



Report
On
Impact Assessment of Economic Reforms
And Governance Project (ERGP)
in Three Selected MDAs
in Nigeria

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ACRONYMS

CPI	Consumer Price Index
EFCC	Economic & Financial Crimes Commission
DCA	Development Credit Agreement
FMF	Federal Ministry of Finance
ICT	Integrated Computer Technology
IAS	International Accounting Standards
IASB	International Accounting Standards Board
IDA	International Development Assistance
MDAs	Ministries, Departments, and Agencies
NASB	Nigerian Accounting Standards Board
NAS	Nigeria Accounting Standards
NBS	National Bureau of Statistics
NEEDS	National Economic Empowerment & Development Strategy
NFIU	Nigerian Financial Intelligence Unit
PAD	Project Appraisal Document
PCT	Project Coordinating Team
PCU	Project Coordinating Unit
PET	Project Executing Team
PIM	Project Implementation Manual
PITT	Project Implementation Task Team
PRD	Project Restructuring Document
WB	World Bank

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INTRODUCTION

The current economic reforms of the Federal Government of Nigeria started with the reforms in the public sector institutions for effectiveness and better performance which began in 1999 with the introduction of the National Economic Empowerment Development Strategies (NEEDS). Government commitment to fundamental reforms is demonstrated by continuous financial and human resources commissioned to the project from the last to the present administration. In the 2005 fiscal year alone, over 10 billion Naira federal government funds was committed to the NEEDS aside substantial donor funding from the World bank, DFID, USAID and others.

Since its inception, the NEEDS has provided platforms for economic programs and projects at the national and state levels, replicated at grassroots community levels through the LGAs. The Economic Reforms and Governance Project (ERGP) is an off-shoot of the NEEDS. The ERGP is reforms focused towards the public sector Ministries, Departments, and Agencies (MDAs). It is a clear demonstration of the importance, commitment, and emphasis of the present administration on promoting economic advancement and transformation by year 2020.

Since it began in April 2005, the ERGP has attracted soft loans to the tune of 140 million United States Dollars (140 million USD) from the World Bank and 13.03 million Pound Sterling (13.03 million GDP) from DFID, UK. The ERGP is currently implemented in 17 MDAs focusing on four key areas of economic reforms:

- (1) Public resource management and targeted anti-corruption initiatives
- (2) Civil service administrative reforms,
- (3) Statistics and statistical capacity, and
- (4) Reforms of the Aviation sector.

Overall ERGP Objective

The ERGP is geared to improve performance of the administrative, financial, human resource, and statistical systems of the Federal Government of the country.

Objective of Assessment

- To assess the impact of the project operations with respect to the project objectives achieved thus far.
- To provide a basis for future reporting on the project performance indicators.

This report presents findings on three implementing agencies; National Bureau of Statistics (NBS), Nigerian Accounting Standards Board (NASB), and Economic and Financial Crimes Commission (EFCC).

METHODOLOGY

This assess was conducted using ex-post comparison design combining both quantitative and qualitative methods. The assessment of the three selected MDAs was implemented in three phases. The first phase involved a review of project documents and consultations with key project staff at FMF. The second phase included data collection using quantitative and qualitative instruments. And the third phase involved data analysis and report writing.

Documents Review

This evaluation included extensive project documents review, findings of which were triangulated with results of quantitative and qualitative data analysis. Key documents reviewed included; PAD, DCA, PRD, PIM, annual reports of project implementation, and reports of supervision missions, mid-term review report amongst others.

Quantitative methods

Members of the PITT were the key respondents of this assessment since they were the ones interfacing with other stakeholders and were more knowledgeable about the ERGP than anyone else in their respective MDAs. The PITT members completed structured questionnaires which had general sections, and some specific questions referred to their respective agencies. The general questions common to the three MDAs were on: individual background characteristics, project general information, project management and monitoring, training and capacity building, and overall performance rating. Aside the general sections, other sections in the questionnaire were specific to each of the three implementing agencies. The section specific to EFCC was on anticorruption efforts, for NBS it was strengthening of statistics, and for NASB it was on public management and anti-corruption efforts. Eleven PITT members, three from EFCC, three from NBS, and 5 from NASB participated in this study.

Qualitative methods

All the eleven members of the PITT also participated in the key informant interviews, and group interviews that were conducted. The qualitative aspects of this assessment delved in-depth into individual roles and responsibilities, key achievements, strengths and weaknesses in implementation strategies, project monitoring and evaluation mechanisms, sustainability measures in place, and how the ERGP, through the three MDAs, has contributed to the economic development of Nigeria. In all, three group interviews, and one key informant interview was conducted.

Assessment Team

The evaluation team was composed of two consultants (one lead), and three research assistants. The lead consultant provided methodological and conceptual guidance to the entire evaluation process, and the other consultant supervised the data collection process and participated in conducting the group interviews. The three research assistants each conducted both qualitative and quantitative data collection, data entry, and analysis for each of the three MDAs. This report was written by the lead consultant with contributions from the other consultant and research assistants.

Funding & Sources

Funding amount for the three implementing agencies varied as well as when the funds were disbursed or received. The total dollars received, including counterpart funding as of the time of this assessment was

\$42.65million, and 6.8 million Naira. The counterpart component of this assistance may have been underestimated. For EFCC allocation was \$3.2 million, with additional grant of \$0.75 million, totaling \$3.95 million from IDA. NASB received \$2.8 million from the IDA, in addition to counterpart funding of 6.8 million Naira from the Federal Government of Nigeria and 3.5 million Naira from FMF. And NBS received 29.1 million as of September, 2009 including \$6.7 million from FMF.

Specific Components of Project Implementation

Table 1: Key components of the ERGP implemented by the three implementing agencies

EFCC	NASB	NBC
<ul style="list-style-type: none"> • Support to the National Financial Intelligence Unit • Media & Publicity • Office equipment and vehicles • Capacity building in investigative technique 	<ul style="list-style-type: none"> • Full adoption and dissemination of international accounting standards relating to financial reporting • Review of the 2003 NASB Act to create a Financial Reporting Council • Strengthening of the technical and professional capabilities • Improving business ethics, and international accounting and auditing standards contents of higher institutions' accounting curriculum 	<ul style="list-style-type: none"> • Organizational and institutional development • Human resource development • Data development • Infrastructural development

The three implementing agencies (Table 1 above) each implemented four components two of which are similar, involving capacity development of staff in technical and professional skills, and infrastructural development to create an enabling environment for efficient and productive work. Successes and challenges emanating from the implementation of these components were key focus of this evaluation.

FINDINGS

Background Characteristics

The majority (91%) of the 11 PITT members who participated in the evaluation were male, aged above 40 years (89%), with tertiary level education (91%). All the respondents (100%) reported that they had attended a professional course during the course of the implementation of the ERGP. Some of the professional trainings that they acquired were in, financial accounting, financial management, forensic accounting, and procurement accounting. Other courses were in international financial reporting standards update, resource management and financial policies, monitoring and evaluation, and international borrowing debt management. The numbers of evaluation participants who attended these trainings range from one person to three as the case may be. The majority (64%) was well experienced professionals in their respective areas of specialization, and had spent at least 10 years or more in their respective MDAs. The majority (73%) was involved in public resource management and anti-corruption efforts, and the rest (27%) were involved with strengthening statistical efforts of the government.

How the Three Implementing Agencies Got Involved?

The evaluation team deduced from responses of the PITT members that their respective MDAs got involved in the ERGP through a process that may be described as natural selection. Each had issues of either internal or external reforms of some sort that aligned with the goals and objectives of the ERGP which gave them early candidacy, and membership of the ERGP. The EFCC joined in 2004 as a major economic reforms agency in the country to do the policy and implementation framework component. The NABS became part of the ERGP after the WB study in 2004 titled “Reports on Observant of Standards and Codes Accounting and Auditing in Nigeria” showed gaps that the accounting standards and auditing standards in Nigeria were far behind international standards. Thus, NABS was assigned the role of improving financial reporting practices in Nigeria. Also, the NBS joined in 2004 to implement a reform document laying out road maps and strategy for professionalizing the bureau for effectiveness and efficiency.

