

# Company **PROFILE**

Building the society we want to live in



**Next**<sup>↑</sup>**tier**



We measure twice  
and cut once

# Who we are

Nextier is a multi-competency firm focused on solving complex development problems. Our mission is to build the society we want to live in. The firm uses evidence-based research to develop and build knowledge and skills for advancing our society.

Nextier, which has been operating in Nigeria since 2011, derives its strength from the technical capabilities in its business units: Nextier Advisory, Nextier Power, Nextier Gas and Energy Transition, and Nextier SPD (Security, Peace & Development).

Africa's challenges are daunting. Indeed, as the world becomes more affluent, poverty becomes more African. The solutions demand bold and innovative ideas that drive inclusive and sustainable growth. These solutions must factor in the continent's socio-economic and political realities and not be at the environment's expense. While mindful of the various theories that seek to explain Africa's challenges, the institutionalist theory is compelling as it provides a pathway to address many causative factors and drive the continent's economic progress. At Nextier, we seek innovative ways to partner – with the government, private sector, development agencies, civil society organisations, and academia – to build a society that works for all of us.

## Nextier Foundation

At the core of the Nextier DNA is a commitment to leave the world better than we met it. Nextier Foundation is a not-for-profit organisation that addresses some of Africa's most pressing challenges. The Foundation drives transformative social impact by applying Nextier's talent in partnership with other innovative organisations. Nextier encourages its people to give back to their communities and act in socially responsible and environmentally sustainable ways.

## Our Commitment

We are focused on delivering sustained impact. We are motivated by a deep and all-encompassing desire to see a society that works for all.

### **We think. We do. We engage. Actively!**

When there is a problem with the way society works, we seek pragmatic ways to solve it. We “work with the grain.” We are not prisoners to “best practices;” instead, we seek ways to position ideas that fit the political economy of our operating theatres.

We achieve this feat through a hands-on engagement with anyone in society with a voice or influence on the solutions.

## Differentiating Competence

At Nextier, we are not satisfied by simply providing advice. We layer rigorous thinking on a deep understanding of the political economy of the development challenge. We work with various channels to ensure the adoption of the solution.

To create and implement solutions, we collaborate with relevant parties – governments, development partners, communities, and the private sector. In addition to advisory, we take investment positions to deliver ideas. We will do whatever it takes – legally – to build the society we want to live in.

# Our Work

At Nextier, we are excited about solving complex development challenges in our society. We work closely with our clients, mainly in the public sector, to identify their strategic issues and bring analytical rigour to help them make informed decisions.

## Nextier Advisory

We are enthusiastic about tackling development challenges that advance our society. We collaborate with clients to pinpoint their crucial strategic concerns and apply a rigorous analytical approach to support informed decision-making. Drawing on our strong leadership position in the industry, we tap into the best resources available – locally and internationally – to provide excellent solutions to their challenges. Our consultants possess deep industry knowledge, conduct thorough analyses, and craft practical, effective solutions that generate sustainable and significant impact.

## Nextier Power

We are leaders in the electricity advisory space. We are dedicated to offering knowledge and solutions to the African market. We are an African firm blending global networks and practices with our deep understanding of local electricity markets. We are a management consultancy and solutions development firm focused on solving complex policy, advisory and investment challenges in Africa's electricity sector.



## Nextier Gas and Energy Transition

We are recognised as leaders in the gas and energy transition sub-sector. As a leading advisory firm, we provide bespoke solutions on gas and energy transition issues. We work with our clients – governments, the private sector, and development partners – to develop and implement energy transition and green economy solutions. We are committed to supporting Africa to achieve net-zero emissions in line with global best practices. Together, we can reduce the carbon footprint of our ecosystem and ensure that gas stays on as a transitional fuel.

## Nextier Security, Peace, Development

Our work aims to enhance human security, peace, and sustainable development to achieve stability and prosperity in Nigeria and Africa. We use evidence-based research to build knowledge and skills for advancing society's development. We provide thought leadership on critical security issues and take a hands-on approach to implementing solutions at the grassroots level.

## Nextier Health

Health systems are complex and adaptive, with many connected and interdependent components and actors. Nextier strengthens health systems by bridging the gap between actors and leveraging lessons from global best practices to develop and implement innovative contextually-appropriate solutions to contemporary health systems challenges using a participatory approach.

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Our consultants bring deep knowledge of their industries, deliver rigorous analysis, and develop pragmatic solutions to produce practical, sustainable, and high-impact results.





