORITY

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	224,633,494	237,517,204	365,784,206
Overhead	113,092,449	111,961,525	120,537,777
Capital	7,263,458,383	8,700,592,728	4,888,800,770
Total	7,601,184,326	9,050,071,456	5,375,122,753

SOKOTO RIMA RIVER BASIN DEVELOPMENT AUTHORITY

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	262,236,267	273,682,127	413,642,913
Overhead	188,852,925	117,664,397	126,677,488
Capital	5,584,126,096	8,592,932,387	3,869,784,510
Total	6,035,215,288	8,984,278,910	4,410,104,911

UPPER-BENUE RIVER BASIN DEVELOPMENT AUTHORITY

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	172,776,528	194,958,811	341,975,017
Overhead	36,962,470	36,592,846	69,395,857
Capital	1,825,633,333	5,718,304,111	2,739,232,906
Total	2,035,372,330	5,949,855,767	3,150,603,780

UPPER-NIGER RIVER BASIN DEVELOPMENT AUTHORITY

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**169,665,535**	**148,473,537**	**219,197,859**
Overhead	**37,723,387**	**37,346,153**	**70,206,868**
Capital	**1,315,259,234**	**3,198,243,181**	**3,217,276,120**
Total	**1,522,648,155**	**3,384,062,871**	**3,506,680,846**

The Committee further observed that from the above expenditure profiles, particularly as it relates to Overhead Cost, it has become expedient that Government checks avenues that constitute unnecessary drain on Government resources by collapsing the 12 governing boards into one 7-member board. Furthermore, the management of the RBDAs should also be pruned to save cost in order to become more effective and efficient. Accordingly, the enabling law of the RBDAs should be amended to reflect the proposed arrangement.

The Committee is also of the strong view that a management audit of all the 12 RBDAs should be conducted to ensure value for money.

The Committee also observed that in view of the restructuring, the Department of RBO&I in the Ministry should take over the responsibility of the various boards of the RBDAs. In doing so, there would be need to deploy highly professional, experienced and competent personnel to man the department.

The Committee noted from the submission made by the Ministry, the proposals to establish four additional RBDAs. The proposed new RBDAs will be created from the following RBDAs:

(i) Anambra-Imo RBDA (5 States)

(ii) Sokoto-Rima RBDA (4 States)

(iii) Ogun-Oshun RBDA (4 States)

(iv) Benin-Owena RBDA (4 States)

The Committee strongly believes that the country does not need additional RBDAs as the existing ones, if properly managed, are more than sufficient to deliver on their mandates.

The Committee noted the decision of Government in the White Paper on the Ahmed Joda Panel Report (2000) that all River Basin Authorities be commercialized and supervised by the Federal Ministry of Water Resources.

Recommendations

The Committee recommends as follows, that:

i) a single7-member governing board be appointed for the 12 RBDAs;

ii) a management audit of all the 12 RBDAs should be conducted to ensure value for money;

iii) the management of the RBDAs be pruned to make it leaner, more efficient and cost-effective;

iv) the enabling law of the RBDAs be amended to reflect the proposed arrangement regarding the board and management of the RBDAs;

v) the Department of River Basins Operations and Inspectorate (RBO&I) continues to inspect, coordinate and enforce standards in the River Basin Development Authorities (RBDAs);

vi) highly professional, experienced and competent personnel be deployed to man the Department of RBO&I in the Ministry;

vii) the attempt to create additional RBDAs be discontinued and the existing ones be properly managed to deliver on their mandates; and

viii) that the decision of Government in the White Paper on Ahmed Joda Panel Report (2000) on the commercialization of the RBDAs be implemented.

Nigeria Hydrological Services Agency (NIHSA)

Core Mandate

The Committee noted that the NIHSA was established by the Nigeria Hydrological Services Agency (Establishment) Act, 2010. The Committee also observed that the main mandates of the Agency are to:

i) to provide services required for assessment of the nation's surface and groundwater resources in terms of quantity, quality, distribution and availability in time and space for efficient and sustainable management of the resources;

ii) to operate and maintain hydrological stations nationwide and carryout groundwater exploration and monitoring using various scientific techniques in order to provide water;

iii) to provide information and data for security of life and property against water related hazards such as floods and drought through forecasting and related activities; and

iv) to generate revenue for the Government from consultancy and sales of data and information based on a proposed tariff to be approved by the Governing Board.

Observations

The Committee noted the assertion by the Agency that its establishment was in conformity with international best practice of having "independent Government body" to handle hydrological activities as advised by the World Meteorological Organization (WMO). The agency was the former Department of Hydrology and Hydrogeology of the Federal Ministry of Water Resources.

The Committee further observed that the functions of the agency, which hitherto were performed from the Ministry, do not need a copious structure in the form of an agency to perform effectively and efficiently as it would be more cost effective for it to operate as an extra-ministerial Department. The Committee therefore believes that the agency's functions can be effectively performed by a financially and operationally autonomous department of the Ministry. Consequently, the enabling law of the Agency should be amended accordingly.

In addition, the Committee is of the view that further budgetary allocation to NIHSA as a stand-alone Agency should be transferred to the proposed extra-ministerial Department as soon as Government accepts the Committee's position on the Agency.

Recommendations

The Committee recommends as follows, that:

i) the functions of the Nigeria Hydrological Services Agency (NIHSA) be transformed into an extra-ministerial department of the Federal Ministry of Water Resources;

ii) the enabling law of NIHSA be amended to reflect the new status;

iii) the extra-ministerial department carries out the transferred functions of NIHSA and be given operational and financial autonomy; and

iv) that further budgetary allocation to NIHSA as a stand-alone agency be transferred to the proposed extra-ministerial Department as soon as Government accepts the Committee's recommendation on the Commission.

Nigerian Integrated Water Resources Management Commission (NIWRMC)

Core Mandate

The Nigerian Integrated Water Resources Management Commission was established from an existing department in the Ministry of Water Resources. Meanwhile, the National Assembly recently passed the law establishing the NIWRMC and it is awaiting the President's assent. However, the Committee noted the following functions expected to be performed by the Commission:

i) Implement regulatory policies on activities relating to the management of water resources in Nigeria;
ii) Be responsible for economic and technical regulation of all aspect of water resources exploitation and provision (construction, operation, maintenance and tariffs) of public and private water resources infrastructure;
iii) Ensure the safety and quality of Water Resources development and public water services by regulating standards for execution and performance;
iv) Liaise with relevant agencies to conduct studies and surveys for the purpose of establishing water resources balance and catchments management plans and water efficiency strategies.
v) Interact and consult with approved local and international organizations engaged in Integrated Water Resource.
vi) Management and liaise with other relevant Agencies to determine Nigeria's input into the setting of international technical standards for Water Resources development within the provisions of this Act;
vii) Effectively monitor and evaluate water sector programmes and advice the Minister on the entire Nigerian Water Resources sector including lending, foreign technical assistance and portfolios;
viii) Promote competition in the public water services provision;
ix) Protect suppliers of public water resources services or facilities under this Act from unfair practices of other Water Resources developers or services providers which are damaging to competition;
x) Facilitate the entry into the market by persons wishing to supply water services and facilities;
xi) Protect licensees from misuse of market power by other developers and service providers;
xii) Arbitrate disputes between all stakeholders especially the licensees and other participants in the Water Resources sector;

xiii) Receive and investigate complaints from licensees, developers, consumers and other persons in the Water Resources sector;

xiv) Liaise with relevant national and international agencies and advise the Minister on ways of promoting cooperation for effective and equitable management of trans-boundary waters (Niger Basin Authority, Lake Chad Basin Commission, Niger-Nigeria Joint Commission, Cameroon-Nigeria Joint Commission and such other agencies within the Water Resources sector);

xv) In collaboration with other relevant agencies monitor and advice the Minister on International Treaties, Obligations, Conventions, on Water resources development and management and take necessary measures to facilitate their domestication into national Statues by the relevant authorities;

xvi) In collaboration with other relevant agencies advice the Minister on bilateral and multilateral memoranda of understanding (MOU) and agreements with other countries and external agencies on water resources exploitation and management;

xvii) be responsible for the protection of public interest by ensuring that the - provisions of this Act are carried out with due regard to public interest;

xviii) protect consumers from unfair practices of licensees and other persons in the supply of Water Resources services and facilities;

xix) develop performance indices in relation to the quality of Water Resources services and facilities supplied to consumers having regard to international best practices performance indicators and Nigerian conditions;

xx) monitor and report to the Minister charges paid by consumers, the performance of licensees and other persons in meeting the standards developed under paragraph (n) of this section;

xxi) issue water resources licenses in accordance with the provisions of this Act;

xxii) monitor the conduct of holders of the licenses and to enforce the conditions included in the licenses;

xxiii) receive financial and technical aid from international organizations and non- Governmental agencies for the purpose of proper regulation of water resources in Nigeria;

xxiv) facilitate technical assistance in all aspects of Integrated water Resources Management; and

xxv) perform such other functions which in the opinion of the Commission are required for the purpose of achieving its objectives under this Act including any of the functions of the Minister as contained in the Water Act, which the Minister may delegate to it from time to time.

Observations

The Committee noted the fact that NIWRMC has no statute backing it existence as at the time of writing this report. However, it was further noted that there is a Passed Bill on the Commission awaiting Presidential assent.

The Committee also noted the regulatory functions of the Commission and is of the strong view that going by its importance, the functions do not need a copious apparatus in the form of an agency to perform them.

The Committee observed that the said functions can be effectively performed by an extra-ministerial department in the Ministry of Water Resources. Consequently, the Committee believes that the Passed Bill be amended to reflect the new financial status of the Department to enable it perform optimally.

In addition, the Committee is of the view that the proposed extra-ministerial Department receives Government funding, with its budgetary allocation adjusted to reflect the new status.

Recommendations

The Committee recommends as follows, that:

i) the functions of the Nigeria Integrated Water Resources Commission (NIWRC) be transferred to an extra-ministerial department in the Federal Ministry of Water Resources;

ii) the proposed department to perform the transferred functions of NIWRC be given operational and financial autonomy;

iii) the Passed Bill be modified to reflect the proposed status of NIWRMC; and

iv) that further budgetary allocation to NIWRMC as an Agency be transferred to the Department proposed to perform the functions of NIWRMC, after adjustments reflecting its new status.

Gurara Water Management Authority (GWMA)

Core Mandate

The Gurara Multi-Purpose Project was developed by Federal Government in 2007 to augment the raw water at Lower Usuma Dam for water supply to the Federal Capital Territory (FCT), generate 30MW hydropower, and for the irrigation of 6000 hectres of land, and other ancillary uses like Fisheries and Tourism Development.

The Gurara Water Management Authority derived its name from the Project.

The mandate of the Authority is as follows:

i) to provide a sustainable source of water supply and sanitation to meet the over-stretched demand of the Federal Capital Territory;
ii) to generate hydroelectric power;
iii) to supply water for irrigation of a 6000-hectre irrigable land for increased food production under commercially viable arrangements;
iv) to promote general development of the remote and under-developed catchment area of the project in Kaduna State, Niger State and the FCT;
v) ensure that comprehensive actions are taken to counteract any adverse effect the project might have on the local population and their environment;
vi) operate and maintain, in top condition, all infrastructural facilities and services such as the main Dam and Appurtenant Works; the 75km long Transfer Pipeline; Hydropower Plant; Irrigation and drainage systems; access roads, etc.
vii) maintain, at top level, the integrity of the reservoir and protection of the catchment area;
viii) arrange and maintain sound strategic security cover for the whole facility; and
ix) to provide the opportunity to undertake ancillary developments such as Agro-allied industry, fisheries and tourism;

An Executive Bill was sent to the National Assembly in 2009 for the enactment of the law establishing the Authority.

According to its submission, the Authority's Management Committee currently comprises six members.

Budget

The Gurara Water Management Authority receives full funding from the Federal Government as indicated in the table below for the period 2009-2011:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**22,715,542**	**33,304,668**	**66,557,727**
Overhead	**100,000,000**	**99,000,000**	**106,583,400**
Capital	**303,138,220**		**188,042,482**
Total	**425,853,762**	**132,304,668**	**361,183,608**

The Authority currently has 29 personnel on its Nominal Roll.

Observations

The Committee noted that the Gurara Water Management Authority has been operating without an enabling law. However, the Committee observed that there was no compelling reason to create an Authority for the management of the Gurara Water scheme. The Committee further observed that the Gurara River is like any other river of its type in the Upper Niger Basin and some of its water is for inter-basin transfer. In addition, the Committee observed that Kaduna, Gongola and Katsina-Ala rivers are also rivers, these three rivers are far more important in terms of length, water flow etc, than the Gurara. The question then arises: does Government have to also establish special Management Authorities for these rivers? The Committee believes that the establishment of the Gurara Management Authority is unnecessary considering the fact that both the hydro and irrigation components of its functions can be effectively and efficiently managed by the Upper Niger River Basin Development Authority (UNRBA) and Power Holding Company of Nigeria (PHCN) respectively.

Recommendations

The Committee recommends as follows, that:

i) the Gurara Water Management Authority (GWMA) be abolished and any action to enact an enabling law for the Authority be discontinued; and

ii) that the management of the hydro- and irrigation component of the Gurara Water Management Scheme be transferred to the Upper Niger River Basin Development Authority (UNRBA) and Power Holding Company of Nigeria (PHCN), respectively.

National Water Resources Institute (NWRI)

Core Mandate

The National Water Resources Institute (NWRI) was established by Act No.3 of 1985, now the National Water Resources Institute Act, Cap. N83, Laws of the Federation of Nigeria 2004.

The objectives and mandates of the NWRI are to:

i) promote and develop training courses in water resources;
ii) advise the Minister on National Water Resources training needs and priorities;
iii) perform applied research functions in all aspects of water resources development and management (i.e. flood control, river regulation, reclamation, drainage, irrigation, domestic and industrial water supply, sanitation and hygiene practice, sewage and sewerage treatment);
iv) perform such ancillary services on planning of water resources management and river basin development;
v) develop and promote the application of codes of practice in water resources development and management suitable for Nigerian conditions;
vi) promote the establishment and maintenance of a uniform national water resources data collection system relating to surface and subsurface water resources;
vii) provide for the training of the various sector stakeholders on short courses and formulate program of work in the field of water resources;
viii) establish and maintain a Water Resources Library, Documentation and Conference centre;
ix) publish or sponsor publication of water resources journals;
x) promote cooperation in water resources development and management with similar bodies within and outside the country and with international bodies connected with water resources management and operations; and
xi) carry out such other activities as are necessary or expedient for the full discharge of its functions under this Act.

Budget

The NWRI, with 123 staff, receives full funding from Government as shown in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**150,800,608**	**188,775,943**	**306,370,341**
Overhead	**57,617,371**	**57,041,197**	**61,410,553**
Capital	**310,365,196**	**148,500,000**	**235,501,740**
Total	**518,783,174**	**394,317,139**	**603,282,634**

Observations

The Committee observed that the NWRI is the only manpower development institute in the water resources sector. Its importance is underscored by the fact that it is dedicated to the development and capacity building of the middle level manpower in the water sector. Consequently, the Committee is of the view that the institute should continue to receive full Government funding.

Recommendation

The Committee recommends that the National Water Resources Institute (NWRI) continues to receive full Government funding in view of its importance to the development and capacity building of middle level manpower in the Water Sector.

FEDERAL MINISTRY OF WOMEN AFFAIRS

National Centre for Women Development (NCWD)

Core Mandate

The National Centre for Women Development (NCWD) was established by Cap. No.15 of 1995.

The Centre is charged with the following functions and responsibilities:

i) stimulating consciousness towards the attainment of higher levels of development and activity for Nigerian women;
ii) serve as a data bank on women and development in Nigeria;
iii) facilitates the formulation of policies affecting women particularly in the areas such as education, employment health and finance;
iv) provides training in skill development and income generating facilities; and
v) provides forum for guidance and counselling and the mobilization of women in both urban and rural areas; and
vi) liaises with National, regional and international agencies involved in gender development programmes.

Observations

The Committee observed that its skills acquisition programmes run by the Centre are similar to those of NDE and SMEDAN. The Committee noted also from its interaction with the officials of the Centre that it now offers programmes leading to the award of diplomas. The Committee considered this as a deviation by the Centre from its original functions and roles and therefore opined that the Centre should adhere strictly to its set objectives.

The Committee noted the large membership of its governing board, expressing concern that this was unwieldy. The Committee therefore expressed the view that the membership of the NCWD should be reduced to a Chairman and six others representing the six geo-political zones. This is in line with the Committee's stand that board membership should be limited to seven, except where circumstances require otherwise.

Recommendations

The Committee recommends as follows, that:

i) NCWD restricts itself to skills acquisition programmes for women instead of embarking on specialized programmes leading to the award of diplomas; and

ii) that the membership of the NCWD governing board be reduced to seven with a chairman and six members representing the six geo-political zones of the country.

FEDERAL MINISTRY OF WORKS

Federal Roads Maintenance Agency (FERMA)

Core Mandate

The Federal Roads Maintenance Agency FERMA) was established by the Federal Roads Maintenance Agency Act in 2002 to monitor and maintain federal roads nationwide.

