



# Nigeria: Reforming the 'Unreformable'

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## SPARC

- State **Partnership** for Accountability, Responsiveness and Capability
- Fully-funded programme of UK Department for International Development (DFID)
- Commenced in 2008
- Due to end in 2015
- Contract Value of £60m (€70m)
- Works in 10 Nigerian states (out of 36) and with some federal/national organisations

Funded by DFID

**DFID** Department for  
International  
Development

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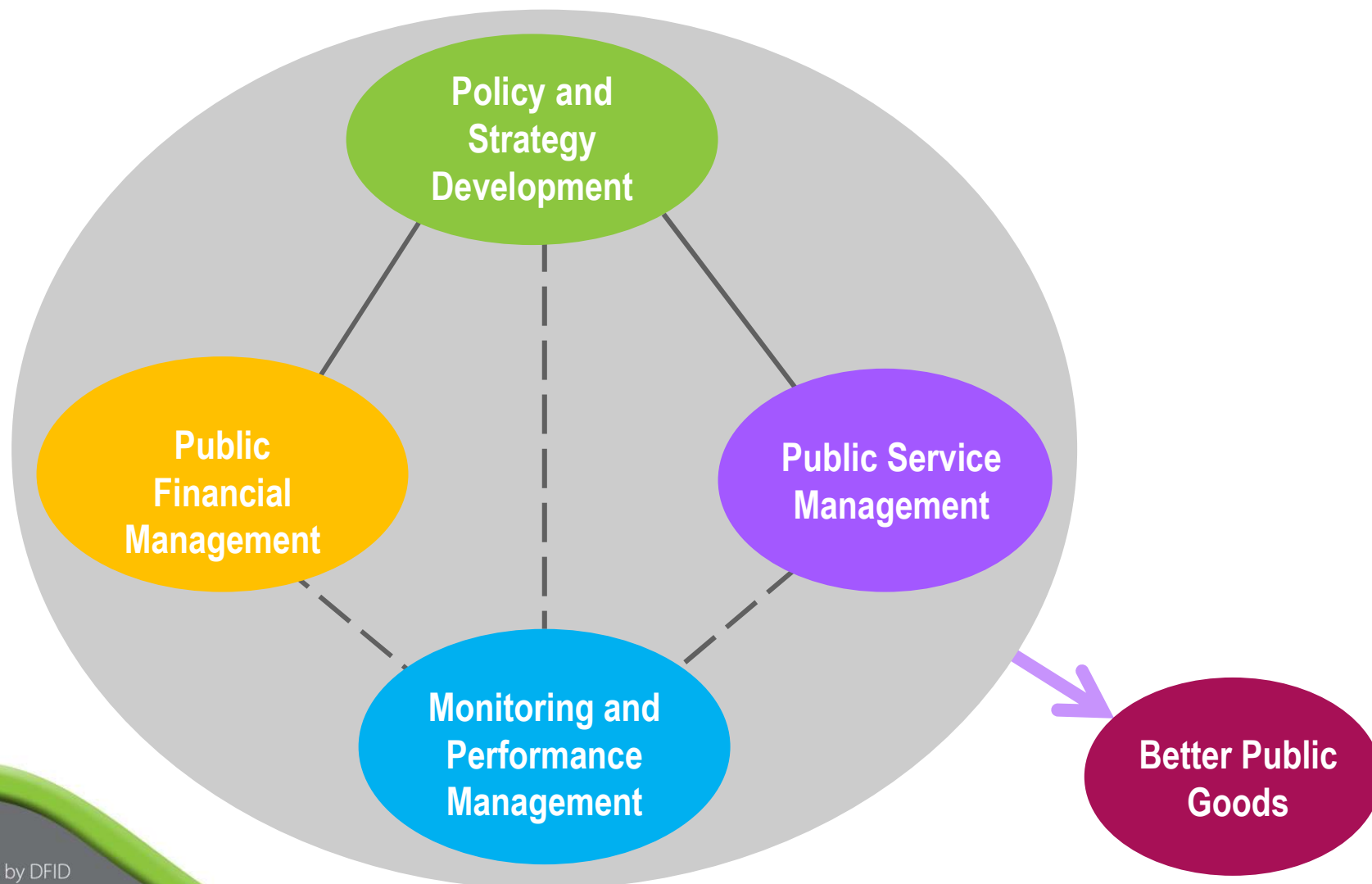
# Institutional Context (Nigeria)

