



Gender-Based Violence Prevention and Response: **What Has Changed?**



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Ogun State

Gateway State

Olumo Rock

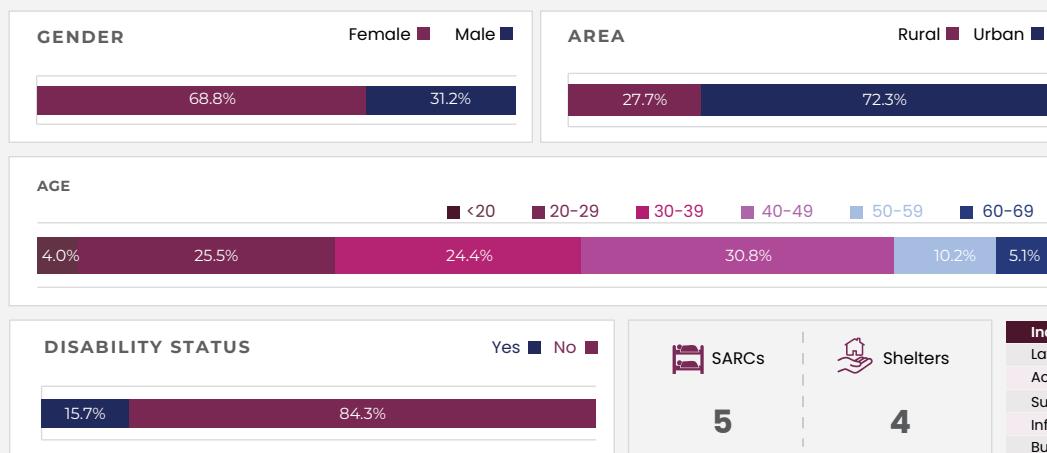
Ogun State

Population: 6,794,135

50.7% Female 49.3% Male

Overall Grade 65.0%

Respondents Demography (n = 1,025)



Ministry of Women Affairs and Social Development

BUDGET ALLOCATION

₦6.22bn

(This accounts for 0.9% of the total state budget)

BUDGET PERFORMANCE

₦3.19bn

(This accounts for 51.2% of total allocation to the ministry)

51.2%

Capital Personnel Overhead Others (Actual Spend)

43.6% 15.8% 17.9% 22.7%



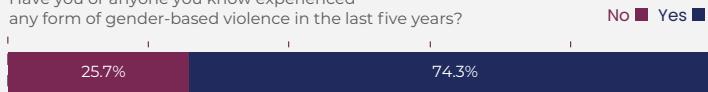
Per Capita Spending

₦925.70

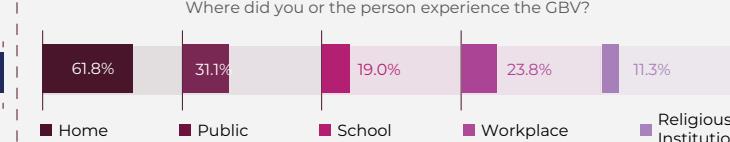
Indexes	Indicators				Total Grades
Laws and Policies	LP ₁	LP ₂	LP ₃	—	66.7%
Access to Legal Justice	ALJ ₁	ALJ ₂	ALJ ₃	ALJ ₄	56.3%
Support Services	SS ₁	SS ₂	SS ₃	SS ₄	62.5%
Information and Awareness	IA ₁	IA ₂	IA ₃	IA ₄	56.3%
Budget and Spending	BS ₁	BS ₂	BS ₃	—	83.3%

GBV Context 2025

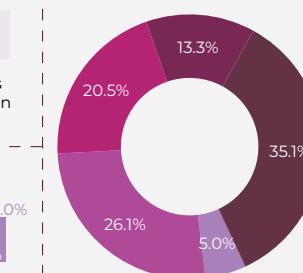
Have you or anyone you know experienced any form of gender-based violence in the last five years?



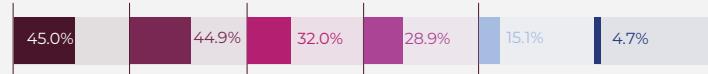
Where did you or the person experience the GBV?



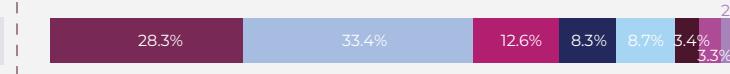
Why did you or the person choose where you sought help?



