Ethics and Integrity

Compliance Scorecard of MDAs of the Federal Republic of Nigeria

2021

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2021

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Independent Corrupt Practices and Other Related Offences Commission
Plot 802 Constitution Avenue,
Zone A9, Central Area,
Abuja.
www.icpc.gov.ng

Independent Corrupt Practices and Other Related Offences Commission was established in 2000 by Act No. 5 of Year 2000.

Its mandates include enforcement, prevention, public education and enlightenment

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Foreword

Corruption is a mutative enemy and its amorphous transitions explain the complexity of containing it. Fighting Corruption therefore demands a continuous review of tools, strategies and approaches. Preventive perspectives come in handy in this respect because they save time, and resources; they are people oriented and sustainable. The Corrupt Practices and Other Related Offences Commission (ICPC) has promoted and driven preventive measures against corruption as provided by its establishment Act, the Corrupt Practices and Other Related Offences Act 2000.

One of such preventive tools is the Ethics and integrity Compliance Scorecard (EICS) which assesses adherence of government's Ministries, Departments and Agencies (MDAs) to extant rules, guidelines, standards, procedures, etc that uphold ethics and integrity in the discharge of their mandates and identify organisational loopholes and gaps that may trigger corrupt practices in public entities.

Public bodies are assessed in aspects of Management Culture and Structure, Financial Management System and Administrative Systems. The report of the exercise provides recommendations which the Commission offers to MDAs and government on issues requiring requisite intervention and implementation.

The scorecard was deployed physically and virtually nationwide in 360 MDAs in 2021. The outcome of the exercise elicited evidence of vulnerabilities and non-compliance by the assessed entities that facilitates corruption and corrupt practices in their operations, thereby requiring close monitoring of identified MDAs by the Commission. Howbeit, though none of the assessed organisations attained the full compliance rating, a good number of MDAs deserve commendations for their substantial compliance to the key performance indicators of the scorecard.

A source for concern is that a number of MDAs did not make submissions of their EICS for the 2021 deployment to the Commission. The Commission considers such non-responsive organisations as unwilling to make the required disclosures and are therefore regarded as "high corruption risk" bodies and are consequently liable to closer scrutiny for possible violations and infractions.

Our public bodies are in dire need of reforms against eviscerating corruption. Leadership and staff of these institutions must imbibe anti-corruption principles and standards as enumerated by the EICS for the good progress and growth of the MDAs. ICPC will continue to insist that due structures are enthroned by public institutions to foster compliance to ethical standards that uphold integrity in government business.

Prof. Bolaji Owasanoye, SAN
Hon. Chairman, ICPC

Executive Summary

The Ethics and Integrity Compliance Scorecard (EICS) or 'the Scorecard' was conceived and developed as an evaluation tool by the Independent Corrupt Practices and Other Related Offences Commission (ICPC), pursuant to its preventive mandate as contained in Section 6 (b-d) of the Corrupt Practices and Other Related Offences Act 2000. EICS was developed by the ICPC in collaboration with the Justice for All(J4A)/DFID programme in 2015 with the support of its successor programme, Rule of Law and Anti-Corruption (RoLAC) project supported by the European Union and other donor agencies. The pilot deployment in Ministries, Departments and Agencies (MDAs) was conducted in 2016 in (20 MDAs) and subsequently carried out in 2019 (280 MDAs); 2020 (350 MDAs); and 2021 (360 MDAs). EICS assesses organizational and corporate culture of ethics and compliance programmes. It also assesses the integrity and fidelity of systems to mitigate their frailties and fragilities. It contains 112 questions covering 3 main indicators and 12 sub indicators that highlight the ethics and compliance activities of the public entity assessed.

Objectives of the evaluation of MDAs through the ethics and integrity compliance standards are particularly to monitor and evaluate MDAs on the Key Performance Indicators (KPIs) and sub-indicators and ascertain their level of compliance with institutional ethics and integrity requirements and avail the ICPC with a tracking and diagnostic tool and intelligence to monitor system risks and vulnerabilities and direct management and leadership of MDAs to take appropriate measures to mitigate them. The Scorecard gives statistical evidence of public systems and practices, strengths, failures and vulnerabilities demanding the agency's specific action or government intervention. Analysis of the overall scores and ratings take cognizance of sector, field, geographic location, industry size and service impact of the agency.

Physical administration of the scorecard was done in 174 MDAs in the Federal Capital Territory, while virtual deployment was conducted in 186 MDAs outside the FCT. MDAs were selected from various segments of the public sector including non-responsive public institutions to the 2020 and earlier deployments which were subsequently listed as "High Corruption Risk" agencies. Deployment officers physically visited selected MDAs in the FCT while MDAs in the states were contacted by correspondence to participate through Commission's website. Notably, the EICS also extracts an undertaking from the Chief Executive Officers to ascertain the veracity and correctness of the completed instrument. A total of 301 MDAs out of 360 selected for the 2021 deployment were responsive. MDAs are assessed through quantitative score, with supporting documents giving qualitative validation for answers submitted. Details of activities, initiatives and records by the MDA justifying and clarifying them, are filled into the questionnaire.

In addition to publishing a report upon concluding the deployment, MDAs assessed are informed in writing of their scores and ratings with the findings on them, highlighting the notable strengths and weaknesses observed and suggestions on how to improve their operations including financial and managerial systems.

Challenges encountered include claims by MDAs of unstable electricity or lack of internet access; lack of certain manpower to act due to COVID 19 restrictions; trickling in of online submissions from agencies; complaints of difficulty in uploading large documents; submission of illegible, faint and sometimes inapplicable documents. Certain MDAs declined submitting supporting documents asserting national security and confidentiality of the documents and sometimes non-existence of the documents requested.

2. Findings

Lapses in operational compliance were noticed in the Management Structure and Culture and Administrative Systems in most MDAs whilst there was marginal improvement in compliance by many MDAs in Financial Management Systems. Other highlights of the findings include:

i. 30 MDAs (10.1% of the number assessed) do not have their Vision, Mission and Core Values publicly displayed for public information. 227 MDAs (76.2% of the number assessed) not having a system for staff to sign off as having read and understood core values, mission and vision statements of the parastatals.

ii. 167 MDAs (56.0% of the number assessed) indicated that personnel did not report non-compliance by errant colleagues during the period reviewed.

iii. 169 MDAs (56.7% of the number assessed) do not have policies or codes regarding acceptance of gifts, donations, hospitality and therefore not enforced. These lapses are veritable channels for receipts of gratification on pretext of gifts and hospitality by staff in the identified MDAs.

iv. 140 MDAs (47.0% of the number assessed) do not have Strategic Action Plan while 187 MDAs (62.8% of the number assessed) did not conduct monitoring and evaluation of their projects in the 6 months before the deployment and assessment.

v. System Study and Review or Corruption Risk assessment was not conducted in 253 MDAs (84.9% of the number assessed) within the year under review. This also indicates that a sizeable number of agencies are not subscribing to or initiating preventive measures.

vi. 138 MDAs (46.3% of the number assessed) do not have functional and effective Assets Verification Units in contravention of government circular directing MDAs to establish the Unit.

vii. 137 MDAs (46.0% of the number assessed) do not have records of submitted audited accounts to the Office of the Auditor General and Public Accounts Committee for the last three years.

viii. 127 MDAs (42.6% of the number assessed) did not conduct annual needs assessment preparatory to their procurements, 109 MDAs (36.6% of the number assessed) do not have an annual procurement plan and in 119 MDAs (39.9% of the number assessed), procurement plans were not part of the annual budgets. Furthermore, in 74 MDAs (24.8% of the number assessed) procurement process did not comply with the Public Procurement Act, 2007; In 100 MDAs (33.6% of the number assessed) Procurement Planning Committees composition were not in compliance with PPA, 2007; same defect was noticed in 88 MDAs (29.5% of the number assessed) where Tenders Boards composition was in contravention of the PPA 2007. This promotes procurement and due process abuse and fraud.

ix. 20 MDAs (7% of the number assessed) and specifically the Federal Medical Centres are operating without legal instruments establishing the organization. Federal Medical Centres are presently administered by the Federal Ministry of Health with University Teaching Hospitals Act pending the passage of their Establishment Act now before the National Assembly.

x. Ethics and Compliance Education which is crucial in enshrining integrity within public systems, is not being prioritized as required. 196 MDAs (65.8% of the number assessed) did not have a training plan and 171 MDAs (57.4% of the number assessed) did not support Ethics and Compliance initiatives.

xi. 109 MDAs (36.6% of the number assessed) have not inaugurated and inducted ACTUs therefore such MDAs are considered not to have existing ACTUs. While in 147 MDAs (55.7 of the number assessed) the ACTUs are inactive due to inadequate or poor support by managements.

xii. 234 MDAs (78.5% of the number assessed) do not have complaint and whistleblowing mechanism to assist in improving the integrity and compliance issues within the MDAs. 148 MDAs (49.75% of the number assessed) do not have dedicated channels for corruption reportage.

xiii. 163 MDAs (54.7% of the number assessed) do not have domesticated professional codes of ethics or conduct with clearly articulated sanctions against violations. The inference is that staff are not sanctioned for violations.

xiv. Although all the MDAs visited said there was no employment in 2020, responses to request on recruitment from the Office of the Head of Civil Service of the Federation vide letter Ref: HCSF/2031/VOLII dated 8th October,2021, revealed that 14 MDAs out of the 26 MDAs that obtained

waiver from the Office of the Head of Civil Service of the Federation to carry out recruitment exercise in 2020 were captured in the deployment exercise.

This reflects a total of 1959 out of 3309 recruitment approved. However, in this survey, all MDAs assessed denied employing staff during the period under review. Though personnel of these agencies are regularly exiting the system through retirements, resignations, terminations, dismissals, deaths, etc., yet the number of personnel keep rising and the wage bill of government keeps increasing.

xv. 206 MDAs (69.1% of the number assessed) do not have a reward system to encourage ethical behaviour and compliance with established rules and regulations.

3. Recommendations

1. ICPC to advise MDAs on essence and imperative of adopting and displaying their vision, mission and core values in appropriate media for public and general information.

2. ` ICPC to advise and instruct MDAs to produce, adopt, communicate and enforce policies and codes on whistleblowing, professional ethics, guides on acceptance of gifts, donations, hospitality to reduce and mitigate corruption within the MDAs.

3. The Secretary to the Government of the Federation to inform and advise the President and Commander in-Chief on the imperative to appoint and inaugurate boards of statutory institutions to guide, lead and manage the MDAs. The findings that certain MDAs do not have boards indicate opaque and rudderless leadership structure which negatively impacts on governance, validity and productivity of the affected MDAs.

4. ICPC to intensify its advocacy to MDAs on the importance of producing and implementing Strategic Plan, conducting System Study and Review and Corruption Risk Assessment to assist in institutionalizing integrity, accountability and appropriate preventive measures to diminish and mitigate corruption.

5. ICPC to advise, direct and instruct MDAs on the policy of keeping functional and effective Asset Verification Units and registers to ensure due monitoring and tracking of public assets including procurement and disposal.

6. Leadership of MDAs must maintain Needs Assessment files and procurement plans and conduct needs assessment preparatory to procurement, and ensure procurements comply with procurement legislations like the Public

Procurement Act, 2007, work with the Procurement Planning Committee and Tenders Board.

7. Anti-Corruption agencies must enforce compliance and adherence of MDAs to the provisions of the Public Procurement Act, 2007 through Corruption Risk Assessment, System Study and Review, Budget Implementation Monitoring, Investigation and possible prosecution of established breaches.

8. Office of the Auditor General of the Federation to direct MDAs to submit audited accounts to OAGF and the Public Accounts Committee. Lists of defaulting MDAs should be submitted to the Office of the President and Commander-in-Chief and Office of the Secretary to the Government of the Federation and the ICPC.

9. The Head of Civil Service of the Federation should direct and instruct MDAs to establish, inaugurate, induct and adequately fund ACTUs being vital tools to promote and institutionalize integrity, accountability and anti-corruption precepts in MDAs. Funding of ACTUs will be enhanced and sustained by creating a budget line for ACTUs under the current budgeting system.

10. ICPC should liaise with the Office of the Accountant General of the Federation and Head of Civil Service of the Federation to periodically audit personnel costs of MDAs against numbers recruited and those exiting service.

11. Further inquiries and investigation should be conducted on personnel cost of government especially surreptitious recruitments and appointments called "replacements" which are generally denied by MDAs but personnel cost remains huge despite exit of staff through retirements, resignations, terminations, dismissals, deaths, etc,.

12. MDAs that consistently appear in the "High Corruption Risk" categorization should be considered for system study and review of their systems or investigation where appropriate, to ensure adherence to public policy, laws, regulations and directives.

13. The Presidency and SGF to direct MDAs to draw and implement Strategic Action Plan and conduct monitoring and evaluation of their projects annually or biannually

14. Attorney General and Minister of Justice should examine records of MDAs without establishment instruments and present appropriate bills for such agencies before the National Assembly to regularize their existence.

15. It is imperative that Ethics and Compliance Education which is crucial in building public systems and practices of integrity, is prioritized by all MDAs. This also requires ethics training plans and compliance initiatives.

4. Conclusion

The 2021 EICS deployment and assessment of public organizations compared previous and current responses of MDAs to the deployment aimed at engendering organizational, sectoral and national improvements in the MDAs. Recommendations proffered will further boost the acceptance, validity and sustainability of the annual exercise.

The Commission enjoins all MDAs to domesticate the tool in their organizations as enforcement and other measures such as System Study and Review, investigation and possible prosecution of offences may be taken against non-responsive ("High Corruption Risk) MDAs. Participation and adoption of the ethics and integrity compliance practices by organisations are critical to the assimilation and success of National Ethics and Integrity Policy, a fundamental agent for national rebirth and development.

ETHICS AND INTEGRITY
Compliance Scorecard of MDAs of the Federal Republic of Nigeria 2021

Introduction

The Ethics and Integrity Compliance Scorecard (EICS) or 'the Scorecard' was conceived and developed as an evaluation tool by the Independent Corrupt Practices and Other Related Offences Commission (ICPC), pursuant to its preventive mandate as contained in Section 6 (b-d) of the Corrupt Practices and Other Related Offences Act 2000. The tool which is an expanded questionnaire is the outcome of the Commission's reinforced drive for probity, strengthening integrity and accountability while checking abuse and corrupt practices in government Ministries, Departments and Agencies (MDAs).

EICS was developed by the ICPC in collaboration with the Justice for All (J4A)/DFID programme in 2015 with the support of its successor programme Rule of Law and Anti-Corruption (ROLAC) project supported by the European Union and other donor agencies. EICS assesses organizational and corporate culture of ethics and compliance programmes. It also assesses the integrity and fidelity of systems to mitigate their frailties and fragilities. It contains 112 questions covering 3 main indicators and 12 sub indicators that highlight the ethics and compliance activities of the public entity assessed.

This monitoring and evaluation tool has been reviewed over the years to reflect and accommodate new trends and exigencies in the deployment process and it is domiciled in the System Study and Review Department (SSRD) of the Commission. The pilot deployment conducted was in 2016 (20 MDAs). Other deployments were carried out in 2019 (280 MDAs); 2020 (350 MDAs); and 2021 (360 MDAs).

Responses by MDAs have improved on each deployment i.e. in 2019 (100%); 2020 (65.5%); 2021 (83.7%). The 2019 deployment exercise recorded 100% response as the administering teams physically deployed the tool on selected MDAs. In 2020, deployment was entirely virtual due to the COVID-19 challenges, while 2021 deployment was both physical and virtual.

As an applied research tool, the Scorecard evaluates public bodies or MDAs' compliance to ethics, integrity, statutes, standards, policies, directives and regulations based on three distinct parameters of organisational behaviour:

- Formal procedures (what is intended or expected to be done by the public body)
- Informal procedures (what is actually done by the public body)
- The management of work (How supervision is done by the public body)

The 2021 deployment exercise was conducted from 19 April to 30 July 2021 covering and reviewing MDAs' activities for year 2020.

Objectives

The Scorecard focuses on assessing the compliance adherence of government MDAs based on the following three Key Performance Indicators (KPIs):

- Management Culture and Structure (MCS)
- Financial Management Systems (FMS)
- Administrative Systems (AS)

EICS deployment or survey is essentially to track ethical, integrity and compliance loopholes or gaps in MDAs and thereupon recommend mitigating measures to management of public agencies and the government. The Scorecard gives statistical evidence of public systems and practices, strengths, failures and vulnerabilities demanding the agency's specific action or government intervention.

KPIs and the sub-indicators set out in the scorecard are also focused to identify ethics and integrity benchmarks that MDAs must adhere to in management and leadership, financial performance and administrative processes to ensure productivity and quality service delivery.

Objectives of the evaluation of MDAs through the ethics and integrity compliance standards are to:

(a) Monitor and evaluate MDAs on the KPIs and sub-indicators and ascertain their level of compliance with institutional ethics and integrity requirements.

(b) Present a platform for comparing and assessing weaknesses that make MDAs vulnerable to corruption.

(c) Avail the ICPC with a tracking and diagnostic tool and intelligence to monitor system risks and vulnerabilities and direct management and leadership of MDAs to take appropriate measures to mitigate them.

(d) Afford MDAs the leverage to drive an in-house crusade against corruption (as a self-evaluation tool).

(e) Supply MDAs with feedbacks on their performance and to utilise the outcomes for improvement of their systems and operations.

(f) Determine an objective rating of MDAs and how they compare with peers in same sector, business or groups thereby encouraging innovation, productivity, and creativity among public organizations to enhance their systems and operations.

(g) Inform government on formulating appropriate policies for effective oversight of public bodies in the discharge of their mandates for quality service delivery.

Methodology

In the 2021 deployment exercise, a total of 360 MDAs were selected across the federation. Physical administration of the scorecard was done in 174 MDAs in the Federal Capital Territory, while virtual deployment was conducted in 185 MDAs outside the FCT. MDAs were selected from various segments of the public sector, based on their contributions to the nation's economy; organisational sensitivity and significance in ensuring government's quest for optimal service delivery; the ICPC mandate of ensuring transparency and accountability in public bodies; and non-responsive public institutions to the 2020 and other deployments which were subsequently listed as "High Corruption Risk" agencies. The Commission is following the progress of selected "High corruption risk agencies" through the EICS to ensure the agencies are exited from that disreputable classification.

Teams of ICPC officers physically visited MDAs in the FCT for the deployment exercise while MDAs in the states were contacted by correspondence to participate in the survey by downloading the tool from the Commission's website through a link provided. The MDAs completed the tool, uploaded their required documents and submitted within the stipulated time frame. Agencies were also requested to provide focal or contact persons and their telephone number s for resolution of enquires and issues during the deployment for a seamless exercise. Notably, the EICS also extracts an undertaking from the Chief Executive Officers to ascertain the veracity and correctness of the completed instrument. MDAs are assessed through quantitative score, with supporting documents giving qualitative validation for answers submitted. Details of activities, initiatives and records by the MDA justifying and clarifying them, are filled into the questionnaire.

Performance of agencies are also reflected in their status and reputation with key regulatory and enforcement agencies including Federal Inland Revenue Service; Anti-Corruption Agencies; Bureau of Public Procurement and others. MDAs with egregious records of organisational or personnel infractions had impact on their grades and flagged for further inquiries or enforcement activities. Analysis of the overall scores and ratings take cognizance of sector, field, geographic location, industry size and service impact of the agency.

In addition to publishing a report upon concluding the deployment, MDAs assessed are informed in writing of their scores and ratings with the findings on them, highlighting the notable strengths and weaknesses observed and suggestions on how to improve their operations including financial and managerial systems.

Limitations

i. The COVID pandemic and the attendant restrictions imposed by the government, mandating certain officers to work from home and the protocol on meetings, movements and visits imposed limitations on the exercise.

ii. Challenges associated with virtual deployment include MDAs' claims of unstable electricity or lack of internet access; lack of manpower to act; trickling in of online submissions from agencies; complaints of difficulty in uploading large documents; submission of illegible, faint and sometimes inapplicable documents.

iii. Some MDAs, despite reminders, failed to submit liaisons or contact persons to enable effective linkage between the Commission and the respective MDAs.

iv. The Judiciary Staff Union of Nigeria (JUSUN), a body to which all Judiciary workers nationwide are affiliated, embarked on industrial action prior to the commencement of the deployment and the federal judicial institutions could not be assessed until after the timeline for the deployment exercise. In some states, MDAs declined response claiming security challenges and unavailability of requested documents.

v. Certain MDAs declined submitting supporting documents asserting national security and confidentiality of the documents and sometimes non-existence of the documents requested.

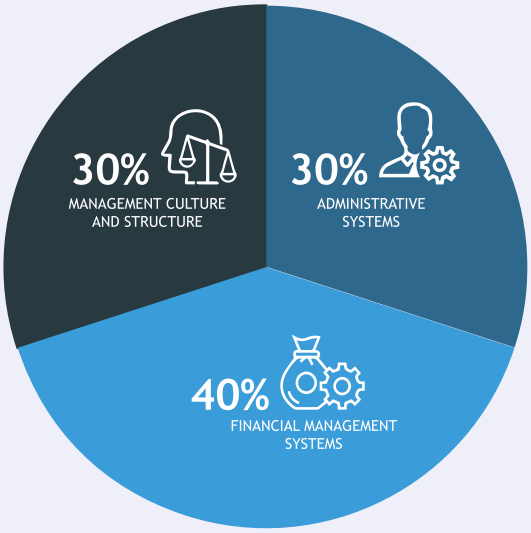
Sectors Assessed

Sectors assessed include Ministries, Presidency and Extra-Ministerial Agencies, Regulatory Agencies, Justice and Law Enforcement, Finance and Banking, Education, Health, Water Resources, Agriculture, Roads, Housing and Energy, Transportation, Information and Communication, Environment, Science and Technology, Solid Minerals and Petroleum Resources. These sectorial classifications as earlier indicated, were to assess as much as possible sector organizational groups and activities to identify weak systems and portions requiring policy direction and statutory interventions.

