

# **NATIONAL INTERVENTION PROJECT IN EDUCATION, HEALTH, WATER & ENTERPRENUERSHIP.**

**By**

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# INTRODUCTION

Achieving the SDGs in Nigeria through LGAs, RSECESSA is well positioned to coordinate national programmes and to ensure optimum results from domestic resources towards reducing poverty, while Local Governments which have better knowledge of their local environments and their needs – thereby placing them in a better position to implement projects.

RSECESSA intervention is by way of making financial grants available to Local Governments in a clearly designed conditional partnership agreement where the Local Governments contribute 3% (cash counterpart contribution from the Local Government) for the execution of projects.

Through the Conditional Grants Scheme, RSECESSA seeks to build the capacities of Local Governments in order to improve governance, service delivery, poverty reduction, transparency, and accountability as well as the attainment of the SDGs.

This proposal is to reduce the poverty level in the country and to make unserved population to be included and feel the impact of the government for the neglect they are for the past years in Nigeria.

The Grants Scheme is a programme in which Local Governments are availed the opportunity to access funds annually. The Grant Scheme is contingent on abiding with specific criteria and governing guidelines. This intervention is by way of making financial grants available to Local Governments in a clearly designed conditional partnership agreement where the Local Governments contribute equal amounts (i.e. fifteen percent from as cash counterpart contribution from the Local Government) for the execution of projects in line with the objectives of the MDGs.

The Grant Scheme is an opportunity to maximize the use of information and expertise at every level of government and share the burden of expenditure responsibility among different levels of government. The scheme also seeks to foster genuine consultations and commitment among the Local Governments, communities and civil society. This will engender sustainability. In addition, the scheme is a unique opportunity to build a platform on which Local Governments harmonize their budgets fully with the nation's Medium Term Fiscal Framework. Ultimately, it is an opportunity to leverage spending towards supporting Local Government programmes that are fully aligned with national policy objectives and the MDGs. Through the Grants Scheme, we seek to build the capacities of States and Local Governments in order to improve governance, service delivery, financial management, transparency, and accountability as well as the attainment of the MDGs. The Grant Scheme is therefore one of the way of intensifying efforts at achieving the MDGs at all levels of local government in the country.

The Grant Scheme to Local Governments is to fast-track the achievement of the MDGs and build a sustainable foundation for effective service delivery in Local Governments and local communities. By strengthening the role of Local Governments in articulating needs of the communities, responding to human development indicators, and managing development initiatives, the Grant Scheme also seeks to move beyond construction of infrastructure to improve all the aspects of service delivery and respond to emerging priorities and challenges. Furthermore, the Grant Scheme to Local Governments strengthens intergovernmental collaboration and coordination in the generation and communication of data; policy planning; and monitoring of performance.

The total amount of funds available for both tracks of the Grant Scheme (i.e. Local Governments exclusive projects) are as appropriated in the budget for the year.

## **Project Areas of CGS**

The Grant Scheme is clearly designed as a means of funding MDGs -related projects at Local Government levels. The National Secretariat will be in Abuja, draws on the country's MDGs assessment reports, the most recent indicators and current Federal, State and Local Government policy initiatives and selects each year the project areas that best address areas of greatest need (Water, Health, Education and Entrepreneurship).

# EXPERIENCE IN NIGERIAN GRANT SCHEME

## Investing in the MDGs at the Sub-National Level and Ensuring Local Ownership and Sustainability

The intention is to increase MDGs investment at sub national level through LGAs direct cash counterpart contribution as well as using the GRANT mechanism to leverage additional resources from INTERNATIONAL FUNDING to fund MDG-related projects/programmes. Evidence from the Implementation of Nigeria's Conditional Grant Scheme (CGS)' contends that "...the CGS experience has also established that a grant mechanism anchored on consultative participation and mutual cooperation among partners can be effective in leveraging resources for financing development projects. Available records have shown State Governments' extraordinary commitment to the payment of counterpart funding of CGS activities. This has helped to promote State ownership and to ensure sustainability of the projects". (Colleen and Oboh, (2013)

Over the years of implementation, it became clear that the CGS fund has also leveraged additional resources from States and Local Government federation accounts (statutory allocation and Value Added Tax (VAT)) receipts and internally generated revenue to fund MDGs related programmes and projects. A total sum of N143.37 Billion (N87.94 Billion through State track and N55.4 Billion through LGA track) have been leveraged as additional resources for implementation MDGs related projects through States and LGs cash counterpart contribution from 2007 to 2014. (OSSAP-MDGs, 2014) The Analysis of MDGs Expenditure in Nigeria's Federal, State and Local Governments indicated that in 2009 the budgetary allocation of all the Local Governments to MDGs projects and programmes was approximately N310 Billion. Through CGS mechanism as well as MDGs advocacy the budgetary allocations of all the Local Governments to MDGs projects and programmes increased to approximately N841 billion in 2012. (Agu, 2014) In the same study, the budgetary allocations of all the States to MDGs projects and programmes was approximately N1.6 trillion in 2009 budgets and N2.25 trillion in 2012 budgets. From 2009 to 2012 the budgetary allocations of all the States and Local Governments to MDGs projects and programmes increased by over N1.1 trillion.