Key Achievements

EFCC: A key contribution of the ERGP is the numerous publications that were produced during the life of the project. Another is the general tendency towards zero tolerance on corruption as a result of the establishment act, and the money laundry act, which were made possible through support received from the ERGP. There has been numerous and diverse training of staff since involvement in the ERGP although these cannot all be attributed to the support received from ERGP. The training and manpower development received outside the country has been enormous. To date, over 132 staff have trained outside the country in places like United States of America, United Kingdom, and Canada. Likewise, there has been numerous local training conducted for and by staff of the commission. The ERGP project single handedly supported the training of cadet officers on tax investigations which has yielded tremendous results. It helped to delist Nigeria as one of the non-cooperating countries on fighting corruption.

The ERGP assisted in the creation of world class digital library and has supported EFCC training institutions in the area of equipment such as computers, printers, and vehicles. These diverse trainings and enabling environment created has resulted in substantial monetary recoveries and convictions as showed in Table: below.

Table 2: Showing EFCC monetary recoveries and convictions between 2004 and June, 2010

Year	Monetary Recoveries (in percent)	Number of Convictions (in percent)
-------------	------------------------------------------	-------------------------------------------

2004	447,000,000	5%		
2005*	950,000,000	11%	88*	23.6%
2006	1,620,000,000	19%	91	24.4%
2007	1,850,000,000	21.5%	70	18.8%
2008	840,000,000	10%	52	13.9%
2009	1,552,156,985	18%	50	13.4%
2010	1,333,474,921	15.5%	22	5.9%
TOTAL (USD)	8,592,631,906	100	373	100

Note: * = represents convictions in both 2004 and 2005 combined

As of June, 2010 a total of over 8.5 million US dollars was recovered and 373 convictions made in the country due to the enabling environment and support received from the ERGP. Since 2005, substantial monetary recoveries in millions of naira were every year. As of mid-year 2010, over 15% of total recovery in seven years was already made.

NASB: A key achievement of the NASB is the conscientious effort to bridge the gap between International Accounting Standards (IAS), and Nigeria Accounting Standards (NAS). Since 2004 the NAS has increased from 21 to 30, with 4 more currently been prepared. Bridging the gaps between IAS and NAS may have been fostered by extensive training of key staff on international accounting standards abroad made possible by the financial muscle from ERGP. Since joining the ERGP, staff of NASB have gone for series of trainings in the US, and the UK, and in other EU countries on international accounting standards which they have also stepped down to local institutions and organizations.

Another key achievement that may be attributed to the support received from ERGP is the capacity building and strengthening of selected institutes of higher learning across the country. NASB selected 12 universities with accounting departments, two per the six geopolitical zones in the country to strengthen and build capacity on accounting standards. As of the time of this evaluation, NASB had already visited and conducted seminars in eight of the 12 universities. Also, NASB donated books with about 43 titles of four volumes to each of the universities visited.

Findings of this evaluation suggest that the act to establish a financial reporting council has reached its advanced stage and is slated to be heard at the floor of the Senate on September 30th 2010. The enabling environment for passing the financial reporting council bill has been created through continuous engagement of the House of Assembly in an interactive session including organized study tour to Malaysia and UK for key relevant committee members to appreciate the legislative process and the modes of operations of a financial reporting council in similar contexts.

NBS: A key achievement attributed to the ERGP is the restructuring of the bureau which replaced considerable number of non-professional staff with professional staff. The professional staff were then trained in their respective specialized areas both within and outside the country to enhance their efficiency. Under the old structure, 80% of the staff were non-professionals, but the new structure replaced them with mostly university graduates. The restructuring moved the bureau from the civil service domain to a knowledge based domain like the universities. Also, the ERGP enabled mass staff computer literacy across all zonal offices, with those at the headquarters having 100% computer literacy.

NBS participation in ERGP made possible the production of several publications amongst which is the compendium of statistical terms and concepts in 2007, and most publications are in the public domain at the NBS website. Also, the bureau benefitted tremendously from ICT equipment in terms of computers, network communications devices and staff compliant issues. Other equipment including office space, project vehicles in 37 offices, and motor cycles for enumerators, central air-conditioning systems, generators for six zonal offices, were achievements made possible through the ERGP project. Survey data collection at the

grassroots became less cumbersome with the use of digital equipment incorporating statistical procedures and modeling. Perhaps, the most important of the ICT benefits from ERGP is the ability of the bureau to link data in all the zonal offices to that of the headquarters, and to key MDAs. Data linkages among the six zonal offices are instrumental to the monthly production of CPI widely used for economic decision making in Nigeria. It is important to note that equipment supplies were not solely by the ERGP as funds from other stakeholders were used for the same purpose.

Table 3: Checklist on key achievements of the three implementing agencies

EFCC	NASB	NBS
<ul style="list-style-type: none"> ✓ Increased conviction of ✓ Increased capacity for staff to combat corruption ✓ Procurement of a world class digital library, equipment procurement (vehicles, computers, printers) ✓ De-listing of Nigeria from the list of countries not committed to fighting corruption ✓ Monetary recoveries from tax offenders 	<ul style="list-style-type: none"> ✓ Bridging the gaps between IAS and NAS ✓ Capacity building of board staff through study abroad ✓ Capacity building of staff and students on accounting standards ✓ Pushing for legislative muscle to establish a financial reporting council 	<ul style="list-style-type: none"> ✓ Professionalization of the bureau to enhanced efficiency ✓ Capacity building of bureau staff ✓ Production of statistical compendium and other statistical documents ✓ Enhanced computer environment through increased access to ICT equipment

MANAGEMENT ISSUES

Management issues examined here are key internal issues that contributed to the ERGP implementation in the three agencies. These management issues are both generic and sometimes specific to each agency. Management issues examined include; strengths and weaknesses, monitoring mechanisms, of the MDAs included in the evaluation.

Strengths and Weaknesses

Overarching Project Strengths

These are in-built positive attributes of the project that permeate nuances and situations specific to each implementing agencies visited.

- A key overriding strength of the ERGP is the inherent drive to reform and system strengthening for efficiency and effectiveness. Capacity building is an aspect of this overarching principles embedded in the project implementation process. Responses from the three implementing agencies all pointed to consistent trainings of staff in specialized areas both locally and internationally. Another aspect of system strengthening is the creation of knowledge based environment through the injection of ICT equipment and human resource compliance which increased transparency and information sharing.
- Results of the evaluation suggest a clearly defined project structure with roles and responsibilities specified at each level and for each member of the project team right from the PCT, to PCU, PITT, and PET. This attribute reduces confusion, power play, and duplication in efforts to the barest minimum.
- Also identified as key strength is the social capital built as a result of healthy interactions amongst implementing agencies over time, which fosters team work towards achieving common goals of the ERGP.
- A key strength is the open door policy with respect to communication between FMF (PCU), and with the WB and other stakeholders as well. Aside, formal communication channel going through FMF to WB, the culture of sending advance copy of request or information to the WB directly helped to improve response time and reduce unnecessary hiccups.
- Another key strength of the ERGP identified is the strategy of learning by doing including direct hand-on technical advice from the WB. These enabled the PITT to learn faster, and consequently led to improved performance.
- Various manuals on each aspects of the implementation process i.e. procurement manual, and financial manual served as references and helped to ensure that standards expected by the Bank were adhered to and sustained.
- The in-built monitoring and evaluation mechanisms of the project through mission supervision, and quarterly and annual reports are identified as strengths that produced timely recorded achievements.

