

COST OF GOVERNANCE: ADJUSTING THE STRUCTURES

(A Review of the Oronsaye Committee Report and the Federal Government White Paper)



Centre for Social Justice (CSJ)

(Mainstreaming Social Justice in Public Life)

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LIST OF ABBREVIATIONS

AIB	-	Accident Investigation Bureau
ARCN	-	Agricultural Research Council of Nigeria
ARMTI	-	Agricultural Research and Rural Management Institute
ASCON	-	Administrative Staff College of Nigeria
BCDA	-	Border Communities Development Agency
BOI	-	Bank of Industry
BPE	-	Bureau of Public Enterprises
BPP	-	Bureau of Public Procurement
BPSR	-	Bureau of Public Service Reforms
CADD	-	Centre for Automotive Design and Development
CBN	-	Central Bank of Nigeria
CCB	-	Code of Conduct Bureau
CCT	-	Code of Conduct Tribunal
COMEG	-	Council of Nigerian Mining Engineers and Geoscientists
CPC	-	Consumer Protection Council
CRAN	-	Communications Regulatory Authority of Nigeria
CSJ	-	Centre for Social Justice
DMO	-	Debt Management Office
DTAC	-	Directorate of Technical Aids Corps
DPR	-	Department of Petroleum Resources
DTCA	-	Directorate of Technical Cooperation in Africa
ECN	-	Energy Commission of Nigeria
EFCC	-	Economic and Financial Crimes Commission
FBCN	-	Federal Broadcasting Corporation of Nigeria
FCAA	-	Federal Civil Aviation Authority
FCC	-	Federal Character Commission
FCSC	-	Federal Civil Service Commission
FCT	-	Federal Capital Territory
FGN	-	Federal Government of Nigeria
FGSHLB	-	Federal Government Staff Housing Loans Board
FIIRO	-	Federal Institute for Industrial Research

FMBN	-	Federal Mortgage Bank of Nigeria
FMC	-	Federal Medical Centre
FPSC	-	Federal Public Service Commission
FRC	-	Fiscal Responsibility Commission
FRCN	-	Federal Radio Corporation of Nigeria
FRSC	-	Federal Road Safety Commission
GBL	-	Galaxy Backbone Limited
GWMA	-	Gurara Water Management Authority
ICPC	-	Independent Corrupt Practices and Other Related Offences Commission
ICRC	-	Infrastructure Concession and Regulatory Commission
ICT	-	Information and Communication Technology
IPCR	-	Institute for Peace and Conflict Resolution
ITF	-	Industrial Training Fund
MDAs	-	Ministries, Department and Agencies of Government
NABDA	-	National Biotechnology Development Agency
NABTEB	-	National Business and Technical Examinations Board
NAC	-	National Automotive Council
NACA	-	National Agency for the Control of HIV/AIDS
NAHCON	-	National Hajj Commission of Nigeria
NAIC	-	Nigerian Agricultural Insurance Corporation
NAJCE	-	National Agency for Job Creation and Empowerment
NAMA	-	Nigerian Airspace Management Agency
NAPEP	-	National Poverty Eradication Programme
NAPTIN	-	National Power Training Institute of Nigeria
NARICT	-	National Research Institute for Chemical Technology
NASENI	-	National Agency for Science and Engineering Infrastructure
NASRDA	-	National Space Research Development Agency
NASS	-	National Assembly
NBC	-	National Boundary Commission
NBRRRI	-	Nigerian Building and Road Research Institute
NBTI	-	National Board for Technology Incubation
NCAA	-	Nigerian Civil Aviation Authority
NCAC	-	National Council for Arts and Culture

NCAM	-	National Centre for Agricultural Mechanization
NCAT	-	Nigeria College of Aviation Technology
NCC	-	Nigeria Communications Commission
NCDMB	-	Nigerian Content Development and Monitoring Board
NCR	-	National Commission for Refugees
NCPCC	-	Nigerian Christian Pilgrims Commission
NDE	-	National Directorate of Employment
NEC	-	National Economic Council
NEC	-	Nomadic Education Commission
NEC	-	National Energy Council
NECO	-	National Examinations Council
NEDDI	-	National Engineering Design Development Institute
NEITI	-	Nigeria Extractive Industries Transparency Initiative
NEMA	-	National Emergency Management Agency
NEPA	-	National Electric Power Authority
NEPC	-	Nigerian Export Promotion Council
NEPZA	-	Nigerian Export Processing Zones Authority
NERC	-	Nigerian Electricity Regulatory Commission
NERDC	-	Nigeria Educational Research and Development Council
NICO	-	National Institute for Cultural Orientation
NIEPA	-	Nigerian Institute for Education Planners and Administrators
NIEPC	-	Nigerian Import-Export Promotion Commission
NIHOTOUR	-	Nigerian Institute for Hospitality and Tourism Studies
NIIA	-	Nigerian Institute of International Affairs
NILEST	-	Nigerian Institute for Leather Science Technology
NIMC	-	National Identity Management Commission
NIMG	-	Nigerian Institute of Mining and Geosciences
NIMET	-	Nigerian Metrological Agency
NIPC	-	Nigerian Investment Promotion Commission
NNMA	-	Nigeria National Merit Award
NIOMCO	-	National Iron Ore Mining Company
NIPC	-	Nigerian Investment Promotion Commission
NIPOST	-	Nigerian Postal Service

NIPSS	-	National Institute for Policy and Strategic Studies
NISLT	-	Nigerian Institute of Science Laboratory Technology
NITDA	-	National Information Technology Development Agency
NITEPA	-	Nigerian Institute for Teachers, Education Planners and Administrators
NITEL	-	Nigeria Telecommunications Limited
NITR	-	Nigerian Institute for Trypanosomiasis Research
NIWRMA	-	Nigerian Integrated Water Resources Management Agency
NigComSat	-	Nigerian Communications Satellite
NMDC	-	National Metallurgical Development Centre
NNMDA	-	Nigerian Natural Medicine Development Agency
NNRA	-	Nigerian Nuclear Regulatory Authority
NOA	-	National Orientation Agency
NOUN	-	National Open University of Nigeria
NOSDRA	-	National Oil Spill Detection and Response Agency
NPC	-	National Productivity Centre
NPC	-	National Population Commission
NRDF	-	National Research Development Fund
NSC	-	National Sports Commission
NSCPA	-	Nigerian Standards and Consumer Protection Agency
NSIWC	-	National Salaries, Income and Wages Commission
NTA	-	Nigerian Television Authority
NTDC	-	Nigerian Tourism Development Corporation
NTI	-	National Teachers Institute
NWRI	-	National Water Resources Institute
OGFZA	-	Oil and Gas Free Zone Authority
OHCSF	-	Office of Head of the Civil Service of the Federation
OSGF	-	Office of the Secretary General of the Federation
PCC	-	Public Complaints Commission
PHCN	-	Power Holding Company of Nigeria
PPPRA	-	Petroleum Products Pricing and Regulatory Agency
PRODA	-	Projects Development Institute
PSIN	-	Public Service Institute of Nigeria
PTDF	-	Petroleum Technology Development Fund

RAMFAC	-	Revenue Mobilization Allocation and Fiscal Commission
RBDA	-	River Basins Development Authorities
RMRDC	-	Raw Materials Research and Development Council
ROBI	-	River Basins Operations and Inspectorate
SERVICOM	-	Service Compact with All Nigerians
SMEDAN	-	Small and Medium Scale Enterprise Development Agency of Nigeria
SON	-	Standards Organization of Nigeria (SON)
TAC	-	Technical Aid Corps
UBEC	-	Universal Basic Education Commission
UCC	-	Utilities Charges Commission
UNRBA	-	Upper Niger River Basin Development Authority (UNRBA)
VIO	-	Vehicle Inspection Office
VON	-	Voice of Nigeria
WAEC	-	West African Examination Council

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PART 1: INTRODUCTION

A. BACKGROUND

Cost of Governance: Adjusting the Structures is a review of the report and recommendations of the Oronsaye Presidential Committee (the Committee) and the White Paper that stated the position of the Federal Government of Nigeria (FGN) on the recommendations. It will be recalled that the Committee was set up by the FGN with a mandate to recommend for restructuring and rationalization, FGN's parastatals, commissions and agencies. The approach of CSJ in this Review is to examine the Committee's recommendations and the White Paper's position against the background of the terms of reference of the Committee and national and international fit and good practices. The purpose is to ensure that the original idea of reducing the cost of governance through the restructuring and rationalisation of agencies is not lost in the political mill of intrigues that characterize government's processes and policy implementation.

Generally, the Committee's recommendations were far reaching and if properly implemented, could reduce the cost of governance. But there were few errors of judgement which would not serve the best of public interest if implemented, for example, the decision to scrap the Fiscal Responsibility Commission. However, the FGN White Paper reversed a good number of the gains that would have accrued from the full implementation of the Committee's recommendations. The White Paper employed extraordinary caution and at the end of the day watered down some of the recommendations. On the other hand, our recommendations seek to strike a balance between the two positions.

This Review was necessitated by the need to ensure that the challenge of cost of governance is kept in the front burner of public discourse and not relegated to the background. CSJ is mindful of the need to ensure that raw politicking does not triumph governance and to guarantee that all political actors are made accountable to the people through their positions on this vexed national phenomenon of rising governance costs. This phenomenon has led to decreased expenditures on the capital budget and thereby heightened the physical and social infrastructure deficit. National development has been held back and Nigeria's quest to be among the top economies in the world will remain a dream until the challenge of the cost of governance is addressed.

In a democracy, the right to participate in governance does not start and end with voting. It is part of the duty of citizens as the custodians of power and the ultimate sovereigns to exercise oversight over the formulation, management and administration of government policies and programmes in such a way and manner that contributes to the overall progress of society. The

implementation or non-implementation of the Committee's recommendations will have serious implications for the security and welfare of the Nigerian society. As such, it is too important to be left with government officials and technocrats. Those who stand to be affected one way or the other should consider themselves duty bound to contribute to the discourse until a good decision is reached. Most of the agencies to be restructured were set up by law and will need legislative action for their restructuring to be effective. This could come by way of amendments, repeals or the enactment of new laws. It is therefore imperative to present the legislature with alternative points of view to facilitate the discharge of their duties to make laws for the peace, order and good government of the Federal Republic of Nigeria.

The main body of the work is divided into five columns stating a serial number, the ministry, department, parastatal, etc, the Committee's recommendations, FGN's position and finally our recommendations and position. This Review did not necessarily follow the sequence in the FGN White Paper. It did not address all the issues raised in the White Paper but is limited to what CSJ considered very important. The Review reproduces below the background, terms of reference, scope and methodology, rationale and principles that guided the Committee in its work; and the background to the work of the White Paper Committee.

B. PREAMBLE

1. The Federal Government runs its business through the efficient and effective operations of the Public Service. In 1970, the Federal Government expanded the scope of the operations of the Public Service from core policy implementation to active participation in all sectors of the economy through the establishment of Agencies, Parastatals, and Commissions. The additional Bodies were to be the drivers of the socio-economic objectives of the Federal Government. Some of them were set up on ad hoc basis to address specific challenges.
2. Over the years, the Bodies transmuted into permanent institutions with overlapping functions in some cases, and successive Administrations had further created more Bodies without regard to their efficacy in the attainment of the socio-economic Agenda of the Federal Government leading to escalation in cost of governance.
3. To redress this situation, His Excellency, the President and Commander-in-Chief of the Armed Forces, Dr. Goodluck Ebele Jonathan, GCFR, inaugurated, on the 18th August, 2011, a Seven-Member Presidential Committee to advice on the Restructuring and Rationalisation of the Federal Government's Agencies, Parastatals and Commissions.

4. The Presidential Committee comprised of the following members—

- (a) Stephen Oronsaye, CFR Chairman
- (b) Japh CT Nwosu Member
- (c) Rabiu D. Abubakar Member
- (d) N. Salman Mann, mni Member
- (e) Hamza A. Tahir, mni Member
- (f) Adetunji Adesunkanmi Member
- (g) Umar A. Mohammed Member

5. The Terms of Reference of the Presidential Committee were as follows:

- (a) study and review all previous reports and records on the restructuring of Federal Parastatals and advise on whether they were still relevant;
- (b).examine the enabling Acts of all the Federal Agencies, Parastatals and Commissions and classify them into various sectors;
- (c) examine critically, the mandate 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 some to eliminate such overlaps, duplications or redundancies; and
- (d) advise on any other matter incidental to the foregoing which might be relevant to the desire of Government to prune down the cost of governance.

6. SCOPE AND METHODOLOGY

In carrying out its mandate, the Presidential Committee:

- (a) had interactive sessions with Federal Government Ministries, Agencies, Parastatals and Commissions, reviewed their submissions and their mandates;
- (b) referred to previous Reports on Government White Paper on Review, Harmonisation and Rationalisation of Federal Parastatals, Institutions and Agencies;
- (c) involved major stakeholders within the Public Service;
- (d) sent out templates to Ministries and Offices for comprehensive list of Agencies, Parastatals and Commissions, enabling Acts and Mandates;
- (e) invited memoranda from members of the public through advertisements in four national dailies;
- (f) obtained copies of Appropriation Acts from 2009- 2011, to ascertain Government financial involvement; and
- (g) dialogued with the Ministries, Agencies, Parastatals and Commissions and leaders of past Administrations and the National Assembly.

7. RATIONALE

The rationale for restructuring and rationalisation of Agencies, Parastatals and Commissions is to meet the global socio-economic challenges which have rendered it inevitable for the Government to cut the cost of governance while ensuring accountability.

