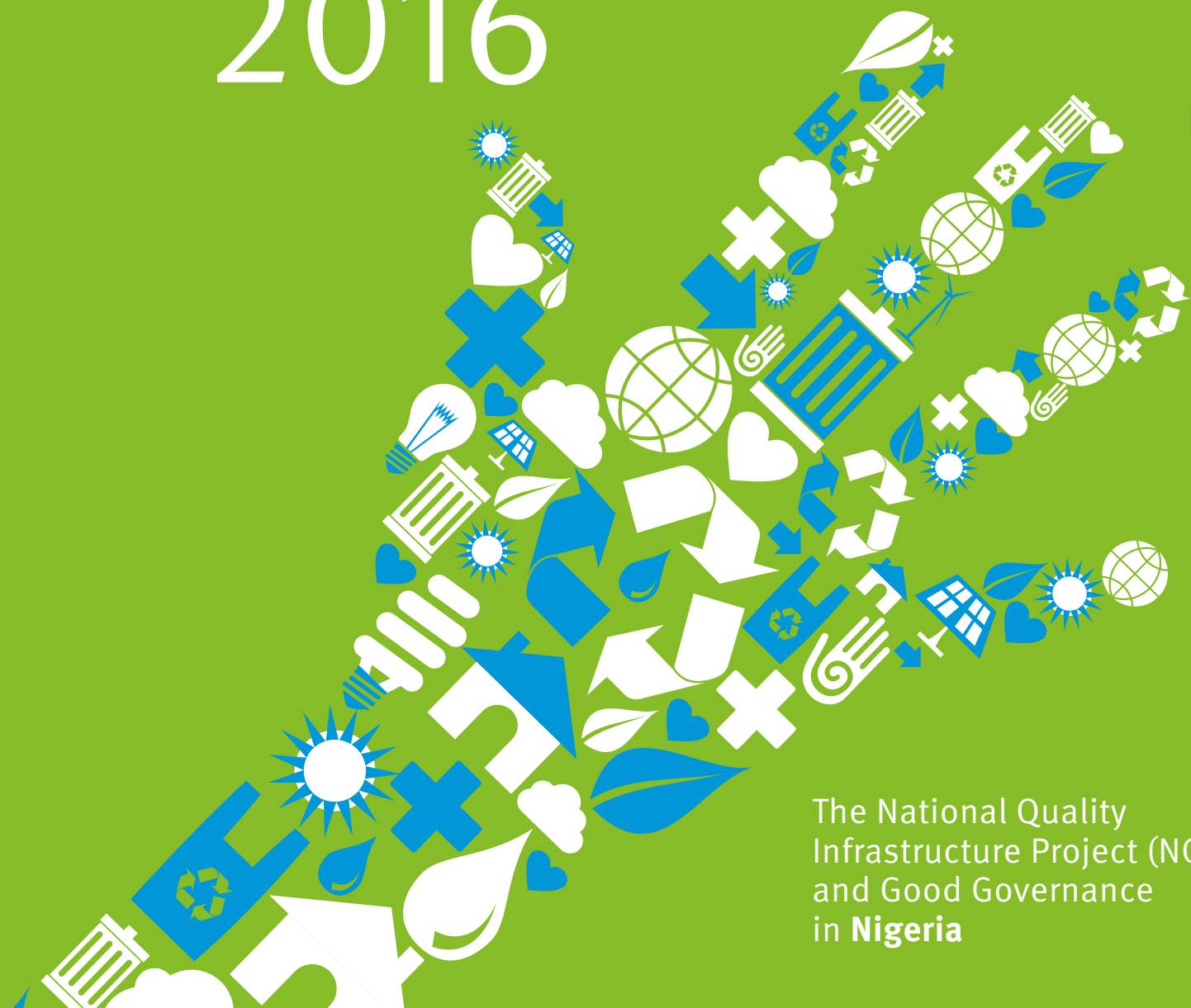


Good Governance Standard for a Sustainable Tomorrow 2016



The National Quality Infrastructure Project (NQIP) and Good Governance in **Nigeria**



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FEDERAL GOVERNMENT OF NIGERIA



A project implemented by the United Nations Industrial Development Organization



Benefits of Good Governance

Promotion of Good Governance Core Principles

Promoting a set of core principles which are essential for Good Governance:

- Respect for the Rule of Law
- Respect for the Interests of all Stakeholders
- Accountability
- Integrity
- Transparency
- Honesty
- Credibility
- Fairness

Private Sector



- Competitiveness
- Reputation
- Social Responsibility

Government Institutions



- Transparency
- Accountability
- Compliance Assurance

NGOs



- Engagement
- Involvement
- Community Development

Financial Sector



- Risk Management
- Anti-Corruption Measures

Development Process of the Good Governance Standard

Roadmap from NQI Guidelines to the National Standard on Good Governance

- Drafting process according to international best practices
- Review of the sustainability strategy
- Implementation action plan
- Audit Charter agreed upon as compliance tool
- Risk management tool
- Opinion survey tool
- Communication techniques

	PHASE 1 Nigerian Version of the Guidelines for NQI	PHASE 2 Capacity Building	PHASE 3 Nigerian Standard for Good Governance	
Guidelines for Good Governance of NQI	Process was designed	2 nd Good Governance workshop	Standards and GG workshop	National Standard for Good Governance
	Engaging NQI stakeholders	Training of Auditors	Facilitate TC meeting	
	Good Governance of NQI workshops	Coaching and mentoring	Review and commenting on 1st and 2 nd drafts	
	Establish Governance Committees (organization level)	Implementation action plan	Establish 2 new subcommittees, validation and marketing	
	Customized Tools & templates	Audit charter	Verification and Validation Plan	
	Preliminary report by committees	Reporting (GRI)	Marketing and Communication Plan and International Best Practices	
				

Approaches Adopted

- 1 Multi-stakeholder approach**
 Participation of 25 stakeholders representing diverse institutions from different regions
- 2 Holistic approach**
- 3 Socially and ethically responsible approach**
- 4 Systematic approach with focus on efficiency and effectiveness**



PHASE 1

Developing the Guidelines

Development of guidelines on Good Governance and professional practices for personnel and organizations of the National Quality Infrastructure (NQI) in Nigeria.

Provision of a two-day workshop during the period from 3-5 December 2014, to introduce the guidelines and disseminate knowledge and awareness of Good Governance principles and core subjects according to international best practices.

PHASE 2

Capacity Building

Provision of two training modules on:

1

Auditing

The basic principles and techniques of internal auditing, stages and activities of auditing, and audit reporting.

2

Sustainability Reporting

Overview on sustainability reporting and performance indicators.

PHASE 3

Publishing and Promoting the Good Governance Standard

— Supervision of the process of issuing the National Voluntary Standard on Good Governance

— Development of the brief on international best practices for the transformation of Guidelines on Good Governance into a Standard

Verification and Validation of the Standard

— Verification and validation are independent procedures that are used together for checking that a product, service, or system meets requirements and specifications, and that it fulfills its intended purpose.

— These are critical components of a quality management system, such as ISO 9000.



Process 1 Developing the Nigerian Version of NQI Guidelines for Good Governance



Process 2 Developing the Nigerian Good Governance Standard





Promoting and marketing the Good Governance Standard



Communication and Marketing

- Marketing mix 4Ps (Product-Promotion-Place-Price)
- Communication plan (Inclusivity-Cultural Diversity-Political Sensitivity)
- Objectives and targets
- Strategies (branding and positioning) and tactics (activities)
- Timing (pre-publication – at publication – post-publication)

Communication Plan

— The objective of the plan is to ensure the effective dissemination of a consistent and accurate message about the Nigerian Good Governance Standard.

— The plan will help clarify objectives, target audiences, as well as appropriate communication strategies and tactics to deliver key messages.



Communication Activities

- Adapting texts or presentations to new audiences
- Articles in newspapers, weekly and monthly magazines, specialized or general-interest publications in scholarly journals
- Media events (e.g., interviews, television or radio presentations)
- Press conferences
- Speeches, conferences, participation in seminars and/or promotion of these

Specific Targets for the Communication Plan

- Awareness raising
- Increasing effective participation
- Preparing future users for implementation of the Good Governance Standard
- Strategies for communicating with decision-makers as well as appropriate communication strategies and tactics to deliver key messages.