Agency Specific Strengths

These are positive attributes in-built in each of the implementing agency which created enabling environment for the project. These attributes reinforce the project overarching strengths to ensure implementation success.

- A key strength reported is the good and supportive leadership enjoyed by the implementing agencies. Without supportive leadership, it would have been difficult to implement project activities with little or no interference.
- Decentralization of functions and systems in each of the implementing agencies is classified as strength since this enabled respective PITT to function without unnecessary bureaucracy in approval and reporting of project activities.

Overarching Project Weaknesses

These are negative attributes of the project that were in most cases circumstantial in the course of project implementation.

- A general weakness of the ERGP is delay that is sometimes experienced in getting a “no objections” on some urgent activities. Delay may be due to key contact person’s unavailability as result of work related travels or vacation or both.
- Another impediment to the ERGP is frequent changes taking place in the Bank without adequate prior information to the implementing agencies. Specific examples are with respect to; frequent staff changes at the Bank, and sometimes changes in financial reporting format. Replacement of an old hand with a new one sometimes implies starting afresh to build a new relationship.
- Inability of the implementing agencies to get most of the statutory regulations bills in the project appraisal document passed as of the time of this evaluation. Getting statutory backing to implement most of the reforms in the respective agencies might ensure compliance and improve implementation of related activities by the agencies concerned.
- Closely linked to getting statutory regulations bills passed is the lack of uniformity in the implementation of reforms in the respective agencies. There is the need to tighten the gaps in achieving holistic interwoven reforms across the implementing agencies in order to record more desired impact in the country’s economy as a whole.
- Results of this evaluation suggest inflexible and inefficient allocation of funds as a weakness of the project. The argument is that funds may be better utilized if this is based on liquidation and performance rather than tie monies in agencies that may not really need such amount because of their low performance. The current funds allocation is affecting disbursement level and overall performance of the project.

Agency Specific Weaknesses

These are implementing agencies’ specific negative attributes that may have worked against the project success.

- Findings suggest that the Federal Government did not meet its obligation to provide counterpart funding in one of the agencies evaluated, but did in the others. Thus, creating imbalance playing field with respect to implementing activities as at when due.

- Report of this evaluation suggests that some of the implementing agencies are located in rented office space and share space with other organizations. This has security implications and may not augur well for job performance.

Monitoring & Evaluation Mechanisms

Results of the evaluation showed that monitoring and evaluation (M&E) was well entrenched in the project implementation process. Some of the key components of the M&E put in place are:

- The implementing partners send quarterly reports on project implementation on a regular basis. These reports highlight areas of implementation, achievements, challenges, implementation status, and future areas of implementation and collaborations. Also included in the quarterly reports are: (1) fiscal progress reports, (2) procurement reports, and (3) financial monitoring report. The implementing agencies reported that they consistently sent their quarterly reports and received feedback as necessary.
- Also incorporated in the project implementation are mission supervisory and monitoring visits twice a year. During such visits, the mission team reviews the status of work, and conduct financial and procurement review. The mission also takes the opportunity of the visit to appreciate challenges to implementation and problem diagnostics and proffer solutions. The implementing agencies reported that the mission visits were conducted as at when due.
- Aspects of the supervision component relates to the setting up of clinics to deal with the nitty-gritty of specific area of implementation which suffered low capacity at the take off of the project. Results of this evaluation suggest that the capacity of most project implementing staff was beefed up after participation in procurement clinic and financial management clinic.

Sustainability

Results of the evaluation suggest that sustainability issues and how these were addressed was different at each of the implementing agencies visited. In general, EFCC and NASB seemed to have better leverage for continuity of their programs than NBS. The following are activities on ground to ensure project activities continue if WB funds stops.

Table 4: Showing activities and actions taken to ensure continuity of the ERGP

<i>EFCC</i>	<i>NASB</i>	<i>NBS</i>
<ul style="list-style-type: none"> • Government counterpart funding is by far more than the ERGP support and is on the increase. • ERGP support is less than 10% of total external support. Receives support from the EU, DFID, British Government, US, Government, and UNDP to mention a few. 	<ul style="list-style-type: none"> • The board has been single handedly funding activities that were not on the ERGP work plan. E.g. taking up the maintenance of ICT equipment, funding study tour teams abroad. • The board has internally generated funds coming in continuous, including annual subscriptions from both accountants, and 	<ul style="list-style-type: none"> • These are plans to build a Private Visual Network (PVN), a statistical reservoir that will include both producers and users thus, serving as a source of revenue. • Government attention and cooperation on spending is been sort.

- Due to the large funds coming to the commission, a special department had to be created to manage these funds.
- Some funds are generated from the sale of published materials.
- Also, the board enjoys counterpart funding from the government coffers.

Contributions to Nigeria’s Economic Development Agenda

The ultimate goal of the ERGP is to contribute to the economic development of Nigeria through system strengthening and the implementation of viable policies and programs. This evaluation elicited responses from each of the agencies about their contribution to the national economy.

Key contributions of each of the three implementing agencies presented below are thus, contributing to the ERGP goal.

EFCC Contributions to Nigeria’s Economic Development Agenda

Some of the key contributions of the commission based on findings from this evaluation are:

- Activities of the commission in recent years has brought respect to Nigeria and improved bi-lateral relationship with other countries.
- The credibility of Nigeria has improved abroad because of our persistence on dealing with corruption, and deception cases in Nigeria.
- Improved credibility implies creating trust in the international community to do business with Nigeria at the national, state, and local levels.
- The commission serves as transaction clearing platform (TCP) for those intending to do business with Nigeria by going the extra mile to authenticate business letters, and verify the genuineness of businesses.
- The work of the commission has moved the country on the corruption index from second to the last where it used to be to an appreciable position.
- The work of the commission has helped to check advance fee fraud in the country since it serves as contact point, and takes actions on such acts.
- There is better control in the country’s financial system because of the work of NFIU. The custom department, WB and other agencies report to the commission always.

NASB Contributions to Nigeria’s Economic Development Agenda

Here are some of the key contributions of NASB to economic development of Nigeria.

- Enlightenment programs by NASB have enabled the creation of standard internationally recognized financial reporting regime in Nigeria. The accounting standards published by the board are in wide circulation all across the country.
- Current knowledge based creation activities at the universities are helping to standardize the teaching of accounting in the country.
- Financial statements at the Nigeria Stock Exchange have considerably improved to meet that of international standards.
- The NASB has through its numerous publications and discussions across the country provided accounting guidelines to public and private organizations.
- Participated in international conferences where convergence issues are discussed thus, increasing the recognition given to activities of the board by international organizations like IASB, UNESCO etc.

NBS Contributions to Nigeria's Economic Development Agenda

Some of the key contributions based on findings of this evaluation are provided below.

- Provides information used for planning and decision making by policy makers at the National, state and local government levels across the country.
- The bureau produces the CPI on the 15th of every month. The CPI is an economic indicator used for forecasting and making business decisions both nationally and internationally.
- Provides the data base, and participates in the calculation of the Gross Domestic Product and other economic indicators in Nigeria.
- It provides data base for doing research, and serves as the authentic source for all national data in the country.

Perceived Project Impact

Individual assessment of project performance used three indicators; (1) ratings of individual performance, (2) ratings on the effectiveness of implementation, and ratings on overall project impact.

The majority (54%) of respondents rated individual performance, as PITT members, as excellent, and others rated their performance as above average (46%).

On how effective the program has been in meeting its objectives, the majority (82%) rated the project as very effective.

In terms of overall project impact, the majority rated it as excellent (36%), and very satisfactory (36%), while some rated it as satisfactory (18%).

CONCLUSIONS

The overall goal of the ERGP is to improve performance of the administrative, financial and human resource, and statistical system of the respective MDAs with a view to contributing to the economic development agenda of the country. The results of this assessment suggest that the goal of the ERGP is being achieved to a large extent in the three implementing agencies included in this report.