8. PRINCIPLES

In carrying out the assignment, the Presidential Committee was guided by the following principles:

- (a) the economic challenges and the need for Government to make more efficient use of its resources to achieve its development objectives and goals;

- (b) the fact that Nigeria had undertaken reforms in the past;
- (c) it was imperative to reform to meet the challenges of a better socio-political and economic society;
- (d) there was no need to create another body to perform the functions of an already existing statutory entity. The fact that an institution was inefficient and ineffective should not warrant the creation of a new one; and
- (e) the reform would ensure efficient and effective management of Government structures and functionaries to guarantee better service delivery and good governance.

9. The Presidential Committee observed that the rationalisation of Agencies, Parastatals and Commissions would help the Government to reposition the Ministries to supervise the mandates of the Parastatals. It recognised that the Reform would have human dimensions and cost implications and recommended that Government should focus on empowering the MDAs “to do more for less”

THE WHITE PAPER DRAFTING COMMITTEE

10. The White Paper Drafting Committee was set up by Government with the following as members:

- (a) Mr. Mohammed Bello Adoke, SAN Honourable Attorney-General of the Federation and Minister of Justice Chairman
- (b) Ms. Ama Pepple, CFR Hon. Minister of Land, Housing/Urban Development Member
- (c) Alhaji Isa Bello Sali, Head of the Civil Service of the Federation Member
- (d) Chief Emeka Wogu, Hon. Minister of Labour and Productivity Member
- (e) Mrs Omobola Johnson, Hon. Minister of Communication Technology Member

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|-----|---|------------------|
| (f) | Dr. Shamsuddeen Usman, CON, Hon. Minister/Deputy Chairman,
National Planning Commission | Member |
| (g) | Dr (Mrs) A. J. Awosika, Permanent Secretary, Ministry of Power | Member |
| (h) | Engr. Emeka Eze, Director-General, Bureau of Public Procurement | Member |
| (e) | Dr. Ochi C. Achinuvu, Senior Special Assistant, Economic Matters,
Office of the COS to the President | Member |
| (f) | Mr Femi Olayisade, Permanent Secretary, General Services Office (OSGF) | Member/Secretary |

11. The Drafting Committee was given the following Terms of Reference:

- (a) to study and analyse the findings and recommendations contained in the Report of the Presidential Committee on the Restructuring and Rationalisation of Government Parastatals, Commissions and Agencies; and
- (b) to produce and submit a draft White Paper on the Report for the consideration of Government.

12. The Drafting Committee sat on a number of days to consider the report of the Committee.

13. The White Paper is structured in a tabular format showing the Parastatals and Agencies, Recommendations of the Presidential Committee and Comments indicating recommendations accepted, noted or rejected by the Government.

PART 11: THE REPORT, WHITE PAPER AND RECOMMENDATIONS

S/N	<i>Parastatal/Agency</i>	<i>Oronsaye's Recommendations</i>	<i>FGN's White Paper</i>	<i>Our Position/Recommendations</i>
CONSTITUTIONAL BODIES				
1.	Code of Conduct Bureau (CCB)	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.	Government rejects this recommendation	FGN should consider scrapping the CCB, transferring its duties to EFCC or ICPC while retaining EFCC and ICPC as separate anti corruption agencies. The ineffectiveness of the CCB as an anti-corruption agency ¹ is too glaring. It would be recalled that the Bureau was set up to inter alia ensure compliance with and where appropriate, enforce the provisions of the Code of Conduct or any law relating thereto; deal with complaints of breach of the Code of Conduct against public servants. It is also to receive assets declarations from public officers and refer cases of non-compliance to the Code of Conduct Tribunal. The CCB consists of the Chairman and nine other members who are political appointees. In addition, the CCB maintains staff and office premises incurring huge overheads and salaries without adding any value to governance. The CCB may have been relevant before the coming into force of the ICPC and EFCC Acts; but merely collecting declaration of assets and warehousing them cannot be the reason for the maintenance of the huge bureaucracy.

¹ See S. 153 and Third Schedule Part 1 (Federal Executive Bodies) of the Constitution of the Federal Republic of Nigeria 1999. Except the context otherwise refers, any reference in this publication to the Constitution is a reference to the 1999 Constitution. What value has the Bureau added since inception?

				Even if FGN insists on retaining the CCB, it does not need 10 members; between 4 and 5 members would be enough.
2.	Federal Character Commission	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.	Government rejects this recommendation and directs that the Federal Character Commission be strengthened to perform its constitutional role and functions.	The FCC is constitutionally entrenched (s.153 of the 1999 Constitution), but it is not indispensable. The Commission should be abolished as it adds no specific value to governance. The Commission came into being to ensure “proportionate” sharing of government jobs. But equitable distribution of job opportunities in the public sector has remained a mirage. Indeed, attempts have been made to use the FCC Act to deny qualified persons official positions that they rightly deserve. Perfecting our union will no doubt entail weaving a mosaic of talents from every nook and corner of the nation, but the continuous sacrifice of merit is increasingly becoming too high a price to pay. For instance, the FCC Act provides that each State shall produce 2.75 per cent of the total work force <i>in any Federal establishment</i> while the Federal Capital Territory shall produce 1 per cent for the indigenes of the FCT, provided that the Commission may adopt a range so that the indigenes of any State of the Federation shall not constitute less than the lower limit or more than the upper limit of the range ² . No federal establishment is exempted from the application of this principle but has it

² Guiding Principles and Formulae for the Distribution of all Cadres of Posts.

				<p>been the case in practice? Again, the Act has promoted disharmony and disunity between States with respect to appointment of women into competitive high level offices. It provides that a woman shall continue to lay claim to her state of origin for the purpose of implementation of the federal character formulae at the national level. The implication of this is that a husband and wife may belong to different States, as a woman retains her original state of origin even after marriage.</p> <p>In terms of cost, taxpayers pay for the remuneration and allowances of the chairman who is the chief executive officer and thirty seven other representatives as well as a complement of staffers and overhead expenses at the headquarters in Abuja and branch offices in each State of the Federation and the FCT. The FCC Act is not being scrupulously implemented as the provisions are not framed in absolute terms. The Commission is not an independent institution. Its work is subject to approval of the President. Section 1(3) of the FCC Act provides that the Commission shall not be subject to the direction, control or supervision of any other authority or person in the performance of its functions other than the President. Also Section 4 provides that the Commission shall work out an equitable formula, subject to the</p>
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				approval of the President, for distribution of all cadres of posts in the public sector; as well as distribution of socio-economic services, amenities and infrastructural facilities. It is the President that determines what is equitable in every situation. Even if FGN decides against all odds to retain the Commission, the membership should not exceed a chairman and one person representing each of the geopolitical zones of the country.
3.	Federal Civil Service Commission (FCSC)	<p>The Committee recommends as follows, that:</p> <p>(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);</p> <p>(ii) an enabling law be enacted to properly delineate the mandate, functions, structure and other processes of the Commission;</p> <p>(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;</p> <p>(iv) that the tenure of the chairman and commissioners of the proposed FPSC be reduced to a three-year non-renewable</p>	<p>Government rejects this recommendation.</p> <p>Government rejects this recommendation.</p> <p>Government rejects this recommendation.</p> <p>Government accepts this recommendation only with respect to a</p>	<p>This recommendation to change the name ought to have been accepted because there is a difference between the public service and the civil service of the Federation. The latter is a subset of the former. Having one agency in charge of all public sector workers will have very favourable cost implications while promoting efficiency. At the moment, each of the agencies and bodies in the public sector employ their own staff and exercise disciplinary control over them using differing criteria and standards. Centralization will create a one-stop portal. The Constitution provides for a chairman and not more than fifteen members; since Government is disposed to rotation within geopolitical zones, the Commission should have a chairman and six members, if we are really keen on reducing costs.</p>

		<p>term to be rotated among the States in each geo-political zone; and</p> <p>(v) that there be the restoration of centralised appointment, promotion and disciplinary control in the Public Service through the Federal Public Service Commission to ensure standardisation in quality, process and procedure.</p>	<p>single term of five years for the Chairman and members of the Federal Civil Service.</p> <p>Government rejects this recommendation</p>	
4.	National Population Commission (NPC)	<p>The Committee recommends the amendment of the 1999 Constitution in the following areas :</p> <p>(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;</p> <p>(ii) reduce the number of NPC Commissioners from 37 to a sizeable seven, comprising part-time Chairman and members representing the geo-political zones.</p> <p>The Committee further recommends that:</p> <p>(iii) the NIMC Act be amended to delete Section 6 (i) (b) which deals with the registration of births and deaths in Nigeria. NIMC may obtain statistics on births and deaths from NPC whenever necessary ;</p>	<p>Government rejects this recommendation and directs that Local Government Councils should continue to register births and deaths, but should render returns to NPC.</p> <p>Government rejects this recommendation.</p> <p>Government accepts this recommendation.</p>	<p>There is no compelling reason to deny local government administrations the opportunity to gather such demographic data provided the cost is borne by them. The Local government and NPC should jointly undertake the function so as to establish a uniform database.</p> <p>Granted population issues are emotive in this country and each State will want to be represented at the NPC, yet paying the bills of the Chairman and 37 Commissioners from the nation's dwindling resources is no longer justifiable. We firmly support the Committee's recommendations.</p> <p>This recommendation is sound. The Commission maintains permanent presence in not only all the States of the Federation, but also in all the Local Government Areas and Area Councils of the FCT (S.12 of the NPC Act). Government should think of ways</p>

		and (iv) migration issues/statistics presently being handled by the National Commission for Refugees be transferred to the NPC in line with National Policy for Sustainable Development and NPC Act Cap. N67, 2004.	Government notes this recommendation.	of deploying ICT to reduce the cost of continuous registration of births and deaths
5.	Revenue Mobilization Allocation and Fiscal Commission	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).	Government accepts all the recommendations and directs the Honourable Attorney-General of the Federation and the Minister of Justice to initiate necessary action for the abolition of the FRC. Government further directs that the RMAFC should perform the functions of the FRC. Government accepts this recommendation on the NSIWC.	The orientation and mandate of the RMAFC can accommodate the functions of the NSIWC, but certainly not those of the FRC. RMAFC can therefore undertake the functions and powers of the NSIWC and has no business with the functions and powers of the FRC. RMAFC is an unwieldy body of 37 members which by all reasonable standards is too large. The membership should not exceed a chairperson and six members representing the six geopolitical zones of Nigeria.
OTHER BODIES				
6.	Fiscal Responsibility Commission (FRC)	The Committee recommends that the Fiscal Responsibility Commission be abolished and its enabling law repealed as	Government accepts this recommendation and directs the Attorney-	The Constitution does not contain any provision empowering RMAFC to undertake any of the functions assigned to the FRC by

		<p>RMAFC is already empowered by the Constitution to carry out the functions.</p>	<p>General of the Federation and Honourable Minister of Justice to take necessary action.</p>	<p>the Fiscal Responsibility Act. The constitutional functions of the RMAFC as set out in Part 1 of the Third Schedule to the 1999 Constitution are: (a) to monitor accruals to and disbursement of revenue from the Federation Account; (b) to review, from time to time, the revenue allocation formulae and principles in operation to ensure conformity with changing realities; (c) to advise the Federal Government on fiscal efficiency and methods by which their revenue can be increased; and (d) to determine the remuneration appropriate for certain political office holders.</p> <p>The FRC was specifically set up to enable the country realise the ideals in the economic objectives enshrined in the 1999 Constitution. Although the Commission has not lived up to expectations, its <i>raison d'être</i> is still compelling in view of the pervasive fiscal indiscipline and financial recklessness in the public sector as well as the continued inability of MDAs to voluntarily toe the narrow path of prudence in the management of the nation's economic resources. The Commission should continue to be clothed with a separate legal personality in order to be able to vindicate its position in courts of law and also to be able to hold land and other immovable property in its own name.</p>
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			<p>There are so many reasons for the retention of the FRC and these include: Scrapping the FRC and transferring its functions to another agency that has a primary political function, not centred on fiscal governance will defeat the aims and objectives of the FRA. It will therefore leave the FRA without a sound body to oversee its implementation on a day to day basis; it will send a dangerous signal to states to also scrap their respective FRCs; FRC is not a spending/cost centre, as such, it has recovered a lot money - operating surplus from scheduled MDAs since inception; it will not be in tandem with international fit and good practices; RMAFC is an unwieldy body without the competence to work on fiscal responsibility. It has not been able to discharge its primary responsibilities of monitoring accruals to the Federation Account or midwife a new revenue allocation formula. Why add new responsibilities to RMAFC? Other countries such as India, Mexico, Brazil, Hungary, etc who operate Fiscal Responsibility Laws all have FRCs: Why should Nigeria be different? The other reasons include the need to implement the provisions of Vision 20:2020; affirm our international obligations; promote consistency in government policy and cut waste in the system. Nigeria cannot continue with the current “one step forward and two steps backward” regime. It is</p>
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				<p>unacceptable. Fiscal responsibility is not a matter to be subjected to the whims of politics.</p> <p>RMAFC has always coveted the functions and powers of the FRC. When the Bill for the Act was being considered by the National Assembly, RMAFC presented a memorandum at the public hearing in which it opposed the creation of the FRC. This seems to be a continuation of that opposition by another means.</p>
7.	Bureau of Public Procurement (BPP)	<p>The Committee recommends the following, that:</p> <p>(i) the BPP Act be reviewed to address the challenges posed by its Council membership composition as presently provided for by its enabling law;</p> <p>(ii) a periodic audit of the activities of BPP be instituted as a continuous improvement mechanism for the operations of the BPP; and</p>	<p>Government notes this recommendation as the review of the Act is in process.</p> <p>Government accepts this recommendation.</p>	<p>On the first recommendation, FGN should expeditiously move to establish the Council. There is nothing wrong with the membership of the Council as presently constituted. It is a clear act of impunity and defiance of the law for the President to have failed, refused and neglected to constitute the Council since 2007 and despite several motions passed by the Senate and House of Representatives for the constitution of the Council. Therefore, there is nothing for FGN to note. The Council should be constituted before further consideration of any proposal for amendment of the Act.</p> <p>This recommendation and FGN's position makes eminent sense.</p>

