2018
EO1 REPORT

...service for prosperity

EASE OF DOING BUSINESS
EXECUTIVE ORDER 001

PRESIDENTIAL
ENABLING BUSINESS
ENVIRONMENT COUNCIL(PEBEC)
Enabling Business Environment Secretariat

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PRESIDENTIAL ENABLING BUSINESS ENVIRONMENT COUNCIL(PEBEC)
Enabling Business Environment Secretariat

Making Business Work

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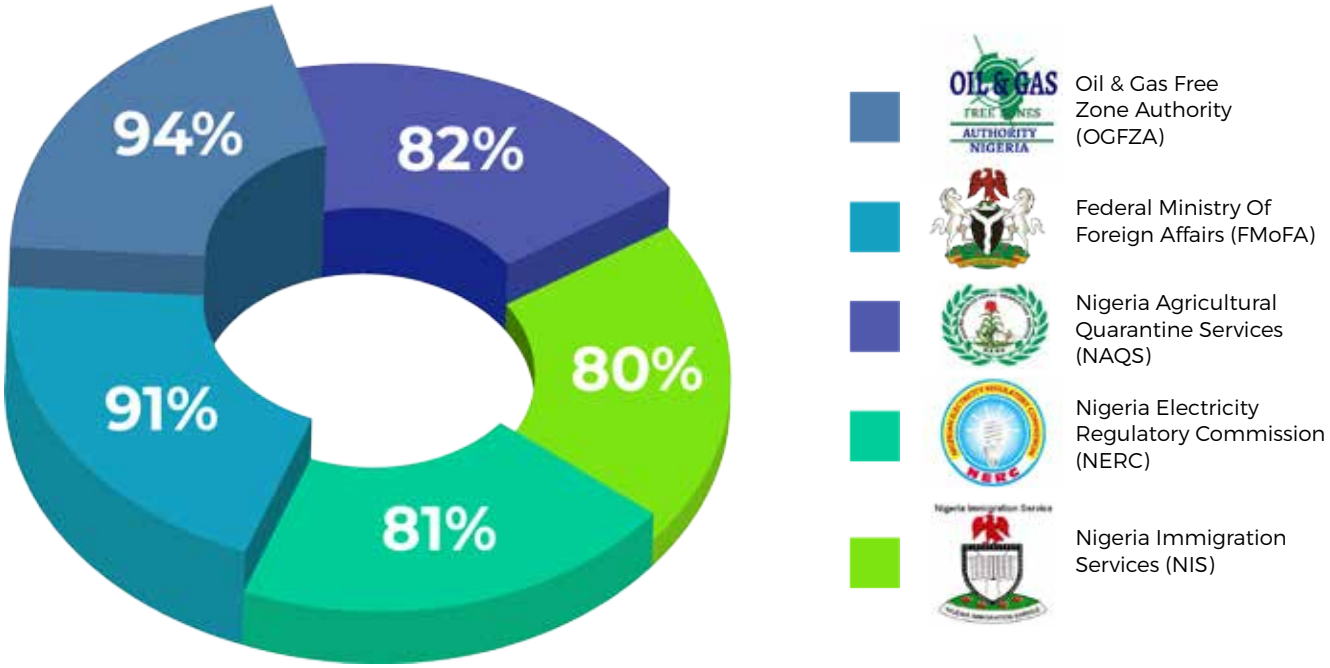
Executive Summary

Executive Order 001 (EO1) was signed on 18 May, 2017, by Vice President, Professor Yemi Osibanjo (SAN), then Acting President. The very first executive order of this administration, its objective is to promote transparency and efficiency in the business environment. EO1 has been acknowledged as one of the Federal Government of Nigeria (FGN)'s most innovative strategic initiatives to deliver quick, pragmatic changes for Nigerians. When fully implemented, EO1 will transform the way the FGN and its Ministries, Departments and Agencies (MDAs) serve the business community and the public at large.

EO1's six directives address limitations identified in the civil and public service systems: Transparency; Default Approval (efficiency); One Government (efficiency); Entry Experience of Visitors and Travellers; Port Operations and Registration of Businesses.

Transparency, Default Approval and One Government are cross-cutting directives and apply to all MDAs; the remaining initiatives apply to specific sectors and target the MDAs in those sectors.

EXHIBIT 1
Compliance – Top 5 MDAs, 2018



Since the signing of EO1 a year ago, MDAs have made significant improvements. Many have taken up the challenge to deliver more transparent and efficient services to their customers. Notable milestones include:

- An increase in the number of MDAs that have functional websites containing detailed information about their services or statutory functions.
- Greater awareness across all civil servant cadres in the MDAs on the need to be customer-centric in their service delivery. To date, over 60% of MDAs have implemented the Order.
- Better collaboration among MDAs as mandated by the EO1 "One Government" directive. For example, MDAs now accept photocopies of documents issued by other MDAs and do not require the originals.

The top five performing MDAs have achieved approximately 80% and above compliance with the Default Approval and One Government directives: the Oil & Gas Free Zone Authority (OGFZA) at 94%; the Federal Ministry of Foreign Affairs (FMoFA) at 90.8%; the Nigerian Agricultural Quarantine Services (NAQS) at 81.6%; the Nigeria Electricity Regulatory Commission (NERC) at 81% and the Nigeria Immigration Services (NIS) at 80% (Exhibit 1).