Budget

FERMA is fully funded by Government and its budgetary allocations for the period 2009-2011 is as shown in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**648,710,433**	**640,455,194**	**1,129,541,502**
Overhead	**24,325,721,029**	**46,858,293,132**	**20,065,093,548**
Capital	**3,995,258,194**	**15,117,316,727**	**8,460,630,105**
Total	**28,969,689,656**	**62,616,065,053**	**29,655,265,154**

Observations

The Committee noted the huge allocation captured as Overhead Expenditure for FERMA and observed that, in reality, it is for Capital upgrade. This is because expenditure made on the upgrading of roads with a view to prolonging their life span should be classified as Capital Cost. The classification of this significant expenditure, which is for asset upgrade is misleading since it inflates and distorts the actual Overhead Expenditure. The present practice of classification of Capital Expenditure as Overhead means that the funds are released just like any other Overhead Allocation and can easily be utilized for unintended purpose without tracking.

The Committee also observed that effective and efficient road maintenance demands expeditious reaction time, method and delivery, which are not possible with FERMA in its present corporate form with a large governing board and unwieldy manning levels. The Committee noted that FERMA has a 14-member board, a Management Committee comprising the Managing Director and six Executive Directors as well as six Directors at the Headquarters. The Committee further noted that the Federal Ministry of Works has 36 Controllers in the States

who could easily coordinate the activities of FERMA in the States. This will significantly reduce the cost of governance.

Consequently, the Committee firmly believes that there is indeed a great and urgent need to coordinate all departments and agencies whose functions border on Highways planning, development, construction and maintenance, supervision of users, and the regulation of traffic into one strong department. The expanded and strengthened Federal Highways Department should be transformed into an extra-ministerial Department with financial autonomy to enable it deliver more effectively on its enlarged mandates.

With such restructuring and autonomy, the functions of the merged FERMA can be effectively performed as the defunct Public Works Department that drove the construction and maintenance of roads in the 1950s-1970s. The Committee is convinced that the proposed restructured Federal Highways Administration in the restructured Federal Ministry of Transportation with lean and highly professionalized manning levels and budget autonomy, will be managed more efficiently and effectively for improved service delivery. Road maintenance is one of the key sectors that can deliver its mandate within the shortest possible time in the framework of the Transformation Agenda. Accordingly, the Committee is of the view that the enabling law of FERMA should be amended transforming it into an extra-ministerial Department along with the proposed Federal Highways Administration in a restructured Federal Ministry of Transportation.

Recommendations

The Committee recommends as follows, that:

i) FERMA, along with the Federal Highways Department of the Federal Ministry of Works, be transformed into an extra-ministerial Department;

ii) the enabling law of FERMA be amended to reflect the proposed change of status; and

iii) that the funding of road maintenance be classified as special Capital Allocation in the Annual Budget.

Office of the Surveyor General of the Federation (OSGOF)

Core Mandate

The Committee noted that the Office of the Surveyor General is an Extra-Ministerial Department under the supervision of the Federal Ministry of Works. The Office was established by the Executive fiat contained in the Federal Executive Council Conclusion No. EC 17(05) of 2005 to provide in the most cost-effective way, current, fit-for-use readily available maps and geographic information of the country for sustainable national development and security.

Budget

The Office of Surveyor General of the Federation is fully funded by Government and the budgetary allocations to the Office during the period 2009-2011 is as shown in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**556,762,837**	**582,600,561**	**818,834,055**
Overhead	**174,998,685**	**133,648,699**	**143,886,188**
Capital	**3,278,211,826**	**3,912,292,145**	**2,874,609,994**
Total	**4,009,973,348**	**4,628,541,404**	**3,837,330,237**

Observations

The Committee observed that in recent times due to lack of synergy and coordination, there has been wrangling between the National Boundaries Commission (NBC) and the Office of the Surveyor General of the Federation (OSGOF) over the performance of their functions.

The Committee noted that the NBC is empowered by its enabling law to define and delimitate boundaries. Similarly, the OSGOF also performs boundary delineation and demarcation through its Boundary Department which is an internal creation. This has resulted in dispute as to who should be responsible for boundary demarcation.

The Committee further noted the claim by NBC during its interaction with the two bodies that there is a dispute over the number of existing boundary demarcations in the country. While the NBC insisted that only 20 boundary demarcations existed, the Office of the Surveyor General of the Federation claims there are 22 of such demarcations.

The Committee further noted the call by NBC that the funds being allocated to OSGOF for the maintenance of the two non-existing boundary demarcations should be investigated.

Furthermore, there was an allegation by the NBC that it had not directed the Office of the Surveyor General of the Federation to clear the vistas along Nigeria's boundaries and that the claim by the Office of the Surveyor General of the Federation (OSGOF) that it had cleared the vistas is therefore incorrect and should also be investigated.

On the other hand, the Office of the Surveyor-General of the Federation stated that the National Boundary Commission (NBC) was actually carved out of the Survey Department, which metamorphosed into the Office of the Surveyor-General, in order to have a body to settle and adjudicate on both National and International Boundary disputes.

The OSGOF also claimed that its responsibilities/schedules were not in conflict with those of the NBC. It insisted that the provisions of the Survey Coordination Act 1962, amended in 1963 and 1973, made it clear that Surveying and Mapping projects in Nigeria are carried out only with the express permission of the Surveyor-General of the Federation (SGOF). "Boundary demarcation and pillaring, " it noted, "are part and parcel of surveying and mapping responsibilities of OSGOF."

The OSGOF further clarified that the operational arrangement between it and the NBC had been that for any particular boundary, whether inter-State or International, the NBC convenes meetings where boundary issues are discussed and the Field Team headed by the SGOF, is constituted.

On the allegation on non-clearing of Vistas, the OSGOF declared that it had "fulfilled all its technical obligation to the nation" and had provisionally demarcated most of the interstate boundaries. It added that some of these boundaries have been surveyed and observed and that the Vista clearing on those portions where there are no disputes have been carried out regularly. The OSGOF claimed that all the reports of the clearing, when completed, were forwarded to the Director-General of the NBC for further necessary action by the Commission.

However, in a counter-allegation, the OSGOF accused the NBC of carrying out functions relating to maritime boundaries without recourse to OSGOF. It alleged that the spending of approximately US$12 million on the extension of Nigeria's maritime boundary from 200 nautical miles to 350 nautical miles without consulting the SGOF was wrong and amounted to illegality. This, the Committee believes, should also be investigated.

The Committee is aware that the Vice President has intervened in the matter and hopes that the needed synergy between the two bodies would be achieved.

Recommendations

The Committee recommends as follows, that:

i) the allegations made by the National Boundaries Commission (NBC) against the Office of the Surveyor General of the Federation (OSGOF) over the funding of two non-existent boundary demarcations, be properly investigated;

ii) the alleged non-clearance of vistas along Nigeria's boundaries by the Office of the Surveyor General of the Federation be investigated; and

iii) that the alleged illegal extension of Nigeria's maritime boundary from 200 nautical miles to 350 nautical miles at the cost of US$12 million without consulting the SGOF be investigated.

Council for Registered Engineers (COREN)

Core Mandate

The Committee noted that the Council for Registered Engineers (COREN) is a professional organization established as an umbrella body for the practice, protection and promotion of engineering profession in Nigeria.

Budget

COREN is fully funded by Government and its budgetary allocations for the period 2009-2011 is as shown in the table below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**91,330,997**	**96,721,564**	**155,073,964**
Overhead	**26,420,124**	**26,155,924**	**28,159,466**
Capital	**133,369,676**	**180,635,400**	**626,474,793**
Total	**251,120,797**	**303,512,887**	**809,708,223**

Observations

The Committee observed from available records from the Budget Office that COREN has continued to enjoy full Government funding notwithstanding the relevant Government's decision in the White Paper on the Ahmed Joda Panel Report (2000) to the contrary.

Nevertheless, during the interactive session, the Committee requested for a position paper from COREN and all other similar organizations to justify why Government should vacate its position to stop the funding of professional registration organizations. No response was received from any of the concerned bodies.

Consequently, in line with its general principle that professional bodies should be self-funding, the Committee is of the view that COREN can be sustained by membership subscription and other activities.

Recommendations

The Committee recommends that COREN, as a professional body, no longer receives budgetary allocation with effect from the 2013 Fiscal Year.

Surveyors Registration Council (SRC)

Core Mandate

The Surveyor Registration Council (SRC) was established by Decree 44 of 1989 and later Cap 425 LFN 1990 to perform the following functions:

i) to determine who are surveyors for the purpose of the Act;
ii) to determine what standard of knowledge and skill are to be attained by persons seeking to become registered as members of the profession of surveying;
iii) to secure the establishment and maintenance of a register of persons entitled to practice the profession;
iv) regulating and controlling the practice of the profession in all its ramifications;
v) maintaining discipline within the profession; and
vi) performing the other functions conferred upon the Council by the Act.

Budget

The SRC has 147 staff and the Council is fully funded by Government as shown in the table below for the period 2009-2011.

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**11,951,350**	**23,902,700**	**19,599,508**
Overhead	**40,425,000**	**44,467,500**	**43,086,339**
Capital	**608,880,467**	**430,000,000**	**897,886,844**
Total	**661,256,816**	**498,370,199**	**960,572,690**

Observations

The Committee noted that the SRC is a professional organization and has continued to enjoy full Government funding. This is contrary to the relevant Government's decision in the White Paper on the Ahmed Joda Panel Report (2000) that all professional bodies should be self funding.

Consequently, in line with the said Government's decision, the Committee is of the view that SRC can be sustained by membership subscription and other activities as is the case with similar professional bodies like ICAN, NBA, NMA, etc.

Recommendations

The Committee recommends as follows, that:

i) the Surveyor Registration Council (SRC) be self-funding through subscriptions paid by its members as well as other incomes it generates; and

ii) that budgetary allocation to the SRC be stopped with effect from 2013 Fiscal Year.

FEDERAL MINISTRY OF YOUTH DEVELOPMENT

The Federal Ministry of Youth Development was established solely to cater for the general interest of the Nigerian youth. The Ministry has two parastatals namely, the Citizenship and Leadership Training Centre (C&LTC) and the National Youth Service Corps (NYSC).

Citizenship and Leadership Training Centre (C&LTC)

Core Mandate

The Citizenship and Leadership Training Centre was established by the Act of Parliament published in the Extra-ordinary Gazette No. 45 Volume 47 of 1960 which was later replaced Decree No. 38 of December 1989.

The Centre, among other things, is expected to provide citizenship and leadership training in an atmosphere in which self-discovery and self-actualization are evidently based on one's competence and ability, irrespective of one's origin, belief or class through social organizations like the "Man O' War," junior citizenship education, leadership school acquisition exercise, leadership development (special) course, etc.

Budget

The C & LTC has 621 staff on its payroll and receives full funding from the Federal Government as shown in the table below for the period 2009 to 2011.

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**354,835,455**	**478,274,565**	**807,706,054**
Overhead	**106,123,886**	**177,399,461**	**113,110,446**
Capital	**432,900,000**	**932,608,893**	**296,739,363**
Total	**893,859,340**	**1,588,282,918**	**1,217,555,863**

Observations

The Committee noted the latest efforts of the Federal Ministry of Youth Development to overhaul the training curriculum of the C&LTC with a view to addressing the issues of youth unemployment, loss of cultural and moral values and the dearth of entrepreneurship skills among the youth.

While the Committee believes that an institution such as the C&LTC is desirable in a developing country like Nigeria, it expressed support for the renewed efforts of the Ministry to promote and build leadership skills across all age groups. The Committee further believes that a purposeful and dynamic leadership at the centre will require attitudinal change to drive more focused and performance based organization. The Committee is also of the view that the country needs a comprehensive leadership programme targeted at all age groups in the society with a focus on inculcating value re-orientation and leadership skills.

Recommendations

The Committee recommends as follows, that:

i) the curriculum of the Citizenship and Leadership Training Centre be overhauled to address the issues of youth unemployment, loss of cultural and moral values and the dearth of entrepreneurship and leadership skills among the youth; and

ii) that the management structure of the C&LTC be reorganized with a view to making it more effective and results-oriented.

National Youth Service Corps (NYSC)

Core Mandate

The NYSC was created in the aftermath of the Civil War through Decree No. 24 of 1973, later amended to Act No. 51 of 1993 as part of the process to heal the wounds of the war and promote national integration among the youth.

Its mandate includes:

i) to inculcate discipline in the youth;
ii) to raise the moral tone of the youth;
iii) to develop in our youth, attitudes of mind, acquired through shared experiences;
iv) to develop common ties among our youth and promote national unity by ensuring that:
    a) as far as possible, youth are assigned jobs in States other than their States of Origin;
    b) each group, assigned to work together, is as representative of the country as possible;
    c) the youth are exposed to the modes of living of the people in different parts of the country;
v) to encourage members of the Corps to seek, at the end of their service, career employment all over the country;
vi) to induce employers, partly through their experience with Corps Members, to employ more readily qualified Nigerians irrespective of their States of Origin; and
vii) to enable our youth acquire the spirit of self-reliance.

Budget

The NYSC has a total staff strength of 6,292 and is wholly funded by the Government as shown below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**33,176,282,251**	**32,797,905,072**	**34,663,614,357**
Overhead	**7,892,989,602**	**7,671,747,296**	**7,266,073,197**
Capital	**1,172,761,384**	**1,647,070,749**	**1,278,074,273**
Total	**42,242,033,237**	**42,116,723,116**	**43,207,761,827**

Observations

The Committee noted that over the years, the Scheme has served as a strong mechanism for the promotion of national unity with varying degrees of success. The Committee believes that the Scheme is still as relevant today as it was when it commenced. However, it noted that various conflicting interests interfering and obstructing the processes of the NYSC operations is posing a serious threat to the continuous realization of the purpose for which the Scheme was created. For instance, the rejection of corps members, particularly by Government institutions, involvement of parents and guardians in the posting of their participating wards and the recent killings of corps members in some parts of the country for participating in electoral processes are gradually eroding the past gains of the Scheme.

The Committee noted that the responsibility of Government in youth development goes beyond job creation. There is need for a value re-orientation and a refocusing of the Scheme to enable it serve as skills acquisition field for the youth - that is, a period of preparation between the school years and entry into the employment market.

The Committee believes that urgent steps should be taken to overhaul the Scheme's existing structure and programmes with a view to refocusing it to achieve its goals and objectives.

The Committee noted that the enabling law of the NYSC provides for the appointment of a Director General and Chief Executive by the President. The Committee observed that curiously in the 39 years of the existence of the NYSC, the post of the Director General has always been occupied by military personnel without giving consideration to the career staff of the Scheme, who are not excluded by the law. The Committee believes that this practice dampens the

morale of the staff and does not allow for the building and retention of institutional memory.

The Committee noted that Section 6(2)(a)-(e) of the NYSC Act *inter alia* stipulates the responsibilities of the States in *"arranging and providing accommodation, boarding, transportation, and providing other facilities which are essential for the welfare of members of the Service Corps and for the success of the Scheme in the State"*.

The Committee, however, observed that from the views expressed by the officials of the Ministry and the NYSC as well as other stakeholders, during its interactive session, indicate that the infrastructure at most orientation camps nationwide are either dilapidated or nonexistent. The Committee strongly believes that there is need to draw the attention of State Governments to the statutory provision that enjoins them to provide and maintain facilities at the orientation camps. Consequently, substantial savings are expected to be made by Government in this area.

The Committee also observed that there is need to empower Youth Corps members by giving them skills training which will be beneficial to them at the end of their service. To this end, the Committee believes that the Scheme should be refocused to cover critical areas of national socio-economic development to which corps members would be deployed for their respective primary assignment. The experiences gained there from should be beneficial after the service.

Recommendations

The Committee recommends as follows, that:

i) urgent steps be taken to restructure the Scheme with a view to developing a framework to cover critical areas of national socio-economic development to which Corps members would be deployed for their primary assignments;

ii) the Scheme also focuses on skills training and acquisition for the Corps members in areas other than their basic disciplines with a view to empowering them after their Service;

iii) a holistic reorganization of the NYSC be carried out with a view to refocusing the Scheme to achieve its goals and objectives;

iv) that flowing from (iii) above, the career progression for the staff of the NYSC engenders the attainment of the highest position in the organization, i.e. the Director General of the NYSC; and

v) that Government seriously engages the State Governors to fulfill their statutory responsibility in the provision of befitting Orientation Camps for Corps members in their respective States.

NATIONAL SPORTS COMMISSION

The National Sports Commission (NSC) supervises the following agencies:

i) National Institute for Sports (NIS); and
ii) the Nigerian Football Association (NFA)

Budget

	2009	2010	2011
Personnel	**956,060,500**	**1,103,336,154**	**1,216,594,046**
Overhead	**13,379,044,698**	**7,709,202,377**	**6,069,425,780**
Capital	**3,326,920,998**	**7,606,484,228**	**1,624,309,187**
Total	**17,662,026,196**	**16,419,022,759**	**8,910,329,013**

The Committee observed that the National Sports Commission has no enabling law but functions as a fully-fledged agency carrying out the mandate of the erstwhile Federal Ministry of Youth and Sports Development.