		(iii) that BPP be domiciled in the State House.	Government notes this recommendation.	The BPP is supposed to be an independent body and oversees procurement functions including that of the State House. It should therefore not be domiciled in the State House which is also a spending agency.
8	Central Bank of Nigeria (CBN)	None	None	To enhance good corporate governance in the Bank, S.6 of the CBN Act should be amended to create an independent supervisory Board that will not be under the control of the Governor. This will increase accountability and transparency in the CBN and eventual remittance of increased operating surplus to the treasury.
9.	Economic and Financial Crimes Commission (EFCC)	<p>The Committee recommends as follows, (EFCC) that:</p> <p>(i) the Code of Conduct Tribunal be renamed "Anti-Corruption Tribunal" and upgraded to the status of a Court of Superior Record with the responsibility for handling only corruption cases from the proposed merger of ICPC, EFCC and the Code of Conduct Bureau ;</p> <p>(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;</p>	<p>Government rejects this recommendation.</p> <p>Government rejects this recommendation.</p>	<p>FGN's position is credible. The EFCC has nothing to do with adjudication; it detects, investigates and prosecutes offenders. Recommendations bordering on special courts and conversion of the CCT are misplaced here. However, the idea of a special anti-corruption court to speed up corruption trials is a good one. This should be considered, not necessarily from the purview of cost of governance but from the need to speed up the administration of criminal justice.</p> <p>There is the need to strengthen agencies as they currently exist to ensure that beyond value for money and reducing the cost of administration, criminal investigations and prosecutions relating to corruption cases</p>

		<p>(iii) the establishment of strong departments, among others in the proposed consolidated structure to handle the following:</p> <p>(a) Prosecution;</p> <p>(b) investigation;</p> <p>(c) prevention (advocacy); and</p> <p>(d) asset Declaration/Forfeiture; and</p> <p>(iv) that the Nigeria Financial Intelligence Unit (NFIU) be made autonomous.</p>	<p>Government rejects this recommendation.</p> <p>Government accepts this recommendation.</p>	<p>are handled with the requisite speed and competence. The agencies should not be merged.</p> <p>FGN's position is credible.</p> <p>This is a sound recommendation.</p>
10.	Independent Corrupt Practices and Other Related Offences Commission (ICPC)	<p>The Committee recommends as follows that:</p> <p>(i) the EFCC, ICPC and the Code of Conduct Bureau be consolidated into one anti-corruption agency ;</p> <p>(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</p> <p>(iii) the establishment of strong departments, among others, in the proposed consolidated structure to handle the following :</p> <p>(a) prosecution ;</p> <p>(b) investigation ;</p> <p>(c) prevention (advocacy) ; and</p> <p>(d) asset Declaration/Forfeiture.</p>	<p>Government rejects this recommendation</p> <p>Government rejects this recommendation</p> <p>Government rejects this recommendation</p>	<p>There is the need to strengthen agencies as they currently exist to ensure that beyond value for money and reducing the cost of administration, criminal investigations and prosecutions relating to corruption cases are handled with the requisite speed and competence. The agencies should not be merged.</p>

11.	Infrastructure Concession and Regulatory Commission (ICRC)	The Committee recommends that Infrastructure Concession and Regulatory Commission (ICRC) be subsumed in the Bureau of Public Enterprises (BPE) for greater synergy and their enabling laws amended accordingly.	Government rejects this recommendation.	Government ought to have accepted this recommendation. BPE has been involved in the privatisation and commercialisation of public enterprises. It has the institutional knowledge and experience to handle public private partnership arrangements. Why create another agency just for infrastructure concessioning, when BPE can effectively and efficiently handle the issue?
12.	Nigerian Investment Promotion Commission (NI PC)	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 synergise for management and utilisation of resources.	Government notes this recommendation.	This is a good recommendation and FGN “noting” (whatever that means) this recommendation creates confusion since it neither accepted nor rejected the recommendation. The NIPC’s mandate is to promote investment, especially foreign direct investment; while the NEPC’s remit covers the development and diversification of exports. There is a linkage between the two issues. Apart from saving overhead costs, the merger has the potential of making the resultant organisation more efficient and effective.
13.	Public Complaints Commission (PCC)	The Committee recommends as follows: (i) that the Public Complaints Commission (PCC) be abolished; (ii) that the enabling law of the PCC be repealed; and (iii) that budgetary allocation to PCC should cease with effect from 2013 Fiscal Year	Government rejects this recommendation. Government rejects this recommendation. Government rejects this recommendation.	Government should have accepted this recommendation. What value is the PCC adding to governance? What has it achieved over the years? The PCC is no longer relevant in the present dispensation. The Commission was established in 1975 before the return to democratic governance under the 1979 Constitution which contained a bill of rights and abolished the idea of sovereign immunity to suits. The idea of having an administrative

				ombudsman that merely investigates complaints with a view to making recommendations to appropriate agencies smacks of duplication and wastage. Little wonder that the PCC has been moribund over the years. However, the Commission was recently revived by the National Assembly with the appointment of a Chief Commissioner and a member representing each of the 36 States and the FCT. The Commission maintains offices in the States and the FCT in addition to its headquarters. And each year, allocations are made to it from the budget without any commensurate output.
14.	National Salaries, Incomes and Wages Commission (NSIWC)	<p>The Committee recommends:</p> <p>(i) that the salaries of both public and political office holders be unified in the RMAFC, which is a constitutional body;</p> <p>(ii) that the National Salaries Income and Wages Commission (NSIWC) be abolished, its law repealed and its functions transferred to the RMAFC;</p> <p>(iii) that the RMAFC law be amended to accommodate all categories of officers in the Public Service; and</p> <p>(iv) that the RMAFC law specifies limitations of the parastatals in fixing the wages of their Chief Executives.</p>	<p>Government rejects this recommendation.</p> <p>Government rejects this recommendation.</p> <p>Government rejects this recommendation.</p> <p>Government rejects this recommendation.</p>	<p>The Committee's recommendations make eminent sense and should be accepted because they have been earlier adopted by the White Paper. In the early part of the White Paper, the Committee accepted that the mandate of the NSIWC be transferred to the RMAFC. But they are rejecting it here! There is a lot of sense in the Committee's recommendation that the scope of the mandate of the RMAFC should be extended to cover fixing of salaries for all public servants beyond those mentioned in Section 84 (4) of the Constitution. The absence of a limitation on parastatals fixing the wages of their chief executives leads to the present sorry state of affairs. And simply saying that "government rejects" is a reaffirmation of the status quo.</p>

OFFICE OF THE VICE-PRESIDENT

15.	National Boundary Commission (NBC)	<p>The Committee recommends as follows:</p> <p>(i) that 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;</p> <p>(ii) that the law establishing the Border Communities Development Agency (BCDA) be repealed and its functions be reverted to the National Boundary Commission under which it was a department prior to its establishment; and</p> <p>(iii) that the following allegations made</p>	<p>Government notes this recommendation.</p> <p>Government rejects this recommendation and directs that the BCDA be removed from the State House and properly located in the Presidency with its own line budget.</p> <p>Government notes this</p>	<p>FGN should have upheld the recommendation. With over 20 members, the composition of the Commission is very unwieldy for decision making. As regards costs, the fact that there are no full time members does not mean that there would be no meaningful sitting allowances.</p> <p>FGN should have accepted this recommendation considering that the BCDA was a department in NBC prior to its establishment. Pray, why do border communities need a special agency for their development? Can enhanced development of the borders not be achieved through the normal budgeting process? Evidently BCDA has added no value to the life of border communities and should be abolished..</p>
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		<p>against the Office of the Surveyor General of the Federation and the National Boundary Commission respectively, be investigated :</p> <p>(a) the non-clearance of vistas along Nigeria's international boundaries;</p> <p>(b) the maintenance of two non-existent borders; and</p> <p>(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.</p>	<p>recommendation and confirms that the matter had been investigated and dealt with.</p>	
16	<p>Border Communities Development Agency (BCDA)</p>	<p>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.</p>	<p>Government rejects this recommendation and directs that the BCDA be removed from the State House and properly located in the Presidency with its own line budget.</p>	<p>Government ought to have accepted this recommendation in view of the fact that the BCDA would for the most part be idle. The rationale for continued retention of the BCDA is hard to comprehend. What are the strategic reasons for having a separate agency dedicated to development of border communities? This is one more drain on federal resources as it will entail the federal government getting involved in provision of amenities that fall within the responsibilities of States and Local Governments. Now the BCDA as a separate agency has to cater for a governing board of over twenty members, a secretariat and pensionable staff. The agency is headquartered in Abuja; there are provisions for State offices in Adamawa, Akwa-Ibom, Bayelsa, Benue and Borno (S.1 (3) of the BCDA Act and its First Schedule). The foregoing has serious implications for the national treasury.</p>

				These expenditures could be better managed by the merger of the NBC and the BCDA; that is, if the latter is not to be completely scrapped.
17.	National Institute for Policy and Strategic Studies (NIPSS)	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.	Government rejects this recommendation.	The Institute is supposed to be a place for reflection, research and dialogue. It provides opportunities for top academics and experienced high-level policy makers and executors to meet and exchange ideas. If fees are charged at the Institute, the suggestion that it should be self-sustaining appears not to be out of place.
18.	National Emergency Management Agency (NEMA)	The Committee recommends as follows : (i) the merger of NEMA and the National Refugees Commission into one agency to be known as the <i>National Emergency Management and Refugees Commission</i> 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	Government rejects this recommendation. Government rejects this recommendation. Government rejects this recommendation.	NEMA officials have not always been first responders at disaster sites, and even when they eventually show up, they are usually for the most part ill-equipped and clueless. Notwithstanding, the Agency should be allowed to learn and improve on its performance. The agency should be strengthened and the rejection is in order. FGN's position is credible. The rejection is in order. FGN's position is credible. The rejection is in order. FGN's position is credible.

		<p>which would be domiciled in the Ministry of Interior.</p> <p>NOTE</p> <p>The Committee believes that this would help to address the mandate of the Commission in two critical areas :</p> <p>(a) cutting down costs ; and</p> <p>(b) resolving disputes arising from areas of overlapping functions</p>		
19.	National Commission for Refugees (NCR)	<p>The Committee recommends:</p> <p>(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 ;</p> <p>(ii) the repeal of the enabling laws of NEMA and NCR; and</p> <p>(iii) the enactment of a new law for the proposed body to be known as the National Emergency Management and Refugees Commission.</p>	<p>Government rejects this recommendation.</p> <p>Government rejects this recommendation.</p> <p>Government rejects this recommendation.</p>	<p>There are no significant areas of overlap between the functions of NEMA and NCR. NEMA handles emergencies and disasters. Its main statutory responsibility is coordination of disaster response plans and programmes of FGN. It is also involved in monitoring the state of preparedness of other agencies and organizations involved in disaster management, as well as coordination and facilitation of provision of necessary resources for search and rescue. NEMA also coordinates activities of voluntary organizations engaged in emergency relief operations and distributes emergency relief materials to victims of natural or other disasters. It also undertakes rehabilitation of such victims. (s. 6 NEMA Act).</p> <p>On the other hand, NCR handles refugees as defined by the Articles of Conventions</p>

				relating to the status of refugees, namely: persons who have well founded fear of being persecuted for reasons of race, religion, nationality, membership of a particular social group or political opinion. It is the NCR that lays down general guidelines and determines overall policy for dealing with refugees in Nigeria. In particular, the NCR Act provides that when there is a large scale influx of persons claiming refugee status, the Commission shall meet on an emergency basis and advise the Federal Government on appropriate measures to be taken, including the provision of adequate facilities and services for the care of the particular group of persons affected. The functions of the two agencies are therefore separate.
20.	Debt Management Office (DMO)	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) the enabling law of the DMO be amended accordingly	Government rejects all the recommendations on DMO.	The DMO is already a statutory body established by an Act of the National Assembly. However, it has the Vice President as the Chairman of its supervisory board, while the Finance Minister is the Vice Chairman. It has a DG who serves as the Secretary to the Board and the chief executive officer of the Agency. Among other things, the DMO has the statutory duty of keeping up-to-date and accurate records of all loans taken or guaranteed by the Federal, State and Local Governments in Nigeria. It also manages Nigeria's external and domestic debt obligations at sustainable levels compatible

				with desired economic activities for growth and development (S. 6 DMO Act). In view of the role the DMO plays in the management of the national economy, we commend FGN for rejecting the Committee's recommendations since their implementation would have necessarily whittled down the status of the Office and its ability to effectively manage debt obligations. Retaining the DMO is in line with international fit and good practices.
OFFICE OF THE SECRETARY TO THE GOVERNMENT OF THE FEDERATION				
21.	National Poverty Eradication Programme (NAPEP)	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 programmes.	Government accepts the recommendation to scrap NAPEP only. Government rejects this recommendation. Government notes this recommendation.	NAPEP as an intervention has been overtaken by other programmes. NAPEP should be scrapped and its functions transferred to the new agency. Thus, FGN's position should not be limited to scrapping NAPEP. However, it is imperative to note that job creation is not a stand-alone subject but is a result of a multiplicity of policies and interventions from areas including industry, trade, education, housing, health, monetary and fiscal policy, etc.