Contents of the Good Governance Standard

1 Scope

— Applicable to all organizations, whether large or small, public or private, listed or unlisted, not-for-profit or for-profit.

— Intended to promote an integrated system and culture for effective governance that encompasses accountability, direction and control, in the context of a national sustainability and sustainable development strategy.

2 Terminology

— Accountability, audit, compliance, control, culture, direction, documented information, executive, founding documentation, good governance, governing body, governance performance, governance policy, governance system, organization, organizational context, risk, risk tolerance.

Organizational Governance Perspectives

The way decisions are made and organizations are directed and controlled.

An organization must adhere to all relevant standards, rules, laws, regulations, policies and expectations that form a framework within which this performance must be assessed. Organizational governance codes and policies have come to be relied on to re-establish the performance/conformance balance to ensure integrity, openness and accountability.

3 Good Governance Principles

3.1 Transparency

3.2 Effectiveness and Suitability

3.3 Openness

3.4 Consensus

3.5 Coherence

3.6 Integrity

4 Requirements for Good Governance

4.1. General

- 4.1.1 Governance Accountability
- 4.1.2 Governance Direction
- 4.1.3 Governance Control
- 4.1.4 Capacity and Capability

4.2. Good Governance Decisions

- 4.2.1 Rigorous and Transparent Decision-Making
- 4.2.2 Decision Information
- 4.2.3 Decision Risk

4.3. Good Governance Establishment

- 4.3.1 General
- 4.3.2 Organization's Purpose and its Intended outcomes for Citizens and Service Users
- 4.3.3 Governance System Integration
- 4.3.4 Performing Defined Functions and Roles
- 4.3.5 Central Repository for Documentation



4.4 Good Governance Implementation

- 4.4.1 General
- 4.4.2 Identify, Consult with and Report to Relevant Stakeholders
- 4.4.3 Exhibit Leadership
- 4.4.4 Determine the Organizations' Best Long-Term Interests
- 4.4.5 Sustain Clarity on the Organization's Purposes and Values
- 4.4.6 Establish an Effective Governance Culture
- 4.4.7 Establish Governance Competence and Capacity
- 4.4.8 Recognize and Respond Appropriately to Good Governance Performance
- 4.4.9 Demonstrate Sufficient Transparency for Accountability
- 4.4.10 Transparency shall involve Disclosure either to:

Governance model

1. Accountability

- Parliament
- Government
- Minister
- Council
- Other Stakeholders

4. Performance

- Internal Conformance & Reporting
- External Conformance & Reporting



2. Controls

- Parliament
- Government
- Minister
- Council
- Other Stakeholders

3. Strategy

- Vision and Mission
- Performance Management framework
 - Plans, policies & procedures
 - Strategic & Business Plans
- Personal performance plans
- Organizational structure
- Risk Management
- Committees
- Culture

4.5 Implementing the Good Governance Direction

- 4.5.1 General
- 4.5.2 Understand and Ensure the Integrity of Founding Documentation
- 4.5.3 Understand the Organization's Context
- 4.5.4 Establish and Regularly Review Governance Policies
- 4.5.5 Ensure Governance Policies set Standards for all Aspects of Organizational Performance
- 4.5.6 Establish Governance Role Clarity
- 4.5.7 Uphold Good Delegation Principles
- 4.5.8 Ensure that the Ownership of Policies is Clear

4.6 Implementing Governance Control

- 4.6.1 General
- 4.6.2 Set out and Embed Governance Controls
- 4.6.3 Ensure Governance Policies are monitored
- 4.6.4 Ensure Appropriate Response to Monitoring Results