The Committee was concerned that an agency with no legal backing was mandated by Government to oversee agencies that have enabling laws, thereby creating a needless complexity in the administration of sports in Nigeria.

The Committee is aware that there is a Bill seeking an Act for the establishment of a National Sports Commission (NSC) currently before the National Assembly. It noted that the structure and functions proposed for the NSC were similar to those of the defunct Youth and Sports Ministry. Considering the symbiotic relationship between sports and youth development, the Committee is of the view that having a Commission would be tantamount to needless duplication.

The Committee therefore concluded that it would allow for greater organizational management and efficiency if the current Ministry of Youth Development is merged with the National Sports Commission (NSC) to form a new Federal Ministry of Youth and Sports Development with the latter subsumed as an Agency of the Ministry. The justification behind this is that the four agencies under the Ministry and Commission i.e. National Youth Service Corps, National Institute for Sports, the Nigeria Football Federation and the Citizenship and Leadership Training Centre, are all youth-focused. The Committee is of the view that that the National Sports Commission ceases to exist in its present form by reverting to the proposed Ministry of Youth and Sports Development as part of the Department for Sports Development. Thus the National Institute for Sports, the National Youth Service Corps and the Citizenship and Leadership Training Centre would also become agencies under the new Ministry.

Nigeria needs to adopt slimmer structures to ensure greater efficiency and cost reduction. This is particularly so as Governments around the world are embracing similar approach to governance.

Recommendations

The Committee recommends that the National Sports Commission reverts to the proposed Ministry of Youth and Sports Development as an Agency.

National Institute for Sports (NIS)

Core Mandate

The National Institute for Sports (NIS) was established by Decree No. 31 of 1992 to carry out the following functions:

a) pursuing the advancement of learning in specialized areas of Sports development including Management;

b) conducting specialized professional coaching courses and research at various levels of sports;

c) running courses for top level policy makers and executors in the realm of Sports administration with a view to broadening their conceptual and executive capacity and perspectives;

d) conducting seminars; workshops and other intensive programmes, on a continual or ad-hoc basis for sport Administrators and Coaches;

e) providing adequate technical facilities for the advancement of knowledge and skill in sports;

f) disseminating by way of learned publications of the academic activities of the Institute;

g) engaging in extra curriculum activities towards the full development of the minds and bodies of sportsmen;

h) awarding certificate of attendance to those who participate in and attain a sufficiently satisfactory standard in any of the courses organized by the Institute;

i) organizing courses of instruction and providing necessary facilities and other qualification of such other professions allied to sports as the Council may determine;

j) promoting or undertaking such other activities as the Council considers will help to further the objective of the Institute;

k) conducting physical fitness on athletes and the monitoring and management of health of athletes;

l) assessing and monitoring of diet given to young athletes and the offering of psychological and sociological assistance to them before and during camping sessions and competitions; and

m) identification, selection and nurturing of young talented/gifted athletes to high performing elite athletes.

Budget

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**176,922,474**	**180,712,973**	**297,355,450**
Overhead	**142,470,498**	**152,368,243**	**160,079,650**
Capital	**69,000,000**	**220,918,455**	**68,546,650**
Total	**388,392,971**	**553,999,671**	**525,981,749**

Observations

From the NIS' submission, the Committee noted that the Institute with a capacity to accommodate not more than 108 students/coaches per session currently has 170 personnel comprising 152 regular staff and 18 part-time lecturers. The cumulative Personnel Cost for the period 2009 to 2011 is **N654,990,897**. The Committee is of the strong view that the number of student intakes does not justify the huge Personnel Cost of the Institute.

Furthermore, the Committee observed that most of the courses being run by NIS are also available at the various universities across the country. However, while the Committee is not under any illusion that the development of sports is fundamental to national unity, growth and youth development, it believes that a management audit of the NIS is necessary if the Government is to continue funding the Institute.

Recommendations

The Committee recommends as follows, that:

i) a management audit of the NIS be carried out; and
ii) that Government continues to fund the Institute subject to a proper staff audit to determine the appropriate manning level.

Nigeria Football Federation (NFF)/ Nigeria Football Association (NFA)

Core Mandate

The NFF and NFA are the same organization with the sole mandate of running the administration of football in Nigeria. However, while the NFA was established through an enabling law, the NFF is a product of the directives of the Federation of International Football Association (FIFA), which mandates all its affiliate members to be addressed as Football Federation to discourage Government interference in their activities.

Observations

The Committee observed that over the years, the Federal Government has committed enormous resources to fund the NFA, an organization that is not totally in its control and which ordinarily should be self-funding like others across the world. According to the FIFA Statutes, there should be no interference by the third party (including the Government of its Member countries) in the affairs of all its affiliate members, except through policies and programmes that will promote football as a global sport. In order to maintain the FIFA recommended autonomy, all affiliate members of the organization are expected to source for sponsorship of their programmes and other activities as is the standard practice for the game of football.

Furthermore, the Committee noted Government's decision in its White Paper on Ahmed Joda Panel Report (2000) that NFA/NFF should be partially funded. The Committee believes that Government should rather allow NFA/NFF to fend for itself not only in compliance with the FIFA Charter, but also for the development of the game through private sector participation.

Recommendations

The Committee recommends as follows, that:

i) the enabling law of the NFA be amended to reflect the directive of FIFA that the organization should be renamed a "Federation". This will stop further debate on the current controversial status of the organization; and

ii) that Government stops further funding of the NFA/NFF in accordance with FIFA's Statutes.

CONSTITUTIONAL BODIES

The Committee noted the provision in Section 153 of the Constitution of the Federal Republic of Nigeria (1999) creating 14 Federal Executive Bodies namely:

1. Code of Conduct Bureau
2. Council of State
3. Federal Character Commission
4. Federal Civil Service Commission
5. Federal Judicial Service Commission
6. Independent National Electoral Commission
7. National Defence Council
8. National Economic Council
9. National Judicial Council
10. National Population Commission
11. National Security Council
12. Nigeria Police Council
13. Police Service Commission; and
14. Revenue Mobilization & Fiscal Allocation Commission

While taking cognizance of the fact that the 14 bodies are the creation of the Constitution, It was the view of the Committeethat the current review of the Constitution of the Federal Republic of Nigeria 1999, by the National Assembly as well as the Presidential Constitutional Review Committee recently set up to suggest amendments to the Constitution provides an auspicious opportunity to make any needed change.

Code of Conduct Bureau (CCB)

This has been discussed along with the parastatals under the supervision of the Office of the Secretary to the Government of the Federation.

Council of State (COS)

The Committee observed that the structure and composition of Council of State are appropriate for its mandate and as such needs no amendment.

Federal Character Commission

According to the provisions of Part I (C) of the Third Schedule of the Constitution of the Federal Republic of Nigeria,

"*7. (1) The Federal Character Commission shall comprise the following members:*
(a) a Chairman; and

(b) one person to represent each of the states of the Federation and the Federal Capital Territory, Abuja.

(2) The Chairman and members shall be appointed by the President, subject to confirmation by the Senate.

8. (1) In giving effect to the provisions of section 14(3) and (4) of this Constitution, the Commission shall have the power to:

(a) work out an equitable formula subject to the approval of the National Assembly for the distribution of all cadres of posts in the public service of the Federation and of the States, the armed forces of the Federation, the Nigeria Police Force and other Government security agencies, Government owned companies and parastatals of the states;

(b) promote, monitor and enforce compliance with the principles of proportional sharing of all bureaucratic, economic, media and political posts at all levels of Government;

(c) take such legal measures, including the prosecution of the head or staff of any Ministry or Government body or agency which fails to comply with any federal character principle or formula prescribed or adopted by the Commission; and

(d) carry out such other functions as may be conferred upon it by an Act of the National Assembly.

(2) The posts mentioned in sub-paragraph (1)(a) and (b) of this paragraph shall include those of the Permanent Secretaries, Directors-General in Extra-Ministerial Departments and parastatals, Directors in Ministries and Extra-Ministerial Departments, senior military officers, senior diplomatic posts and managerial cadres in the Federal and State parastatals, bodies, agencies and institutions.

(3) Notwithstanding any provision in any other law or enactment,

the Commission shall ensure that every public company or corporation reflects the federal character in the appointments of its directors and senior management staff.

9. It shall be the duty of the Board of Directors of every state-owned enterprise to recognize and promote the principle of federal character in the ownership and management structure of the company.

Observations

The Committee recalled that the concept and "Federal Character" was first introduced as an amendment to the 1979 Constitution of the Federal Republic of Nigeria with a view to promoting national unity, fostering national loyalty and giving every citizen of Nigeria a sense of belonging notwithstanding the diversities of ethnic origin, culture, language or religion. In particular, the introduction of the concept was meant to prevent the continued dominance of the minority ethnic groups in the country by the three major ethnic groups at the time.

During the interaction with officials of the Commission, it informed the Committee that the Commission was set up to eliminate, as much as possible, nepotism and favoritism as well as correct past imbalances in making appointments to public offices.

The Committee, however, observed that the composition of the Commission whereby there is a chairman and 37 other members representing the federating States and the Federal Capital Territory (FCT) in itself negates the principle of equality. This is because the chairman, who is appointed by the President subject to confirmation by the Senate as other members, hails from a State and is automatically a member of the Commission, thereby increasing the member from his or her State and giving it an advantage over the others. Moreover, the members and full-time status of the Commissioners make the Commission unwieldy and expensive to run.

A breakdown of the budgetary funding for the Commission in the last three years is presented below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**940,809,183**	**940,809,183**	**1,505,452,085**
Overhead	**302,084,709**	**384,272,004**	**545,554,287**
Capital	**100,000,000**	**347,322,379**	**95,525,673**
Total	**1,342,893,892**	**1,672,403,565**	**2,146,532,044**

During the interactive session, it was also observed that there is a duplication of functions between the Federal Civil Service Commission (FCSC) and the FCC in that the former takes up the role of enforcer of the principle of Federal Character to the extent of ensuring equitable distribution of appointments in the Civil Service among the States and the FCT.

The Committee observed that the existence of the Federal Character Commission promotes the differences among the various ethnic groups rather than issues that unite them.

Since every Nigerian has two members representing his/her Constituency at the Senate and the House of Representatives to ensure equity in whatever form, the Committee reasoned that the continued existence of the Federal Character Commission would be tantamount to a needless duplication, when there are also State Commissioners in the Federal Civil Service Commission who are there to ensure equitable distribution in employment opportunities.

With the proposed Federal Public Service Commission (FPSC) to cater for most categories of employment, the issue of Federal Character would be addressed and as such making the continued existence of the Federal Character Commission irrelevant.

For projects, it is expected that Chief Executives (the President and Governors) and legislators would ensure a fair distribution of projects when considering annual budgets.

Recommendations

The Committee recommends as follows, that:

i) the Federal Character Commission be abolished; and

ii) that an amendment of the Constitution be carried out to reflect the abolition.

Federal Civil Service Commission (FCSC)

According to the Third Schedule, Part I(d) of the 1999 Constitution, the Federal Civil Service Commission (FCSC) shall comprise the following members -

(a) a Chairman; and

(b) not more than fifteen other members, who shall, in the opinion of the President, be persons of unquestionable integrity and sound political judgment.

11. (1) The Commission shall without prejudice to the powers vested in the President, the National Judicial Council, the Federal Judicial Service Commission, the National Population Commission and the Police Service Commission, have power -

(a) to appoint persons to offices in the Federal Civil Service; and

(b) to dismiss and exercise disciplinary control over persons holding such offices.

(2) The Commission shall not exercise any of its powers under sub-paragraph (1) of this paragraph in respect of such offices of heads of divisions of Ministries or of departments of the Government of the Federation as may, from time to time, be designated by an order made by the President except after consultation with the Head of the Civil Service of the Federation.

Observations

The Committee observed that the provisions of the Constitution, which set up the Federal Civil Service Commission did not provide for the post of Secretary to the Commission. The Committee is therefore of the strong view that it would be necessary to have a Permanent Secretary, with no less than three years tenure, posted to the Commission and designated Secretary to the Commission for institutional memory to be preserved.

During interaction with Commissioners from the FCSC, the Committee noted the departure from the former practice whereby recruitment into the Federal Public Service was carried out by the Commission. The Committee further opined that lack of uniformity in the appointment process within the Service would be adequately addressed if and when Government reverts to the former effective system whereby the Federal Public Service Commission recruited for not only the Federal Civil Service, but also some agencies in the Public Service. The Committee therefore stressed the need to standardize the quality, process and procedure of appointment, promotion and discipline in the Federal Public Service.

Whilst noting the desirability of a Federal Public Service Commission that would be responsible for the recruitment, promotion and discipline in the Federal Public Service, the Committee noted that the current realities necessitate that the proposed Federal Public Service Commission should recruit for all categories of Government agencies, with exception of the Military and the Police. However, exemptions could be granted in certain cases with the express permission of the President.

Furthermore, the Committee noted the need for greater synergy between the FCSC and the Office of the Head of the Civil Service of the Federation (OHCSF) as provided for in Part I(D) Section 11(2) of the Third Schedule of the Constitution of the Federal Republic of Nigeria which states thus:

> *"The Commission shall not exercise any of its powers under sub-paragraph (1) of this paragraph in respect of such offices of heads of divisions of Ministries or of departments of the Government of the Federation as may, from time to time, be designated by an order made by the President except after consultation with the Head of the Civil Service of the Federation."*

The Committee therefore posited that the Constitution should be amended to reflect the following:

i) a change in name from the Federal Civil Service Commission (FCSC) to the Federal Public Service Commission (FPSC);
ii) the functions of the proposed FPSC to include ensuring equitable distribution of employment vacancies;
iii) a reduction in the membership of the State Commissioners from 16 to a minimum of seven or a maximum of 12, one of whom would be Chairman, without jettisoning the Principle of true Federal Character and equal representation of all States and the Federal Capital Territory (FCT);
iv) the accommodation of the proposal for the abolition of the Federal Character Commission; and
v) that the tenure of the chairman and commissioners of the proposed FPSC be reduced to a three-year non-renewable tenure to be rotated among the States in each geo-political zone.

Recommendations

The Committee recommends as follows, that:

i. the Constitution be amended to reflect a change in name and status for the Federal Civil Service Commission (FCSC) to the Federal Public Service Commission (FPSC);
ii. an enabling law be enacted to properly delineate the mandate, functions, structure and other processes of the Commission;
iii. the Constitutional provision establishing the Federal Civil Service Commission be amended to provide for a reduction in the number of Commissioners to a minimum of seven or a maximum of 12, one of whom would be Chairman;
vi) that that the tenure of the chairman and commissioners of the proposed FPSC be reduced to a three-year non-renewable term to be rotated among the States in each geo-political zone; and
iv. that there be the restoration of centralized appointment, promotion and disciplinary control in the Public Service through the Federal Public Service Commission to ensure standardization in quality, process and procedure.

Federal Judicial Service Commission

The Committee did not discuss this Commission as it belongs to the Judiciary.

Independent National Electoral Commission

The Commission did not respond to the Committee's request for a submission on INEC's activities.

National Defence Council

The Committee noted that the Defence Council, as in other countries, is vital and relevant to Nigeria's security.

National Economic Council

The Committee noted the relevance and importance of the National Economic Council (NEC).

National Judicial Council

The Committee did not discuss this Council as it belongs to the Judiciary.

National Population Commission (NPopC)

The Third Schedule of the 1999 Constitution of the Federal Republic of Nigeria provides that the National Population Commission shall comprise the following members:

(a) a Chairman; and

(b) one person from each State of the Federation and the Federal Capital Territory, Abuja.

The Constitution empowers the Commission to:

> *(a) undertake periodical enumeration of population through sample surveys, censuses or otherwise;*
>
> *(b) establish and maintain a machinery for continuous and universal registration of births and deaths throughout the Federation;*
>
> *(c) advise the President on population matters;*
>
> *(d) publish and provide information and data on population for the purpose of facilitating economic and development planning; and*
>
> *(e) appoint and train or arrange for the appointment and training of enumerators or the staff of the Commission.*

Observations

During its interactive session with the Commission, the Committee observed areas of overlap, duplication and potential conflict between the mandate of the Commission and those of some other Government agencies and the Local Government Councils. These include the National Identity Management Commission (NIMC), National Bureau of Statistics (NBS) and National Commission for Refugees (NCFR).

In emphasizing its key function as it relates to the registration of persons, the NPopC cited "Part 1" and "Article 7" of the United Nations General Assembly ratified Resolution 44/25 of 10th November 1989 Convention on the rights of the child, which states, *inter alia*:

" the child shall be registered immediately after birth and shall have the right from birth to a name, the right to acquire a nationality and, as far as possible, the right to know and be cared for by his or her parents.

"that parties shall ensure the implementation of these rights in accordance with their national law and their obligations under the relevant international instruments in this field, in particular where the child would otherwise be stateless".