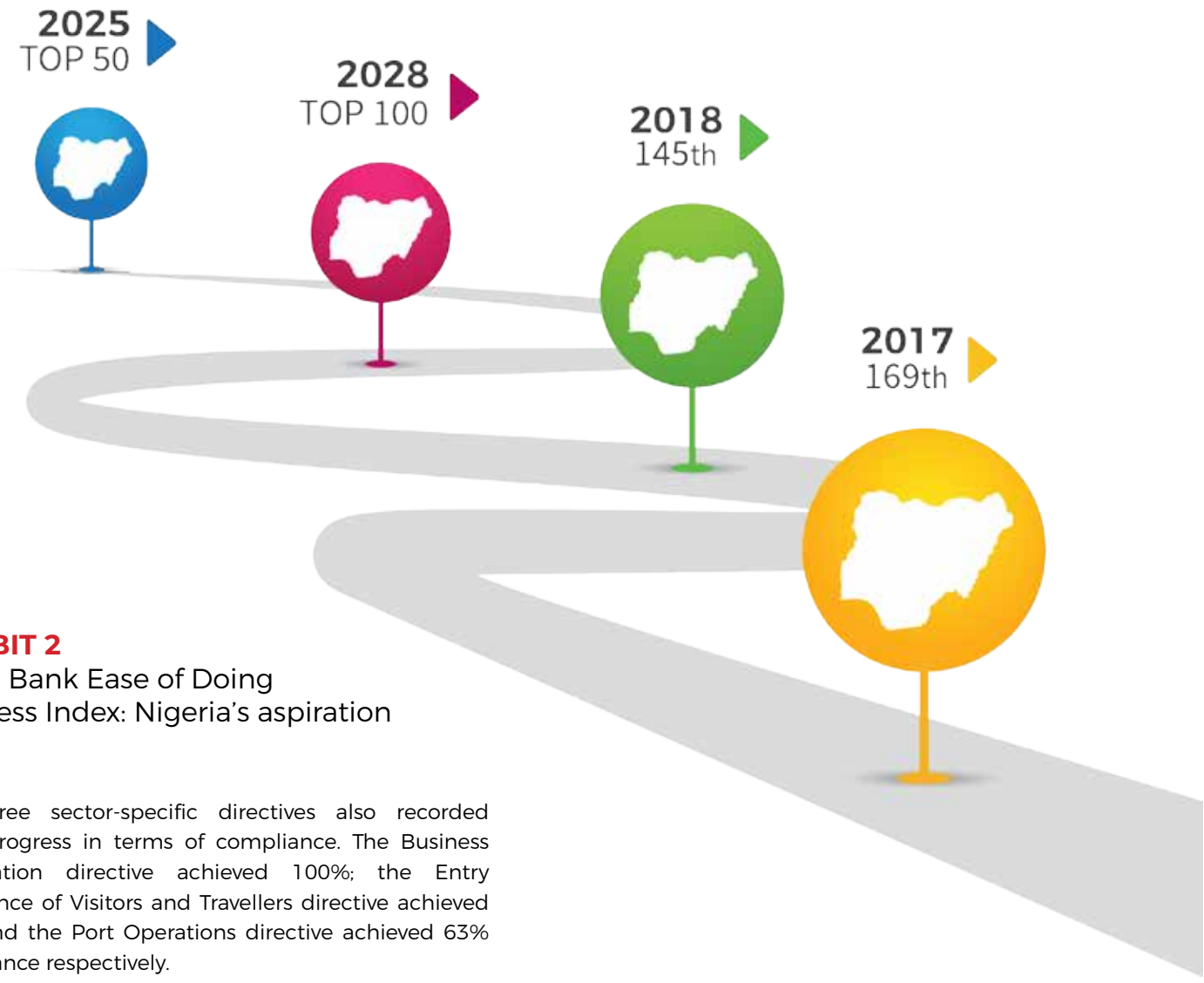


EXHIBIT 2
World Bank Ease of Doing Business Index: Nigeria's aspiration

The three sector-specific directives also recorded good progress in terms of compliance. The Business Registration directive achieved 100%; the Entry Experience of Visitors and Travellers directive achieved 83%; and the Port Operations directive achieved 63% compliance respectively.

However, the journey has not been without challenges. Service line performance is inconsistent across agencies, many of which are not aligned internally on objectives. Large capability and skill gaps remain and corruption persists, facilitated by rent-seeking opportunities and inefficiencies in processes. To address these challenges, the Presidential Enabling Business Environment Council (PEBEC) in collaboration with relevant MDAs, has sought to introduce technology and performance management solutions. Proposed reforms will automate services wherever possible, install scanners at airports and ports, and train staff to use the new tools. To improve performance, there are also plans to introduce effective consequence management, internal monitoring and evaluation systems, and implement escalation mechanisms that give more power to the public to report MDAs for non-compliance and poor service delivery.

To achieve these ambitious goals across more than 900 MDAs, the FGN has adopted three guiding principles: institutionalization, collaboration and continuous improvement.
EO1 has already improved Nigeria's global standing. Nigeria was ranked 145 out of 190 countries in the 2018 Doing Business report, the World Bank's flagship report, (up from 169 in the previous year's report) and was acknowledged as one of the top 10 most improved economies in 2017.

The FGN is relentless in its pursuit of impact and aspires to place Nigeria in the top 100 countries on the World Bank's ease of doing business index by 2020, and in the top 50 by 2025 (Exhibit 2).

Link To Federal Civil Service List Of MDAs : http://www.fedcivilservice.gov.ng/?page_id=3157

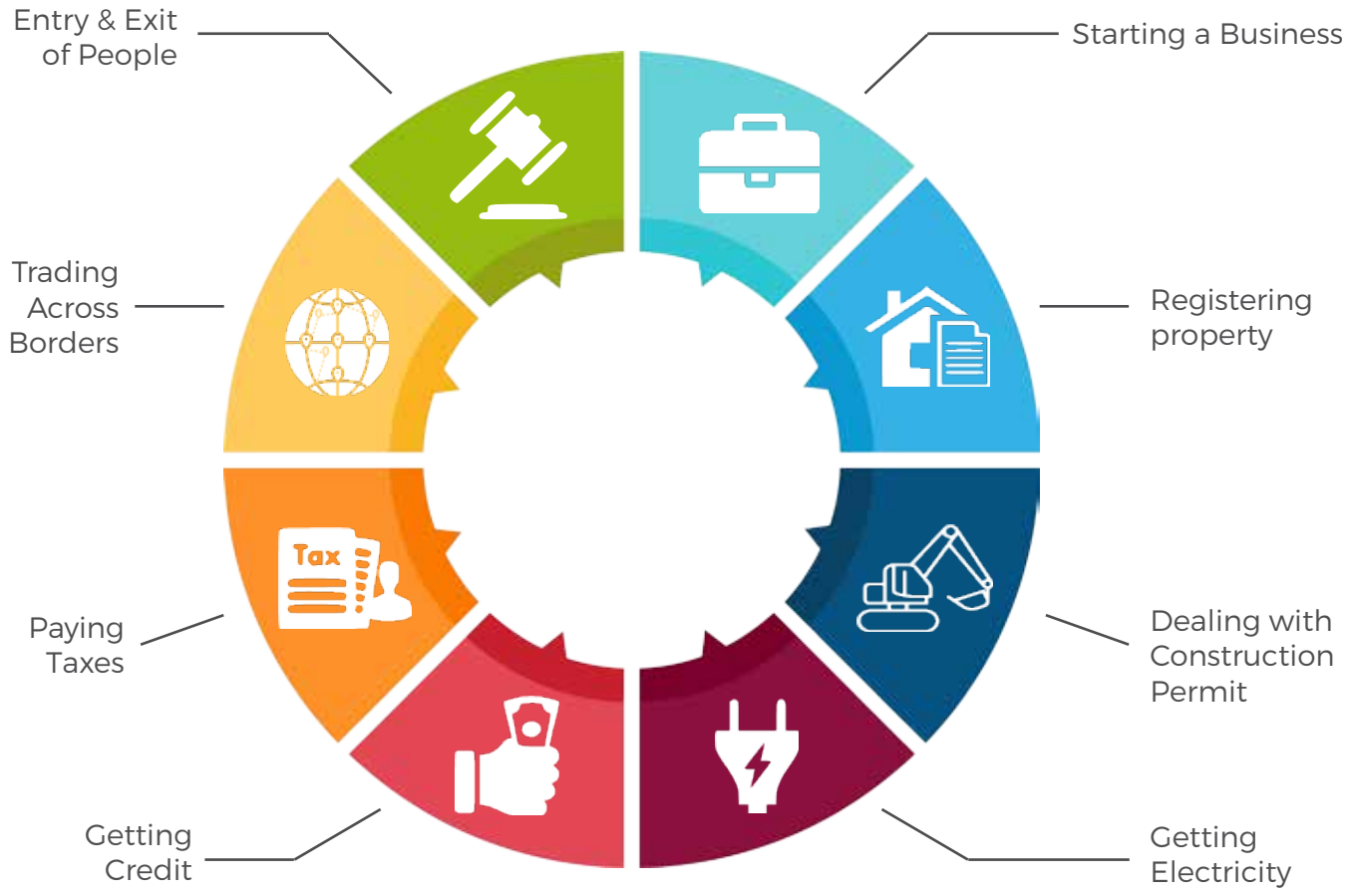
Executive Order 001 (EO1)

In July 2016, His Excellency, President Muhammadu Buhari established the PEBEC to progressively and sustainably make Nigeria an easier place in which to do business. The PEBEC is chaired by His Excellency, the Vice President, and comprises 10 Honourable Ministers, the Head of the Civil Service of the Federation, the Governor of the Central Bank of Nigeria, representatives of the National Assembly and the Judiciary, Lagos and Kano State government, and the private-sector. In October 2016, the Enabling Business Environment Secretariat (EBES) was set up to implement the PEBEC reform agenda.

Through PEBEC, the FGN has demonstrated strong commitment to improving the business environment by launching a series of reform initiatives and providing the drive and impetus required to launch and sustain them.

On 21 February, 2017, the PEBEC launched its first ease of doing business accelerator programme, a 60-Day National Action Plan (NAP-60) – the first of its kind in Nigeria. In collaboration with the EBES and private-sector partners, select MDAs and the state governments of Lagos and Kano, implemented several reforms across eight indicators: Starting a Business; Registering Property; Dealing with Construction Permits; Getting Credit; Getting Electricity; Paying Taxes; Trading Across Borders; and Entry and Exit of People (Exhibit 3).