# Advisory



# Nextier Advisory

We offer evidence-based analysis to inform action. We work with clients to develop plans, frameworks, and roadmaps to realise their economic and social goals. Our service offerings are based on our core competencies in research, modelling, analysis, and strategy development to assist our clients in determining the most optimal approach to achieve their goals.

Nextier consultants work with senior public sector executives to develop, identify, and capture opportunities for growth and success. These consultants have deep relationships in government, which they leverage to advocate policy solutions. We bring industry knowledge and expertise to channel our clients' efforts into the right actionable plans. Our clients rely on our services in the following areas:

## Our Competency

- Economic Development
- Governance
- Policy Research and Analysis
- Investment Promotion
- Financial Advisory
- Monitoring and Evaluation
- Agribusiness
- Petroleum

## Economic Development

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Nextier works with governments – at the federal and state levels – to leverage the power of markets to drive inclusive economic growth and improve the overall quality of life. Our clients rely on us to provide rigorous, evidence-based solutions and display a street-level understanding of our operational theatres.

## Projects

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The Central Bank of Nigeria engaged Nextier to analyse and advise on the potential partial divestment of Nigeria's petroleum assets as a funding source for infrastructure development. The team recommended an optimal approach for divestiture and how the funds should be invested to fund critical infrastructure.

With support from Nigeria Infrastructure Advisory Facility (a DFID-funded programme), Nextier principals supported Kaduna State in developing a pilot for its sustainable waste management project. The project focused on creating a business and service delivery model that outsourced the service to private sector operators.

The Facility for Oil Sector Transformation (a DFID-funded programme) engaged Nextier to develop an economic model for a more efficient application of funds to develop the Niger Delta region. The project included an outline of income streams for the region, an inventory of current and planned projects, and strategic advice on improving the effectiveness of the project development and implementation process.

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## Governance

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About 70 percent of Nigeria's federal budget is spent on public service officials. Nextier works with governments and various policy communities to think through how to reform the service and improve government outcomes.

## Projects

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With DFID's Partnership to Engage, Reform and Learn (PERL) support, Nextier convened "Roadmap Nigeria," a network that leverages evidence to facilitate governance reform. The network is a meeting point for stakeholders who can act and influence policies. The platform enables interactions with communities of practice and policy communities on governance reform in Nigeria. The objective is to set reform agenda, birth new ideas, refine old ones, and formulate innovation for reform in governance. It strives to be a knowledge resource on various aspects of governance reform and the latest ideas from academia and practitioners. The network includes senior officials, knowledge producers, policy entrepreneurs, etc.

Nextier, with support from the Open Society Initiative for West Africa (OSIWA), completed a study on the challenges faced by professionals who transitioned from non-public sector organisations to work in government and how best to improve their effectiveness. The study is the basis for efforts to create a platform to support such professionals to improve their delivery of sustainable results while in government.

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Nextier advised a state government to create a functional delivery unit focused exclusively on driving the bureaucracy to deliver results and improved outcomes. The plan included building a small team of dedicated and competent people, tools, and processes for delivering their mandate.



## Petroleum

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Nextier advises government agencies on how to respond to challenges in the petroleum industry, from advisory support on the Petroleum Industry Bill to strategies for using markets to address the gas flaring challenge. The team works with its clients and partners to develop the right policy options for sustained results.

## Projects

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The Facility for Oil Sector Transformation and Reform (FOSTER) – a DFID programme – engaged Nextier to provide policy advice to the Nigerian National Petroleum Corporation (NNPC) on the Petroleum Industry Bill. Nextier worked with NNPC, the 7th and 8th National Assemblies, and various agencies to review and improve the Petroleum Industry Bill. Nextier hosted several industry engagements to advocate for specific provisions in the bill.

Nextier worked with NNPC to organise industry events to review and recommend improvements to the Gas-Flare Commercialisation plans. This output was a market-driven solution to end gas flares in the petroleum industry.

Nextier has worked with various government agencies to advise on the best model for reforming Nigeria's fuel subsidy regime. The output includes a political economy analysis and a roadmap for reforming the subsidy regime.

With support from the European Commission, Nextier worked with various stakeholders in the Niger Delta to develop a community-based pipeline surveillance programme to reduce the incidents of pipeline vandalism. The Nigerian National Petroleum Corporation adopted the report and established a team to implement the plan.