Furthermore, it restated Nigeria's domesticated versions of the Child's Rights Act 2003, which states that: "*every child has a right to be given a name a name on his birth or on a date as dictated by the culture of the parents or guardians and every birth shall be registered."*

It is in recognition of this that the Births, Deaths, etc (Compulsory Registration) Act, Cap. B9 Laws of the Federation of Nigeria 2004 stipulates" *notwithstanding the provisions of any enactment relating to the registration of births and deaths, registration of births shall as from the commencement of this Act, be compulsory in all cases and shall be effected as provided under the provisions of this Act"*

In its submission to the Committee, the NPopC identified the following overlaps and made the following observations:

i) While Part 1 Section J paragraph 24 (b), of the Third Schedule of the 1999 Constitution, provides that ***"the National Population Commission shall have power to establish and maintain a machinery for continuous and universal registration of births, deaths, etc throughout the Federation"***; Paragraph1 (i) of the 1999 Constitution of the Federal Republic of Nigeria *inter alia* included "registration of all births, deaths and marriages" as one of the functions of Local Government Council;

ii) The Local Government Councils have continued in the registration of births and deaths primarily, for revenue generation purposes, while the documentation and generation statistics aspect of this assignment is not considered of importance nor integrated into a data base for official use.

iii) Section 5 (o) of NIMC Act, 2007 provides that the NIMC shall carry out the registration of births and deaths in Nigeria. This is obvious duplication and overlaps with the function of NPopC on the issue of registration of births and

deaths and also inconsistent with provisions of Part 1 paragraph 24(b) of the third schedule of the 1999 constitution.

iv) However, Part 2, Section 5(a) of NIMC Act 2007 provides as the main function to include: ***"shall create, manage, maintain and operate the national identity data base established under Section 14 of this Act including the harmonization and integration of existing identification data bases in Government agencies and integrating them into the national identity database".***

v) National Bureau of Statistics Act 2007. First schedule, items 2 (Births and Deaths registration) overlap with NPopC's main functions.

Although the mandates of the National Commission for Refugees do not overlap with those of the NPopC, the Commission drew the Committee's attention to a letter from the Office of the Secretary to the Government of the Federation, Ref. No. 59209/S4/111/32 of 11th June, 2009, entitled: **"Formal Notification of focal agency on migration and resettlement of internally displaced persons in Nigeria",** which named the National Commission for Refugees as the focal Government agency on migration and directed all MDAs to collaborate with NCFR on matters pertaining to refugees, migration and resettlement of internally displaced persons (IDPs) in the country. It pointed out that not all refugees are migrants as migration has time reference and territorial boundary definition.

It was equally noted that the National Bureau of Statistics Act, 2007 First Schedule Item 3 (immigration and migration) overlaps with the main functions of the NPopC.

On the membership of the Governing Board of the Commission, the Committee observed that having a member to represent each State and the Federal Capital Territory (FCT) on a full-time basis is rather unwieldy and an avoidable financial burden on Government. It is therefore of the view that the Governing Board should be reduced to a sizeable number of seven, including part-time Chairman and members representing the six geo-political zones of the country.

Below is a summary of the budget of the NPopC in the last three years:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**3,203,202,223**	**3,424,877,081**	**4,723,537,485**
Overhead	**430,042,025**	**425,741,605**	**458,353,411**
Capital	**773,149,809**	**1,072,665,000**	**286,577,018**
Total	**4,406,394,056**	**4,923,283,686**	**5,468,467,914**

Recommendations

The Committee recommends the amendment of the 1999 Constitution in the following areas:

i) expunge the registration of births, deaths etc. from among the functions of the Local Government Councils since it is also listed as "item 8" under the Exclusive List of the Constitution; and

ii) reduce the number of NPopC Commissioners from 37 to a sizeable seven, comprising part-time Chairman and members, representing the geo-political zones.

The Committee further recommends that:

i. the NIMC Act be amended to delete Section 5(o) which deals with the registration of births and deaths in Nigeria. NIMC may obtain statistics on births and deaths from NPopC whenever necessary; and
ii. migration issues/statistics presently being handled by the National Commission for Refugees be transferred to the NPopC in line with National Policy for Sustainable Development and NPopC Act CAP N67, 2004.

National Security Council (NSC)

The Committee noted the continued relevance of the National Security Council.

Nigeria Police Council (NPC)

The Committee noted the continued relevance of the Nigeria Police Council.

Police Service Commission (PSC)

The Committee noted that in accordance with the relevant provisions of the Third Schedule of the Constitution of the Federal Republic of Nigeria 1999:

> *29. The Police Service Commission shall comprise the following members -*
> *(a) a Chairman; and*
>
> *(b) such number of other persons, not less than seven but not more than nine, as may be prescribed by an Act of the National Assembly.*

The Committee also noted that in accordance with the relevant provision of the Third Schedule of the Constitution of the FRN, 1999:

> *30. The Commission shall have power to -*
>
> *(a) appoint persons to offices (other than office of the Inspector-General of Police) in the Nigeria Police Force; and*
>
> *(b) dismiss and exercise disciplinary control over persons holding any office referred to in sub-paragraph (a) of this paragraph.*

In analyzing the submission made to it by the PSC, the Committee noted the claim made by the Ministry of Police Affairs citing areas of conflict between the Ministry and the Commission as it concerns the welfare of policemen and officers. The Committee is of the opinion that conflicts will continue to arise as long as the functions of both bodies are not streamlined.

The Committee emphasized the need for the appointment of a Secretary for the Police Service Commission whose tenure and duties would be spelt out.

The Committee is of the strong view that for institutional memory to be preserved, it would be necessary to have a Permanent Secretary, with no less than three years tenure, posted to the Commission and designated Secretary to the Commission.

Recommendation

The Committee recommends that the law establishing the Police Service Commission be amended to provide for the position of a Secretary to the Commission, whose tenure and duties would be spelt out.

Revenue Mobilization Allocation & Fiscal Commission

Core Mandate

The Constitution of the Federal Republic of Nigeria 1999 provides for the establishment of the Revenue Mobilization Allocation and Fiscal Commission, which shall comprise of the following members:

(a) a Chairman; and

(b) one member from each State of the Federation and the Federal Capital Territory, Abuja, who in the opinion of the President are persons of unquestionable integrity with requisite qualifications and experience.

The Constitution empowers the Commission to perform the following functions:

(a) monitor the accruals to and disbursement of revenue from the Federation Account;

(b) review, from time to time, the revenue allocation formulae and principles in operation to ensure conformity with changing realities.

Provided that any revenue formula which has been accepted by an Act of the National Assembly shall remain in force for a period of not less than five years from the date of commencement of the Act;

(c) advise the Federal and State Governments on fiscal efficiency and methods by which their revenue can be increased;

(d) determine the remuneration appropriate for political office holders, including the President, Vice-President, Governors, Deputy Governors, Ministers, Commissioners, Special Advisers, Legislators and the holders of the offices mentioned in sections 84 and 124 of this Constitution; and

(e) discharge such other functions as are conferred on the Commission by this Constitution or any Act of the National Assembly.

The establishment Act, CAP.R7 LFN 2004 also empowers the Commission to carry out similar functions in line with the Constitutional provisions. In addition, the Act provides that the Commission shall:

"(a) *be a Statutory member of each of the following Government Agencies–*

(i) the Federation Account Allocation Committee;
(ii) the Local Government Joint Account Allocation Committee;
(iii)the Joint Tax Board;

(iv)the Niger-Delta Development Commission; and
(v) the Commission on Ecological Fund;

(b) have the power to demand and obtain regular and relevant information, data or returns from any Government Agencies including the following, that is–
(i) the Nigerian National Petroleum Corporation;
(ii) the Nigerian Customs Service;
(iii) the Federal Board of Inland Revenue;
(iv) the Central Bank of Nigeria; and
(v) the Federal Ministry of Finance."

In assessing the provision of the Constitution concerning the functions of the Revenue Mobilization Allocation and Fiscal Commission, the Committee observed some overlaps with the mandates of the Fiscal Responsibility Commission (FRC) and those of National Salaries, Incomes and Wages Commission (NSIWC).

Whereas the Constitution empowers the RMAFC to *"**monitor the accruals to and disbursement of revenue from the Federation Account**,"* the Fiscal Responsibility Act 2007 mandates the FRC to also: ***"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".***

Similarly, while the Constitution mandates the RMAFC to : Determine the remuneration appropriate to political office holders, including the President, Vice-President, Governors, Deputy Governors, Ministers, Commissioners, Special Advisers, Legislators and the holders of the offices mention in Section 84 and 124 of the Constitution", paragraphs (a) (m) and (n) of the National Salaries, Incomes And Wages Commission Act, CAP. N72 LFN 2004 States, respectively, that the commission shall:

(a) Advise the Federal Government on incomes policy;

(m) Examine areas in which rationalization and harmonization of wages, salaries and other conditions of employment are desirable and feasible as between the public and private sectors of the economy and recommend guidelines which will ensure sustained harmony in work compensation policies in both the public and private sectors; and

(n) Examine the salary structures in the public and private sectors and recommend a general wages framework with reasonable features of relativity and maximum levels which are in consonance with the national economy.

Observations

During its joint interaction with the RMAFC, the FRC and the NSIWC, the Committee drew attention to the these identified overlaps as well as the disparities in the salaries payable in the Federal Public Service, especially in the Federal Government Parastatals. The Committee observed that there are about 14–15 salary structures in the Federal Public Service with wide disparities and opined that there is need to reduce the number of the salary structures as well address the disparities.

The Committee further observed that there is duplication of functions between the RMAFC and the NSIWC with regard to the determination of salary structures in the Federal Public Service. The Committee noted that the RMAFC is a Constitutional body and derives its function with regard to the determination of salaries for political office holders, from Sections 80 and 124 of the Constitution. Similarly, the NSIWC is an Executive body with an enabling law. The NSIWC determines salaries for certain public office holders.

Given this scenario, the Committee wondered whether there is necessity to have two bodies determining salaries for the Federal Public Service. It strongly suggests that the two salary-setting bodies should be consolidated into one body. In view of the fact that one of the bodies is a Constitutional body, the Committee further suggested that the functions of the NSIWC should be subsumed under the RMAFC.

The Committee further observed that there were also cases of governing boards of parastatals fixing salaries outside the scale established by the Salaries, Wages and Income Commission. The Committee believes that the various salary scales should be harmonized to reduce inequalities in remuneration. Essentially, the Committee is of the view that the basic salaries should be harmonized while the difference would be in the allowances depending on the productivity as well as the peculiar functions of the agency.

Recommendations

The Committee recommends as follows, that:

i) the Fiscal Responsibility Commission (FRC) be abolished and its enabling law repealed;
ii) the enabling law of the National Salaries, Income and Wages Commission (NSIWC) be repealed and the functions of the Commission subsumed under the Revenue Mobilization, Allocation and Fiscal Commission (RMAFC); and
iii) the enabling law of the Revenue Mobilization, Allocation and Fiscal Commission (RMAFC) be amended to accommodate the functions of the FRC as well as those of the National Salaries, Income and Wages Commission (NSIWC).

OTHER BODIES

Fiscal Responsibility Commission (FRC)

The Fiscal Responsibility Commission (FRC) was established by the Fiscal Responsibility Act No. 31 of 2007 "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 the Medium Term Fiscal Policy Framework, and the establishment if the Fiscal Responsibility Commission to ensure the promotion and enforcement of the Nation's Economic objectives; and for related matters".

According to Part 1 of the FRC Act, the FRC is empowered to compel any person or Government institution to disclose information relating to public revenues and expenditure; and cause an investigation into whether any person has violated any provision(s) of the Act.

The functions of the Commission include the following:

(a) Monitor and enforce the provisions of this Act and by so doing, promote the economic objectives contained in section 16 of the Constitution;

(b) 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;

(c) Undertake fiscal and financial studies, analysis and diagnosis and disseminate the result to the general public;

(d) Make rules for carrying out its functions under the Act; and

(e) Perform any other function consistent with the promotion of the objectives of the Act.

The FRC has a chairman, who functions in the capacity of a Chief Executive Officer, and nine other members with one representing each of the six geo-political zones. The others are drawn from the Federal Ministry of Finance the Organized Private Sector, Civil Society engaged in causes relating to probity, transparency and good governance, and Organized Labour.

Observations

The Committee observed similarities in the mandate of the FRC and that of the Revenue Mobilization Allocation and Fiscal Commission (RMAFC). Whereas the Constitution of the Federal Republic of Nigeria 1999 empowers the RMAFC ***to "Monitor the accruals into and disbursement of revenue from the Federation Account,"*** the enabling law of the FRC mandates it to "***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."***

During its interactive session with commissioners from the Commission, the FRC stated that the RMAFC, which is a constitutional body, was actually performing fiscal responsibility of the FRC and as such the "anomaly" should be addressed. The Committee, however, observed that the mandate of the FRC is to oversee fiscal responsibility of the Federal Government, while the RMAFC oversees the fiscal issues of the Federation in order to ensure macro-economic stability.

While observing that some countries such as the United Kingdom, Brazil and New Zealand have Fiscal Responsibility Acts, the Committee noted that these countries do not necessarily have full-blown commissions implementing the Act.

The Committee is of the view that the functions of the FRC, as spelt out in its Act, are already embedded in those of the RMAFC, which is empowered by the Constitution.

The Committee also opined that Government could ensure improved fiscal responsibility by strengthening the legislation for budgeting instead of duplicating functions and increasing cost of governance. Therefore the FRC was an unnecessary duplication of RMAFC and should be abolished and its enabling law repealed accordingly.

Recommendation

The Committee recommends that the Fiscal Responsibility Commission be abolished and its enabling law repealed as RMAFC is already empowered by the Constitution to carry out the functions.

Bureau of Public Procurement (BPP)

Core Mandate

The Bureau was established by the Public Procurement Act No. 14 of 2007 as a regulatory agency for the monitoring and oversight of public procurement, harmonizing the existing Government policies and practices by regulating, setting standards and developing the legal framework and professional capacity for public procurement in the country.

Budget

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**79,837,416**	**566,469,982**	**341,943,110**
Overhead	**300,000,000**	**675,000,000**	**850,000,000**
Capital	**405,700,000**	**49,500,000**	**220,967,074**
Total	**785,537,415**	**1,290,969,982**	**1,412,910,184**

Observations

The Committee noted the objective behind the establishment of the BPP and its relevance in curbing public waste emanating from procurement and contractual endeavors of Government. The Committee, however, observed that there is currently no active mechanism in place to supervise the Bureau's activities. It is the view of the Committee that BPP should be insulated from the activities of MDAs. Therefore, it should be domiciled in the State House.

The Committee also believes that there should be a periodic audit of the activities of the BPP, which is the sole regulatory organ for all Federal Government procurements. It therefore believes that the BPP Act needs to be amended to address the membership and constitution of the Council.

Recommendations

The Committee recommends the following, that:

i) the BPP Act be reviewed to address the challenges posed by its Council membership composition as presently provided for by its enabling law;
ii) a periodic audit of the activities of BPP be instituted as a continuous improvement mechanism for the operations of the BPP; and
iii) that BPP be domiciled in the State House.

Central Bank of Nigeria (CBN)

The Central Bank of Nigeria (CBN) commenced operations on July 1, 1959 following the enactment of the CBN Act by the Parliament in 1958.

The Central Bank Act, 1958 (as amended) and the Banking Decree 1969 (as amended) constituted the legal framework within which the CBN operates and regulates banks. The 1997 amendments brought the CBN back under the supervision of the Ministry of Finance. The Decree made CBN directly responsible to the Minister of Finance with respect to the supervision and control of banks and other financial institutions, while extending the supervisory role of the bank to other specialized Banks and Financial Institutions.

The Committee observed that CBN (Amendment) Decree No. 37 of 1998 which repealed the CBN (Amended) Decree No. 3 of 1997 provided a measure of operational autonomy for the CBN.

The current legal framework within which the CBN operates is the CBN Act of 2007 which repealed the CBN Act of 1991 and all its amendments. The Act provides that the CBN shall be a fully autonomous body in the discharge of its functions under the Act and the Banks and Other Financial Institutions Act with the objective of promoting stability and continuity in economic management. In line with this, the Act widened the objects of the CBN to include ensuring monetary and price stability as well as rendering economic advice to the Federal Government.

Furthermore, the regulatory powers of the CBN were strengthened by the Banks and Other Financial Institutions (Amendment) Decree No. 38 of 1998 which repealed BOFI (Amendments) Decree No. 4 of 1997. Through the amendments, the CBN may vary or revoke any condition subject to which a license was granted or may impose fresh or additional conditions to the granting of a licence to transact banking business in the country.

By the Decree, the CBN's powers on banks, specifically those relating to withdrawal of licences of distressed banks and appointment of liquidators of these banks, including the NDIC was restored.

The BOFI (Amendment) Decree No. 40 of 1999 makes the provisions relating to failing banks applicable to other financial institutions. It also empowers the Governor of the CBN to remove any manager or officer of a failing bank or other financial institutions.

The CBN is headed by the Governor and supported by four Deputy Governors. The Bank currently has a total of 5,866 employees spread across its branches in the Federation.

Code of Conduct Tribunal

The Code of Conduct Tribunal had earlier been treated with the Code of Conduct Bureau in the other part of this report.