TABLE

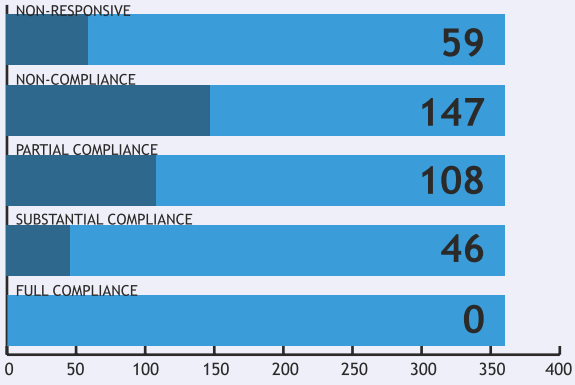
ANALYSIS OF SCORES BASED ON KEY INDICATORS AND CUMULATIVE SCORES IN PERCENTAGES								
Key Indicator	**Attainable Average**	**Average Score Obtained**	**Number Of MDAs With Zero Score**	**Percentage of MDAs With Zero Score**	**Number Of MDAs That Scored Below Average**	**Percentage of MDAs That Scored Below Average**	**Number of MDAs That Scored Above Average**	**Percentage of MDAs That Scored Above Average**
Management Culture And Structure: 30%	15	12.2	3	1.0	195	65.4	103	34.6
Financial Management Systems: 40%	20	26.9	0	0.0	62	20.8	236	79.2
Administrative Systems: 30%	15	10.9	3	1.0	216	72.5	82	27.5
Cumulative	50	50.1	0	0.0	144	48.3	154	51.7

THE INDICATORS



KEY INDICATORS	PERCENTAGE ATTAINABLE	SUB-INDICATORS	PERCENTAGE ATTAINABLE
Management Culture & Structure	30	Organizational Culture	10
		Board Governance	10
		Executive Management	10
Financial Management Systems	40	Finance & Accounts	10
		Audit	10
		Procurement	10
		Financial Transparency and Compliance Records	10
Administrative Systems	30	Policies, Procedures & Records	5
		Ethics & Compliance Education	5
		Anti-Corruption & Transparency Unit	10
		Complaints & Whistle Blowing Mechanisms	5
		Discipline, Sanctions & Rewards Regime	5
Total	100		100

NUMBER OF MDAs ON COMPLIANCE LEVEL



TOTAL 360

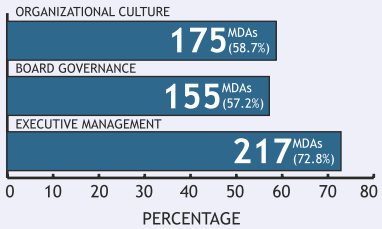
SECTORS ASSESSED

- FEDERAL MINISTRIES 25
- PRESIDENCY & EXTRA MINISTERIAL AGENCIES 37
- REGULATORY 20
- JUSTICE & LAW ENFORCEMENT 19
- FINANCE & BANKING 9
- EDUCATION 55
- HEALTH 39
- WATER RESOURCES 11
- AGRICULTURE 14
- ROADS, HOUSING & ENERGY 13
- TRANSPORTATION 10
- INFORMATION & COMMUNICATION 15
- ENVIRONMENT 8
- SCIENCE & TECHNOLOGY 18
- SOLID MINERALS & PETROLEUM RESOURCES 8

TOTAL 301

PERFORMANCE OF MDAs IN KEY AND SUB-INDICATORS OF THE SCORECARD

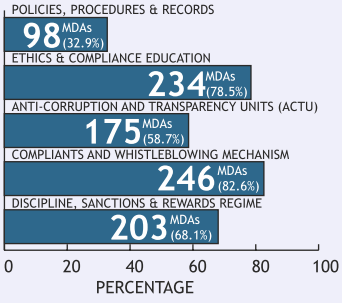
Management Culture & Structure (30%)



194 MDAs (65.4%) SCORED BELOW AVERAGE

103 MDAs (34.6%) SCORED ABOVE AVERAGE

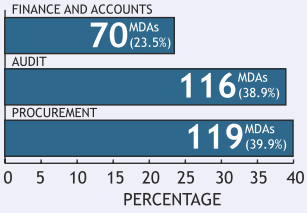
Administrative Systems (30%)



216 MDAs (72.5%) SCORED BELOW AVERAGE

82 MDAs (27.5%) SCORED ABOVE AVERAGE

Financial Management Systems (40%)



62 MDAs (20.8%) SCORED BELOW AVERAGE

236 MDAs (79.2%) SCORED ABOVE AVERAGE

Independent Corrupt Practices and Other Related Offences Commission

ANALYSIS OF SCORES BASED ON SUB-INDICATORS								
Sub-Indicator	Attainable Average	Average Score Obtained	Number Of MDAs With Zero Score	Percentage of MDAs With Zero Score	Number Of MDAs That Scored Below Average	Percentage of MDAs That Scored Below Average	Number Of MDAs That Scored Above Average	Percentage of MDAs That Scored Above Average
Finance & Account:10%	5	6.7	15	5.0	70	23.5	228	76.5
Audit:10%	5	5.4	33	11.1	116	38.9	182	61.1
Procurement:10%	5	5.2	36	12.1	119	39.9	179	60.1
Financial Transparency And Compliance Records:10%	5	9.6	0	0.0	5	1.7	293	98.3
Policies, Procedures And Records: 5%	2.5	3.0	10	3.4	98	32.9	200	67.1
Ethics And Compliance Education: 5%	2.5	1.2	99	33.2	234	78.5	64	21.5
Anti-Corruption And Transparency Unit (ACTU):10 %	5	3.8	84	28.2	175	58.7	123	41.3
Complaints And Whistle Blowing Mechanisms: 5%	2.5	1.1	114	38.3	246	82.6	52	17.4
Discipline, Sanctions And Rewards Regime:5%	2.5	1.7	39	13.1	203	68.1	95	31.9

TABLE COMPARATIVE ANALYSIS

YEAR	2020	2021	
	Number Of MDAs Assessed	Number Of MDAs Assessed	Variation
Total MDAs selected	352	360	8
Full Compliance	0	0	0
Substantial Compliance	27	46	19
Partial Compliance	80	108	28
Non-Compliance	115	144	29
Non-Responsive	132	62	-70

RANKING

OVERALL RANKING

FIRST 10

NIGERIA DEPOSIT INSURANCE CORPORATION	89.8
BUREAU OF PUBLIC ENTERPRISES	89.6
NIGERIA EXPORT PROMOTION COUNCIL	87.7
BANK OF INDUSTRY	86.5
NIGERIA EXPORT-IMPORT BANK	85.5
FEDERAL MINISTRY OF TRANSPORTATION	85.5
FEDERAL MINISTRY OF COMMUNICATION AND DIGITAL ECONOMY	85.0
NIGERIAN ELECTRICITY MANAGEMENT SERVICES AGENCY	83.4
NATIONAL AGENCY FOR FOOD AND DRUG ADMINISTRATION AND CONTROL	82.7
PENSION TRANSITIONAL ARRANGEMENT DIRECTORATE	82.7

MINISTRIES

FIRST 5

FEDERAL MINISTRY OF TRANSPORTATION	85.5
FEDERAL MINISTRY OF COMMUNICATION AND DIGITAL TECHNOLOGY	85.0
FEDERAL MINISTRY OF TRADE AND INVESTMENT	81.2
FEDERAL MINISTRY OF AVIATION	77.5
FEDERAL MINISTRY ENVIRONMENT	77.1

REGULATORY

FIRST 5

NATIONAL AGENCY FOR FOOD AND DRUG ADMINISTRATION AND CONTROL	82.7
NURSING AND MIDWIFERY COUNCIL OF NIGERIA	79.3
RADIOGRAPHERS REGISTRATION BOARD OF NIGERIA	70.7
NIGERIA FILM AND VIDEO CENSORS BOARD	70.3
NATIONAL PENSION COMMISSION	69.3

PRESIDENCY & EXTRA MINISTERIAL AGENCIES

FIRST 5

BUREAU OF PUBLIC ENTERPRISES	89.6
NIGERIA EXPORT PROMOTION COUNCIL	87.7
PENSION TRANSITIONAL ARRANGEMENT DIRECTORATE	82.7
INDEPENDENT NATIONAL ELECTORAL COMMISSION	80.8
SECURITIES AND EXCHANGE COMMISSION	80.3

JUSTICE & LAW ENFORCEMENT

FIRST 5

NATIONAL AGENCY FOR THE PROHIBITION OF TRAFFICKING PERSONS	77.9
BODY OF BENCHERS	75.0
FEDERAL JUDICIAL SERVICE COMMISSION	74.5
NIGERIAN LAW REFORM COMMISSION	66.0
COUNCIL FOR LEGAL EDUCATION IN NIGERIA (LAW SCHOOL)	60.4

FINANCE & BANKING

FIRST 5

NIGERIA DEPOSIT INSURANCE CORPORATION	89.8
BANK OF INDUSTRY	86.5
NIGERIA EXPORT-IMPORT BANK	85.5
BANK OF AGRICULTURE	77.0
FEDERAL MORTGAGE BANK OF NIGERIA	74.9

EDUCATION

FIRST 5

FEDERAL UNIVERSITY OF TECHNOLOGY, MINNA	79.4
UNIVERSITY OF MAIDUGURI, BORNO	75.3
TERTIARY EDUCATION TRUST FUND	71.9
NATIONAL OPEN UNIVERSITY OF NIGERIA	71.2
JOINT ADMISSIONS AND MATRICULATION BOARD	68.8

HEALTH

FIRST 5

FEDERAL MEDICAL CENTRE, YOLA	73.0
FEDERAL TEACHING HOSPITAL, IDO-EKITI	72.5
FEDERAL NEUROPSYCHIATRIC HOSPITAL, MAIDUGURI	70.3
FEDERAL MEDICAL CENTRE, KEFFI	69.3
NATIONAL AGENCY FOR THE CONTROL OF AIDS	65.8

WATER RESOURCES

FIRST 5

F.C.T. WATER BOARD	47.4
SOKOTO RIMA RIVER BASIN DEVELOPMENT AUTHORITY	47.2
NATIONAL WATER RESOURCES INSTITUTE, KADUNA	45.0
UPPER NIGER RIVER BASIN DEVELOPMENT AUTHORITY, MINNA	36.0
LOWER BENUE RIVER BASIN DEVELOPMENT AUTHORITY, MAKURDI	34.7

AGRICULTURE

FIRST 5

NIGERIAN STORED PRODUCT RESEARCH INSTITUTE, ILORIN	57.8
NATIONAL CEREALS RESEARCH INSTITUTE, BADEGGI, NIGER	53.0
NATIONAL AGRICULTURAL SEEDS COUNCIL, KWALI	47.1
NATIONAL ROOT CROPS RESEARCH INSTITUTE, UMUDIKE	43.7
NATIONAL CENTRE FOR AGRICULTURAL MECHANIZATION, ILORIN	37.3

ROADS, HOUSING & ENERGY

FIRST 5

NIGERIAN ELECTRICITY MANAGEMENT SERVICES AGENCY	83.4
FEDERAL HOUSING AUTHORITY	73.9
NIGERIA ELECTRICITY LIABILITY MANAGEMENT LTD/GTE	71.6
TRANSMISSION COMPANY OF NIGERIA	67.8
NIGERIAN BULK ELECTRICITY TRADING PLC	62.2

TRANSPORTATION

FIRST 5

NIGERIAN METEROLOGICAL AGENCY (NIMET)	79.8
FEDERAL AIRPORT AUTHORITY OF NIGERIA	76.1
NIGERIAN MARITIME ADMINSTRATION AND SAFETY AGENCY (NIMASA)	66.2
NIGERIAN AIRSPACE MANAGEMENT AGENCY (NAMA)	54.2
NATIONAL COLLEGE OF AVIATION TECHNOLOGY (NCAT)	48.8

INFORMATION & COMMUNICATION

FIRST 5

NIGERIAN TOURISM DEVELOPMENT CORPORATION	82.6
FEDERAL RADIO CORPORATION OF NIGERIA	72.9
VOICE OF NIGERIA	66.3
NEWS AGENCY OF NIGERIA	61.4
NATIONAL ORIENTATION AGENCY	54.3

ENVIRONMENT

FIRST 5

NATIONAL OIL SPILL DETECTION AND RESPONSE AGENCY	71.9
NATIONAL AGENCY FOR GREAT GREEN WALL (NAGGW)	60.1
NATIONAL HORTICULTURAL RESEARCH INSTITUTE, IBADAN	58.8
FEDERAL COLLEGE OF FORESTRY, JOS	50.6
NATIONAL CENTRE FOR ENERGY EFFICIENCY AND CONSERVATION, UNILAG	31.8

SCIENCE & TECHNOLOGY

FIRST 5

NATIONAL INSTITUTE FOR CHEMICAL TECHNOLOGY, KADUNA	74.0
NATIONAL INSTITUTE FOR PHARMACEUTICAL RESEARCH AND DEVELOPMENT	65.8
NATIONAL SPACE RESEARCH AND DEVELOPMENT AGENCY	62.8
NATIONAL AUTOMOTIVE DESIGN AND DEVELOPMENT COUNCIL	58.9
NATIONAL AGENCY FOR SCIENCE AND ENGINEERING INFRASTRUCTURE	53.3

SOLID MINERALS & PETROLEUM RESOURCES

FIRST 5

PETROLEUM TECHNOLOGY DEVELOPMENT FUND (PTDF)	73.1
NIGERIA GEOLOGICAL SURVEY AGENCY	60.0
PETROLEUM TRAINING INSTITUTE (PTI)	57.6
DEPARTMENT OF PETROLEUM RESOURCES	55.0
NATIONAL STEEL RAW MATERIAL EXPLORATION AGENCY	43.8

NON-RESPONSIVE MDAS

FIRST 5

NATIONAL COUNCIL FOR ARTS AND CULTURE	0
LEGAL AID COUNCIL	0
AKANU IBIAM FEDERAL POLYTECHNIC, UNWANA, AFIKPO	0
PROJECTS DEVELOPMENT INSTITUTE, ENUGU (only AEI submitted)	0
FEDERAL COLLEGE OF FORESTRY, IBADAN	0

7. Findings

i. 30 MDAs (10.1% of the number assessed) do not have their Vision, Mission and Core Values publicly displayed for public information.

ii. 227 MDAs (76.2% of the number assessed) do not have a system for staff to sign off as having read and understood core values, mission and vision statements of the parastatal.

iii. 167 MDAs (56.0% of the number assessed) indicated that personnel did not report non-compliance by errant colleagues during the period reviewed.

iv. 169 MDAs (56.7% of the number assessed) do not have policies or codes regarding acceptance of gifts, donations, hospitality and therefore not enforced. These lapses are veritable channels for receipts of gratification on pretext of gifts and hospitality by staff in the identified MDAs.

v. 20 MDAs (6.6% of the number assessed) do not have Boards in place. In MDAs where boards are in place, 100 (37.0%) of the MDAs did not hold regular meetings; while 164 MDAs (60.7%) did not conduct periodic self-assessment for board members.

vi. 140 MDAs (47.0% of the number assessed) do not have Strategic Action Plan while 187 MDAs (62.8% of the number assessed) did not conduct monitoring and evaluation of their projects in 6 months before the deployment and assessment.

vii. System Study and Review or Corruption Risk assessment was not conducted in 253 MDAs (84.9% of the number assessed) within the year under review. This also indicates that a sizeable number of agencies are not subscribing to or initiating preventive measures.

viii. 138 MDAs (46.3% of the number assessed) do not have functional and effective Assets Verification Unit in contravention of government circular directing MDAs to establish the Unit.

ix. 137 MDAs (46.0% of the number assessed) do not have records of submitted audited accounts to the Office of the Auditor General and Public Accounts Committee for the last three years.

x. 109 MDAs (36.6% of the number assessed) Internal Audits are not headed by officers on directorate cadre or its equivalent, thereby giving no independence for internal auditors.

xi. 127 MDAs (42.6% of the number assessed) did not conduct annual needs assessment preparatory to their procurements, 109 MDAs (36.6% of the

number assessed) do not have an annual procurement plan and in 119 MDAs (39.9% of the number assessed), procurement plans were not part of the annual budgets.

xii. In 74 MDAs (24.8% of the number assessed) procurement process did not comply with the Public Procurement Act, 2007; In 100 MDAs (33.6% of the number assessed) Procurement Planning Committees composition were not in compliance with PPA, 2007; same defect was noticed in 88 MDAs (29.5% of the number assessed) where Tenders Boards composition was in contravention of the PPA 2007. This promotes procurement and due process abuse and fraud.

xiii. 127 MDAs (42.6% of the number assessed) did not invite relevant professional bodies, NGOs and Stakeholders to be part of Procurement Processes in compliance with the provisions of the PPA, 2007.

xiv. 20 MDAs (7% of the number assessed) are operating without legal instruments establishing the organization. Furthermore, the Federal Medical Centres spread around the country are presently administered by the Federal Ministry of Health with University Teaching Hospitals Act pending the passage of their Establishment Act now before the National Assembly.

xv. Ethics and Compliance Education which is crucial in enshrining integrity within public systems, is not being prioritized as required. 196 MDAs (65.8% of the number assessed) did not have a training plan and 171 MDAs (57.4% of the number assessed) did not support Ethics and Compliance initiatives.

xvi. 109 MDAs (36.6% of the number assessed) have not inaugurated and inducted ACTUs therefore such MDAs are considered not to have existing ACTUs. While in 147 MDAs (55.7 of the number assessed) the ACTUs are inactive due to inadequate or poor support by managements.

xvii. 234 MDAs (78.5% of the number assessed) do not have complaint and whistleblowing mechanism to assist in improving the integrity and compliance issues within the MDAs. 148 MDAs (49.75% of the number assessed) do not have dedicated channels for corruption reportage.

xviii. 163 MDAs (54.7% of the number assessed) do not have domesticated professional codes of ethics or conduct with clearly articulated sanctions against violations. The inference is that staff are not sanctioned for violations.

xix. 206 MDAs (69.1% of the number assessed) do not have a reward system to encourage ethical behaviour and compliance with established rules and regulations.

xx. All MDAs assessed denied employing staff during the period under review.

Though personnel of these agencies are regularly exiting the system through retirements, resignations, terminations, dismissals, deaths, etc., yet the number of personnel keeps rising and the wage bill of the government keeps increasing.

xxi. Agencies with board governance denied the existence of rivalry, acrimony and in-fighting within and between the governing boards and management.

xxii. Although all the MDAs visited said there was no employment in 2020, responses to request on recruitment from the Office of the Head of Civil Service of the Federation vide letter Ref: HCSF/2031/VOLII dated 8th October,2021, revealed that 14 MDAs out of the 26 MDAs that obtained waiver from the Office of the Head of Civil Service of the Federation to carry out recruitment exercise in 2020 were captured in the deployment exercise.

This reflects a total of 1959 out of 3309 recruitment approved. However, in this survey, all MDAs assessed denied employing staff during the period under review. Though personnel of these agencies are regularly exiting the system through retirements, resignations, terminations, dismissals, deaths, etc., yet the number of personnel keep rising and the wage bill of government keeps increasing.

8. Performance of MDAs in Key and Sub-Indicators of the Scorecard

8.01 Under the key indicator Management Culture and Structure with 30% total score apportioned, 194 MDAs (65.4% of the number assessed) scored below average. Such MDAs' are rated under non-compliance. The scores are as outlined hereunder in respect of the number of MDAs that scored below average attainable mark in the sub indicators:

S/N	INDICATOR	Number Of MDAs	Percentage of Total Number of MDAs Assessed
i	Organizational Culture	175 MDAs	58. 7%
ii	Board Governance	155 MDAs	57.2%
iii	Executive Management	217 MDAs	72.8%

8.02 These poor scores are as a result of the MDAs not taking cognizance of structural and operational integrity and compliance issues regarding extant rules and procedures as required and failure of the MDAs to supply the necessary supporting documentation.

8.03 Also, under Administrative Systems (30%), we have 216 MDAs (72.5%) scoring below average attainable level of 15%, indicating non-compliance. The scores of MDAs in respect of the under listed sub-indicators are below average mark as follows:

S/N	Indicator	Number of MDAs	Percentage of Total Number of MDAs Assessed
i	Policies, Procedures, and Records	98 MDAs	32.9%
ii	Ethics and Compliance Education	234 MDAs	78.5%
iii	Anti-Corruption and Transparency Unit (ACTU)	175 MDAs	58.7%
iv	Complaints and Whistleblowing Mechanism	246 MDAs	82.6%
v	Discipline, Sanctions and Rewards Regime	203 MDAs	68.1%

8.04 However, the Financial Management Systems (40%), had a comparative compliance performance rating in 236 MDAs (79.2%) scoring above average attainable level of 20% thereby indicating a higher score and better performance under this indicator.

This sharp contrast with scores obtained under the other indicators are due to factors such as compliance to government e-payment platforms such as GIFMIS, IPPIS, REMITA, etc., regular visits to MDAs by Anti- Corruption Agencies (ACAs), Office of the Auditor General of the Federation, Office of the Accountant General of the Federation, Bureau of Public Procurement, Federal Inland Revenue Service (FIRS) etc. to check their records and ensure compliance. Other factors are computerization of financial processes and dealings and professionalism in the conduct of day-to-day activities.

Consequently, the number of MDAs that scored below average attainable marks on the sub-indicators are as follows:

S/N	Indicator	Number of MDAs Assessed	Percentage of Total Number of MDAs Assessed
i	Finance and Account	70 MDAs	23.5%
ii	Audit	116 MDAs	38.9%
iii	Procurement	119 MDAs	39.9%)

Generally, the low scores under Management Culture and Structure and the Administrative Systems as indicated above at 8.01, are due to lack of proper record keeping and policy dysfunction in many MDAs. These indicators are important in the implementation of anti-corruption initiatives and compliance within the MDAs and an impetus to financial probity and ensuring compliance with rules and regulations.

Ethics and Integrity compliance within the MDAs will be achieved and sustained through well-established structures, effective management, proper policies and

records keeping, ensuring that personnel are enlightened and educated on ethics and compliance issues, establishing and sustaining a functional anti-corruption Unit to guarantee whistleblowing mechanisms as well as enforcing disciplinary action to deter others while also encouraging good conduct by rewarding deserving personnel.

9. Recommendations

1. ICPC to advise MDAs on the essence and imperative of adopting and displaying their vision, mission and core values in appropriate media for public and general information.

2. ` ICPC to advise and instruct MDAs to produce, adopt, communicate and enforce policies and codes on whistleblowing, professional ethics, guides on acceptance of gifts, donations, hospitality to reduce and mitigate corruption within the MDAs.

3. The Secretary to the Government of the Federation to inform and advise the President and Commander in-Chief on the imperative to appoint and inaugurate boards of statutory institutions to guide, lead and manage the MDAs.

   The findings that certain MDAs do not have boards indicate opaque and rudderless leadership structure which negatively impacts on governance, validity and productivity of the affected MDAs.

4. ICPC to intensify its advocacy to MDAs on the importance of producing and implementing Strategic Plan, conducting System Study and Review and Corruption Risk Assessment to assist in institutionalizing integrity, accountability and appropriate preventive measures to diminish and mitigate corruption.

5. ICPC to advise, direct and instruct MDAs on the policy of keeping functional and effective Asset Verification Units and registers to ensure due monitoring and tracking of public assets including procurement and disposal.

6. Leadership of MDAs must maintain Needs Assessment files and procurement plans and conduct needs assessment preparatory to procurement, and ensure procurements comply with procurement legislations like the Public Procurement Act, 2007, work with the Procurement Planning Committee and Tenders Board.

   Anti-Corruption agencies must enforce compliance and adherence of MDAs to the provisions of the Public Procurement Act, 2007 through Corruption Risk Assessment, System Study and Review, Budget Implementation Monitoring, Investigation and possible prosecution of established breaches.

7. Office of the Auditor General of the Federation to direct MDAs to submit audited accounts to OAGF and the Public Accounts Committee. Lists of defaulting MDAs should be submitted to the Office of the President and Commander-in-Chief and Office of the Secretary to the Government of the Federation and the ICPC.

8. The Head of Civil Service of the Federation should direct and instruct MDAs to establish, inaugurate, induct and adequately fund ACTUs "being" vital tools to promote and institutionalize integrity, accountability and anti-corruption precepts in MDAs. Funding of ACTUs will be enhanced and sustained by creating a budget line for ACTUs under the current budgeting system.

9. ICPC should liaise with the Office of the Accountant General of the Federation and Head of Civil Service of the Federation to periodically audit personnel costs of MDAs against numbers recruited and those exiting service.

10. Further inquiries and investigation should be conducted on personnel cost of government especially surreptitious recruitments and appointments called "replacements" which are generally denied by MDAs but personnel cost remains huge despite exit of staff through retirement, resignation, terminations, dismissals, deaths.

11. MDAs that consistently appear in the "High Corruption Risk" categorization should be considered for system study and review of their systems or investigation where appropriate, to ensure adherence to public policy, laws, regulations and directives.

12. The Presidency and SGF to direct MDAs to draw and implement Strategic Action Plan and conduct monitoring and evaluation of their projects annually or biannually.

13. The Head of Civil Service of the Federation is to direct MDAs to create complaint and whistleblowing mechanisms to assist in improving the integrity and compliance issues within the MDAs. This should also cover reward system to encourage ethical behaviour and compliance.

14. The Attorney General and Minister of Justice should examine records of MDAs without establishment instruments and present appropriate bills for such agencies before the National Assembly to regularize their existence.

15. It is imperative that Ethics and Compliance Education, which is crucial in building public systems and practices of integrity, is prioritized by all MDAs. This also requires ethics training plans and compliance initiatives.

10. Conclusion

ICPC is committed to ensuring probity, transparency and accountability in public offices. The EICS is a veritable tool in driving and strengthening ethics, integrity and diminishing abuses and corrupt practices in MDAs.

The annual deployment of the tool reflects these and indicates that the Commission is focused on identifying and mitigating ethical and compliance weaknesses while also enhancing organizational strength for management, financial and administrative performances.

This year's assessment of public organizations has been able to compare previous and current responses of MDAs to the deployment and also engender organizational, sectorial and national improvements in the MDAs. Recommendations proffered will further boost the acceptance, validity and sustainability of the annual exercise.

The Commission enjoins all MDAs to domesticate the tool in their organizations as enforcement and other measures such as System Study and Review, Investigation and possible prosecution of offences may be taken against non-responsive ("High Corruption Risk MDAs"). Participation and adoption of the ethics and integrity compliance practices by organisations are critical to the assimilation and success of National Ethics and Integrity Policy, a fundamental agent for national rebirth and development.

