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Regional Advisory Group

MISSION REPORT ON THE REVIEW OF THE RESEARCH AND
TRAINING PROGRAMMES OF THE NATIONAL CENTRE FOR
ECONOMIC MANAGEMENT AND ADMINISTRATION (NCEMA)

Ibadan (NIGERIA)

8 - 20 July 1996

By:

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(Macro Economics and Policy Reforms)

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EXECUTIVE SUMMARY

1. An ECA- MRAG mission was undertaken by W. A. Ndongko, Senior Regional Adviser (Macro-Economics and Policy Reforms) to the National Centre for Economic Management and Administration of the Federal Republic of Nigeria, from 8 to 20 July, 1996. The main objective of the mission was to critically assess the research, consultancy and training programmes of the Centre as requested by the Director-General in his letter No.NC:048/I/108 of 30th April, 1996.
2. To accomplish the foregoing objective, the mission examined the relevant background materials and documentation on the conception and mission of NCEMA, held extensive discussions with the Director-General, Director of Administration and Finance, Heads of the Departments of Training, Research and Consultancy, and the Fellows on the research, consultancy and training programmes; reflected on the Centre's activities, and in particular those for training and capacity building, with a view to making proposals on the focus, structure and presentation of the various programmes.
3. Specifically, with respect to the training programmes for 1996, the mission reviewed the various courses/workshops/seminars, examined the design, methods of delivery, and the facilities for training with particular attention on macro and sectoral policy design and implementation, macro and sectoral planning and computational techniques in planning and budgeting. The discussions also revealed that NCEMA had made tremendous strides in the area of training and capacity building for the Nigerian public service since its establishment in 1986.
4. As concerns the envisaged transformation of NCEMA into a Regional Centre for Training and Capacity Building, the mission drew the attention of the management of the Centre of the need to expand the present physical facilities, acquire additional equipment, initiate bilingual programmes as well as train or recruit bilingual staff at all levels, undertake study visits to other institutions in West Africa and spelt out the comparative advantage of the Centre in a Memorandum to the principal funding agencies and international organisations.

5. The mission also discussed the possible areas of collaboration between NCEMA and UNECA. These included the provision of technical assistance in the areas of advisory and training services, networking particularly in the exchange of documentation and information on training and research institutions in Africa, access to the data bases of some substantive divisions of ECA and the Centre's participation in the Pan-African Documentation and Information System Network (PADIS).

6. On the basis of the issues discussed with the management and staff of NCEMA, the mission recommended that (a) the current and future training programmes have to be re-examined to ensure that they are internally consistent and well focused so as to avoid duplication; (b). that the policy research and consultancy activities of the Centre be given adequate attention by the management; (c). that as a precondition for transforming NCEMA into a Regional Training and Capacity Building Centre, the quality and quantity of both its human resources and physical infrastructure needed greatly improved, and (d). that new programmes be introduced to reflect the regional and international dimensions of Nigeria's economic development.

I. INTRODUCTION.

Within the framework of the advisory and training services which the United Nations Economic Commission for Africa (UNECA) provides to African Member States, intergovernmental organisations (IGO's) and national institutions under the United Nations Programme of Technical Assistance (UNPTA), the Director General of the National Centre for Economic Management and Administration (NCEMA), Ibadan, (Nigeria), invited W. A. Ndongko, the ECA Senior Regional Adviser on Macroeconomics and Policy Reforms to undertake a mission to the Centre with a view to assessing its policy analysis, research and in particular, the current training and capacity building programmes. The aim of the mission was also to deliver lectures in any of the Centre's training programmes which might be going on during the period of the mission and to conduct a Seminar on the "New Strategies for NCEMA's Programmes".

To accomplish the objective of the mission, the Regional Adviser examined the relevant background materials and documentation on NCEMA's conception and mission, held extensive discussions with the Director-General, Director of Finance and Administration; Heads of Training and Research and Consultancy Departments as well as the Training Officers and Fellows of the Centre on its policy analysis, research, consultancy and training programmes. The purpose of the discussions was to enable the mission evaluate the Centre's activities and make proposals on the improvement of the content, focus and relevance of the various programmes, in view of their important contribution to the policy-making process and dialogue in Nigeria.

Specifically, the mission undertook the following tasks:

- (i) Examined the background and objectives of NCEMA;
- (ii) Undertook a brief assessment of the performance of NCEMA;
- (iii) Critically reviewed the list of current training programmes, research and consultancy activities of the Centre;

- (iv) Assessed the methods, system and facilities for the policy research, training and consultancy programme delivery of the Centre;
- (v) Recommended new and appropriate programmes within the framework of the Centre's mandate;
- (vi) Considered the current linkages and technical assistance supports from other agencies and recommended new strategies and global/regional agencies for the provision of funding and pedagogical support for the Centre's activities;
- (vii) Examined the possibility and recommended the appropriate strategy to enable the Centre become a regional institution for training and capacity building; and
- (viii) Assisted in the design of the Impact Assessment of ACBF -Assisted Programmes Survey Questionnaire for the Centre.

It should however, be pointed out that due to time constraint, the mission could not deliver any lectures during the on-going course on "Development Planning: Framework, Design and Techniques", participate at the NCEMA-DPPC Linkage Programme on Macroeconomic Research or conduct a "Seminar on New Strategies for NCEMA's Programme", as requested by the Management of the Centre.

I. SUMMARY OF DISCUSSIONS WITH THE MANAGEMENT AND STAFF OF NCEMA

As indicated earlier in Section I, in order to effectively carry out the various tasks of the mission, the Regional Adviser held substantive and extensive discussions with the Director-General, Director of Administration and Finance, Heads of Training and Research and Consultancy Departments and Fellows of the Centre. Specifically, the discussions were focused on the conception and mission of NCEMA, the programmed activities of the Centre in the areas of training, policy analysis, research, consultancy services, sources of funding and technical support, and international linkages.

During the discussions, the core programmes particularly in the areas of training and capacity building and research were rigorously examined with a view to making pertinent proposals on the design, content, focus, and relevance of their outputs as vital inputs to the policy-making process and national economic management in Nigeria. It was clear to the mission from the discussions, that except for individual publications, no collective policy analysis and research activities, commissioned studies or projects, had been undertaken by the Department of Research and Consultancy. This was due in part to the fact that no clear division exists between the Training Department and Research and Consultancy Department.

It was also clear to the mission from the discussions that there were considerable constraints which had impeded the effective delivery of all the programme activities of the Centre. The constraints were, amongst others, inadequate professional staff, inability of the Centre to retain trained staff due to absence of sufficient work incentives, lack of infrastructure facilities to conduct seminars and courses, inadequate modern equipments especially computers and training aids, and limited transport facilities to convey the participants to and from the Centre.