22.	National Identity Management Commission (NIMC)	<p>The Committee recommends as follows, that:</p> <p>(i) NIMC serves as the repository of all biometric data capture for the management of identity in the country for proper coordination and harmonization;</p> <p>(ii) that all relevant agencies that perform biometric data capture mandatorily interface with NIMC for the purpose of identity management and administration; and</p> <p>(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.</p>	<p>Government notes this recommendation.</p> <p>Government accepts this recommendation.</p> <p>Government rejects this recommendation.</p>	<p>It is a welcome development as recommended in (ii) that there should be interface between NIMC and other agencies seeking to capture biometric data so as to avoid duplication, waste and unnecessary costs. The acceptance of recommendation (ii) should have dovetailed into the acceptance of recommendation (i). However, FGN simply noted that recommendation.</p> <p>Though NIMC has affinity with the Interior Ministry, it can function as an autonomous agency. For effectiveness, it should not be tied to the apron strings of any Ministry.</p>
23.	Nigeria National Merit Award (NNMA)	<p>The Committee recommends as follows, that:</p> <p>(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</p> <p>(ii) that the NNMA is located in the proposed Ministry of Special Duties.</p>	<p>Government rejects this recommendation.</p> <p>Government rejects this recommendation.</p>	<p>Changes suggested appear not to have any cost or efficiency implications.</p>

24.	Federal Road Safety Commission (FRSC)	<p>The Committee recommends as follows, that:</p> <p>(i) the Act setting up the Federal Road Safety Commission (FRSC) be repealed;</p> <p>(ii) the road safety functions of the FRSC be reverted to the highways department of the Federal Ministry of Works;</p> <p>(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.</p> <p>(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.</p> <p>(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.</p> <p>(vi) as a follow-up to recommendation</p>	<p>Government rejects this recommendation.</p> <p>Government rejects this recommendation.</p> <p>Government rejects this recommendation.</p> <p>Government notes this recommendation.</p>	<p>FGN should have accepted the Committee's recommendations with respect to the FRSC. The Commission has radically deviated from the vision of the founding fathers. The FRSC was not meant to be another revenue generation agency. Its original mandate was to:</p> <ol style="list-style-type: none"> a. Make the highways safe for motorists and other road users; b. Recommend works and devices designed to eliminate or minimize accidents on the highways; and c. Educate motorists and members of the public on the importance of discipline on the highways. (S.11 (2) FRSC Act). <p>At inception, corps members concentrated on prevention and minimising accidents on the highways; clearing of obstructions on any part of the highways; giving prompt attention and care to victims of accidents; and conducting researches into causes of accidents and methods of preventing them and putting into use the results of such researches (S. 11(3) FRSC Act). Over the years, successive leadership of the Commission have clamoured for more powers and have ended up being involved in design and production of number plates and drivers licences to the detriment of the core responsibilities of their Agency.</p> <p>Regulation of motorists on our roads is</p>
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		<p>(v) above, the Federal Ministry of Health develops standard trauma centres and ambulance services to address emergencies; and</p> <p>(vii) that the centre for the collation of vehicle licensing data remains the responsibility of the Police via the Central Motor Registry.</p> <p><i>Note</i> 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</p>	<p>Government notes this recommendation.</p> <p>Government rejects this recommendation and directs the Federal Road Safety Commission to continue to perform its functions as prescribed by law..</p>	<p>increasingly becoming chaotic. The FRSC corps members no longer limit their operations to the highways as stipulated by their enabling statute; with the result that within one road in the metropolis, you may find Vehicle Inspection Officers, Motor Traffic Police Officers and FRSC Officers operating simultaneously. FRSC has offices and corps members all over the Federation. The overhead and personnel costs are not justified by the output as accidents have continued unabated on our roads and victims still die every day because of delayed or complete absence of emergency medical attention and support.</p>
25.	Utilities Charges Commission (UCC)	<p>The Committee recommends that:</p> <p>(i) the Utilities Charges Commission be abolished and its enabling law repealed.</p> <p>(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.</p>	<p>Government accepts this recommendation and directs that the process of repealing the enabling law should be initiated by the OSGF.</p> <p>Government notes this recommendation.</p>	<p>The main function of UCC is to evaluate, on a continuing basis, trends in tariffs charged by public utilities providers with a view to availing the Federal Government with information to enable it fix reasonable prices. The public corporations directly mentioned in the UCC Act, such as NEPA, NITEL, Nigeria Airways have been privatised. There is no justification for retaining the Commission.</p>

26.	National Agency for the Control of HIV/AIDS (NACA)	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.	Government rejects this recommendation. Government rejects this recommendation.	FGN should have accepted this recommendation. There is no special value being added by NACA that the Centre for Disease Control in the Federal Ministry of Health cannot handle. The CDC of the Federal Ministry of Health can sustain the awareness and other campaigns in collaboration with the Information Ministry and the NOA.
27.	National Hajj Commission of Nigeria (NAHCON)	This is addressed together with those of the Nigerian Christian Pilgrims Commission.		
28.	Nigerian Christian Pilgrims Commission (NCPC)	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.	Government rejects this recommendation. Government notes this recommendation. Government rejects this recommendation. Government rejects this recommendation. Government rejects this recommendation. Government notes this recommendation.	FGN should have accepted these recommendations. The Constitution forbids the adoption of state religion. The continued existence of these two bodies sends a wrong message that the two religions are more privileged than other religions. Their existence is apparently unconstitutional. It's discriminatory against other religions and free- thinkers. Religion should be a private matter between the realm of the individual and his God. Religious tourism has not impacted values and ethics. The two agencies should have been abolished and all the recommendations accepted.

29.	Service Compact with All Nigerians (SERVICOM)	The Committee recommends that SERVICOM be subsumed in the BPSR as a strengthened, refocused, retooled and restructured Bureau, (see write up on BPSR).	Government rejects this recommendation as the Federal Executive Council has already approved a new structure for SERVICOM.	What is SERVICOM if not public service reform? To maintain a Bureau for Public Service Reform and SERVICOM amounts to duplication. SERVICOM has not affected bureaucratic service delivery in any significant manner. No pacts and no impact on efficiency; it should have been scrapped.
30.	Nigeria Extractive Industries Transparency Initiative (NEITI)	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.	Government accepts this recommendation and directs that Agency should remain in the Presidency.	FGN's acceptance of the recommendation is commendable. But the agency should be independent of political control.
OFFICE OF THE HEAD OF THE CIVIL SERVICE OF THE FEDERATION				
31.	Administrative Staff College of Nigeria (ASCON)	The Committee recommends: (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.	Government accepts this recommendation and directs that the word "full" should be expunged; it further directs the modality for the funding should be worked out by the Office of the Head of the Civil Service of the Federation (OHCSF). Government rejects this recommendation and directs OHSCF to expedite action on the	FGN's position is in order. In as much as capacity building is key to efficiency and effectiveness of governance, why duplicate training institutions with

			passage of the PSIN bill which has been in the National Assembly since 2009.	personnel costs, overheads and capital expenditure. The Committee's recommendation should have been accepted by FGN.
32.	Public Service Institute of Nigeria (PSIN)	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 overall national economic growth and in order for Government to derive value from its huge investments in the Institute.	Government rejects this recommendation and directs the OHSCF to expedite action on passage of the PSIN Bill which has been in the National Assembly since 2009.	FGN's position is not in tandem with the need to cut down the cost of governance. Whatever PSIN is set up to do can conveniently be undertaken by ASCON. This is a duplication of the functions and waste of resources.
33.	Bureau of Public Service Reforms (BPSR)	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; (ii) 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 ;	Government rejects this recommendation and directs that the two Agencies should collaborate in the discharge of their functions. Government rejects this recommendation and directs that it should reside in the Presidency. Government notes this recommendation.	FGN's position is curious. What is public service reforms that will not include improvements in service delivery and by extension, the Service Compact with all Nigerians? It is our position that the Committee's recommendation in terms of merger of the two agencies be upheld.

		<p>(iv) the leadership be part of the Economic Management Team of the Federal Government; and</p> <p>(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.</p>	<p>Government rejects this recommendation</p> <p>Government notes this recommendation and further directs that the Bureau should be refocused for more effective discharge of its mandate.</p>	
34.	Federal Government Staff Housing Loans Board (FGSHLB)	<p>The Committee recommends as follows, that:</p> <p>(i) the FMBN Act be amended to allow:</p> <p>(a) the contributions made by Public Servants under the NHF to be transferred to the FGSHLB ; and</p> <p>(b) that future deductions under NHF made from the emoluments of Public Servants to be remitted to the FGSHLB;</p> <p>(ii) the FGSHLB Act be amended to reflect the proposed amendment;</p> <p>(iii) that the FGSHLB becomes self-funding within a period of two years the date of acceptance of the Committee's recommendation and the consequential amendment of the NHF law.</p>	<p>Government rejects this recommendation.</p> <p>Government rejects this recommendation.</p> <p>Government rejects this recommendation.</p>	<p>The FGSHB Act (Decree No.6 of 1975) is a moribund piece of legislation that the Committee sought to revive by its recommendation. Public servants have since moved on to other arrangements. FGN was right in rejecting the recommendation.</p>

FEDERAL MINISTRY OF AGRICULTURE AND RURAL DEVELOPMENT

35.	Agricultural Research Council of Nigeria (ARCN)	<p>The Committee recommends as follows, that:</p> <p>(i) all the Research Institutes be funded from the proposed National Research Development Fund to be set up by Government;</p> <p>(ii) all the Boards of the 15 agricultural research institutes be abolished and their enabling laws amended accordingly;</p> <p>(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;</p> <p>(iv) the enabling law of the ARCN be amended to reflect the new composition of its Board;</p>	<p>Government rejects this recommendation.</p> <p>Government rejects this recommendation.</p> <p>Government notes this recommendation.</p> <p>Government rejects this recommendation.</p>	<p>Government's justification for its rejection of these recommendations is hard to fathom. The composition of ARCN's governing board is as follows:</p> <ol style="list-style-type: none"> a. The Chairman b. The Vice Chancellor of one of the Universities of Agriculture (to be rotated) c. The Chairman of the Committees of Deans of Faculties of Agriculture of the Universities in Nigeria d. The Chairman of the Committees of Deans of Faculties of Veterinary Medicine of the Universities in Nigeria e. Chairmen of the governing boards of every agricultural research institutes established under s.14 of the Act f. Chairmen of the Committee of Directors of every agricultural research institute established under S.14 of the Act. g. Directors of Departments of Agriculture , Fisheries, Forestry and Livestock of the Federal Ministry of Agriculture and Rural Development h. One representative of the Federal Ministry of Science and Technology i. One representative of the Federal Ministry of Water Resources j. Four persons from the private sector k. The Executive Secretary
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		<p>(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</p> <p>(vi) that each College of Agriculture be attached to an Institute of Research for the purpose of fostering the linkage between research extension and learning.</p>	<p>Government notes this recommendation.</p> <p>Government notes this recommendation.</p>	<p>It must be costing Government a lot to foot bills emanating from this kind of large Board. Travelling expenses and other allowances for members would be quite substantial. So the Committee's recommendation that the Board be pruned makes a lot of sense.</p> <p>The continued retention of this large board and 15 other boards whose contributions to the economy are doubtful contradicts the cost reduction objective of the FGN. Also, the idea of funding agricultural research institutes from a National Research Development Fund is very reasonable. It would make the funding competitive and ensure that institutes determine their relevance in the scheme of things through evidence of their output and results.</p> <p>Reducing the ratio of administrative staff and increasing technical personnel will guarantee that institutes deliver value for money. Thus, merely noting the recommendation goes to no issue. The recommendation of the Committee should have been accepted.</p> <p>Again, the recommendation of the Committee which was merely noted should have been accepted for the alignment of town and gown, improved quality of education and dissemination of research</p>
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				results.
36.	Agricultural Research and Rural Management Institute (ARMTI)	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.	Government rejects this recommendation and directs the Honourable Minister of Agriculture to look into the issue of self funding.	What has ARMTI been researching on this past 32 years? If its findings were of value to agriculturists, it would be in a position to generate funds to at least take care of its recurrent expenditure. However, FGN's position is in order.
37.	National Centre for Agricultural Mechanization (NCAM)	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.	Government rejects this recommendation. Government rejects this recommendation.	The enabling legislation should be repealed and the Centre shut down. There are other technological research and development institutions that can take over the work of NCAM without the overhead expenses being incurred at the Centre. Pray, what value has the Centre added since inception?
38.	Nigerian Agricultural Insurance Corporation (NAIC)	The Committee recommends as follows that: (i) the National Agricultural Insurance Corporation (NAIC) be fully commercialized; and	Government accepts this recommendation.	NAIC should be privatized. Government has proved itself incapable of running a profitable business venture. FGN's position is credible.