## Empowering Local Governments to Carry out Their Constitutional Responsibilities

State and Local Governments are more familiar with the local conditions, demands and constraints. However, fiscal or other constraints can mean that sub-national governments find it difficult to effectively provide the services for which they are accountable. Staffing requirements, and sometimes limited management capacity, can quickly soak up what little resources they have. (Phillips, 2009) The Federal Government, on the other hand, is better positioned to coordinate policy and nationally-focused programs, while ensuring the necessary checks, balances and feedback. Through the CGS, the Federal Government has made use of its access to a wide variety of external assistance and best-practice to support State and Local Governments. Conditional grants channel funds, technical assistance, and best-practice from the Federal Government to sub-national governments. They reduce the fiscal constraints that Local Governments face, whilst improving their capacity and demand for effective service delivery. The programme has optimized the use of information, expertise and resources at every level of government. Additionally, by bringing local government, conditional grants foster positive consultations, cooperation and sustainability among Local Governments, communities and civil society. This has helped improve the responsiveness of Government to community needs. In a way, the CGS has also leveraged States' spending towards national objectives such as the MDGs, and facilitated coordination of responsibilities for effective service delivery. Commenting on this experience and lesson learnt, Colleen and Oboh (2013) observed:

# EXPERIENCE IN NIGERIAN GRANT SCHEME 2

The experience gained from the implementation of CGS has amply demonstrated that deep and meaningful fiscal cooperation among tiers and arms of government is essential for sustainable development. The key lesson is that, given their extensive knowledge of the local environment, the sub national levels of government (states and LGAs) are better positioned to implement development projects while the federal tier of government should concentrate on planning, coordination and M&E.

Through this partnership, various tiers of government are living up to their constitutional responsibility, which is essential for promoting good governance and accountability.

## Encouraging Improvements in Public Expenditure Reform

CGS is a veritable instrument for advancing public sector reforms and improved local governance. One of the key requirements for participation in CGS is for states and local governments to establish systems and procedures that would ensure transparency and accountability in the use of funds. (OSSAP-MDGs, 2013) This has stimulated public expenditure reforms and modernization of budgetary processes at the state level.

In 2010, DFID funded programme, State Partnership for Accountability, Responsiveness and Capability (SPARC) in collaboration with OSSAP-MDGs undertook an assessment of the impact of CGS on state reform efforts. The study was based on the following: status of fiscal responsibility bill; percentage of budget allocation to key MDGs sectors; improved budget classification system; provision for recurrent costs of completed CGS projects; regularity of in-year budget monitoring reports; completion of audited financial statements and accounts for 2007 and 2008; and status of public procurement bill and procurement process. The assessment found out that through the mechanism of CGS and other processes, significant progress has been recorded in Public Financial Management reforms particularly the passage of Fiscal Responsibility and Public Procurement laws by many States, improvements in the budgetary process and regular preparation budget performance report and financial statements. (SPARC-DFID, 2010).

## Strengthening the Partnership between the Three Tiers of Government for National Planning

The World Bank *Public Expenditure Management and Financial Accountability Review 2006* stated that “So far, fiscal decentralization in Nigeria has not been accompanied by strengthened intergovernmental coordination in the areas of fiscal and sector policies. This complicates progress in service delivery.” (World Bank, 1997)

An evaluation of the CGS by OSSAP-MDGs revealed that the introduction of CGS is regarded as a good example of federal/state collaboration by both political and administrative leaders in the states. The evaluation reports further states, there is evidence that states have adjusted to the criteria for accessing the CGS which are linked to governance and public sector reforms that are intended to assure the effective and efficient use of the proceeds of the CGS. (OSSAP-MDGs, 2011) Through the CGS the Federal, State and Local Governments have developed a robust Nigeria MDGs Information System (NMIS) which houses data on tracking status of both States and local governments’ performance level on the MDGs.

# EXPERIENCE IN NIGERIAN GRANT SCHEME 3

In addition to this, the Needs Assessment results, baseline facility inventory and planning documents for CGS are hosted on the NMIS. The Needs Assessment is an integrated assessment where existing data available at the Federal, State and Local Government levels were used to estimate the activities and resources required in a Local Government to accelerate progress towards the MDGs. For example, for Goal 2, indicators include the number of classrooms, number of teachers, number of textbooks, etc., and their cost. While the baseline facility inventory complements the available household survey data with data on the status of facilities providing services crucial to progress on the MDGs. The NMIS helps Federal, State and Local Government to identify service delivery gaps and up-to-date information on the facilities (schools, health facilities, water sources, power, communication network, markets, and access roads to localities). The Government can effectively decide on interventions based on need to maximize impact and avoid duplication.

## Sustaining and Keeping CGS Institutional Agreements and Structures

The extra-institutional arrangements under the Office of the Senior Special Assistant to the President on MDGs -OSSAP-MDGs- have a number of advantages. First, it gets things done quickly without being bogged down by bureaucratic requirements as encountered by other government arrangements. In particular, where the administrative structures are kept lean, they can be quite efficient, saving time and other resources, enabling decisions to be taken in record time and in manners that support speedy execution of projects. (Phillips, 2009) For the MDGs/SDGs, this is a particularly important advantage given the time delineation of the goals. But there are also disadvantages. Therefore, there are advantages in keeping the CGS Unit within the OSSAP structure as an extra-institutional arrangement as currently is the case.

However, it is important that in doing so, some of the expanded the roles of the Unit need to be re-examined. Specifically, the Unit need not take on responsibilities beyond coordination. First, the understanding underpinning the CGS is that all implementation should be by existing federal and subnational MDAs traditionally charged with those responsibilities. Precisely, the State and LG tracks of the CGS are supposed to be implemented only by States and Local Governments, with the CGS Unit (and the OSSAP-MDGs) providing only coordination as well as monitoring and evaluation services. This arrangement was borne out of the understanding that local needs are best understood and solved by governments nearer the people. The idea of a matching grant is therefore to increase ability of States to engage in social sector related investments that speed up the achievement of the MDGs. Thus, engaging CGS Unit and the OSSAP-MDGs in any form of implementation negates the fundamental principle of the CGS. The CGS *Implementation Manual* underscored this very clearly and set up the structures to be consistent with these differentiated roles for both the CGS and other agencies it coordinates. It will then not be reasonable to retain the CGS if it should duplicate functions already assigned to MDAs or States and LGs. Furthermore, considering the financial implications of such and the lean resources available to the current government in Nigeria, such duplication raises costs as some projects may end up being duplicated.