EXHIBIT 3
NAP-60 Ease of Doing Business Indicators



These indicators were selected based on the typical small and medium enterprise (SME) journey as identified by the World Bank Ease of Doing Business Index. At completion of the 60 day period on 21 April, 2017, the accelerator closed at 70% completion and was extended by 30 days to 30 May 2017, by which time 82% of the planned reforms were completed. The results were subsequently validated by the private sector.

The Case for EO1

"....over the years government and its agencies are seen more as an obstacle, a hindrance rather than a facilitator and this is across all arms of government; the executive, the judiciary and the legislature."

PROFESSOR YEMI OSINBAJO SAN GCON, VICE PRESIDENT OF THE FEDERAL REPUBLIC OF NIGERIA (HEVP) AT MEETING WITH HEADS IF AGENCIES PRIOR TO THE SIGNING OF THE EO1 ON MAY 18, 2017

The 2016 World Bank Doing Business report ranked Nigeria 170 out of 190 countries. This reflected the state of the business environment and how difficult it was to do business in the country for both Nigerians and foreigners.

To build on the traction from the NAP-60 reform initiatives and to cascade them across all FGN MDAs, His Excellency, the Vice President (HEVP), Professor Yemi Osinbajo, then acting President, signed EO1 on 18 May, 2017. The key objectives of the EO1 are to:

1. Deepen the impact of completed reforms in the front-line offices that engage with the public;
2. Foster collaboration between MDAs in their service delivery; and
3. Institutionalize systemic change sustainably.

EO1 also aims to foster domestic and foreign investments that create employment and stimulate the national economy. Its directives intend to make MDAs more transparent, efficient and customer-centric. EO1 aspires to overcome the lack of public trust in public systems, and signal the FGN's commitment to change. As such, it is a blueprint for fundamental government reform in Nigeria.

"One of the more obvious consequences [of the then status quo] is that our business environment is one of the most stressful in the world. There is no question at all about that and this clearly hinders economic growth. If people don't invest, no jobs are created and wherever our children go to school, no matter what is spent on our children's education, if they are not able to find jobs, that clearly is a problem."

HEVP ON MAY 18, 2017

"...every time that a public servant is an obstacle to anyone seeking approvals or licences, he or she attacks the Nigerian economy... every time that we create obstacles to doing business we attack our prosperity as a nation, we also attack the future..."

HEVP ON MAY 18, 2017

A Blueprint For Reform

The combination of the accelerator programmes implemented by the PEBEC since July 2016, the NAP-60 and the release of EO1 in 2017, turned the tide for Nigeria; and the country rose 24 places from 169 to 145 in the World Bank's 2018 Doing Business Report. For the first time ever, Nigeria was acknowledged as one of the top 10 most improved economies in the world for business climate reforms.

This success is a testament to the importance of EO1 as a blueprint for fundamental government reform and demonstrates how quickly impact can be realised with systemic intervention and unwavering government commitment.

EO1's six directives address limitations identified in the civil and public service systems: Transparency; Default Approval (efficiency); One Government (efficiency); Entry Experience of Visitors and Travellers; Port Operations and Registration of Businesses (Exhibit 4). The first three are cross-cutting and apply to all MDAs; the second three apply to specific sectors and MDAs or clusters of MDAs.

Transparency

The standard processes and service fees for most MDAs are not publicly available. As a result, citizens are not empowered to demand efficient service and this creates opportunity for rent-seeking. EO1 mandates the MDAs to:

- Publish a complete list of all fees, timelines, conditions and requirements for obtaining permits, licences and approvals on its premises and on its website.
- Constantly update and verify this information under the responsibility of each MDA head.

Default Approval

The MDA consequence management structure does not drive timely delivery and leads to inconsistent professionalism and application delays. To overcome these issues, EO1 mandates MDAs to:

- Approve or reject applications within the Agency's specified timeline. Failure to do so will result in default approval for registrations, certifications, waivers, licences or permits not concluded within the timeline. An applicant whose application is deemed granted may apply to the Minister in charge to issue a document or certificate as evidence within 14 days of the lapse of the deadline.
- Provide a good reason for rejections issued within the stipulated timeline.
- Communicate acceptance or rejection of applications to applicants in at least two ways, e.g., letter, email and publication on website.

EXHIBIT 4 E01

Ease Of Doing
Business Executive Order E01

One Government

Most MDAs work in silos. If an applicant needs approvals from three different MDAs with the same set of documents, he/she has to submit the same documents to all three MDAs. This is not efficient. EO1 therefore mandates the MDAs requesting documents to:

- Seek verification or certification from the issuing MDA if it requires a document from another MDA to deliver service to an applicant, and accept a photocopy from the applicant.

Entry Experience Of Visitors And Travellers

The airport is the first point of contact visitors have with a country and their experience determines how that country is perceived. Historically, Nigeria has a poor record of pleasant airport experiences, with visitors subject to long visa-processing times and touting. EO1 mandates MDAs to:

- Issue ordinary tourist and business visas within 48 hours.
- Publish an up-to-date list of requirements and timelines for visas on arrival on all immigration-related websites, and process visas in a transparent manner.
- Refrain from soliciting or receiving bribes from passengers or other port users; any official caught doing so will be subject to immediate removal from his/her post and disciplined.
- Prevent touting at the airports
- Merge all departure and arrival interfaces into a single customer interface.

Port Operations

Worldwide, ports handle 80% of global trade by volume and 70% by value. They are critical to an economy and must be operated efficiently. Nigerian ports have faced several challenges, including touting, duplicity of functions among agencies, and corruption. EO1 therefore mandates port MDAs to:

- Harmonize operations into one single interface station in one location implemented by a single joint task force. This single interface solution will supply weekly data on goods arriving and departing Nigeria to the heads of the MDAs and the National Bureau of Statistics.
- Dedicate an existing export terminal to the exportation of agricultural produce.
- Refrain from soliciting or receiving bribes from passengers or other port users; any official caught doing so will be subject to immediate removal from his/her post and disciplined.
- Prevent touting.
- Introduce 24-hour operations at Apapa port.

Business Registration

Entrepreneurs require a seamless registration process to encourage them to set up a business. EO1 mandates the Corporate Affairs Commission to:

- Fully automate all registration processes (from start to finish via the CAC website within 14 days of the issuance of this order. Where necessary, an online payment platform must be made available).

Actualising EO1

Prior to signing EO1, HEVP, convened a sensitization and interactive session with senior civil and public servants to discuss the EO1 directives. Shortly after signing the Order for the first time ever, he met with about 3,000 members of the middle cadre of the service in a session designed to make FGN officials aware of EO1, communicate its importance, and inspire them to be receptive and committed to implementing the mandate.

After this, HEVP mandated the Head of Service (HOS) of the Federation and the Secretary to the Government of the Federation (SGF), in collaboration with the EBES, to conduct workshops for all MDAs to show them how to put the Order into operation. Workshops were conducted in batches between June and August 2017 for several of the 960 MDAs under the Civil and Public Services.

The EBES also conducted one-on-one strategic focus workshops with 46 MDAs selected based on their immediate impact on the business environment and feedback from stakeholders via forums and surveys (Exhibit 5). These agencies are referred to as the PEBEC Priority MDAs (PPM).

The Office of the HOS, SERVICOM and Bureau for Public Service Reforms (BPSR) continued to conduct workshops and engage with the rest of the MDAs.
The workshops conveyed the EO1 Integrated Operationalisation Plan (IOP) that lays out three key elements required for the MDAs to operationalise and implement the EO1:

- **Service level agreements (SLAs)** that detail the products, services, requirements, timelines and fees for the services, permits, waivers, approvals and certifications issued by the MDA;
- **Customer interface mechanism** that outlines the MDA's complaints collation and conflict resolution procedures, customer service mechanism and management structure;
- **Communication strategy** for internal and external audiences that includes training workshops, awareness campaigns and advocacy.