APPENDIX I:

ANALYSIS BASED ON THE INTEGRITY AND COMPLIANCE REQUIREMENTS

	Organizational Culture		Management Culture And Structure						
S/N	**Question**	**Attainable Average**	**Average Score Obtained**	**Number Of MDAs With Zero Score**	**MDAs With Zero Score (%)**	**Number Of MDAs That Scored Below Average**	**MDAs That Scored Below Average (%)**	**Number Of MDAs That Scored Above Average**	**MDAs That Scored Above Average (%)**
1	Does the Organization have document(s) relating to its values?	5	7.8	57	19.1	59	19.8	239	80.2
2a	Does the Organization have publicly displayed statements on its mission, vision and organizational core values?	2.5	4.1	30	10.1	34	11.4	264	88.6
2b	Does the Organization have a system for staff to sign off as having read and understood its core values, mission and vision?	2.5	1.1	227	76.2	230	77.2	68	22.8
3	Are Management level cadre officers involved in decision-making?	5	5.1	109	36.6	148	49.7	150	50.3
4	Are personnel involved in decisions that affect them?	5	3.8	154	51.7	191	64.1	108	36.2
5	Does the Organization ensure compliance with the core values, and how?	10	8.3	121	40.6	162	54.4	136	45.6
6	Do personnel of the Organization report non-compliance by staff? If yes, what actions did management take?	5	3.7	167	56.0	183	61.4	115	38.6
7	Does the Organization have an Ethics and Compliance Officer?	5	6.2	74	24.8	82	27.5	215	72.1
8a	Are there policies regarding acceptance of gifts, donations, hospitality, etc.?	5	3.8	169	56.7	180	60.4	117	39.3
8b	Are policies/code of conduct regarding acceptance of gifts, hospitality, donations, and sponsorship enforced, etc.?	5	0.9	260	87.2	270	90.6	28	9.4

	BOARD GOVERNANCE		MANAGEMENT CULTURE AND STRUCTURE						
S/N	**Question**	**Attainable Average**	**Average Score Obtained**	**Number Of MDAs With Zero Score**	**MDAs With Zero Score (%)**	**Number Of MDAs That Scored Below Average**	**MDAs That Scored Below Average (%)**	**Number Of MDAs That Scored Above Average**	**MDAs That Scored Above Average (%)**
1a.	Does the organization have a board in place?	2.5	3.4	77	28.5	88	32.6	182	67.4
1b.	Does the Organisation have an instrument for the establishment of the governing board/Council?	2.5	3.9	51	18.9	60	22.2	210	77.8
2a	Does the Board hold regular meetings?	2.5	2.8	100	37.0	116	43.0	154	57.0
2b	Does the Board comply with quorum requirements for meetings?	2.5	3.0	99	36.7	110	40.7	160	59.3
2c.	What is the mode of communication with Board members regarding meetings?	2.5	2.8	112	41.5	121	44.8	149	55.2
3	What are the statutory functions of the Board?	5	6.4	82	30.4	87	32.2	161	59.6
4	Are the decisions of the Board in line with the conditions of service and operational manual of the organization?	7.5	4.1	162	60.0	184	68.1	86	31.9
5	Is there any Code of Ethics for the Board?	5	2.2	174	64.4	237	87.8	33	12.2
6	Does the Organization conduct induction courses for the newly appointed Board members?	2.5	1.0	211	78.1	222	82.2	48	17.8
7	Does the Organization conduct periodic capacity development training for Board members?	2.5	1.1	225	83.3	231	85.6	39	14.4
8	Does the Board conduct periodic self -assessments for members?	2.5	4.9	164	60.7	167	61.9	103	38.1
9	Do the Board and the Management of the Organisation collaborate in policy formulation and implementation? (for example, the development and implementation of the organization's strategic plan)	7.5	4.2	152	56.3	180	66.7	90	33.3
10	Does Management implement resolutions/recommendations from the Board?	5	0.8	249	92.2	249	92.2	21	7.8

	Executive Management		Management Culture And Structure						
S/N	Management Culture And Structure	Attainable Average	Average Score Obtained	Number Of MDAs With Zero Score	MDAs With Zero Score (%)	Number Of MDAs That Scored Below Average	MDAs That Scored Below Average (%)	Number Of MDAs That Scored Above Average	MDAs That Scored Above Average (%)
1a	Does the Organization have a Strategic Plan?	10	8.6	140	47.0	156	52.3	142	47.7
1b	Is there an Operational or Work plan from the Strategy?	5	3.9	162	54.4	171	57.4	127	42.6
2a	Are the implementations of Departmental work plans on-going or completed for the last year?	2.5	1.9	173	58.1	191	64.1	107	35.9
2b	Are the responsible staffs submitting reports on the work plan?	2.5	1.4	209	70.1	220	73.8	78	26.2
3a	Does the Organization conduct capacity development training for Management and Staff of the Organisation?	5	3.5	179	60.1	188	63.1	95	31.9
3b	Are the training consultants/firms duly accredited by the relevant agencies/regulatory bodies	5	2.3	214	71.8	224	75.2	74	24.8
4	Has the Organization conducted monitoring and evaluation of its projects and programmes in the last six months?	5	3.1	187	62.8	198	66.4	85	28.5
5	Does the Management have fraud prevention strategies?	5	4.7	129	43.3	136	45.6	120	40.3
6	Does Management encourage Systems Studies/Corruption Risk Assessments? How often?	5	1.1	253	84.9	263	88.3	25	8.4
7	Does Management use the results of Systems Studies/Corruption Risk Assessments in decision -making?	5	0.8	265	88.9	272	91.3	17	5.7

	Finance And Account		Financial Management Systems						
S/N	Question	Attainable Average	Average Score Obtained	Number Of MDAs With Zero Score	MDAs With Zero Score (%)	Number Of MDAs That Scored Below Average	MDAs That Scored Below Average (%)	Number Of MDAs That Scored Above Average	MDAs That Scored Above Average (%)
1a	Has the Organisation complied fully with e-payment policy	2.5	4.3	28	9.4	39	13.1	259	86.9
1b	Did the Organisation make irregular payments on the e-payment platform in the year under review	5	7.4	47	15.8	69	23.2	229	76.8
2	Are the details of payments properly disclosed in the payment vouchers and on the payment platforms (GIFMIS/REMITA)?	5	7.9	42	14.1	56	18.8	242	81.2
3	Are all payments to beneficiaries paid DIRECTLY through their bank accounts (or through one bank account were deemed appropriate) in compliance with Government's E-payment policy?	7.5	10.5	60	20.1	81	27.2	217	72.8
4	Are all Value Added and Withholding Taxes from Contractors and Consultants accurately calculated, deducted and remitted?	2.5	4.0	49	16.4	59	19.8	239	80.2
5	Are all Statutory deductions accurately calculated and remitted (Pension, NHIS, NHF, PAYE)	5	7.1	67	22.5	76	25.5	222	74.5

	Finance And Account		Financial Management Systems						
S/N	**Question**	**Attainable Average**	**Average Score Obtained**	**Number Of MDAs With Zero Score**	**MDAs With Zero Score (%)**	**Number Of MDAs That Scored Below Average**	**MDAs That Scored Below Average (%)**	**Number Of MDAs That Scored Above Average**	**MDAs That Scored Above Average (%)**
6a	Do Personnel of the Organization make retirement on cash advances as and when due?	2.5	3.2	94	31.5	106	35.6	192	64.4
6b	Does the organization ensure that personnel retire cash advance before granting a fresh cash advance?	5	5.5	105	35.2	117	39.3	181	60.7
7	Does the organization render monthly financial reports to the Office of the Accountant General of the Federation (OAGF)?	5	4.9	126	42.3	142	47.7	156	52.3
8	Are all unspent balances remitted as and when due?	2.5	3.4	88	29.5	98	32.9	200	67.1
9	Does the Organization have a functional Store Unit?	5	6.8	61	20.5	76	25.5	222	74.5
10	Does the Organization have a functional and effective Asset Verification Unit?	2.5	2.4	138	46.3	150	50.3	148	49.7

	Audit		Financial Management Systems						
S/N	**Question**	**Attainable Average**	**Average Score Obtained**	**Number Of MDAs With Zero Score**	**MDAs With Zero Score (%)**	**Number Of MDAs That Scored Below Average**	**MDAs That Scored Below Average (%)**	**Number Of MDAs That Scored Above Average**	**MDAs That Scored Above Average (%)**
1	Does Management undertake quarterly audit c all departments?	5	5.7	96	32.2	117	39.3	181	60.7
2	Are Internal and External Audits done as and when due?	5	5.1	89	29.9	105	35.2	193	64.8
3a	Is the Internal Audit completely independent of Management interference in the discharge of its duties?	5	7.0	72	24.2	82	27.5	216	72.5
3b	Is the Internal Audit headec by an officer on directorate (or its equivalent) cadre?	5	5.9	109	36.6	117	39.3	181	60.7
4	Who does the internal Auditor report to? (Interna Audit should report directly to the office of the Chief Executive of the Organisation)	5	7.4	63	21.1	73	24.5	225	75.5
5	Are the observations and recommendations of the internalaudit implemented by the Chief Executive of the Organization?	10	9.0	101	33.9	124	41.6	174	58.4
6	Does your Organization carry out prepayment and post-payment audit?	2.5	3.1	98	32.9	113	37.9	185	62.1
7	Does the Organization render annual Audited accountto the Office of the Auditor General of the Federation, Public Account Committee (PAC) of the National Assembly and other relevant organisation within the first five months of the previous year?	5	4.3	145	48.7	160	53.7	138	46.3
8	What is the mode of selection of the Organisation's external auditors?	5	4.1	157	52.7	174	58.4	124	41.6
9	Does the Organisation have a record of its duly submitted audited account to the Office of the Audito General and Public Accoun Committee for the last 3 years	2.5	2.4	137	46.0	159	53.4	139	46.6

	Procurement		Financial Management Systems						
S/N	**Question**	**Attainable Average**	**Average Score Obtained**	**Number Of MDAs With Zero Score**	**MDAs With Zero Score (%)**	**Number Of MDAs That Scored Below Average**	**MDAs That Scored Below Average (%)**	**Number Of MDAs That Scored Above Average**	**MDAs That Scored Above Average (%)**
1a	Does the Organisation conduct an annual needs assessment preparatory to its procurement in compliance with the provision of PPA 2007?	2.5	2.7	127	42.6	140	47.0	158	53.0
1b	Does the Organization have an annual procurement plan?	5	5.7	109	36.6	123	41.3	175	58.7
2	Is the Organization's procurement plan part of the annual budget?	2.5	2.8	119	39.9	136	45.6	162	54.4
3a	Does the Organization's procurement process comply with the requirements of the Public Procurement Act 2007 (PPA)?	5	6.0	74	24.8	103	34.6	195	65.4
3b	Is the composition of the Organization's Procurement Planning Committee (PPC) in compliance with the provisions of the PPA 2007	2.5	2.8	100	33.6	138	46.3	160	53.7
3c	Is the composition of the Organization's Tenders Board in compliance with the provisions of the PPA 2007	2.5	3.2	88	29.5	113	37.9	185	62.1
4	Does the Organization provide end -users and external partners with principles of ethics and compliance to guide the conduct of business?	5	5.7	112	37.6	123	41.3	175	58.7
5a	Does the Organisation have policies that provide sanctions for Contractors or External Partners who violate Contract Agreement?	5	5.7	111	37.2	124	41.6	174	58.4
5b	Has the Organisation received complaints from bidders, Contractors or relevant Stakeholders on violation of the PPA 2007 in the last three (3) years	2.5	2.4	145	48.7	161	54.0	137	46.0
6a	Does the Organisation invite relevant Professional Bodies, NGOs and Stakeholders to be part of its procurement process in compliance with the provisions of the PPA 2007?	2.5	2.6	127	42.6	141	47.3	157	52.7
6b	Does the Organisation comply with the requirement to give reasonable period of notice for relevant Stakeholders to attend and observe its procurement process and procedure?	2.5	2.2	144	48.3	166	55.7	132	44.3
7a	Does the Organisation undertake performance certification of on-going (works) project before approvals for payments?	2.5	2.6	127	42.6	141	47.3	157	52.7
7b	Does the Organisation verify goods supplied before payments are made to suppliers or contractors?	2.5	3.1	98	32.9	110	36.9	188	63.1
8a	Does the Organization conduct ethics and compliance training for procurement officers?	2.5	1.6	188	63.1	201	67.4	97	32.6
8b	Does the Organisation fund attendance of its procurement officers at BPP organised trainings?	2.5	1.5	197	66.1	211	70.8	87	29.2
9	Did the Organization conduct market surveys within the year under review?	2.5	1.7	189	63.4	200	67.1	98	32.9

	Financial Transparency And Compliance Records:		Financial Management Systems						
S/N	**Question**	**Attainable Average**	**Average Score Obtained**	**Number Of MDAs With Zero Score**	**MDAs With Zero Score (%)**	**Number Of MDAs That Scored Below Average**	**MDAs That Scored Below Average (%)**	**Number Of MDAs That Scored Above Average**	**MDAs That Scored Above Average (%)**
1	Is the organization listed on the FIRS tax defaulters list?	1.5	3.0	2	0.7	4	1.3	294	197.3
2	Is the Organisation listed on the BPP defaulters list or been investigated by BPP or any anti - Corruption Agency on the violation of the provisions of the PPA 2007?	1.5	3.0	1	0.3	3	1.0	295	99.0
3	Is there a petition /on -going investigation by ICPC against the Organisation or its personnel for infractions or default/non -compliance with procurement/recruitment process	2	3.6	26	8.7	28	9.4	270	181.2

	Policies, Procedures And Records		Administrative Systems						
S/N	**Question**	**Attainable Average**	**Average Score Obtained**	**Number Of MDAs With Zero Score**	**MDAs With Zero Score (%)**	**Number Of MDAs That Scored Below Average**	**MDAs That Scored Below Average (%)**	**Number Of MDAs That Scored Above Average**	**MDAs That Scored Above Average (%)**
1	Is there a Legal instrument establishing the organization?	7.5	11.3	43	14.4	54	18.1	244	81.9
2	Are there documents that outline and explain the policies and operations of the organization?	5	6.7	86	28.9	95	31.9	203	68.1
3	Does the Organization undertake Annual Performance Reviews and Appraisals (APER) for staff or the Organisation (annual reports)?	5	5.5	113	37.9	124	41.6	174	58.4
4	Do Units or staff in the organization process and move files and other documents in timely manner? (Files are expected to leave an officer's table within the stipulated timeframe after receipt of the documents)	5	5.0	129	43.3	141	47.3	157	52.7
5	Are there records of timely responses to requests for information by stakeholders?	7.5	5.0	176	59.1	192	64.4	106	35.6
6	Are records on Organizational operations computerized?	5	3.9	149	50.0	179	60.1	119	39.9
7	Does the Organization have a website?	7.5	13.0	32	10.7	38	12.8	260	87.2
8	Has the Organization updated its Website in the last 6 months?	7.5	10.6	75	25.2	87	29.2	211	70.8

	Ethics And Compliance Education		Administrative Systems						
S/N	Question	Attainable Average	Average Score Obtained	Number Of MDAs With Zero Score	MDAs With Zero Score (%)	Number Of MDAs That Scored Below Average	MDAs That Scored Below Average (%)	Number Of MDAs That Scored Above Average	MDAs That Scored Above Average (%)
1a	Does the Organization training plan contain ethics and compliance educational activities?	2.5	1.6	196	65.8	204	68.5	94	31.5
1b	Does the Management support ethics and compliance initiatives?	2.5	1.9	171	57.4	186	62.4	112	37.6
2	Did the Organisation undertake Ethics and Compliance Training within the year under review?	10	4.6	205	68.8	220	73.8	78	26.2
3	Does the Ethics and Compliance training identify corruption vulnerabilities and mitigation mechanisms?	10	3.9	226	75.8	232	77.9	66	22.1
4	Does the Organization have materials on education and awareness to continuously remind staff of the ethics principles and compliance requirements?	10	6.5	171	57.4	189	63.4	109	36.6
5	Does the Organization conduct induction and orientation training for new staff?	5	2.9	205	68.8	209	70.1	89	29.9
6	Does the Organization conduct pupillage/ mentorship training for staff when posted to a new department?	5	1.3	242	81.2	254	85.2	43	14.4
7	Does the Organization train and retrain staff on Civil Service Rules and Code of Conduct for Public Officers and extant regulations?	5	2.1	227	76.2	234	78.5	76	25.5

	Anti-Corruption And Transparency Unit		Administrative Systems						
S/N	**Question**	**Attainable Average**	**Average Score Obtained**	**Number Of MDAs With Zero Score**	**MDAs With Zero Score (%)**	**Number Of MDAs That Scored Below Average**	**MDAs That Scored Below Average (%)**	**Number Of MDAs That Scored Above Average**	**MDAs That Scored Above Average (%)**
1	Has the ACTU been inaugurated, and the officers inducted by the ICPC?	10	11.6	109	36.6	115	38.6	183	61.4
2	Is the ACTU functioning?	10	6.6	147	49.3	166	55.7	132	44.3
3	Does Management of the Organization provide necessary resources for the execution of ACTU activities?	10	5.8	168	56.4	190	63.8	108	36.2
4	Are the ACTU members protected from arbitrary deployment or other victimization?	5	4.5	154	51.7	160	53.7	138	46.3
5a	Does the ACTU have direct access to the Chief Executive of the Organization, without hindrance or interference from other Management staff?	5	4.1	161	54.0	167	56.0	131	44.0
5b	Are ACTU officers members of relevant Committees of the MDA	5	2.8	195	65.4	209	70.1	89	29.9
6	Does the ACTU have collaboration from other staff to carry out activities and implement the ethics and compliance programs?	5	2.8	203	68.1	210	70.5	88	29.5

	Complaints And Whistle Blowing Mechanisms		Administrative Systems						
S/N	**Question**	**Attainable Average**	**Average Score Obtained**	**Number Of MDAs With Zero Score**	**MDAs With Zero Score (%)**	**Number Of MDAs That Scored Below Average**	**MDAs That Scored Below Average (%)**	**Number Of MDAs That Scored Above Average**	**MDAs That Scored Above Average (%)**
1	Does the Organisation have a Whistle -blower Mechanism?	5	1.9	234	78.5	239	80.2	58	19.5
2	Is the whistleblowing mechanism accessible?	5	1.7	234	78.5	242	81.2	56	18.8
3	Does the Organization's whistleblowing mechanism provide for confidentiality?	7.5	2.4	234	78.5	250	83.9	48	16.1
4	Does the Organization's whistleblowing mechanism provide protection for whistle blowers?	7.5	2.4	237	79.5	249	83.6	49	16.4
5	Are employees and other whistle -blowers protected from retaliation and recrimination?	7.5	1.6	251	84.2	266	89.3	31	10.4
6	Is there any dedicated complaints redress officer for corruption reportage?	5	5.2	133	44.6	139	46.6	158	53.0
7	Are there dedicated channels for corruption reportage?	10	6.9	148	49.7	168	56.4	129	43.3
8	Are whistle-blowers informed about the progress of reports made?	2.5	0.4	268	89.9	276	92.6	21	7.0

	Discipline, Sanctions And Rewards Regime		Administrative Systems						
S/N	**Question**	**Attainable Average**	**Average Score Obtained**	**Number Of MDAs With Zero Score**	**MDAs With Zero Score (%)**	**Number Of MDAs That Scored Below Average**	**MDAs That Scored Below Average (%)**	**Number Of MDAs That Scored Above Average**	**MDAs That Scored Above Average (%)**
1	Is the Organization guided by extant rules?	5	8.0	48	16.1	56	18.8	242	81.2
2	Does the organization have domesticated/ professional codes of conduct, including clearly articulated sanctions against violations?	10	8.0	163	54.7	170	57.0	128	43.0
3	Does the organization sanction staff for violation of Public Service Rules/ codes of conduct and extant Regulations?	5	4.8	143	48.0	149	50.0	149	50.0
4	Does the code/ standards specify procedures to prevent, investigate, and redress non - compliance?	5	3.4	183	61.4	192	64.4	105	35.2
5	Does the organization comply with the provisions for debarment of non-compliant companies from projects financed by the organization?	5	2.1	228	76.5	233	78.2	65	21.8
6	Does the organization have a reward system for encouraging ethical behaviour and compliance with established rules and procedures?	10	4.8	206	69.1	220	73.8	78	26.2
7	Is the reward system transparent and consistent with the requirements of the core values of the organization?	10	2.5	239	80.2	255	85.6	43	14.4

ANALYSES OF INDICATORS AS FACTORS OF SERVICE DELIVERY OR PERFORMANCE OF THE MDAs IN THEIR RESPECTIVE SECTORS AND THE CONTRIBUTIONS TO GOVERNANCE

The cornerstone of good governance is integrity. The integrity of public officials is the main thrust of good governance. The ethics and integrity management framework is an integrated approach for building processes and structures to entrench integrity and prevent corruption in public organisations. The integrity framework takes into consideration essential factors and conditions for implementation that influence the integrity of officials in public organisations.

The integrity management framework consists of all the components such as policies and practices required contributing to the performance of public institutions. The basic characteristic of an integrity management system is that it outlines the elements and conditions that are expected from all stakeholders within the system.

Any organisation that implements its mandate and strives to achieve its organisational objective should exhibit a viable integrity management framework such as:

- Clearly articulated anti-corruption policy
- Sustained ethics and integrity compliance programmes
- Implement anti-corruption awareness and capacity building programmes
- Installed corruption reporting channels
- Report to external stakeholders about corruption – Anti-Corruption Agencies (ACAs), Government, NGOs, etc.

The interaction between the integrity policies and the agencies' personnel are crucial for overall effectiveness. As with any other public policy, performance measurement (evaluation) provides evidence for the design of more effective public integrity policies. It also supports implementation by helping policymakers to monitor compliance with integrity policies, detect potential bottlenecks and identify unaddressed integrity risks.

The Ethics and Integrity Compliance Scorecard (EICS) is essentially to track ethical, integrity and compliance loopholes or gaps in MDAs and thereupon recommend mitigating measures to management of public agencies and

the government. KPIs and the sub-indicators set out in the scorecard are also focussed on ethics and integrity benchmarks that MDAs must adhere to in management and leadership, financial performance and administrative processes to ensure productivity and quality service delivery.

2.0 Governance Criteria of Indicators/Sub-Indicators

A. Management Culture & Structure

Indicator	Governance Criteria
Organisational Culture	Formal definition and practice of the organisational value system
Board Governance	Governance over -sight of senior management and staff including setting and monitoring performance standards
Executive Management	Supporting the board, strategic planning and co -ordinating day-to day operations of the organisation

B. Financial Management Systems

Indicator	Governance Criteria
Finance & Accounts	Existence of standard finance & accounting practices
Audit	Existence of audit
Procurement	Existence of procurement & contract management systems
Financial Transparency & Compliance Records	Existence and compliance with standard financial systems, transparency and accountability

C. Administrative Systems

Indicator	Governance Criteria
Policies, Procedures & Records	Existence of clearly articulated anti -corruption policy
Ethics & Compliance Education	Anti-corruption awareness and capacity building programmes
ACTU	Established compliance monitoring structure
Complaints & Whistleblowing Mechanism	Existence of corruption reporting channels
Discipline, Sanctions and Reward Regime	Existence of appropriate disciplinary procedures and rewards for integrity and efficient personnel management practices

ANALYSIS OF THE PERFORMANCE INDICATORS AND SECTORIAL NON COMPLIANCE RATINGS

147 MDAs (48.8% of MDAs accessed) were rated as non-compliant with scores less than 50.0. Analysing their ethics and integrity management frameworks based on the Key Performance Indicators (KPIs): Management Culture & Structure; Financial Management Systems; and Administrative Systems, showed deficits in these indicators which have impacted on their overall performance on the scorecard.

The slightly average performance in terms of the Financial Management Systems are as a result of the existence of statutorily mandated structures for Finance & Accounts, Procurement and Audit which have to be put in place for regular running of the organisations.

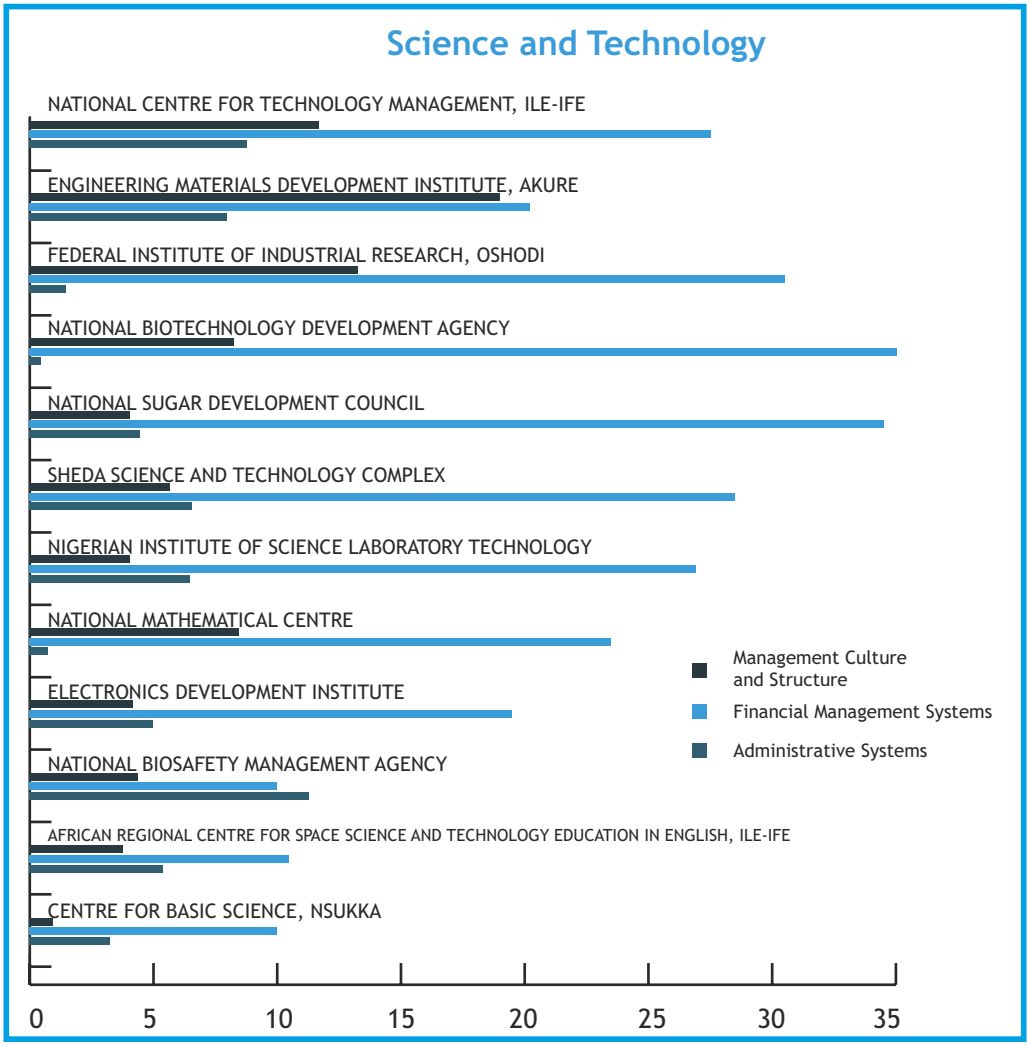
The performance of the organisations in terms of Management Culture & Structure was observed to be weak and careful observation of the sub-indicators revealed that the sub-indicator that was largely deficient was organisational culture wherein there were no clearly defined organisational values.