# EXPERIENCE IN NIGERIAN GRANT SCHEME 4

## Integrating CGS into overall Country Planning and Coordinating MDA Structures

Nigeria has other development plans and programmes besides the MDGs/SDGs. There is the Vision 20-2020 as well as the Transformation Agenda of the former President. Areas of emphasis among these plans and between these plans and the MDGs are often divergent. Without proper domestication of the SDGs and harmonization with other plans, the country risks having diverse, disparate and uncoordinated goals and targets. This will likely lead to duplication and waste emanating from isolated institutions working in silos, as has apparently been the case over the years. Within development circles in Nigeria, it is evident that domestic development plans do not usually work alongside those conceived internationally. Lessons from the MDGs showed, according to stakeholders that MDGs realization, even at the state level, was seen as the sole responsibility of OSSAP MDGs and the plans are seemingly hanging separately from other goals. (Igbuzor, 2011) In the post-2015 era, this can be changed. The MDGs/SDGs planning process should be incorporated into the any subsisting national development plan and the National Implementation Plan should clearly outline how they are to be achieved.

As the MDGs/SDGs implementation is incorporated within the national development plan, it will also be reasonable that the implementation agency, here the CGS Unit, be incorporated within a national planning/coordinating agency. This will integrate the SDGs within the nation's broad planning framework and lead to a more effective coordination and synergy with other plans. Besides, the Planning agency will most likely have better equipment and manpower to monitor the implementation of the conditional grants among the subnational governments through any of its already existing channels of communication, monitoring and evaluation. Similarly, such an institution, like the National Planning Commission, will likely wield more political weight and be able to push the requisite conditional grants agenda at the highest policy levels, given statutory position in such decision platforms as the Federal Executive Council and the National Economic Council.

There is the understanding that the CGS Unit is an ad hoc institution tasked with 'special responsibilities'. Experience seems to indicate that for very quick and short assignments, ad hoc structures work well. But when such 'special missions' begin to elongate and conclusion time is neither immediate nor determinate, the entities begin to show same signs of fatigue as their regular institutional counterparts. It then becomes a matter of when, not if, such an entity would settle to the same predictable (often inefficient) mode as other regular public institutions. Worse, some new interests emerge with the institution such that disbanding them becomes difficult. Consequently, at some point in their useful life especially where the span of the responsibility for which they are set up elongates, it might be more useful to 'institutionalize' or embed the 'special unit' within existing regular institutions. The SDGs target the next 15 years, and given an early start, implementation will likely go the entire duration, and this may only represent the first phase of the implementation with subsequent phases likely to follow. Thus, the SDGs project is for the very long haul. Keeping management in an extra-institutional office may therefore not be very helpful.

Likewise, coordination with other MDAs and tiers of government is critical for the success of the SDGs on a sustainable basis. Ad hoc institutions come with the burden of struggling to carve out own implementation space in the face of more established institutions. Initial conflicts (and resistance) on role definition and responsibility assignment with and from other more established institutions charged with similar or related assignments could be a clog in efficiency of the new entity. Anecdotal evidence (from interviews with stakeholders) seems to suggest that the CGS Unit has so far been more successful in coordinating the States and LGs than it has been in coordinating Federal MDAs.

# EXPERIENCE IN NIGERIAN GRANT SCHEME 5

This owes in part to the understanding that they do not have traditional coordinating roles with these and so seem incapable of influencing their actions. While some coordination channels have been established under the current CGS implementation structure, the level of recognition and cooperation by affiliate institutions may not be very high and could weaken efficiency of the CGS.

Transition to the SDGs provides a defining point for making the important transition to proper coordination with other plans in the country. Where the Unit gets embedded should be determined by the requisite core functions. The ultimate goal of MDGs and SDGs is development and the NPC is the entity with the mandate of initiating and managing development plans. So embedding the CGS within the NPC has an appeal and could make sense. There is the added advantage that this will be consistent with the practice at the States level where the MDGs CGS implementing units are mostly in the State Planning Commissions/Ministries of Economic Planning rather than existing differently which is the current situation.

But it is also a fact that questions are regularly raised over the capacity of National Planning Commission to effectively coordinate and implement the CGS. The NPC is thought in some quarters not to possess the requisite speed and efficiency required for a time-bound development programme like the MDGs. However, it will be important that in defining where to eventually keep the CGS Secretariat, all such questions be raised and addressed. An alternative to the National Planning Commission is the Federal Ministry of Finance (FMF), the disadvantage of hosting it at FMF is that it further erodes the weak status and role of the National Planning Commission.

Interaction with relevant stakeholders indicates this is not the first time this issue is being highlighted. In the words of one of the respondents, active in the design of the subsisting structure, “The only contentious issue was the location of the PSU. We wanted it in planning, especially given that this will cohere with the fact that State Planning Commissions or Ministries of Economic Planning were made the coordinating centers at the State level. It would have helped much to improve ownership of investments even at the Local Government level.” Another stakeholder was a little more vehement in his opinion. He posits, “Institutions have mandates. If Government is willing to fix things going forward, they cannot continue to proliferate ad hoc institutions. Not only is it not a good idea for sustainability, the fact remains that for any plan to work, someone must take leadership. It is either that leadership rests with an individual as is always the case with ad hoc institutions, or it rests on an institution; the latter, of course, is more sustainable. We need institutional capacity to take us through changes in the democratic cycles of government. Nigeria is not serious unless planning is serious. If planning is not serious and given some teeth, there isn’t much that can be achieved. There is nothing wrong with our visions or plans but to transform these and mobilize all stakeholders towards a common agenda is the challenge”.

Where the option of embedding within a more established MDA is chosen, it is important to ensure that the roles of the MDA in SDGs are limited to coordination, evaluation and approval. It must not make the similar mistake of dabbling into implementation and disbursement; but must restrict its functions to planning and coordination.