- Difficult History
  - Colonialism
  - Inchoate Nation-Formation
  - Military Rule
- Unearned State Income ('Resource Curse')
- High Levels of Corruption
- Ineffective and Corrupt Public Service
- Lack of Accountability to Citizens
- Non-Transparency of Public Expenditure
- Impunity and Criminality/ Weak Judiciary
- Weak Legislature
- Culture/ Ethnicity/ Religion (*incl. Boko Haram*)

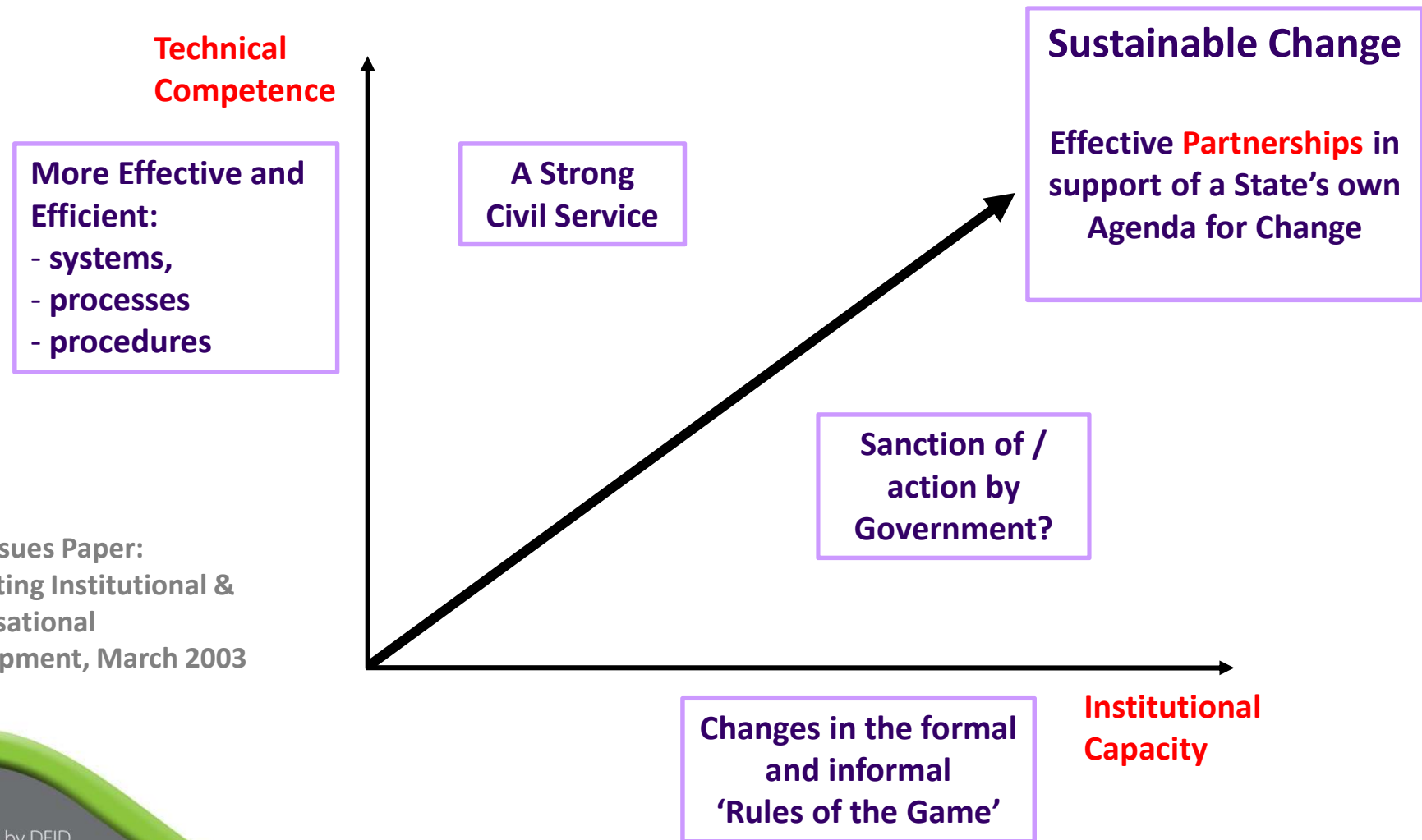
- Rational Choice (*Williamson, 2000*)
- Historical/ Path Dependence (*Skocpol, 1985; North, 1990; Ikenberry, 1994; Thelen, 1999*)
- Sociological/ Cultural (*Bell, 2002; Hall and Taylor, 1996; Hofstede (2001)*)