Methodology: The evaluation employed ex-post comparison design eliciting retrospective and well as current information from PITT in the respective implementing agencies since they were the ones directly involved in the implementation of the project on a day-to-day basis and thus, most knowledgeable about the project's achievements, strengths and weaknesses. Findings of this assessment showed that all the PITT members were at their respective MDA at the beginning of the project, and so had institutional memory and knowledge essential to the assessment.

Funds Received: Total funds received including counterpart funds (as of the time of this assessment) was \$42.65 million and 6.8 million Naira. The counterpart funding aspect of the funds received may have been underestimated.

Background Characteristics: In total, eleven members of the PITT in the three implementing agencies selected participated in the assessment. The majority of the respondents were male (91%), aged above 40 years (89%), and had a minimum of tertiary education (91%). All of the respondents had institutional memory about the ERGP.

Key Achievements: All the achievements of the three implementing agencies may be collapsed into two main achievements. (1) system strengthening of the agencies were significant for the period of evaluation especially with respect to human capacity development and training both locally and abroad, and equipment supplies (including ICT related ones), and libraries which provided a strong knowledge based environment to work. And (2), increased public engagement through adequate response to various demands for products and services which hitherto was not possible.

Project Strengths: Some of the key strengths of the ERGP are: reform driven system strengthening which included human capacity building, and creation of knowledge based ICT environment; clearly defined project structure which provided clear roles and responsibilities, and channels of communication; and social capital build over time as a result of agencies interactions at various platforms over time. Other strengths include; open door communication policy; empowerment through learning by doing including direct hand-on technical assistance; manuals provided as guides to ensure that standards are not compromised; and in-build M&E mechanisms.

Project weaknesses: Some of the weaknesses to implementation include; delay at times in getting a “no objections; frequent changes in personnel and documentation at the WB; the inability of the project to secure passing of the statutory regulatory bills; lack of uniformity in the implementation of the reforms across the agencies (including those not included in this assessment); and inflexible and inefficient allocation of funds to the respective participating agencies.

M&E Mechanisms: An efficient and result oriented monitoring scheme was reported by respondents in this assessment. Monitoring strategy included regular supervisory and monitoring mission visits to observe and review project activities, and the use of forum such as procurement and financial clinics to diagnose and proffer solutions to problems.

Sustainability: Findings of this assessment suggest that some form of sustainability are currently in place or are been planned depending on the agency. In the short-run, it seems that EFCC is better prepared due to its diverse funding sources, but in the long-run it seems NASB is better prepared for long lasting sustainability

because of its internal income generating platforms. NBS seemed the least prepared for sustainability since most of its actions in this regard are still at the planning stage, and unlike the other two, it does not received counterpart government funds.

Contributions to Nigeria's Economic Development: The three implementing agencies have contributed in diverse ways to the economic development of Nigeria. Findings of this assessment suggest that: (1) EFCC has helped to improve Nigeria's image in the international community, and has provided regulations and sanity with statistics on monetary recoveries, and convictions; (2) NASB has provided awareness and knowledge on standard financial practices through seminars and publications. Results of its activities are reflected in the Nigerian Stock Exchange improved financial report; and (3) NBS now serves as the country's compendium of economic and social data reflected in its championing the calculation of the CPI and contributions to the calculation of the country's GDP.

RECOMMENDATIONS

The following key recommendations are proposed based on the findings of this assessment. Most of the recommendations are on gaps and weaknesses in order to strengthen implementation further.

- Findings of this assessment suggest that the ERGP should continue to consolidate on the areas of strengths identified, and also identify and encourage implementing agency specific strengths so as to increase overall performance at the end of the project.
- The implementing agencies should be encouraged to create more demand for their products and services which may eventually increase their value and importance in the economy and thus, attract funding as is currently the case with EFC. Most important is the cascading effect of demand leading to internal income generation through merchandizing of products and services i.e. sale of publications, data, and information and technical services locally and abroad.
- Findings of this assessment suggest the need for more flexibility in the allocation of funds to the respective agencies with priority focus on overall use of funds and benefits to the country as a whole. This implies that performing agencies should be encouraged to move to the next stage of implementation rather than tie monies in non-performing agencies which will eventually weigh down overall performance of the project in the end. It may be necessary to categorize implementing agencies into three—high performance agencies, average performance agencies, and low performance agencies. And disbursement of funds should be flexible in favor of performing agencies.
- It may be necessary to review the “no objection” period and to have an alternate contact person that may act when the main contact person is unavailable. Perhaps, a more viable solution may be to always communicate in good time the period when the main contact may be unavailable so that the implementing agencies can plan accordingly.
- It may be necessary for the WB to review findings with respect to frequent changes in personnel and documentation (i.e. financial forms). If changes are unavoidable, it may be necessary to communicate with implementing agencies when such changes arise and if possible, discuss this in a meeting before changes take effect so that agencies are well informed about key administrative and management decisions impinging on the project at all times.

APPENDIX A: PROJECT STATUS

Table 5: EFCC completed activities and on-going activities as of August, 2010

Completed Activities	On-going Activities
<ul style="list-style-type: none"> • Support to NFIU: Illawara Tech, Australia was hired to train & monitor NFIU staff on use of i2 notebooks. • Media & Publicity: Consultant, Muyiwa Adekeye, was hired to develop Commission’s media strategy. Currently being implemented by the NFIU after review by media stakeholders. • Office equipment & vehicles: 6 photocopiers, 9 scanners, 2 laptops, 44 printers, 6 cars and 4 pick-up trucks procured in 2007 and distributed to zonal offices. • Capacity building in investigative techniques: • 136 staff members trained around the world since 2005 • 2 staff members of Project Implementation Task Team (PITT) trained on Accounting software by TOKUNS International, Kaduna in 2010 • Senior staff retreat in 2009 • First phase workshop in 2009 for training of cadet officers on New Tax Policy. • ERGP Clinic in 2009 at Kaduna • Forensic investigative training by KPMG in 2007 for 100 staff members in Lagos and Abuja • Financial Investigative training in 2007 for best 50 staff members from Forensic Investigative Training in Lagos. • Study tour for 12 members of Senate Committee on anti-corruption in Hong Kong in 2009. • EFCC Management retreat in October, 2008. • Procurement workshop conducted in Lagos & Abuja for 95 staff members. • Training for Understanding the Fiscal Responsibility Act conducted in Lagos and Abuja for 80 staff members in 2009. 	<ul style="list-style-type: none"> • Training Consultant on Effective Report Writing to be carried out by SSS. • Fraud Prevention, Investigation & Prosecution training. RFPs issued; proposals received. • Training Consultant on Intelligence Gathering: RFPs issued; proposals received. • Cybercrime Training Consultant: RFPs issued. • New Tax Policy training: first phase completed (above), while second phase of Cadet Officers Training on New Tax Policy to start soon. • Digital Library: TOR sent to World Bank, with permission granted for National Library of Nigeria to offer technical advice. Proposal from the Library being reviewed. • Review of NEITI Act training: World Bank advised for liaison with NEITI secretariat to conduct the training; wherein NEITI requested hiring a consultant due to their lack of capacity to conduct the training. • Physical Security Consultant: TOR sent to World Bank. Response pending. • Training on Cybercrimes for Judges: TOR sent to World Bank. Response pending. • TOR for Media Consultant: TOR sent to World Bank; response pending.