		(ii) that the enabling law of NAIC be amended to allow other Insurance Companies to participate in the new Agricultural Insurance Scheme.	Government accepts this recommendation.	
MINISTRY OF AVIATION				
39.	Nigeria College of Aviation Technology (NCAT)	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;	Government notes this recommendation. Government rejects this recommendation.	Investigation of aviation accidents is a specialized field and too important to be mixed up with other matters. FGN is right in rejecting this recommendation.
39A.	Nigerian Airspace Management Agency (NAMA), Nigerian Civil Aviation Authority (NCAA) and the Nigerian Metrological Agency (NIMET)	(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 <i>Federal Civil Aviation Authority (FCAA)</i> and their respective enabling laws amended accordingly to reflect the merger ; (iv) the Federal Airports Authority of Nigeria (FAAN) be privatized without further delay:	Government accepts this recommendation. Government rejects this recommendation in view of the security situation in the country.	NCAA should be allowed to stand alone as the regulator in the aviation industry. Indeed, there is no basis for the merger of the three agencies. Their independent existence and good performance were instrumental to the approvals and good rating the aviation sector got from international agencies and advanced countries. This recommendation is retrogressive and its acceptance by FGN will set the sector backward. FGN's position is credible.

		<p>(v) the enabling law of the Nigerian College of Aviation Technology (NCAT) be amended and the college restructured, strengthened and empowered;</p>	Government accepts this recommendation.	FGN's position is credible
		<p>(vi) NCAT charges appropriate fees for its services;</p>	Government notes this recommendation.	It is not clear what FGN intends to do by merely noting these recommendations.
		<p>(vi) Government disengages from the provision of Recurrent funding for NCAT from 2014 Fiscal Year;</p>	Government notes this recommendation.	
		<p>(viii) Government limits itself to the funding of essential capital projects of NCAT;</p>	Government notes this recommendation.	
		<p>(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</p>	Government notes this recommendation.	
		<p>(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.</p>	Government notes this recommendation.	

FEDERAL MINISTRY OF COMMUNICATIONS TECHNOLOGY				
40.	Nigerian Communications Commission (NCC)	<p>The Committee recommends that:</p> <p>(i) The NCC, NBC and the regulatory functions of NIPOST be brought together under a unified management structure to be known as the <i>Communications Regulatory Authority of Nigerian {CRAN}</i>;</p> <p>(ii) at least three directorates be created under the proposed CRAN to perform the functions of broadcast, tele-communications and regulatory functions of postal services;</p> <p>(iii) the enabling laws of NCC and NBC be repealed and another enacted for the proposed Communications Regulatory Authority of Nigeria (CRAN); and</p> <p>(iv) that the enabling law of NIPOST be amended to reflect, among others, the transfer of its regulatory functions to the proposed CRAN.</p>	<p>Government rejects this recommendation.</p> <p>Government rejects this recommendation.</p> <p>Government rejects this recommendation.</p> <p>Government rejects this recommendation.</p>	<p>In this era of convergence, there is the need to bring together the broadcasting and communication regulatory functions and organisations. There is a plan to migrate to digital television by 2016 and this is a clear pathway. The recommendation that NBC and NCC be merged is very valid considering the convergence of functions in the nearest future. FGN should have accepted this recommendation.</p> <p>NIPOST as an operator needs to be weaned and made to accept full commercialization which allows it explore possibilities of haulage and other services and also use its offices for mobile money services.</p>
41.	Nigerian Telecommunications Limited (NITEL)	The Committee recommends that the Nigerian Telecommunication Limited be liquidated without further delay.	Government notes this recommendation as NITEL is already being liquidated.	FGN's position is credible but the liquidation needs to be done expeditiously.

42.	National Information Technology Development Agency (NITDA)	<p>The Committee recommends that:</p> <p>(i) the functions of NITDA be transferred to the Ministry of Technology as a Department; and</p> <p>(ii) the enabling law of NITDA be amended.</p>	<p>Government rejects this recommendation and directs that NITDA continues to remain as an Agency under the Ministry of Communication Technology.</p> <p>Government rejects this recommendation.</p>	<p>This agency does not appear to be serving any purpose not already covered by existing agencies such as Galaxy Backbone. FGN should have accepted this recommendation.</p>
43.	Galaxy Backbone Limited (GBL)	<p>The Committee recommends as follows, that:</p> <p>(i) Galaxy Backbone be appropriately restructured to meet its set objectives;</p> <p>(ii) Government issues a directive to all MDAs to consult with Galaxy Backbone on all ICT-related issues.</p>	<p>Government notes this recommendation as the restructuring is on-going</p> <p>Government notes this recommendation and further directs that the supervisory Ministry should clearly define and delineate the status and functions of the Agency</p>	<p>Beyond noting the recommendations, clear directives from FGN should be given to avert waste and duplication of functions or a situation where MDAs still use public funds to get services (from outside) that are available from another government agency. FGN should have accepted the recommendations.</p>
44.	Nigerian Communications Satellite (NigComSat) Limited	<p>The Committee recommends as follows, that:</p> <p>(i) Government sells off its shares in NigComSat;</p>	<p>Government accepts this recommendation and directs that government will retain minority shares.</p>	<p>FGN's position is credible. Some functions of NigComSat and NASRDA are on the same space development.</p>

		(ii) the functions of NigComSat that relate to space development be reverted to the National Space Research Development Agency (NASRDA); and	Government accepts this recommendation.	FGN's position is credible.
		(iii) that budgetary allocations to the NigComSat cease from the 2013 Fiscal Year.	Government accepts this recommendation as soon as the privatisation is effected	FGN's position is credible.
FEDERAL MINISTRY OF EDUCATION				
45.	National Examinations Council (NECO)	<p>The Committee recommends as follows, that :</p> <p>(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;</p> <p>(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 ;</p> <p>(iii) WAEC be the sole Government-funded examination body to conduct certificate examinations; and</p>	<p>Government rejects this recommendation and directs the Honourable Minister of Education to streamline the two bodies to ensure standards and integrity.</p> <p>Government rejects this recommendation.</p> <p>Government rejects this recommendation.</p>	<p>NECO has turned out to be an unnecessary duplication. Most people have remained skeptical of its testing standards. WAEC has more credibility and should be strengthened rather than funds being spread thin with little results. This recommendation should have been accepted.</p> <p>The idea of having a business and technical examination board is laudable, but where are the candidates for the exams, when there are very few technical and commercial schools. Moreover employers are not asking for certificates from NABTEB. It therefore makes economic sense to revert to the old system and scrap or subsume the new bodies.</p> <p>This recommendation (iii) should have been accepted. Implementing recommendations (iv) and (v) will necessarily lead to increase</p>

		<p>(iv) WAEC become self-funding with effect from 2013 and that the examination fees it charges be utilized to finance its operations; and</p> <p>(v) that further funding of WAEC be restricted to the international obligations of Government to the Council with effect from the 2013 Fiscal Year.</p>	<p>Government notes this recommendation.</p> <p>Government notes this recommendation.</p>	<p>in examination fees chargeable by WAEC which will restrict the right of access to education. This will be a retrogressive step. FGN is right in noting this recommendation. However, FGN should ensure that money realised from examination fees is not mismanaged by WAEC and if it is sufficient to run the affairs of WAEC, then government should stop subventions to the body.</p>
46.	National Board for Technical Education (NBTE)	<p>The Committee recommends as follows, that:</p> <p>(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;</p> <p>(ii) the enabling law of NBTE be repealed;</p> <p>(iii) the enabling laws of Federal Polytechnics be amended to reflect the proposed autonomous status;</p> <p>(iv) a staff and student audit be conducted in the polytechnics in order to build a comprehensive and reliable data base; and</p> <p>(v) private investors and corporate bodies be encouraged to undertake joint ventures with the polytechnics to develop key facilities on a Build-Operate-Transfer</p>	<p>Government rejects this recommendation.</p> <p>Government rejects this recommendation.</p> <p>Government rejects this recommendation.</p> <p>Government accepts this recommendation</p> <p>Government notes this recommendation.</p>	<p>NBTE should be retained but governing boards for individual polytechnics should be scrapped.</p>

		(BOT) basis.		
47.	National Open University of Nigeria (NOUN)	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.	Government notes this recommendation. Government notes this recommendation. Government notes this recommendation.	NOUN should be self-sustaining as it is meant to afford workers the opportunity to receive higher education while keeping their jobs. FGN should have accepted to recommendations.
48.	National Teachers Institute	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) that the enabling law of the NTI be amended to accommodate the expanded functions of the proposed Nigerian 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	Government accepts this recommendation. Government accepts this recommendation. Government notes this recommendation.	FGN's position is in order and will reduce the cost of governance in that sub sector. Not necessarily a cost of governance issue and FGN is right to note the issue.

		<p>time government accepts this recommendation; and</p> <p>(iv) that the National Council on Education and the Federal Executive Council facilitate the implementation of these proposals by securing the buy-in of the National Economic Council (NEC).</p>	<p>Government notes this recommendation as it is the responsibility of the Honourable Minister of Education to take up the issue with NCE and FEC.</p>	
49.	Nigerian Institute for Education Planners and Administrators (NIEPA)	<p>The Committee recommends as follows, that:</p> <p>(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;</p> <p>(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</p> <p>(iii) that NITEPA be used as a veritable tool for achieving Millennium Development Goal (MDG) of imparting knowledge to the school child.</p>	<p>Government accepts this recommendation.</p> <p>Government notes this recommendation.</p> <p>Government notes this recommendation.</p>	The proposed merger will save operational costs
50.	Nigeria Educational Research and Development Council (NERDC)	<p>The Committee recommends as follows, that:</p> <p>(i) the enabling law of the Nigeria Educational Research and Development Council (NERDC) be repealed; and</p>	<p>Government rejects this recommendation.</p> <p>Government rejects this</p>	This recommendation ought to have been accepted by Government because NERDC is engaged in research into educational standards and development of curricula, which is also part of the duties of the Policy,

		(ii) that the functions of NERDC be transferred to the Policy, Planning, Management and Research Department of the Federal Ministry of Education.	recommendation.	Planning, Management and Research Department of the Federal Ministry of Education. This amounts to duplication and waste of resources.
51.	Universal Basic Education Commission (UBEC)	<p>The Committee recommended as follows, that:</p> <p>(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;</p> <p>(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 9;</p> <p>(iii) the operation of UBEC be reviewed to include sufficient stakeholders' input in the disbursement of funds for the beneficiary schools ; and</p> <p>(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.</p>	<p>Government accepts this recommendation</p> <p>Government accepts this recommendation</p> <p>Government notes this recommendation</p> <p>Government notes this recommendation</p>	<p>FGN's position is credible</p> <p>FGN's position is credible as this will go a long way in reducing the cost of running the Board and make the Board less unwieldy.</p> <p>Government should have accepted this recommendation because nomadic education, adult and non formal literacy education are matters that can be conveniently combined with the task of the UBEC. Indeed, they are all about basic education.</p>

FEDERAL MINISTRY OF ENVIRONMENT

52.	National Oil Spill Detection and Response Agency (NOSDRA)	<p>(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;</p> <p>(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;</p> <p>(iii) the Department of Petroleum Resources (DPR) remains the sole body to enforce standards in the Oil and Gas Sector; and</p> <p>(iv) budgetary allocations to NOSDRA cease from the 2013 fiscal year</p>	<p>Government notes this recommendation</p> <p>Government notes this recommendation</p> <p>Government notes this recommendation</p> <p>Government notes this recommendation</p>	<p>Since there is an existing regulatory agency, there is no need for duplication. FGN's continued funding of the duplication is a waste. So FGN should have accepted the recommendations and scrapped NOSDRA.</p>
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MINISTRY OF FOREIGN AFFAIRS

53.	The Nigerian Institute of International Affairs (NIIA)	<p>(i) the Nigerian Institute of International Affairs (NIIA) should subsume the functions of the Institute for Peace and Conflict Resolution;</p> <p>(ii) that the NIIA continues to be fully funded by Government.</p>	<p>Government notes this recommendation.</p> <p>Government notes this recommendation.</p>	<p>The NIIA was set up to facilitate the understanding of international affairs, circumstances, conditions and attitudes of people of other countries, It promotes the scientific study of international politics, economics and law. It also helps in the training of Nigerian diplomats. FGN's position is in order.</p>
54	Institute for Peace	(i) the enabling law of the IPCR be	Government notes this	IPCR should develop programmes to

	and Conflict Resolution	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..	recommendation. Government notes this recommendation.	promote peace and mutual understanding internally, while NIIA continues to focus on external relations and diplomacy. FGN's position is in order.
55.	The Directorate of Technical Cooperation in Africa (DTCA)	(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.	Government accepts this recommendation only to the effect that DTCA be merged with DTAC. Government accepts this recommendation.	This is a good recommendation and FGN was right to have accepted it because of the present economic realities we are facing.
56.	The Directorate of Technical Aids Corps (DTAC)	(i) the Directorate of Technical Aids Corps (DTAC) be abolished as a stand-alone parastatal and its enabling law amended to reflect this 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.	Government rejects this recommendation Government rejects this recommendation and directs that the Technical Aid Corps (TAC) be merged with the Directorate of Technical Cooperation in Africa (DTCA) and	This is in line with the earlier position of FGN. FGN's position is credible.

			be renamed the Directorate of Technical Aid and Cooperation and be retained as an agency. The Agency is to be regulated by the Ministry of Foreign Affairs for proper coordination and effective monitoring of Nigeria's aids/ assistance to Africa and the rest of the World.	
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FEDERAL MINISTRY OF HEALTH