With respect to Administrative systems, the major thrust of the observed weak performance is the lack of appropriate administrative structures for articulating ethics and integrity standards and with no clearly articulated anti-corruption policies and mechanisms for monitoring integrity violations coupled with low levels of awareness on ethics and integrity.

The governance indicators are measured on the basis of: strategy, effectiveness and compliance. In terms of the effects of their scores on service delivery, it can be observed that the MDAs rated as non-compliant are not performing optimally in their different sectors which can remotely be adduced to their deficient ethics and integrity management systems.

These observations can be viewed at a glance on the graphic presentations of the non-compliant MDAs in the different sectors evaluated by the Ethics and Integrity Compliance Scorecard.

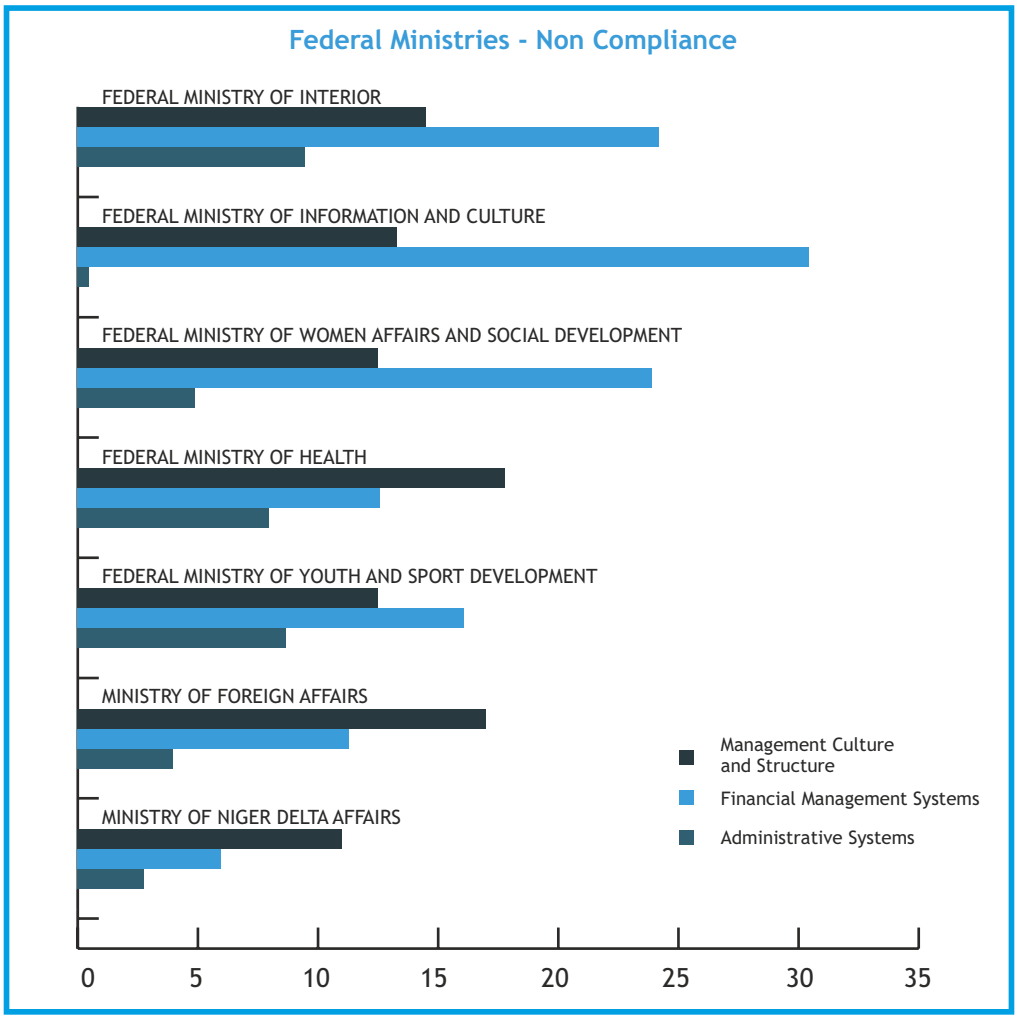
Science & Technology Sector



A cursory look at the non-compliant MDAs in the Science & Technology sector reveals organisations that are performing below expectations in terms of the impact expected of them in contemporary Nigeria. This is due to the fact that the objectives for establishing them have not been fully realised given the slow pace of national development in science and technology.

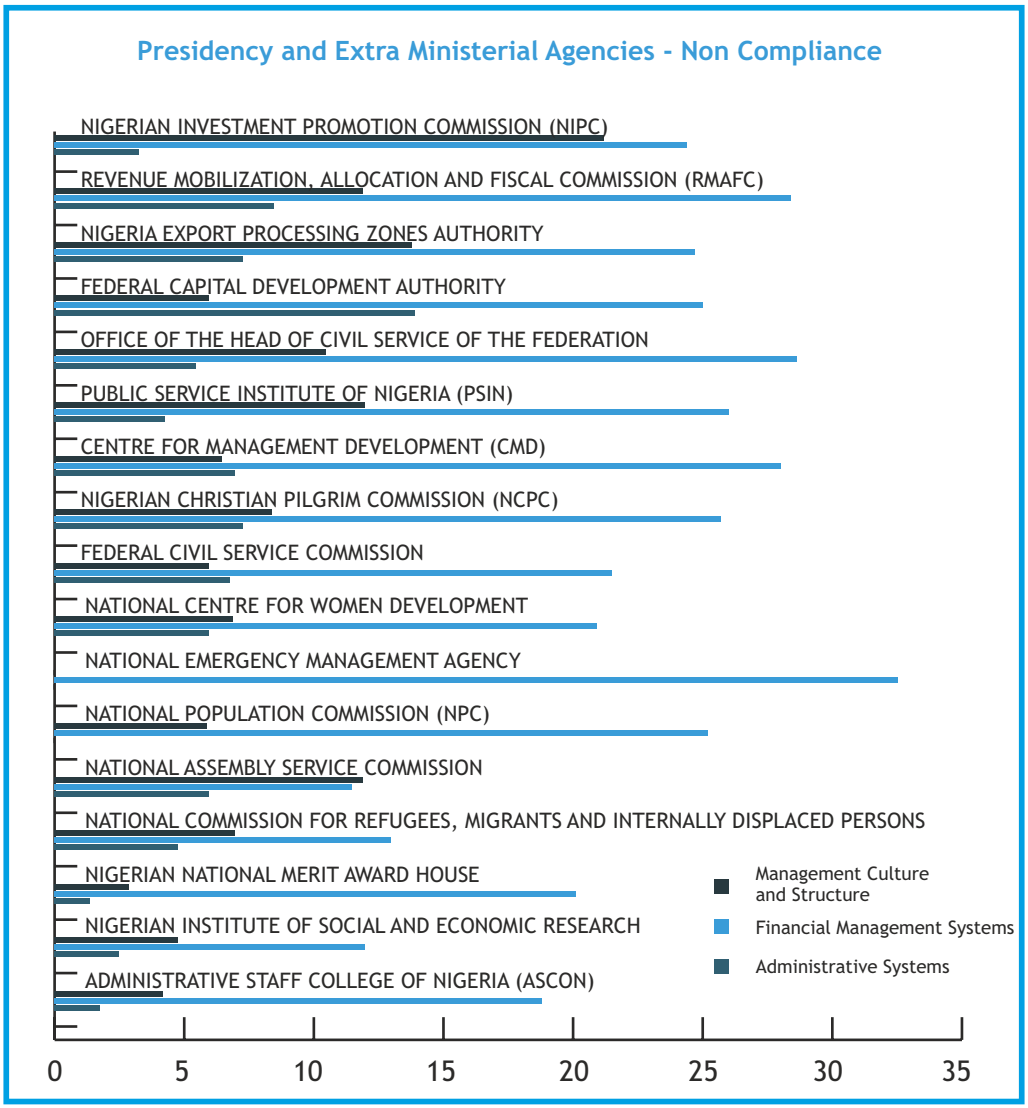
The scores attained by the agencies above is a reflection of the integrity status of these entities and the officials saddled with the responsibility of driving innovations in Science and Technology in Nigeria.

Federal Ministries



The Seven (7) Federal Ministries that were non-compliant on the Ethics and Integrity Compliance Scorecard were mostly deficient in the Administrative Systems indicator. The Ministry of Niger Delta Affairs especially performed weakly on all indicators and their performance on the Ethics and Integrity Compliance Scorecard may be a pointer to the unsatisfactory performance.

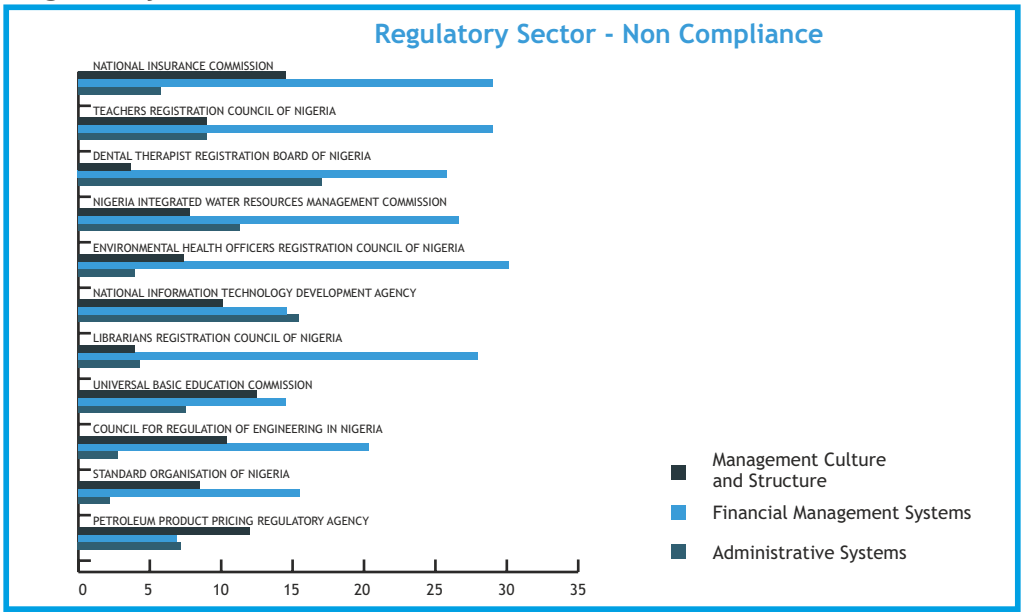
Presidency/Extra-Ministerial Agencies



The Fifteen (15) Extra-Ministerial organisations that were non-compliant on the Ethics and Integrity Compliance Scorecard were mostly deficient in the Management Culture & Structure and Administrative Systems indicators.

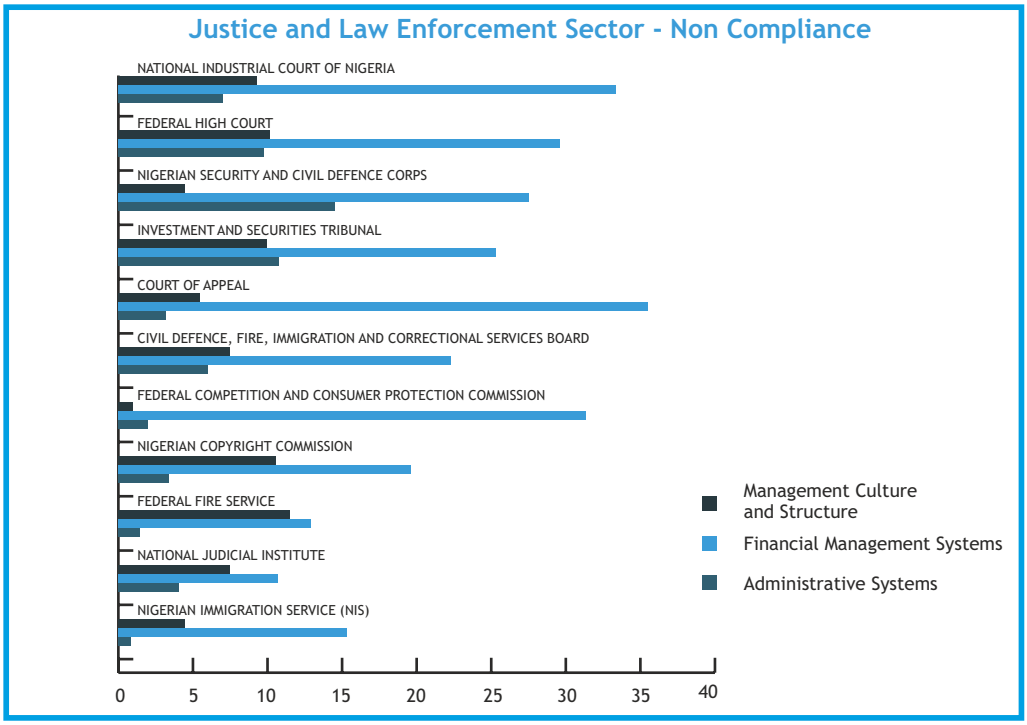
On the non-compliance index of the sector were the following agencies: The National Population Commission and the National Emergency Management Agency. Given the critical roles and the impact of these organisations in the polity, there is great need to address their integrity structures.

Regulatory Sector



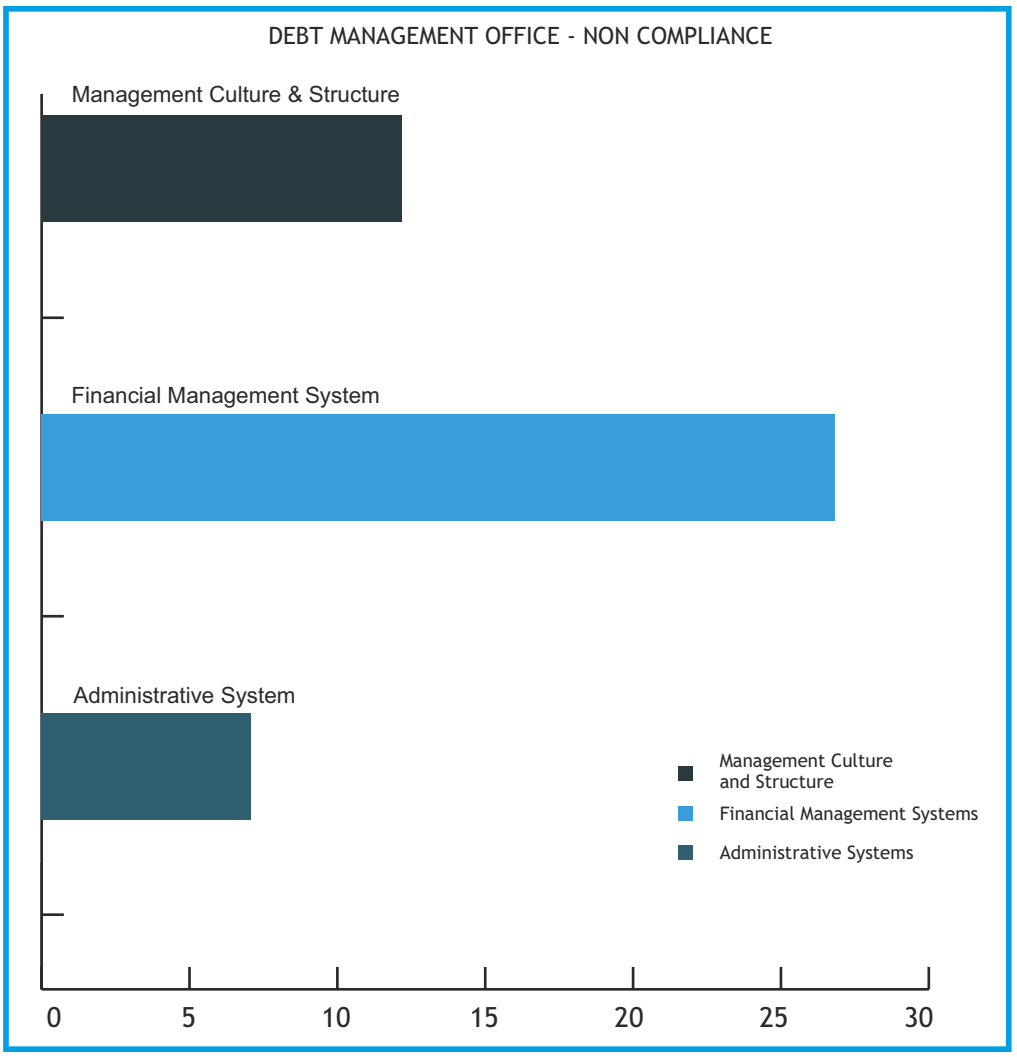
The non-compliant agencies in the Regulatory Sector have deficits mostly in the following indicators – Management Culture and Structure and Administrative Systems. The Petroleum Product Pricing Regulatory Agency(PPPRA) performed weakly on all indicators. Given the impact of petroleum pricing on the national economy, there is great need to pay attention to the Ethics and Integrity Management systems of PPPRA.

Justice & Law Enforcement Sector



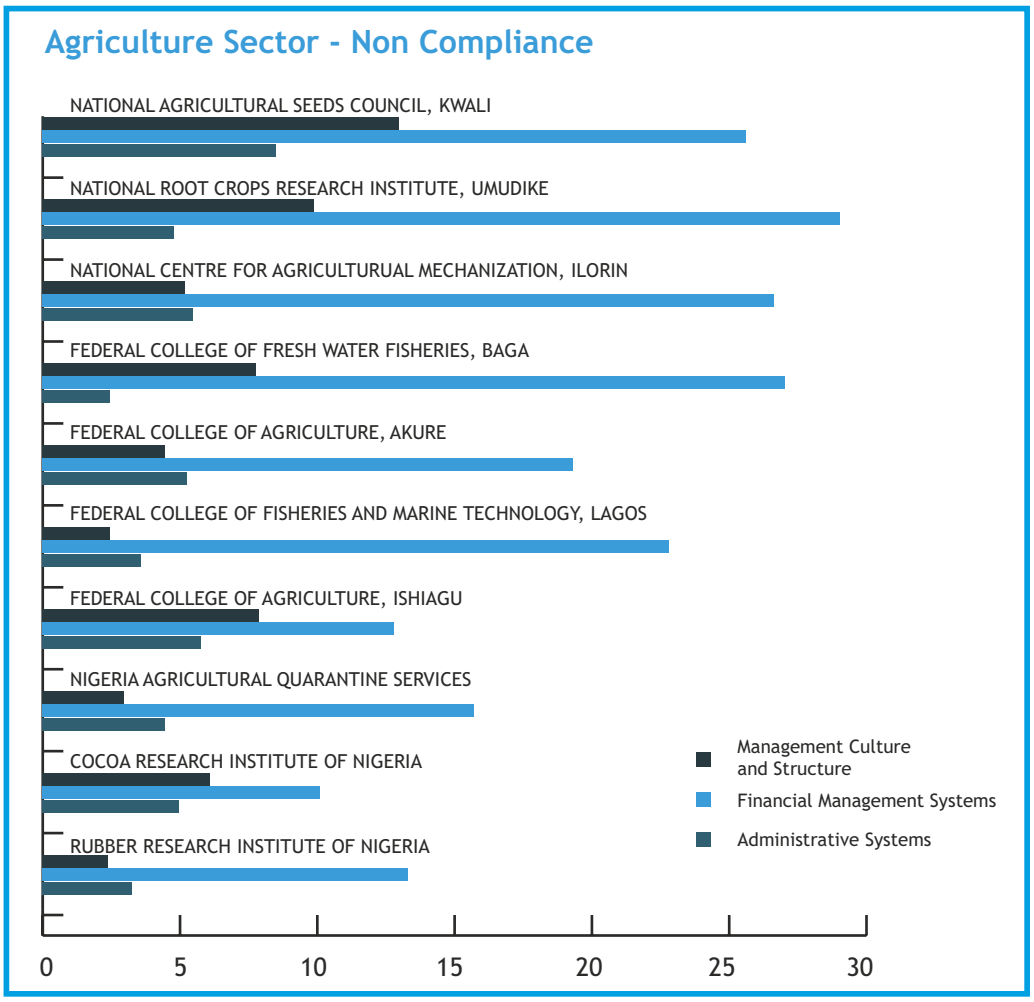
The Justice and Law Enforcement sector is a critical sector in the national polity. With Twelve (12) MDAs in the sector being rated as non-compliant on the Ethics and Integrity Compliance Scorecard (EICS), there is need for adequate attention to be paid to the integrity systems therein as it has potential to impede justice delivery and law enforcement in the country.

Finance & Banking Sector



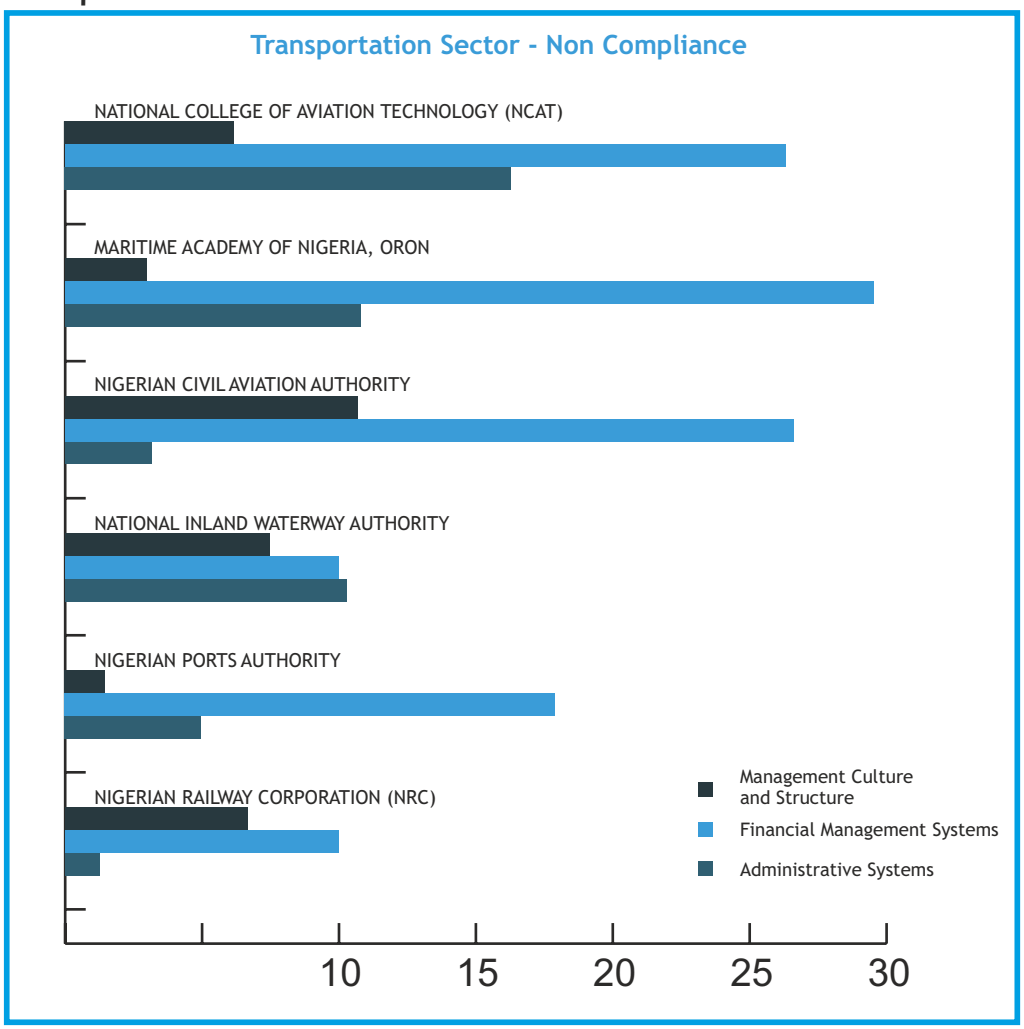
The Debt Management Office scored below average on the Ethics and Integrity Compliance Scorecard. The MDA needs to put in place Administrative Systems for ethics and integrity given its critical role in the economy. Attention should also be paid to the Management Culture and Structure.