## Policy Research and Analysis

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Data and analysis evidence effective policies. Nextier works with its clients to identify their core needs, research to obtain and analyse evidence to inform “best choice comparison” of policy options and select the best options to address the issue.

## Projects

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Following the 2012 Presidential Retreat on Sports, the Federal Ministry of Finance engaged Nextier to conduct a strategic review of Nigeria's National Lottery as a potential source of funding for sports development in Nigeria. Nextier proposed revitalising the lottery and how to apply the proceeds for sports development in Nigeria.

The Central Bank of Nigeria engaged Nextier to review and design a framework for financing small and medium-scale enterprises (SMEs) in Nigeria. The output included a review of SME financing institutions and structures in Nigeria, financing constraints, critical elements of a solution, and the design of a new framework for SME financing in Nigeria.

Nextier, in collaboration with the Centre for the Study of Economics in Africa, was engaged by the Think Tank Initiative (a U.S.-based organisation) to research how to redesign Nigeria's job creation strategy. The output was used to inform policy analysis on Nigeria's significant challenge.

## Investment Promotion

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Nextier works with federal and state investment promotion agencies and other government agencies to encourage, promote, and coordinate investments. Our capabilities cover the full range, including sector prioritisation, investor targeting, investment facilitation, policy advocacy, after-care, etc.

## Projects

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Nextier was engaged by DFID's GEMS3 programme to implement an enterprise-wide transformation of the Nigerian Investment Promotion Commission. This project included the creation of an investment promotion strategy, image building, policy advocacy, organisation redesign, and curating investment promotion programmes.

The Federal Ministry of Agriculture set up a Staple Crops Processing Zone in Kogi State with a focus on the industrial processing of cassava. With support from GEMS 3 (a DFID programme), the Ministry engaged Nextier to manage a process to secure investors and processing plants for the industrial park.

Nextier was subcontracted to oversee the design of a master plan for oil and gas industrial parks in the Niger Delta. The Nigerian Content Development and Monitoring Board used the project output to guide their financial investment decision. The project scope included developing the financial, technical, environmental, marketing, community engagement, project management, and operational requirements.

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## Financial Advisory

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We have deep experience in finance. We help governments and their agencies improve their financial position through an increase in internally generated revenues (IGR) or improvements in financial efficiencies. Investors rely on us to understand opportunities in the Nigerian market.

## Projects

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The National Office for Technology Acquisition and Promotion engaged Nextier to create strategies to increase its internally generated revenue (IGR). The project entailed a strategy for improving its institutional capacity (people, process, and technology) to increase internally generated revenues from registration dues.

Nextier worked with the Government of Enugu State to attract Private Estates International, a South African real estate developer, to invest in constructing a new city on 1,100 hectares of land in Enugu. The investors are already in the process of building the city.

Headquartered in California, PVTech Inc. is a multinational vertically integrated solar cell fabrication and module assembly firm. With a presence in Botswana, Kenya, Kenya, and Sudan, PVTech engaged Nextier to help explore renewable energy opportunities in Nigeria. Nextier analysis advised against setting up the plant.

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## Monitoring and Evaluation

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Nextier works with its clients to improve project outcomes by measuring activities' relevance, effectiveness, efficiency, and impact against specified objectives. Depending on the project, Nextier can set up a process to provide early information on the status of ongoing projects.

## Projects

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Nextier was subcontracted to conduct a mid-term review of the USAID Early Warning and Response Design Support programme, including an assessment of the adequacy of programme management and implementation structure, systems, coordination, and financial arrangement to deliver the project goals.

Nextier was subcontracted to develop a Niger Delta Action Plan for the Federal Ministry of Niger Delta Affairs, including a comprehensive infrastructure and social sector action plan for the region. Nextier developed the Results Framework used to conduct the project monitoring and evaluation.

Nextier was engaged by National Planning Commission to conduct a multi-dimensional baseline study of Nigerian government investments in roads, bridges, and railways through the Subsidy Reinvestment & Empowerment Programme (SURE-P). The project output established the baseline for further impact assessments.

## Agribusiness

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Nextier works with its clients to build successful business models to exploit identified agribusiness opportunities. Nextier works with various players in the value chain to identify and satisfy opportunities for innovation and growth.

## Projects

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BRACED Commission is the development agency for the states in the South-South region of Nigeria. Nextier worked with the agency's leadership to develop the agricultural sector development strategy for Nigeria's south-south region. Nextier also organised an agribusiness summit that brought together farmers and investors to address investment challenges and seek collaboration opportunities.