*Given the bleak institutional context and going by known Institutional Theories, NOTHING should work... How do you manage Change in such an environment?*

# State Partnership for Accountability, Responsiveness and Capability.



# sparc The SPARC Partnership Approach

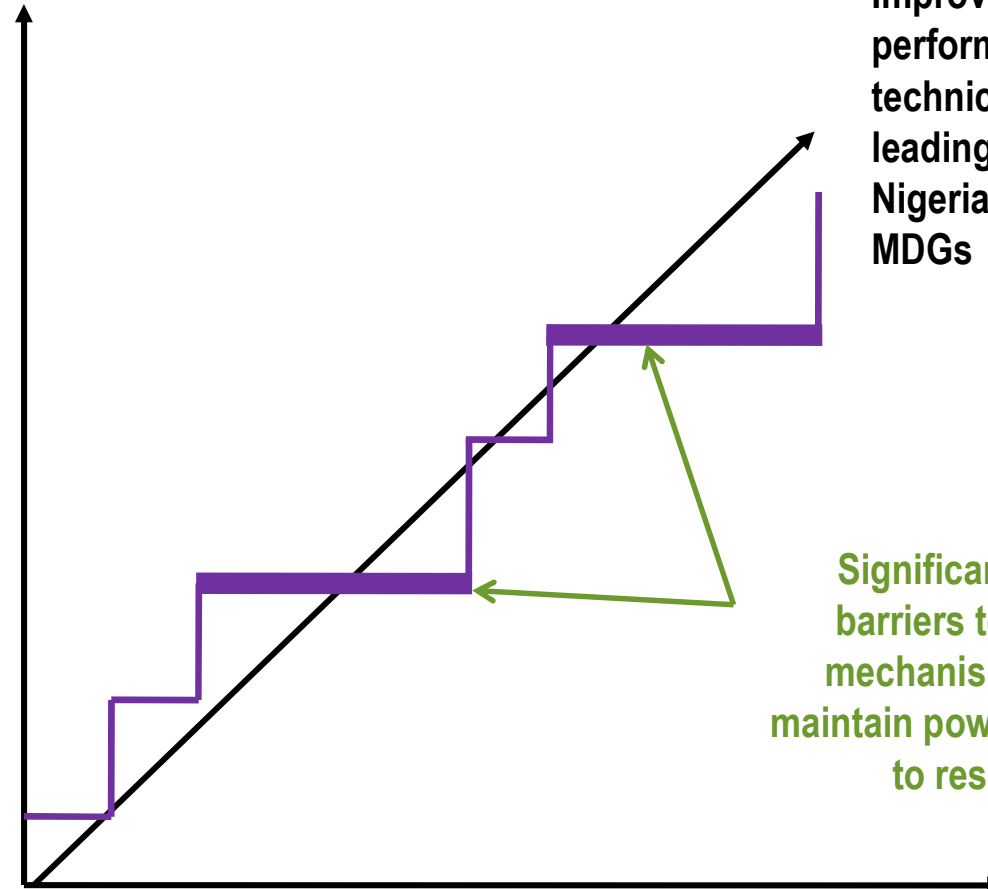


DFID Issues Paper:  
Promoting Institutional &  
Organisational  
Development, March 2003