Agriculture Sector



The inability of Nigeria to attain food sufficiency is a product of the performance of MDAs in the Agriculture sector. Productivity is hampered when officials do not operate within the confines of ethics and integrity. The MDAs in the sector scored very weakly in Management Culture & Structure and Administrative Systems

Transportation Sector

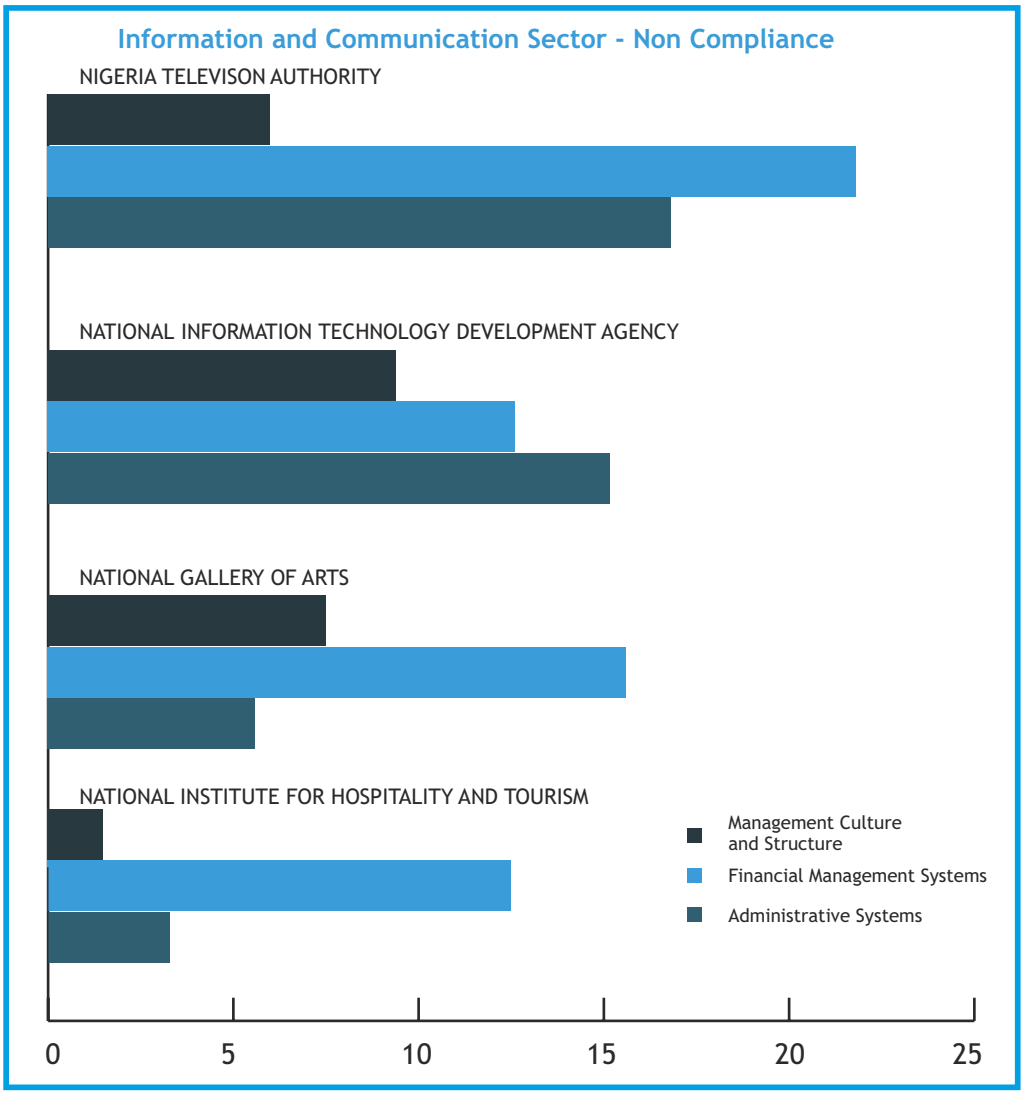


The full benefits of the transportation sector are not being derived, especially the rail and the inland water way transportation. A detailed look at the performance of agencies in the sector on the Ethics and Integrity Compliance Scorecard indicates low levels of compliance with ethics and integrity policies.

Despite the potential for transportation on the inland waterways in the country, the National Inland Waterways Authority is yet to fully optimise transportation in the sector.

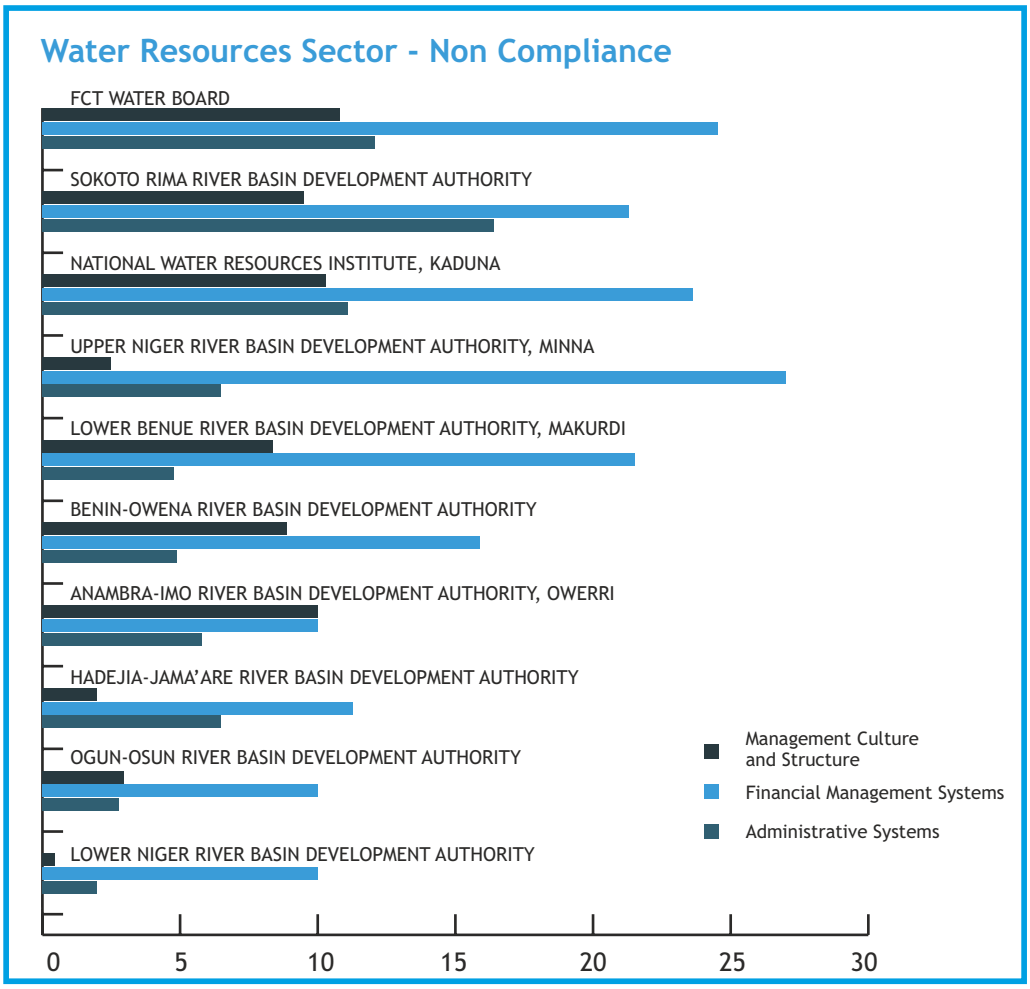
The National Railway Corporation is yet to fully develop systems that would eradicate corruption in the sector based on interactions with customers.

Information & Communication Sector



Four (4) MDAs in the information sector were rated non-compliant on the Ethics and Integrity Compliance Scorecard. The performance of the National Gallery of Arts and the National Institute for Hospitality and Tourism on the EICS require urgent attention in the sector. The tourism sector is a viable pathway to socio-economic development therefore there is a need to ensure the integrity management systems in the sector are effective.

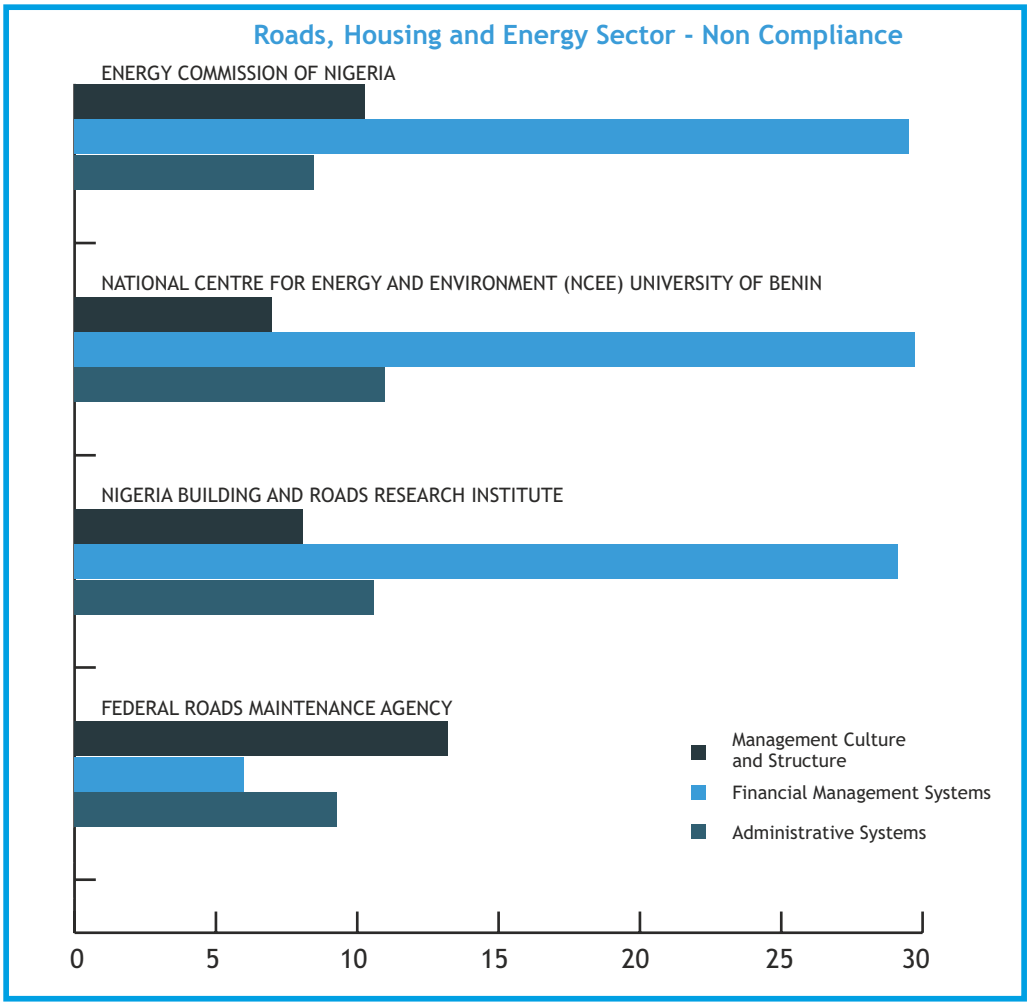
Water Resources Sector



The performance of agencies in the Water Resources sector in terms of achieving the goals for which they were established is low. The River Basin Development Authorities (RBDAs) have been observed to perform below expectations.

The weak performances of these organisations whereby 8 out of 12 are non-compliant on the Ethics and Integrity Compliance Scorecard which is remotely a function of the state of their ethics and integrity systems. The FCT Water Board has not also performed optimally as most parts of the Federal Capital Territory are yet to be connected to public water supply.

Roads, Housing & Energy Sector

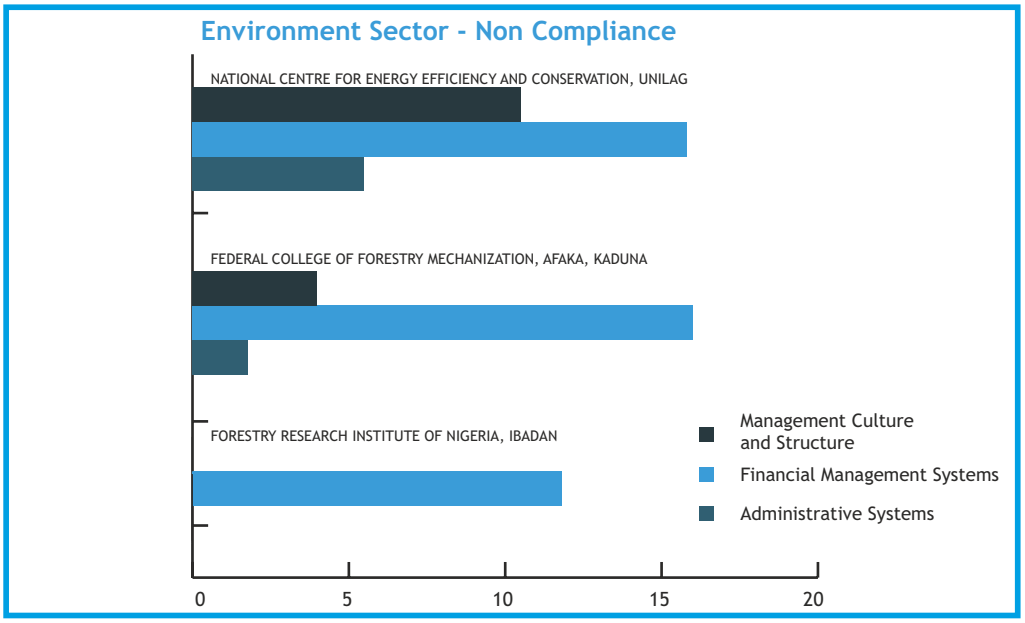


The organisations listed in this sector as non-compliant on the Ethics and Integrity Compliance Scorecard is largely deficient in terms of achievements of their mandates.

The state of federal roads nationwide that are not properly maintained is an indictment on the Federal Roads Maintenance Agency. The performance of the organisation on all indices measured on the Ethics and Integrity Compliance Scorecard is weak.

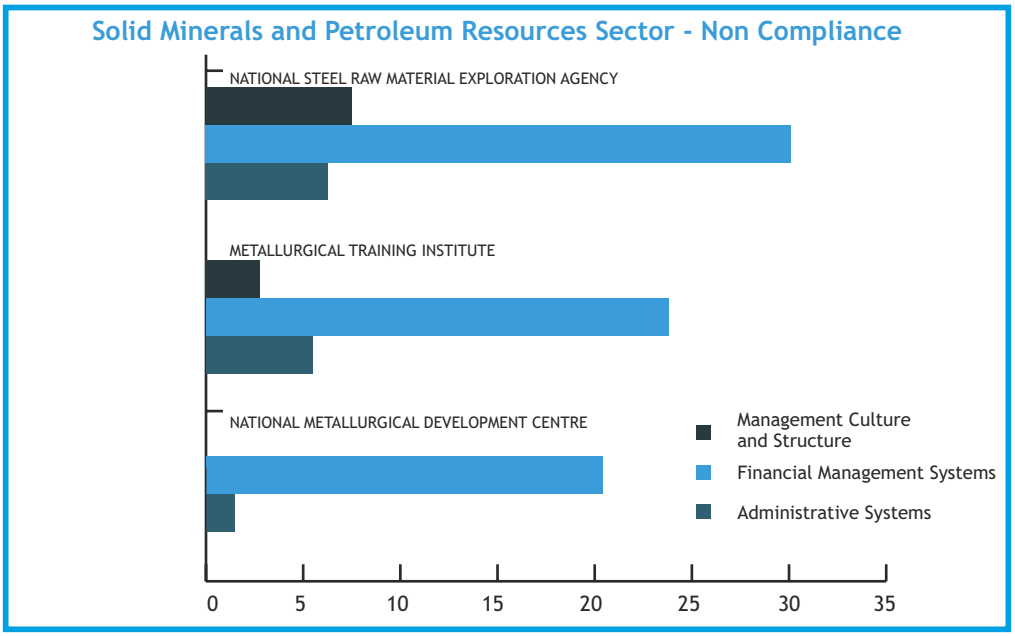
The energy policies resulting from the Energy Commission of Nigeria cannot be said to have really impacted on the polity given that Nigeria is yet to have coordinated solutions to the energy problems in the country.

Environment Sector



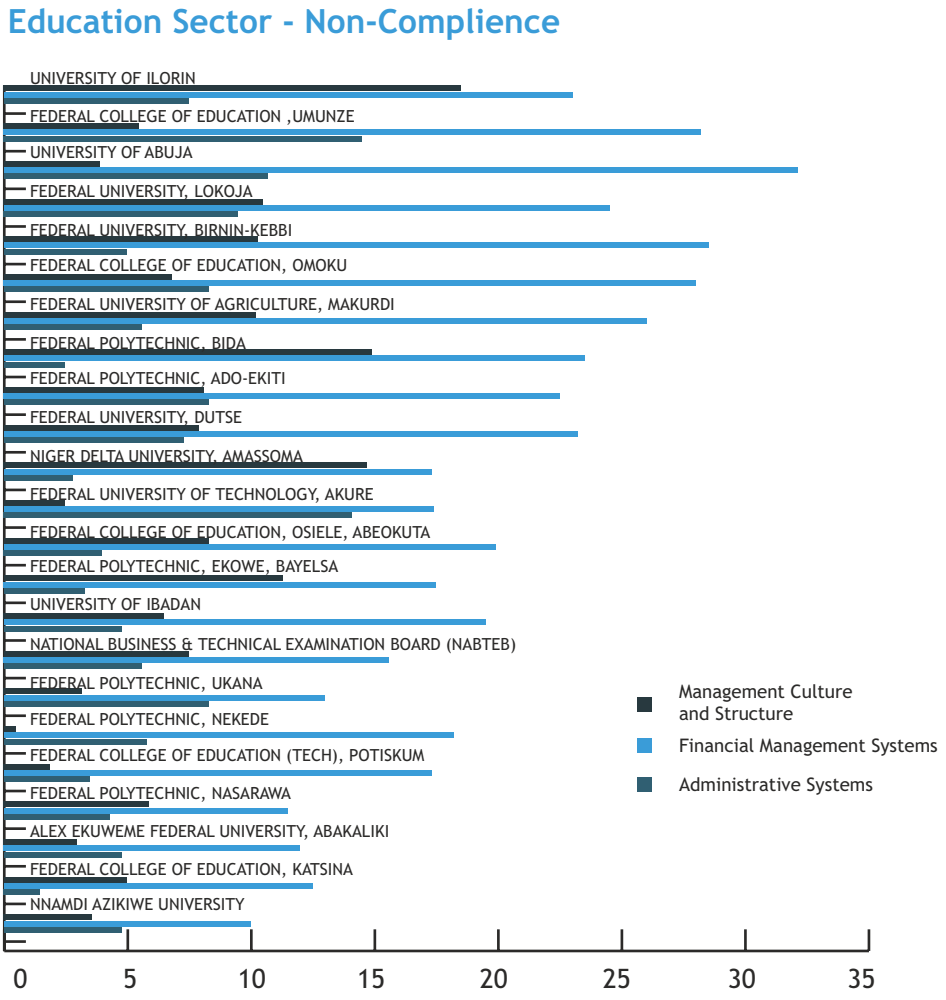
The non-compliant MDAs in the Environment sector require attention especially on indicators such as Management Culture and Structure and Administrative Systems on the Ethics and Integrity Compliance Scorecard. The Forestry Research Institute of Nigeria as a case in point scored zero (0) on Management Culture and Structure and Administrative System indicators. The impact of the organisation in terms of dissemination of results of forestry research and research into forest products utilisation has been low.

Solid Minerals & Petroleum Resources Sector



The three (3) non-compliant public organisations in the Solid Mineral sector are observed to be most deficient in two key indicators of: Management Culture & Structure and Administrative Systems on the Ethics and Integrity Compliance Scorecard. The Solid Minerals sector in Nigeria is yet to be fully developed given the funds the Federal Government has invested in the sector. The inability of the sector to perform optimally could be accentuated by the deficient integrity systems inherent in the organisations in the sector.

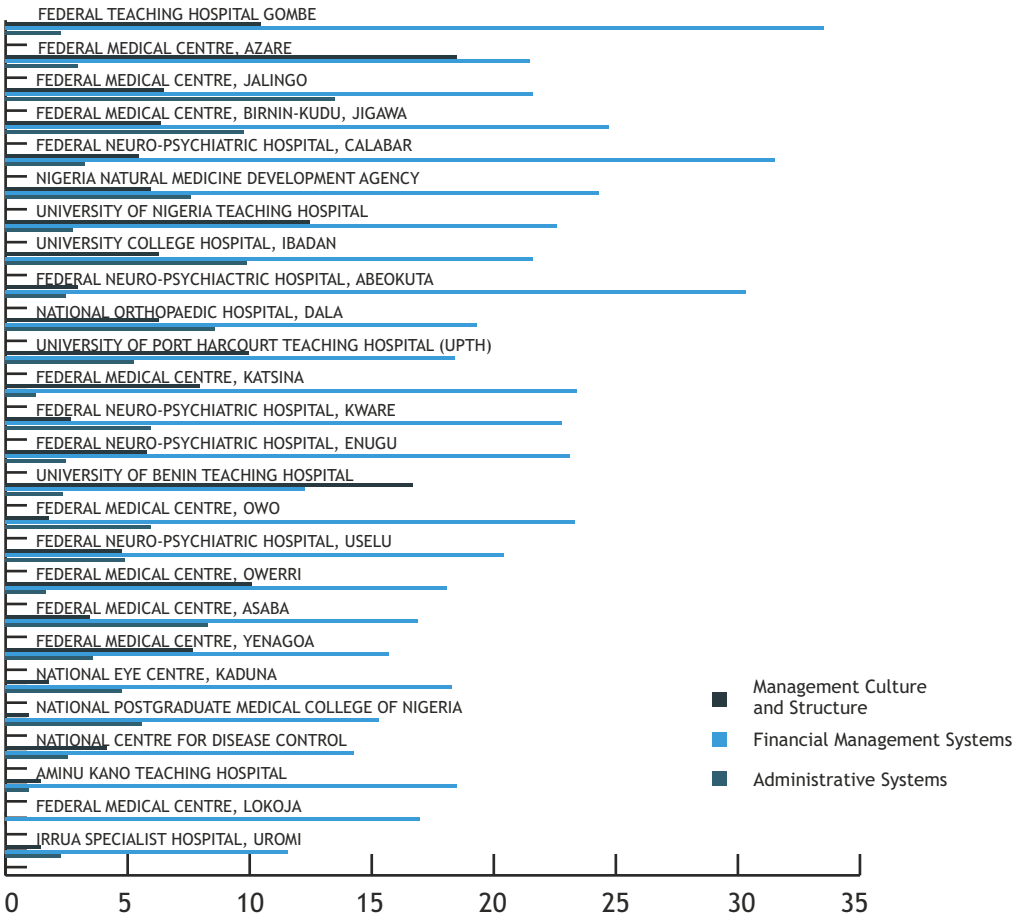
Education Sector



Twenty-Seven (27) MDAs in the Education sector were non-compliant on the measures of the Ethics and Integrity Compliance Scorecard. This is a confirmation of the level of integrity deficiencies in the sector despite government investments in education. Integrity deficiencies in the sector have a direct impact on national development as the pace of national development is dependent on the intellectual capacity of its citizens.

Health Sector

Health Sector - Non-Complience



Twenty-Six (26) MDAs in the Health sector were non-compliant on the Ethics and Integrity Compliance Scorecard. This to an extent confirms the widespread complaints of unsatisfactory service delivery within the health sector and its impact on healthcare services. There is a need to pay optimal attention to health care delivery as the sector has direct implications on the well-being of the populace.

4.0. Conclusion

There is great need to pay prime attention to the ethics and integrity management frameworks of MDAs as they impact on the ability of the organisations to deliver optimally on their objectives. A failure to pay attention to integrity systems leads to integrity deficiencies which impact on the public reputation of the organisations.