Teragro Nigeria Limited (a subsidiary of Transcorp Pic.) leased a fruit juice concentrate plant from the Benue State (Nigeria) government. Nextier principals developed the feasibility study and led the lease negotiations with the state's government. The plant remains a major supplier of fruit concentrate to the Nigerian market.

Nextier worked with Honeydew Foods Limited to develop its market entry strategy. The ready-to-eat tomato sauce takes advantage of the over 70 percent post-harvest tomato losses to serve Nigeria's middle-class market

## Projects

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**National Advisory Board on Impact Investing (NABII)** [Mapping Nigeria's Impact Investing Ecosystem] With support from GIZ SEDIN, NABII engaged Nextier to map Nigeria's impact investing ecosystem. The project developed a baseline map of actors in the ecosystem according to critical dimensions, size of the market, trends, assets under management, existing gaps, investment performance and risks, challenges and opportunities for growth, top sectors attracting impact capital (and the reasons behind this trend), etc. This project was the basis for a subsequent project to establish Nigeria's wholesale impact investment fund.

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**Federal Ministry of Finance** [Nigeria's Wholesale Impact Investment Fund] With support from GIZ SEDIN, Nextier worked with the Federal Ministry of Finance and the National Advisory Board on Impact Investing to develop the framework for establishing a \$1 billion Nigeria Wholesale Impact Investment Fund. The naira-denominated fund of funds has a dual mandate to invest in impact funds and develop the social impact market. The government has pledged to contribute 70 percent of the \$100 million first-close. Nextier is working with the government to raise the \$30 million from the private sector and to engage the private sector fund manager.

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**Government of Enugu State** [Government Transition] The Government of Enugu State engaged Nextier to manage the transition process from the Ugwuanyi administration to the Peter Mbah administration. The team managed all aspects of the transition process: set up of the Transition Committee, agency review and development of the handover notes, policy review, talent recruitment, delivery planning, risk management, documentation, etc.

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**Government of Anambra State** [Government Transition] The Government of Anambra State engaged Nextier principals to support the process of the transition from the Willie Obiano administration to that of Prof. Charles Soludo. The team supported all aspects of the transition process, especially providing scholarly evidence to support the policy choices included in the state's development plan.

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**Nigeria Institute of Policy and Strategic Studies (NIPPS)** [Strategic Planning] In collaboration with CAPPS Consult Limited, Nextier worked with NIPSS leadership to develop a strategic plan that repositions the think tank for optimal performance and relevance in line with global best practice.

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**Central Bank of Nigeria** [Trade Facilitation Study Tour] The Central Bank of Nigeria engaged Nextier to facilitate study tours for Comprehensive Import Supervision Scheme (CISS) members to understudy the trade processes in Malaysia and Turkey. The study covered the policies, processes, tools, and enablements to ensure simplification, standardisation and harmonisation of procedures that enable the efficient movement of goods from seller to buyer and to ensure payment.

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**Center for International Private Enterprise (CIPE)** [Research on Disinformation in Nigeria] CIPE, a Washington D.C.-based think tank, engaged Nextier to research the impact of disinformation on private enterprises. Under the leadership of the Manufacturers Association of Nigeria, a consortium of business associations has used the report findings to create a protocol for proactively addressing disinformation attacks against their members.

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**Inclusive Business Action Network (iBAN)** [Inclusive Business Landscape Study] iBAN commissioned Nextier to conduct a landscaping exercise to determine the existence and extent of inclusive businesses (IB) in Nigeria. The landscaping study identified and analysed companies with IB models and their potential for economic and social impact. The project output included mapping Nigeria's IB ecosystem and recommendations for policy support. The study focused on Lagos, and Kaduna states at the subnational level. At the federal level, Nextier worked with relevant national institutions, including the Nigerian Investment Promotion Commission, the Federal Ministry of Industry, Trade, and Investment, the Small and Medium Scale Development Agency of Nigeria, and several business associations.

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**Rural Electrification Agency (REA)** [Strategy Retreat] The REA is the national agency tasked with electrifying Nigeria's unserved and underserved rural communities by extending grid connection and deploying off-grid solutions. Nextier facilitated its strategy retreat with the relevant state ministries and agencies to create access to data on unelectrified communities, coordinate information flow among stakeholders, and create an enabling environment for private developers involved in REA's programmes.