As concerns the immediate measures taken to redress these diverse constraints, the mission was informed that the Centre has been hiring short-term consultants for a two to three months period to resolve the staffing problem, provision of training fellowships to the professional staff, hiring of additional lecture rooms to temporary resolve the problem of physical infrastructure and exploring the possibilities of obtaining additional computers and training equipment from external sources such as the UNDP.

Overall, the discussions enabled the mission to understand and appreciate the objectives of NCEMA, the challenges it has faced in the course of delivering its various programmes as well as the need for constant Government funding and external support to enhance the activities of the Centre and to enable it effectively contribute to the policy-making process and capacity building in Nigeria.

III. NCEMA: BACKGROUND AND OBJECTIVES.

Despite the impressive efforts which Nigeria made towards its national development during the first twenty years of independence (1960 - 1980), a combination of complex external and internal factors led to a severe and protracted socio-economic decline which eroded the considerable gains which had been made by the country. Externally, the crisis were caused by falling commodity prices, mounting external debt and debt service obligations, rising interest rates, decreasing external loans at concessionary interest rates, increasing balance of payment deficits, etc. But the crisis were also due to some internal factors; which included inadequate incentives and resources for the agricultural sector, a poorly implemented import-substitution industrialisation strategy, mismanagement of public finances, and the unabated expansion of an inefficient public and parastatal sector of the economy.

By the mid-1980s, it was clear to the Nigerian authorities that any rapid recovery from the socio-economic decline could only come about through deliberate and effective changes in the direction of national economic management and the creation of a conducive policy environment. As a result of the urgent need for a comprehensive development package to improve the management of the national economy and to stimulate a major socio-economic recovery, while at the same time tackling the underlying structural rigidities and weaknesses that were the root causes of the crisis, the Nigerian Federal Government, with the support of the International Monetary Fund and the World Bank, initiated in 1986 the Structural Adjustment Programme (SAP).

Despite the necessity for economic policy reform programmes, which attempted to bring together all the socio-economic actors and institutions responsible for steering the national economy, the long-term viability and sustainability of the policies required the building and retaining of critical indigenous capacity in the areas of policy analysis, policy research and economic management with a view to enhancing the available manpower skills as a vital factor in the design, implementation, monitoring and evaluation of national development programmes

and projects.

It was, therefore, against the foregoing situation that the National Centre for Economic Management and Administration (NCEMA), was established by the Federal Government of Nigeria in May 1986, as a parapublic institution, under the National Planning Commission, with the mandate to provide training to lower, middle and senior level civil servants in all areas of development planning and national economic management and to contribute to the design of economic policies at the Federal, State and Local government levels. To this end, the long-term objective of the Centre, which was formalized by the Federal Government Decree NO.51 of 1989, "is to develop skills for national economic management so as to maintain a critical core of public sector officers who can easily rise up to the needs and challenges of a responsive civil service in the design and management of economic policies at the federal, state and local government levels".

Within the context of the above broad mandate, the specific functions of the Centre are to:

- (i) "train lower level public sector managers in the application of tools, techniques, analytical framework required for efficient economic management;
- (ii) upgrade the skills and analytical competence of middle public sector managers in the design and management of macro and sectoral policies;
- (iii) update the knowledge of and appreciation of top level public sector managers, of policy analysis for economic managers at both sectoral and macro levels as well as at all levels of government;
- (iv) improve top level private sector managers' awareness of public policies, as a way to promote more beneficial and supportive interactions between public policy making and implementation; and
- (v) undertake in-depth research to improve the quality and coverage of the Centre's courses and programmes as well as enhance the understanding of the workings of the Nigerian economy at the macro and sectoral levels".

To accomplish these functions, NCEMA is required to design and provide "appropriate courses to meet the specific training needs and specialised requirements of government and its various agencies". To this end, the Centre is expected to "train economic planners, budget officers, policy advisers and project managers on a continual basis so that each ministry, organisation or agency at all levels of Government would always have a core of officers who have the requisite technical and analytical skills for effective planning and budgeting; a good understanding of the policy thrust of the Government as well as the framework for its design; the capacity to monitor the implementation of policies and projects and hence place economic management on a sound footing. The training is provided through short in-service courses such as workshops, seminars and training programmes".

In addition to the training programmes, the mission observed that the Centre also undertakes limited policy oriented research and provides consultancy services in the area of national economic management to the public sector as well as the private sector. The research activities are intended to enhance the quality of the training programmes of the Centre and to make direct contribution into public policy-making, implementation, monitoring, and evaluation processes. To realise this important goal, the Centre created the Department of Research and Consultancy which is responsible for policy-oriented research, consultancy; technical assistance to the Departments of Planning, Research and Statistics; the publication of the Journal of Economic Management, Monographs and Occasional Paper Series and NCEMA Policy Analysis Series. The Department is also required to organise Policy Research Seminars which are intended to maximize interaction among policy-makers and the organized private sector.

In view of the extensive activities which NCEMA is expected to carry out, within the framework of its mandate, it is important to undertake a brief assessment of the performance of the Centre since its inception in 1986. It should be borne in mind that this is **not** an **impact assessment**. Rather, the exercise is intended to highlight the extent to which the Centre has carried out its mandate in the areas of training, policy research, consultancy and publications; including the promotion of international linkages.

IV. A BRIEF ASSESSMENT OF THE PERFORMANCE OF NCEMA.

It will be recalled that NCEMA was established by the Federal Government of Nigeria in 1986, under the former Federal Ministry of Budget and Planning (now the National Planning Commission), "to create and maintain a critical mass of highly competent public officers, especially in such areas as economic planning, project analysis and management, budgetary matters and economic policy".

Since the last ten years, the Centre has emerged as a successful and leading public sector training and policy research institution which has made a significant impact on national capacity building at all levels of Governments in Nigeria. For this reason, this section of the Report will attempt to undertake a brief examination of the performance of NCEMA with respect to its training, research, consultancy and publication programmes, funding of activities, and international linkages.

1. Training Programmes.

Within the framework of the mandate of NCEMA and following the establishment of the National Planning Commission, greater emphasis has been placed on courses/seminars/workshops dealing with macro and sectoral policy design and implementation, macro and sectoral planning, and computational techniques in planning and budgeting issues. To this extent, it can be observed from Table 1 that the number of courses/workshops/seminars organised by the Centre increased from one in 1986 to 72 (seventy-two) as of 30 June, 1996.