OVERALL RATING

S/N	Key Indicator	Management Culture And Structure: 30%	Financial Management Systems: 40%	Administrative Systems: 30%	Total
1	NIGERIAN DEPOSIT INSURANCE CORPORATION	24.0	38.0	27.8	89.8
2	BUREAU OF PUBLIC ENTERPRISE	24.3	37.0	27.3	89.6
3	NIGERIAN EXPORT PROMOTION COUNCIL	22.5	36.4	28.8	87.7
4	BANK OF INDUSTRY	26.5	37.2	22.8	86.5
5	NIGERIA EXPORT-IMPORT BANK	23.5	37.0	25.0	85.5
6	FEDERAL MINISTRY OF TRANSPORTATION	25.5	38.2	21.8	85.5
7	FEDERAL MINISTRY OF COMMUNICATIONS AND DIGIT/ ECONOMY	23.0	34.5	27.5	85.0
8	NIGERIAN ELECTRICITY MANAGEMENT SERVICES AGEN	20.8	37.8	24.8	83.4
9	NATIONAL AGENCY FOR FOOD AND DRUG ADMINISTRATION A CONTROL	24.7	37.7	20.3	82.7
10	PENSION TRANSITIONAL ARRANGEMENT DIRECTORATE	26.3	34.9	21.5	82.7
11	NIGERIAN TOURISM DEVELOPMENT CORPORATION	21.0	35.1	26.5	82.6
12	FEDERAL MINISTRY OF INDUSTR TRADE AND INVESTMENT	26.0	31.1	24.1	81.2
13	INDEPENDENT NATIONAL ELECTORAL COMMISSION	28.0	39.0	13.8	80.8
14	SECURITIES AND EXCHANGE COMMISSION	21.2	34.8	24.3	80.3
15	NIGERIAN METEOROLOGICAL AGENCY (NIMET)	19.5	39.5	20.8	79.8
16	FEDERAL UNIVERSITY OF TECHNOLOGY MINNA	21.1	39.0	19.3	79.4
17	NURSING AND MIDWIFERY COUNCIL OF NIGERIA	20.5	34.3	24.5	79.3
18	NATIONAL AGENCY FOR THE PROHIBITION OF TRAFFICKING I PERSONS	17.5	38.2	22.2	77.9
19	MINISTRY OF AVIATION	21.5	36.8	19.2	77.5
20	FEDERAL MINISTRY OF ENVIRONMENT	23.1	35.5	18.5	77.1
21	FEDERAL MINISTRY OF EDUCATION	24.5	31.5	21.1	77.1
22	BANK OF AGRICULTURE	19.6	32.9	24.5	77.0
23	FEDERAL MINISTRY OF MINES STEEL DEVELOPMENT,	22.6	34.0	20.0	76.6
24	FEDERAL AIRPORT AUTHORITY (NIGERIA	19.3	33.9	22.9	76.1

S/N	Key Indicator	Management Culture And Structure: 30%	Financial Management Systems: 40%	Administrative Systems: 30%	Total
25	FEDERAL CAPITAL TERRITORY ADMINISTRATION	25.7	31.3	18.5	75.5
26	MINISTRY OF PETROLEUM RESOURCES	21.5	33.0	20.8	75.3
27	UNIVERSITY OF MAIDUGURI	18.0	33.8	23.5	75.3
28	BODY OF BENCHERS	15.0	35.5	24.5	75.0
29	FEDERAL MORTGAGE BANK OF NIGERIA	20.8	34.9	19.3	74.9
30	FEDERAL MINISTRY OF FINANCE	21.5	33.0	20.3	74.8
31	FEDERAL JUDICIAL SERVICE COMMISSION	21.2	34.5	18.8	74.5
32	NATIONAL INSTITUTE FOR CHEMICAL TECHNOLOGY	22.7	30.8	20.5	74.0
33	FEDERAL HOUSING AUTHORITY	18.5	34.6	20.8	73.9
34	PETROLEUM TECHNOLOGY DEVELOPMENT FUND (PTDF)	14.8	40.0	18.3	73.1
35	FEDERAL MEDICAL CENTRE YOLA	16.2	36.0	20.8	73.0
36	FEDERAL RADIOCORPORATION OF NIGERIA	13.9	37.5	21.5	72.9
37	NATIONAL HAJJ COMMISSION OF NIGERIA	16.1	35.5	21.0	72.6
38	FEDERAL TEACHING HOSPITAL, ID EKITI	18.7	33.5	20.3	72.5
39	NATIONAL OIL SPILL DETECTION AND RESPONSE AGENCY	20.8	37.6	13.5	71.9
40	TERTIARYEDUCATION TRUST FUND	17.8	35.5	18.6	71.9
41	NIGERIAN AGRICULTURAL INSURANCE COPORATION	20.0	32.0	19.8	71.8
42	NIGERIA ELECTRICITY LIABILITY MANAGEMENT LTD/	16.5	37.1	18.0	71.6
43	NATIONAL OPEN UNIVERSITY OF NIGERIA	13.7	31.0	26.5	71.2
44	OFFICE OF THE SECRETARY TO TH GOVERNMENT OF THE FEDERATIC	17.7	36.0	17.0	70.7
45	RADIOGRAPHERS REGISTRTION BOARD OF NIGERIA	20.6	29.9	20.2	70.7
46	FEDERAL NEUROPSYCHIATRIC HOSPITAL MAIDUGURI	19.2	34.9	16.2	70.3
47	NIGERIAN FILM AND VIDEO CENSORSBOARD	18.0	34.5	17.8	70.3
48	NATIONAL PENSION COMMISSIOI	13.5	38.5	17.3	69.3
49	COMMUNITY HEALTH PRACTITIONERS REGISTRATION BOARD OF NIGERIA	12.5	32.0	24.8	69.3
50	FEDERAL MEDICAL CENTRE, KEFFI	22.0	28.5	18.8	69.3
51	PUBLIC COMPLAINT COMMISSION ABUJA	22.7	34.6	11.8	69.1
52	JOINT ADMISSION AND MATRICULATION BOARD	17.5	31.2	20.1	68.8

S/N	Key Indicator	Management Culture And Structure: 30%	Financial Management Systems: 40%	Administrative Systems: 30%	Total
53	STATE HOUSE	19.9	37.5	11.4	68.8
54	NIGERIAN CONTENT DEVELOPMENT AND MONITORING BOARD, YANEGOA	16.9	33.4	18.5	68.8
55	NATIONAL PRODUCTIVITY CENTRE	20.4	28.5	19.8	68.6
56	BORDER COMMUNITIES' DEVELOPMENT AGENCY (BCDA)	21.0	38.0	9.0	68.0
57	NATIONAL TEACHERS INSTITUTE, KADUNA	16.5	30.6	20.8	67.8
58	TRANSMISSION COMPANY OF NIGERIA	16.5	38.0	13.3	67.8
59	NIGERIANELECTRICITY REGULATORY COMMISSION	16.9	32.6	17.3	66.7
60	VOICE OF NIGERIA	15.5	33.5	17.3	66.3
61	NIGERIAN MARITIME ADMINISTRATION AND SAFETY AGENCY (NIMASA)	20.1	25.1	21.0	66.2
62	NIGERIAN LAW REFORM COMMISSION (NLRC)	20.0	34.5	11.5	66.0
63	NATIONALAGENCY FOR THE CONTROL OF AIDS	21.1	34.4	10.3	65.8
64	NATIONAL INSTITUTE FOR PHARMACEUTICAL RESEARCH AND DEVELOPMENT	18.5	37.5	9.8	65.8
65	DIRECTORATE OF TECHNICAL AIDS CORP	15.4	29.0	21.2	65.6
66	NIGERIA SOCIAL INSURANCE TRUST FUND	19.9	33.2	12.3	65.4
67	NATIONAL COMMISSION FOR NOMADIC EDUCATION	16.6	32.3	16.5	65.4
68	CITIZENSHIP AND LEADERSHIP TRAINING CENTRE	10.5	31.1	23.1	64.7
69	NIGERIA FOOTBALL FEDERATION	17.5	28.5	18.5	64.5
70	CORPORATE AFFAIRS COMMISSION (CAC)	19.7	29.6	14.9	64.1
71	FEDERALMINISTRY OF POWER	15.9	33.4	14.6	63.9
72	UNIVERSITY OF CALABAR TEACHING HOSPITAL	18.4	32.6	12.4	63.4
73	VETERINARY COUNCIL OF NIGERIA	15.3	32.5	15.5	63.3
74	NATIONAL PRIMARY HEALTH CARE DEVELOPMENT AGENCY	18.0	33.4	11.8	63.2
75	NIGERIAN NUCLEAR REGULATORY AUTHORITY	13.0	37.2	12.9	63.1
76	MEDICAL SCIENCE LABORATORY COUNCIL OF NIGERIA	19.0	32.9	11.0	62.9
77	NATIONAL SPACE RESEARCH AND DEVELOPMENT AGENCY	16.8	32.0	14.0	62.8
78	FEDERAL UNIVERSITY OF AGRICULTURE, ABEOKUTA	19.7	31.4	11.5	62.6
79	FEDERAL COLLEGE OF EDUCATION (TECH) GOMBE	18.5	34.0	10.0	62.5

S/N	Key Indicator	Management Culture And Structure: 30%	Financial Management Systems: 40%	Administrative Systems: 30%	Total
80	PETROLEUM EQUALISATION FUND (MANAGEMENT) BOARD	11.5	35.0	15.8	62.3
81	NIGERIAN BULK ELECTRICITY TRADING PLC	13.4	32.5	16.3	62.2
82	FEDERAL MINISTRY OF WATER RESOURCES	22.1	32.5	7.5	62.1
83	NEWS AGENCY OF NIGERIA	17.7	36.0	7.8	61.4
84	NATIONAL EAR CARE CENTRE	9.1	36.2	16.1	61.3
85	MODIBBO ADAMA UNIVERSITY OF TECHNOLOGY, YOLA	15.2	30.0	15.8	61.0
86	ALEX EKWUEME FEDERAL UNUVERSITY TEACHING HOSPITAL	17.0	28.6	15.3	60.9
87	FEDERAL POLYTECHNIC IDAH	14.5	30.5	15.8	60.8
88	FEDERAL POLYTECHNIC ILE- OLUJI	17.4	30.6	12.5	60.5
89	RURAL ELECTRIFICATION AGENCY	15.7	33.0	11.7	60.4
90	COUNCIL OF LEGAL EDUCATION IN NIGERIA (LAW SCHOOL)	20.8	33.3	6.3	60.4
91	NATIONAL AGENCY FOR GREAT GREEN WALL (NAGGW)	15.3	36.4	8.4	60.1
92	NIGERIA GEOLOGICAL SURVEY AGENCY	10.6	33.7	15.8	60.0
93	OBAFEMI AWOLOWO UNIVERSITY TEACHING HOSPITAL COMPLEX, ILE IFE	10.6	35.8	13.6	60.0
94	FEDERAL MINISTRY OF LABOUR AND PRODUCTIVITY	15.0	33.3	11.6	59.9
95	ALVAN IKOKU COLLEGE OF EDUCATION, OWERRI	15.8	29.8	14.1	59.7
96	NATIONAL ENVIRONMENTAL STANDARDS REGULATIONS ENFORCEMENT AGENCY (NESREA),	12.8	35.6	11.3	59.7
97	NATIONAL COMMISSION FOR MASS LITERACY, ADULT AND NON-FORMAL EDUCATION	9.1	32.5	17.9	59.5
98	NATIONAL AUTOMOTIVE DESIGN AND DEVELOPMENT COUNCIL	12.8	38.6	7.5	58.9
99	SUPREME COURT OF NIGERIA	18.0	29.3	11.6	58.9
100	NATIONAL HORTICULURAL RESEARCH INSTITUTE, IBADAN	20.4	30.4	8.0	58.8
101	FEDERAL MINISTRY OF AGRICULTURE AND RURAL DEVELOPMENT	19.6	28.3	10.5	58.4
102	FEDERAL MINISTRY OF JUSTICE	15.3	22.0	21.0	58.3
103	NIGERIA ATOMIC ENERGY COMMISSION	12.1	38.6	7.5	58.2
104	NIGERIA PRESS COUNCIL	10.0	29.3	18.8	58.1
105	AGRICULTURAL RESEARCH COUNCIL OF NIGERIA	12.9	30.1	14.9	57.9
106	NIGERIAN STORED PRODUCT RESEARCH INSTITUTE, ILORIN	14.9	29.2	13.8	57.8

S/N	Key Indicator	Management Culture And Structure: 30%	Financial Management Systems: 40%	Administrativ Systems: 30%	Total
107	FEDERAL POLYTECHNIC KAURA NAMODA	14.3	31.1	12.3	57.7
108	PETROLEUM TRAINING INSTITU (PTI), EFFURUN	18.0	29.2	10.4	57.6
109	NATIONAL HUMAN RIGHTS COMMISSION	13.2	35.5	8.3	57.0
110	NATIONAL LOTTERY REGULATO COMMISSION	8.7	32.0	16.2	56.9
111	FEDERAL UNIVERSITY, GUSAU	19.4	18.6	18.8	56.8
112	UNIVERSITY OF UYO	21.0	31.0	4.8	56.8
113	USMANU DANFODIO UNIVERSIT	12.3	32.0	12.2	56.4
114	FEDERAL MINISTRY OF SCIENCE AND TECHNOLOGY	11.0	26.3	19.0	56.3
115	NATIONAL DIRECTORATE OF EMPLOYMENT	11.7	30.0	14.4	56.1
116	FEDERAL CHARACTER COMMISSION	10.8	34.0	11.3	56.1
117	FEDERAL MINISTRY OF WORKS AND HOUSINGS	19.3	28.1	8.6	56.0
118	NATIONAL SALARIES INCOME A WAGES COMMISSION	8.2	33.0	14.4	55.6
119	NIGERIAN SECURITY PRINTING AND MINTING PLC	10.0	30.1	15.3	55.4
120	FEDERAL UNIVERSITY LAFIA	15.8	29.0	10.5	55.3
121	FEDERAL COLLEGE OF LAND RESOURCES TECHNOLOGY	12.1	34.7	8.3	55.0
122	DEPARTMENT OF PETROLEUM RESOURCES,	17.0	29.0	9.0	55.0
123	NATIONAL UNIVERSITIES COMMISSION	15.3	29.3	10.0	54.6
124	FCT AREA COUNCIL STAFF PENSION BOARD (ACSPB)	10.6	25.3	18.5	54.4
125	FEDERAL COLLEGE OF EDUCATI	12.4	23.2	18.8	54.4
126	NATIONAL ORIENTATION AGENC	11.9	34.5	7.9	54.3
127	SMALL AND MEDIUM SCALE ENTERPRISES DEVELOPMENT AGENGY	10.8	29.1	14.3	54.2
128	NIGERIAN AIRSPACE MANAGEMENT AGENCY (NAM	14.8	28.1	11.3	54.2
129	SURVEYORS COUNCIL OF NIGE	12.3	35.5	6.3	54.0
130	HEALTH RECORDS OFFICERS REGISTRATION BOARD OF NIGERIA,	10.0	32.0	12.0	54.0
131	OPTOMETRISTS AND DISPENSIN OPTICIANS REGISTRATION BOA	12.0	31.9	10.0	53.9
132	UNIVERSITY OF PORT HARCOUF PORT HARCOURT	14.5	24.8	14.4	53.7
133	UNIVERSITY OF UYO TEACHING HOSPITAL,	9.0	30.5	14.0	53.5

S/N	Key Indicator	Management Culture And Structure: 30%	Financial Management Systems: 40%	Administrative Systems: 30%	Total
134	OBAFEMI AWOLOWO UNIVERSITY, ILE IFE	9.8	33.8	9.9	53.4
135	NATIONAL AGENCY FOR SCIENCE AND ENGINEERING INFRASTRUTURE	10.0	36.5	6.8	53.3
136	NATIONAL INSTITUTE FOR CULTURAL ORIENTATION	11.9	34.0	7.2	53.1
137	NATIONAL CEREALS RESEARCH INSTITUTE BADEGGI	9.0	38.0	6.0	53.0
138	POLICE SERVICE COMMISSION	10.8	29.0	13.0	52.8
139	NIGERIAN COMMUNICATIONS SATELITE LIMITED	13.5	26.5	12.8	52.8
140	FEDERAL MEDICAL CENTRE, GUSAU	9.7	28.3	14.3	52.2
141	FEDERAL UNIVERSITY OTUOKE	11.4	33.9	6.8	52.1
142	INFRASTRUCTURE CONCESSION REGULATORY COMMISSION	13.3	31.5	7.0	51.8
143	MINISTRY OF DEFENCE	13.9	22.0	15.8	51.7
144	NATIONAL HEALTH INSURANCE SCHEME (NHIS)	13.7	26.4	11.2	51.3
145	FEDERAL COLLEGE OF EDUCATION SPECIAL OYO	15.3	27.7	8.3	51.2
146	FISCAL RESPONSIBILITY COMMISSION (FRC)	10.7	28.7	11.8	51.2
147	UNIVERSITY OF ILORIN TEACHING HOSPITAL	12.5	26.0	12.5	51.0
148	OFFICE OF THE SURVEYOR GENERAL OF THE FEDERATION	14.3	28.1	8.6	51.0
149	NATIONAL OFFICE FOR TECHNOLOGY ACQUISITION AND PROMOTION (NOTAP)	15.2	25.5	10.2	50.9
150	ABUBAKAR TAFAWA BALEWA UNIVERSITY	8.0	30.0	12.8	50.8
151	NATIONAL COMMISSION FOR MUSEUM AND MONUMENT	9.2	31.5	10.0	50.7
152	FEDERAL COLLEGE OF FORESTRY JOS	13.0	24.2	13.4	50.6
153	INSTITUTE FOR PEACE AND CONFLICT RESOLUTION	10.3	30.7	9.5	50.5
154	FEDERAL POLYTECHNIC BAUCHI	15.5	21.5	13.0	50.0
155	NATIONAL INDUSTRIAL COURT OF NIGERIA	9.3	33.3	7.0	49.6
156	FEDERAL HIGH COURT, ABUJA	10.2	29.6	9.8	49.6
157	NATIONAL INSURANCE COMMISSION	14.5	29.0	5.8	49.3
158	UNIVERSITY OF ILORIN	18.5	23.0	7.5	49.0
159	NIGERIAN INVESTMENT PROMOTION COMMISSION (NIPC)	21.2	24.4	3.3	48.9
160	REVENUE MOBILIZATION, ALLOCATION AND FISCAL COMMISSION	11.9	28.4	8.5	48.8

S/N	Key Indicator	Management Culture And Structure: 30%	Financial Management Systems: 40%	Administrativ Systems: 30%	Total
161	NATIONAL COLLEGE OF AVIATI TECHNOLOGY (NCAT)	6.2	26.3	16.3	48.8
162	ENERGY COMMISSION OF NIGE	10.3	29.5	8.5	48.3
163	MINISTRY OF INTERIOR	14.5	24.2	9.5	48.2
164	FEDERAL COLLEGE OF EDUCATI UMUNZE	5.5	28.2	14.5	48.2
165	NATIONAL CENTRE FOR TECHNOLOGY MANAGEMENT I EFE	11.7	27.5	8.8	48.0
166	NIGERIA BUILDING AND ROADS RESEARCH INSTITUTE	8.1	29.1	10.6	47.8
167	NATIONAL CENTRE FOR ENERGY AND ENVIRONMENT (NCEE) UNIVERSITY OF BENIN	7.0	29.7	11.0	47.7
168	FCT WATER BOARD	10.8	24.5	12.1	47.4
169	TEACHERS REGISTRATION COUNCIL OF NIGERIA	9.3	29.0	9.0	47.3
170	SOKOTO RIMA RIVER BASIN DEVELOPMENT AUTHORITY	9.5	21.3	16.4	47.2
171	ENGINEERING MATEIALS DEVELOPMENT INSTITUTE	19.0	20.2	8.0	47.2
172	NATIONAL AGRICULTURAL SEE COUNCIL, KWALI	13.0	25.6	8.5	47.1
173	UNIVERSITY OF ABUJA	3.9	32.1	10.7	46.6
174	NIGERIA SECURITY AND CIVIL DEFENCE CORPS	4.5	27.5	14.5	46.5
175	DENTAL THERAPIST REGISTRATI BOARD OF NIGERIA	3.7	25.8	17.0	46.5
176	FEDERAL TEACHING HOSPITAL GOMBE	10.5	33.5	2.3	46.3
177	DEBT MANAGEMENT OFFICE	12.2	26.8	7.1	46.1
178	INVESTMENT AND SECURITIES TRIBUNAL	10.0	25.3	10.8	46.1
179	NIGERIA EXPORPROCESSINIG ZONES AUTHORITY	13.8	24.7	7.3	45.8
180	NIGERIA INTEGRATED WATER RESOURCES MANAGEMENT COMMISSION	7.8	26.6	11.3	45.7
181	FEDERAL INSTITUTE OF INDUSTRIAL RESEARCH OSHOD	13.3	30.5	1.5	45.3
182	NATIONAL WATER RESOURCES INSTITUTE, KADUNA	10.3	23.6	11.1	45.0
183	FEDERAL CAPITAL DEVELOPEME AUTHORITY	6.0	25.0	13.9	44.9
184	OFFICE OF THE HEAD OF CIVIL SERVICE OF THE FEDERATION	10.5	28.6	5.5	44.6
185	NIGERIA TELEVISION AUTHORIT	6.0	21.8	16.8	44.6
186	FEDERAL UNIVERSITY LOKOJA	10.5	24.5	9.5	44.5
187	FEDERAL MINISTRYOF INFORMATION AND CULTURE	13.3	30.4	0.5	44.2
188	COURT OF APPEAL	5.5	35.5	3.2	44.2

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189	NATIONAL BIOTECHNOLOGY DEVELOPMENT AGENCY	8.3	35.0	0.5	43.8
190	NATIONAL STEEL RAW MATERIA EXPLORATION AGENCY	7.5	30.1	6.3	43.8
191	FEDERAL UNIVERSITY BIRNIN KE	10.3	28.5	5.0	43.8
192	NATIONAL ROOT CROPS RESEARCH INSTITUTE, UMUDIK	9.9	29.0	4.8	43.7
193	MARITIME ACADEMY OF NIGER ORON	3.0	29.5	10.8	43.3
194	NATIONAL SUGAR DEVELOPME COUNCIL	4.1	34.5	4.5	43.1
195	FEDERAL COLLEGE OF EDUCATI OMOKU	6.8	28.0	8.3	43.1
196	FEDRAL MEDICAL CENTRE, AZA	18.5	21.5	3.0	43.0
197	PUBLIC SERVICE INSTITUTE OF NIGERIA (PSIN)	12.0	26.0	4.3	42.3
198	FEDERAL UNIVERSITY OF AGRICULTURE, MAKURDI	10.2	26.0	5.6	41.8
199	FEDERAL MEDICAL CENTRE, JALINGO	6.5	21.6	13.5	41.6
200	ENVIRONMENTAL HEALTH OFFICERS REGISTRATION COUN OF NIGERIA (EHORECON)	7.4	30.1	4.0	41.5
201	CENTRE FOR MANAGEMENT DEVELOPMENT (CMD)	6.5	28.0	7.0	41.5
202	NIGERIAN CHRISTIAN PILGRIM COMMISSION (NCPC)	8.4	25.7	7.3	41.4
203	FEDERAL MINISTRY OF WOMEN AFFAIRS AND SOCIAL DEVELOPMENT	12.5	23.9	4.9	41.3
204	FEDERAL POLYTECHNIC BIDA	14.9	23.5	2.5	40.9
205	SHEDA SCIENCE AND TECHNOLOGY COMPLEX	5.7	28.5	6.6	40.8
206	FEDERAL MEDICAL CENTRE BIRI KUDU	6.4	24.7	9.8	40.8
207	NIGERIAN CIVIL AVIATION AUTHORITY	10.7	26.6	3.2	40.5
208	FEDERAL NEUROPSYCHIATRIC HOSPITAL, CALABAR	5.5	31.5	3.3	40.3
209	NATIONAL INFORMATION TECHNOLOGY DEVELOPMENT AGENCY (NITDA)	10.1	14.6	15.4	40.1
210	FEDERAL POLYTECHNIC ADO, E	8.1	22.5	8.3	38.9
211	FEDERAL MINISTRY OF HEALTH	17.8	12.6	8.0	38.4
212	FEDERAL UNIVERSITY DUTSE	7.9	23.2	7.3	38.3
213	NIGERIA NATURAL MEDICINE DEVELOPMENT AGENCY	6.0	24.3	7.6	37.9
214	UNIVERSITY OF NIGERIA TEACH HOSPITAL, ENUGU	12.5	22.6	2.8	37.9
215	UNIVERSITY COLLEGE HOSPITAL IBADAN	6.3	21.6	9.9	37.8
216	NIGERIAN INSTITUTE OF SCIENC LABORATORY TECHNOLOGY	4.1	26.9	6.5	37.5