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# AREAS OF INTERVENTION

- Education
- Health
- Water & Sanitation
- Entrepreneurship Training, Development and Support

# AIMS

- To reduce poverty and diseases
- To have a productive population

# GOALS

To serve Nigeria through Education and Healthy  
productive population

# VISION

To meets the Sustainable Development Goals in  
Water, Health, Education and Entrepreneurship

# MISSION

To eradicate Hunger and Poverty by meeting the Sustainable Development Goals for productive and Healthy Environment

# STRATEGY/EXPECTED RESULTS

- 1, Reconstruction of New and Renovation of Classes in Primary and Junior Secondary School 20/LGA
- 2, Providing Maps and Educational Materials to all Primary and Junior Secondary School/ LGA
- 3, Equipping and Supplying of one Model Science Primary School in every LGA
- 4, Providing School 2 Bus for Primary Schools that a not close to the school/ LGA
- 5, Building New and Reconstruction of Dispensaries and Health Centers 2/LGA
- 6, Providing Ambulance to each LGA
- 7, Designing a sustainable Drug Revolving Scheme
- 8, Equipping and Supply of Modern Diagnosis and Hospital Equipment to each LGA
- 9, Providing Solarize 100,000 Liters tank for 3 wards each year/LGA
- 10, Providing 5 borehole hand pump / LGA each year
- 11, Providing water pipes connection where necessary
- 12, Providing 70 cooperatives with a loan of N200,000 per cooperative for a productive venture that will add value to our agricultural produce, mining or manufacturing
- 13, Training and Capacity Building for successful entrepreneurs.
- 14, Project Vehicle will be provided per LGA

# **TOTAL GRANTS PER LOCAL GOVERNMENT AREA**

**Each Local Government will annually get  
grant of N200 Million Naira**

# LOCAL GOVERNMENT RESPONSIBILITY

- Contribution of (15%) / LGA
- Feeding and Accommodation
- Logistics to Project Sites

# **OTHER BENEFITS/LGA**

- Bus for Schools
- Ambulances for Health Centers
- Monitoring Vehicles

# IMPLEMENTING ORGANISATION

Regional Sustainable Energy Center of  
Excellence for Sub Saharan Africa

[www.rsece.org](http://www.rsece.org)

# **SPOONSPONSORING ORGANISATION**

**Musamad Nig Ltd**

**Musamad Trading (UK) Ltd**

**&**

**Partners**

# **DURATION OF DISBURSEMENT**

21 Working Days AFTER payment of swift charges, money will be in the account for operations.

# TOTAL GRANTS FOR PILOT PROJECT

- N1.5 Billion

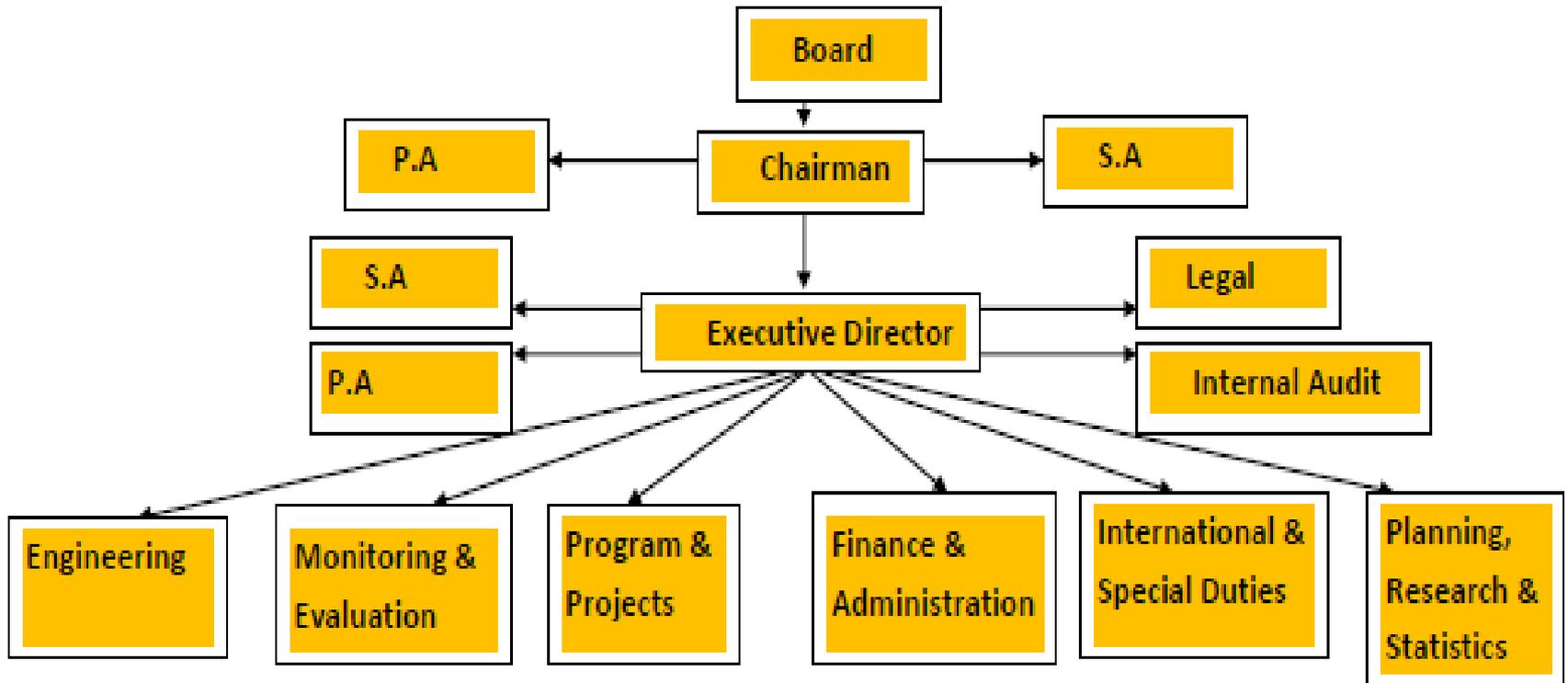
# NATIONAL PROJECT BUDGET 1<sup>ST</sup> YR

