



Safeguarding Public Funds

CAPITAL PROJECT DELIVERY IN NIGERIA



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Corruption Perceptions Index 2023

\$18 billion

Nigeria's anti-corruption agencies estimate that \$18 billion is lost to corruption and financial crimes from the country's total annual spend on public procurement;



The Nigeria Extractive Industries Transparency Initiative reported that Nigeria lost

\$42 billion

in oil revenues between **2011 and 2019** due to corruption and mismanagement;

\$200 billion

Estimates point to various worrying figures. It is been suggested that between **1970 and 2008** that Nigeria lost over \$200 billion due to corruption and procurement irregularities.

Source: Transparency International



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Assessment of Gaps in Capital Project Oversight

1

Broken Oversight System

- Limited Oversight and Monitoring
- Insufficient Resources
- Political Interference
- Lack of Political Will

2

Lack of Transparency

- Limited Public Disclosure
- Opaque Procurement Processes
- Data Limitations

3

Low Citizen Engagement

- Limited Channels for Public Input
- Lack of Awareness

4

Corruption Vulnerabilities

- Bribery and Corruption
- Conflict of Interest

5

Poor Deterrence Regime

- Weak Sanction Regime
- Inefficient Criminal Justice System



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Project Cycle Stages for Capital Project Monitoring



Planning and Design

- Needs assessment
- feasibility study
- project design
- budgeting
- procurement planning



Implementation Phase

- Procurement
- contracting
- construction
- monitoring



Completion and Evaluation Phase

- Project closeout
- post-project evaluation
- lessons learned



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Common Red Flags in Capital Projects



Procurement and Contracting

Limited competition, repeated awards to the same firms, lack of transparency



Financial Irregularities

Contract variations, discrepancies between approved and actual costs, unjustified advance payments



Implementation and Delivery

Abandoned or delayed projects, poor quality of infrastructure, excessive subcontracting



Oversight and Governance

Lack of public information, non-compliance with audit recommendations, weak civil society engagement



Low Civil Society Involvement

Near exclusion of all component of the civil society in project conceptualization and delivery framework



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Governance Criteria for Capital Projects Tracking

Clarity of Roles



MDAs, anti-corruption agencies, legislatures, CSOs, media, and citizens must have clearly defined roles within monitoring framework

Conflict of Interest Management



The legal and policy frames around disclosure, independent oversight, recusal, and penalties for breaches must be clear

Financial and Administrative Requirements



Robust tracking systems, regular reporting, independent audits, and timely fund release



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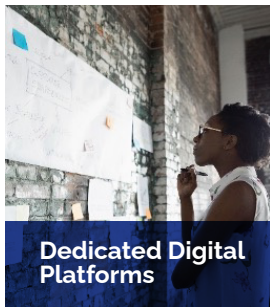


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Reporting Channels for Corruption and Mismanagement in Capital Projects



Dedicated Digital Platforms

Online reporting portals, mobile apps, telephone/SMS hotlines, physical reporting centres.



Escalation Procedures

First-level resolution (project oversight committees).



Second-level resolution

Regulatory and anti-corruption agencies



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Reporting Channels for Corruption and Mismanagement in Capital Projects



Third-level resolution

Legislative and judicial oversight



Monitoring and Evaluation

Regular audits, quarterly/annual reports, and systemic reforms



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CSO/Media Guide to Capital Project Monitoring

1

Planning and Design Phase

monitor needs assessment, feasibility studies, and procurement planning.

2

Procurement and Contract Award

Ensure transparency in bidding, evaluation, and contract signing.

3

Implementation Phase

Track progress, financial management, and compliance with technical specifications.

4

Completion and Handover

Verify project completion, conduct final audits, and ensure proper handover.



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Mechanisms to Enhance Collaboration and Information Exchange in Tracking Capital Projects



Institutionalized Multi-Stakeholder Platforms

Inter-agency coordination committees, civil society partnerships, media engagement forums.



Data and Information Exchange

Open data portals, FOI compliance portals, standardized reporting frameworks



Technology-Enabled Collaboration

Project monitoring dashboards, geospatial mapping, social media campaigns.



Empowering Citizens and CSOs

Capacity building, public awareness campaigns, community oversight committees.



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