The IOP was to ensure consistency in the implementation of the EO1 across MDAs.

The MDAs were also encouraged to develop standard operating procedures (SOPs) or update existing ones. The SOPs will include clear consequence management and incentive/reward systems to track performance, and ensure consistent implementation of EO1.

Each MDA was also mandated to set up a five (5) man implementation team lead by a directorate cadre staff, to coordinate the implementation of the EO1 within the MDA.

EXHIBIT 5 : MDAs within the scope of EO1 report

MINISTRIES, DEPARTMENTS AND AGENCIES UNDER THE SCOPE OF EXECUTIVE ORDER 001					
BOI	NCAA	NAFDAC	NSC	CPC	SGF
FMI	NIMASA	NPF	NAMA	MOA	NOTAP
CAC	FME	NEXIM	FMIC	NDLEA	SON
OGFZA	NSDC	SEC	FMPWH	NPA	PENCOM
NIPC	NCR	BPP	NEPC	SCUML	NIS
NEPZA	NAQS	NCDMB	FAAN	FMF	NERC
CBN	FIRS	NBC	NCS	MOT	FMoFA

E01 Results To Date

To foster a robust monitoring and evaluation process (M&E), EO1 mandated MDAs to submit monthly reports to the offices of the HOS, SGF and SERVICOM. This review reports only the performance of the PPMs that have been tracked and analysed over the last year.

In collaboration with SERVICOM, the EBES developed a rating scale to analyse MDA compliance against their SLAs and other EO1 directives (Exhibits 6-9).

EXHIBIT 6

EO1 6-month score card – Transparency.

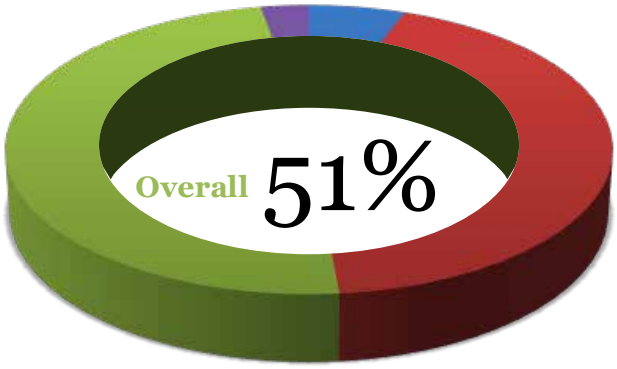
LEVEL OF TRANSPARENCY OF MINISTRIES, DEPARTMENTS AND AGENCIES

The level of transparency of MDAs is measured by their compliance to directive to MDAs to publish a list of their fees, timelines and requirements for obtaining permits, licenses and approvals

1	NIS	77%	
2	NPA	74%	
3	SEC	72%	
4	NAQS	71%	
5	BPP	69%	
6	OGFZA	69%	
7	FIRS	67%	
8	NAFDAC	67%	
9	NOTAP	66%	
10	NSC	62%	
11	NEMSA	62%	
12	NCAA	60%	
13	PENCOM	59%	
14	FMPWH	58%	
15	NAMA	56%	
16	SERVICOM	53%	
17	NEPC	52%	

4th Quartile (75-100%)

1st Quartile (0-24%)



3rd Quartile (50-74%)

2nd Quartile (25-49%)

18	NSDC	50%	
19	NPF	49%	
20	SON	47%	
21	FMoFA	47%	
22	CPC	46%	
23	CAC	44%	
24	NCDMB	41%	
25	SCUML	39%	
26	FAAN	38%	
27	NCS	36%	
28	FMBNP	33%	
29	NDLEA	32%	
30	NERC	29%	
31	OHCSF	28%	
32	NEXIM	26%	
33	FMI	24%	
34	NIPC	21%	

EXHIBIT 7

EO1 6-month score card – Efficiency (measures MDA compliance with SLAs, Default Approval and One Government Directives)

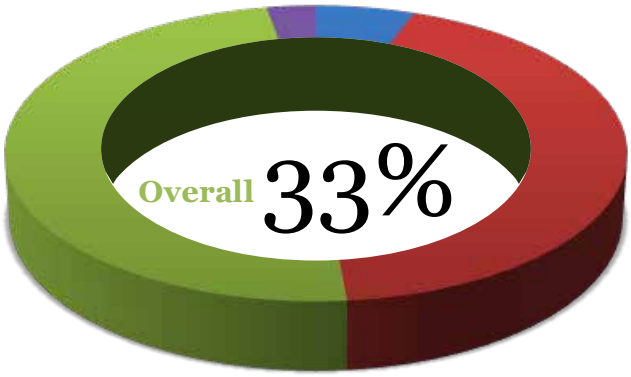
LEVEL OF EFFICIENCY OF MINISTRIES, DEPARTMENTS AND AGENCIES

The level of efficiency of MDAs is measured by their compliance to their service delivery timelines and compliance to the Default Approvals and One Government directives in the EO1 (6-months)

1	FMoFA	85%
2	NERC	85%
3	NEMSA	85%
4	CPC	85%
5	NCDMB	85%
6	OGFZA	84%
7	NIPC	82%
8	CAC	79%
9	NPA	76%
10	NOTAP	75%
11	NAQS	62%
12	NEXIM	62%
13	NSC	47%
14	NAFDAC	45%
15	SON	48%
16	NCAA	46%
17	NEPC	13%

4th Quartile
(75-100%)

1st Quartile
(0-24%)



3rd Quartile
(50-74%)

2nd Quartile
(25-49%)

18	BPP	25%
19	NAMA	15%
20	NIS	10%
21	FIRS	10%
22	NPF	10%
23	FAAN	10%
24	NSDC	10%
25	PENCOM	10%
26	NCS	0%
27	FMF	0%
28	NCR	0%
29	CBN	0%
30	NDLEA	0%
31	SCUML	0%
32	NIMASA	0%
33	TPDR	0%
34	FMI	0%
35	PENCOM	0%

EXHIBIT 8

EO1 6-month score card – Entry experience of travellers and visitors

Ordinary tourist and business visas shall be issued within 48 hours	●
Updated list of requirements and timelines for visa-on-arrival to be published on immigration related websites	●
The processing of issuance of visa-on-arrival shall be done in a transparent manner	●
There shall be no touting at the airports	●
Officials caught soliciting or receiving bribes from passengers shall be subject to immediate removal from post and disciplined	●
Agencies at the airports shall merge their respective departure and arrival interfaces into a single customer interface	●

● Not completed ● Completed

EXHIBIT 9

EO1 6-month score card – Port Operations

PORTS OPERATIONS

EO1 included provisions to improve efficiency of operations at the sea ports and improve the ease of trading across borders through the ports

Agencies at the port shall harmonize their into one single interface station at the port and implement a single joint task force	Completed
The single interface station shall submit weekly data on the goods arriving and departing Nigeria to the head of the MDA and the head of the National Bureau of Statistics	Completed
Each port in Nigeria shall assign an existing export terminal to be dedicated to the exportation of agricultural produce	Completed
The Apapa port to resume 24-hour operations within 30 days of the issuance of the order	Completed
No touting allowed at the ports by official and nonofficial persons	Completed
Officials caught soliciting or receiving bribes from passengers shall be subject to immediate removal from post and disciplined	Not completed

Not completed Completed

Successful MDAs shared common attributes that enabled them to implement EO1 successfully:

- Existing, robust websites with detailed information about the MDA and its mandate/service;
- Automated processes, e.g., online application and payment portals;
- Functional monitoring and evaluation procedures that entrench systemic efficiencies.

Full-Year Scorecard, May 2018

The six-month progress report galvanized previously disengaged MDAs to increase the number and quality of their monthly reports and make visible efforts to improve their performance. As a result, overall performance across all six directives improved in the second half of the year (Exhibits 10-12).