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**United Nations Children's Fund (UNICEF)** [Nigerian Impact Investment Market Sizing Study] UNICEF engaged Nextier to map media houses and companies in Nigeria. The project identified the top media houses and companies in terms of their audience size, demographics, languages, news, programme focus, etc. The project output informs UNICEF's media engagement strategy.

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**Facility for Oil Sector Transformation and Reform (FOSTER)** [Political Economy Analysis of the Petroleum Industry Act] FOSTER (a DFID programme) engaged Nextier to conduct a political economy analysis to support the effective implementation of Nigeria's Petroleum Industry Act. The report outlined the contentious issues with the act, a power mapping of the critical actors (in terms of interest and influence), and potential interventions to support PIA implementation.

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**British Council's Rule of Law and Anti-Corruption (RoLAC) Programme** [Simplification of Nigerian Extractives Industries Transparency Initiative (NEITI) Audit Reports] RoLAC engaged Nextier to analyse and produce simplified, easy-to-comprehend versions of NEITI's Oil and Gas Sector Reports, the Solid Minerals Report, and the Fiscal Allocation and Statutory Disbursement Audit reports (2012 – 2016). Nextier synthesised the reports into easy-to-comprehend infographics and videos to increase stakeholders' understanding of the reports and, thus, their engagement with critical actors in the industry towards improved implementation of the recommendations.

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**Petroleum Club Lagos** [Design and Conduct of Oil Licensing Rounds in Nigeria] With support from FOSTER (a DFID programme), Nextier conducted a study and proposed recommendations to improve the conduct of oil licencing rounds in Nigeria. The study, which included a roundtable session with critical private sector industry players, provided recommendations on changes to the processes and requirements from before the bidding, during the auction, and post-bid phase.

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A blue-tinted photograph of a high-voltage power transmission tower. The tower is a complex lattice structure, silhouetted against a cloudy sky. Several other smaller towers are visible in the background, connected by power lines. The overall scene is industrial and atmospheric.

Power



# Nextier Power

Nextier's power business engages with relevant stakeholders to review and facilitate the application of frameworks and policies for the effective functioning of Africa's electricity market. Our work seeks to increase market entry opportunities in the energy sector. We provide advice and insights to facilitate investments in Africa's energy market.

We are recognised as thought leaders in the electricity industry. Our consultants bring global and local experience, reach, and expertise. We produce scholarly publications that proffer theoretical and solutions-focused recommendations on critical issues in the electricity industry.

Nextier power is part of a robust network that enables us to convene senior leaders in government, academia, the private and the development sectors to seek pragmatic solutions to industry challenges. We created the leading platform through which sector leaders interrogate issues and create sustainable solutions.

## 1. Clean Energy Transition

# 1

### Sustainable Energy and Transition Advisory

We offer expertise in creating enabling governance frameworks for Africa's sustainable energy transition and low-carbon technology.

# 2

### Energy Efficiency Advisory

We advise our clients on implementing, integrating, and innovating energy efficiency frameworks.

# 3

### Accelerating Energy Access for Productive Use

We engage in multi-pronged strategies to drive energy access for productive use. Our recommendations integrate gender mainstreaming through policy guidelines and awareness creation.

# 4

### Market Entry Advisory

We provide reliable off-grid sector information and advisory for potential investments in Africa, offering insights and knowledge on policies, regulations, and strategies to promote successful renewable energy markets.

# 5

### Facilitate Investment Access and Information

We understand the market dynamics and maintain the right relationships to facilitate and enhance investment knowledge and experience to ensure successful renewable energy deployments and operations.

## Projects

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### **Enabling Frameworks for Investment in Rural Electrification**

- Enabled the development of frameworks for sustainable investments in off-grid rural electrification
  - Supported small-scale renewable energy activities in Nigeria's off-grid solar sector
  - Supported project developers and collaborated with other major stakeholders and programmes operating in Nigeria
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### **Rural Electrification Fund Risk Management Programme**

- Implemented a socioeconomic sustainability assessment of mini-grid sites for the Rural Electrification Funds (REF)
  - Determined the current number of connections for Nigeria's mini-grid sites
  - Identified three high-impact agricultural and commercial products and value chain development opportunities for increased energy demand
  - Monitored and evaluated fund disbursement for REF projects
  - Mapped economic opportunities in the community for the integration of agricultural processes towards improved performance of mini-grid projects
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### **User Assessments for the Sustainability of Solar Home Systems and Mini-Grids**