What form of GBV did you or the person experience?



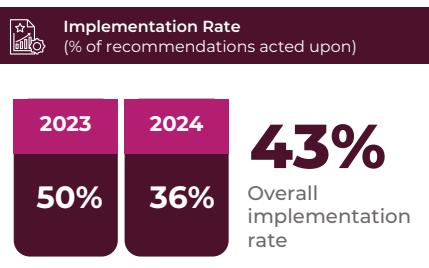
Where did you or the person first seek help?



■ Domestic ■ Physical ■ Sexual ■ Mental ■ Economic ■ Cultural practices

■ Family/relatives ■ Religious leader (Pastor, Ulama, Imam, Deity) ■ Traditional/community leader or group ■ Lawyer
 ■ Police/law enforcement authority ■ Friends/neighbors ■ I did not seek help
 ■ Friends/neighbors ■ Employer/Work colleague/Labour group ■ Proximity or accessibility

■ Trust ■ Services ■ Perception that they could help ■ Financial constraint
 ■ Proximity or accessibility ■ Lawyer



Index Grade Trend

Index	2023	2024	2025
Laws and Policies	LP 75.0%	LP 75.0%	LP 66.7%
Access to Legal Justice	ALJ 61.3%	+1▲ ALJ 75.0%	-1▼ ALJ 56.3%
Support Services	SS 86.3%	SS 81.3%	-1▼ SS 62.5%
Information and Awareness	IA 86.3%	-1▼ IA 68.8%	IA 56.3%
Budget and Spending	BS 25.0%	+1▲ BS 58.3%	+1▲ BS 83.3%

What Has Changed

Positive Developments

- Four new SARC centers became operational in 2025 (Sagamu, Ijebu-Ode, Abeokuta, Ilaro), up from just one center.
- State established toll-free emergency lines and runs radio/TV awareness campaigns across all zones.
- Traditional rulers increasingly refer cases to police rather than handling them informally.

Areas of Concern

- Convictions remain under 10 annually as victims withdraw from court due to family pressure and stigmatization.
- SARC operates without statutory status or dedicated funding lines, relying entirely on donor support and the personal commitment.
- Families and communities pressure victims to withdraw cases, treating GBV as "family matters" requiring prayer rather than prosecution.
- Referral pathway remains inconsistent with survivors entering through uncoordinated entry points.

Key Actions

Laws and Policies

- Integration of Civil Defense Corps into GBV prosecution and community-level sensitization roles.
- Engagement of religious and traditional leaders in sensitization campaigns to promote legal literacy.

Access to Legal Justice

- Introduction of free legal aid through FIDA and NGOs, coordinated by the Ministry of Justice and Legal Aid Council.
- Empowerment of the Civil Defense Corps to handle and prosecute GBV cases, improving response timeliness.

Support Services

- Expansion of Sexual Assault Referral Centres (SARCs) to five (four public, one private), covering all four zones of the state.
- Integration of Women Development Centres (WDCs) offering psychosocial, legal, and economic empowerment programs.
- Launch of toll-free hotlines, roadshows, and radio campaigns to strengthen referral and awareness systems.

Information and Awareness

- Statewide sensitization campaigns via radio, television, social media, and NGO partnerships.
- Establishment of school-based sensitization programs through collaboration between the Ministry of Education and Women Affairs.

Change Spotlight

Ogun State has made significant progress in addressing gender-based violence (GBV) by expanding survivor support through the establishment of four government-operated Sexual Assault Referral Centers (SARCs) in Sagamu, Ijebu-Ode, Abeokuta, and Ilaro, along with a privately managed Spring Centre in Abeokuta.

These centers provide comprehensive services, including medical care, psychosocial support, legal assistance, temporary shelter, and livelihood training. By integrating Women Development Centres (WDCs) with SARCs, survivors receive vocational training in areas like tailoring and catering, aiding their economic reintegration.

Increased awareness and community engagement have led to over 90% of users rating SARCs positively. Ogun State's combined SARC-WDC model effectively links protection, justice, and empowerment for GBV survivors.



Ogun State GBV Assessment Survey

Overall Grade 65.0%

LAWS AND POLICIES



Are you aware of existing laws and/or policies that address gender-based violence (GBV) in the state?

Yes ■ No ■

62.7% 37.3%



Do you think customary or religious laws and/or practices are sufficient in preventing and responding to GBV in the state?