EXHIBIT 10

EO1 full-year score card – Transparency

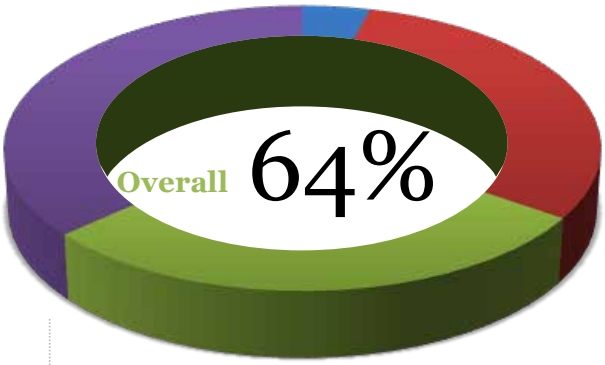
LEVEL OF TRANSPARENCY OF MINISTRIES, DEPARTMENTS AND AGENCIES

The level of transparency of MDAs is measured by their compliance to directive to MDAs to publish a list of their fees, timelines and requirements for obtaining permits, licenses and approvals

1	FIRS	100%
2	NAFDAC	97%
3	NIS	97%
4	NEMSA	94%
5	NOTAP	92%
6	NEPC	92%
7	CAC	88%
8	SON	87%
9	NIPC	85%
10	OGFZA	83%
11	NPA	81%
12	PENCOM	80%
13	BOI	77%
14	CPC	77%
15	FMoFA	77%
16	NAMA	77%
17	NAQS	77%
18	NEXIM	75%
19	FAAN	74%
20	SEC	74%
21	NBC	73%
22	BPP	72%

4th Quartile (75-100%)

1st Quartile (0-24%)



3rd Quartile (50-74%)

2nd Quartile (25-49%)

23	CLTD	71%
24	NERC	68%
25	NSC	64%
26	NEPZA	62%
27	NPF	59.8%
28	NCDMB	59%
29	FME	56%
30	NIMASA	56%
31	NSDC	54%
32	CBN	53%
33	NCR	49%
34	SCUML	44%
35	NCAA	40%
36	SGF	38%
37	FMI	36%
38	MOA	33%
39	MOT	33%
40	FMIC	32%
41	NDLEA	32%
42	NCS	27%
43	FMPWH	19%
44	FMF	0%

EXHIBIT 11

EO1 full-year score card – Efficiency (measures MDA compliance with SLAs, Default Approval and One Government Directives)

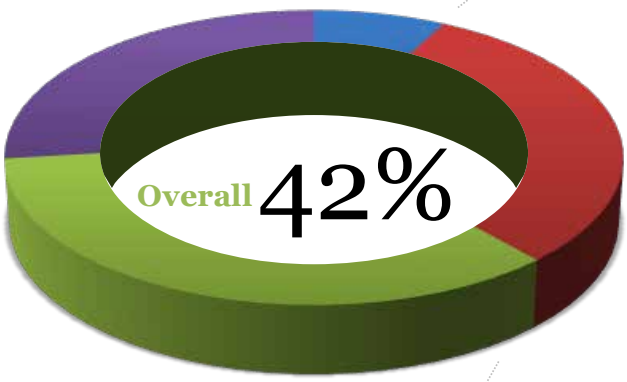
LEVEL OF EFFICIENCY OF MINISTRIES, DEPARTMENTS AND AGENCIES

The level of efficiency of MDAs is measured by their compliance to their service delivery timelines and compliance to the Default Approvals and One Government directives in the EO1

1	OGFZA	94.0%
2	FMoFA	90.8%
3	NAQS	81.6%
4	NERC	80.6%
5	NIS	79.6%
6	CPC	76.6%
7	NEPZA	76.4%
8	FIRS	69.0%
9	NEXIM	62.0%
10	NCDMB	61.8%
11	NEPC	57.4%
12	NEMSA	56.8%
13	BPP	54.0%
14	PENCOM	51.4%
15	FAAN	50.2%
16	NPF	50.2%
17	SON	48.2%

4th Quartile (75-100%)

1st Quartile (0-24%)



3rd Quartile (50-74%)

2nd Quartile (25-49%)

18	NCAA	47.8%
19	NOTAP	47.0%
20	NIMASA	45.8%
21	NSC	40.4%
22	CBN	38.0%
23	NPA	34.0%
24	CAC	25.0%
25	FME	19.2%
26	NIPC	16.0%
27	NCS	15.4%
28		9.2%
29	NAFDAC	7.2%
30	BOI	0.0%
31	Trademarks	0.0%
32	FMF	0.0%
33	NCR	0.0%
34	SEC	0.0%
35	SCUML	0.0%

The three sector-specific directives tracked and measured implementation of:

- Provisions to aid a seamless travel experience for visitors and travellers;
- Provisions to improve efficiency of operations at ports and ease of trading across borders through ports;
- Provisions to register a business within 48 hours.

EXHIBIT 12

EO1 Full-year score card – Entry experience of travelers and visitors

ENTRY AND EXIT EXPERIENCE OF TRAVELERS AND VISITORS

EO1 included provisions to aid a seamless travel experience for visitors and travelers at the airports

Ordinary tourist and business visas shall be issued within 48 hours	**90%**
Updated list of requirements and timelines for visa-on-arrival to be published on immigration related websites	**90%**
The processing of issuance of visa-on-arrival shall be done in a transparent manner	**70%**
There shall be no touting at the airports	**60%**
Officials caught soliciting or receiving bribes from passengers shall be subject to immediate removal from post and disciplined	**60%**
Agencies at the airports shall merge their respective departure and arrival interfaces into a single customer interface	**50%**

EXHIBIT 13
EO1 Full-year score card – Port Operations

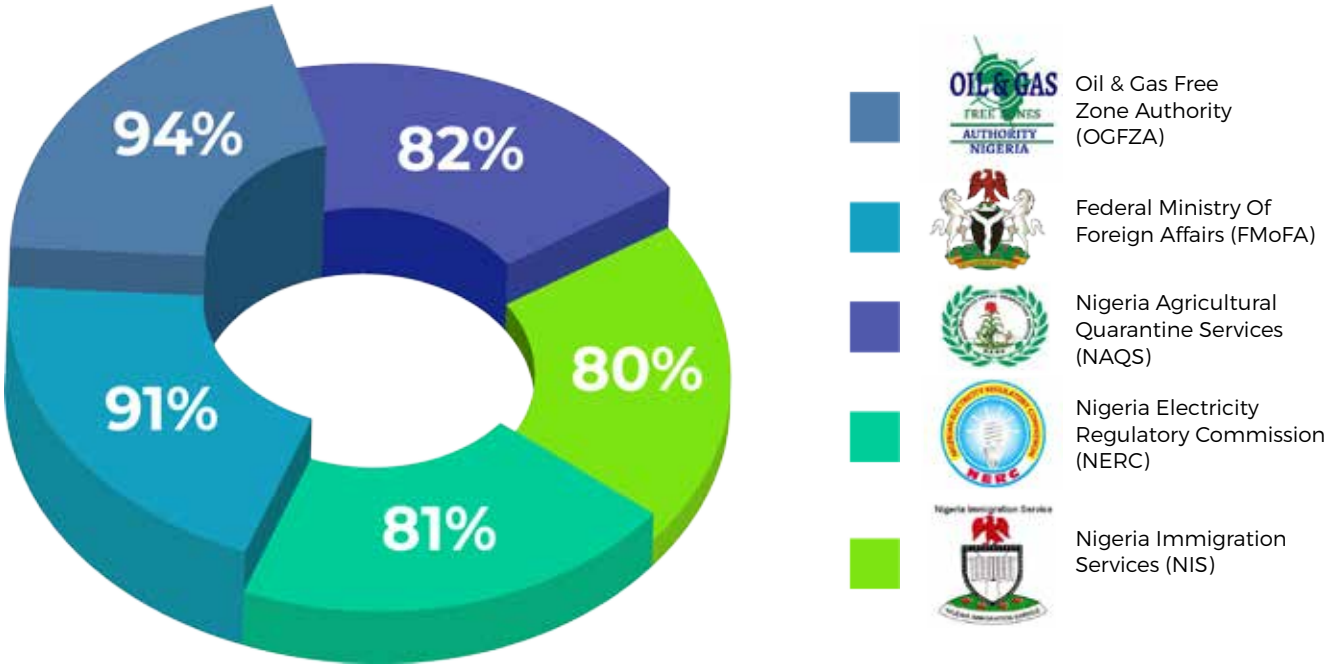
PORTS OPERATIONS

EO1 included provisions to improve efficiency of operations at the sea ports and improve the ease of trading across borders through the ports