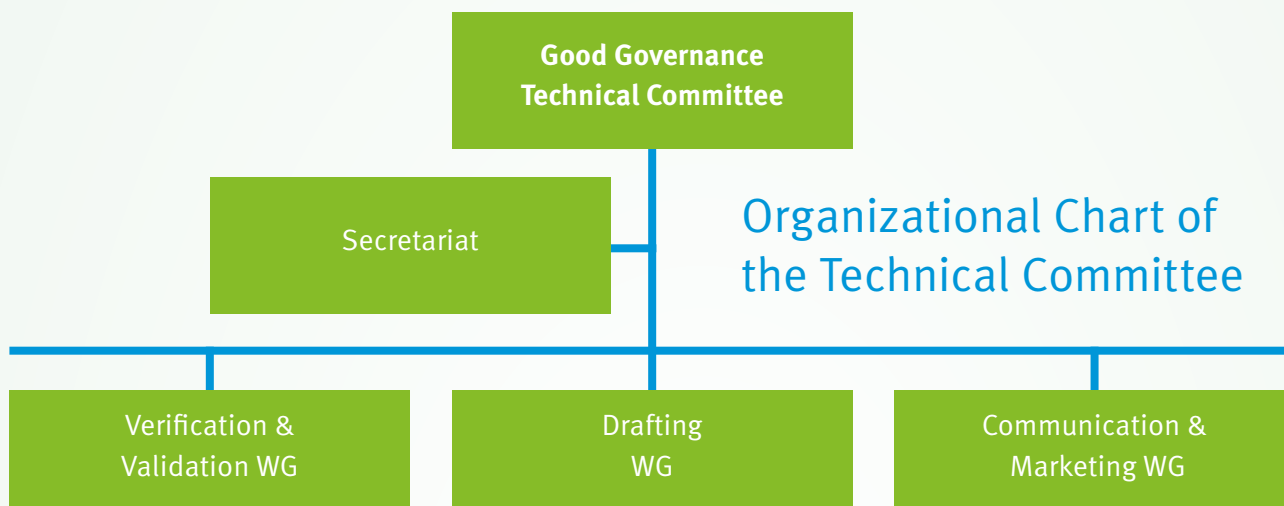
APPENDIX A

Application

Bibliography

Resources

Implementing the Good Governance Standard



Tools and Techniques for Implementation

1 Internal Auditing Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps organizations accomplish their objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. Internal audit is concerned with controls that ensure:

- Reliability and integrity of financial and operating information
- Effectiveness and efficiency of operations
- Safeguarding of assets
- Compliance with laws, regulations and contracts

2 Sustainability Reporting UNIDO and NQIP encourage organizations to adopt one of the internationally recognized sustainability reporting schemes. In particular, the Global Reporting Initiative (GRI) and UN Global Compact are recommended.

3 Recognition Scheme Recognition of those organizations that implement the Nigerian Standard on Good Governance and the agreed upon reporting scheme.

4 Recognition versus Certification UNIDO and NQIP recommend the use of the term 'recognition' rather than 'certification'. The term 'certification' is used for compliance to management system standards.



Challenges

- 1 Political sensitivities
- 2 Misrepresentation of the Good Governance Standard
- 3 Perceived competition or contradiction to existing national/regional/international standards
- 4 Inherent cultural and ethical values
- 5 National, cultural and religious context of the communication
- 6 Consideration of locally relevant issues
- 7 Risk management of the Standard (i.e., clear message not to misuse the Standard)
- 8 Access to information (i.e., different target audiences may have different communication needs and capabilities – for example, internet accessibility may be an issue for some audiences)
- 9 Limited resources for developing a communication programme

Lessons Learnt

- Good Governance is a core subject for sustainability, sustainable development and achieving UNSDGs 2016-2030.
- Coaching and working with groups and teams is critical to ensure the success of a development project.
- Contribution of the National Quality Infrastructure Project
- Development from guidelines to standards (two processes designed)
- Stakeholder engagement
- 5 workshops and training courses delivered
- Tools and techniques customized
- Coaching and mentoring
- Sponsoring and supporting all logistics
- Publications, posters, brochure and video

Contribution of the National Quality Infrastructure Project

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Future of the Good Governance Standard and Sustainable Development

Future Activities

- Providing coaching to a number of organizations from different sectors and of different sizes on how to implement the Good Governance Standard.
- Recognizing the adoption and implementation of the Good Governance Standard.
 - A scheme for recognition is needed!
- Creating incentives or privileges for organizations adopting and implementing the Good Governance Standard.
- Checking whether additional documents and guidance are needed.
 - Audit and compliance!
 - Risk Management!

A Look Forward

UNIDO will continue supporting the adoption and implementation of the Good Governance Standard as well as continue providing approaches, tools and technologies for sustainable development and achievement of the UNSDGs 2016-2030.



Going beyond Compliance to Excellence and Sustainability

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