Yes ■ No ■

51.6% 48.4%



Do you know of anyone who has been convicted for GBV-related offenses?

Yes ■ No ■

40.4% 59.6%

SUPPORT SERVICES



Do you know of, or have you visited, any active shelters and/or Sexual Assault Referral Centres (SARCs) for GBV victims/survivors in the state?

Yes ■ No ■

44.8% 55.2%



Do you believe that these shelters and/or SARCs are effectively functional, adequately equipped, properly maintained, and sustainable over time?

Yes ■ No ■

62.3% 27.9% 7.2% 2.6%

■ Agree ■ Strongly agree ■ Indifferent ■ Disagree ■ Strongly Disagree



Which of these processes and procedures for reporting GBV-related incidents are you aware of? (Referral Pathways)

Yes ■ No ■

65.9% 43.0% 17.8% 10.8% 12.6%

■ Police ■ Hospital ■ Support group ■ Legal ■ None



Do you think informal support systems such as family, friends, religious centres, community groups, etc., are helpful to GBV victims/survivors?

Yes ■ No ■

44.5% 55.5%

ACCESS TO LEGAL JUSTICE



Where would you seek justice if you, or anyone you know, experience GBV?

71.3% 25.5% 3.2%

■ Formal justice: e.g., police, courts, etc.
■ Informal justice: e.g., traditional or religious heads, community groups, etc.
■ I will not seek justice



If you witness GBV, would you feel safe serving as a witness during the investigation and trial?

47.1% 25.4% 27.5%

■ Yes, I would
■ It depends on the robustness and effectiveness of the witness protection program
■ No, I would not



Are you aware of legal assistance and services provided by the State to GBV victim/survivors?

■ Yes ■ No

55.1% 44.9%

INFORMATION AND AWARENESS



Do you know of any GBV information and/or education programs or materials in the state?

■ Yes ■ No

49.2% 50.8%



How useful is/was the content of the GBV awareness material in educating you on GBV?

■ 40.1% ■ 20.4% ■ 36.3% ■ 3.2%

■ Mostly useful ■ Completely useful ■ A little bit useful ■ Not useful at all

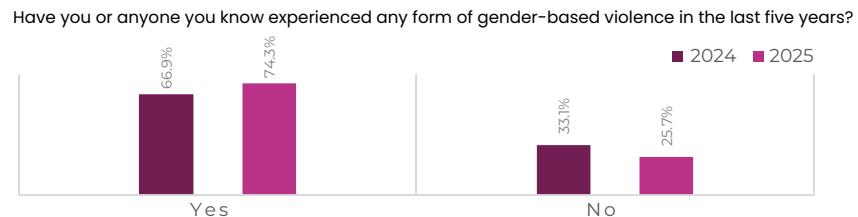


Which GBV information and education materials are you aware of for persons with disabilities?