Table 6: NBS activities and status of completion as of August, 2010

<i>Activities</i>	<i>Status</i>
<ul style="list-style-type: none"> • Promulgation of Statistics Act in 2007 • Appointment and inauguration of NBS Board of Directors in 2009 by the Federal Government. Inaugural Board meeting held. • 3 Workshops on National Consultative Committee on Statistics (NCCS) to coordinate statistical activities in Nigeria • User/producer workshops for exchange of ideas and needs assessment • Empowerment of the NBS in 2009 by the Federal Government as the sole agency for production and dissemination of Nigeria's official statistics. 	Organizational & Institutional Development - 90% completion status
<ul style="list-style-type: none"> • Replacement of 1,794 staff members with requisite professional statisticians • Appropriate Scheme of Service for NBS as stipulated in the Statistics Act, 2007 being processed • Ongoing training of staff in relevant and related fields • Training of trainers 	Human Resource Development - 70% completion status
<ul style="list-style-type: none"> • State-of-the-art National Data Centre created to serve as central Nigerian statistical information portal (www.nigerianstat.gov.ng). • Each of 6 zonal NBS offices now operating independent data centres to process data from states making up respective zones. • Target surveys conducted in statistics of poverty/living standards, business/industrial, health, education, agriculture, social, and Nigerian Harmonized Living Standard Survey. • Completed review and update of existing survey instruments to current needs and realities. • Conversion of analogue questionnaires to digital. • Training of enumerators, supervisors, and scrutiny officers in survey data collection and analysis. • Use of independent monitors in survey field work for enhanced data collection quality. • Production and dissemination of Statistical publications (Trade Summary, Annual Abstract of Statistics, Consumer Price Index, Foreign Trade Statistics) 	Data Development - 85% completion status
<ul style="list-style-type: none"> • Equipped NBS HQ and zonal offices' data centres with software, networking facilities, and computer hardware. • GPS hardware and software for statistics in price and agriculture • Equipped NBS HQ ICT library and laboratory • Central air-conditioning at NBS HQ, all zonal and state offices, and Federal Schools of Statistics. • Equipped and furnished NBS Board and Conference rooms; • Provision of 9 40Kva sound-proof generators in NBS zonal offices and Federal Schools of Statistics • Provision of vehicles to zonal and state offices for field work in remote/inaccessible areas. 	Infrastructural Development - 75% completion status

APPENDIX B: QUANTITATIVE INSTRUMENTS

QUESTIONNAIRE: SECTION IB: ANTI-CORRUPTION

ID01	IDENTIFICATION													
	Questionnaire No.	<input type="text"/>												
ID02	Type of ministry/agency?	<table> <tr> <td>Communications and Media</td> <td>1</td> </tr> <tr> <td>Economic</td> <td>2</td> </tr> <tr> <td>Energy</td> <td>3</td> </tr> <tr> <td>Intelligence</td> <td>4</td> </tr> <tr> <td>Law enforcement</td> <td>5</td> </tr> <tr> <td>Others (specify)_____</td> <td>6</td> </tr> </table>	Communications and Media	1	Economic	2	Energy	3	Intelligence	4	Law enforcement	5	Others (specify)_____	6
	Communications and Media	1												
Economic	2													
Energy	3													
Intelligence	4													
Law enforcement	5													
Others (specify)_____	6													
	Location of your ministry/agency (either in FCT or in other states around the country)	<table> <tr> <td>FCT</td> <td>1</td> </tr> <tr> <td>State</td> <td>2</td> </tr> </table>	FCT	1	State	2								
FCT	1													
State	2													
ID03	Name of state located	_____												
ID04	INTERVIEWER VISITS													
		<table> <tr> <td></td> <td>A</td> <td>B</td> <td>C</td> </tr> <tr> <td></td> <td>Visit 1</td> <td>Visit 2</td> <td>Visit 3</td> </tr> </table>		A	B	C		Visit 1	Visit 2	Visit 3				
		A	B	C										
		Visit 1	Visit 2	Visit 3										
DATE	_____	_____	_____											
ID05	Interviewer (Name)_____													
ID06	Supervisor (Name)_____													
	START TIME : _____/_____/_____	END TIME: _____/_____/_____												

No.	QUESTIONS, INSTRUCTIONS & FILTERS	RESPONSES	GO TO
	SECTION 1: BACKGROUND CHARACTERISTICS		
Q101	Sex of the Respondent (RECORD DO NOT ASK)	Male 1 Female 2	
Q102	In what month and year were you born?	Month _____ Year _____	
Q103	How old were you at your last birthday?	Age in completed years _____	
Q104	What is your level of education?	Primary 1 Secondary 2 Tertiary 3 Others (specify) _____ 4	
Q105	Have you attended any professional course since you finished formal education?	No Yes Don't know No response	
Q106	State the three most recent professional courses you have attended?	_____ _____ _____ _____	
Q107	How many years have you spent in the civil service (including outside your current office)?	Completed _____ years in the service	
Q108	How many years have you spent working in your current ministry/agency?	Completed _____ years in the service	
	SECTION 2: GENERAL PROJECT INFORMATION		
Q201	What type of reforms is your office involved in? (MULTIPLE RESPONSE POSSIBLE) Note: 1 = yes, 2 = no	Public resource management & anti-corruption efforts 1 2 Civil service administrative reforms 1 2 Strengthening pension management and accountability 1 2 Strengthening of statistics 1 2 Project management and portfolio monitoring 1 2 Don't know 1 2 No response 9 9	

No.	QUESTIONS, INSTRUCTIONS & FILTERS	RESPONSES	GO TO
Q202	How many staff are working in your ministry/agency, and in your own office?	Total in ministry/agency _____ Total in your office _____	
Q203	When did you begin the implementation of the ERGP in your office?	Month _____ Year _____	
Q204	Do you know the amount that was provided for the project in your ministry/Office?	No 1 Yes 2 Don't know 8 No response 9	
Q205	What amount did your office receive since you started implementing this project?	Amount (in dollars) _____ Amount (in Naira) _____	
Q206	What amount did you receive in the last one year?	Amount (in dollars) _____ Amount (in Naira) _____	
Q207	Which of the following category do you belong in the project structure?	Steering Committee on Reforms 1 Project Coordinating Team/Unit 2 Project Implementing Task Team 3 Project Executing Team 4 Others (specify) _____ 5 Don't know 8 No response 9	
SECTION 3: PROJECT COMPONENT I— ANTI-CORRUPTION EFFORTS			
Q301	Are you directly involved in the implementation of this component of the project?	No 1 Yes 2 Don't know 8 No response 9	
Q302	Which of these major sub-components are you directly involved with? (MULTIPLE RESPONSE POSSIBLE) Note: circle 1 = yes, 2 = no	Financial management & accountability reforms 1 2 Procurement reforms 1 2 Tax administration reforms 1 2 Support to EFCC 1 2 Others (specify) _____ 1 2 Don't know 1 2 No response 9 9	
Q303	What kinds of support has your office received on the ERGP? (MULTIPLE RESPONSE POSSIBLE) Note: circle 1 = yes, 2 = no	Media and Publicity 1 2 Nigerian Financial Intelligence Unit 1 2 Capacity building in investigative technique 1 2 Office materials and equipment 1 2 Others (Specify) _____ 1 2 Don't know 1 2 No response 9 9	