During this period, the programmes which attracted the largest number of participants at the national level were (i) Macro-economics for Public Sector Manager; (ii) Budgeting for Efficient Economic Management; (iii). Plan Monitoring and Evaluation; (iv). Seminar on Research for Policy Design and Management; (v). Micro-computing, Statistical Analysis for Planning and Budget Officers and Statisticians; (vi). National Seminar on Issues in Planning,

Research and Statistics; and (vii). Seminar Policy on Corporate Planning. At the Local Government level, those which have had the highest number of participants include (i). Economic Management for Local Government Officials and (ii). National Seminar on Economic Planning at the Local Government level.

Furthermore, the largest number of participants were in the years 1992, 1993, 1994, 1995 and 1996 up to 30 June. It should be pointed out that over the years, the training programme has been developed and restructured in line with the dynamic changes in the country's economic environment in general, and to meet the specific needs and training requirements of planning, budget, and projects officers in Federal and State ministries, local governments, and other government agencies and state corporations, as well as the private sector, in particular.

Despite the foregoing commendable achievements, the effective implementation of the programmed activities of the Department of Training has to some extent been hampered by a number of constraints. Some of them include inadequate trained staff, inability of the Centre to retain professional staff due to the absence of attractive incentives, inadequate infrastructural facilities to conduct seminars and courses, in cases where the number of participants are large; insufficient modern equipment especially training aids and computers, and inadequate transportation to convey the trainees to and from the Centre. To address these problems, the Centre has been hiring consultants on a short-term basis for a two to three months period, exploring the possibility of obtaining Fellowships for the staff; and the hiring additional lecture rooms during peak periods.

TABLE 1: PARTICIPATION IN NCEMA TRAINING PROGRAMMES (1986-1996)

S/N	Course	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996
1.	National Workshop on Public Expenditure Programmes (PEP 1)	43	43							31	16	
2.	Computer Application in Project Monitoring										8	
3.	Macroeconomics for Public Sector Managers		35	32	41	45	37	23				
4.	Oyo State Workshop on Budgeting for Efficient Economic Management			60								
5.	National Workshop on Aid Programming, Coordination and Assessment Techniques			19								
6.	National Workshop on Project Cycle Management			40				34				
7.	Zonal Training Programme for Social Mobilization Officers (At Client's request)				90							
8.	Training Programme on Planning and Budgeting under the New Civil Service Reforms				34							
9.	Senior Policy Seminar on Planning and Budgeting under the New Civil Service Reforms				40							
10.	Project Analysis and Evaluation				42	44				44		
11.	Oyo State Senior Policy Seminar on Budgeting				40							
12.	Workshop on Managing Ext. Dev. Asst. in Nigeria				25					8		
13.	Women in Development											
14.	Economic Management for Local Govt. Officials in 5 Zones: Jos, Abuja, Owerri, Ibadan & Sokoto					48						
15.	Budgeting for Efficient Economic Management					438						
16.	Plan. and Budget. for Efficient Econ. Magt. 1st Run 2nd Run					41	53	77	18		35	
17.	Senior Policy Seminar on Issues in Project Cycle Management					46						
18.	Senior Policy Seminar on Conflicts in Development					48						
19.	Computer-based Techniques in Economic Management					17	34					
20.	Plan Monitoring and Evaluation						63					
21.	Macroeconomic Analysis for Resource Management at the State Level						32			2		
							20			28	18	9

TABLE 1 : continued

[illegible]

TABLE 1. Continued

[illegible]

TABLE 1. Continued

S/N	Course	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996
69.	Induction Course in Planning & Budgeting											7
70.	Basic Course in Accounting, Auditing and Financial Management											28
71.	Basic Course in Project and Investment, Planning Analysis and Appraisal											13
72.	Planning and Management of Social Services and Infrastructure											23

Sources: Training Department, NCEMA, July 1996.

2. Research, Publications and Consultancy Programmes.

In order to foster research endeavours as well as promote policy research, publications and consultancy, the Department of Research and Consultancy was established in 1992 with a view to enabling the Centre contribute to policy formulation, implementation, monitoring and evaluation at the federal, state and local levels. To this end, the Department has since its creation, widened its scope of activities by extending consultancy services to the Departments of Planning, Research and Statistics at the Federal and State levels. The Department has also served as a forum for the review of the research projects of the staff members of the Centre by organising in-house seminars.

As concerns research and publications, it can be observed from Table 2 that between 1993 and 1995, a considerable number of monographs and books were published by the Centre. The publications covered a wide range of issues which included external financing, structural adjustment programme, exchange rate policy, planning and budgeting, macroeconomic policy issues, export growth and economic development and manufacturing performance - all with reference to the Nigerian experience.

Regarding consultancy, it can be observed from Table 3 that between 1993 and June 1996, some 11 training courses and workshops were organised by the Department, for a number of ministries/agencies and international institutions. At the national level, the target groups were the State Corporations/Departments which included the Central Bank of Nigeria, National Planning Commission, Nigeria National Petroleum Corporation, Federal Ministry of Finance, Federal Airport Authority and the Lagos State Government. At the international level, the courses/workshops were organised for the World Bank and the United Nations Development Programme.

The mission, however, wishes to point out that although policy papers were prepared by the Department at the end of each workshop/course and submitted to the various levels of

Government, there were no commissioned studies or paper prepared by the Department for the Federal, State and Local governments and the private sector on request. Rather, the workshops and courses were organised to backstop or complement the training programmes of the Centre.

**TABLE 2: SUMMARY OF NCEMA
RESEARCH AND PUBLICATIONS (1986 - 1996)**

YEAR	MAJOR AREAS
1993	Monograph No.1: External Financing and Nigeria's Economic Recovery Programme - S. A. Olanrewaju
1993	" No.2: The Structural Adjustment Programme and Nigeria's Agricultural Development - I. I. Ihimodu
1993	" No.3: Wither Structural Adjustment in Nigeria? - M. I. Obadan
1993	" No.4: An Econometric Analysis of the Impact of Structural Adjustment Programme on Nigeria's Natural Rubber Export Supply - M. I. Obadan
1993	" No.5: Nigeria's Exchange Rate Policy and Management - M. I. Obadan
1994	" No.6: Real Exchange Rates in Nigeria: A Preliminary Study - M. I. Obadan
1994	Policies for Export Growth and Economic Development: Africans and Asian Perspectives (Ed.) - M. I. Obadan
1994	Planning and Budgetary in Nigeria: Institutional and Policy Reforms (Ed) M. I. Obadan and G. O. Ogiogio
1995	Macroeconomic Policy Issues in An Open Developing Economy: A Case Study of Nigeria (Ed) A. Iwayemi
1995	Monograph No.7: Industrial Policy and Manufacturing Performance in Nigeria - P.C. Egbon
1995	Training Impact Assessment Survey of NCEMA Training Programmes
1996	Training Need Assessment Survey
	On going Research Works
	(i) Macroeconomic Imbalances and Fiscal Deficit: A Proposal for Policy Options in Nigeria.
	(ii) Analysis of Project Financing in Nigeria.