■ 22.1% ■ 11.4% ■ 12.2% ■ 22.7% ■ 7.0% ■ 6.2% ■ 15.6% ■ 37.5%

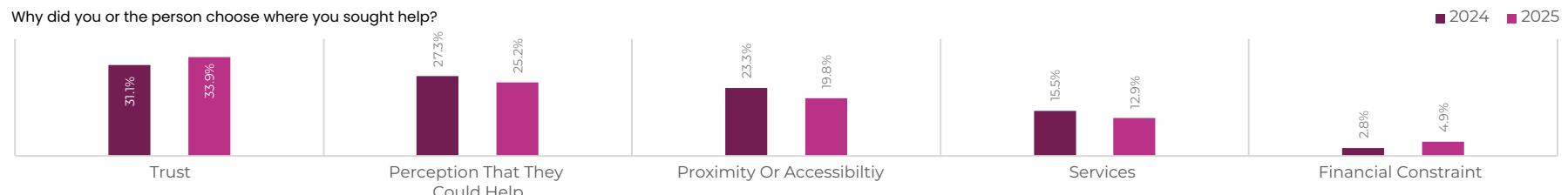
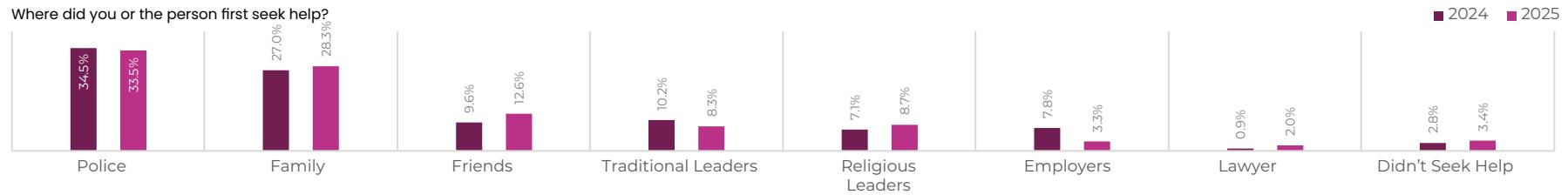
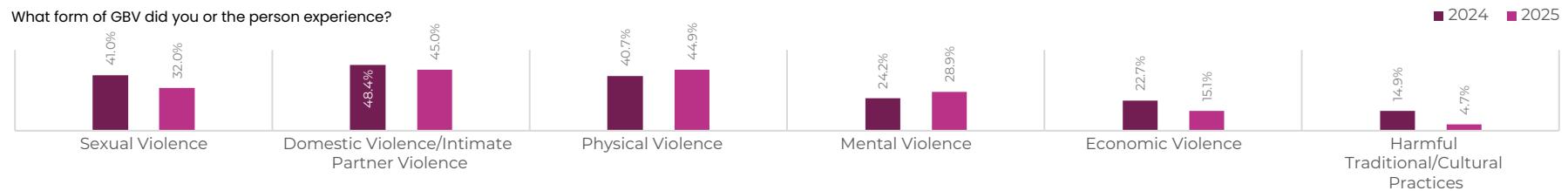
■ Audio ■ Visual ■ Sign ■ Picture ■ Simplified ■ Subtitle ■ Braille ■ None

Ogun State GBV Context Trend (2024-2025)

Overall Grade 65.0%

74.3%

of Ogun State population have either experienced GBV or knows someone who have experienced GBV



Ogun State GBV Trend (2023-2025)

Overall Grade  65.0%





KEY INSIGHTS

Laws and Policies

Current State in 2025

Ogun State has established a comprehensive legal framework through the Violence Against Persons (VAPP) Law of 2017, adapted from the federal VAPP Act, which the Ministry of Justice confirms has "broadened definitions of rape to include marital and non-physical acts, criminalized emotional and psychological abuse, and introduced restraining orders and victim protection mechanisms." Awareness of GBV-related laws and policies stands at 62.7% in 2025, with respondents accessing information primarily through social media (34.7%), radio (29.9%), and NGOs/CSOs (28.5%). Perceptions of effectiveness remain high, with 84.4% believing formal laws and policies are effective in addressing GBV. However, conviction rates remain critically low despite 40.4% of respondents reporting awareness of GBV convictions. The Legal Aid Council's State Coordinator stated convictions are "very low compared to the number of cases been reported and eventually taken to court". The exact number of convictions under the VAPP Law in the past year is unclear, with an NGO reporting 2 convictions and the Ministry of Justice estimating between 0 and 10.

Harmful customary and religious practices persist despite legal prohibitions, though with reduced prevalence. Stakeholders described ongoing challenges: "We still have a lot of cultural issues with several religious beliefs and practices that perpetuates GBV." It was also noted that the cultural norm of prioritizing family reputation over justice continues to obstruct formal systems. In response, the State has actively engaged cultural and religious leaders to secure their commitment to justice and survivor support. This ongoing community-level engagement is helping to drive a gradual shift toward more accountable and survivor-centred approaches to GBV case management.

Changes Over Time (2023–2025)

Between 2023 and 2025, Ogun State demonstrated incremental but meaningful progress in awareness and enforcement of GBV-related laws, though with some fluctuations. Public awareness of GBV laws rose from 54.1% in 2023 to 66% in 2024 before declining slightly to 62.7% in 2025. The initial surge reflected intensive public sensitization efforts by the Ministry of Women Affairs and NGO partners, while the modest dip in 2025 likely reflects uneven outreach in rural and underserved areas where awareness campaigns have been inconsistent. More significantly, perceptions of the usefulness of customary and religious laws in addressing GBV improved substantially from 31.6% in 2023 to 51.6% in 2025, demonstrating the impact of community dialogues and faith-based

engagement in promoting anti-violence norms. This suggests that traditional and religious systems are gradually aligning with formal legal frameworks rather than obstructing them, representing important cultural progress.