No.	QUESTIONS, INSTRUCTIONS & FILTERS	RESPONSES	GO TO
Q304	How would you rate the effectiveness of the communication strategy developed?	Not effective 1 Somewhat effective 2 Effective 3 Very effective 4 Effective 5 Don't know 8 No response 9	
Q305	How would you rate the usefulness of the communications strategy developed?	Poor 1 Below average 2 Average 3 Above average 4 Excellent 5 Don't know 8 No response 9	
Q306	What types of office materials and equipment have you received as a result of ERGP?	Vehicles 1 2 Photocopier 1 2 Scanners 1 2 Computers/Laptop 1 2 Printers 1 2 Others (specify) 1 2 Don't know 1 2 No response 9 9	
Q307	How useful are each of these materials/equipment to the performance of your work? NOTE circle as appropriate Not useful = 1 Useful = 2 Very useful = 3 Non-response/don't know = 4	Vehicles 1 2 3 4 Photocopier 1 2 3 4 Scanners 1 2 3 4 Computers/Laptop 1 2 3 4 Printers 1 2 3 4 Others (specify) 1 2 3 4 Don't know 1 2 3 4 No response 9 9 9 9	
SECTION 4: PROJECT COMPONENT V— PROJECT MANAGEMENT & PORTFOLIO MONITORING			
Q401	Are you directly involved in the implementation of this component of the project?	No 1 Yes 2 Don't know 8 No response 9	→ Q403
Q402	Which of these major sub-components are you directly involved with? (MULTIPLE RESPONSE POSSIBLE) Note: circle 1 = yes, 2 = no	Incremental operating cost 1 2 Monitoring & evaluation of projects Other (specify) _____ 1 2 Don't know 1 2 No response 1 2 9 9	
Q403	Do you have any monitoring and evaluation mechanism in place in your ministry/agency on the ERGP project?	No 1 Yes 2 Don't know 8 No response 9	
Q404	What type of monitoring and evaluation mechanism is in place in your ministry/agency on the ERGP project?	_____ _____ _____	

No.	QUESTIONS, INSTRUCTIONS & FILTERS	RESPONSES	GO TO
Q405	How would you classify the monitoring and evaluation mechanism in place?	Not effective 1 Somewhat effective 2 Effective 3 Very effective 4 Effective 5 Don't know 8 No response 9	
Q406	Since you began the ERGP, would you say that monitoring and evaluation of the project is increasing or decreasing?	Decreasing 1 Just the same 2 Increasing 3 Don't know 8 No response 9	
SECTION 5: TRAINING AND CAPACITY BUILDING			
Q501	Have you attended any training related to your work since the ERGP started in your office?	No 1 Yes 2 No response 9	
Q502	What types of training have you attended as a result of the ERGP? NOTE: circle 1 = yes, 2 = no	International training 1 2 Intelligence Research Based Library 1 2 Library Management 1 2 Forensic Investigation Training 1 2 Financial Investigation Training 1 2 Cybercrime Training 1 2 Flexible Accounting 1 2 New Tax Policy 1 2 ERGP Clinic 1 2 Study tours (Specify) _____ 1 2 Others (Specify) _____ 1 2 Don't know 1 2 No response 9 9	
Q503	Has the training/s attended enhanced the performance of your work?	No 1 Yes 2 Don't know 8 No response 9	
Q504	How would you rate usefulness of the training/s received in relation to the performance of your work? NOTE circle as appropriate Not useful = 1 Useful = 2 Very useful = 3 Non-response/don't know = 4	International training 1 2 3 4 Intelligence Research Based 1 2 3 4 Library Management 1 2 3 4 Forensic Investigation Training 1 2 3 4 Financial Investigation Training 1 2 3 4 Cybercrime Training 1 2 3 4 Flexible Accounting 1 2 3 4 New Tax Policy 1 2 3 4 ERGP Clinic 1 2 3 4 Study tours (Specify) _____ 1 2 3 4 _____ Others (Specify) _____ 1 2 3 4 _____ Don't know No response 1 2 3 4 9 9 9 9	
SECTION 6: OVERALL PERFORMANCE			

No.	QUESTIONS, INSTRUCTIONS & FILTERS	RESPONSES	GO TO
Q601	How would you rate the implementation of the ERGP in your ministry/agency?	Poor Below average Average Above average Excellent Don't know No response	1 2 3 4 5 8 9
Q602	What are the reasons for your rating?	_____ _____ _____	
Q603	How would you rate your individual performance in the implementation of the ERGP?	Poor Below average Average Above average Excellent Don't know No response	1 2 3 4 5 8 9
Q604	How effective is the implementation of the ERGP in your ministry/agency?	Not effective Somewhat effective Effective Very effective Effective Don't know No response	1 2 3 4 5 8 9
Q605	How would you rate the overall impact of the ERGP in your ministry/agency?	Not satisfactory Satisfactory Very satisfactory Excellent Don't know No response	1 2 3 4 8 9
Q606	What are the reasons for your rating?	_____ _____ _____	
Q607	Do you think that the ERGP should be extended to other ministry/agencies?	No Yes Don't know No response	1 2 8 9

THIS IS THE END OF QUESTIONNAIRE.

THANK YOU FOR YOUR COOPERATION IN COMPLETING THIS QUESTIONNAIRE

QUESTIONNAIRE SECTION 1: PUBLIC RESOURCE MANAGEMENT & ANTI-CORRUPTION

IDENTIFICATION																					
ID01	Questionnaire No. <table border="1" style="display: inline-table; vertical-align: middle;"> <tr> <td style="width: 20px; height: 20px;"></td> </tr> </table>																				
ID02	Type of ministry/agency? <table style="margin-left: 20px;"> <tr> <td>Communications and Media</td> <td style="text-align: right;">1</td> </tr> <tr> <td>Economic</td> <td style="text-align: right;">2</td> </tr> <tr> <td>Energy</td> <td style="text-align: right;">3</td> </tr> <tr> <td>Intelligence</td> <td style="text-align: right;">4</td> </tr> <tr> <td>Law enforcement</td> <td style="text-align: right;">5</td> </tr> <tr> <td>Others (specify) _____</td> <td style="text-align: right;">6</td> </tr> </table>	Communications and Media	1	Economic	2	Energy	3	Intelligence	4	Law enforcement	5	Others (specify) _____	6								
Communications and Media	1																				
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ID03	Location of your ministry/agency (either in FCT or in other states around the country) <table style="margin-left: 20px;"> <tr> <td>FCT</td> <td style="text-align: right;">1</td> </tr> <tr> <td>State</td> <td style="text-align: right;">2</td> </tr> </table>	FCT	1	State	2																
FCT	1																				
State	2																				
ID03	Name of state located _____																				
INTERVIEWER VISITS																					
ID04	<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 30%;"></th> <th style="width: 20%; text-align: center;">A Visit 1</th> <th style="width: 20%; text-align: center;">B Visit 2</th> <th style="width: 20%; text-align: center;">C Visit 3</th> </tr> </thead> <tbody> <tr> <td>DATE</td> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> </tr> <tr> <td>Interviewer (Name)</td> <td colspan="3">_____</td> </tr> <tr> <td>Supervisor (Name)</td> <td colspan="3">_____</td> </tr> <tr> <td colspan="4" style="padding-top: 20px;"> START TIME : _____/_____/_____ END TIME: _____/_____/_____ </td> </tr> </tbody> </table>		A Visit 1	B Visit 2	C Visit 3	DATE	_____	_____	_____	Interviewer (Name)	_____			Supervisor (Name)	_____			START TIME : _____/_____/_____ END TIME: _____/_____/_____			
	A Visit 1	B Visit 2	C Visit 3																		
DATE	_____	_____	_____																		
Interviewer (Name)	_____																				
Supervisor (Name)	_____																				
START TIME : _____/_____/_____ END TIME: _____/_____/_____																					
ID05																					
ID06																					

No.	QUESTIONS, INSTRUCTIONS & FILTERS	RESPONSES	GO TO
	SECTION 1: BACKGROUND CHARACTERISTICS		
Q101	Sex of the Respondent (RECORD DO NOT ASK)	Male 1 Female 2	
Q102	In what month and year were you born?	Month _____ Year _____	
Q103	How old were you at your last birthday?	Age in completed years _____	
Q104	What is your level of education?	Primary 1 Secondary 2 Tertiary 3 Others (specify) _____ 4	
Q105	Have you attended any professional course since you finished formal education?	No Yes Don't know No response	
Q106	State the three most recent professional courses you have attended?	_____ _____ _____ _____	
Q107	How many years have you spent in the civil service (including outside your current office)?	Completed _____ years in the service	
Q108	How many years have you spent working in your current ministry/agency?	Completed _____ years in the service	
	SECTION 2: GENERAL PROJECT INFORMATION		
Q201	What type of reforms is your office involved in? (MULTIPLE RESPONSE POSSIBLE) Note: 1 = yes, 2 = no	Public resource management & anti-corruption efforts 1 2 Civil service administrative reforms 1 2 Strengthening pension management and accountability 1 2 Strengthening of statistics 1 2 Project management and portfolio monitoring 1 2 Don't know 1 2 No response 9 9	