- Provided field assessment of selected mini-grid sites
  - Developed a template for user assessment sustainability checks of off-grid electrification systems (solar home systems and mini-grids) across Nigeria
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### **Solar Off-Grid Solutions as Constituency Projects for the National Assembly**

- Performed market assessments to determine and present feasible off-grid business case scenarios
  - Assessed solar off-grid markets and sites to present the feasible business case and pricing scenarios for mini-grid and solar home system projects
  - Performed impact assessments of stand-alone systems and mini-grids on selected communities
  - Assessed sustainability models for off-grid systems
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### **One-Stop Investment Platform**

- Provided technical assistance on an inclusive renewable energy investment platform for all RE investors and potential investors in Nigeria
  - Provided investment data on Nigeria's renewable energy development case studies, sector updates, and peer networking among industry stakeholders
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### **Import Process Gap Analysis for RE Equipment**

- Worked with relevant stakeholders to streamline the importation process of renewable energy equipment
  - Created risk mitigation strategies to address the challenges faced by Renewable Energy and Energy Efficiency equipment importers
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## 2. Competitive Market Design and Optimisation (CMDO)

### 1 Market Design

We support operators and regulators in establishing the frameworks for a functional electricity market.

### 2 Market Impact Analysis and Projection

We research and analyse market performance to identify trends and pathways that impact the electricity industry.

## Projects

### Improvement of Systems and Processes for System Operations at the National Control Centre

- Produced a status report on Nigeria's System Operations
- Developed a framework to achieve a properly coordinated system and grid reliability
- Designed and implemented systems and processes in support of Systems Operations to optimise generators' economic dispatch
- Supported internal capacity building to sustain and consolidate current achievements

### Establish relevant operational assurances for the Distribution Companies (DisCos)

- Conducted an independent and impartial assessment of billing and revenue assurance systems, operating and capital expenditures, source and application of loan facilities, procurement processes and practices, corporate governance frameworks and performance of distribution licensees in the Nigerian Electricity Supply Industry for the period 1st January 2015 to 31st December 2019

### Service-Based Tariff Implementation Monitoring

- Developed methodologies for the Market, Competition and Rates Division of the Nigeria Electricity Regulatory Commission to provide data that can, on approximate levels, provide accurate information for monitoring DisCo's service-based tariff implementation



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### **Merit Order – Support on implementing on-grid electricity Dispatch**

- Analysed critical transmission bottlenecks and evaluated the economic impact of deviations from the Merit Order
  - Recommended best practices to mitigate challenges, including measures to incentivise dispatch operators to align with regulatory codes and standards
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### **Nigeria Bulk Electricity Trader (NBET) Performance Monitoring**

- Improved market revenue losses and advanced the electricity market to bilateral contracts through policy and performance monitoring
  - Supported the drive towards creating a medium-term electricity market.
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## 3. Infrastructure and Investment Advisory (IIA)

1

### **Electricity Market and Entry Advisory**

We present reliable sector information for electricity investments in Nigeria, offering complete transaction advisory on market entry rules and policies.

2

### **On and Off-Grid Infrastructure Design**

Our Team of experts is engaged by Engineering, Procurement and Construction (EPCs) companies and developers to assist with the deployment, sustainability, and management of electricity projects in Nigeria.

3

### **Electricity Projects Impact Assessment**

We engage in technical, financial, environmental, and social impact monitoring and evaluating projects. Our multi-disciplinary team of experts obtains and uses quality data to establish the sustainability of on-grid and off-grid projects and their impact on the industry.

## Projects

### Meter Manufacturer Market Entry Advisory

- Lead Advisor to a foreign metering company on strategies and networks for introducing their IOT meters into the Nigerian Market
- Provided support and information on regulatory compliance and commercial arrangements for equipment integration into Nigeria's metering space

### Assessments for the Sustainability of Solar Home Systems and Mini-Grids

- Provided field assessments of selected mini-grid sites
- Developed an industry template for user assessment sustainability checks for off-grid electrification systems (solar home systems and mini-grids) across Nigeria

### Aqua Solar Investment Prospecting

- Advised Aqua Solar on the market potential for water-based solar panels in Nigeria

## 4. Electricity Policy Analysis and Research (EPAR)

### 1 Electricity Policy Advocacy and Design

We conceptualise, advocate, and develop implementation frameworks to expand Africa's supply and access to reliable electricity services.

### 2 Electrification Planning

Our expert team provides the least-cost electrification planning guides to promote energy mix and sustainability in Africa.