57.	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;	Government notes this recommendation.	Both the recommendation of the Committee and FGN's position which merely noted the recommendation cannot contribute to cost saving and efficient operations in Teaching Hospitals. It is our recommendation a National Board for Teaching Hospitals should be set up, instead of each hospital having its own Board. Alternatively, FGN can consider setting up six zonal Boards to take care of the
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		<p>(ii) the membership of the boards be based on merit;</p>	<p>Government notes this recommendation.</p>	<p>Teaching Hospitals in each geopolitical zone of the country. This will guarantee cost reduction and greater efficiency. FGN should also have accepted Board membership of not less than seven and not more than ten persons to avert very large and unwieldy Boards.</p>
		<p>(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</p>	<p>Government notes this recommendation.</p>	<p>This recommendation which is tied to a part of the first - merit, competence, requisite knowledge and experience in the medical profession cannot simply be noted if FGN wants improved service delivery and cost saving. It is a recommendation that should have been accepted.</p> <p>The need for biometric capture and the extension of the IPPIS to the Teaching Hospitals cannot be over-emphasised. FGN should have accept this recommendation.</p>

			(iv) Government continues to fund the Teaching Hospitals because of the critical nature of the health sector to the socioeconomic development of the country ;	Government notes this recommendation.	
58.	Federal Centres	Medical	<p>(i) all the Federal Medical Centres should no longer be administered by governing boards, as the Centres do not have enabling laws;</p> <p>(ii) each Federal Medical Centre be administered through a strengthened, competent, professionalized management team, which will take over the responsibilities of the governing board;</p> <p>(iii) the management teams of the Federal Medical Centres be coordinated through the Hospital Services Department of the Federal Ministry of Health; and</p> <p>(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.</p>	<p>Government notes this recommendation.</p> <p>Government rejects this recommendation.</p> <p>Government rejects this recommendation.</p> <p>Government notes this recommendation.</p>	<p>There is absolutely no justification for constituting a governing board for each FMC. FGN should have accepted this recommendation.</p> <p>FGN should have accepted this recommendation as the Boards are adding no value to the improvements of health services rendered in the FMCs.</p> <p>The Management Teams should be allowed operational autonomy whilst reporting to the Ministry.</p> <p>FGN should have accepted this recommendation.</p>

59.	Specialty Hospitals	<p>(a) PSYCHIATRIC HOSPITALS</p> <p>(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</p> <p>(ii) the Federal Ministry of Health should work out the <i>modus operandi</i> of a designated secretariat manned by officials as deemed necessary.</p> <p>(b) NATIONAL EYE CENTRE AND NATIONAL EAR CARE CENTRE</p> <p>(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;</p> <p>(ii) the restructured Board to be made up of a minimum of seven and maximum of nine persons, inclusive of the chairman;</p> <p>(iii) the Federal Ministry of Health work out the <i>modus operandi</i> of a designated secretariat manned by officials as deemed necessary;</p> <p>(c) ORTHOPAEDIC HOSPITALS</p>	<p>Government notes this recommendation.</p> <p>Government accepts this recommendation.</p> <p>Government accepts this recommendation.</p> <p>Government accepts this recommendation.</p> <p>Government accepts this recommendation.</p>	<p>This recommendation makes a lot of sense and FGN should have accepted it. It would save costs and trim down the number of Boards. The Boards are adding no value to health services rendered in hospitals.</p> <p>FGN's position here appears to be a follow-up of the approval of the first. But since this is hanging out alone, there is a poser: For what purpose?</p> <p>FGN's position is credible</p> <p>FGN's position is credible</p> <p>FGN's position is credible</p> <p>FGN's position is credible</p>
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		(i) the three Orthopaedic Hospitals to have a single board comprising a maximum of seven persons, inclusive of the chairman;	Government accepts this recommendation.	FGN's position is credible
		(ii) the Federal Ministry of Health to work out the <i>modus operandi</i> of a designated secretariat manned by officials as deemed necessary.	Government accepts this recommendation.	
FEDERAL MINISTRY OF INFORMATION				
60.	Federal Radio Corporation and Voice of Nigeria	(i) the FRCN and the VON be merged;	Government rejects this recommendation.	FGN should have accepted all the recommendations in this heading. It will save costs as it is in line with good practices in other jurisdictions. The agencies are all into broadcasting and the division is mere splitting of hairs. Overhead and personnel costs would be saved by the merger and the efficiencies of large scale operation will accrue.
		(ii) the enabling law of the FRCN be amended to accommodate the merger with VON;	Government rejects this recommendation.	
		(iii) the enabling law of VON be repealed ;	Government rejects this recommendation.	
		(iv) there be a consolidation of the merged FRCN/VON with the Nigerian Television Authority (NTA) into the <i>Federal Broadcasting Corporation of Nigeria (FBCN)</i> ;	Government rejects this recommendation and directs that the NTA should remain as a stand-alone agency.	
		(v) a single governing board be established for the merged FRCN/VON and NTA;	Government rejects this recommendation.	
		(vi) a Managing Director be appointed for the proposed FBCN;	Government rejects this recommendation.	
		(vii) the new entity have, among others, two	Government rejects this	

		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.	recommendation.	
FEDERAL MINISTRY OF LABOUR AND PRODUCTIVITY				
61.	National Directorate of Employment (NDE)	<p>The Committee recommends as follows, that:</p> <p>(i) NDE and SMEDAN be merged to form a single agency for job and wealth creation ;</p> <p>(ii) the new agency be called the National Agency for Job Creation and Empowerment (NAJCE);</p> <p>(iii) the functions of NAPEP be transferred to the new agency</p> <p>(iv) the Bank of Industry (BOI) serves as a single point for financing the strategies that would be adopted for job and wealth creation;</p> <p>(v) the enabling laws of NDE and SMEDAN be repealed; and</p>	<p>Government rejects this recommendation.</p> <p>Government rejects this recommendation.</p> <p>Government notes this recommendation.</p> <p>Government rejects this recommendation and directs the Ministry of Finance to develop further strategies to enhance micro credit funding.</p> <p>Government rejects this recommendation and directs that the NDE law should be amended to include Entrepreneurship development but the agency should retain the</p>	<p>FGN should have accepted recommendations (i), (ii) and (iii) and brought NDE, SMEDAN, and indeed other job creation and poverty reduction agencies under one umbrella. Entrepreneurship will reduce the level of poverty.</p> <p>FGN is right as Bank of Industry alone cannot fund job creation and poverty reduction.</p> <p>FGN should have accepted recommendations (v) and (vi).</p>

		(vi) that an enabling law be enacted for the establishment of the National Agency for Job Creation and Empowerment (NAJCE).	name NDE. Government rejects this recommendation.	
62.	National Productivity Centre (NPC)	The Committee recommends 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.	Government rejects this recommendation and directs that a Technical Board be set up to comprise Federal Ministries of Labour and Productivity, Trade and Investment, Communication Technology, OHCSF and National Planning Commission to oversee the activities of the Centre.	The Centre has been in existence for close to 25years, yet its impact is not being felt. Its primary mandate is to “promote, develop and provide services aimed at utilizing to the fullest all available and potential resources, in order to secure for the people of Nigeria a better and higher standard of living”. What a lofty and at the same time vague vision! The Centre is one of the institutions decreed into existence by the military to assuage stakeholders. FGN should have accepted the Committee’s recommendations.
MINISTRY OF MINES AND STEEL DEVELOPMENT				
63.	Council of Nigerian Mining Engineers and Geoscientists (COMEG)	The Committee recommends that: i. COMEG, as a professional body, be self-financing;	Government rejects this recommendation but directs that COMEG be funded through grants and not line budget as from 2014. Government states that it will continue to provide grants to	COMEG is a regulatory body. It controls the practice of the professionals involved in mining engineering and geosciences. The chairman and members of the Council are appointed by the President on recommendation of the Minister. So, FGN is right in its

		<p>ii) the law establishing COMEG be strengthened in order to guarantee enforcement and compliance by its members to pay subscription; and</p> <p>(iii) that budgetary allocation to the COMEG ceases with effect from the 2013 Fiscal Year.</p>	<p>regulatory bodies but will not fund professional associations. Accordingly, all professional associations are encouraged to properly register with CAC.</p> <p>Government accepts this recommendation.</p> <p>Government accepts this recommendation but with effect from 2014</p>	<p>continued funding of the Council. However, FGN did not state where the grants will come from. Before the discontinuance of budgetary funding, the source of the grants should be ascertained.</p>
64.	<p>National Metallurgical Development Centre (NMDC), Jos; and</p> <p>National Metallurgical Training Institute, Onitsha</p>	<p>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.</p>	<p>Government rejects this recommendation and directs the Ministry to take necessary steps to commercialize the Agencies and to exit the budget cycle within five (5) years or by 2018.</p>	<p>These institutions are at the heart of the much hoped for industrial revolution and they ought to be re-energized and their funding increased. The positions of the Committee and FGN are not in the long term interest of national development.</p>
65.	<p>Nigerian Institute of Mining and Geosciences (NIMG), Jos</p>	<p>The Committee recommends as follows, that:</p> <p>(i) the Nigeria Institute of Mining and Geosciences (NIMG) be abolished and budgetary allocation to the institute ceases in 2013 ; and</p>	<p>Government rejects this recommendation.</p>	<p>FGN was right in rejecting this recommendation. However, the NIMG should make itself more relevant in order to attract private sector funding.</p>
66.	<p>Ajaokuta Steel Company Limited and</p> <p>National Iron Ore Mining Company</p>	<p>The Committee recommends as follows, that:</p> <p>(i) Ajaokuta Steel Company Limited and the National Iron Ore Mining Company (NIOMCO) be sold off together immediately to a single</p>	<p>Government notes this recommendation.</p>	<p>FGN was right in refusing to accept the recommendations but merely noting them is not an option. No nation can develop without</p>

	(NIOMCO)	<p>buyer due to the symbiotic relationship between the two companies ;</p> <p>(ii) Government should not approve the sale of the companies separately or to different buyers;</p> <p>(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</p> <p>(iv) that Government commences the process of the disengagement of the personnel of both companies in order to forestall further drain on the Treasury.</p>	<p>Government notes this recommendation.</p> <p>Government notes this recommendation.</p> <p>Government notes this recommendation.</p>	<p>developing its steel technology. Selling the companies to private companies whose interests are not in tandem with Nigeria's developmental aspirations will advance the assets stripping that the former concessionaries were reported to be involved in. We do not need to sell them. Rather, they can be managed under a public private partnership arrangement that will bring in technology, finance and managerial capacity while retaining the critical ownership in the FGN. This will in the long run provide resources for FGN.</p>
MINISTRY OF PETROLEUM RESOURCES				
67.	Nigerian Nuclear Regulatory Authority (NNRA)	<p>The Committee recommends as follows, that:</p> <p>(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;</p> <p>(ii) the NNRA be chaired by an independent chairman appointed by the President; and</p> <p>(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</p>	<p>Government rejects this recommendation.</p> <p>Government notes this recommendation.</p> <p>Government rejects this recommendation.</p>	<p>What is the relationship between petroleum and nuclear energy? The Environment or Power Ministry appears to be more cognate as recommended by the Committee.</p>

		Ministry of Environment.		
68.	Petroleum Technology Development Fund (PTDF)	<p>The Committee recommends as follows, that:</p> <p>(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;</p> <p>(ii) the enabling law of the PTDF be repealed and the NCDMB law amended to accommodate subsuming the PTDF under the NCDMB; and</p> <p>(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.</p>	<p>Government rejects this recommendation.</p> <p>Government rejects this recommendation.</p> <p>Government notes this recommendation.</p>	PTDF was established to fund training of manpower for the petroleum industry. It provides scholarship and bursaries. It should continue to stand alone. FGN's position is in order.