- \$600 Million
- Infrastructure \$430m
- Vehicles \$114m
- Consultancy 5% \$30m
- Administration \$26m

# **NATIONAL PROJECT 4 YEAR BUDGET**

**TOTAL \$5 BILLION DOLLARS 2019-2023**

# ORGANIZATIONAL STRUCTURE



# BOARD DUTIES & RESPONSIBILITIES

- The board's primary responsibility is one of stewardship and trusteeship on behalf of stakeholders, ensuring that the legal entity, i.e. the company or association, remains viable and effective in the present and for the future. The board is ultimately accountable for all organisation matters.
- The board ensures the organisation has a secure long term future by:
- Establishing the organisation's strategic direction and priorities.
- Interacting with key stakeholders to inform them of achievements and ensuring they have input into determining strategic goals and direction.
- Regularly scanning the external operating environment to ensure that the organisation's strategic direction remains both appropriate and achievable.
- Monitoring organisational performance and evaluating the achievement of the strategic and business plans and annual budget outcomes.
- Reporting back to the stakeholders at the Annual General Meeting (AGM).
- Establishing the policy framework for governing the organisation from which all operational policies and actions are developed.
- Ensuring the organisation has appropriate corporate governance structures in place including standards of ethical behaviour and promoting a culture of corporate and social responsibility.
- Defining key relationships between the organisation and its stakeholders and other key individual and organisations/groups.
- Appointing, setting targets in order to evaluate the performance of and reward as appropriate, the Chief Executive Officer (CEO).
- Monitoring CEO and organisational compliance with the relevant federal, state and local legislation and bylaws, and with the organisation's own policies.
- Providing advice and guidance to the CEO as required.
- Assessing risks facing the organisation, establishing a risk management plan and monitoring compliance.
- Evaluating the effectiveness as a board.
- Establishing the Organization's Mission and Purpose. ...
- Organizational Planning. ...
- Monitoring and Managing Financial Resources. ...
- Assessing and Developing Skills. ...
- Serve on Committees. ...
- Recruiting New Board Members.

# CHAIRMAN DUTIES & RESPONSIBILITIES

## **General Responsibilities**

The Chairman's principal responsibility is the effective running of the Board.

The Chairman is responsible for ensuring that the Board as a whole plays a full and constructive part in the development and determination of the organization's strategy and overall commercial objectives.

The Chairman is the guardian of the Board's decision-making processes.

The Chairman is responsible for promoting the highest standards of integrity, probity and corporate governance throughout the organisation and particularly at Board level.

## **Specific Responsibilities**

Running the Board and setting its agenda.

Ensuring that Board agendas take full account of the important issues facing the organization and the concerns of all Board members. There should be an emphasis on strategic, rather than routine, issues.

Ensuring that the Board receives accurate, timely and clear information on:

- the organization's performance;
- the issues, challenges and opportunities facing the Company; and
- matters reserved to it for decision.

Ensuring, with the advice of the Company Secretary where appropriate, compliance with the Board's approved procedures, including the Schedule of Matters Reserved to the Board and each Committee's Terms of Reference.

Proposing to the Board, in consultation with the CEO, Company Secretary and Committee Chairmen as appropriate:

- changes to the Schedule of Matters Reserved to the Board;
- changes to the Terms of Reference for each Committee; and
- other Board policies and procedures.

Arranging informal meetings of the directors, including meetings of the non-executive directors at which the executive directors are not present, as required to ensure that sufficient time and consideration is given to complex, contentious or sensitive issues.

Chairing the Nomination Committee, and, in that role, initiating change and succession planning in Board appointments to retain and build an effective and complementary Board.

Proposing the membership of Board Committees and their Chairmen.

Ensuring that there is effective communication by the Company with its shareholders, including by the CEO, Chief Financial Officer and other executive management, and ensuring that members of the Board develop an understanding of the views of the major investors in the Company

Taking the lead in providing a properly constructed induction programme for new directors, facilitated by the Company Secretary.

Taking the lead in identifying and seeking to meet the development needs both of individual directors and of the Board as a whole, assisted by the Company Secretary.

Ensuring that the performance of the Board as a whole, its Committees, and individual directors is formally and rigorously evaluated at least once a year.

# EXECUTIVE DIRECTOR RESPONSIBILITIES

- **Responsibilities of the Executive Director/ CEO**
- The CEO's principal responsibility is running the Group's business.
- The CEO is responsible for proposing and developing the organization's strategy and overall commercial objectives, which he does in close consultation with the Chairman and the Board.
- The CEO is responsible, with the executive team, for implementing the decisions of the Board and its Committees.
- The CEO is responsible for promoting, and conducting the affairs of the Group with the highest standards of integrity, probity and corporate governance.
- **Specific Responsibilities**
- Providing input to the Board's agenda from himself and other members of the executive team.
- Ensuring that he maintains a dialogue with the Chairman on the important and strategic issues facing the Company, and proposing Board agenda items to the Chairman which reflect these.
- Ensuring that the executive team gives appropriate priority to providing reports to the Board which contain accurate, timely and clear information.
- Ensuring, in consultation with the Chairman and the Company Secretary as appropriate, that he and the executive team comply with the Board's approved procedures, including the Schedule of Matters Reserved to the Board and each Committee's Terms of Reference.
- Providing input to the Chairman and Company Secretary on appropriate changes to the Schedule of Matters Reserved to the Board and Committee Terms of Reference.
- Ensuring that the Chairman is alerted to forthcoming complex, contentious or sensitive issues affecting the Company of which he might not otherwise be aware.
- Providing information and advice on succession planning, to the Chairman, the Nomination Committee, and other members of the Board, particularly in respect of executive directors.
- If so appointed by the Board, serving on the Nomination Committee.
- Leading the communication programme with stakeholders.
- Commenting on induction programmes for new directors and ensuring that appropriate management time is made available for the process.
- Ensuring that the development needs of the executive directors and other senior management reporting to him are identified and met.
- Ensuring that performance reviews are carried out at least once a year for each of the executive directors. Providing input to the wider Board evaluation process.