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217	FEDERAL MINISTRY OF YOUTH AND SPORT DEVELOPMENT	12.5	16.1	8.7	37.3
218	NATIONAL CENTRE FOR AGRICULTURAL MECHANIZATION	5.2	26.6	5.5	37.3
219	FEDERAL COLLEGE OF FRESH WATER FISHERIES, BAGA	7.8	27.0	2.5	37.3
220	LIBRARIANS REGISTRATION COUNCIL OF NIGERIA	4.0	27.9	4.3	36.2
221	UPPER NIGER RIVER BASIN DEVELOPMENT AUTHORITY, MINNA	2.5	27.0	6.5	36.0
222	CIVIL DEFENCE, FIRE, IMMIGRATION AND CORRECTIONAL SERVICE BOARD	7.5	22.3	6.0	35.8
223	FEDERAL NEUROPSYCHIATRIC HOSPITAL, ARO ABEOKUTA	3.0	30.3	2.5	35.8
224	NIGER DELTA UNIVERSITY AMASSOMA	14.7	17.3	2.8	34.8
225	LOWER BENUE RIVER BASIN DEVELOPMENT AUTHORITY, MAKURDI	8.4	21.5	4.8	34.7
226	UNIVERSAL BASIC EDUCATION COMMISSION	12.5	14.5	7.5	34.5
227	FEDERAL COMPETITION AND CONSUMER PROTECTION COMMISSION	1.0	31.3	2.0	34.3
228	FEDERAL CIVIL SERVICE COMMISSION	6.0	21.5	6.8	34.3
229	NATIONAL ORTHOPEADIC HOSPITAL DALA	6.3	19.3	8.6	34.2
230	FEDERAL UNIVERSITY OF TECHNOLOGY, AKURE	2.5	17.4	14.1	34.0
231	NATIONAL CENTRE FOR WOMEN DEVELOPMENT, ABUJA	6.9	20.9	6.0	33.8
232	UNIVERSITY OF PORT HARCOURT TEACHING HOSPITAL (UPTH) PORT HARCOURT	10.0	18.4	5.3	33.7
233	NIGERIAN COPY RIGHT COMMISSION, ABUJA	10.6	19.6	3.4	33.6
234	COUNCIL FOR THE REGULATION OF ENGINEERING IN NIGERIA, ABUJA	10.4	20.3	2.8	33.5
235	NATIONAL MATHEMATICAL CENTRE, SHEDA, ABUJA	8.5	23.5	0.8	32.8
236	FEDERAL MEDICAL CENTRE, KATSINA	8.0	23.4	1.3	32.7
237	NATIONAL EMERGENCY MANAGEMENT AGENCY	0.0	32.5	0.0	32.5
238	MINISTRY OF FOREIGN AFFAIRS	17.0	11.3	4.0	32.3
239	FEDERAL COLLEGE OF EDUCATION, OSIELE	8.3	19.9	4.0	32.2
240	METALLURGICAL TRAINING INSTITUTE, ONITSHA	2.8	23.8	5.5	32.1
241	FEDERAL POLYTECHNIC, EKOWE	11.3	17.5	3.3	32.1
242	NATIONAL CENTRE FOR ENERGY EFFICENCY AND CONSERVATION	10.5	15.8	5.5	31.8

S/N	Key Indicator	Management Culture And Structure: 30%	Financial Management Systems: 40%	Administrative Systems: 30%	Total
243	FEDERAL NEURO PSYCHAIATRIC HOSPITAL KWARE	2.7	22.8	6.0	31.5
244	FEDERAL NEUROPSYCHIARIC HOSPITAL, ENUGU.	5.8	23.1	2.5	31.4
245	UNIVERSITY OF BENIN TEACHING HOSPITAL	16.7	12.3	2.4	31.4
246	NATIONAL POPULATION COMMISSION (NPC)	5.9	25.2	0.0	31.1
247	FEDERAL MEDICAL CENTRE OWO	1.8	23.3	6.0	31.1
248	UNIVERSITY OF IBADAN	6.5	19.5	4.8	30.8
249	FEDERAL NEURO-PSYCHIATRIC HOSPITAL USELU	4.8	20.4	4.9	30.1
250	FEDERAL MEDICAL CENTRE OWERRI	10.1	18.1	1.7	29.9
251	BENIN-OWENA RIVER BASIN DEVELOPMENT AUTHORITY	8.9	15.9	4.9	29.7
252	NATIONAL ASSEMBLY SERVICE COMMISSION	11.9	11.5	6.0	29.4
253	FEDERAL COLLEGE OF AGRICULTURE, AKURE	4.5	19.3	5.3	29.1
254	FEDERAL COLLEGE OF FISHERIES AND MARINE TECHNOLOGY, LAGOS	2.5	22.8	3.6	28.9
255	ELECTRONICS DEVELOPMENT INSTITUTE, AWKA	4.2	19.5	5.0	28.7
256	FEDERAL MEDICAL CENTRE, ASABA	3.5	16.9	8.3	28.7
257	NATIONAL GALLERY OF ARTS	7.5	15.6	5.6	28.7
258	NATIONAL BUSINESS & TECHNICAL EXAMINATION BOARD (NABTEB)	7.5	15.6	5.6	28.7
259	FEDERAL ROAD MAINTENANCE AGENCY	13.2	6.0	9.3	28.5
260	NATIONAL INLAND WATERWAY AUTHORITY	7.5	10.0	10.3	27.8
261	FEDERAL MEDICAL CENTRE YENAGOA	7.7	15.7	3.6	27.0
262	FEDERAL COLLEGE OF AGRICULTURE, ISHIAGU	7.9	12.8	5.8	26.5
263	STANDARD ORGANISATION OF NIGERIA	8.5	15.5	2.2	26.2
264	PETROLEUM PRODUCT PRICING REGULATORY AGENCY, (PPPRA)	12.0	6.9	7.2	26.1
265	FEDERAL FIRE SERVICE	11.5	12.9	1.5	25.9
266	ANAMBRA-IMO RIVER BASIN DEVELOPMENT AUTHORITY, OWERRI	10.0	10.0	5.8	25.8
267	NATIONAL BIOSAFETY MANAGEMENT AGENCY	4.4	10.0	11.3	25.7
268	NATIONAL EYE CENTRE	1.8	18.3	4.8	24.8
269	ADMINISTRATIVE STAFF COLLEGE OF NIGERIA (ASCON)	4.2	18.8	1.8	24.8
270	NATIONAL COMMISSION FOR REFUGEES, MIGRANTS AND INTERNALLY DISPLACED PERSONS	7.0	13.0	4.8	24.8
271	FEDERAL POLYTECHNIC UKANA	3.2	13.0	8.3	24.5

S/N	Key Indicator	Management Culture And Structure: 30%	Financial Management Systems: 40%	Administrative Systems: 30%	Total
272	NIGERIAN NATIONAL MERIT AWARD (NNMA) HOUSE	2.9	20.1	1.4	24.4
273	FEDERAL POLYTECHNIC, NEKEDE	0.5	18.2	5.8	24.4
274	NIGERIAN PORTS AUTHORITY	1.5	17.9	5.0	24.4
275	NIGERIA AGRICULTURAL QUARANTINE SERVICES (NAQS),	3.0	15.7	4.5	23.2
276	FEDERAL COLLEGE OF EDUCATION (TECH), POTISKUM	1.9	17.3	3.5	22.7
277	NATIONAL JUDICIAL INSTITUTE	7.5	10.7	4.1	22.3
278	NATIONAL POSTGRADUATE MEDICAL COLLEGE OF NIGERIA	1.0	15.3	5.6	21.9
279	NATIONAL METALLURGICAL DEVELOPMENT CENTRE, JOS	0.0	20.4	1.5	21.9
280	FEDERAL COLLEGE OF FORESTRY MECHANIZATION, AFAKA	4.0	16.0	1.8	21.8
281	FEDERAL POLYTECHNIC NASARAWA	5.9	11.5	4.3	21.7
282	COCOA RESEARCH INSTITUTE OF NIGERIA	6.1	10.0	5.0	21.1
283	NATIONAL CENTRE FOR DISEASE CONTROL	4.2	14.3	2.6	21.1
284	AMINU KANO TEACHING HOSPITAL	1.5	18.5	1.0	21.0
285	NIGERIA IMMIGRATION SERVICE (NIS)	4.5	15.3	0.9	20.7
286	MINISTRY OF NIGER DELTA AFFAIRS	11.0	6.0	2.8	19.8
287	ALEX EKWUEME FEDERAL UNIVERSITY	3.0	12.0	4.8	19.8
288	HADEJIA-JAMA'ARE RIVER BASIN DEVELOPMENT AUTHORITY	2.0	11.3	6.5	19.8
289	AFRICAN REGIONAL CENTRE FOR SPACE SCIENCE AND TECHNOLOGY EDUCATION IN ENGLISH, ILE IFE	3.8	10.5	5.4	19.7
290	NIGERIAN INSTITUTE OF SOCIAL AND ECONOMIC RESEARCH IBADAN.	4.8	12.0	2.5	19.3
291	FEDERAL COLLEGE OF EDUCATION, KATSINA	5.0	12.5	1.5	19.0
292	RUBBER RESEARCH INSTITUTE OF NIGERIA	2.4	13.3	3.3	19.0
293	NNAMDI AZIKIWE UNIVERSITY	3.6	10.0	4.8	18.4
294	NIGERIAN RAILWAY CORPORATION (NRC)	6.7	10.0	1.3	18.0
295	NATIONAL INSTITUTE FOR HOSPITALITY AND TOURISM	1.5	12.5	3.3	17.3
296	FEDERAL MEDICAL CENTRE, LOKOJA	0	17	0	17
297	OGUN-OSUN RIVER BASIN DEVELOPMENT AUTHORITY	3.0	10.0	2.8	15.8
298	IRRUA SPECIALIST HOSPITAL	1.5	11.6	2.3	15.4
299	CENTRE FOR BASIC SCIENCE	1.0	10.0	3.3	14.3
300	LOWER NIGER RIVER BASIN DEVELOPMENT AUTHORITY ILORIN	0.5	10.0	2.0	12.5
301	FORESTRY RESEARCH INSTITUTE OF NIGERIA	0.0	11.8	0.0	11.8

S/N	NON RESPONSIVE MDAs	SCORE
1	NATIONAL COUNCIL FOR ARTS AND CULTURE	0
2	LEGAL AID COUNCIL	0
3	AKANU IBIAM FEDERAL POLYTECHNIC, UNWANA, AFIKPO	0
4	PROJECTS DEVELOPMENT INSTITUE, ENUGU (Only AEI submitted)	0
5	FEDERAL COLLEGE OF FORESTRY, IBADAN.	0
6	FEDERAL POLYTECHNIC, OKO	0
7	NNAMDI AZIKIWE UNIVERSITY TEACHING HOSPITAL, AWKA	0
8	FEDERAL COLLEGE OF AGRICULTURE IBADAN	0
9	FEDERAL SCHOOL OF SURVEYING, OYO	0
10	INSTITUTE OF AGRICULTURAL RESEARCH AND TRAINING, IBADAN	0
11	NATIONAL CENTRE FORGENETIC RESOURCES AND BIOTECHNOLOGY	0
12	FEDERAL COLLEGE OF EDUCATION, EHAAMUFU, ENUGU	0
13	NATIONAL LIBRARY OF NIGERIA	0
14	NATIONAL INSTITUTE FOR FRESHWATER FISHERIES RESEARCH NEW BUSSA	0
15	UNIVERSITY OF JOS TEACHING HOSPITAL (OnlyAEI submitted)	0
16	UNIVERSITY OF JOS	0
18	NIGERIA FILM CORPORATION, JOS	0
19	FEDERAL COLLEGE OF EDUCATION, PANKSHIN	0
20	NATIONAL CENTRE FOR REMOTE SENSING, JOS	0
21	FEDERAL COLLEGE OF AGRICULTURAL PRODUCE TECHNOLOGY, HOTORO	0
22	BAYERO UNIVERSITY KANO	0
23	HUSSAINI ADAMU FEDERAL POLYTECHNIC, KAZAURE	0
24	FEDERAL COLLEGE OF EDUCATION, ZARIA	0
25	NATIONAL BOARD FOR TECHNICAL EDUCATION KADUNA	0
26	NATIONAL TUBERCULOSIS & LEPROSY TRAINING CENTRE ZARIA	0
27	AHMADU BELLOUNIVERSITY, ZARIA	0
28	FEDERAL UNIVERSITY DUTSINMA, KATSINA	0
29	NATIONAL INSTITUTE FOR LEATHER SCIENCE AND TECHNOLOGY, ZARIA	0
30	NIGERIAN INSTITUTE FOR OIL PALM RESEARCH (NIFOR) BENIN	0
31	NATIONAL INSTITUTE OF CONSTRUCTION TECHNOLOGY, UROMI	0
32	FEDERAL POLYTECHNIC AUCHI	0

S/N	NON RESPONSIVE MDAs	SCORE
33	UNIVERSITY OF BENIN	0
34	FEDERAL UNIVERSITY OF PETROLEUM RESOURCES, EFFURUN.	0
35	NIGER DELTA DEVELOPMENT COMMISSION (NDDC)	0
36	MICHAEL OKPARA UNIVERSITY OF AGRICULTURE, UMUDIKE	0
37	ADEYEMI COLLEGE OF EDUCATION	0
38	FEDERAL POLYTECHNIC, EDE	0
39	NATIONAL INSTITUTE FOR EDUCATIONAL PLANNING & ADMINISTRATION (NIEPA), ONDO	0
40	NATIONAL CENTRE FOR TECHNOLOGY MANAGEMENT IL-IFE	0
41	UNIVERSITY OF ILORIN	0
42	FEDERAL UNIVERSITY, OYE EKITI	0
43	USMANU DAN-FODIYO UNIVERSITY TEACHING HOSPITAL, SOKOTO	0
44	FEDERAL POLYTECHNIC, OFFA	0
45	COUNCIL FOR THE REGULATION OF FREIGHT FORWARDING IN NIGERIA	0
46	FEDERAL COLLEGE OF EDUCATION (TECHNICAL) AKOKA	0
47	FEDERAL NEURO-PSYCHIATRIC HOSPITAL, YABA	0
48	YABA COLLEGE OF TECHNOLOGY	0
49	NIGERIAN INSTITUTE OF PUBLIC RELATIONS	0
50	FEDERAL UNIVERSITY, WUKARI, TARABA	0
51	FEDERAL POLYTECHNIC, BALI	0
52	LAKE CHAD RESEARCH INSTITUTE, MAIDUGURI	0
53	FEDERAL COLLEGE OF EDUCATION, YOLA	0
54	FEDERAL COLLEGE OF WILDLIFE MANAGEMENT,NEW BUSSA	0
55	FEDERAL COLLEGE OF EDUCATION, OBUDU	0
56	UNIVERSITY OF CALABAR	0
57	CROSS RIVER BASIN DEVELOPMENTAUTHORITY (CRBDA)	0
58	FEDERAL POLYTECHNIC KALTUNGO,GOMBE	0
59	FEDERAL COLLEGE OFHORTICULTURE, DADIN-KOWA	0

SECTORAL RANKING

S/N	Ministries	Management Culture And Structure: 30%	Financial Management Systems: 40%	Administrative Systems: 30%	Total
1	FEDERAL MINISTRY OF TRANSPORTATION	25.5	38.2	21.8	85.5
2	FEDERAL MINISTRY OF COMMUNICATIONS AND DIGITAL ECONOMY	23.0	34.5	27.5	85.0
3	FEDERAL MINISTRY OF INDUSTRY, TRADE AND INVESTMENT	26.0	31.1	24.1	81.2
4	FEDERAL MINISTRY OF AVIATION,	21.5	36.8	19.2	77.5
5	FEDERAL MINISTRY OF ENVIRONMENT	23.1	35.5	18.5	77.1
5	FEDERAL MINISTRY OF EDUCATION	24.5	31.5	21.1	77.1
7	FEDERAL MINISTRY OF MINES AND STEEL DEVELOPMENT	22.6	34.0	20.0	76.6
8	FEDERAL CAPITAL TERRITORY ADMINISTRATION	25.7	31.3	18.5	75.5
9	FEDERAL MINISTRY OF PETROLEUM RESOURCES	21.5	33.0	20.8	75.3
10	FEDERAL MINISTRY OF FINANCE	21.5	33.0	20.3	74.8
11	FEDERAL MINISTRY OF POWER	15.9	33.4	14.6	63.9
12	FEDERAL MINISTRY OF WATER RESOURCES.	22.1	32.5	7.5	62.1
13	FEDERAL MINISTRY OF LABOUR AND PRODUCTIVITY	15.0	33.3	11.6	59.9
14	FEDERAL MINISTRY OF AGRICULTURE AND RURAL DEVELOPMENT	19.6	28.3	10.5	58.4
15	FEDERAL MINISTRY OF JUSTICE	15.3	22.0	21.0	58.3
16	FEDERAL MINISTRY OF SCIENCE AND TECHNOLOGY	11.0	26.3	19.0	56.3
17	FEDERAL MINISTRY OF WORKS AND HOUSINGS	19.3	28.1	8.6	56.0
18	MINISTRY OF DEFENCE	13.9	22.0	15.8	51.7
19	FEDERAL MINISTRY OF INTERIOR	14.5	24.2	9.5	48.2
20	FEDERAL MINISTRYOF INFORMATION AND CULTURE	13.3	30.4	0.5	44.2
21	FEDERAL MINISTRY OF WOMEN AFFAIRS AND SOCIAL DEVELOPMENT	12.5	23.9	4.9	41.3
22	FEDERAL MINISTRY OF HEALTH	17.8	12.6	8.0	38.4
23	FEDERAL MINISTRY OF YOUTH AND SPORT DEVELOPMENT	12.5	16.1	8.7	37.3
24	MINISTRY OF FOREIGN AFFAIRS	17.0	11.3	4.0	32.3
25	MINISTRY OF NIGER DELTA AFFAIRS	11.0	6.0	2.8	19.8

S/N	Presidency And Extra Ministerial Agencies	Management Culture And Structure: 30%	Financial Management Systems: 40%	Administrative Systems: 30%	Total
1	BUREAU OF PUBLIC ENTERPRISES	24.3	37.0	27.3	89.6
2	NIGERIAN EXPORT PROMOTION COUNCIL	22.5	36.4	28.8	87.7
3	PENSION TRANSITIONAL ARRANGEMENT DIRECTORATE	26.3	34.9	21.5	82.7
4	INDEPENDENT NATIONAL ELECTORAL COMMISSION	28.0	39.0	13.8	80.8
5	SECURITIES AND EXCHANGE COMMISSION	21.2	34.8	24.3	80.3
6	NATIONAL HAJJ COMMISSION OF NIGERIA	16.1	35.5	21.0	72.6
7	OFFICE OF THE SECRETARY TO THE GOVERNMENT OF THE FEDERATION	17.7	36.0	17.0	70.7
8	PUBLIC COMPLAINT COMMISSION	22.7	34.6	11.8	69.1
9	STATE HOUSE	19.9	37.5	11.4	68.8
10	NATIONAL PRODUCTIVITY CENTRE	20.4	28.5	19.8	68.6
11	BORDER COMMUNITIES' DEVELOPMENT AGENCY (BCDA)	21.0	38.0	9.0	68.0
12	DIRECTORATE OF TECHNICAL AIDS CORP	15.4	29.0	21.2	65.6
13	CORPORATE AFFAIRS COMMISSION (CAC)	19.7	29.6	14.9	64.1
14	NATIONAL DIRECTORATE OF EMPLOYMENT	11.7	30.0	14.4	56.1
15	FEDERAL CHARACTER COMMISSION	10.8	34.0	11.3	56.1
16	NATIONAL SALARIES INCOME AND WAGES COMMISSION	8.2	33.0	14.4	55.6
17	NATIONAL UNIVERSITIES COMMISSION	15.3	29.3	10.0	54.6
18	FCT AREA COUNCIL STAFF PENSION BOARD (ACSPB)	10.6	25.3	18.5	54.4
29	SMALL AND MEDIUM SCALE ENTERPRISES DEVELOPMENT AGENGY	10.8	29.1	14.3	54.2
20	POLICE SERVICE COMMISSION	10.8	29.0	13.0	52.8
21	FISCAL RESPONSIBILITY COMMISSION (FRC)	10.7	28.7	11.8	51.2
22	INSTITUTE FOR PEACE AND CONFLICT RESOLUTION	10.3	30.7	9.5	50.5
23	NIGERIAN INVESTMENT PROMOTION COMMISSION (NIPC)	21.2	24.4	3.3	48.9
24	REVENUE MOBILIZATION, ALLOCATION AND FISCAL COMMISSION	11.9	28.4	8.5	48.8
25	NIGERIA EXPORT PROCESSINIG ZONES AUTHORITY	13.8	24.7	7.3	45.8
26	FEDERAL CAPITAL DEVELOPEMENT AUTHORITY	6.0	25.0	13.9	44.9
27	OFFICE OF THE HEAD OF CIVIL SERVICE OF THE FEDERATION	10.5	28.6	5.5	44.6
28	PUBLIC SERVICE INSTITUTE OF NIGERIA (PSIN)	12.0	26.0	4.3	42.3
29	CENTRE FOR MANAGEMENT DEVELOPMENT (CMD)	6.5	28.0	7.0	41.5

S/N	Presidency And Extra Ministerial Agencies	Management Culture And Structure: 30%	Financial Management Systems: 40%	Administrative Systems: 30%	Total
30	NIGERIAN CHRISTIAN PILGRIM COMMISSION (NCPC)	8.4	25.7	7.3	41.4
31	FEDERAL CIVIL SERVICE COMMISSION	6.0	21.5	6.8	34.3
32	NATIONAL CENTRE FOR WOMEN DEVELOPMENT	6.9	20.9	6.0	33.8
33	NATIONAL EMERGENCY MANAGEMENT AGENCY	0.0	32.5	0.0	32.5
34	NATIONAL POPULATION COMMISSION (NPC)	5.9	25.2	0.0	31.1
35	NATIONAL ASSEMBLY SERVICE COMMISSION	11.9	11.5	6.0	29.4
36	NATIONAL COMMISSION FOR REFUGEES, MIGRANTS AND INTERNALLY DISPLACED PERSONS	7.0	13.0	4.8	24.8
37	NIGERIAN NATIONAL MERIT AWARD (NNMA) HOUSE,	2.9	20.1	1.4	24.4
38	NIGERIAN INSTITUTE OF SOCIAL AND ECONOMIC RESEARCH	4.8	12.0	2.5	19.3
39	ADMINISTRATIVE STAFF COLLEGE OF NIGERIA (ASCON)	4.2	18.8	1.8	24.8

S/N	Regulatory	Management Culture And Structure: 30%	Financial Management Systems: 40%	Administrative Systems: 30%	Total
1	NURSING AND MIDWIFERY COUNCIL OF NIGERIA,	20.5	34.3	24.5	79.3
2	RADIOGRAPHERS REGISTRTION BOARD OF NIGERIA	20.6	29.9	20.2	70.7
3	NIGERIAN FILM AND VIDEO CENSORS BOARD	18.0	34.5	17.8	70.3
4	NATIONAL PENSION COMMISSION	13.5	38.5	17.3	69.3
5	COMMUNITY HEALTH PRACTITIONERS REGISTRATION BOARD OF NIGERIA	12.5	32.0	24.8	69.3
6	NIGERIAN CONTENT DEVELOPMENT AND MONITORING BOARD, YENAGOA	16.9	33.4	18.5	68.8
7	NIGERIA FOOTBALL FEDERATION	17.5	28.5	18.5	64.5
8	MEDICAL SCIENCE LABORATORY COUNCIL OF NIGERIA	19.0	32.9	11.0	62.9
9	PETROLEUM EQUALISATION FUND (MANAGEMENT) BOARD	11.5	35.0	15.8	62.3
10	NATIONAL LOTTERY REGULATORY COMMISSION	8.7	32.0	16.2	56.9
11	SURVEYORS COUNCIL OF NIGERIA	12.3	35.5	6.3	54.0
12	HEALTH RECORDS OFFICERS REGISTRATION BOARD OF NIGERIA	10.0	32.0	12.0	54.0
13	OPTOMETRISTS AND DISPENSING OPTICIANS REGISTRATION. BOARD	12.0	31.9	10.0	53.9
14	INFRASTRUCTURE CONCESSION REGULATORY COMMISSION	13.3	31.5	7.0	51.8
15	NATIONAL INSURANCE COMMISSION	14.5	29.0	5.8	49.3
16	TEACHERS REGISTRATION COUNCIL OF NIGERIA	9.3	29.0	9.0	47.3
17	DENTAL THERAPIST REGISTRATION BOARD OF NIGERIA	3.7	25.8	17.0	46.5
18	ENVIRONMENTAL HEALTH OFFICERS REGISTRATION COUNCIL OF NIGERIA (EHORECON)	7.4	30.1	4.0	41.5
19	LIBRARIANS REGISTRATION COUNCIL OF NIGERIA	4.0	27.9	4.3	36.2
20	PETROLEUM PRODUCT PRICING REGULATORY AGENCY (PPPRA)	12.0	6.9	7.2	26.1

S/N	Justice And Law Enforcement	Management Culture And Structure: 30%	Financial Management Systems: 40%	Administrative Systems: 30%	Total
1	NATIONAL AGENCY FOR THE PROHIBITION OF TRAFFICKING IN PERSONS	17.5	38.2	22.2	77.9
2	BODY OF BENCHERS	15.0	35.5	24.5	75.0
3	FEDERAL JUDICIAL SERVICE COMMISSION	21.2	34.5	18.8	74.5
4	NIGERIAN LAW REFORM COMMISSION (NLRC)	20.0	34.5	11.5	66.0
5	COUNCIL OF LEGAL EDUCATION IN NIGERIA (LAW SCHOOL)	20.8	33.3	6.3	60.4
6	SUPREME COURT OF NIGERIA	18.0	29.3	11.6	58.9
7	NATIONAL HUMAN RIGHTS COMMISSION	13.2	35.5	8.3	57.0
8	NATIONAL INDUSTRIAL COURT OF NIGERIA	9.3	33.3	7.0	49.6
9	FEDERAL HIGH COURT	10.2	29.6	9.8	49.6
10	NIGERIA SECURITY AND CIVIL DEFENCE CORPS,	4.5	27.5	14.5	46.5
11	INVESTMENT AND SECURITIES TRIBUNAL	10.0	25.3	10.8	46.1
12	COURT OF APPEAL	5.5	35.5	3.2	44.2
13	CIVIL DEFENCE, FIRE, IMMIGRATION AND CORRECTIONAL SERVICES BOARD	7.5	22.3	6.0	35.8
14	FEDERAL COMPETITION AND CONSUMER PROTECTION COMMISSION	1.0	31.3	2.0	34.3
15	NIGERIAN COPY RIGHT COMMISSION	10.6	19.6	3.4	33.6
16	STANDARD ORGANISATION OF NIGERIA	8.5	15.5	2.2	26.2
17	FEDERAL FIRE SERVICE	11.5	12.9	1.5	25.9
18	NATIONAL JUDICIAL INSTITUTE	7.5	10.7	4.1	22.3
19	NIGERIA IMMIGRATION SERVICE (NIS)	4.5	15.3	0.9	20.7