However, knowledge of GBV convictions declined sharply from 62% in both 2023 and 2024 to 40.4% in 2025 — a pattern that does not necessarily indicate fewer prosecutions but rather limited transparency and communication of judicial outcomes to the public. This visibility gap undermines public confidence in enforcement and obscures accountability, even as actual prosecution activity may be ongoing.

Access to Legal Justice

Current State in 2025

Stakeholders confirm that Ogun State now operates a multi-layered justice framework integrating the Ministry of Justice, Legal Aid Council, Civil Defense Corps, and Sexual and Gender-Based Violence (SGBV) Response Centres, providing survivors with free legal representation and psychosocial services through the Citizens' Rights Department and partner NGOs. The Sagamu SARC manager confirmed institutionalized funding: "They put in funds through the Ministry of Women Affairs and Social Development. So, there is a designated fund for cases of gender-based violence and other related cases." This legal-social collaboration has enhanced case handling and survivor confidence, demonstrating functional coordination across formal support systems.

Despite these institutional improvements, enforcement remains undermined by external pressures on survivors and victims. An NGO's Deputy Director revealed a critical obstruction to justice: "Even when the police do their work, we still find victims being pressurized to withdraw the matter from the court, sometimes by their immediate family or big men in the society." This testimony highlights how informal power structures continue to obstruct formal justice processes even when reporting and prosecution mechanisms function effectively.

Access to legal justice for GBV survivors in Ogun State shows measurable strengthening through expanded institutional structures and multi-sectoral coordination, though significant challenges persist. In 2025, 71.3% of respondents indicated they would seek redress through formal mechanisms such as police or courts, compared to 25.5% who would rely on informal channels and 3.2% who would not pursue justice at all, reflecting a gradual shift toward trust in formal justice systems. However, awareness of available legal support remains moderate at 55.1%, with information primarily obtained through social media (32.6%), NGOs (32.2%), Television (27.6%) and radio (27.3%), while engagement

through traditional (2.7%) and religious (5.5%) channels remains minimal. Confidence in witness safety is mixed: only 47.1% felt safe serving as witnesses, 27.5% felt unsafe, and 25.4% made their willingness conditional on protection measures, indicating continuing fears of retaliation despite improved coordination. The combination of moderate legal aid awareness (55.1%), mixed witness protection confidence, and persistent pressure on survivors to withdraw cases suggests that while Ogun State has established effective reporting and prosecution systems, enforcement bottlenecks driven by social and familial pressure continue to limit justice outcomes.

There are currently no specialized GBV courts or judges; however, the State is working toward designating specific days for hearing GBV cases. This proposal is under review by the Ministry of Justice.

Changes Over Time (2023–2025)

Ogun State's justice-seeking indicators have shown a consistent recovery. Preference for formal justice systems increased from 66% in 2024 to 71.3% in 2025, following earlier declines linked to prosecution delays. Stakeholders confirmed that police prosecution processes have improved, with officers now better equipped to handle GBV cases. Enforcement has also become more consistent, with police demonstrating stronger commitment to arresting and charging offenders, though challenges remain in ensuring payment of legal charges and full follow-through during prosecution.

Perceptions of informal justice mechanisms evolved positively, with recognition of their complementary role rising from 33.8% in 2023 to 48.6% in 2025, supported by stronger collaboration between traditional rulers and law enforcement agencies. The Ministry of Justice emphasized the need for closer coordination to eliminate harmful sociocultural practices and improve community awareness. Despite these gains, confidence in serving as witnesses declined from 54.1% in 2023 to 47.1% in 2025, largely due to persistent fears of stigma and inadequate witness protection. Legal aid officials observed that cases involving sexual offenses are now treated with greater seriousness, reflecting growing enforcement commitment, although social pressures continue to limit justice outcomes.

Support Services

Current State in 2025

Ogun State's survivor support system has expanded and become more functional, with growing public awareness of available services. In 2025, 44.8% of respondents were aware of active SARCs or shelters. Stakeholders confirmed that there are now four government-operated SARCs located in Sagamu, Ijebu-Ode, Abeokuta, and Ilaro, alongside one private centre in Abeokuta. These centres provide zonal coverage rather than local government-based distribution. According to officials from the Ministry of Health and Women Affairs, the expansion also includes shelters and Women Development Centres (WDCs), which have been integrated into the GBV response system to support survivors across the state.