# MONITORING & EVALUATION DEPT

## **Monitoring & Evaluation Dept**

- Lead the on-going development of an M&E system and tools to enable all projects to collect, aggregate and support analysis of data, in order to meet all relevant reporting requirements and to facilitate and inform project management.
- Advise and support project managers on choice of indicators and development of monitoring plans.
- Co-ordinate implementation of the M&E system, M&E tools, and project monitoring plans, including training and support for project managers and field teams, support data analysis and usage.
- Lead on design and implementation of qualitative and quantitative data collection such as needs assessments, KPC surveys using recognised methods of data collection. Liaise with consultants for new survey methodologies if not experienced. Work with staff to develop and standardize survey tools and other data collection forms for monitoring programmes.
- Train relevant programmes staff on M&E tools, data collection and analysis and basic surveying and sampling techniques.

## ***Quality Management***

- Participate in country quarterly and strategy meetings, and provide input into the design and evaluation of the country strategy.
- Responsible for advising on institutional donor requirements and donor, country and international standards, etc.
- ***Beneficiary Accountability / Donor Communications***
- Promote the principles and practices of beneficiary accountability to colleagues, providing training and coaching in beneficiary feedback and other good practices as required.
- Provide support for project managers, with input from field and HQ sector advisors, to develop M&E elements of donor proposals and reports, including provision of monitoring plans, project data, and reports on progress towards indicators.

## ***Staff Management***

- Line-manage the M&E Officers and any additional temporary or surge capacity staff, including recruitment, day-to-day management, development and training, appraisals, etc.

## ***Team Spiritual Life***

- Reflect the values with team members, local staff, beneficiaries, and external contacts.
- Work, live, and pray together in our Christian faith-based team settings. Fully contribute to the rich spiritual life of your team, including team devotions, prayers, and words of encouragement.

# PROGRAMME & PROJECT'S DEPT

- **Responsibilities of Programme Dept**

- Organizing programs and activities in accordance with the mission and goals of the organization.
- Developing new programs to support the strategic direction of the organization.
- Creating and managing long-term goals.
- Developing a budget and operating plan for the program.
- Developing an evaluation method to assess program strengths and identify areas for improvement.
- Writing program funding proposals to guarantee uninterrupted delivery of services.
- Managing a team with a diverse array of talents and responsibilities.
- Ensuring goals are met in areas including customer satisfaction, safety, quality and team member performance.
- Implementing and managing changes and interventions to ensure project goals are achieved.
- Meeting with stakeholders to make communication easy and transparent regarding project issues and decisions on services.
- Producing accurate and timely reporting of program status throughout its life cycle.
- Analyzing program risks.
- Working on strategy with the marketing team.

- **Project Division**

- Operating within agreed reporting structures, is responsible for:
- Designing and applying appropriate project management standards for incorporation in the review process
- Managing the production of the required deliverables
- Planning and monitoring the project
- Adopting any delegation and use of project assurance roles within agreed reporting structures
- Preparing and maintaining project, stage and exceptional plans as required
- Managing project risk, including the development of contingency plans
- Liaison with programme management (if the project is part of a programme) and related projects to ensure that work is neither overlooked nor duplicated
- Monitoring overall progress and use of resources, initiating corrective action where necessary
- Applying change control and configuration management processes
- Reporting through agreed lines on project progress through highlight reports and end-stage assessments
- Liaison with appointed project assurance representatives to assure the overall direction and integrity of the project
- Maintaining an awareness of potential interdependencies with other projects and their impact
- Adopting and applying appropriate technical and quality strategies and standards
- Identifying and obtaining support and advice required for the management, planning and control of the project
- Managing project administration
- Conducting a project evaluation review to assess how well the project was managed
- Preparing any follow-on action recommendations

# FINANCE & ADMINISTRATION DEPT

- The Finance and Administration Director will provide strategic business planning, supervise/conduct all financial operations, and manage the administrative portfolio.  
General responsibilities will include, but not be limited to the following:
- **FINANCE CONTROL & BUDGETING**
  - Ensure financial integrity and accountability and maintain internal controls.
  - Lead the revision of the financial manual and policy manual, as well as develop strategies for allocation and indirect rate recovery
  - Ensure that transactions and financial decisions adhere to grantor regulations.
  - Generate timely monthly, quarterly, yearly and project specific financial reports in compliance with Generally Accepted Accounting Principles (“GAAP”).
  - Assist in procurement of auditor services.
  - Oversee audit activities and ensure compliance with government and donor regulations. Work with auditors to ensure timely issuance.
  - Coordinate with the Executive Director and staff to create and manage annual organizational budget.
  - Develop budgets for proposals in conjunction and Partnership.
- - Manage various types of agreements (cooperative agreements, grants, sub-grants, sub-contracts, personal services agreements, memos of understanding, etc.) and solicit legal advice when needed to ensure compliance with applicable government rules and regulations.
  - Provide guidance to Executive Director and Board of Directors on strategic business directions by conducting financial planning, analysis, forecasting, developing scenarios to inform decision making, and advising on key directions and options for development.
  - Provide the analytical financial thinking to qualify ideas as good and appropriate.
  - Participate in corporate policy development as a member of the senior management team. Engage the finance committee of the board of directors to develop short-, medium-, and long-term financial plans and projections.
  - Represent the company to financial partners, including donors, auditors, public officials, bank, etc.
  - Coordinate with payroll management company to ensure all government regulations are in line for payroll, as well as organizational policy for benefits.
  - Develop and utilize forward-looking, predictive models and activity based financial analysis to provide insight into the organization’s operations and business plans including cash requirements.
  - Ensure maintenance of appropriate internal controls, financial systems and financial procedures.
  - Understand and mitigate key elements of the company’s risk profile.
- **ADMINISTRATION**
  - Oversee Human Resources function, in conjunction with the Executive Director.
  - Supervise Operations and Accounts Manager, in conjunction with the Executive Director for relevant tasks.
  - Lead facilities, inventory, IT systems and other administrative functions, supported by Operations and Accounts Manager.
  - Ensure all insurance policies are renewed on an annual basis.
  - Participate in corporate policy development as a member of the senior management team.
  - Maintain in-depth relations with all members of the management team through demonstrated business judgment combined with an ability to effectively influence others.
  - Perform other tasks as requested by Executive Director.