Agencies at the port shall harmonize their into one single interface station at the port and implement a single joint task force	**90%**
The single interface station shall submit weekly data on the goods arriving and departing Nigeria to the head of the MDA and the head of the National Bureau of Statistics	**90%**
Each port in Nigeria shall assign an existing export terminal to be dedicated to the exportation of agricultural produce	**90%**
The Apapa port to resume 24-hour operations within 30 days of the issuance of the order	**90%**
No touting allowed at the ports by official and nonofficial persons	**60%**
Officials caught soliciting or receiving bribes from passengers shall be subject to immediate removal from post and disciplined	**50%**

Not completed Completed

EXHIBIT 14
Compliance – Top 5 MDAs, Full-year



MDA compliance with EO1

The progress achieved is the result of close collaboration between the MDAs and EBES, and among theMDAs themselves. The MDAs that show the highest level of compliance are, OGFZA (94%), FMoFA (91%), NAQS (82%), NERC (81%) and NIS (80%) (Exhibit 14)

OGFZA	FMoFA	NAQS	NERC	NIS
94%	**91%**	**82%**	**81%**	**80%**

Successful MDAs have implemented critical reforms in three areas that have enabled them to streamline their processes and comply with the EO1: automation, transparency and communication, and monitoring and evaluation systems.

- Automation

In line with global best practice, technology is a key tool to improve the efficiency of MDA service delivery and other activities. For example:

1. Functional online application platforms; the Oil and Gas Free Zone Authority (OGFZA), Federal Inland Revenue Service (FIRS)and others, have automated all their services.
2. Integration of service platforms among related and collaborating MDAs; the FIRS and CAC integrated Tax Identification Number generation for the company registration process.
3. Improved Visa on Arrival process by NIS through online application and approval window

Testimonial:
"I have consistently filed my VAT and WHT returns on the FIRS efiling portal since January 2017, no issues "

Taxpayer at Kano Stakeholder event, May 19, 2018

Testimonial:
"Dear Visa Service,
This is amazing, thank you so much for the brilliant service It is greatly appreciated"

Business Visitor, April 2017

- Transparency and communication

These elements lie at the heart of any successful reform initiative. They rally experts, help build support within and outside MDAs, educate the public and encourage adoption and feedback.

1. High-performing MDAs upgraded their websites to include details of their SLAs, ensuring that users can understand what service to use and how to use it.
2. A functional customer service mechanism is key to quality service delivery. MDA interactions with customers should be based on the highest levels of professionalism and courtesy across all communication channels.

- Monitoring and evaluation processes

Successful MDAs have robust systems to track the impact and effectiveness of their processes. They constantly reviewed their processes, determine what is working and what is not. The successful MDAs have good internal M&E processes that enabled them to efficiently track performance as well as improve in deserving areas

Testimonial:

"I had an issue with my Free Zone Licence renewal and escalated through OGFZA's complaints portal. It was resolved speedily, I was impressed!"

Licensee, October 2017

The MDAs that have improved the most in terms of implementing the cross-cutting directives are:

EXHIBIT 15

Compliance – Top 5 Most Improved MDAs, Full-Year

TOP 5 MOST IMPROVED MDAs, FULL-YEAR	DECEMBER 2017	JUNE 2018	IMPROVEMENT
Bureau of Public Procurement (BPP)	25%	54%	29%
Nigeria Agricultural Quarantine Services (NAQS)	64%	82%	20%
Nigerian Export Promotion Council (NEPC)	43%	57%	14%
Oil & Gas Free Zone Authority (OGFZA)	84%	94%	10%
Federal Ministry Of Foreign Affairs (FMoFA)	85%	91%	6%

Trends And Learning Points

Despite the marked improvement in performance of the MDAs listed above, the following developmental challenges remain:

- Inconsistent performance across service lines;
- Agency squabbles and turf wars, especially at the airports and ports;
- Skill gaps, particularly on the front line;
- Stubborn pockets of corrupt and inefficient officials, especially at service points.

To address these challenges, the PEBEC is seeking for MDAs to introduce:

- Full-scale automation of services wherever possible to ensure that MDAs consistently deliver timely, quality service across all service lines.
- Scanners to facilitate the enforcement of single passenger and joint examination interfaces at the airports and ports;
- Regular and effective training of MDA personnel as required;
- Effective consequence management to penalise poor performance and reward excellence;
- Robust internal monitoring and evaluation capacity within all MDAs;
- Strong escalation mechanisms to give more power to the public to report non-compliance by MDAs. The PEBEC.Report app launched in November 2017 is one such tool.

The FGN will need to focus on three areas to entrench the reforms sustainably:

Institutionalization

- Build the capacity of the MDAs to deliver;
- Strengthen the long-term capabilities of the Agencies to sustain improvements on an on-going basis;
- Show strong political will and determination by the FGN to effect change and improve.