Sources: Research and Consultancy Department, NCEMA, July, 1996.

TABLE 3: SUMMARY OF NCEMA CONSULTANCY SERVICES

YEAR	NATURE OF CONSULTANCY	REQUESTING INSTITUTION/ GOVERNMENT DEPARTMENT
1993 Nov.	Training on Macroeconometric Modelling	CBN
1994 Jan.	"	"
1994 March	"	"
1994 June	Microcomputing Training for National Planning Commission	National Plan. Comm.
1994 Sept.	Training on Procurement of Goods, Civil works and Consultancy for the World Bank Finance Projects	The World Bank
	Training on Analysis and Evaluation of NNPC/NAPIMS projects	Nigerian National Petroleum Corporation
1995 Dec.	Training on Financial Management and Budgeting	Federal Ministry of Finance
1995	Workshop on Corporate Planning for Federal Airport Authority of Nigeria	Federal Airport Authority of Nigeria
1995	Workshop on Poverty Alleviation in Nigeria	World Bank
1995 Nov.	Workshop on Poverty Alleviation in Nigeria	World Bank
1995 Dec.	Workshop on Management Information system: Sensitization of MIS-aid users and operators	UNDP
1996	Workshop on Planning Process and Project Management for Directors of Planning, Research and Statistics	Lagos State Government

Sources: Research and Consultancy Department, NCEMA, July, 1996.

3. Funding of Programme Activities

Since its establishment in 1986, NCEMA, like many other Government institutions, has depended largely on the Federal Government subventions for the financing of its activities. To this extent, it can be observed from Table 4 that between 1987 and 1995, the Federal Government accounted for approximately N94 million Naira out of a total amount of about 30 million Naira (that is 72%), which the Centre received from various sources. The substantial subvention of some 34 million Naira in 1995 (approximately 30% of total Federal Government financial contribution during the period under review), was due to the implementation of the Elongated University Salary Scale by the Centre. Furthermore, it can also be observed from Table 4 that programme fees and other sources of income (interest on investment, sale of scraps, registration of contractors and interest on loans to staff members), accounted for approximately 20.4% and 1.5%, respectively, of the total financial resources of the Centre during the period under review.

Like many training and capacity building institutions in Africa, the Federal Government's financial support to NCEMA has also been supplemented by external financial assistance from a number of international organisations and agencies, notably the Economic Development Institute (EDI) of The World Bank, Ford Foundation, United Nations Development Programme (UNDP), Rockefeller Foundation, International Centre for Economic Growth (ICEG), African Capacity Building Foundation (ACBF) and the West African Management Development Institute (WAMDEVIN).

It can be observed from Table 4 that these institutions and agencies provided financial assistance amounting to approximately 15 million Naira (that is 11.5%) of the total revenues of the Centre during the period under review. In addition to the financial support, many of the institutions and agencies provided technical equipment in the form of computer hardware, software, training materials, vehicles, projectors etc. to the Centre to enable the Departments of Training and Research and Consultancy implement their programme activities.

TABLE 4: NATIONAL CENTRE FOR ECONOMIC MANAGEMENT AND ADMINISTRATION (NCEMA) IBADAN
PROFILE OF REVENUE RECEIPTS: 1987 - 1995

YEAR	FED. GOVT. CAPITAL SUBVENTION N000	FED. GOVT. RECURRENT SUBVENTION N000	SUB TOTAL GOVT. SUBVENTION N000	PROGRAMME FEES N000	TECHNICAL ASSIS- TANCE N000	++ OTHERS N000	SUB - TOTAL N000	GRAND TOTAL N000
1987	-	-	2.392	-	-	0.033	0.033	2.425
1988	0.593	0.735	1.328	0.113	-	0.903	0.203	1.531
1989	1.274	0.800	2.074	0.109	0.465	0.017	0.591	2.665
1990	4.000	1.500	5.500	0.197	2.170	0.003	2.37	7.870
1991	4.300	1.500	5.800	0.549	1.415	0.088	2.052	7.852
1992	4.365	4.000	8.365	2.295	0.615	0.066	2.976	11.341
1993	6.838	11.734	18.572	2.456	1.260	0.640	4.356	22.928
1994	6.907	10.700	17.607	3.571	2.844	0.213	6.628	24.235
1995	15.150	19.272	34.422	7.212	6.423	0.653	14.288	48.71
TOTAL	43.427	50.241	93.668	16.237	15.192	1.803	33.497	129.557

+ Funding support from Ford Foundation, UNDP, ACBF, World Bank, IDRC, Rockefeller Foundations. The UNDP, World Bank, ICEG etc. also provide assistance in kind especially computer hardware, software, training materials, vehicles, projectors etc.

++ Other sources of income include interest on investment, sale of scraps, registration of contractors, interest on loans to staff.

Sources: Department of Finance and Administration, NCEMA, July, 1996.

The areas of the activities which received considerable technical support from some international and regional institutions are summarised in Table 5. These areas include training, institutional building, policy analysis, publication and information management. Overall, during the period under review, NCEMA was able to implement its programmes due to the generous financial support from the Federal Government in particular, also to the considerable financial, technical and material contributions from various regional and international financial and development organisations and agencies.

It should be pointed that the various forms of financial and technical assistance which the Centre received during the period under review, were re-enforced by a rigorous policy of regional and international linkages which have been developed by NCEMA over the years, particularly with national, regional and international institutions like Nigerian Universities, other research and training institutions (Nigerian Institute of Social and Economic Research, Centre for Development Policy Analysis, etc.), International Centre for Economic Growth, (U.S.A.), Economic Development Institute of the World Bank, the Open University and the Development and Project Planning Centre of the University of Bradford (Britain). Collaboration between NCEMA and these institutions has taken the form of exchange of publications, staff exchange, joint research projects, development of training materials, training of trainers and acquisition of library books.

Despite these laudable achievements in the area of international linkages, the mission observed that no attempts were made by the Centre to develop similar networking with existing African national and regional institutions such as the United Nations Economic Commission for Africa (ECA), Council for the Development of Social Research in Africa (CODESRIA), The African Development Bank (ADB), The Organisation of African Unity (OAU), ECOWAS Secretariat, etc. The importance of such networking within the African continent cannot be over-emphasized, especially in view of NCEMA long-term plans to become a future regional Centre.