# ENGINEERING DEPT

- Monitor performance of individual contributors and help manage their professional development.
- Discuss project specifications consulting with customers.
- Develop detailed cost estimates and project schedules.
- Direct, analyze and approve product design and changes.
- Assign, direct and evaluate technical work.
- Oversee development and maintenance of engineering staff competence.
- Establish scientific and technical goals working with upper management and customers.
- Develop and manage capital budget process.
- Provide engineering design services to support initiatives.
- Oversee technical aspect for Process Safety Management and Environmental Compliance.
- Train and develop Engineering staff on professional grounds.
- Develop and maintain engineering standards.
- Assist in professional development of other department employees.
- Manage Engineering Department operating expense budget.
- Manage development of customer oriented web applications.

# PLANNING, RESEARCH & STATISTICS DEPT

- Formulation of Annual Plans and Five Year Plans.
- Preparation of Plan and Budget Link, Plan Supplement, etc.
- Monitoring and review of the implementation of Plan Schemes.
- Coordination in the matter of planning and development.
- Overseeing the execution of plan schemes.
- Liaison with Planning Commission and other authorities in connection with development planning.
- Coordination and overseeing the implementation of Local Government plans.
- Collection and analysis of statistical data relating to plan programme.
- Formulation of guidelines in the matter of planning.
- Manpower planning.
- Matters relating to establishment of Planning Machinery at Headquarter.
- Administrative Department of the Directorate of Economics, Statistics and Evaluation.
- Evaluation.

# INTERNATIONAL & SPECIAL DUTIES DEPT

- To organize and guide the bilateral and multilateral cooperation and exchanges and international organizations, foreign government agencies and foreign institutions, and carry out international cooperation mechanisms;
- 
- 2. To assist other departments in promoting major international cooperative projects;
- 
- 3. To liaise with Embassies economic sections affiliated to the OUR ORGANIZATION, guide their work, organize analytical studies on world economy, carry out work related to economic diplomacy;
- 
- 4. To administer and coordinate international cooperation and foreign affairs of the office and institutions affiliated to the office;
- 
- 5. To work out management procedures, rules and regulations on foreign affairs in the organization and supervise their implementation;
- 
- 6. To organize international training programs, examine and approve annual international training programs;
- 

## **SPECIAL DUTIES**

### **Responsibilities include:**

- • Assisting the Executive Director to provide line supervision and general management to all the staff;
- • Execute assigned projects for the Executive Director,
- • Manage assigned direct reporting units on behalf of the Executive Director e.g., Stock Verification;
- • Assist the Executive Director, as required to formulate and articulate his/her leadership agenda;
- • Provide support in times of leadership transition;
- • Manage high-level stakeholder access to the Executive Director;
- • Provide secretariat Services to high-level meetings of the Executive Director
- • Help the Executive Director manage his/her schedule to ensure that his/her activities follow espoused priorities;
- • Coordinate the Executive Director response to emergencies;
- • Schedule all staff meeting and briefings involving the Executive Director;
- • Coordinating the daily briefing session of the Executive Director official schedule;
- • Represent the Executive Director in certain functions;

# LEGAL ASSISTANT

- Keeps cases organized by establishing and organizing files; monitoring calendars; meeting deadlines; documenting actions; inputting information into file database and case management software; confirming case status with attorney.
- Helps develop cases by maintaining contact with people involved in the case; scheduling depositions; preparing and forwarding summonses and subpoenas; drafting complaints; preparing and filing discovery requests; preparing responses to opposing counsel; generating status reports.
- Keeps clients informed by maintaining contact; communicating case progress.
- Maintains case costs by verifying outstanding balances with attorney, clients, and providers.
- Supports case preparation by preparing case summaries and materials for mediation conferences; preparing pleadings; monitoring and obtaining discovery responses; organizing materials for team case review.
- Enhances trial proceedings by organizing evidence; preparing exhibits; scheduling witnesses; ensuring that witnesses are ready when needed; taking courtroom notes.
- Updates job knowledge by participating in educational opportunities; reading professional publications.
- Accomplishes organization goals by accepting ownership for accomplishing new and different requests; exploring opportunities to add value to job accomplishments

# PERSONAL ASSISTANT

- Tasks may include but are not limited to:
- Devising and maintaining office systems, including data management and filing.
- Arranging travel, visas and accommodation and, occasionally, travelling with the manager to take notes or dictation at meetings or to provide general assistance during presentations;
- Screening phone calls, inquiries and requests, and handling them when appropriate;
- Meeting and greeting visitors at all levels of seniority;
- Organizing and maintaining diaries and making appointments;
- Dealing with incoming email, faxes and post, often corresponding on behalf of the manager;
- Taking dictation and minutes;
- Carrying out background research and presenting findings;
- Producing documents, briefing papers, reports and presentations;
- Organizing and attending meetings and ensuring the manager is well prepared for meetings;
- Liaising with clients, suppliers and other staff.