Service delivery at the SARCs is survivor-centred and comprehensive, combining free medical care,

psychosocial counselling, legal assistance, and temporary shelter with vocational skills training. Health officials explained that the state government ensures all medical services, drugs, and psychological support are provided at no cost, while counsellors and legal officers work directly under state supervision. Survivors who have no safe homes are accommodated in shelters where their basic needs are met. The WDCs at Abeokuta and Ijebu-Ode also offer training in trades such as tailoring, catering, hairdressing, make-up, upholstery, and barbing, supporting survivors' long-term recovery and economic empowerment.

Despite these improvements, stakeholders acknowledged that coverage and functionality are not yet uniform across the state. Some centres, such as the one in Ijebu-Ode, still face staffing and resource challenges, while others depend on nearby hospitals for essential services. Officials highlighted that SARCs are not yet institutionalized as an independent agency, which limits sustainable funding and coordination. They emphasized the need for SARCs to operate as a stand-alone entity to ensure stable resourcing and protection from political transitions.

Operational access has improved through toll-free helplines, social media platforms, and awareness campaigns via radio, billboards, schools, and markets. However, referral awareness remains uneven as 65.9% of respondents know police or community security channels, 43% know healthcare routes, while awareness of legal representation (10.8%) and support groups (17.8%) is still low. Informal support systems continue to play mixed roles: while some families and religious groups assist survivors, others prefer to settle cases privately, reflecting deep-rooted cultural norms. The government continues to engage religious and community leaders to strengthen their understanding and participation in GBV response efforts.

Changes Over Time (2023–2025)

Awareness and confidence in GBV support services have grown significantly in Ogun State. Awareness of SARCs and shelters rose steadily from 19.5% in 2023 to 33% in 2024 and 44.8% in 2025, while public confidence in their functionality also improved from 76% in 2024 to 90.2% in 2025 among those aware. Stakeholders attributed these improvements to the establishment of new safe centers, expanded infrastructure, and sustained funding for shelters. Several centers that previously lacked accommodation facilities are now fully equipped, with the number of Women Development Centres integrated into the GBV response framework expected to rise further. This expansion has enhanced survivors' access to medical, psychosocial, and legal services across all four zones of the state.

Referral pathway visibility has also improved through toll-free lines and sensitization efforts targeting police, schools, and community leaders. However, stakeholders noted that the referral architecture remains evolving rather than fully standardized. Many survivors still report cases through informal channels such as relatives, faith leaders, or human rights groups before reaching formal institutions. The state has recently developed a formal referral pathway document, as most coordination previously relied on verbal referrals.

Information and Awareness

Current State in 2025

Ogun State has recorded notable progress in public awareness and dissemination of GBV information, although gaps remain in reach and inclusivity. In 2025, 49.2% of respondents were aware of GBV-related information, education, and communication (IEC) programs or materials. Respondents' perception of the usefulness of GBV materials showed 40.1% describing them as mostly useful and 20.4% as completely useful. Radio (30.2%), social media (29.2%), television (27.8%), and NGOs/CSOs (30.6%) were the main information sources, while schools (12.5%), health facilities (19.6%), and workplaces (11.3%) had limited influence. Religious (7.1%) and traditional leaders (2.6%) remained the least utilized channels, showing weak community-level engagement.

Officials explained that government ministries, particularly Education and Women Affairs, have sustained awareness through posters, placards, jingles, radio talk shows, roadshows and billboards across the state's four zones. They highlighted that awareness campaigns are complemented by toll-free hotlines and social media channels that connect survivors directly to service providers. However, they also noted the need for greater school-based integration, stating that GBV education is mostly taught at tertiary and some secondary institutions, while primary schools lack structured guidance and counseling units to deliver consistent prevention messages.

Awareness and sensitization have also expanded geographically beyond urban centers. Health officials described regular outreach to schools and communities to educate students and families, while SARC managers reported new campaigns in marketplaces, schools, and community meetings in Ijebu-Ode, Ilaro, and Sagamu. The Ministry of Women Affairs confirmed that outreach teams now reach remote locations, using local structures to raise awareness and link survivors to services. These efforts reflect growing state-level commitment to decentralizing GBV prevention and response.