No.	QUESTIONS, INSTRUCTIONS & FILTERS	RESPONSES	GO TO
Q202	How many staff are working in your ministry/agency, and in your own office?	Total in ministry/agency _____ Total in your office _____	
Q203	When did you begin the implementation of the ERGP in your office?	Month _____ Year _____	
Q204	Do you know the amount that was provided for the project in your ministry/Office?	No 1 Yes 2 Don't know 8 No response 9	
Q205	What amount did your office receive since you started implementing this project?	Amount (in dollars) _____ Amount (in Naira) _____	
Q206	What amount did you receive in the last one year?	Amount (in dollars) _____ Amount (in Naira) _____	
Q207	Which of the following category do you belong in the project structure?	Steering Committee on Reforms 1 Project Coordinating Team/Unit 2 Project Implementing Task Team 3 Project Executing Team 4 Others (specify) _____ 5 Don't know 8 No response 9	
SECTION 3: PROJECT COMPONENT I—PUBLIC MANAGEMENT AND ANTI-CORRUPTION EFFORTS			
Q301	Are you directly involved in the implementation of this component of the project?	No 1 Yes 2 Don't know 8 No response 9	
Q302	Which of these major sub-components are you directly involved with? (MULTIPLE RESPONSE POSSIBLE) Note: 1 = yes, 2 = no	Financial management & accountability reforms 1 2 Procurement reforms 1 2 Tax administration reforms 1 2 Support to EFCC 1 2 Others (specify) _____ 1 2 Don't know 1 2 No response 9 9	
Q303	Since you started this project, have you prepared monthly budget from GIFMIS?	No 1 Yes 2 Don't know 8 No response 9	
Q304	How many days from month end do you usually prepare financial report from GIFMIS?	7 days or less 8 to 14 days 14 days + Don't know No response	

No.	QUESTIONS, INSTRUCTIONS & FILTERS	RESPONSES	GO TO
Q305	Since you stated this project, have you ever produced audited annual accounts and financial statements within statutory period provided by the Constitution?	No Yes Don't know No response	1 2 3 4 5 8 9
Q306	How often do you produce annual accounts and financial statements at the stipulated time?	Never Sometimes Often Very Often All the time Don't know No response	1 2 3 4 5 8 9
Q307	When did you produce the last annual accounts and financial statements?	Month_____ Day_____	
Q308	How often do you receive audit queries?	Never Sometimes Often Very Often All the time Don't know No response	1 2 3 4 5 8 9
Q309	How many unanswered audit queries did you have in the last two successive audits?	Last annual audit _____ Audit before the last _____	
Q310	Do you have procurement regulatory body?	No Yes Don't know No response	1 2 3 4 8 9
Q311	When did you establish the regulatory body?	Before the project began During the course of this project Don't know No response	1 2 8 9
	How effective is the procurement regulatory body?	Not effective Effective Very effective Don't know No response	1 2 3 8 9
	Do you have procurement data bank?	No Yes Don't know No response	1 2 8 9
	When did you establish the procurement regulatory data bank?	Before the project began During the course of this project Don't know No response	1 2 8 9
	Do you think that the procurement data bank has increased public information on the process of awarding large government contracts?	No Yes Don't know No response	1 2 8 9

No.	QUESTIONS, INSTRUCTIONS & FILTERS	RESPONSES	GO TO
	Have you at anytime during the course of this project used National Bidding Documents in procurement?	No 1 Yes 2 Don't know 8 No response 9	
	How would you rate the contributions of National Bidding Documents in making your work effective?	Not useful 1 Useful 2 Very useful 3 Don't know 8 No response 9	
	Do you think the ERGP contributed to your achieving any of the following? (MULTIPLE RESPONSE IS POSSIBLE) Note: 1 = yes, 2 = no	GIFMIS 1 2 Timely production of financial report Procurement Regulatory Body 1 2 National Standard Bidding Document 1 2 Procurement Regulatory Data Bank Others (Specify) _____ 1 2 Don't know 1 2 No response 1 2 9 9	
	SECTION 4: PROJECT COMPONENT V— PROJECT MANAGEMENT & PORTFOLIO MONITORING		
Q401	Are you directly involved in the implementation of this component of the project?	No 1 Yes 2 Don't know 8 No response 9	→ Q403
Q402	Which of these major sub-components are you directly involved with project management and monitoring? (MULTIPLE RESPONSE POSSIBLE) Note: 1 = yes, 2 = no	Incremental operating cost 1 2 Monitoring & evaluation of projects Other (specify) _____ 1 2 Don't know 1 2 No response 1 2 9 9	
Q403	Do you have any monitoring and evaluation mechanism in place in your ministry/agency on the ERGP project?	No 1 Yes 2 Don't know 8 No response 9	
Q404	What type of monitoring and evaluation mechanism is in place in your ministry/agency on the ERGP project?	_____ _____ _____	
Q405	How would you classify the monitoring and evaluation mechanism in place?	Not effective 1 Somewhat effective 2 Effective 3 Very effective 4 Effective 5 Don't know 8 No response 9	

No.	QUESTIONS, INSTRUCTIONS & FILTERS	RESPONSES	GO TO
Q406	Since you began the ERGP, would you say that monitoring and evaluation of the project is increasing or decreasing?	Decreasing 1 Just the same 2 Increasing 3 Don't know 8 No answer 9	
SECTION 5: TRAINING AND CAPACITY BUILDING			
Q501	Have you attended any training related to your work since the ERGP started in your office?	No 1 Yes 2 No response 9	
Q502	What types of training have you attended as a result of the ERGP?	_____ _____ _____ _____	
Q503	Has the training/s attended enhanced the performance of your work?	No 1 Yes 2 Don't know 8 No response 9	
Q504	Which areas of your work have been enhanced as a result of the training/s?	_____ _____ _____ _____	
SECTION 6: OVERALL PERFORMANCE			
Q601	How would you rate the implementation of the ERGP in your ministry/agency?	Poor 1 Below average 2 Average 3 Above average 4 Excellent 5 Don't know 8 No response 9	
Q602	What are the reasons for your rating?	_____ _____ _____	
Q603	How would you rate your individual performance in the implementation of the ERGP?	Poor 1 Below average 2 Average 3 Above average 4 Excellent 5 Don't know 8 No response 9	

No.	QUESTIONS, INSTRUCTIONS & FILTERS	RESPONSES	GO TO
Q604	How effective is the implementation of the ERGP in your ministry/agency?	Not effective 1 Somewhat effective 2 Effective 3 Very effective 4 Effective 5 Don't know 8 No response 9	
Q605	How would you rate the overall impact of the ERGP in your ministry/agency?	Not satisfactory 1 Satisfactory 2 Very satisfactory 3 Excellent 4 Don't know 8 No response 9	
Q606	What are the reasons for your rating?	_____ _____ _____	
Q607	Do you think that the ERGP should be extended to other ministry/agencies?	No 1 Yes 2 Don't know 8 No response 9	

THIS IS THE END OF QUESTIONNAIRE.