TABLE 5: INSTITUTIONS NCEMA IS CURRENTLY COLLABORATING WITH

INSTITUTIONS	TYPE OF COLLABORATION
1. African Capacity Building Foundation (ACBF)	(1) Training Programme - Macroeconomic Policy Analysis and Management - Sectoral Policy Analysis and Management (2) Institution Building - National Consultants - Purchase of Computers Purchase of other necessary equipment - Study visits and short courses within Africa (3) Policy Analysis Series - Production, distribution and marketing of a Quarterly publications, the NCEMA policy Analysis Series - Publication of training programme reports (4) Supply of vehicle
2. The World Bank (Economic Development Institute)	(1) Sponsoring of Workshops and Poverty Alleviation (2) Supply of training equipment e.g. Computers, Photocopying machines, Slides, etc. (3) Training of trainers abroad (4) Supply of vehicle
3. United Nations Development Programme (UNDP)	NCEMA is currently having a twinning arrangement with University of Bradford, specifically DPPC, through UNDP sponsorship. This covers several activities such as: (1) Publication of some Books of Readings (2) Several workshops on Training of Trainers (3) Exchange programmes, among others (4) Supply of vehicles
4. International Centre for Economic Growth (ICEG)	Exchange of Publication
5. West African Management Development Institute (WAMDEVIN)	Information Network

Sources: Research and Consultancy Department, NCEMA, July, 1996.

V. AN EVALUATION OF CURRENT TRAINING PROGRAMMES

The need to strength indigenous capacity in the area of public policy analysis and economic management in Nigeria has increasingly occupied a central place in the debate on national development in the country. To this end, NCEMA was established to develop indigenous capacity in the areas of policy analysis, design, implementation, monitoring and evaluation and to train and maintain research talent in the country with a view to reversing the brain drain which has negatively affected the ability of Nigeria to formulate and manage viable economic policies and programmes.

Over the years, the Centre has addressed these objectives through a vigorous development of intensive training and capacity building programmes in the areas national economic management and administration for economic planners, statisticians, budget officers, policy advisers, project managers and analysts, by organising courses, workshops and seminars. In view of the extreme importance the mission of NCEMA in the area training and capacity building at all levels of Government in Nigeria, the Centre has envisaged twenty-nine (29) training programmes, workshops and seminars and sixteen (16) other courses, which are available on demand, for the year 1996.

An examination of the current training and capacity building programmes for 1996, by the mission, revealed that there is need for the Centre to restructure some courses, workshops and seminars so as to ensure internal consistency and logical presentation, avoid duplication, and maintain harmony in the content of the programmes. To this end, the mission presents below some general and specific comments and suggestions on the training programmes.

1. General Comments and Suggestions

Firstly, despite the fact that the Decree N° 51 of 1989 establishing the institution, named it the National Centre for Economic Management and Administration, (NCEMA), an

TABLE 5A PRESENTATION OF PROGRAMMES FOR 1996

COURSE NO.	INT.	C.O.B.	BT/CC	TG	TO	DM	PRE	MAT
96/001	/	/	/	/	X	X	X	X
96/002	/	/	/	/	X	/	X	X
96/003	/	/	/	/	X	/	/	X
96/004	/	/	/	/	X	/	X	X
96/005	/	/	/	/	/	/	X	X
96/006	/	/	/	/	X	/	/	/
96/007	/	/	/	/	X	/	X	X
96/008	/	/	/	/	/	/	X	X
96/009	/	/	/	/	/	X	/	X
96/010	/	/	/	/	X	X	X	X
96/011	/	/	/	/	/	X	X	X
96/012	/	/	/	/	/	X	X	X
96/013	/	/	/	/	/	X	X	X
96/014	/	/	/	/	X	X	X	X
96/015	/	/	/	/	/	/	X	X
96/016	/	/	/	/	/	/	X	X
96/017	/	/	/	/	/	X	X	/
96/018	/	/	/	/	/	/	X	/
96/019	/	/	/	/	/	/	X	/
96/020	/	/	/	/	/	X	X	/
96/021	/	/	/	/	/	/	X	X
96/022	/	/	/	/	/	X	X	X
96/023	/	/	/	/	/	X	/	X
96/024	/	/	/	/	/	X	X	X
96/025	/	/	/	/	/	/	X	X
96/026	/	/	/	/	/	/	X	X
96/027	/	/	/	/	/	X	X	X
96/028	/	/	/	/	/	X	/	X
96/029	/	/	/	/	/	X	X	X

EXPLANATION OF SYMBOLS

INT.	=	Introduction	C.No.	=	Course Number
BT.	=	Broad Themes	C. O.	=	Course Objectives
T.G.	=	Target Groups	C.C.	=	Course Contents
D.M.	=	Delivery Methods	T. O.	=	Target Organisations
MAT.	=	Materials Needed.	PRE	=	Pre-requisites
/	=	Indicated			
X	=	Not Indicated			

Sources: Compiled from NCEMA, Training Programme for 1996, Ibadan.

TABLE 5B SUMMARY OF THE PRESENTATION OF THE TRAINING PROGRAMMES FOR 1996

No.	Section of C/W/S	Indicated in the Programmes	Not Indicated in the Programs
1.	Introduction	All 29 programs	-
2.	Objectives	-do-	-
3.	Broad Themes/course Content	-do-	-
4.	Target Groups	-do-	-
5.	Target Organisation	19 programmes	10 programmes
6.	Delivery Methodology	14 programmes	15 programmes
7.	Pre-requisites	5 programmes	24 programmes
8.	Materials Required	6 programmes	23 programmes

Sources: Information compiled from NCEMA, Training Programmes for 1996, Ibadan.

On the other hand, these same four areas were never reflected in a majority of programmes. These areas were Target Organisation (10 programmes), Delivery Methodology (15 programmes), Prerequisites (24 programmes) and (23 programmes). In view of the need to ensure consistency in the internal structure and logical presentation of the training programmes, the mission strongly recommends that the Training Department should take measures to redress these inconsistencies in the current and future training programmes. This will provide the target groups and organisations a complete and vivid picture of all what is required or covered in all training courses, seminars or workshops which are to be conducted by NCEMA each year.

2. Specific Comments on the Training Programmes

Below are the specific comments of the mission on some training courses, seminars and workshops which are programmed for 1996. It should be pointed that the comments and suggestions are intended to improve the focus and presentation of programmes in order to avoid duplication and to ensure a logical flow of the contents of the programmes.

(i). 96/001 - Policy Seminar on Issues in 1996 Federal Budget. In the view of the mission, any analysis of the 1996 Federal Budget must be related to the 1995 so as to demonstrate the extent to which the former has improved over the latter in terms of the macroeconomic policy framework, design, implementation, monitoring and evaluation of the intended objectives.