69.	Nigerian Content Development and Monitoring Board (NCDMB)	<p>The Committee recommends as follows, that:</p> <p>(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;</p> <p>(ii) a management audit of the Nigerian Content Development and Monitoring Board be conducted; and</p> <p>(iii) the enabling law of the PTDF be repealed and the NCDMB law amended to accommodate the absorption of the PTDF by the NCDMB.</p>	<p>Government rejects this recommendation.</p> <p>Government accepts this recommendation.</p> <p>Government rejects this recommendation.</p>	<p>The objective of the NCDMB is to ensure participation by Nigerians in the business of oil and gas. Over time, it is expected that Nigerians will build enough capacity to become major players in the industry. NCDMB should be allowed to stabilize and grow. It should not be burdened with the functions currently being discharged by the PTDF.</p>
70.	Petroleum Products Pricing and Regulatory Agency (PPPRA) and Petroleum Equalization Fund	<p>The Committee recommends that:</p> <p>(i) the PPPRA and Petroleum Equalization Fund be merged into a single department in the Ministry of Petroleum Resources; and</p> <p>(ii) there should be full automation of the bridging process of distribution of petroleum products to eliminate abuses.</p>	<p>Government notes this recommendation.</p> <p>Government notes this recommendation.</p>	<p>This recommendation should have been accepted by FGN as it would reduce costs considering that the operations of the two agencies have a lot semblance and are complimentary to each other.</p>
MINISTRY OF POLICE AFFAIRS				

71.	Police Service Commission	<p>The Committee recommends as follows, that:</p> <p>(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</p> <p>(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.</p>	<p>Government notes this recommendation and the fact that the issue of tenure is guided by extant regulation in the Public Service.</p> <p>Government rejects this recommendation.</p>	<p>The Ministry of Police Affairs is a superfluous addition to the framework for regulation of the Police. Apart from the Police Service Commission, we also have the Police Council. The duties of the Ministry are not actually clear. There is the need to streamline and restructure the agencies and institutions related to the police. We recommend the scrapping of the Ministry of Police Affairs considering the existence of the Police Service Commission, a Police Council and the Inspector General being in charge of the command of the Police.</p>
MINISTRY OF POWER				
72.	Nigerian Electricity Regulatory Commission (NERC)	<p>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.</p>	<p>Government notes this recommendation.</p>	<p>NERC should be retained and properly funded to enable it face the ever increasing challenges associated with sustainable power generation, transmission and distribution.</p>
73.	National Power Training Institute of Nigeria (NAPTIN)	<p>The Committee recommends that NAPTIN be wound up as its continued existence is now unnecessary as its parent body, the PHCN has been privatized.</p>	<p>Government rejects this recommendation.</p>	<p>FGN was right considering the manpower needs of the Electricity Industry. Scrapping NAPTIN would be a monumental mistake.</p>

74.	National Rural Electrification Agency (NREA)	<p>The Committee recommends as follows, that:</p> <p>(i) the Personnel Cost allocation to NREA be discontinued with effect from the 2013 Fiscal Year;</p> <p>(ii) Capital budget allocation to NREA be discontinued with effect from the 2013 Fiscal Year;</p> <p>(iii) The N10.2 billion budgetary allocations to the NREA since it became redundant be properly investigated ; and</p> <p>(iv) that the NREA be formally wound up and the relevant section of the Power Sector Reform Act be amended accordingly.</p>	<p>Government rejects this recommendation.</p> <p>Government rejects this recommendation.</p> <p>Government accepts this recommendation.</p> <p>Government rejects this recommendation and directs the name of the agency be changed to the "Federal Rural Electrification Agency".</p>	<p>FGN should have accepted to wind up this Agency. It makes no sense for the FGN to be directly involved in rural electrification. Pray, what should the states and local governments be doing? What manner of federal arrangement is this? Moreover, rural electrification as an FGN initiative has been problematic. It failed under DFRRI. REA has not fared better. Better value would be added if the resources are shared to the states to undertake the task..</p>
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FEDERAL MINISTRY OF SCIENCE AND TECHNOLOGY

The following recommendations from the Committee are relevant and should guide most of the recommendations on this Ministry.

The importance of research in national development cannot be over-emphasised, especially in a developing country like Nigeria. However, the overlapping and duplication of functions as well as lack of synergy and harmonization in the field of research need to be tackled head-long. Presently in the country, there are several research institutes spread across the various Ministries with each one conducting its research without synergy and harmonisation. Consequently, there is a duplication of effort, energy and resources as well as overlapping of functions with very little result to show for the investment made. For example, some research institutes have been in existence for as long as 30 years, while the country still relies heavily on foreign import in key areas of national development. In an era of limited resources with competing demands, the proliferation of research institutes has further resulted in spreading already lean resources thinly among research institutes. This does not allow for a robust approach to research outcomes/outputs. The establishment of a single point of research funding will promote synergy and create an efficient and effective strategy for funding and management of research. It will

provide the opportunity for effective coordination of prospective partners interested in funding research in Nigeria. To ensure that all resources are harnessed, the Committee proposed that the funds usually received by research councils either from subvention/levy should be redirected to a National Research Development Fund, in order to guarantee a robust funding platform for effective take off of the Fund. In line with this proposal, the Committee observed that government should decide on the quantum of funds to be spent on research and development on a yearly basis and the Budget Office should allocate same to the proposed National Research Development Fund (NRDF) for appropriate reallocation to the research institutes. However, Budgetary allocations for personnel costs will be defended before the Research Fund Board of Trustees, which will then send the personnel cost proposal to the Budget Office. However, we add a proviso to the Committee's recommendation. It is to the effect that special funds created to fund a sector's research should not be diverted to other sectors.

75.	National Agency for Science and Engineering Infrastructure (NASENI)	<p>The Committee recommends as follows, that:</p> <p>(i) NASENI be merged with PRODA, FIIRO and NCAM into one research and development agency;</p> <p>(ii) enabling law of NASENI be amended accordingly</p> <p>(iii) direct budgetary allocation for research from the Budget Office ceases with effect from 2013 Fiscal Year;</p> <p>(iv) the emerging consolidated body sources its research funding from the proposed National Research Development Fund; and</p> <p>(v) that the appointment of the headship of the proposed enlarged Research Institute is carried out through a transparent and competitive selection process.</p>	<p>Government accepts the recommendation on the merger of NASENI and NCAM with the exclusion of FIIRO. However, PRODA should stand alone.</p> <p>Government accepts this recommendation.</p> <p>Government accepts this recommendation but with effect from after the merger.</p> <p>Government notes this recommendation.</p> <p>Government notes this recommendation.</p>	FGN's position is credible subject to the funding caveat from the proposed National Research Development Fund which is to be established to coordinate research funding issues.
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76.	Federal Institute for Industrial Research Oshodi (FIIRO)	<p>The Committee recommends as follows, that:</p> <p>(i) FIIRO, NASENI and NCAM be consolidated into one research and development agency;</p> <p>(ii) the proposed consolidated research agency sources its funds from the proposed National Research Development Fund;</p> <p>(iii) the enabling law of FIIRO be amended accordingly; and</p>	<p>Government accepts the recommendations on the merger of NASENI and NCAM with the exclusion of FIIRO.</p> <p>Government notes the major role of FIIRO in food processing technology as well as Government's priority on food security and diversification of the economy, which warrants that it remains a separate body. FIIRO should be strengthened to perform its functions. It may draw funding from the proposed National Research Developing Fund.</p> <p>Government rejects this recommendation. FIIRO should be allowed to function on its own because it is not an equipment and engineering institution</p>	<p>FGN's position is credible subject to the funding caveat from the proposed National Research Development Fund which is to be established to coordinate research funding issues.</p>
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			rather it is a food processing Agency. It should be strengthened to perform its functions.	
		(iv) that direct budgetary allocation from Budget Office ceases with effect from 2013 Fiscal Year.	Government rejects this recommendation.	
77.	Projects Development Institute (PRODA)	<p>The Committee recommends as follows, that:</p> <p>(i) PRODA be merged with NASENI, FIIRO and NCAM as one research and development agency;</p> <p>(ii) the functions of NCAM be incorporated into those of the proposed consolidated research agency;</p> <p>(iii) the enabling law of PRODA be amended to accommodate the merger;</p> <p>(iv) that direct budgetary allocation from Budget Office to PRODA ceases with effect from 2013 Fiscal Year; and</p> <p>(v) the proposed consolidated research agency sources its funds from the proposed National Research Development Fund.</p>	<p>Government accepts the recommendation with respect to the merger of NASENI and NCAM, but with the exclusion of FIIRO and PRODA.</p> <p>Government accepts this recommendation with respect to the merger of NCAM and NASENI.</p> <p>Government rejects this recommendation.</p> <p>Government rejects this recommendation.</p> <p>Government notes this recommendation.</p>	FGN's position is credible subject to the funding caveat from the proposed National Research Development Fund which is to be established to coordinate research funding issues.

78.	Sheda Science and Technology Complex and National Biotechnology Development Agency (NABDA)	<p>(i) the Committee recommends as follows that the Sheda Science and Technology Complex obtains research funding from the National Research Development Fund and NABDA be subsumed in the Complex.</p> <p>(ii) the enabling law of Sheda Science and Technology Complex be amended to accommodate the functions of NABDA;</p> <p>(iii) the executive fiat establishing NABDA be vacated; and</p> <p>(iv) that Government funding of NABDA ceases with effect from 2013 Fiscal Year.</p>	<p>Government notes this recommendation.</p> <p>Government rejects this recommendation.</p> <p>Government rejects this recommendation and directs that its establishment be backed by law.</p> <p>Government rejects this recommendation.</p>	<p>FGN should have accepted the Committee's recommendation subject to the funding caveat from the proposed National Research Development Fund which is to be established to coordinate research funding issues. It is contradictory that a government that wants to cut down the cost of governance instead of merging an agency established by executive fiat (NABDA) is directing that its establishment be backed by law</p>
79.	National Space Research and Development Agency (NASRDA)	<p>The Committee recommends as follows, that:</p> <p>(i) NASRDA sources its funding from the proposed National Research Development Fund; and</p> <p>(ii) that direct Government funding ceases with effect from 2013 Fiscal Year.</p>	<p>Government notes this recommendation.</p> <p>Government rejects this recommendation.</p>	<p>FGN should have accepted these recommendations.</p>

80.	Nigerian Institute of Science Laboratory Technology (NISLT)	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.	Government notes these recommendations. As with other Regulatory Agencies, NISLT will be funded through Grants.	FGN's position is credible.
81.	Nigerian Building and Road Research Institute (NBRRI)	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.	Government rejects this recommendation and directs that NBBRI should remain in the Federal Ministry of Science and Technology. Government rejects this recommendation.	FGN's position is credible subject to the funding caveat from the proposed National Research Development Fund which is to be established to coordinate research funding issues.
82.	Nigerian Institute for Trypanosomiasis Research (NITR)	The Committee recommends that NITR derives its funding from the proposed National Research Development Fund.	Government notes this recommendation.	FGN should have accepted the Committee's recommendations.

83.	National Board for Technology Incubation (NBTI)	<p>The Committee recommends as follows, that:</p> <p>(i) the number of NBTI board members be moderate. This Committee believes that seven is a moderate number; and</p> <p>(ii) that the NBTI seeks funding from the proposed National Research Development Fund like other research institutes.</p>	<p>Government accepts this recommendation and directs that the Board be made up of not less than seven (7) non-statutory members and not more than eleven (11). Or alternatively, a Chairman and one per geopolitical Zone in addition to statutory members.</p> <p>Government notes this recommendation.</p>	<p>When will the technologies hatch? They have been incubated for too long without results. However, FGN's position is credible</p> <p>FGN should have accepted this recommendation.</p>
84.	Nigerian Natural Medicine Development Agency (NNMDA)	<p>The Committee recommends as follows, that:</p> <p>(i) NNMDA's functions be transferred to the Nigerian Institute of Medical Research in the Federal Ministry of Health ; and</p> <p>(ii) that Government funding of NNMDA ceases with effect from 2013.</p>	<p>Government rejects this recommendation.</p> <p>Government rejects this recommendation.</p>	<p>Government should have given further consideration to this suggestion. There appears to be no justification for having a separate and distinct institution dedicated only to Natural Medicine. Having all government medical research institutions under one supervisory structure will enhance efficiency and effectiveness. If FGN insists on this position, it should be subject to the funding caveat from the proposed National Research</p>

				Development Fund which is to be established to coordinate research funding issues.
85.	Raw Materials Research and Development Council (RMRDC)	<p>The Committee recommends as follows, that:</p> <p>(i) the Raw Materials Research and Development Council (RMRDC) be abolished and its enabling law repealed;</p> <p>(ii) the functions of RMRDC be transferred to the Department of Planning, Research and Statistics of the Federal Ministry of Science and Technology; and</p> <p>iii) the fund paid to RMRDC henceforth be remitted to the pool of funds for the proposed National Research Development Fund (NRDF).</p>	<p>Government rejects this recommendation.</p> <p>Government rejects this recommendation.</p> <p>Government notes this recommendation.</p>	FGN's position is credible subject to the funding caveat from the proposed National Research Development Fund which is to be established to coordinate research funding issues. However, RMRDC should consider commercializing some of their findings to raise funds.
86.	Nigerian Institute for Leather Science Technology (NILEST); and National Research Institute for Chemical Technology (NARICT)	<p>The Committee recommends as follows, that:</p> <p>(i) NILEST and NARICT be merged; and</p> <p>(ii) that the merged body derives its research funding from the proposed National Research Development Fund.</p>	<p>Government rejects this recommendation.</p> <p>Government rejects this recommendation.</p>	FGN is right in refusing this merger considering that the two institutes have different mandates. But this should be subject to the funding caveat from the proposed National Research Development Fund which is to be established to coordinate research funding issues
87.	Energy Commission of Nigeria (ECN)	<p>The Committee recommends as follows, that:</p> <p>(i) the Energy Commission of Nigeria (ECN) be abolished :</p> <p>(ii) the ECN Act be repealed;</p>	<p>Government rejects this recommendation.</p> <p>Government rejects this</p>	ECN should be retained and strengthened to coordinate implementation of the national energy policy