Economic & Financial Crimes Commission (EFCC)

Core Mandate

The EFCC Act 50 of 2004 established the Economic and Financial Crimes Commission (EFCC) with the mandate to carry out the following functions as stipulated in Section 6:

(a) the enforcement and the due administration of the provisions of the EFCC Establishment Act 2004;

(b) the investigation of all financial crimes including advance fee fraud, money laundering, counterfeiting, illegal charge transfers, futures market fraud, fraudulent encashment of negotiable instruments, computer credit card fraud, contract scam, etc.;

(c) the co-ordination and enforcement of all economic and financial crimes laws and enforcement functions conferred on any other person or authority;

(d) the adoption of measures to identify, trace, freeze, confiscate or seize proceeds derived from terrorist activities, economic and financial crimes related offences or the properties the value of which corresponds to such proceeds;

(e) the adoption of measures to eradicate the commission of economic and financial crimes;

(f) the adoption of measures which includes coordinated preventive and regulatory actions, introduction and maintenance of investigative and control techniques on the prevention of economic and financial related crimes;

(g) the facilitation of rapid exchange of scientific and technical information and the conduct of joint operations geared towards the eradication of economic and financial crimes;

(h) the examination and investigation of all reported cases of economic and financial crimes with a view to identifying individuals, corporate bodies or groups involved;

(i) the determination of the extent of financial loss and such other losses by Government, private individuals or organizations;

(j) collaborating with Government bodies both within and outside Nigeria carrying on functions wholly or in part analogous with those of the Commission concerning -

(i) the identification, determination, of the whereabouts and activities of persons suspected of being involved in economic and financial crimes,

(ii) the movement of proceeds or properties derived from the commission of economic and financial and other related crimes;

(iii) the exchange of personnel or other experts;

(iv) the establishment and maintenance of a system for monitoring international economic and financial crimes in order to identify suspicious transactions and persons involved;

(v) maintaining data, statistics, records and reports on person, organizations, proceeds, properties, documents or other items or assets involved in economic and financial crimes;

(vi) undertaking research and similar works with a view to determining the manifestation, extent, magnitude, and effects of economic and financial crimes and advising Government on appropriate intervention measures for combating same

(k) dealing with matters connected with the extradition, deportation and mutual legal or other assistance

between Nigeria and any other country involving Economic and Financial Crimes;

(l) The collection of all reports relating suspicious financial transactions, analyse and disseminate to all relevant Government agencies;

(m) taking charge of, supervising, controlling, coordinating all the responsibilities, functions and activities relating to the current investigation and prosecution of all offenses connected with or relating to economic and financial crimes;

(n) the coordination of all existing economic and financial crimes, investigating units in Nigeria;

(o) maintaining a liaison with office of the Attorney-General of the Federation, the Nigerian Customs Service, the Immigration and Prison Service Board, the Central Bank of Nigeria, the Nigeria Deposit Insurance Corporation, the National Drug Law Enforcement Agency, all Government security and law enforcement agencies and such other financial supervisory institutions in the eradication of economic and financial crimes;

(p) carrying out and sustaining rigorous public and enlightenment campaign against economic and financial crimes within and outside Nigeria; and

(q) carrying out such other activities as are necessary or expedient for the full discharge of all or any of the functions conferred on it under the EFCC Establishment Act 2004.

According to Section 7 of the EFCC Establishment Act, 2004 (Special powers of the Commission), the EFCC has the power to:

(a) cause investigations to be conducted as to whether any person, corporate body or organization has committed any offence under this Act or other law relating to economic and financial crimes

(b) cause investigations to be conducted into the properties of any person if it appears to the commission that the person's lifestyle

and extent of the properties are not justified by his source of income;

The Commission is in addition the coordinating agency for the enforcement of the provisions of:

(a) The Money Laundering Prohibition Act 2011
(b) The Advance Fee Fraud and Other Fraud Related Offences Act 2006;
(c) the Failed Banks (Recovery of Debts) and Financial Malpractices in Banks Act 1994, as amended;
(d) The Banks and other Financial Institutions Act 1991, as amended;
(e) Miscellaneous Offences Act, 1985
(f) Any other law or regulations relating to economic and financial crimes, including the Criminal Code of Penal Code.

Observations

The Committee observed, *ab initio*, that what today forms the mandate of the EFCC were in fact the core functions of the Special Fraud Unit (SFU) in the Force Criminal Investigation Department (FCID) of the Nigeria Police. However, it agrees that the establishment of the EFCC was necessitated by the widespread corruption in Nigeria.

The Committee also observed that there are overlaps in the operations of anti-corruption agencies in the country, particularly between the EFCC and the Independent Corrupt Practices and Other Related Offences Commission (ICPC). The functions of ICPC and EFCC are similar and do actually dovetail. For example, money laundering is a fall out of corruption. However, while the ICPC is mandated to focus on public servants, the EFCC has a wider scope in terms of financial crimes.

Indeed, the Committee observed that there are documented cases where the EFCC, ICPC and other security agencies, all acting on the strength of the same petition, have arrested certain individuals at different times over the same alleged crime. This, the Committee noted, would not have arisen had there been synergy among the anti-corruption agencies.

The Committee further observed that these unnecessary overlaps have largely led to:

i) ineffectiveness of the national strategy to fight corruption; and
ii) huge cost on Government and avoidable wastage of funds.

While also acknowledging the debates in the National Assembly and the public domain over the continued existence of the two major anti-corruption bodies in Nigeria, the Committee observed that there is no single anti-corruption framework that could be termed universal. It noted that the multi-agency framework had not been too effective in Nigeria with the ICPC, EFCC and the Code of Conduct Bureau (CCB) all playing lead roles in anti-corruption, just as the Police, the National Agency for the Prohibition of Trafficking in Persons (NAPTIP) and the Public Complaints Commission also fight several forms of corruption.

Although the EFCC is statutorily the designated Financial Intelligence Unit (FIU) in Nigeria, which is charged with the responsibility of coordinating the various institutions involved in the fight against money laundering and the financing of terrorism, the Committee observed that in consonance with global practice, the Nigerian Financial Intelligence Unit (NFIU), and not the EFCC should be designated as an autonomous FIU for the country.

The Committee noted that the NFIU, which ideally should be autonomous, is the central national agency in Nigeria, responsible for the receipt and analysis of financial disclosure (Currency Transaction Reports and Suspicious Transaction Reports) reports and dissemination of intelligence generated therefrom, to relevant authorities.

During the interactive session with the officials of the EFCC, the Committee noted that the current judicial process in Nigeria was not expeditious enough to handle corruption cases.

The Committee also observed that the 22-membership structure of the EFCC board was large and unwieldy.

In appointing the head of the proposed merged anti-corruption agency, the Committee expressed the strong view that the qualifications be expanded to include knowledgeable and experienced professionals in Forensic Accountancy and related fields.

Budget

The EFCC receives full funding from the Federal Government as depicted below:

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**2,156,454,992**	**4,279,314,607**	**5,926,088,062**
Overhead	**1,793,329,247**	**1,787,262,846**	**2,137,764,485**
Capital	**2,156,454,992**	**2,950,750,000**	**5,790,816,923**
Total	**6,106,239,230**	**9,017,327,452**	**13,854,669,469**

Recommendations

The Committee recommends as follows, that:

i) the Code of Conduct Tribunal be renamed "Anti-Corruption Tribunal" and upgraded to the status of a Court of Superior Records with the responsibility for handling only corruption cases from the proposed merger of ICPC, EFCC and the Code of Conduct Bureau;

ii) that the existing anti-corruption laws be repealed and a new law enacted to accommodate the consolidation of the EFCC, ICPC and the Code of Conduct Bureau;

iii) the establishment of strong departments, among others, in the proposed consolidated structure to handle the following:
   a) prosecution;
   b) investigation;
   c) prevention (Advocacy); and
   d) asset Declaration/Forfeiture; and

v) that the Nigeria Financial Intelligence Unit (NFIU) be made autonomous;

Independent Corrupt Practices and Other Related Offences Commission (ICPC)

Core Mandate

The Independent Corrupt Practices and Other Related Offences Commission (ICPC) was established in September 2000 on the legal backing of the Corrupt Practices and Other Related Offences Act 2000. Section 6 (a) – (f) of the Act mandates the Commission to:

a) *"Where reasonable grounds exist for suspecting that any person has conspired to commit or has attempted to commit or has committed an offence under this Act or any other law prohibiting corruption, to receive and investigate any report of the conspiracy to commit, attempt to commit or the commission of such offence and, in appropriate cases, to prosecute the offenders.*

b) *To examine the practices, systems and procedures of public bodies and where such systems aid corruption, to direct and supervise their review;*

c) *To instruct, advise and assist any officer, agency or parastatal on ways by which fraud or corruption may be eliminated by them;*

d) *To advise heads of public bodies of any changes in practice, system or procedure compatible with effective discharge of the duties of public bodies to reduce the likelihood or incidence of bribery, corruption and related offences;*

e) *To educate the public on and against bribery, corruption and related offences; and*

f) *To enlist and foster public support in combating corruption."*

Observations

As stated under the EFCC and CCB, the Committee observed that there are similarities in the functions of the ICPC with those of other anti-corruption agencies, particularly the EFCC.

The Committee also observed that the law establishing the ICPC guarantees the operational independence of the Commission and makes the appointment and removal of the Commission's Chairman and members subject to the confirmation/support of the Senate.

During interaction with the management and officials of the ICPC, they emphasized the need for a collective fight against corruption and also sought for a modification of the ICPC enabling law to allow it investigate Civil servants who obviously live above their means.

While observing the need to protect and empower anti-corruption agencies, the Committee noted that real autonomy for the anti-graft bodies would strengthen them.

The ICPC, like the EFCC is fully funded by the Government as indicated in the table below.

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**7,714,969,475**	**988,134,302**	**2,476,931,379**
Overhead	**5,498,837,056**	**867,059,584**	**1,161,985,574**
Capital	**5,081,380,000**	**357,716,765**	**239,555,420**
Total	**18,295,186,531**	**2,212,910,650**	**3,878,472,373**

Recommendations

The Committee recommends as follows, that:

i. the EFCC, ICPC and the Code of Conduct Bureau be consolidated into one anti-corruption agency;

ii. that the existing enabling laws of the EFCC, ICPC and the Code of Conduct Bureau be repealed and a new law enacted to accommodate the proposed anti-corruption agency; and

iii. the establishment of strong departments, among others, in the proposed consolidated structure to handle the following:
   a) prosecution;
   b) investigation;
   c) prevention (advocacy); and
   d) asset Declaration/Forfeiture.

Infrastructure Concessionary & Regulatory Commission (ICRC)

The Infrastructure Concession Regulatory Commission (ICRC) was established through the ICRC (Establishment, etc.) Act 2005, mainly to:

> *e) provide general policy guidelines, rules and regulations for the implementation of PPPs; and*
>
> *ii) take custody of every concession agreement or contract entered by the Federal Government, monitor compliance with the provisions of the agreements, and ensure efficient execution of PPP projects.*

Citing the charge of the Government to it, the ICRC said it is mandated to:

> *i) create the enabling environment for the private sector to enter into partnership with Government in the Financing, Operation and Management of infrastructure services;*
> *ii) Work closely with Federal MDAs in Initiating and Implementing PPP projects in a transparent, competitive and sustainable basis, that ensures value for money for the economy of Nigeria.*

Observation

During separate interactions with the ICRC and the Bureau of Public Enterprises (BPE), the Committee observed that there were conflicts between them over which of the two should handle all matters relating to concessions of the Government. Both bodies deal with the divestment of Government interests in Government-owned organizations but that BPE has a wider mandate than the ICRC. The Committee noted that besides privatizing the assets of Government, the BPE was also involved in the process of concession.

The Committee noted that the Commission has a staff strength of 66 personnel and gets full funding from the Government as shown below:

	2011 ₦
Personnel	**610,774,778**
Overhead	**466,749,540**
Capital	**76,386,247**
Total	**1,153,910,564**

As noted under the discussion on the BPE, the ICRC relied on its enabling law to state that it is empowered to take custody of every concession agreement or contract entered by the Federal Government, monitor compliance with the provisions of the agreements, and ensure efficient execution of PPP projects. On the other hand, the BPE argued that these powers of ICRC are essentially a post-concession enforcer of compliance with concession agreements conducted under the ICRC Act.

The Committee observed that the friction between both agencies over matters of 'concession' was pointless since the term is actually a subset of privatization. Though the Committee was informed that prior to the advent of the present Administration, there was a directive that the ICRC should drive the concessions of Government while the BPE was to provide support, no document was provided to evidence such directive. It was also observed that the ICRC, in its current form, acts as a regulator and a facilitator of the 'concessions'.

The Committee also observed that while the ICRC receives approvals for its 'concessionary' activities from the Federal Executive Council (FEC), the BPE receives its approvals from the NCP as provided by the Public Enterprises (PE) Act. This, no doubt creates room for potential conflicts as both bodies are involved in the process of divesting Government interests in Government-owned organizations.

A major area of potential conflict is the issue of monitoring. Whereas, the ICRC Act empowers it to take custody of concession agreements and to monitor the performance of the agreements by the contracting parties; the PE Act mandates the NCP to monitor on a continuous basis, the privatized and commercialized enterprises to ensure that the objectives of privatization and commercialization are met.

The Committee further observed that Government would achieve greater results in the privatization and commercialization process if the BPE and ICRC were consolidated under the same agency as their mandates clearly overlap and could slow down the process of Government divestment. Knowing full well the importance of the privatization process, the Committee noted that there would be need to amend the laws of the National Council on Privatization and the Infrastructure and Concessionary Regulatory Commission (ICRC) with an ultimate goal of unifying the two bodies to address the issues of post-privatization. Under the proposed amendment, the Committee reasons that since the ICRC was created to provide a legal framework for Public-Private Partnership (PPP), such activities should be concentrated in a Department , while with BPE focuses on privatization. Indeed, the ICRC should be involved in building capacities for PPPs in the MDAs and not be involved in implementation. With expertise already built up at the BPE, it is the strong view of the Committee that

BPE subsumes the ICRC to ensure synergy and a smooth post-privatization process.

Recommendation

The Committee recommends that the Infrastructure Concession Regulatory Commission (ICRC) be subsumed in the Bureau of Public Enterprises (BPE) for greater synergy and their enabling laws amended accordingly.

Nigerian Atomic Energy Commission (NAEC)

The Nigerian Atomic Energy Commission (NAEC) was established by Act 46 of 1976 (as amended by Cap N91 LFN, 2004) with the responsibility for the promotion of the development of atomic energy and for all matters relating to the peaceful use of atomic energy. However, it did not commence full operation until July 2006 with the appointment of its pioneer Director-General/Chief Executive Officer. Prior to being relocated to the Presidency, the NAEC was under the supervision of the Federal Ministry of Science and Technology.

Under its enabling law, the NAEC is mandated:

i. *to 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. *to manufacture or otherwise produce, buy or otherwise acquire, treat, store, transport, and dispose of any radioactive substances;*
iv. *to make arrangements with universities and other institutions or persons in Nigeria to conduct a research into matters connected with atomic energy or radioactive substances;*
v. *prospect for and mine radioactive minerals;*
vi. *to educate and train persons in matters connected with atomic energy and radioactive substances; and*
vii. *to advice Federal Government on questions relating to atomic energy.*

Observations

The Committee observed that the Commission's governing board consists of a Chairman/Chief Executive Officer and six members who function on a full-time basis. In addition to the full-time members, there are seven ex-officio members who represent the major stakeholders of various sectors as provided in the enabling act. The MDAs are:

i Ministry of Power;
ii Federal Ministry of Science and Technology;
iii Ministry of Foreign Affairs;
iv Federal Ministry of Justice;

v Ministry of Mines and Steel development;
vi Office of the National Security Adviser; and
vii The Nigerian Ambassador to the Republic of Austria and Permanent Representative to the International Atomic Energy Agency (IAEA).

According to its submission, there are six energy research centres that operate under the aegis of the Commission. These are:

i. Centre for Energy Research and Development, Obafemi Awolowo University (OAU), Ile-Ife;

ii. Centre for Energy Research and Training, Ahmadu Bello University (ABU), Zaria;
iii. Nuclear Technology Centre, Sheda, Abuja;
iv. Centre for Nuclear Energy Studies, University of Port Harcourt, Rivers State;
v. Centre for Nuclear Energy Research and Training, University of Maiduguri, Maiduguri; and
vi. Centre for Nuclear Energy Studies and Training, Federal University of Technology (FUT), Owerri.

Currently, there are 444 personnel on the payroll of NAEC made up of 332 senior and 112 junior staff.

The Committee also observed that while the NAEC is concerned with the implementation of the nation's atomic energy policy, the Energy Commission of Nigeria (ECN) is involved with policy formulation. The Committee further observed that the Nigerian Nuclear Regulatory Authority (NNRA) regulates the activities of the NAEC.

After further consideration of the mandate of the NAEC, the Committee observed that the spirit behind the core mandate of the commission: ***"produce, use and dispose of atomic energy and carry out research into matters connected with the peaceful use of atomic energy"*** is for the commission to champion and drive advancement research in the field of atomic energy. The evolution of atomic energy is still at its infancy and requires significant strategic and operational direction. In view of these, it is important for the country to carefully manage the process of development of the Commission by placing it in the appropriate Ministry that will assist and ensure its actualisation. The Committee noted that that the NAEC will best achieve its goals as a parastatal under the Ministry of Power, whose minister reports directly to the President.