Despite these advances, inclusivity remains weak. Stakeholders acknowledge that accessible GBV materials for persons with disabilities are limited, noting that only simple methods, sign interpretation, and audio or subtitled formats are occasionally used. Partnerships with organizations working with people with disabilities have helped introduce some audio and visual materials, but coverage remains low. This aligns with the data, which shows that just 22.1% of respondents reported using audio-based materials, while braille (15.6%), visual content (11.4%), screen subtitling (6.2%) and simplified messages (7%) remain almost nonexistent, highlighting the need for a more inclusive communication strategy.

Changes Over Time (2023–2025)

From 2023 to 2025, Ogun State recorded steady progress in public awareness of gender-based violence (GBV) programs. Awareness increased from 37.6% in 2023 to 57% in 2024, before stabilizing at 49.2% in 2025. The slight decline in 2025 was attributed by stakeholders to reduced campaign frequency and budgetary delays rather than waning community interest. Officials from the education sector noted that limited funding continues to constrain consistent outreach, emphasizing that sustained resources are essential to maintain program momentum and impact.

Despite these financial and logistical challenges, perceptions of GBV message usefulness improved significantly from 43.6% in 2023 to 50% in 2024, and further to 60.5% in 2025. Stakeholders observed that the growing relevance of awareness messages has encouraged more survivors and community members to speak up, signaling gradual behavioral change. This reflects stronger alignment between awareness efforts and community realities, demonstrating that even limited but well-

targeted initiatives can foster increased public confidence and engagement in GBV prevention.

Budget and Spending

Budget Analysis 2024

Ogun demonstrates strong financial commitment and relatively good implementation capacity. The State allocated ₦6.2 billion to GBV in 2024, representing 0.88% of its total state budget, one of the higher allocations among Nigerian states. The state spent ₦3.19 billion of the allocated amount, achieving a 51.2% implementation rate, which indicates moderate budget performance. The actual GBV expenditure constituted 0.71% of the state's total spending. On a per capita basis, Ogun State spent approximately ₦925.70 per female resident on GBV-related programs.

Changes Over Time (2022–2024)

Ogun State's spending performance within the Ministry of Women Affairs and Social Development fluctuated significantly during these years. Actual spending amounted to ₦3.19 billion in 2024 (₦1.39 billion CAPEX), ₦1.73 billion in 2023 (₦7.41 million CAPEX), and ₦1.79 billion in 2022 (₦62.88 million CAPEX). These expenditures translated into performance rates of 51.2%, 40.0%, and 42.0% respectively.

In 2023, Ogun State included one GBV-specific budget line item: "Rehabilitation of Juvenile Correctional Home Building, Asero, as Assault Referral Centre (Gender Unit)," with an allocation of ₦57.05 million. However, no implementation was recorded. Per capita spending stood at ₦925.70 in 2024, ₦520.76 in 2023, and ₦556.63 in 2022. The significant rise in 2024 marks a sharp expansion in investment, although the fluctuations between 2022 and 2023 indicate earlier inconsistencies in GBV-related funding.

Human Angle Stories

On the invitation of her boyfriend, Ayanfe innocently followed him to a vigil. Believing that he was abstaining from sexual immorality like her, they shared a hotel room and a bed. Later that night, he sexually assaulted her.

She knew what happened was rape, having learnt about it in secondary school and seen cases on social media, she didn't report the crime for fear of being judged. She wishes every community had emergency contacts, easy access to help, and real awareness about violence.