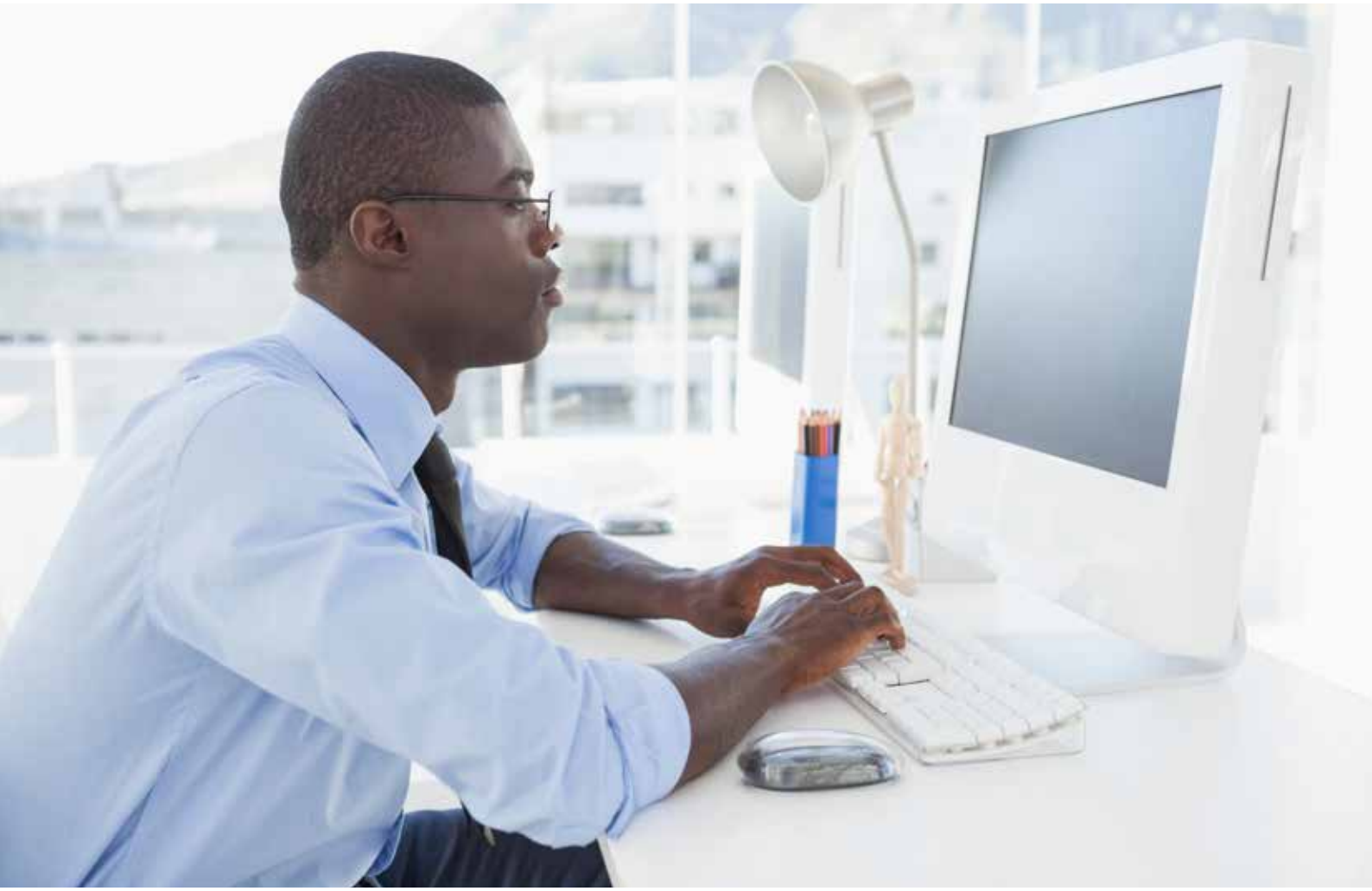
Collaboration

- Foster cooperation between the Ministries and Agencies and across States, the National Assembly and the private sector;
- Coordinate all the relevant agencies to provide a unified view of implications and improvements;
- Conduct proper planning to eliminate critical constraints.

Continuous improvement

- Be a “moving-target” to make Nigeria a progressively easier place in which to do business;
- Measure and monitor performance and improvements;
- Ensure hands-on implementation support for all changes and improvements.

The PEBEC.Report App



Launched on 8 November 2017, the app is Nigeria's Official Public Service Complaint website for complaints and feedback on the service standards of any MDA. The app is important because it:

- Makes it easy for anyone to resolve issues encountered when dealing with MDAs;
- Strengthens federal enforcement, service delivery and public protection efforts on a national level (through filing a complaint);
- Helps identify trends and tracks the issues that matter to Nigerian citizens.

The app includes a feedback mechanism for MDAs, which have assigned administrators to handle complaints according to an SLA that allows 72 hours SLA for responding and resolving issues. All administrators have been trained on how to handle complaints and feedback from the app.

PEBEC.Report kiosks with self-service terminals and customer service representatives have recently been placed Lagos and Abuja international airports to promote the app and encourage private sector to give feedback about their airport and travel experience.

The app is being scaled up to include more MDAs and provide wider coverage.

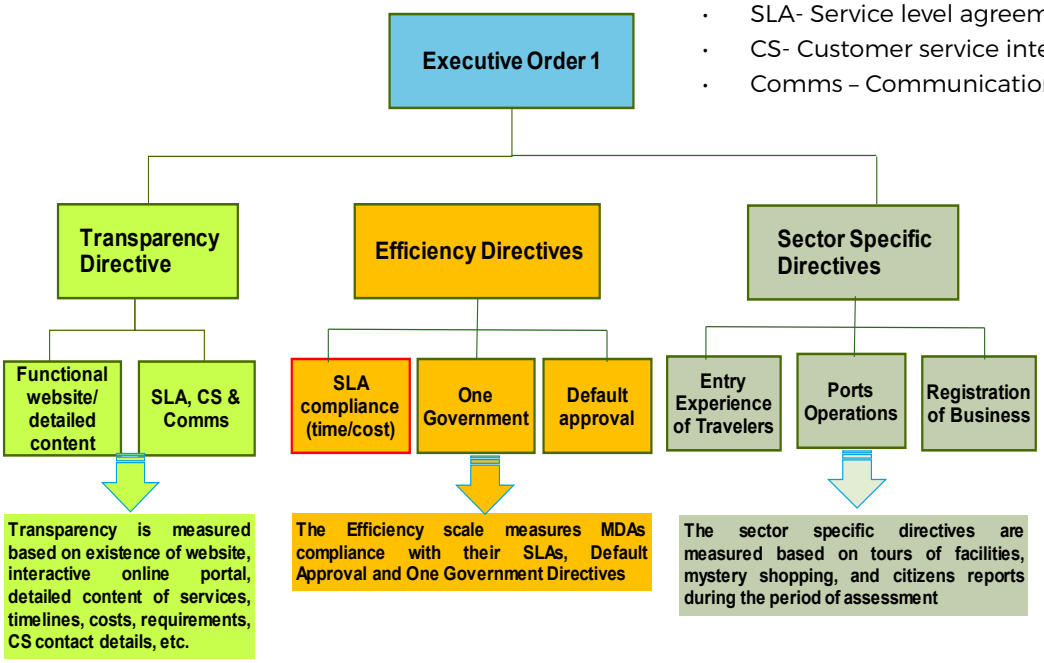
Conclusion

In the year since its launch, EO1 has had real and positive impact on the way MDAs function and, therefore, the way Nigeria does business. However, there is still much to do to create an efficient, transparent and exemplary public service culture and ensure its sustainability.

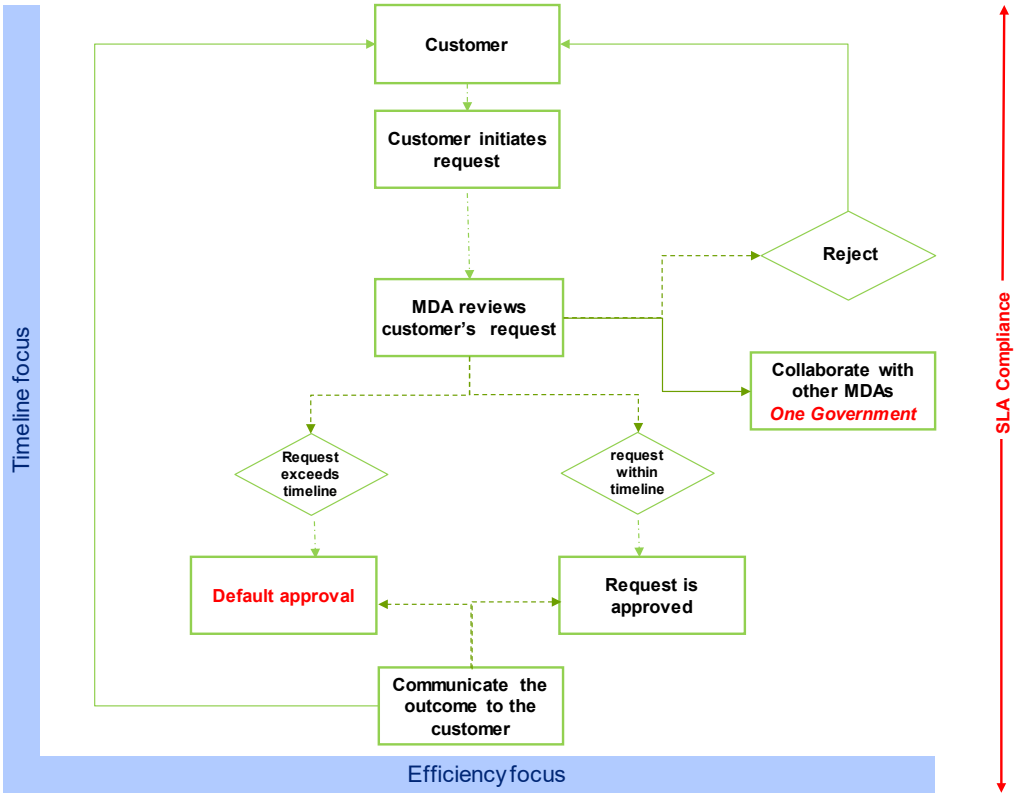
As implementation of EO1 progresses and reforms are institutionalized, the FGN aspires to place Nigeria in the top 100 by 2020 and top 50 countries by 2025 on the Index. The journey will be long and not without challenges, but the successes to date and lessons learned are evidence that the FGN is well positioned to forge ahead.