### 3 Research and Data Analysis

We provide evidence-based analysis to inform policy formulation, market projections, and market-leading electricity solutions.

### 4 Electricity Policy Monitoring and Evaluation

We use the proper monitoring tools to assess and determine the impact and efficiency of energy policies.

## Projects

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### **Development of Framework for the Power Consumer Assistance Fund (PCAF)**

- Developed a framework for Nigeria's National Assembly for establishing the Power Consumer Assistance Fund (PCAF), including the assumptions and risks
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### **Capacity Needs Assessment for Electricity Industry Regulators (NERC, TCN, NBET and REA)**

- Developed a foundation for ensuring lasting progress through policy and regulatory market reforms
  - Assessed capacity needs to provide the necessary information and strategies for decision-making on capacity-building interventions
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### **Action Plan to Address the Contractual Challenges in On-Grid Electricity Generation**

- Examined the mitigation measures for identified contractual challenges
  - Supported the development of an action plan to address challenges in line with power generation growth targets and conditions that underpin the transition to a cleaner climate smart energy market
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### **Medium-term Market. Regulatory Impact Analysis**

- Developed comparative analysis of different government regulations on Disco's commercial and financial status
  - Presented insight and performance improvement recommendations to Disco Investors
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### **Energy Policy Roundtable**

- Initiated a roundtable of crucial and impactful stakeholders in the power sector to present research-based and practical solutions to power sector challenges through policy memos and presentations
  - Share pragmatic ideas and engage all participating stakeholders in conversations that translate to adoptable government policies, strategies and programmes
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# Gas and Energy Transition



# Nextier Gas and Energy Transition

## Projects

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### **Enabling Gas Flare out through commercialisation**

- Supported the federal government in drafting Gas Flare Prohibition regulations (2018)
  - Supported the Nigerian Gas Flare Commercialisation program to develop a suite of bankable commercial instruments
  - Supported the Federal government in drafting the National Gas Policy
  - Supported the National Assembly in drafting the Petroleum Industry Act
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### **Methane Mitigation in the gas value chain**

- Supported the Nigerian Upstream Regulatory Commission (NUPRC) and the Ministry of Environment in developing an overarching policy framework for reducing methane intensity
  - Developed an effective monitoring, reporting and verification guideline for methane
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### **Gas-based industrialisation as a driver for socio-economic development**

- Assessed the viability of domesticating national gas resources, over its export, in economic and financial terms. The study was undertaken for presentation to the National economic management team
  - Conducted a study for NNPC on how to unlock the domestic gas market through optimisation of midstream capacity via co-location and open access
  - Supported the Department of Petroleum Resources in creating the Nigerian gas network code
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### **Civil society advocacy**

- Trained civil society actors on the main issues in the energy transition space
  - Initiated public dialogues to increase demand for public sector accountability and reform
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### **Stakeholder engagement**

- Convened multi-stakeholder engagements aimed at increasing cohesiveness in the attainment of Nigeria's energy transition goals
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### **Climate action**

- Dissemination of critical information to increase awareness of health issues related to gas flares through multiple media sources
  - Provided technical support to the Ministry of Environment on how to transition from kerosene and firewood to cleaner gas-based fuels as a measure to preserve the Nigerian forests
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A hand is shown placing a wooden block on top of a stack of other wooden blocks. The blocks are arranged in a staircase pattern, with each block slightly offset from the one below it. The background is a textured, light-colored surface. The overall image has a blue tint.

Security Peace and  
Development



# Nextier Security, Peace and Development

Nextier SPD is a development consulting firm that uses evidence-based research to advance and build knowledge for developing our society. We aim to enhance security, peace, and sustainable development to achieve stability and prosperity in Nigeria and Africa. Our engagements cover policy research,

impact assessment, violent conflict tracking, political and security risks analysis, strategic planning, technical assistance, project and programme management, and community and stakeholder engagement.

## 1

### Technical Assistance

Our consultants offer high-quality technical assistance to government institutions, private sector players, national and international non-governmental organisations, donor agencies and various sector players to realise their objectives.

## 2

### Monitoring, Evaluation, and Learning

We understand that objectives must always be matched with outcomes. Our competence in MEL is to provide deep insights into project implementation, lessons learning, challenges, impact, sustainability and exit strategies. The rationale is to understand what has worked and what has not, why it worked or did not, and how to achieve the best results going forward.