# SPECIAL ASSISTANT

- **Main Responsibilities**

- 1. To provide support to the Chairman in delivering PAC UK's overall strategic objectives.
- 2. To provide administrative services including diary management, booking meetings, planning events, organising travel and preparing travel itineraries, correspondence and prioritising emails for the Chairman.
- 3. To work closely with the Chairman and Senior Leadership Team through regular correspondence, arrange meetings and prepare briefing materials for the Chairman.
- 4. To provide administrative support in the delivery of assignments and initiatives on behalf of the Chairman's office as and when required
- 5. To ensure all correspondence and relevant materials are produced in a timely and accurate manner.
- 6. To coordinate departmental reports and documentation for the Board of Trustees meetings and other meetings with outside partners.
- 7. To coordinate, attend and take minutes for the Chairman's meetings and any other relevant meetings.
- 8. To conduct research/ analysis as directed by the Chairman.
- 9. To produce reports for the Chairman as and when required.
- 10. To follow up on action points from meetings on behalf of the Chairman.
- 11. To provide administrative support to the Chairman in the follow up and completion of departmental work plans.
- 12. To provide administrative support to the Chairman in implementing organisational projects and programmes.
- 13. To provide administrative support to the Chairman in the leadership and management of the organisation.
- 14. To provide administrative services to field offices such as responding to queries, issuing memos and following up on Chairman requests.

- **Other Responsibilities**

- 1. To comply with all policies, procedures, legal and regulatory requirements.
- 2. To hold a valid passport and be willing and able to travel extensively and at short notice.
- 3. The flexibility to work additional/out of hours as necessary to fulfil the requirements of the role and meet the business needs.
- 4. To be responsible for health and safety in the area of his/her control and ensure that he/she is familiar with PAC UK's health and safety at work policy.
- 5. To respect the unique contribution of every individual and work positively in an equal opportunity and diverse environment.
- 6. The post holder may be required to apply for a disclosure check.
- 7. Any other duties commensurate with the accountabilities of the post.

# INTERNAL AUDITOR

- Develop and implement yearly audit plan for assigned region.
- Perform duties essential to attain internal audit goals coordinating with various regions.
- Develops and maintain professional and close relations with client and staff.
- Supervise control environment within given company region.
- Conduct and record controls self-assessment in assigned region.
- Manage and perform internal audit projects recording existing control environment over business risk.
- Evaluate control environment performance by test work.
- Conduct audits working directly with all internal management levels as well as external clients.
- Review existing company assets and ensure to maintain apt safeguards from all sorts of losses.
- Analyze integrity and reliability financial information and means used for identifying measure, classifying and reporting information.
- Review and record activities and plans defined by management to resolve issues identified by audit findings.
- Examine records to assure apt transactions recording and comply with applicable agreements, laws and policies.
- Direct planning, organizing and monitoring of internal audit operations.
- Recommend methods to enhance and improve control procedures.
- Prepare audit plan for every Operation Divisions and develop schedule to conduct audits every year

# STATE COORDINATOR ROLE

- A. Serve as the Project Support Unit to the implementing of intervention grant,**
- B. Coordinate the preparation of applications to access the project fund,**
- C. Coordinate the implementation of projects through approval, pre-implementation and implementation phases as directed by the Head Office,**
- D. Maintain relations with relevant MDAs at the State and Federal levels that have stake in the projects being implemented,**
- E. Initiate processes for collecting and analyzing locally-collected information that will support the planning and execution of projects,**
- F. Maintain relations Local Governments MDG structures and communities to ensure sustainability of projects,**
- G. Respond to queries and requests for information as and when they are made by the Head Office and other stakeholders,**
- H. Coordinate relevant MDAs' strategic planning and implementation functions in respect of the project,**
- I. Arrange for meetings of the Committee to discuss operational matters or developments related to the project,**
- J. Coordinate project monitoring and evaluation,**
- K. Maintain up to date information on the status of State's project implementation, and**
- L. Ensures that monthly, quarterly, mid-year and yearly reports are forwarded to the Head Office and other stakeholders.**
- M. Provide technical support and hold periodic meetings with the Local Government MDGs Technical Team and**
- N. Serve as communication lines between Head Office in the implementation of project to Local Governments.**
- O. Review and redesign existing business systems, processes and procedures and re-engineer to align with corporate priorities, vision and objectives.**
- P. Investigate service problems and issues, prepare reports and feasibility and oversee the delivery of continuous improvement in the Highways & Traffic Management Service**
- Q. Review existing Service Plans in light of the corporate priorities, vision and objectives.**
- R. Assessment of the adequacy of the existing service standards, and performance reports & bench-marking activities.**
- S. Review to ensure there are robust data quality arrangements in place for ongoing learning for the organization.**
- T. Put in place processes and procedures that ensure the continual development and embedding of a performance culture throughout the Service through team meetings, one to ones and sharing good practice.**
- U. To assist teams and individuals through Intelligence and data analysis to support decision making for service improvement as appropriate.**
- V. Develop plans and scope to continually improve service efficiency, outcomes, delivery and performance.**
- W. Establish and maintain effective contract management systems, processes and procedures for current and future contracts and monitoring of contractors performance.**
- X. Support and assist management team to meet their other ongoing objectives.**
- Y. Undertake monthly performance management clinics, ensuring that managers and team leaders are fully appraised of key performance trends and issues within their areas and specially the areas of under-performance.**
- Z. Co-ordinate Value for money activities to enable services to assess performance and costs across a range of peer groups and implement change as a result.**

# STAKEHOLDERS

- The Minister of the National Planning Commission,
- The Director General of the Budget Office of the Federation,
- The Accountant General of the Federation and
- The Senior Special Assistant to the President on MDGs.
- Federal Ministry of Health
- Federal Ministry of Education
- Federal Ministry of Water Resources
- Federal Ministry of Trade & Investment
- Universal Basic Education Commission
- National Primary Health Care Agency
- National Water Resources Institute
- Small and Medium Development Agency of Nigeria
- International Organizations
- NGOs, CBOs and Communities

# INFRASTRUCTURES DECAY IN EDUCATION



# INFRASTRUCTURES DECAY IN EDUCATION 2



# INFRASTRUCTURES DECAY IN HEALTH



Old Otukpo Rd, Nigeria

Benue  
Nigeria

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Ayele-Obagaji-Alla Road, Nigeria

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# INFRASTRUCTURES DECAY IN HEALTH 2



# WATER INFRASTRUCTURES DECAY



# WATER INFRASTRUCTURES DECAY 2



**THE END**

*Thank You*  
*very much*