(ii) 96/004 - Induction course in Planning and Budgeting. After a close examination of this training courses, particularly its 'Introduction', the mission recommends that the entire course title should be reformulated to read as either "Programme Budgeting" or "Rolling Plans and Budgeting" for the following reasons:

- (a) "Planning" as defined in the 'Introduction' to the Course does not clearly state whether it is short-term, medium-term or long-term.
- (b) The "time dimensions" of both "Planning" and 'Budgeting", as strategies for

attaining social goals and development objectives are not spelt out in the Introduction.

- (c) Despite the complementarity between "Planning" and "Budgeting", the two mechanisms or strategies are treated as if they are mutually exclusive.
- (d) It is not clear how the inter-face between "Planning" and "Budget" Officers can be promoted and reinforced, after the training, so as to ensure efficiency in the use of both manpower skills and financial resources in the entire country.

(iii) 95/006 - Macroeconomic Policy Analysis and Management. The objectives of the Course should include the following:

- (a) provide participants with an understanding of the key socio-economic issues which are related to the Nigerian economic crisis to enable them formulate and implement appropriate national economic strategies to address them.
- (b) enhance inter-ministerial dialogue and coordination of national economic policies and strategies among the various ministries, agencies and institutions involved directly or indirectly in economic policy formulation, implementation, monitoring and evaluation.
- (c) acquire familiarity with analytical framework used by multilateral international financial agencies in the design of stabilization and adjustment programmes so that the public officials can negotiate adjustment loans and other resource support more effectively.

More emphasis should also be placed on Strategic Management and or Development Management. To this extent, the following themes should be added to the existing ones in the programme:

- (a) Design of Economic Reform Programmes
- (b) Management of Economic Reforms (demand management policy and supply side

incentive policies)

(c) Public Sector and Economic Sector Reforms

(iv) 96/008 - Basic Course in Project and Investment Planning Analysis and Appraisal. The following theme should be added to the Broad Themes: "Principles and Methods of Project Evaluation".

(v) 96/013 - Plan and Budget Monitoring and Evaluation. In order to enable the participants have a global and comprehensive picture of 'Planning' and 'Budgeting' process, as well as the complementary relationship between them, it is the view of the mission that this course should be integrated into Course "No. 96/004 - Induction course on Planning and Budgeting", with emphasis on policy formulation, implementation, monitoring and evaluation; while at the sametime highlighting the complementary relationship between 'Planning' and 'Budgeting,' if the two strategies are to be treated separately in the course.

(vi) 96/015 - Planning and Management of Social Services and Infrastructure. The 'Introduction' which is intended to highlight the importance and justification of the course is virtually silent on the social services aspect. Curiously, however, both aspects are covered under the Broad Objectives and Course Themes. In the view of the mission, it is not appropriate to treat both the 'Social Services' and 'Infrastructure' in a single course, since there is no direct relationship between them and particularly as the former refers generally to health, education and social welfare. In the circumstances, therefore, the mission recommends that there should be two separate courses - one on the "Planning and Management of Infrastructure" and the other on the "Planning and Management of Social Services".

(vii) 96/016 - Sectoral Policy Design, Analysis and Management. It seems to the mission that the present title of the Course does not reflect the contents of the Introduction, Objectives and Broad Themes; all of which highlight the relationship between macroeconomic policy framework and sectoral policies. It is, therefore, recommended that the title should be modified

to read as "Policy Framework and Sectoral Policy Design, Analysis and Management"

(viii) 96 /017 - 3rd DPRS Directors National Seminar: Research for Planning and Policy-Making. The following additional objectives should be included to the present ones:

- (a) examine the current structure and principal features of the formal and informal decision-making process pertaining to macroeconomic policy in Nigeria.
- (b) examine the extent to which the policy-making processes draw upon the results of Nigerian policy research and the related professional skills located within and outside the formal policy making structure.
- (c) analyse the perceptions of policy makers, researchers and other professionals on the linkage or absence of linkage between policy research and policy decision-making.

The Broad themes should also include the following:

- (i) Attitude and perceptions shaping policy research- policy making linkages (What researchers see; what policy-makers see; what both groups see).
- (ii) Broadening opportunities for policy input and dialogue
- (iii) Communication tools to link researchers and policy-makers.

(ix). 96/018: Budgeting for Efficient Economic Management. Given the course Objectives and Course contents, it suggested that the title of the Course be reformulated to read: "Programme Budgeting for Efficient Economic Management".

(x). 96/019 Development Planning: Framework, Design and Techniques. The title of this Course seems incomplete in view of the stated Objectives and Course outline. It is suggested, therefore, that the title should read as "Development Planning: Framework, Design, Techniques, Implementation, Monitoring (Control) and Evaluation".

It is the view of the mission that the 'Introduction' is inadequate and does not clearly spell out the justification for the course. In particular, no attempt is made to justify the choice of the project approach or the shift in emphasis from the project approach to sectoral planning.

It does seem to the mission that the sectoral planning approach to policy oriented plans has the same limitations as the project approach, because the inability of strategic Ministries to coordinate their actions, so that the linkages and interdependency between the various approaches are clearly defined in the policy framework and policy design.

The specific objectives should also include: (a) examine the relationship between macroeconomic planning (national planning) and sectoral planning; and (b) explain to the participants the limitations of project approach and the advantages of sectoral planning. The Broad Course contents should include the themes "Macroeconomic Planning and Sectoral Planning".

3. Comments on the Impact and Training Needs Assessment Surveys of UNDP Projects Nos. NIR/86/002 and NIR/87/017

It will be recalled that the long-term objective of NCEMA is "to develop skills for national economic management so as to maintain the critical core of the public sector officials who can easily rise up to the needs and challenges of a responsive civil service in the design and management of economic policies at the federal, state and local government levels".

However, it does not appear to the mission that the 'Impact and Training Needs Assessment Surveys of the UNDP Projects Nos. NIR/86/002 and NIR/87/017', has addressed the pertinent and important issue of the extent to which the middle and senior level public servants, who have benefited from UNDP-assisted programmes have been effectively involved in the policy negotiations, design, implementations, monitoring and evaluation of their various Ministries and Agencies.

It is therefore, the view of the mission that future studies on the impact of NCEMA training on the national policy-making process and economic management in Nigeria, should effectively address the issue of the effective participation of public servants in all aspects of policy formulation, implementation, monitoring and evaluation at the Federal State and Local Government levels.