Appendix

- SLA- Service level agreement
- CS- Customer service interface
- Comms – Communication strategy

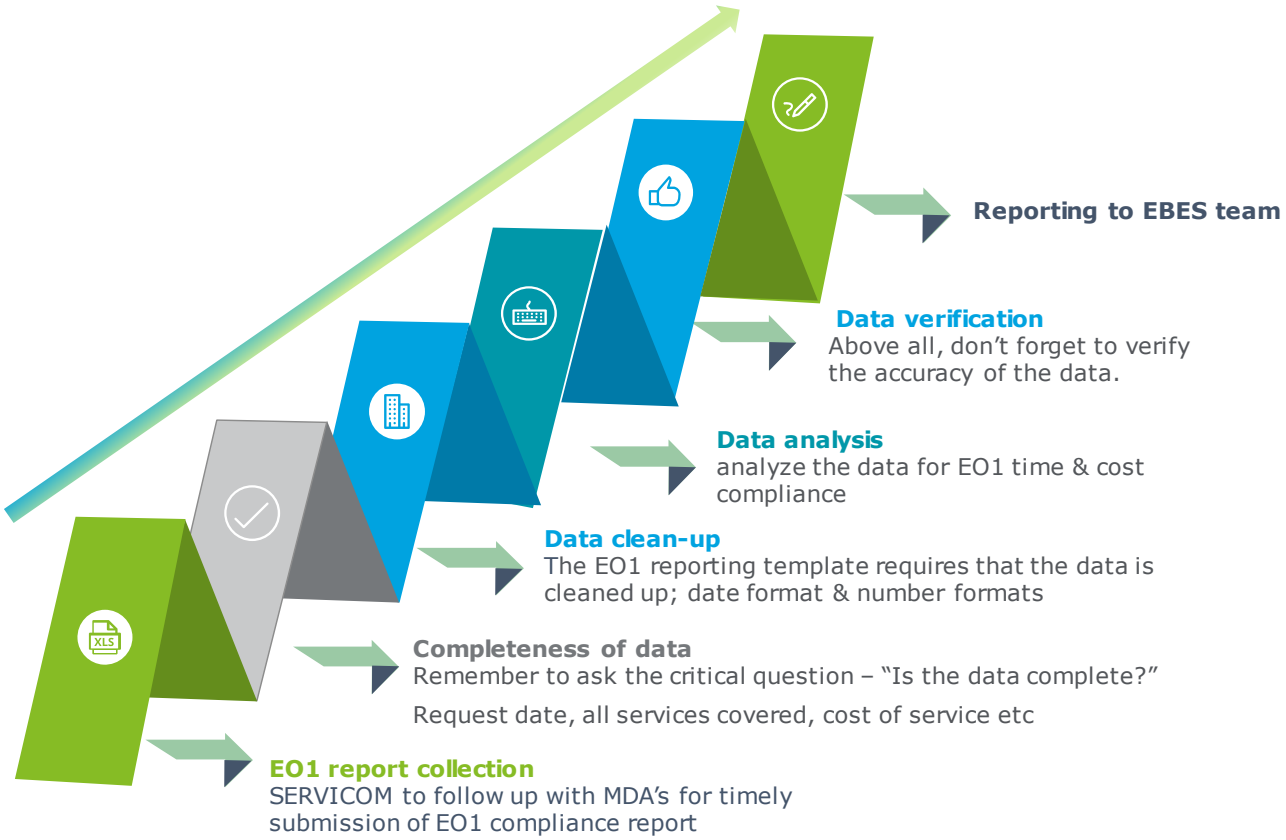


EO1 TRACKING FLOWCHART



EO1 SERVICE DELIVERY FLOWCHART: SLA, ONE GOVERNMENT & DEFAULT APPROVAL

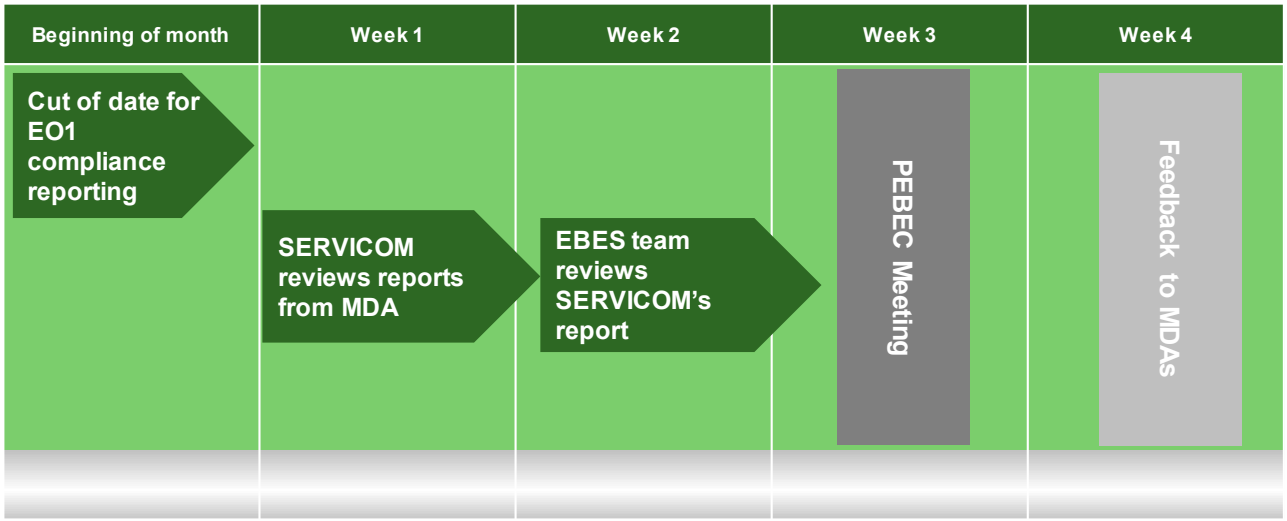
STRATEGIC IMPERATIVES



TIMELINES FOR EO1 COMPLIANCE

We have created a tactical executable path to ensuing monthly compliance of EO1:

1. Emphasis on commitment to timelines and approach to workflow
2. Eliminate delay in review process
3. Checklists of key activities



Submission deadline for MDA's EO1 compliance report - Last Friday of every month!

EO1 MDA REPORTING TEMPLATE – AT A GLANCE

Critical columns for data analysis:

Critical columns for validation:

Critical columns for clarifications:

PRESIDENTIAL ENABLING BUSINESS ENVIRONMENT COUNCIL
ENABLING BUSINESS ENVIRONMENT SECRETARIAT
MDA EO1 SERVICE DELIVERY COMPLIANCE REPORT TEMPLATE

SN	CUSTOMER NAME	ADDRESS	E-MAIL ADDRESS	PHONE NUMBER	SERVICE PROVIDED	DATE OF SUBMISSION	DATE OF COMPLETION	EXPECTED TIMELINE	APPROVAL/ REJECTION	COST	ANY ISSUE (GRIEVANCE/ COMPLAINT/ OTHERS)	RESOLUTION/ DECISION
1												
2												
3												
4												
5												
6												
7												
8												
9												
10												
11												
12												
13												
14												

Criteria for Accepting or Rejecting a Report

We have created a tactical executable path to ensuing monthly compliance of EO1:

1. Accept if the following fields are completed:
2. Customer name
3. Contact phone number
4. Email
5. Service provided
6. Date of submission
7. Cost

Reject if none of the above are available, except for the emails.

PRESIDENTIAL
ENABLING BUSINESS
ENVIRONMENT COUNCIL(PEBEC)
Enabling Business Environment Secretariat

Making
Business
Work

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