While also noting the composition of the NAEC Board, which includes representatives of Federal Ministries, the Committee observed that Ministries,

Departments and Agencies whose staff serve as members of boards and committees should not be paid for their participation at such meetings.

Recommendation

The Committee recommends that the Nigerian Atomic Energy Commission (NAEC) be properly located as a parastatal in the Ministry of Power, considering the immense need for the advancement of Atomic energy in the country.

National Pensions Commission (PENCOM)

Core Mandate

The National Pension Commission (PenCom) was created following the enactment of the Pension Reform Act (PRA) in 2004 as a means of addressing the associated problems of implementing the old pension systems in both the private and public sectors.

The Act established a Contributory Pension Scheme (CPS) for both the public and private sector employees.

The CPS was established to address the following key objectives:

i) *Ensure that every person who has worked in either the public or private sector receives his/her retirement benefits as and when due;*
ii) *Assist improvident individuals by ensuring that they save to cater for their livelihood during old age;*
iii) *Establish a uniform set of rules and regulations for the administration and payment of retirement benefits in both the public and private sectors;*
iv) *Secure compliance and wider coverage; and*
v) *Stem the growth of outstanding pension liabilities.*

Section 14(1) of the PRA 2004, which provides for the establishment of the National Pension Commission as the sole regulator and supervisor of all pension matters in Nigeria, mandates the Commission to:

(i) *regulate and supervise pension schemes in Nigeria;*
(ii) *formulate, direct and oversee the overall policy on pension matters in Nigeria;*
(iii) *approve, licence and supervise Pension Fund Administrators (PFAs), Pension Fund Custodians (PFCs) and other institutions relating to pension matters;*
(iv) *maintain a National Data Bank on pension matters;*
(v) *receive and investigate complaints against PFCs, PFAs and Employers; and*
(vi) *enforce sanctions and penalties.*

According to its submission, the PenCom has on its payroll, 221 personnel made up of management, senior and junior staff.

Budget

Below is a summary of the PenCom's financials for the period 2009 to 2011 as

submitted by the Commission:

Item		Jan-Sept. 2011	Jan-Dec. 2010	Jan-Dec. 2009
		N'000	N'000	N'000
Revenue				
	Income			
	IGR	**2,512,048**	**3,167,819**	**2,609,646**
	Government Subvention - Overhead	**248,882**	**315,720**	**260,000**
	Capital	**610,698**	**-**	**-**
	Other Income	**14,680**	**45,676**	**70,948**
		3,386,308	**3,529,215**	**2,940,594**
Expenditure				
	Administrative Expenses	2,499,869	3,195,104	2,497,237
	Capital	220,897	-	-
	Depreciation of Fixed Assets	197,365	267,399	279,274
		2,918,131	3,462,503	2,776,511
Surplus for the year		**468,177**	**66,712**	**164,083**

Observations

The Committee noted the assertion by PenCom that the 5% of Federal Government's wage bill being paid into the Retirement Benefits Bond Redemption Fund (RBBRF) Account with the Central Bank of Nigeria had not been sufficient to accommodate pension liabilities of the Federal Government. This is because of the additional claims arising from early exit occasioned by voluntary and mandatory retirements or death. Thus, it said the ₦72.36 billion estimated 5% total wage bill for 2012 would be insufficient to off-set the ₦94.17 billion projected pension liability for Federal Government employees slated for retirement in 2012.

The Committee observed that certain categories of retirees were opting out of the Contributory Pension Scheme because of the less attractive benefits that accrue to them when compared with the Pay-As-You-Go (PAYG) or the defined benefit Pension Scheme. It therefore opined that this practice should be discouraged as the Government would be unable to sustain pension payment under that system. This is particularly so as the Government would have to make annual budgetary provisions for such payment unlike the Contributory Pension Scheme, which removes the burden of payment from Government.

Furthermore, the Committee observed that the Contributory Pension Scheme was globally acceptable as many countries had embraced the scheme. The Committee believes that there is a need to review that policy as it would be unsustainable in the long run for Government to continue to fund 100%

retirement benefit while still paying those in service the same amount. The Committee is of the view that in the event that Government retains the policy, a Special Fund would need to be created, adequately funded and managed by the private sector.

The Committee also noted the provision in the Section 30 (1) (2) (a) of the Pension Reform Act (PRA) which states that "*there is established for the Public Service of the Federation and Federal Capital Territory, Pensions Departments to be known respectively as the Pension Transitional Arrangement Department. The Department shall be made up of the existing pension boards or offices in the Public Service of the Federation and Federal Capital Territory which shall consist of the following departments:*

i) the Civil Service Pension Department;
ii) the Military Pension Department;
iii) the Police Pension Department;
iv) the Customs, Immigration and Prisons Department;
v) the Security Agencies Pension Department.

Section 30 (2) (b): In the case of the Federal Capital Territory, Abuja the Department be located in the office of the Minister of the Federal Capital Territory.

The Committee observed that the provisions of the law stated above are not being complied with as various Pension Boards have continued to exist independently despite the provisions of the PRA 2004 which stipulates that all the Boards be brought under the Pension Transitional Arrangement Department (the Department). There is therefore the need for the inauguration of the Department in compliance with the law and also to provide a single platform for effective and efficient administration of the defined benefits pension scheme.

Following the Committee's observation that the military were opting out of the contributory pension scheme and reverting to the Pay-As-You-Go (PAYG) Pension Scheme, the Commission disclosed that despite spirited efforts to discourage the move, the military still got out of the Scheme on the strength of a National Assembly law on the matter. Although PenCom disclosed that the total number of military pensioners was not up to 100,000, the Committee noted that the reversal sent a wrong signal on Government's policy.

While arguing that the PAYG scheme had been generous and unsustainable, the Commission also stated that some categories of public servants, such as Permanent Secretaries, Professors and top Military Officers, who hitherto enjoyed 100% of their final pay as pension for life based on administrative fiat, are no longer entitled to same under the Contributory Pension Scheme (CPS).

The Commission also pointed out the overbearing influence of parent Ministries/Offices on Pension Departments such as the Police Pension Department, the Customs, Immigration and Prisons Pension Office (CIPPO) and the Civil Service Pension Office domiciled in the Office of the Head of the Civil Service of the Federation. It therefore canvassed for the autonomy of the concerned offices in order to ensure efficiency.

After further deliberation, the Committee observed that there were issues of applicability of the Pension Reform Act (PRA) at the State and Local Government levels, in view of the fact that the issue of Pension is on the Exclusive Legislative List. It therefore noted the need to amend the law in order to bring it in conformity with the provisions of the Constitution of the Federal Republic of Nigeria, 1999.

Recommendations

The Committee recommends as follows, that:

i) the practice whereby certain categories of retirees were opting out of the Contributory Pension Scheme be stopped as Government would be unable to sustain pension payment under the defined benefits pension scheme;

ii) a review of the policy that allows certain categories of retirees to receive 100% retirement benefits, be carried out;

iii) a Special Fund be created, adequately funded and managed by the private sector in the event that Government retains the payment of 100% retirement benefits for certain categories of retirees; and

iv) that the Pension Transitional Arrangement Department be inaugurated in compliance with the provisions of the PRA 2004 in order to provide a single platform for effective and efficient administration of the defined benefits pension scheme.

Nigerian Investment Promotion Commission (NIPC)

Core Mandate

The NIPC Act No. 16 of 1995 (now Cap. N117 (2004) established the Nigerian Investment Promotion Commission (NIPC) to promote, co-ordinate and monitor all investments in Nigeria. The basic functions and powers of the NIPC are as prescribed by Act 16 of 1995.

According to the Act establishing the NIPC, the Commission is mandated to carry out the following functions:

(a) be the agency of the Federal Government to co-ordinate and monitor all investment promotion activities to which this Act applies;

(b) initiate and support measures which shall enhance the investment climate in Nigeria for both Nigerian and non-Nigerian investors;

(c) promote investments in and outside Nigeria through effective promotional means;

(d) collect, collate, analyse and disseminate information about investment opportunities and sources of investment capital, and advise on request, the availability, choice or suitability of partners in joint-venture projects;

(e) register and keep records of all enterprises to which this Act applies;

(f) identify specific projects and invite interested investors for participation in those projects;

(g) initiate, organize and participate in promotional activities, such as, exhibitions, conferences and seminars for the stimulation of investments;

(h) maintain liaison between investors and Ministries, Government departments and agencies, institutional lenders and other authorities concerned with investments;

(i) provide and disseminate up-to-date information on incentives available to investors;

(j) assist incoming and existing investors by providing support services;

(k) evaluate the impact of the Commission in investments in Nigeria and make appropriate recommendations;

(l) advise the Federal Government on policy matters, including fiscal measures designed to promote the industrialisation of Nigeria or the general development of the economy; and

(m) perform such other functions as are supplementary or incidental to the attainment of the objectives of this Act.

Observations

The Committee observed that there are similarities in the mandates of the NIPC and those of the NEPC as far as the issue of investment is concerned. While the NIPC deals with "Promotion of Investment in and out of Nigeria and related matters," NEPC concentrates on the promotion of Nigeria's export trade and its related matters. The Commission and the Council therefore deal with local and export trade of Nigeria.

It is the view of the Committee that having two fully-funded Government agencies performing similar roles only creates duplication and waste of funds t could be ploughed into other sectors.

Below is the budget summary for both the NIPC and the NEPC from 2009 to 2011:

Nigerian Investment Promotion Commission (NIPC)

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**445,158,565**	**460,852,663**	**639,485,430**
Overhead	**197,630,514**	**258,654,209**	**278,467,121**
Capital		**90,157,872**	**143,224,212**
Total	**642,789,079**	**809,664,743**	**1,061,176,763**

Nigeria Export Promotion Council (NEPC)

	2009 (₦)	2010 (₦)	2011 (₦)
Personnel	**286,160,199**	**269,825,635**	**485,548,408**
Overhead	**31,213,946**	**30,901,807**	**53,268,885**
Capital	**210,000,000**	**202,500,450**	**45,072,838**
Total	**527,374,145**	**503,227,891**	**583,890,131**

The Committee noted that from the Budget summaries above, Government expends a lot of resources on two agencies whose functions are similar.

Consequently, the Committee is of the view that consolidating the human and capital resources by merging the two organizations will lead to a better

realignment of functions and create a synergy for better management of Export trade.

Recommendation

The Committee recommends that the Nigerian Investment Promotion Commission (NIPC) currently domiciled in the Presidency be relocated to the Ministry of Trade and Investment and merged with the Nigerian Export Promotion Council (NEPC) to synergize for management and utilization of resources.

Public Complaints Commission (PCC)

Core Mandate

The PCC was established by Cap P37 of LFN 2004, with the aim of seeking redress for aggrieved members of the public and to curb the excesses and abuse of office by those in authority at the time. From the submission made to the Committee, the PCC is expected to carry out the following functions:

i) "To investigate and conduct research in Ministries, Departments and Agencies, private companies and officials of these bodies;
ii) To investigate administrative procedures of any court of law in Nigeria;
iii) To report crimes in either the course of, or after investigation;
iv) To report any erring officer for disciplinary action.
v) To interpret policies of Government and advise Government and companies.
vi) To make public reports after investigation.
vii) To have access to all information.
viii) To make recommendations, especially after pro-active investigation; and
ix) To prosecute offenders who block the investigation process,"

Observations

The Committee noted the circumstances leading to the establishment of the PCC and its functions as itemized above, as well as the fact that it has been without a board for the last 12 years.

Furthermore, the Committee observed that the Commission's mandate is replicated in those of other anti-corruption agencies such as the Economic and Financial Crimes Commission (EFCC), Independent Corrupt Practices and other Related Offences Commission (ICPC), Code of Conduct Bureau (CCB), Code of Conduct Tribunal (CCT) and regulatory enforcement bodies such as National Agency for Foods and Drugs Administration and Control (NAFDAC), National Drug Law Enforcement Agency (NDLEA), Consumer Protection Council (CPC), Standard Organizations of Nigeria (SON), Weights and Measures, etc.

The Committee also noted that the National Human Rights Commission (NHRC) has wider powers and responsibilities to redress human rights violations. In addition, the Citizens' Rights Department in the Federal Ministry of Justice is also established to handle all forms of inter-personal as well as human rights violations. In the circumstances, the Committee is of the strong view that the PCC is no longer desirable and should therefore be abolished.

Recommendations

The Committee recommends as follows, that:

i) that the Public Complaints Commission (PCC) be abolished;

ii) the enabling law of the PCC be repealed; and

iii) that budgetary allocation to PCC should cease with effect from 2013 Fiscal Year.

National Salaries, Incomes and Wages Commission (NSIWC)

The National Salaries, Incomes and Wages Commission (NSIWC) was established by Act No. 99 of 1993 (now Cap N72 (2004) among other things, to advise the Government on salaries and wages in the public sector.

The Act empowered the Commission to take over the functions of the erstwhile Productivity, Prices and Incomes Board and its operational arms located in the Federal Ministries of Labour and Productivity, Finance and Commerce as well as the Establishments and Pensions Office of the Office of the Head of the Civil Service of the Federation.

According to the NSIWC Act, the Commission shall comprise a chairman who shall be the chief executive of the Commission and the following other members:

(a) three full time Commissioners;

(b) the Permanent Secretary, Office of Establishments and Management Services of the Presidency;

(c) the Permanent Secretary, Federal Ministry of Employment, Labour and Productivity;

(d) one representative of the Nigerian Employer's Consultative Association;

(e) one representative of the Nigeria Labour Congress; and

(f) four other persons of proven integrity and relevant expertise.

The Act apportions the Commission with the following functions:

(a) advise the Federal Government on national incomes policy;

(b) recommend the proportions of income growth which should be utilized for general wage increase;

(c) inform the Federal Government of current and incipient trends in wages and propose guidelines within which increase in wages should be confined;

(d) keep the Federal Government informed on a continuing basis of movement of all forms of income and propose guidelines relating to profits, dividends and all incomes other than wages;

(e) encourage research on wages structure (including industrial, occupational and regional and any other similar factor), incomes distribution and household consumption patterns;

(f) keep prices under continuous surveillance, interpret price movements and relate them to other developments in the national economy;

(g) propose measures for the regulation of prices and wages in the various sectors of the economy and for the control of hoarding;

(h) encourage and promote schemes for raising productivity in all sectors of the economy;

(i) establish and run a data bank or other information centre relating to data on wage and prices or any other variable and for that purpose to collaborate with data collection agencies to design and develop an adequate information system;

(j) inform and educate the public on prices, wages and productivity, their relationships with one another and their inter-play in determining standards of living and real economic growth;

(k) examine and advise on any matter referred to it by the Federal and State Governments concerning any of the functions conferred on it by or pursuant to this act;

(l) examine, streamline and recommend salary scales applicable to each post in the public service;

(m) examine areas in which rationalization and harmonization of wages, salaries and other conditions of employment are desirable and feasible as between the public and private sectors of the economy and recommend guidelines which will ensure sustained harmony in work compensation policies in both the public and private sectors;

(n) examine the salary structures in the public and private sectors and recommend a general wages framework with reasonable features of relativity and maximum levels which are in consonance with the national economy;

(o) examine and recommend effective machinery for assembling data on a continuing basis taking into account changes in the cost of living, productivity levels, levels of pay in the private sector and other relevant economic data on which public sector salary and other benefits can be reviewed annual;

(p) examine the current rate of retirement benefits and recommend appropriate mechanism for periodic review of retirement benefits;

(q) inquire into and make recommendations on any other matters which, in the opinion of the Commission, appear to be relevant to

the foregoing and therefore ought, in the public interest, to be inquired into; and

(r) undertake any other activity which is likely to assist in the performance of the functions conferred on it by or pursuant to this Act.

Observations

The Committee observed similarities in the mandates of the NSIWC and those of the Revenue Mobilization, Allocation and Fiscal Commission (RMAFC) as regards the determination of salaries for Public Office holders. On the one hand, the Constitution mandates the RMAFC to determine the appropriate remuneration for political office holders, including the President, Vice President, Governors, Deputy Governors, Ministers, Commissioners, Special Advisers, Legislators and the holders of the offices mentioned in Sections 84 and 124 of the Constitution." On the other hand, paragraphs (a), (m) and (n) of the National Salaries, Incomes and Wages Commission Act, CAP. N72 LFN, 2004, states respectively, that the Commission shall:

(a) advise the Federal Government on incomes policy;

(m) examine areas in which rationalization and harmonization of wages, salaries and other conditions of employment are desirable and feasible as between the public and private sectors of the economy and recommend guidelines which will ensure sustained harmony in work compensation policies in both the public and private sectors; and

(n) examine the salary structures in the public and private sectors and recommend a general wages framework with reasonable features of relativity and maximum levels which are in consonance with the national economy.

The NSIWC, in its submission, disclosed that up till the enactment of the 1999 Constitution, it had been responsible for the determination of the remunerations of all Federal Public Officers as well as political office holders. However, in the Constitution, the responsibility for the determination of the remunerations of political and judicial office holders was taken from the NSIWC and assigned to the Revenue Mobilization Allocation and Fiscal Commission (RMAFC).