VI. RESEARCH AND CONSULTANCY PROGRAMMES.

Although the Research and Consultancy Department was created in 1992, it may be recalled from the brief assessment of NCEMA carried out in Section IV of this Report, that no effective policy-analysis, policy research and consultancy activities have in fact been undertaken by the Department. Rather, a considerable number of publications have emanated from the Department as a result of largely individual research efforts and co-edited monographs and books consisting of papers presented in a number of seminars/workshops/seminars. Certainly, the policy Memoranda and Communiques which presented to different levels of Government at the end of each of these fora cannot be taken seriously as rigorous policy analysis or policy research papers which should play a vital role as inputs in the policy-making process in the country.

In this regard, the mission would like to point out that although one of the most important inputs to policy formulation for socio-economic transformation and sustainable development in Nigeria is policy analysis and policy research and therefore, perhaps one of the *raison d'être* for the establishment of the Department of Research and Consultancy, it is important for the Management of NCEMA to bear in mind that the objective of good policy analysis should uncover the precise cause-and-effect links and to fashion policy recommendations on the basis of these links.

Furthermore, the capacity for effective policy analysis require special abilities to analyse and synthesize, to weigh various policy alternatives for solving complex problems under conditions of uncertainty, competing interests and limited time. The Department's policy

analysis and research activities require competent must also have the skills to explain persuasively and clearly to policy makers, the strengths and weaknesses of the various options and then be able to recommend a specific course of action in keeping with the economic and socio-political realities of the country.

In fact, persuasive policy prescriptions depend critically on and are derived from technical competence. However, they also require an insight into the practical political and bureaucratic options, creativity, imagination and effective communication skills. All these would go a long way in enhancing and complementing the impact of NCEMA's training programmes on the process of policy-making and economic management in Nigeria.

Most important, the mission maintains that the Department's policy analysis and research can improve and influence combinations of policies in Nigeria by:

- (a) clearly defining the development problems and issues being faced by the policy makers and managers;
- (b) setting up the principal policy alternatives or scenarios available;
- (c) clearly defining the major vested interests likely to be affected by the policy changes;
- (d) comparing the cost effectiveness of various policies and groups of policies; and
- (e) ascertaining the trade-offs among policy choices and thus providing a basis for negotiations among vested interests.

Overall, the Department must strive to strengthen both the skills of policy analysis and research and strategies in government officials charged with the various responsibilities of policy formulation, implementation, monitoring and evaluation. For the policy-making process to be effective, the Department must strive to foster interaction between the policy analysis and research it carries out and strategic management and policy makers. This is important because the counterpart of effective policy formulation based on sound policy analysis is well managed

policy implementation or strategic management.

To this extent, the strategic managers must be acquainted with the methodology and techniques of policy analysis and programme evaluation. In addition, policy makers and strategic managers must be introduced to the process and policy formulation and economic management, having implications for subregional and regional economic cooperation and integration, particularly within the framework of the envisaged plan to transform NCEMA into a Regional Centre for Training and Capacity Building.

VII. THE NEW VISION OF NCEMA AS A REGIONAL CENTRE FOR TRAINING AND CAPACITY BUILDING: THE WAY FORWARD.

On the basis of the discussions held with the Management and Heads of the various Departments of NCEMA and the review of the background documents on the Centre, the mission is of the view that over the last ten years, the institution has made tremendous strides in the areas of training and publications. To this extent, the ambition of the management of NCEMA to transform the Centre into a Regional Centre for Training and Capacity Building is a laudable one, considering the important contributions it has made towards meeting the training needs of public officers in all areas of economic planning and management and also in providing valuable inputs into the design, implementation, monitoring and evaluation of development policies at the Federal, State and Local levels in Nigeria.

In view of the foregoing considerations, the following measures have to be taken by the Management to transform NCEMA to a Regional Centre for Training and Capacity Building:

- (i) As a precondition for the establishment of the envisaged Regional Centre, the Management of NCEMA has to develop a rigorous bilingual programme of training the present staff of the Centre, recruiting new bilingual staff, expanding

its physical facilities, acquiring additional equipment and training aids, and recent bilingual publications and Journals in those areas to be covered by its programmes.

- (ii) In order to avoid duplication and wastage of scarce human and financial resources and to ensure that the programmes are focused, NCEMA should undertake an extensive survey of similar training and research institutions existing in both French-speaking and English-speaking countries in the West African sub-region.
- (iii) NCEMA should undertake an information campaign in the entire West African sub-region with a view to selling its programmes to potential clients and finding out the training needs of those public and private sector institutions which are playing a central and determining role in influencing the decision-making process, policy design and implementation in different countries.
- (iv) NCEMA should take concrete steps to design and present all the programmes of the Centre as well as course materials and training aids in both English and French.
- (v) In view of the necessity to solicitate financial and political support from ECOWAS, NCEMA should prepare a memorandum in which a case should be made for transforming the Centre into a Regional institution, and present it to ECAWAS Secretariat. Such a memorandum should no doubt highlight the comparative advantage which NCEMA has over other similar existing training institutions in the sub-region.
- (vi) NCEMA should also prepare a separate memorandum for the current and potential collaborating regional and international institution and agencies. The memorandum should clearly spell out the reasons for transforming NCEMA into a Regional Centre; laying emphasis on the comparative advantage which the Centre has over similar training and research existing institutions in the West African sub-region.
- (vii) Finally, NCEMA should within its envisaged mandate as a Regional Centre

introduce two new courses/workshops/seminars, namely (a) The Regional Dimension of Nigeria's Economic Development; and (b) The Impact of the International Economic Environment on the Long-Term development of Nigeria.

(a) The Regional Dimension of Nigeria's Economic Development. The mission is of the view that the Centre should organise a seminar and conduct an independent policy analysis and research on the regional dimension of Nigeria's socio-economic development and its impact on the national decision-making process. For example, Nigeria's obligations in the regional economic cooperation and integration schemes/organisations (ECOWAS, etc.); the implementation of regional decisions, costs and benefit of the country's participation in the various integration scheme, etc.

(b) The International Economic Environment and its Impact on the Long-Term Development of Nigeria. To the extent that the Nigerian economy, like all economies of the developing countries, is opened and therefore vulnerable to external economic and financial shocks which certainly have impact on the ability and capacity of the decision-makers and technocrats to design, implement, monitor and evaluate viable policy strategies and programmes, it is extremely important that NCEMA envisages a seminar or course on the International Economic Environment and its Impact on the long-term development of Nigeria. Should a course/seminar could cover the following themes: Nigeria in a world of Transition, New Economic Order, New Trading Systems, New Monetary Order, Nigeria's External Debt and Resources Flows; Economic Groupings, and Trading Blocks, Globalisation of Production and Banking Institutions, and European Single Market (1992).