KEY GAPS AND RECOMMENDATIONS

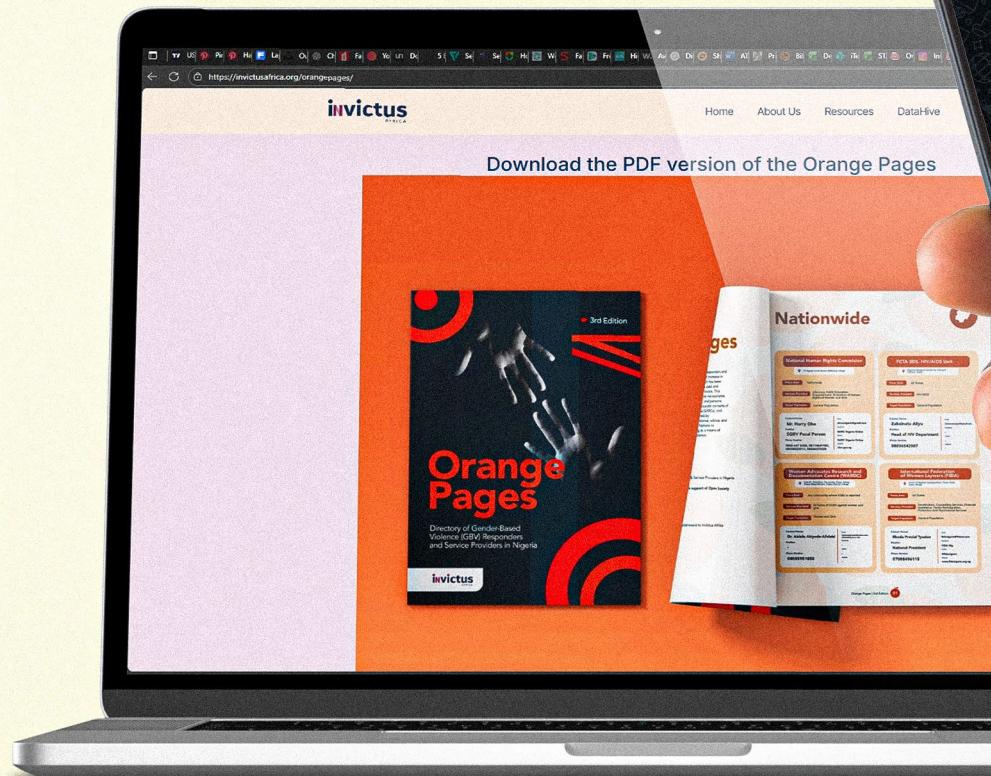
Index	Key Gaps	Recommendations
 Laws and Policies	Conviction rates are critically low because victims withdraw cases due to family and community pressure.	Establish dedicated GBV prosecution units with trained prosecutors and integrated community-based survivor support systems, including psychosocial counselling and witness protection measures.
	Customary and religious practices still perpetuate GBV, with restricted movement for Muslim women and churches discouraging divorce despite government claims of progress.	Partner with traditional and religious leaders to create a network of certified "GBV Champions" who can privately counsel families and facilitate confidential reporting without stigma.
 Access to Legal Justice	Rural areas cannot access legal aid services due to distance, poor roads, and lack of physical presence despite claimed coverage of all 20 LGAs.	Deploy mobile legal aid clinics to remote areas monthly and station legal aid officers in at least 10 additional LGA headquarters.
	No designated GBV courts or judges exist, resulting in inconsistent case handling and varying prioritization across the state.	Designate at least two judges and five magistrates as specialized GBV adjudicators with annual training and clear case management protocols.
	Witness safety perception remains low (47.1%), limiting case follow-through.	Strengthen witness protection frameworks through confidential reporting systems, survivor anonymity safeguards, and secure transportation for court appearances.
 Support Services	Awareness of SARCs and shelters increased to 44.8% in 2025, reflecting improved service visibility.	Scale up SARC and shelter coverage to underserved LGAs through mobile outreach and integration with primary healthcare centres.
	The referral pathway is informal and undocumented, with survivors entering through uncoordinated entry points causing service gaps and delays.	Finalize and publish the standardized referral pathway within three months, train all stakeholders, and establish monitoring systems for compliance.
	The functionality of existing SARCs is high (90.2%), but access remains limited in remote areas.	Develop a standardized, digital inter-agency referral system linking police, hospitals, NGOs, and social welfare officers for coordinated survivor management.
	Families and religious groups provide inconsistent support, with some pressuring victims to withdraw cases or treating GBV as "spiritual matters."	Train faith-based organizations and community groups on survivor-centred responses and certify community champions for first-level support.
 Information and Awareness	GBV awareness improved, but accessibility for persons with disabilities remains inadequate.	Develop and disseminate inclusive IEC materials, including braille, sign interpretation, and tactile visuals, to ensure equitable access for PWDs and marginalized groups.
	School-based GBV education is inconsistent and lacks formal curriculum integration.	Integrate GBV and child protection education into basic and secondary school curricula, with functional guidance and counselling units and trained counsellors in each school.
	Awareness campaigns are largely event-driven and short-term.	Adopt continuous communication models, including radio drama series, social media engagement, school clubs, and workplace sensitization for sustained year-round outreach.
 Budget and Spending	Budget performance has remained moderate over the past three years: 42% in 2022, 40% in 2023, and 51% in 2024.	Improve budget performance to at least 70% in the next cycle, the Ministry of Budget and Planning should coordinate with relevant ministries to implement a quarterly fund release schedule.



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