# Stepped Approach: Political Will

Technical  
Competence

Stepped  
Technical  
support



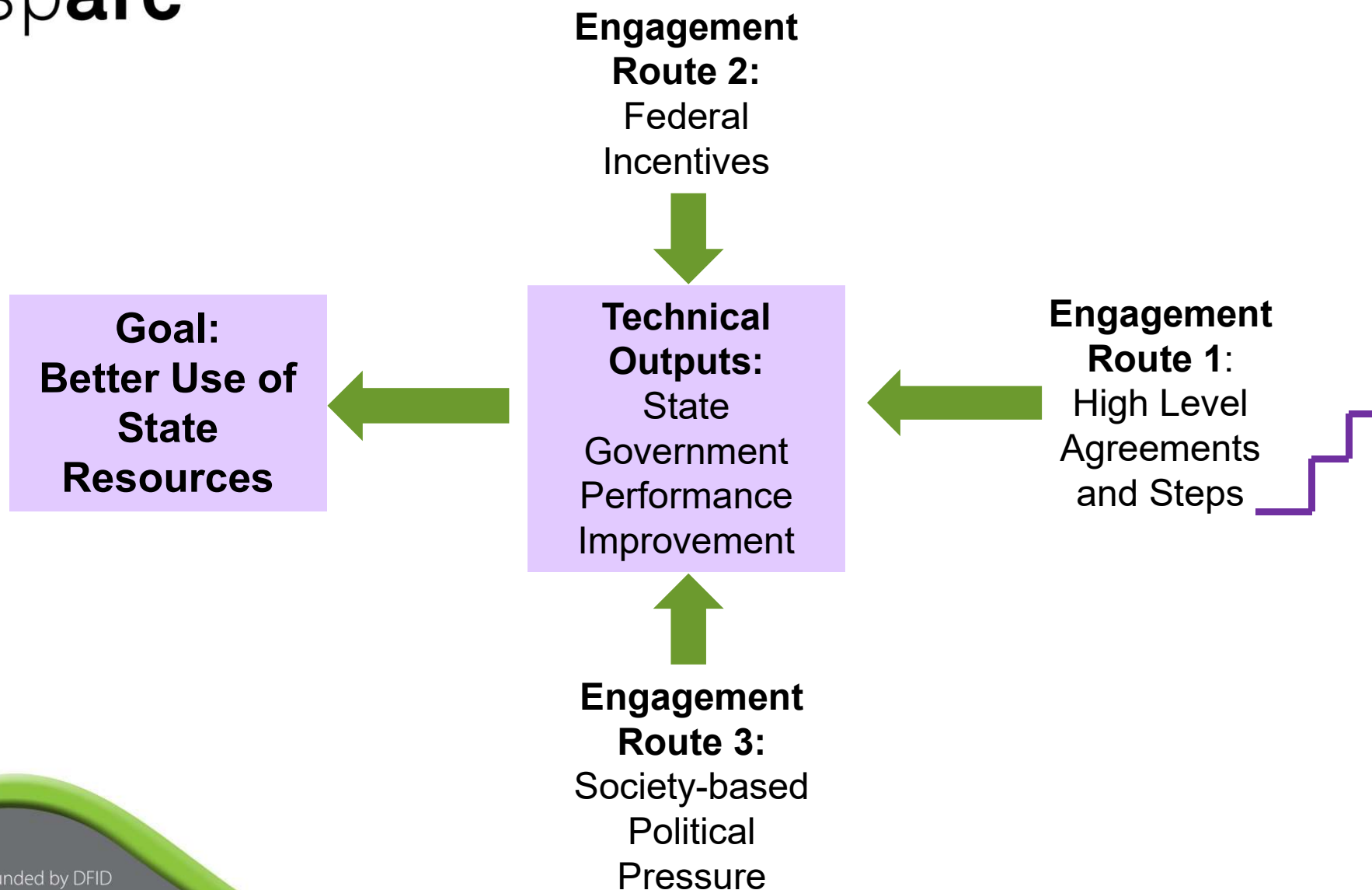
Improved institutional  
performance and higher  
technical competence  
leading to better use of  
Nigeria's resource to deliver  
MDGs

Significant political  
barriers to change /  
mechanisms used to  
maintain power and access  
to resources

Institutional  
Performance

Requires significant shifts in the  
'rules of the game' by SGs

# Routes to Political Engagement





# Typology of Approaches

**Type A: ‘going with the grain’.** For states which:

- Have a track record of committing to /delivering reforms
- Require specific technical assistance within their governance reform plan

**Type B: ‘consolidation’.** For states:

- In which there is already some governance reform
- Which understand the need for systematic cross-government reform