S/N	Finance And Banking	Management Culture And Structure: 30%	Financial Management Systems: 40%	Administrative Systems: 30%	Total
1	NIGERIAN DEPOSIT INSURANCE CORPORATION	24.0	38.0	27.8	89.8
2	BANK OF INDUSTRY	26.5	37.2	22.8	86.5
3	NIGERIA EXPORT -IMPORT BANK	23.5	37.0	25.0	85.5
4	BANK OF AGRICULTURE	19.6	32.9	24.5	77.0
5	FEDERAL MORTGAGE BANK OF NIGERIA	20.8	34.9	19.3	74.9
6	NIGERIAN AGRICULTURAL INSURANCE COPORATION	20.0	32.0	19.8	71.8
7	NIGERIA SOCIAL INSURANCE TRUST FUND	19.9	33.2	12.3	65.4
8	NIGERIAN SECURITY PRINTING AND MINTING PLC	10.0	30.1	15.3	55.4
9	DEBT MANAGEMENT OFFICE	12.2	26.8	7.1	46.1

S/N	Education	Management Culture And Structure: 30%	Financial Management Systems: 40%	Administrative Systems: 30%	Total
1	FEDERAL UNIVERSITY OF TECHNOLOGY MINNA	21.1	39.0	19.3	79.4
2	UNIVERSITY OF MAIDUGURI, BORNO	18.0	33.8	23.5	75.3
3	TERTIARY EDUCATION TRUST FUND	17.8	35.5	18.6	71.9
4	NATIONAL OPEN UNIVERSITY OF NIGERIA	13.7	31.0	26.5	71.2
5	JOINT ADMISSION AND MATRICULATION BOARD	17.5	31.2	20.1	68.8
6	NATIONAL TEACHERS INSTITUTE	16.5	30.6	20.8	67.8
7	NATIONAL COMMISSION FOR NOMADIC EDUCATION	16.6	32.3	16.5	65.4
8	CITIZENSHIP AND LEADERSHIP TRAINING CENTRE	10.5	31.1	23.1	64.7
9	FEDERAL UNIVERSITY OF AGRICULTURE, ABEOKUTA	19.7	31.4	11.5	62.6
10	FEDERAL COLLEGE OF EDUCATION (TECH) GOMBE	18.5	34.0	10.0	62.5
11	MODIBBO ADAMA UNIVERSITY OF TECHNOLOGY	15.2	30.0	15.8	61.0
12	ALEX EKWUEME FEDERAL UNIVERSITY TEACHING HOSPITAL, ABAKALIKI	17.0	28.6	15.3	60.9
13	FEDERAL POLYTECHNIC IDAH	14.5	30.5	15.8	60.8
14	FEDERAL POLYTECHNIC ILE -' OLUJI	17.4	30.6	12.5	60.5
15	ALVAN IKOKU COLLEGE OF EDUCATION, OWERRI	15.8	29.8	14.1	59.7
16	NATIONAL COMMISSION FOR MASS LITERACY, ADULT AND NON -FORMAL EDUCATION	9.1	32.5	17.9	59.5
17	FEDERAL POLYTECHNIC KAURA NAMODA	14.3	31.1	12.3	57.7
18	FEDERAL UNIVERSITY, GUSAU	19.4	18.6	18.8	56.8
19	UNIVERSITY OF UYO	21.0	31.0	4.8	56.8
20	USMANU DAN-FODIO UNIVERSITY, SOKOTO	12.3	32.0	12.2	56.4
21	FEDERAL UNIVERSITY LAFIA	15.8	29.0	10.5	55.3
22	FEDERAL COLLEGE OF LAND RESOURCES TECHNOLOGY, OWERRI	12.1	34.7	8.3	55.0
23	FEDERAL COLLEGE OF EDUCATION ASABA	12.4	23.2	18.8	54.4
24	UNIVERSITY OF PORT HARCOURT, PORT HARCOURT	14.5	24.8	14.4	53.7
25	OBAFEMI AWOLOWO UNIVERSITY	9.8	33.8	9.9	53.4
26	FEDERAL UNIVERSITY OTUOKE	11.4	33.9	6.8	52.1
27	FEDERAL COLLEGE OF EDUCATION SPECIAL OYO	15.3	27.7	8.3	51.2
28	ABUBAKAR TAFAWA BALEWA UNIVERSITY	8.0	30.0	12.8	50.8

S/N	Education	Management Culture And Structure: 30%	Financial Management Systems: 40%	Administrative Systems: 30%	Total
30	FEDERAL POLYTECHNIC BAUCHI	15.5	21.5	13.0	50.0
31	UNIVERSITY OF ILORIN	18.5	23.0	7.5	49.0
32	FEDERAL COLLEGE OF EDUCATION UMUNZE,	5.5	28.2	14.5	48.2
33	UNIVERSITY OF ABUJA	3.9	32.1	10.7	46.6
34	FEDERAL UNIVERSITY LOKOJA	10.5	24.5	9.5	44.5
35	FEDERAL UNIVERSITY BIRNIN KEBBI	10.3	28.5	5.0	43.8
36	FEDERAL COLLEGE OF EDUCATION, OMOKU	6.8	28.0	8.3	43.1
37	FEDERAL UNIVERSITY OF AGRICULTURE, MAKURDI	10.2	26.0	5.6	41.8
38	FEDERAL POLYTECHNIC BIDA	14.9	23.5	2.5	40.9
39	FEDERAL POLYTECHNIC ADO - EKITI	8.1	22.5	8.3	38.9
40	FEDERAL UNIVERSITY DUTSE	7.9	23.2	7.3	38.3
41	NIGER DELTA UNIVERSITY AMASSOMA	14.7	17.3	2.8	34.8
42	UNIVERSAL BASIC EDUCATION COMMISSION	12.5	14.5	7.5	34.5
43	FEDERAL UNIVERSITY OF TECHNOLOGY, AKURE	2.5	17.4	14.1	34.0
44	FEDERAL COLLEGE OF EDUCATION, OSIELE, ABEOKUTA	8.3	19.9	4.0	32.2
45	FEDERAL POLYTECHNIC, EKOWE BAYELSA	11.3	17.5	3.3	32.1
46	UNIVERSITY OF IBADAN, OYO STATE.	6.5	19.5	4.8	30.8
47	NATIONAL BUSINESS & TECHNICAL EXAMINATION BOARD (NABTEB), BENIN	7.5	15.6	5.6	28.7
48	FEDERAL POLYTECHNIC UKANA	3.2	13.0	8.3	24.5
49	FEDERAL POLYTECHNIC, NEKEDE	0.5	18.2	5.8	24.4
50	FEDERAL COLLEGE OF EDUCATION (TECH), POTISKUM	1.9	17.3	3.5	22.7
51	FEDERAL POLYTECHNIC NASARAWA	5.9	11.5	4.3	21.7
52	ALEX EKWUEME FEDERAL UNIVERSITY, ABAKALIKI	3.0	12.0	4.8	19.8
53	FEDERAL COLLEGE OF EDUCATION, KATSINA	5.0	12.5	1.5	19.0
54	NNAMDI AZIKIWE UNIVERSITY	3.6	10.0	4.8	18.4

S/N	Health	Management Culture And Structure: 30%	Financial Management Systems: 40%	Administrative Systems: 30%	Total
1	NATIONAL AGENCY FOR FOOD AND DRUG ADMINISTRATION AND CONTROL	24.7	37.7	20.3	82.7
2	FEDERAL MEDICAL CENTRE YOLA	16.2	36.0	20.8	73.0
3	FEDERAL TEACHING HOSPITAL, IDO EKITI	18.7	33.5	20.3	72.5
4	FEDERAL NEUROPSYCHIATRIC HOSPITAL MAIDUGURI	19.2	34.9	16.2	70.3
5	FEDERAL MEDICAL CENTRE, KEFFI	22.0	28.5	18.8	69.3
6	NATIONAL AGENCY FOR THE CONTROL OF AIDS	21.1	34.4	10.3	65.8
7	UNIVERSITY OF CALABAR TEACHING HOSPITAL, CALABAR	18.4	32.6	12.4	63.4
8	NATIONAL PRIMARY HEALTH CARE DEVELOPMENT AGENCY	18.0	33.4	11.8	63.2
9	NATIONAL EAR CARE CENTRE KADUNA	9.1	36.2	16.1	61.3
10	OBAFEMI AWOLOWO UNIVERSITY TEACHING HOSPITAL COMPLEX, ILE IFE	10.6	35.8	13.6	60.0
10	UNIVERSITY OF UYO TEACHING HOSPITAL	9.0	30.5	14.0	53.5
11	FEDERAL MEDICAL CENTRE, GUSAU	9.7	28.3	14.3	52.2
12	NATIONAL HEALTH INSURANCE SCHEME (NHIS)	13.7	26.4	11.2	51.3
13	UNIVERSITY OF ILORIN TEACHING HOSPITAL	12.5	26.0	12.5	51.0
14	FEDERAL TEACHING HOSPITAL GOMBE	10.5	33.5	2.3	46.3
15	FEDERAL MEDICAL CENTRE, AZARE	18.5	21.5	3.0	43.0
16	FEDERAL MEDICAL CENTRE, JALINGO	6.5	21.6	13.5	41.6
17	FEDERAL MEDICAL CENTRE BIRNIN KUDU, JIGAWA	6.4	24.7	9.8	40.8
18	FEDERAL NEURO-PSYCHIATRIC HOSPITAL, CALABAR	5.5	31.5	3.3	40.3
19	NIGERIA NATURAL MEDICINE DEVELOPMENT AGENCY	6.0	24.3	7.6	37.9
20	UNIVERSITY OF NIGERIA TEACHING HOSPITAL, ENUGU	12.5	22.6	2.8	37.9
21	UNIVERSITY COLLEGE HOSPITAL, IBADAN	6.3	21.6	9.9	37.8
22	FEDERAL NEUROPSYCHIATRIC HOSPITAL, ARO ABEOKUTA	3.0	30.3	2.5	35.8
23	NATIONAL ORTHOPEADIC HOSPITAL DALA	6.3	19.3	8.6	34.2
24	UNIVERSITY OF PORT HARCOURT TEACHING HOSPITAL (UPTH)	10.0	18.4	5.3	33.7
25	FEDERAL MEDICAL CENTRE, KATSINA	8.0	23.4	1.3	32.7

S/N	Health	Management Culture And Structure: 30%	Financial Management Systems: 40%	Administrative Systems: 30%	Total
26	FEDERAL NEURO PSYCHAIATRIC HOSPITAL KWARE	2.7	22.8	6.0	31.5
27	FEDERAL NEUROPSYCHIARIC HOSPITAL, ENUGU.	5.8	23.1	2.5	31.4
28	UNIVERSITY OF BENIN TEACHING HOSPITAL, BENIN	16.7	12.3	2.4	31.4
29	FEDERAL MEDICAL CENTRE OWO	1.8	23.3	6.0	31.1
30	FEDERAL NEURO -PSYCHIATRIC HOSPITAL USELU	4.8	20.4	4.9	30.1
31	FEDERAL MEDICAL CENTRE OWERRI	10.1	18.1	1.7	29.9
32	FEDERAL MEDICAL CENTRE, ASABA	3.5	16.9	8.3	28.7
33	FEDERAL MEDICAL CENTRE YENAGOA	7.7	15.7	3.6	27.0
34	NATIONAL EYE CENTRE, KADUNA	1.8	18.3	4.8	24.8
35	NATIONAL POSTGRADUATE MEDICAL COLLEGE OF NIGERIA	1.0	15.3	5.6	21.9
36	NATIONAL CENTRE FOR DISEASE CONTROL	4.2	14.3	2.6	21.1
37	AMINU KANO TEACHING HOSPITAL	1.5	18.5	1.0	21.0
38	FEDERAL MEDICAL CENTRE, LOKOJA	0	17	0	17
39	IRRUA SPECIALIST HOSPITAL, UROMI	1.5	11.6	2.3	15.4

S/N	Water Resources	Management Culture And Structure: 30%	Financial Management Systems: 40%	Administrative Systems: 30%	Total
1	FCT WATER BOARD,	10.8	24.5	12.1	47.4
2	SOKOTO RIMA RIVER BASIN DEVELOPMENT AUTHORITY	9.5	21.3	16.4	47.2
3	NIGERIA INTEGRATED WATER RESOURCES MANAGEMENT COMMISSION	7.8	26.6	11.3	45.7
4	NATIONAL WATER RESOURCES INSTITUTE, KADUNA	10.3	23.6	11.1	45.0
5	UPPER NIGER RIVER BASIN DEVELOPMENT AUTHORITY, MINNA	2.5	27.0	6.5	36.0
6	LOWER BENUE RIVER BASIN DEVELOPMENT AUTHORITY, MAKURDI	8.4	21.5	4.8	34.7
7	BENIN-OWENA RIVER BASIN DEVELOPMENT AUTHORITY	8.9	15.9	4.9	29.7
8	ANAMBRA-IMO RIVER BASIN DEVELOPMENT AUTHORITY, OWERRI	10.0	10.0	5.8	25.8
9	HADEJIA-JAMA'ARE RIVER BASIN DEVELOPMENT AUTHORITY	2.0	11.3	6.5	19.8
10	OGUN-OSUN RIVER BASIN DEVELOPMENT AUTHORITY	3.0	10.0	2.8	15.8
11	LOWER NIGER RIVER BASIN DEVELOPMENT AUTHORITY, ILORIN	0.5	10.0	2.0	12.5

S/N	Agriculture	Management Culture And Structure: 30%	Financial Management Systems: 40%	Administrative Systems: 30%	Total
1	VETERINARY COUNCIL OF NIGERIA	15.3	32.5	15.5	63.3
2	AGRICULTURAL RESEARCH COUNCIL OF NIGERIA	12.9	30.1	14.9	57.9
3	NIGERIAN STORED PRODUCT RESEARCH INSTITUTE, ILORIN	14.9	29.2	13.8	57.8
4	NATIONAL CEREALS RESEARCH INSTITUTE BADEGGI, NIGER	9.0	38.0	6.0	53.0
5	NATIONAL AGRICULTURAL SEEDS COUNCIL,KWALI	13.0	25.6	8.5	47.1
6	NATIONAL ROOT CROPS RESEARCH INSTITUTE, UMUDIKE	9.9	29.0	4.8	43.7
7	NATIONAL CENTRE FOR AGRICULTURAL MECHANIZATION, ILORIN	5.2	26.6	5.5	37.3
8	FEDERAL COLLEGE OF FRESH WATER FISHERIES, BAGA	7.8	27.0	2.5	37.3
9	FEDERAL COLLEGE OF AGRICULTURE, AKURE	4.5	19.3	5.3	29.1
10	FEDERAL COLLEGE OF FISHERIES AND MARINE TECHNOLOGY, LAGOS	2.5	22.8	3.6	28.9
11	FEDERAL COLLEGE OF AGRICULTURE, ISHIAGU, EBONYI	7.9	12.8	5.8	26.5
12	NIGERIA AGRICULTURAL QUARANTINE SERVICES (NAQS), ABUJA	3.0	15.7	4.5	23.2
13	COCOA RESEARCH INSTITUTE OF NIGERIA	6.1	10.0	5.0	21.1
14	RUBBER RESEARCH INSTITUTE OF NIGERIA	2.4	13.3	3.3	19.0

S/N	Roads, Housing And Energy	Management Culture And Structure: 30%	Financial Management Systems: 40%	Administrative Systems: 30%	Total
1	NIGERIAN ELECTRICITY MANAGEMENT SERVICES AGENCY	20.8	37.8	24.8	83.4
2	FEDERAL HOUSING AUTHORITY	18.5	34.6	20.8	73.9
3	NIGERIA ELECTRICITY LIABILITY MANAGEMENT LTD/GTE	16.5	37.1	18.0	71.6
4	TRANSMISSION COMPANY OF NIGERIA	16.5	38.0	13.3	67.8
5	NIGERIAN ELECTRICITY REGULATORY COMMISSION, ABUJA	16.9	32.6	17.3	66.7
6	NIGERIAN BULK ELECTRICITY TRADING PLC	13.4	32.5	16.3	62.2
7	RURAL ELECTRIFICATION AGENCY	15.7	33.0	11.7	60.4
8	NIGERIA ATOMIC ENERGY COMMISSION	12.1	38.6	7.5	58.2
9	OFFICE OF THE SURVEYOR GENERAL OF THE FEDERATION	14.3	28.1	8.6	51.0
10	ENERGY COMMISSION OF NIGERIA	10.3	29.5	8.5	48.3
11	NATIOAL CENTRE FOR ENERGY AND ENVIRONMENT (NCEE) UNIVERSITY OF BENIN	7.0	29.7	11.0	47.7
12	NIGERIA BUILDING AND ROADS RESEARCH INSTITUTE	8.1	29.1	10.6	47.8
13	COUNCIL FOR THE REGULATION OF ENGINEERING IN NIGERIA	10.4	20.3	2.8	33.5
14	FEDERAL ROAD MAINTENANCE AGENCY	13.2	6.0	9.3	28.5

S/N	Transportation	Management Culture And Structure: 30%	Financial Management Systems: 40%	Administrative Systems: 30%	Total
1	NIGERIAN METEOROLOGICAL AGENCY (NIMET)	19.5	39.5	20.8	79.8
2	FEDERAL AIRPORT AUTHORITY OF NIGERIA	19.3	33.9	22.9	76.1
3	NIGERIAN MARITIME ADMINISTRATION AND SAFETY AGENCY (NIMASA),	20.1	25.1	21.0	66.2
4	NIGERIAN AIRSPACE MANAGEMENT AGENCY (NAMA)	14.8	28.1	11.3	54.2
5	NATIONAL COLLEGE OF AVIATION TECHNOLOGY (NCAT)	6.2	26.3	16.3	48.8
6	MARITIME ACADEMY OF NIGERIA, ORON	3.0	29.5	10.8	43.3
7	NIGERIAN CIVIL AVIATION AUTHORITY	10.7	26.6	3.2	40.5
8	NATIONAL INLAND WATERWAY AUTHORITY	7.5	10.0	10.3	27.8
9	NIGERIAN PORTS AUTHORITY	1.5	17.9	5.0	24.4
10	NIGERIAN RAILWAY CORPORATION (NRC)	6.7	10.0	1.3	18.0

S/N	Information And Communication	Management Culture And Structure: 30%	Financial Management Systems: 40%	Administrative Systems: 30%	Total
1	NIGERIAN TOURISM DEVELOPMENT CORPORATION, AREA 1	21.0	35.1	26.5	82.6
2	FEDERAL RADIO CORPORATION OF NIGERIA	13.9	37.5	21.5	72.9
3	VOICE OF NIGERIA	15.5	33.5	17.3	66.3
4	NEWS AGENCY OF NIGERIA	17.7	36.0	7.8	61.4
5	NIGERIA PRESS COUNCIL	10.0	29.3	18.8	58.1
6	NATIONAL ORIENTATION AGENCY	11.9	34.5	7.9	54.3
7	NATIONAL INSTITUTE FOR CULTURAL ORIENTATION	11.9	34.0	7.2	53.1
8	NIGERIAN COMMUNICATIONS SATELLITE LIMITED	13.5	26.5	12.8	52.8
9	NATIONAL COMMISSION FOR MUSEUM AND MONUMENT	9.2	31.5	10.0	50.7
10	NIGERIA TELEVISION AUTHORITY	6.0	21.8	16.8	44.6
11	NATIONAL INFORMATION TECHNOLOGY DEVELOPMENT AGENCY (NITDA)	10.1	14.6	15.4	40.1
12	NATIONAL GALLERY OF ARTS	7.5	15.6	5.6	28.7
13	NATIONAL INSTITUTE FOR HOSPITALITY AND TOURISM	1.5	12.5	3.3	17.3

S/N	Environment	Management Culture And Structure: 30%	Financial Management Systems: 40%	Administrative Systems: 30%	Total
1	NATIONAL OIL SPILL DETECTION AND RESPONSE AGENCY	20.8	37.6	13.5	71.9
2	NATIONAL AGENCY FOR GREAT GREEN WALL (NAGGW)	15.3	36.4	8.4	60.1
3	NATIONAL ENVIRONMENTAL STANDARDS REGULATIONS ENFORCEMENT AGENCY (NESREA),	12.8	35.6	11.3	59.7
4	NATIONAL HORTICULURAL RESEARCH INSTITUTE, IBADAN	20.4	30.4	8.0	58.8
5	FEDERAL COLLEGE OF FORESTRY JOS	13.0	24.2	13.4	50.6
6	NATIONAL CENTRE FOR ENERGY EFFICENCY AND CONSERVATION, UNILAG	10.5	15.8	5.5	31.8
7	FEDERAL COLLEGE OF FORESTRY MECHANIZATION, AFAKA KADUNA	4.0	16.0	1.8	21.8
8	FORESTRY RESEARCH INSTITUTE OF NIGERIA, IBADAN	0.0	11.8	0.0	11.8

S/N	Science And Technology	Management Culture And Structure: 30%	Financial Management Systems: 40%	Administrative Systems: 30%	Total
1	NATIONAL INSTITUTE FOR CHEMICAL TECHNOLOGY, KADUNA	22.7	30.8	20.5	74.0
2	NATIONAL INSTITUTE FOR PHARMACEUTICAL RESEARCH AND DEVELOPMENT,	18.5	37.5	9.8	65.8
3	NATIONAL SPACE RESEARCH AND DEVELOPMENT AGENCY	16.8	32.0	14.0	62.8
4	NATIONAL AUTOMOTIVE DESIGN AND DEVELOPMENT COUNCIL	12.8	38.6	7.5	58.9
5	NATIONAL AGENCY FOR SCIENCE AND ENGINEERING INFRASTRUTURE	10.0	36.5	6.8	53.3
6	NATIONAL OFFICE FOR TECHNOLOGY ACQUISITION AND PROMOTION (NOTAP)	15.2	25.5	10.2	50.9
7	NATIONAL CENTRE FOR TECHNOLOGY MANAGEMENT ILE IFE	11.7	27.5	8.8	48.0
8	ENGINEERING MATERIALS DEVELOPMENT INSTITUTE, AKURE	19.0	20.2	8.0	47.2
9	FEDERAL INSTITUTE OF INDUSTRIAL RESEARCH OSHODI	13.3	30.5	1.5	45.3
10	NATIONAL BIOTECHNOLOGY DEVELOPMENT AGENCY	8.3	35.0	0.5	43.8
11	NATIONAL SUGAR DEVELOPMENT COUNCIL	4.1	34.5	4.5	43.1
12	SHEDA SCIENCE AND TECHNOLOGY COMPLEX	5.7	28.5	6.6	40.8
13	NIGERIAN INSTITUTE OF SCIENCE LABORATORY TECHNOLOGY	4.1	26.9	6.5	37.5
14	NATIONAL MATHEMATICAL CENTRE	8.5	23.5	0.8	32.8
15	ELECTRONICS DEVELOPMENT INSTITUTE	4.2	19.5	5.0	28.7
16	NATIONAL BIOSAFETY MANAGEMENT AGENCY	4.4	10.0	11.3	25.7
17	AFRICAN REGIONAL CENTRE FOR SPACE SCIENCE AND TECHNOLOGY EDUCATION IN ENGLISH, ILE IFE	3.8	10.5	5.4	19.7
18	CENTRE FOR BASIC SCIENCE, NSUKKA	1.0	10.0	3.3	14.3

S/N	Solid Minerals & Petroleum Resources	Management Culture And Structure: 30%	Financial Management Systems: 40%	Administrative Systems: 30%	Total
1	PETROLEUM TECHNOLOGY DEVELOPMENT FUND (PTDF)	14.8	40.0	18.3	73.1
2	NIGERIAN NUCLEAR REGULATORY AUTHORITY	13.0	37.2	12.9	63.1
3	NIGERIA GEOLOGICAL SURVEY AGENCY	10.6	33.7	15.8	60.0
4	PETROLEUM TRAINING INSTITUTE (PTI)	18.0	29.2	10.4	57.6
5	DEPARTMENT OF PETROLEUM RESOURCES,	17.0	29.0	9.0	55.0
6	NATIONAL STEEL RAW MATERIAL EXPLORATION AGENCY	7.5	30.1	6.3	43.8
7	METALLURGICAL TRAINING INSTITUTE	2.8	23.8	5.5	32.1
8	NATIONAL METALLURGICAL DEVELOPMENT CENTRE	0.0	20.4	1.5	21.9

Ethics and Integrity

Compliance Scorecard of MDAs of the Federal Republic of Nigeria

2021

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