Overall, there is no doubt that if the above recommendations are effectively implemented, a solid foundation would have been laid for the future transformation of NCEMA into a Regional Centre for Training and Capacity Building. Most importantly, given adequate infrastructure and equipment, good will of professional and administrative staff, adequate networking and linkages with regional and international institutions, and the invaluable leadership of the present

Management as well as the continuous support from the current and future stakeholders, NCEMA has the capacity of being transformed into a Regional Centre for Training and Capacity Building in the West African subregion.

VIII. PROMOTING NETWORKING WITH UNECA AND OTHER REGIONAL AND INTERNATIONAL INSTITUTIONS

In the view of the mission, NCEMA has made substantial efforts in establishing linkages with a number of international institutions and agencies since the last ten years. However, considering the immense contributions of the training activities of the Centre to the decision-making process and national economic management in Nigeria, and the envisaged plans to transform the institution into a Regional Centre for Training and Capacity Building, the mission recommends the establishment of a Comprehensive Computer Network which shall be linked to national, regional, continental research and reference libraries, research and training centres/institutions which undertake studies on contemporary Nigerian and West African Socio-economic development problems in general and on those national economic management issues which fall within the mandate of the Centre.

The Computer Network shall provide up-to-date information on recent research and training activities in other countries in West Africa, data on competent skills and experts on Nigerian and West African economic development problems and challenges; and information on African institutions such as the ECA, OAU, ADB, etc which are interested in fostering policy analysis, research and capacity building in the African continent.

Furthermore, the Computer Centre shall enable NCEMA to establish horizontal links with policy-making, research and training institutions, the private sector and international institutions operating in Nigeria and West Africa as well as existing African research and training institutes/centres like the African Institute of South Africa, Council for the Development of Social Science Research In Africa (CODESRIA), United Nations African Institute for Economic

Development and Planning (IDEP), etc.

Furthermore, NCEMA should link up with such international institutions as the Institute of Development Studies (Sussex), European Centre for Development Policy Management (Maastricht), OECD (Paris), South-South Centre (Geneva), Overseas Development Institute (London), Brookings Institution (Washington D.C.), Institute of International Economics (Washington D.C.), the Bretton Woods Institutions (Washington D.C.) etc.

Specifically, collaboration between NCEMA and the above research and training centre/institutions, including UNECA, could take the form of:

- (i) Exchange of documentation and information on policy research, training and capacity building in Africa;
- (ii) Acquisition of documentation and information to support NCEMA's policy research and training activities;
- (iii) Generation and publication of authoritative reference works on Nigeria and West Africa (e.g. social scientists, institutes, on-going research projects, etc.);
- (iv) NCEMA's institutional participation in the Pan African Documentation and Information Systems Network (PADIS) with a view to promoting the harmonization and standardisation of documentation and information systems in Nigeria and West Africa;
- (v) NCEMA's access to the data bases on Nigeria's external debt, socio-economic conditions, trade, financial institutions etc., which are generated and maintained by a number of UNECA's substantive Divisions.

IX. MISSION CONCLUSIONS AND RECOMMENDATIONS

In concluding this Report the mission wishes to draw the attention of the management of NCEMA to the fact that one problem that many research and training institutions in Africa

generally face is deciding on their own long-term priorities independently and reconciling these with their sources of funds. The latter is often complicated by the fact that there are very few fora for dialogue between donors and African research/training institutions on the setting of policy analysis, training and research priorities', and the few that exist are characterized by asymmetry.

Equally important, are the difficulties that research and training institutions themselves face in elaborating and articulating their own priorities. These difficulties may range from political restrictions on policy analysis and research areas, incoherent and hazard announcements by local authorities on what are to be the national development priorities, internal intellectual arrangements within the institutions themselves, etc.

An examination of the background documents by the mission revealed that NCEMA has sought to overcome many of these problems by articulating its research and training programmes cogently as possible. Because of the nature of the funding NCEMA has so far received and the present intellectual leadership, the Centre should be able to overcome or blunt any negative effects of funding and priority setting in the future. There is no doubt that this will go a long way to ensuring the sustainability and relevance of the comprehensive programmes which NCEMA has been implementing in the areas of research and training since it was established some ten years ago.

In view of the foregoing considerations, the mission strongly recommends that NCEMA should maintain its independence on external funding overtime by initiating policy research, executive development and consultancy programmes for the public and private sectors, NGO's and international institutions within and outside Nigeria. It should also promote and sustain constant dialogue with the users of the outputs of its policy analysis, research and training programmes. This will in the long-run enhance the viability, relevance and sustainability of the activities of the Centre.

The mission further recommends that, in view of the absence a general incentive system in the public service, and considering the immense contributions which NCEMA has made to building and retaining critical skills in the Nigerian public service, there is need for the National Planning Commission to examine ways and means of providing a comprehensive incentive package for both the Professional and Administrative staff of the Centre. This will go along way in enhancing the capacity of the institution to continue to effectively deliver its training, research and consultancy programmes in the future.

Finally, in view of the considerable achievement of NCEMA in the area of training and capacity building for the Nigerian public service and to some extent for the private sector, the mission strongly recommends, that UNECA should provide timely and specific technical assistance to the Centre within the framework of its mandate and also subject of course to the financial and manpower constraints of the Commission. Such technical assistance could be focused on the conduction of courses, workshops and seminars which are programmed by the Centre throughout the year.

ANNEX 1
LIST OF NCEMA STAFF MET
BY THE MISSION

Name	Designation	Major Responsibilities
1. Prof. Mike I. Obadan	Director-General	Chief Executive
2. Mr. J.O. Fapojuwo	Director, Personnel	Administration, Personnel and Finance
3. Dr. A.A. Adubi	Head of Training	Overall Coordinator for Training Programmes
4. Mr. A.A. Fajingbesi	Head of Research and Consultancy	Overall Coordinator for Research and Consultancy Programmes
5. E.C. Obioma	Fellow I	Training Programme Design, Delivery and Research
6. O.S. Komolafe (Dr.) (Mrs)	Fellow II	"
7. O.J. Bogunjoko	Fellow II	"
8. A.F. Odusola	Fellow I	"
9. P.O. Awopegba (Dr.) (Mrs)	Fellow II	"
10. E.C. Okhueleigbe	Assistant Fellow	"
11. F.O. Ayonrinde (Mrs)	Assistant Fellow	"
12. T.O. Gbayesola	Assistant Fellow	"
13. E.O. Uga	Assistant Fellow	"
14. M.O. Olusoji (Mrs)	Training Officer	Training Programmes Design; Delivery and Research
<u>Short-term Consultants</u>		
15. Prof. D.O. Ajakaiye	Consultant	Leadership for professional staff in training and research.
16. Dr. P.C. Egbon	Consultant	Assisting in training programme curriculum development and delivery.

ANNEX 2

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