During its interactive session with the NSIWC and a joint session with officials of the NSIWC, the Revenue Mobilization Allocation and Fiscal Commission (RMAFC), Fiscal Responsibility Commission (FRC), the Committee noted the huge disparity in the remuneration paid in the Public Service.

The Committee also noted the different modes of determination of salaries by

NSIWC for certain categories of public/political office holders. The Committee observed that in a circular Ref. No SWC/S/04/VIII/313 issued by NSIWC and dated 1st July 2010, the salaries payable to certain categories of office holders (Special Advisers, Inspector General of Police, National Security Adviser, etc.), who are political office holders earning consolidated salary have their salaries graduated in steps appears anomalous. Furthermore, there were reportedly issues of public and political office holders receiving severance pay more than once in the life of their service. Similarly, whereas extant rules provide that furniture allowance be paid once in four years, there have been reported cases of some public/political office holders with five-year tenure receiving the allowance twice during the tenure, all of which constitute a huge drain on Government resources. The Committee is strongly convinced that in order to obviate this apparent confusion and waste of Government funds, there is need for the determination of salaries of both public and political office holders to be unified in one agency, in this case, the RMAFC, which is a constitutional body.

The Committee also observed that the grouping of Permanent Secretaries, Directors General, Executive Secretaries, Chief Executives of parastatals and agencies in the "Certain Political Public and Judicial Office Holders (Salaries and Allowances, etc.) (Amendment) Act 2008" as political office holders has been misconstrued to mean that the holders of the offices are political appointees and as such earn wages approved for such categories of officers by the RMAFC. The Committee observed that this classification has grouped together public office holders with political office holders and there would therefore be need to review the RMAFC law to distinguish between the two categories.

Furthermore, the Committee noted that there are legal issues to be addressed as they relate to salaries to which the NSIWC and the RMAFC concurred, that there is need to modify the law on the emoluments of "Certain Political Office holders" to define those who are political office holders and who should be the beneficiaries of the law.

Recommendations

The Committee recommends:

i) that the salaries of both public and political office holders be unified in the RMAFC, which is a constitutional body;
ii) that the National Salaries Income and Wages Commission (NSIWC) be abolished, its law repealed and its functions transferred to the RMAFC;
iii) that the RMAFC law be amended to accommodate all categories of officers in the Public Service; and
iv) that the RMAFC law specifies limitations of the parastatals in fixing the wages of their Chief Executives.

National Human Rights Commission (NHRC)

Core Mandate

The National Human Rights Commission (NHRC) was established by the National Human Rights Commission Act, 1995, as amended, pursuant to the United Nations' General Assembly Resolution 48/134 of 20th December, 1993 which enjoins Member States to establish and strengthen national institutions for the promotion and protection of human rights and fundamental freedoms.

The Commission is empowered, among other things, to perform the following functions:

i) deal with all matters relating to the promotion and protection of human rights guaranteed by the Constitution of the Federal Republic of Nigeria, the United Nations Charter and the Universal Declaration on Human Rights, the International Convention on Civil and Political Rights and the International Convention on the Elimination of all Forms of Racial Discrimination, the Convention on the Rights of the Child, the African Charter on Human and Peoples Rights and other international and regional instruments to which Nigeria is a party;

ii) monitor and investigate all cases of alleged human rights violations in Nigeria and make appropriate recommendations to the Government;

iii) receive and investigate complaints concerning violations of human rights and make appropriate determination as may be deemed necessary in each circumstance;

iv) assist victims of Human Rights violations and seek appropriate redress and remedies on their behalf;

v) make determination as to the damages or compensation payable in relation to any violation of human rights where it deems necessary in the circumstance of the case;

vi) examine any existing legislation, administrative provisions and proposed bills or bye laws for the purpose of ascertaining whether such enactments or proposed bills or bye laws are consistent with human rights norms;

vii) undertake studies on all matters pertaining to human rights and assist all tiers of Government in the formulation of appropriate policies on the guarantee of human rights;

viii) undertake research and educational programmes for promoting and protecting human rights on behalf of Federal, State or Local Governments;

ix) issue advisory to the Federal, State and Local Governments to comply with human rights standards in the exercise of their functions;

x) promote an understanding of public discussions of human rights issues in Nigeria;

xi) publish and submit to the executive, legislative and judiciary at all levels, reports on the state of human rights promotion and protection in Nigeria;

xii) liaise and cooperate with both local and international organizations on human rights with the purpose of advancing the promotion and protection of human rights;

xiii) organize local and international seminars, conferences and workshops on human rights issues for public enlightenment; and

xiv) maintain a library, collect data and disseminate information and materials on human rights generally.

Budget

The National Human Rights Commission (NHRC) is fully funded by Government and its budgetary allocations for the period 2009-2011 is as indicated in the table below:

	2009 (₦)	**2010 (₦)**	**2011 (₦)**
Personnel	253,005,646	323,183,876	459,626,128
Overhead	210,000,000	187,200,000	201,539,520
Capital	67,000,000	841,173,947	16,180,868
Total	530,005,646	1,351,557,823	677,346,515

The Commission has a Council that is responsible for policy formulation, determination and awards on human rights cases, amongst others, while the Secretariat is headed by the Executive Secretary.

There are currently 307 staff in the Commission comprising 247 senior and 60 junior staff.

Observations

The Committee observed that the NHRC, relying on the National Human Rights Commission Amendment Act (2010), is currently a stand-alone agency.

During its interaction with officials of the NHRC, the Committee acknowledged the role and importance of a Human Rights Commission in Nigeria. The Committee is of the view that granting the Commission the kind of independence, autonomy and quasi-powers the body envisages in line with the Paris Principles, would be in compliance with the United Nations' Convention on human rights matters. The Committee however noted that the fact that an agency has been granted an autonomous status is not a licence to unfettered freedom. In the case of the NHRC, it was the view of the Committee that since the Commission is funded by Government, it should necessarily report to Government through the Federal Ministry of Justice, which is the focal point on human rights issues.

Recommendation

The Committee recommends as follows, that:

i) the National Human Rights Commission (NHRC) be allowed to continue to exist in its present form in view of its peculiar role as a United Nations' established agency to deal with human rights issues; and

ii) that the NHRC reports to Government through the Federal Ministry of Justice, being the focal point for human rights issues.

Proposed Ministry of Special Duties

The Committee noted the fact that prior to the advent of this Administration, several cases had been made by Committees on the need to divest the Presidency of the supervision of Parastatals, Commissions and Agencies, particularly as the Presidency needs to be freed from the encumbrances of every day supervision.

In particular, the Allison Ayida Report of 1995 on Civil Service Reforms identified the location of parastatals in the Presidency as a deviation from the ideal practice. That Report, as noted in another part of this Report, described as unwieldy a situation in which the Office of the Secretary to the Government of the Federation, at the time, supervised about 40 Parastatals and Agencies. It aptly pointed out that the result of such a complex setting was the obvious duplication of functions, lack of clearly defined lines of authority and conflict of roles, etc.

This view was also aired by the Panel on the Restructuring and Manning Levels of Federal Ministries, Extra-Ministerial Departments and Parastatals also chaired by Mr. Allison Ayida. The *motif* of such view is that the Presidency should be a policy coordinating organization and not a parastatal-supervising body. It should therefore normally have no parastatals under its supervision, except in the case of certain constitutionally established agencies.

In analyzing the mandate and functions of agencies, this Committee came to the conclusion that in every way practicable, the number of Parastatals in the Presidency should be reduced to the barest minimum, if not altogether removed.

The Committee is mindful of the fact that the Office of the Secretary to the Government of the Federation had before now been fully involved in the supervision of many Agencies. However, this function has tended to distract this critical Office from focusing wholly on coordinating, analyzing and monitoring the implementation of Government policies.

Accordingly, the Committee recommends the appointment of a Minister in the Presidency for Special Duties, with its own Budget, to oversee Parastatals, Commissions and Agencies, which ordinarily should be overseen by the Presidency due to the uniqueness of their respective mandate.

From the foregoing, the Committee recommends that the following Agencies be domiciled in the proposed Ministry of Special Duties:

1. National Identity Management Commission (NIMC);
2. Nigeria National Merit Award (NNMA);
3. Niger Delta Development Commission (NDDC);
4. New Partnership for Africa's Development (NEPAD);
5. National Lottery Regulatory Commission (NLRC);
6. National Lottery Trust Fund (NLTF);
7. Nigeria Extractive Industries Transparency Initiative (NEITI);
8. The Ecological Fund Office (Office of the Secretary to the Government of the Federation); and
9. The Department of Police Affairs.

Although the question may arise as to why the Agencies listed above should not be domiciled in relevant Ministries, the Committee is of the view that given their cross-cutting intervention programmes, a Ministry of Special Duties with the right blend of expertise carefully selected from the Public Service to maximize the joint efforts of the Federal and State Governments in relevant subject areas for the generality of the country is a positive move. While this would not only unburden the Presidency, it would also ensure effective systems for the delivery of developmental goals.

Implementation Strategy, Structure and Proposed Roadmap

The critical importance of the development of a roadmap as a framework for the implementation of the recommendations of the Committee cannot be over-emphasized. This has become imperative in view of the lost opportunities to implement Government's past decisions, which would have made meaningful impact on service delivery, improved performance, organizational cost-effectiveness and good governance in the MDAs.

This part of the report provides justification, benefits, critical success factors for the implementation of the recommendations of the rationalization and restructuring of parastatals.

Justification

The justification for the implementation of the roadmap is to:

- provide a framework that will harness all the activities and ensure the actualization of the recommendations;
- provide milestones, timelines and action plans for clarity and leadership direction in driving the recommendations; and
- identify the key drivers that will be required to implement the recommendations.

Benefits

To provide:

- a common understanding by all stakeholders of the critical issues in the recommendations;
- measurable key performance indicators and milestones with timelines;
- a framework for effective planning and budgeting;
- a platform for the monitoring and evaluation process;
- effective accountability;
- for appropriate systems and structures for the realistic implementation of the recommendation;
- for the identification of gains and designing further strategies for development; and
- for identification of possible risk factors and constraints that may impede the successful implementation of the recommendations.

Indicators for Successful Roadmap:

There is need for a planned sensitization programme that will ensure clarity of key messages and a common understanding of the objectives and goals of the restructuring and rationalization**.**

- **Communication plan**

  The following need to take place:

  - **Communication Strategy**
    - The development of a comprehensive communication strategy is key to the successful implementation of the recommendations.

  - **Stakeholders' Sensitization and Buy-in**

    - The restructuring and rationalization will inevitably create high level of anxiety about the future of parastatals among the agencies and other stakeholders.

    - Meeting with the leadership of the National Assembly. This will involve the leadership of both houses of to obtain their understanding and buy-in.

  - **Retreat with Ministers, Permanent Secretaries and Directors General**

    - The sensitization programme will need to engage the top leadership of Government agencies in order to enable their understanding and obtain their buy-in.

    - To discuss the recommendations and the way forward on the new structure and management of the Ministries. The communication strategy will also enable the Ministries to be business-ready to be able to address any restructuring and rationalization programme.

Change Management

The rationalization and restructuring programme will be a paradigm shift for those organizations that will be involved in the process of change.

It will involve a planned approach to changing the attitudes of stakeholders. This change process will need a strong focal point, both at the leadership level and within the parastatals.

There will be a need to build and empower the drivers of the change in order to ensure sustainability and ultimately build a pool of change agents across the nation.

The change agents will ultimately promote success stories and best practice of the restructuring and rationalization programme.

Capacity Building

The change programme aimed at supporting the effective implementation of the restructuring and rationalization programme must be enabled by effective capacity building. This will ensure that stakeholders in the MDAs earmarked for merger, privatization, commercialization, etc., have the requisite knowledge and competence to manage the process in order to achieve the desired impact on both the people and infrastructure of the organization going through restructuring.

Budget

Appropriate budgeting for any restructuring and rationalization programme is the backbone for its successful implementation. There is therefore need for realistic budgeting framework with input from all relevant stakeholders.

Next Step

A proper restructuring of the parastatals that are recommended for merger, realignment, etc., will need to be carried out for the benefit of the recommendation to come to fruition. This phase should commence when Government has taken its decision on the Committee's recommendation.

Action Plan

The action plan to support the roadmap for the restructuring and rationalization report are informed by the key activities, roles and responsibilities and timeline for action.

Implementation Schedule

S/N	Key activities	Roles and responsibilities	Time lines
1.	Submission of report to Mr. President	Chairman and Members of the Committee	16th April 2012
2.	Appointment of White Paper Committee	C-in-C/SGF	16th April 2012
3.	Submission of the draft White Paper to the SGF	White Paper Committee	2nd May 2012
4.	Preparation/distribution of Council Memorandum	Secretary to the Government of the Federation (SGF)	14th May 2012
5.	Consideration and approval by the Executive Council	Federal Executive Council	23rd May 2012
6.	Stakeholders sensitization, advocacy, design and implementation of work plan for monitoring the decisions, etc.	Reformed BPSR	To be determined by BPSR

CONCLUSION

The unanimous agreement among different stakeholders is that the cost of running Government in Nigeria is very high and would be unsustainable in the long-term. It is therefore crucial that the Government considers the recommendations contained in this Report urgently and also ensure that its decisions in the White Paper to be issued thereafter are fully implemented.

It is expected that there would be critical policy changes, amendments and repeal of enabling laws, human capital implications as well as financial adjustments to be made in the Budget for the 2013 Fiscal Year and beyond.

The recommendations contained in this Report were reached after robust debates and due consideration of the inputs of stakeholders. Flowing from the suggestions of the Committee, the acceptance and substantial implementation of the decisions of Government would result in the following:

i. Reduction in the cost of governance;
ii. Leaner Government structures;
iii. Moderate-size Governing Boards;
iv. Greater efficiency and improved service delivery;
v. Adoption of sound corporate governance principles;
vi. Improved budgeting process and financial controls; and
vii. Institution of a framework to check incessant establishment of agencies.

The contents of this Report point to the fact that there is still work to be done. In particular, the restructuring of the agencies of Government can only be carried out after Government has come up with decisions on those agencies that have been recommended for abolition, merger or internal reorganization.

The collaboration of all arms and tiers of Government is also key to ensuring the lasting success of this restructuring and rationalization exercise of Government. If the Government – the Executive, Legislature and Judiciary at the Federal and State levels - undertakes the tasks identified by the Committee in the short, medium and long terms, the Administration will achieve its aim of having in place a slimmer, efficient, accountable and more cost-effective governance structure.

Signature Page

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Stephen Oronsaye, *CFR*
(Chairman)

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Japh C.T. Nwosu, *OON*
(Member)

.....

Rabiu Abubakar
(Member)

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N. Salman Mann, *mni*
(Member)

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Hamza A. Tahir
(Member)

.....

Adetunji Adesunkanmi
(Member)

.....