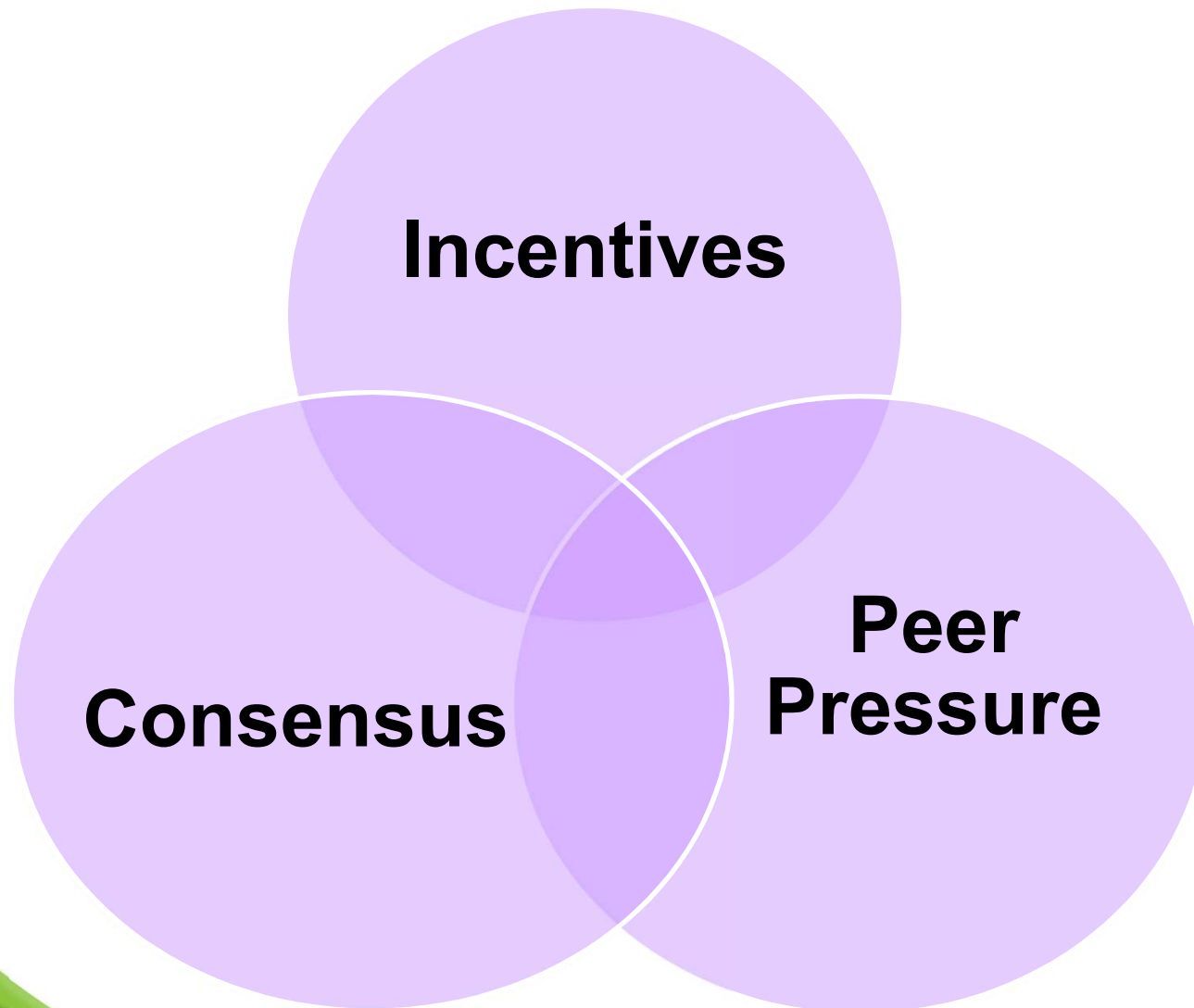
**Type C: ‘building foundations’.** For states which:

- Have only limited experience of undertaking governance reform
- Show some instances of reform initiatives on which to build

**‘Coalitions for Change’  
DO NOT WORK!**  
...unless linked to a source of  
power



## Influence power with...



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# sparc Selected Results...

- Closing dormant bank accounts in just 3 states yield £32m (€ 38m) in 1 year.
- Bank reconciliation in just one state yields £37m (€43m) in 1 year
- 3,000 'ghost workers' removed from the payroll in one state, saving £6m (€7m) in just 1 year
- Internally generated revenue doubles in 1 year in one state
- Budget performance improves to best levels in 12 years in one state
- Probably the world's first formal sub-national peer review process

• ***ALL THESE DESPITE INSECURITY FROM BOKO  
HARAM INSURGENCY***

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## Challenges

- 'Locking-in' reform gains to survive political changes
- Time...donors tend to be in a hurry to solve what may be 'wicked' problems
- The overriding focus on 'results' and 'value for money' *could* jeopardise deliberate and systematic change efforts
- Insecurity

*But...if change is possible in Nigeria,  
change is possible!*



# THANK YOU!

For more information, please visit  
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