		<p>(iii) the functions of the ECN be transferred to the Ministry of Power; and</p> <p>(iv) that the National Energy Council (NEC) be scrapped as it has outlived its mandate and relevance.</p> <p>The Committee strongly recommends that a management audit be carried out on all the following Centres :</p> <p>(i) Regional Centre for Technology Management Lagos.</p> <p>(ii) National Engineering Design Development Institute (NEDDI), Nnewi.</p> <p>(iii) Africa Regional Centre for Space Science and Technology, Ile-Ife.</p> <p>(iv) Centre for Satellite Technology Development, Abuja.</p> <p>(v) Centre for Space Transport and Propulsion, Lagos.</p> <p>(vi) Centre for Basic Space Science, Nsukka.</p> <p>(vii) Centre for Geodesy and Geodynamics, Toro, Bauchi State.</p> <p>(viii) Sokoto Energy Research Centre.</p> <p>(ix) Centre for Energy Research and Development, Nsukka</p> <p>(x) National Centre for Energy Efficiency and Conservation, University of Lagos.</p> <p>(xi) National Centre for Hydropower Research and Development, University of Ilorin.</p> <p>(xii) National Centre for Energy Research and Development, Abubakar Tafawa Balewa University, Bauchi.</p> <p>(xiii) National Centre for Energy and Environment,</p>	<p>recommendation.</p> <p>Government rejects this recommendation.</p> <p>Government rejects this recommendation.</p> <p>Government accepts this recommendation</p>	<p>Too many Centres and Institutes; FGN's position is in order. Funds should not be earned automatically; they should compete for funds from the proposed National Research Development Fund.</p>
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		University of Benin.		
MINISTRY OF TOURISM, CULTURE AND NATIONAL ORIENTATION				
88.	National Council for Arts and Culture (NCAC)	<p>The Committee recommends as follows, that:</p> <p>(i) the National Council of Arts and Culture (NCAC) be merged with the National Troupe and the National Theatre into one agency;</p> <p>(ii) the merged entity retains the name: National Council of Arts and Culture (NCAC);</p> <p>(iii) the enabling law of the National Troupe and National Theatre be repealed and their functions transferred to the NCAC; and</p> <p>(iv) that the enabling law of the NCAC be amended to accommodate the merger of the agencies and their functions.</p>	<p>Government accepts this recommendation but directs the NCAC should stand alone.</p> <p>Government rejects this recommendation and directs the merged entity be renamed National Theatre of Nigeria.</p> <p>Government rejects this recommendation.</p> <p>Government rejects this recommendation.</p>	<p>The work of the NCAC goes beyond theatre and dancing. FGN's position is credible. The National Troupe and the National Theatre can be merged since their functions are similar and can be managed under one agency.</p> <p>FGN's position is credible and is tandem with the first position.</p> <p>FGN's position is credible and is tandem with the first position.</p> <p>FGN's position is credible and is tandem with the first position.</p>

89.	National Commission for Museums and Monuments; National Gallery of Arts	<p>The Committee recommends as follows, that:</p> <p>(i) a staff audit of the National Commission for Museums and Monuments and the National Gallery of Art should be carried out;</p> <p>(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;</p> <p>(iii) the repeal of the laws setting up the National Commission for Museums and Monuments and the National Gallery of Art; and</p> <p>(iv) the enactment of a new law to accommodate the merger.</p>	<p>Government accepts this recommendation. The Heritage Museum and Monument potentials with respect to revenue yield should be fully exploited.</p> <p>Government accepts this recommendation.</p> <p>Government accepts this recommendation.</p> <p>Government accepts this recommendation.</p>	<p>The two institutions are related; the marriage will be peaceful and productive. FGN's position is credible.</p> <p>FGN's position is credible.</p> <p>FGN's position is credible.</p> <p>FGN's position is credible.</p>
90.	Nigerian Tourism Development Corporation (NTDC)	<p>The Committee recommends as follows, that:</p> <p>(i) the Nigerian Tourism Development Corporation (NTDC) be fully commercialized with effect from 2013 Fiscal Year;</p> <p>(ii) the enabling law of NTDC be amended to reflect the proposed commercialization, subsuming of the functions of NIHOTOUR and a strong independent professional board be appointed for NTDC;</p> <p>(iii) the Board be responsible for:</p> <p>(a) general policy direction of NTDC;</p>	<p>Government accepts this recommendation and directs that the Agency to be fully commercialized within five (5) years or by 2018.</p> <p>Government notes the recommendation.</p> <p>Government notes this recommendation.</p>	<p>FGN's position is credible.</p> <p>FGN's position is credible.</p> <p>FGN's position is credible.</p>

		<p>(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;</p> <p>(iv) a management audit of NTDC be carried out; and</p> <p>(v) that NTDC ceases to receive Government funding with effect from 2013 Fiscal year.</p>	<p>Government accepts this recommendation</p> <p>Government accepts this recommendation and directs the FMOF to discuss with FMTC&NO to determine how to fund and boost the sector to enable it exit the budget cycle by 2018.</p>	<p>FGN's position is credible.</p> <p>FGN's position is credible.</p>
91.	Nigerian Institute for Hospitality and Tourism Studies (NIHOTOUR)	<p>The Committee recommends as follows, that:</p> <p>(i) the functions of the Nigerian Institute for Hospitality and Tourist Studies (NIHOTOUR) be transferred to the NTDC;</p> <p>(ii) the NIHOTOUR be abolished and its enabling law repealed ; and</p> <p>(iii) further budgetary allocation to NIHOTOUR be stopped with effect from 2013 Fiscal Year.</p>	<p>Government rejects this recommendation. NIHOTOUR shall function as a regulatory body.</p> <p>Government rejects this recommendation.</p> <p>Government rejects this recommendation.</p>	<p>FGN's position is credible</p> <p>FGN's position is credible</p> <p>FGN's position is credible</p>

92.	National Orientation Agency (NOA); National Institute for Cultural Orientation (NICO)	<p>The Committee recommends as follows, that:</p> <p>(i) the functions of NOA be transferred to the Department of Public Communications in the Federal Ministry of Information;</p> <p>(ii) 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 ;</p> <p>(iii) budgetary allocations to NICO ceases with effect from 2013 Fiscal Year;</p> <p>(iv) that budgetary allocations to NOA ceases with effect from 2013 Fiscal Year;</p> <p>(v) the enabling law of the National Orientation Agency (NOA) be amended;</p> <p>(vi) the Act establishing the National Institute for Cultural Orientation (NICO) be repealed and the Institute abolished.</p>	<p>Government rejects this recommendation.</p> <p>Government rejects this recommendation.</p> <p>Government rejects this recommendation.</p> <p>Government rejects this recommendation.</p> <p>Government rejects this recommendation.</p> <p>Government rejects this recommendation.</p>	<p>Cultural orientation is an aspect of national orientation and both therefore, should be handled by the same agency. NOA should consider shutting down its numerous outposts as it does not need to be physically present to affect the lives of its publics. Advances in ICT are making institutions like NOA obsolete and FGN should change with the times. Town criers' gongs and megaphones mounted to trucks are no longer needed to disseminate information. FGN should have accepted these recommendations.</p>
FEDERAL MINISTRY OF TRADE AND INVESTMENT				
93.	Standards Organization of Nigeria (SON), Consumer Protection Council (CPC) and Department of Weights and Measures	<p>The Committee recommends as follows, that:</p> <p>(i) the Standards Organization of Nigeria (SON), Consumer Protection Council (CPC) and the Department of Weights and Measures be merged into a new agency;</p>	<p>Government rejects this recommendation and directs that the three Agencies remain separate.</p>	<p>Government should have accepted the Committee's recommendations regarding the merger because these agencies aim to ensure that consumers are not shortchanged by unscrupulous business and individuals.</p>

		(ii) the proposed new agency be named <i>Nigerian Standards and Consumer Protection Agency</i> (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.	Government rejects this recommendation.	
			Government rejects this recommendation.	
94.	Nigeria Export Promotion Council; and Nigerian Investment Promotion Commission	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.	Government rejects this recommendation. Government rejects this recommendation. Government rejects this recommendation. Government rejects this recommendation.	This is a good recommendation and should have been accepted by FGN. The NIPC's mandate is to promote investment, especially foreign direct investment; while the NEPC's remit covers the development and diversification of exports. There is a linkage between the two areas. Apart from saving overhead costs, the merger has the potential of making the resultant organisation more efficient and effective.
95.	Centre for Automotive Design and Development (CADD); and National Automotive Council (NAC)	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	Government notes this recommendation and directs that the bill in NASS in that regard should be expedited. Government rejects this recommendation.	Considering the state of our auto industry, FGN intervention in the sector is still necessary but the two agencies can be merged instead of being scrapped.

		Automotive Council (NAC) be scrapped; <i>iii</i>) funding for both bodies to cease in 2013 ; and (iv) that the functions of the two bodies be transferred to appropriate universities and polytechnics.	Government notes this recommendation. Government rejects this recommendation.	
96.	Nigerian Export Processing Zones Authority (NEPZA); and Onne Oil and Gas Free Zone Authority (OGFZA)	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.	Government rejects this recommendation and directs Onne OGFZA to be renamed Oil and Gas Free Zones Authority. Government rejects this recommendation. Government accepts this recommendation and directs that an assessment be carried out to ascertain the benefit or otherwise of the nation's investment in Free Zones to the economy.	There should be a central authority for all export processing zones, just like the NPA for the sea ports. FGN should have accepted this recommendation.
97.	Tafawa Balewa Square Management Board; and Lagos International Trade Fair Management Board	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.	Government notes that this recommendation is being carried out. Government notes this recommendation.	FGN should stop further budgetary allocations to the two Boards as a sign that it is serious about stopping the waste.

98.	Industrial Fund (ITF)	Training	The Committee recommends as follows, that: (i) the Industrial Training Fund (ITF) be self-funding with effect from the 2013 Fiscal Year;	Government accepts this recommendation but with effect from 2014.	this	FGN's position is credible.
			(ii) all trainees' stipends in the SIWES be paid by the Industrial Training Fund (ITF) with effect from 2013 Fiscal Year;	Government accepts this recommendation but with effect from 2014.	this	FGN's position is credible.
			(iii) the Industrial Training Fund (ITF) coordinates all skills training centres in the country in order to remove duplications and wastage; and	Government rejects this recommendation.	this	FGN's position is credible.
			(iv) all other skills training centres outside the ITF cease to receive Capital Funding from Government Treasury with effect from 2013 Fiscal Year.	Government rejects this recommendation.	this	FGN's position is credible.
FEDERAL MINISTRY OF WATER RESOURCES						
99.	River Development Authorities	Basins	The Committee recommends as follows, that: (i) a single 7-member governing board be appointed for the 12RBDA's;	Government rejects this recommendation.	this	A central governing board for all the River Basins will suffice. Having 12 separate boards of eight members each (96 board members) cannot be the best way to cut down on wasteful expenditure.
			(ii) a management audit of all the 12 RBDA's should be conducted to ensure value for money;	Government accepts this recommendation.	this	FGN's position is credible.
			(iii) the management of the RBDA's be pruned to make it leaner, more efficient and cost-effective;	Government notes this recommendation.	this	FGN should have accepted this recommendation.

	<p>(iv) the enabling law of the RBDAs be amended to reflect the proposed arrangement regarding the board and management of the RBDAs;</p> <p>(v) the Department of River Basins Operations and Inspectorate (RBO&I) continues to inspect, co-ordinate and enforce standards in the River Basin Development Authorities (RBDAs);</p> <p>(vi) highly professional, experienced and competent personnel be deployed to man the Department of RBO&I in the Ministry;</p> <p>(vii) the attempt to create additional RBDAs be discontinued and the existing ones be properly managed to deliver on their mandates; and</p> <p>(viii) that the decision of Government in the White Paper on Ahmed Joda Panel Report (2000) on the commercialization of the RBDAs be implemented.</p>	<p>Government rejects this recommendation.</p> <p>Government notes this recommendation.</p> <p>Government notes this recommendation.</p> <p>Government accepts this recommendation.</p> <p>Government notes this recommendation and directs the Ministry of Water Resources to work out a way for commercialization by 2017.</p>	<p>this</p> <p>this</p> <p>this</p> <p>this</p> <p>this</p>	<p>FGN should have accepted this recommendation.</p> <p>FGN's position is credible</p> <p>FGN should have accepted this recommendation.</p>
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100.	Nigerian Integrated Water Resources Management Agency (NIWRMA)	<p>The Committee recommends as follows, that:</p> <p>(i) the functions of the Nigeria Integrated Water Resources Management Agency (NIWRMA) be transferred to an extra-ministerial department in the Federal Ministry of Water Resources ;</p> <p>(ii) the proposed department to perform the transferred functions of NIWRMA be given operational and financial autonomy;</p> <p>(iii) the Passed Bill be modified to reflect the proposed status of NIWRMA; and</p> <p>(iv) that further budgetary allocation to NIWRMA as an Agency be transferred to the Department proposed to perform the functions of NIWRMA, after adjustments reflecting its new status.</p>	<p>Government rejects this recommendation.</p> <p>Government rejects this recommendation.</p> <p>Government rejects this recommendation.</p> <p>Government rejects this recommendation.</p>	<p>FGN should have accepted this recommendation. Water resources management is the reason for setting up the Ministry of Water Resources .The role of NIWRMA should be taken over by the Ministry to curb duplication and waste.</p>
101.	Gurara Water Management Authority (GWMA)	<p>The Committee recommends as follows, that:</p> <p>(i) the Gurara Water Management Authority (GWMA) be abolished and any action to enact an enabling law for the Authority be discontinued ; and</p> <p>(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.</p>	<p>Government rejects this recommendation.</p> <p>Government notes this recommendation.</p>	<p>Should Gurara continue to have a dedicated management authority? This is in addition to the Ministry, NIRWA and the Upper Niger River Basin Development Authority. The recommendation to scrap GWMA is justified. The irrigation function should be handed over to Upper Niger River Basin Development Authority (UNRBA) while the power generating function should be handed over to an appropriate electricity generating company under the new privatized arrangement in the Electricity</p>

				Industry.
102.	National Water Resources Institute (NWRI)	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.	Government accepts this recommendation.	FGN's position is credible.
NATIONAL SPORTS COMMISSION				
103.	National Sports Commission	The Committee recommends that the National Sports Commission reverts to the proposed Ministry of Youth and Sports Development as an Agency.	Government rejects this recommendation.	NSC should be retained. Sports as a sector should have a Commission. FGN's position is credible.