Umar Mohammed
(Secretary)

ACRONYMS

ABU - Ahmadu Bello University

ABUTH - Ahmadu Bello University Teaching Hospital

ACM - African Common Market

ACSE - Abuja Commodities and Securities Exchange

AEPB - Abuja Environmental Protection Board

AFCSC - Armed Forces Command and Staff College

AGMs - Assistant General Managers

AGIS - Abuja Geographic Information Systems

AIB - Accident Investigation Bureau

AIRBDA - Anambra-Imo River Basin Development Authority

ALC - Abuja Leasing Company

ALCMAN - Association of Local Contents Manufacturers of Nigeria

AMTP - Advanced Manufacturing Technology Project

APCON - Advertising Practitioners Council of Nigeria

ARCEDEM - Africa Regional Centre for Engineering Design and Manufacturing

ARC - Architects Registration Council

ARCN - Agricultural Research Council of Nigeria

ARMTI - Agricultural Research and Management Institute

ASCE - Abuja Securities and Commodities Exchange

ASCON - Administrative Staff College of Nigeria

AU - African Union

BCDA - Border Communities Development Agency

BOFI - Banks and Other Financial Institutions

BOI - Bank of Industry

BPE - Bureau of Public Enterprises

BPP - Bureau of Public Procurement

BPSR - Bureau of Public Service Reform

CAC - Corporate Affairs Commission

CAD - Civil Aviation Department

CADD - Centre for Automotive Design and Development

CBAAC - Centre for Black and African Arts and Civilization

CBN - Central Bank of Nigeria

CBOs - Community Based Organizations

CCB - Code of Conduct Bureau

CCT - Code of Conduct Tribunal

CDIPB - Civil Defence, Immigration and Prisons Services Board

CDS - Chief of Defence Staff

CEMA - Customs and Excise Management Act

CESAC - Comparative Education Study and Adaptation Centre

CHELTECH - Federal College of Chemical & Leather Technology

CIPPO - Customs, Immigration and Prisons Pension Office

C&LTC - Citizenship and Leadership Training Centre

CMD - Centre for Management Development

CMR - Central Motor Registry

CNA - Clean Nigeria Associates

CNS/ATM - Communication, Navigation Surveillance and Air Traffic Management

COMEG – Council of Nigerian Mining Engineers and Geoscientists

COREN - Council for the Regulation of Engineering in Nigeria

COS - Council of State

CPC - Consumer Protection Council

CPS - Contributory Pension Scheme

CRAN - Communication Regulatory Authority of Nigeria

CRBADA - Cross River Basin Development Authority

CRF - Consolidated Revenue Fund

CRFFN - Council for the Regulation of Freight Forwarding in Nigeria

CSOs - Civil Society Organizations

CUG - Closed User Group

DFIs - Development Financial Institutions

DfiD - Department for International Development

DGMs - Deputy General Managers

DIA - Defense Intelligence Agency

DICON - Defence Industries Corporation of Nigeria

DMO - Debt Management Office

DPR - Department of Petroleum Resources

DRBO&I - Department of River Basins Operations and Inspectorate

DTRBN - Dental Technologist Registration Board

ECN - Energy Commission of Nigeria

NEC - National Energy Council

ECOWAS - Economic Community of West African States

EDUBANK - Nigerian Education Bank

EFCC - Economic and Financial Crimes Commission

ELDI - Electronic Development Institute

EMDI - Engineering Materials Development Institute

EITI - Extractive Industries Transparency Initiative

ESRB - Estate Surveyors' Registration Board

FAAN - Federal Airports Authority of Nigeria

FCA - Federal College of Agriculture

FCAH & PT - Federal College of Animal Health & Production Technology

FCC - Federal Character Commission

FCDA - Federal Capital Development Authority

FCFFT - Federal College of Fresh-Water & Fisheries Technology

FCID - Force Criminal Investigation Department

FCSC - Federal Civil Service Commission

FCT - Federal Capital Territory

FCV & MLT - Federal College of Veterinary & Medical Laboratory Technology

FEAP - Family Economic Advancement Program

FEC - Federal Executive Council

FERMA - Federal Road Maintenance Agency

FFS - Federal Fire Service

FGSHLB – Federal Government Staff Housing Loans Board

FHA - Federal Housing Authority

FIFA - Federation of International Football

FIIRO - Federal Institute for Industrial Research

FIRS - Federal Inland Revenue Service

FJSC - Federal Judicial Service Commission

FMBN - Federal Mortgage Bank of Nigeria

FMC - Federal Medical Centre

FMST - Federal Ministry of Science and Technology

FMW - Federal Ministry of Water Resources

FPSC - Federal Public Service Commission

FRC - Fiscal Responsibility Commission

FRCN - Federal Radio Corporation of Nigeria

FRIN - Forestry Research Institute of Nigeria

FRSC - Federal Road Safety Commission

FUT - Federal University of Technology

GBB - Galaxy Backbone Limited

GMs - General Managers

GWMA - Gurara Water Management Authority

HEDI - Hydraulic Equipment Development Institute

HRDD - Human Resources Development Department

HSE - Health Safety and Environment

IAP - Industrial Arbitration Panel

IAR - Institute for Agricultural Research

ICAN - Institute of Chartered Accountants of Nigeria

ICAO - International Civil Aviation Organization

ICPC - Independent Corrupt Practices and Other Related Offences Commission

ICRC - Infrastructure Concession Regulatory Commission

ICT - Information and Communications Technology

IDCs - Industrial Development Centres

IDPs - Internally Displaced Persons

IDSL - Integrated Data Services Limited

IFACCA -International Federation of Art Councils and Culture Agencies

IGR - Internally Generated Revenue

IMO - International Maritime Organization

INEC - Independent National Electoral Commission

IOS - International Oil Spill

IPCR - Institute for Peace and Conflict Resolution

ISA - Investments and Securities Act

ISPSC - International Ship and Port Facility Security Code

IST - Investment and Securities Tribunal

ITF - Industrial Training Fund

KRPC - Kaduna Refining and Petrochemical Company Limited

JAMB - Joint Admissions & Matriculation Board

JOMALIC - Joint Maritime Labour Industrial Council

JSS - Junior Secondary School

JSSCE -Junior Secondary School Certificate Examination

LBRABDA - Lower Benue River Basin Development Authority

LCRI - Lake Chad Research Institute

LFN - Law of Federation of Nigeria

LFDMC - Livestock & Fisheries Development Marketing Company

LGAs - Local Government Authorities

LITC - Lagos international Trade Fair Complex

LRCN - Librarians Registration Council of Nigeria

LUTH - University of Lagos Teaching Hospital

MAMSER - Mass Mobilization for Self-Reliance and Economic Recovery

MCO - Mining Cadastre Office

MDAs - Ministries, Departments and Agencies

MDGs - Millennium Development Goals

MINILS - Michael Imoudu National Institute for Labour Studies

MMOU - Multilateral Memoranda of Understanding

MOFI - Ministry of Finance Incorporated

MOU - Memorandum of Understanding

MPB - Military Pension Board

MRTB - Medical Rehabilitation Therapist Registration Board

MTD - Motor Traffic Department

MSMEs - Micro, Small and Medium Enterprises

NAA - Nigerian Airports Authority

NABDA - National Biotechnology Development Agency

NAC - National Automotive Council

NACA - National Agency for the Control of HIV/AIDS

NCAM - National Centre for Agricultural Mechanization

NACB - Nigerian Agricultural and Cooperative Bank

NACETEM - National Centre for Technology Management

NAEC - Nigeria Atomic Energy Commission

NAERLS - National Agric. Extension Research Liaison Services

NAFEST - National Annual Festival

NAFDAC - National Agency for Food & Drug Administration & Control

NAFRC - Nigerian Armed Forces Resettlement Centre

NAHCON - National Hajj Commission of Nigeria

NAIC - Nigerian Agricultural Insurance Corporation

NAICOM - National Insurance Commission

NAJCE - National Agency for Job Creation and Empowerment

NAMA - Nigerian Airspace Management Agency

NAMA - Nigeria Automotive Manufacturers Association

NAN - News Agency of Nigeria

NAPEP - National Poverty Eradication Programme

NAPRI - National Animal Production Research Institute

NAPTIN - National Power Training Institute of Nigeria

NAPTIP - National Agency for Prohibition of Trafficking In Persons

NAPEP - National Poverty Eradication Programme

NAPEC - National Poverty Eradication Council

NAQS - Nigeria Agricultural Quarantine Service

NARICT - National Research Institute for Chemical Technology

NASRDA - National Space Research and Development Agency

NASB - Nigerian Accounting Standards Board

NASC - National Agricultural Seeds Council

NASENI - National Agency for Science & Engineering Infrastructure

NASS - National Assembly

NBA - Nigerian Bar Association

NBC - Nigerian Builders Council

NBC - Nigerian Broadcasting Corporation

NBC - National Boundaries Commission

NBCI - Nigerian Bank for Commerce and Industry

NBDC - Nigerian Book Development Council

NBEM - National Board for Education Measurement

NBET - Nigerian Bulk Electricity Trading

NBRRI - Nigerian Building and Road Research Institute

NBTE - National Board for Technical Education

NBS - National Bureau of Statistics

NBTI - National Board for Technology Incubation

NCAA - Nigerian Civil Aviation Authority

NCAC -National Council for Arts and Culture

NCAT - Nigerian College of Aviation Technology

NCC - Nigerian Communications Commission

NCC - National Coordinating Committee

NCC - Nigerian Copyrights Commission

NCCE - National Commission for Colleges of Education

NCDMB - Nigerian Content Development and Monitoring Board

NCFR - National Commission for Refugees

NCPC - Nigeria Christian Pilgrims Commission

NCRI - National Cereals Research Institute

NCS - Nigerian Customs Service

NCWD - National Centre for Women Development

NDA - Nigerian Defence Academy

NDC - National Defence College

NDE - National Directorate of Employment

NDIC - Nigeria Deposit Insurance Corporation

NDLEA - National Drug Law Enforcement Agency

NDPHC - Niger Delta Power Holding Company

NEC - National Economic Council

NEC - Nomadic Education Commission

NEDDI - National Engineering Design Development Institute

NERC - Nigerian Electricity Regulatory Commission

NEMRC - National Emergency Management and Refugees Commission

NEPAD - New Partnership for African Development

NECO - National Examinations Council

NEIC - National Economic Intelligence Committee

NEITI - Nigeria Extractive Industries Transparency Initiative

NEMA - National Emergency Management Agency

NEPC - Nigerian Export Promotion Council

NEPZA - Nigerian Exports Processing Zone Authority

NERDC - Nigeria Educational Research & Development Council

NERFUND - National Economic Recovery Fund

NESREA - National Environmental Standards & Regulations Enforcement

NETCO - Nigerian Engineering and Technical Company Limited

NEXIM - Nigerian Export and Import Bank

NFA - Nigeria Football Association

NFF - Nigeria Football Federation

NFC - Nigerian Film Corporation

NFIU - Nigerian Financial Intelligence Unit

NFRA - National Food Reserve Agency

NFRC - Nigerian Financial Reporting Council

NFVCB - National Film and Video Censors Board

NFQ&QCS - National Fisheries Quarantine and Quality Control Service

NGOs - Non-Governmental Organizations

NGC - Nigerian Gas Company Limited

NGSA - Nigeria Geological Survey Agency

NHA - National Housing Authority

NHF - National Housing Fund

NHIS - National Health Insurance Scheme

NHRC - National Human Rights Commission

NJC - National Judicial Council

NLDP - National Livestock Development Project

NICO - Nigerian Institute for Cultural Orientation

NIDB - Nigerian Industrial Development Bank

NIEPA - National Institute for Educational Planning and Administration

NIFFR -National Institute for Fresh-Water Fisheries Research Institute

NIFOR - National Institute for Oil Palm Research

NIGCOMSAT - Nigerian Communications Satellite Limited

NIHSA - Nigeria Hydrological Services Agency

NIHORT - Institute for Horticultural Research

NIHOTOUR - National Institute for Hospitality and Tourism

NILEST - Nigerian Leather Science Technology

NIMASA - National Maritime Administration and Safety Agency

NIMC - National Identity Management Commission

NMCO - Nigerian Mining Cadastre Office

NMDC - National Metallurgical Development Centre

NIMET - Nigeria Meteorological Agency

NIMG - Nigerian Institute of Mining and Geosciences

NIOMCO - National Iron Ore Mining Company

NIOMR - Nigeria Institute of Oceanography and Marine Research

NIPOST - Nigerian Postal Agency

NIPP - National Integrated Power Project

NIPR - Nigerian Institute of Public Relations

NIPSS - National Institute for Policy and Strategic Studies

NIS - National Institute for Sports

NIS - Nigeria Immigration Services

NISER - Nigerian Institute of Social and Economic Research

NISLT - Nigerian Institute of Science Laboratory Technology

NITDA - National Information Technology Development Agency

NITEPA - National Institute for Teachers, Educational Planners and Administrators

NITR - Nigerian Institute for Trypanosomiasis Research

NITT - Nigeria Institute of Transport Technology

NIWA - Nigeria Inland Waterways Authority

NIWRMA - National Integrated Water Resources Management Agency

NLN - National Library of Nigeria

NLRC - Nigerian Law Reform Commission

NLRC - National Lottery Regulatory Commission

NLTF - National Lottery Trust Fund

NNOM - Nigerian National Order of Merit

NMC - Nigerian Mining Corporation

NMDC - National Metallurgical Development Centre

NMTI - National Metallurgical Training Institute

NNDC - Niger Delta Development Commission

NNMA - Nigeria National Merit Award

NNMDA - Nigerian Natural Medicine Development Agency

NNPC - Nigerian National Petroleum Corporation

NNRA - Nigerian Nuclear Regulatory Agency

NIPC - Nigerian Investment Promotion Commission

NIPOST - Nigerian Postal Services

NIS - National Institute for Sports

NITEL - Nigerian Telecommunications

NITT - Nigerian Institute of Transport Technology

NLC - Nigerian Language Centre

NMA - Nigeria Maritime Authority

NMA - Nigeria Medical Association

NOA - National Orientation Agency

NOM - National Orientation Movement

NOSCP - National Oil Spill Contingency Plan

NOSDRA - National Oil Spill Detection and Response Agency

NOTAP - National Office for Technology Acquisition & Promotion

NOUN - National Open University of Nigeria

NPA - Nigerian Ports Authority

NPC - National Productivity Centre

NPC - Nigeria Press Council

NPC – Nigeria Police Council

NPC - National Planning Commission

NPDC - Nigerian Petroleum Development Company Limited

NPopC - National Population Commission

NPS - Nigeria Prisons Service

NPQS - National Plant Quarantine Service

NQS - Nigeria Agricultural Quarantine Service

NREA - National Rural Electrification Agency

NRBDA - Niger River Basin Development Authority

NRC - Nigeria Railway Corporation

NRC - National Refugees Commission

NRCRI - National Root Crops Research Institute

NRICT - National Research Institute for Chemical Technology

NSC - Nigeria Shippers Council

NSC - National Sports Commission

NSC - National Security Council

NSCDC - Nigeria Security and Civil Defence Corps

NSCPA - Nigerian Standards and Consumer Protection Agency

NSDC - Nigerian Sugar Development Council

NSE - Nigeria Society of Engineers

NSITF - Nigeria Social Insurance Trust Fund

NSIWC - National Salaries, Incomes and Wages Commission

NSPRI - Nigerian Stored Products Research Institute

NSRMEA - National Steel Raw Materials Exploration Agency

NSTDA - National Science and Technology Development Agency

NTA - Nigerian Television Authority

NTI - National Teachers Institute

NUC - National Universities Commission

NVI - National Veterinary Institute

NVQS - National Veterinary Quarantine Service

NVRI - National Veterinary Research Institute

NWRI - National Water Resources Institute

NYSC - National Youth Service Corps

OAGF - Office of the Accountant General of the Federation

OAU - Obafemi Awolowo University

ODORBN - Optometrists & Dispensing Opticians Registration Board of Nigeria

OGFZA - Onne Oil and Gas Free Zones Authority

ONSA - Office of the National Security Adviser

OORBDA - Ogun-Osun River Basin Development Authority

OPPRC - Oil Pollution Preparedness and Response Cooperation

OSGF - Office of the Secretary to the Government of the Federation

OSGOF - Office of the Surveyor General of the Federation

PAYG - Pay-As-You-Go

PBN - People's Bank of Nigeria

PCBR - Presidential Committee on Barracks Rehabilitation

PCC - Public Complaints Commission

PE - Public Enlightenment

PEF - Petroleum Equalization Fund

PEEMADI - Power Equipment and Electrical Machinery Development Institute

PEDI - Prototype Engineering Development Institute

PFAs - Pension Fund Administrators

PFCs - Pension Fund Custodians

PHCN - Power Holding Company of Nigeria

PHRC - Port Harcourt Refining Company Limited

PICOMMS - Presidential Implementation Committee on Maritime Safety

PPP - Public-Private-Partnership

PPPRA - Petroleum Products Pricing & Regulatory Agency

PPPRC - Petroleum Products Pricing Regulatory Committee

PRA - Pension Reform Act

PRODA - Project Development Agency

PSC - Police Service Commission

PSIN - Public Service Institute of Nigeria

PTDF - Petroleum Technology Development Fund

PTI - Petroleum Training Institute

PUTME - Post-Unified Tertiary Matriculation Examination

QSRB - Quantity Surveyors' Registration Board

RBBRF - Retirement Benefits Bond Redemption Fund

RMAFC - Revenue Mobilization, Allocation & Fiscal Commission

RMRDC - Raw Materials Research and Development Council

RINAF - Regional Informatics of Africa

RRBN - Radiographers Registration Board of Nigeria

RRIN - Rubber Research Institute of Nigeria

SARPS - Standards and Recommended Practices

SCC - State Coordinating and Monitoring Committee

SFU - Special Fraud Unit

SEC - Securities and Exchange Commission

SEDI - Science Equipment Development Institute

SERVICOM - Service Compact with All Nigerians

SMEDAN - Small and Medium Enterprise Development Agency of Nigeria

SON - Standards Organization of Nigeria

SIWES – **Students Industrial Working Experience Scheme**

SRC - Surveyor Registration Council

SRRBDA - Sokoto Rima River Basin Development Authority

SSS - State Security Service

SSS - Senior Secondary School

STI - Science Technology and Innovation

SUBEB - State Universal Basic Education Board

TAC - Technical Aids Corps

TBSIL - Tafawa Balewa Square Investment Limited

TCPCP - Technical Committee on Commercialization and Privatization

TDO - Trade Debtors Outstanding

TEC -Tertiary Education Commission

TETF - Tertiary Education Trust Fund

TORs - Terms of Reference

TPC - Town Planners Council

TRCN - Teachers' Registration Council of Nigeria

TSC - Ticket Sales Charge

UBEC - Universal Basic Education Board

UBRBDA - Upper-Benue Basin River Development Authority

UCC - Utilities Charges Commission

UCH - University College Hospital

UDUTH - Usman Dan Fodio University Teaching Hospital

UNECA - United Nations Economic Commission for African

UNRBA - Upper Niger River Basin Development Authority

USPB - Universal Service Provision Board

USPS - Universal Service Provision Secretariat

VAT - Value Added Tax

VON - Voice of Nigeria

WAEC - West African Examinations Council

WAI - War Against Indiscipline

WASSCE - West African Senior School Certificate Examination

WCC - World Crafts Council

WMO - World Meteorological Organization

WRPC - Warri Refining and Petrochemical Company Limited

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