THANK YOU FOR YOUR COOPERATION IN COMPLETING THIS QUESTIONNAIRE

FEDERAL GOVERNMENT ECONOMIC REFORMS AND GOVERNANCE PROJECT IMPACT ASSESSMENT STUDY

SECTION III: STRENGTHENING OF STATISTICS

ID01	IDENTIFICATION							
	Questionnaire No.	<table border="1" style="display: inline-table; vertical-align: middle;"> <tr> <td style="width: 20px; height: 20px;"></td> </tr> </table>						
ID02	Type of your ministry/agency?	Communications and Media Economic Energy Intelligence Law enforcement Others (specify)_____	1 2 3 4 5 6					
ID02	Location of your ministry/agency (either in FCT or in other states around the country)	FCT State	1 2					
ID03	Name of state located	_____						
ID04 ID05 ID06	INTERVIEWER VISITS							
		A Visit 1	B Visit 2	C Visit 3				
	DATE	_____	_____	_____				
	Interviewer (Name)	_____						
	Supervisor (Name)	_____						
	START TIME :	_____/____/____	END TIME:	_____/____/____				

No.	QUESTIONS, INSTRUCTIONS & FILTERS	RESPONSES	GO TO
	SECTION 1: BACKGROUND CHARACTERISTICS		
Q101	Sex of the Respondent (RECORD DO NOT ASK)	Male 1 Female 2	
Q102	In what month and year were you born?	Month _____ Year _____	
Q103	How old were you at your last birthday?	Age in completed years _____	
Q104	What is your level of education?	Primary 1 Secondary 2 Tertiary 3 Others (specify) _____ 4	
Q105	Have you attended any professional course since you finished formal education?	No Yes Don't know No response	
Q106	State the three most recent professional courses you have attended?	_____ _____ _____	
Q107	How many years have you spent in the civil service (including outside your current office)?	Completed _____ years in the service	
Q108	How many years have you spent working in your current ministry/agency?	Completed _____ years in the service	
	SECTION 2: GENERAL PROJECT INFORMATION		
Q201	What type of reforms is your office involved in? (MULTIPLE RESPONSE POSSIBLE) Note: 1 = yes, 2 = no	Public resource management & anti-corruption efforts 1 2 Civil service administrative reforms 1 2 Strengthening pension management and accountability 1 2 Strengthening of statistics 1 2 Project management and portfolio monitoring 1 2 Don't know 1 2 No response 9 9	

No.	QUESTIONS, INSTRUCTIONS & FILTERS	RESPONSES	GO TO
Q202	How many staff are working in your ministry/agency, and in your own office?	Total in ministry/agency _____ Total in your office _____	
Q203	When did you begin the implementation of the ERGP in your office?	Month _____ Year _____	
Q204	Do you know the amount that was provided for the project in your ministry/Office?	No 1 Yes 2 Don't know 8 No response 9	
Q205	What amount did your office receive since you started implementing this project?	Amount (in dollars) _____ Amount (in Naira) _____	
Q206	What amount did you receive in the last one year?	Amount (in dollars) _____ Amount (in Naira) _____	
Q207	Which of the following category do you belong in the project structure?	Steering Committee on Reforms 1 Project Coordinating Team/Unit 2 Project Implementing Task Team 3 Project Executing Team 4 Others (specify) _____ 5 Don't know 8 No response 9	
SECTION 3: PROJECT COMPONENT IV-- STRENGTHENING OF STATISTICS			
Q301	Are you directly involved in the implementation of this component of the project?	No 1 Yes 2 Don't know 8 No response 9	
Q302	Which of these major sub-components are you directly involved with? (MULTIPLE RESPONSE POSSIBLE) Note: 1 = yes, 2 = no	Organizational & institutional development 1 2 Human resource development 1 2 Data development 1 2 Equipment, information technology & transport 1 2 Other (specify) 1 2 Don't know 1 2 No response 9 9	
Q303	Do you know of any institutional and regulatory framework put in place to support the development of a modern statistical system?	No 1 Yes 2 Don't know 8 No response 9	

No.	QUESTIONS, INSTRUCTIONS & FILTERS	RESPONSES	GO TO
Q304	What are the institutional and regulatory frameworks that are in place as a result of the ERGP?	_____ _____ _____ _____	
Q305	How effective are the institutional and regulatory framework in place?	Not effective 1 Somewhat effective 2 Effective 3 Very effective 4 Effective 5 Don't know 8 No response 9	
Q306	What is the proportion of current staff having requisite professional qualification (in percent)?	Less than 25 1 25 to 49 2 50 to 59 3 60 to 69 4 70 and over 5 Don't know 8 No response 9	
Q307	In the last two years, what proportion of staff have requisite professional qualification (in percent)?	Less than 25 1 25 to 49 2 50 to 59 3 60 to 69 4 70 and over 5 Don't know 8 No response 9	
Q308	Do you know of any data source and statistical products validation in your office?	No 1 Yes 2 Don't know 8 No response 9	
Q309	Do you think that the data and statistical products validation is increasing or decreasing over the years?	Decreasing 1 Increasing 2 Don't know 8 No response 9	
Q310	How timely are the statistical outputs/reports released from your office?	Far beyond the time limit 1 Close to the time limit 2 Within the time limit 3 Before the time limit 4 Don't know 8 No response 9	
Q311	In the last one year, how often does the statistical outputs released from your office meet GDDS requirement?	Less than 25 1 25 to 49 2 50 to 59 3 60 to 69 4 70 and over 5 Don't know 8 No response 9	
SECTION 4: PROJECT COMPONENT V— PROJECT MANAGEMENT & PORTFOLIO MONITORING			
Q401	Are you directly involved in the implementation of this component of the project?	No 1 Yes 2 Don't know 8 No response 9	→ Q403

No.	QUESTIONS, INSTRUCTIONS & FILTERS	RESPONSES	GO TO
	SECTION 6: OVERALL PERFORMANCE		
Q601	How would you rate the implementation of the ERGP in your ministry/agency?	Poor Below average Average Above average Excellent Don't know No response	1 2 3 4 5 8 9
Q602	What are the reasons for your rating?	_____ _____ _____	
Q603	How would you rate your individual performance in the implementation of the ERGP?	Poor Below average Average Above average Excellent Don't know No response	1 2 3 4 5 8 9
Q604	How effective is the implementation of the ERGP in your ministry/agency?	Not effective Somewhat effective Effective Very effective Effective Don't know No response	1 2 3 4 5 8 9
Q605	How would you rate the overall impact of the ERGP in your ministry/agency?	Not satisfactory Satisfactory Very satisfactory Excellent Don't know No response	1 2 3 4 8 9
Q606	What are the reasons for your rating?	_____ _____ _____	
Q607	Do you think that the ERGP should be extended to other ministry/agencies?	No Yes Don't know No response	1 2 8 9

THIS IS THE END OF QUESTIONNAIRE.
THANK YOU FOR YOUR COOPERATION IN COMPLETING THIS QUESTIONNAIRE

APPENDIX C: QUALITATIVE INSTRUMENTS

Economic Reforms and Governance Project (ERGP) Impact Assessment Studies

Project Stakeholders Group Interview Guide

1. How did your ministry/agency get involved with the ERGP project (probe: selection process if any, time got involved)?

2. In what capacity is your ministry/agency involved in the ERGP (probe: specific objectives, roles, and responsibilities)?

3. What are the platforms/mediums of engagement with this project (including meetings, conferences, and linkages with other implementing MDAs)?

4. What are key achievements of the ERGP to your ministry/agency? (probe: best practices if any)?

5. What are the strengths and weaknesses in the implementation strategies of the ERGP in your ministry/agency?

6. Could you explain any project restructuring that has taken place since inception and how this has affected implementation?

7. Could you describe monitoring and evaluation mechanisms in place (probe: follow-up and reporting)?

8. Are there challenges with monitoring and evaluation of the ERGP project (probe: explain)?

9. Is there any sustainability measure put in place to continue this project when donor support ends (probe specific measures)?

10. How does the ERGP contribute to the economic and development agenda of Nigeria (probe: specific contributions etc)

11. Any other comments and/or suggestions on how to fine-tune project strategies to improve implementation and impact?

THANKS FOR YOUR TIME.