## 3

### Policy Research

As an evidence-driven firm, we understand the importance of research and data in policy and programme formulation. Our consultants, mainly those with years of academic experience, conduct primary and secondary research. Our research efforts are produced into reports, policy notes and briefs to give sector players better insights into the current literature regarding security, peace, and development issues.

## 4

### Community/ Stakeholder Engagements

We understand the importance of community and stakeholder engagement in policy research, project implementation and evaluation. We self-fund and facilitate security policy dialogues, conferences, and development discourses to interrogate Nigeria's critical security, peace, conflict, and development issues. The sessions bring together top government officials, development partners, academia, civil society actors, community stakeholders, and the media to brainstorm new solutions to Nigeria's security, peace, conflict, and development issues.

## 5

### Violent Conflict Tracking

Data remains the critical ingredient that drives our engagements. We maintain a database covering all security issues, including maritime piracy, terrorism, kidnapping, banditry, farmer-herder conflict, and secession agitations. It also covers cultism, civil unrest, and communal clashes. The database is a real-time, day-to-day tracking of violent conflicts in Nigeria's 36 states and the Federal Capital Territory. Our data tracking covers the community, local government area, state, and regions of media-reported conflict incidents. It also captures all parties to the conflict, the violence triggers, and the government's responses. Notably, the database takes a credible inventory of fatalities, injuries, kidnap victims, and displacement populations.

## 6 Project/ Programme Management

Our programme and project management expertise covers donor-funded government projects that require our competencies in environment and climate change issues, peacebuilding and education, post-conflict reconstruction, community development and empowerment, monitoring and evaluation, security sector reform and governance, early warning and disaster management, humanitarian intervention, and resource governance.

### Projects

**Catholic Relief Services** [Annual Survey and Endline Assessment of the Stabilisation and Reconciliation in the Lake Chad Region (Star) Project] The project addresses the myriad of interrelated and chronic factors inhibiting the recovery of resilient, rebuilt communities in the Lake Chad Basin. BMZ/KfW awarded CRS the two phases of the STaR Project. The overall objective of the STaR Project is to contribute to the stabilisation and reconciliation in the most affected regions of the LCB crisis. Nextier SPD evaluates the project's success against the objectives it set out to achieve and based on four thematic areas: local governance, social cohesion, livelihood, and livelihood infrastructural development. The project countries include Nigeria, Niger, Cameroon and Chad.

**United Nations Children's Emergency Fund (UNICEF)** [Stocktaking on Children's Release and Reintegration Programme in Northeast Nigeria] The ongoing conflict in northeast Nigeria is characterised by general widespread attacks: sexual violence; abduction, especially of girls and women; child recruitment and forced recruitment; forced displacement; the use of explosive hazards targeted attacks against civilians. Over the last four years, UNICEF and partners have provided comprehensive support to over 10,000 children and adolescents formerly associated with non-state armed groups (NSAGs) within their communities. The overall objective of the evaluation is to take stock of the release and reintegration programme implemented by UNICEF partners, including state ministries and I/NGO partners, and propose suggestions on effective and efficient programme pathways to scale up and accelerate social and economic reintegration programmes in Northeast Nigeria. The fieldwork locations include Madagali, Monguno, Biu, Bama, Biu, Chibok, Jere, Konduga and Mafa.

**Managing Conflict in Northeast Nigeria (MCN) Programme** [Entrenching Peace: Assessing Community Resilience and Peacebuilding Initiatives in Northeast Nigeria] With support from the European-Union funded and British Council-supported Managing Conflict in Northeast Nigeria (MCN) Programme, Nextier consultants examined community resilience and peacebuilding initiatives in northeast Nigeria. The focus of this study was to understand how communities in Borno, Adamawa and Yobe are responding to the insurgency and how endogenous peacebuilding initiatives can be supported. In addition, the study assessed community actors' efforts in managing the impact of the conflict in the climate-impacted Lake Chad Basin (LCB).

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## Projects

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**Norwegian Refugee Council (NRC)** [Study on Existing Community-Based Dispute Resolution Structures in Plateau State] Nigeria Community structures for dispute resolution exist in most communities in Nigeria. However, the public is usually suspicious of inter-religious dialogue, making it challenging to rebuild community trust. The study examines the existing community-based dispute resolution structure in selected Local Government Areas (LGA) in Plateau State. The outcome is expected to guide the Norwegian Refugee Council (NRC) Nigeria programme towards implementing relevant, effective and sustainable programming to address Housing Land and Property (HLP) disputes in Plateau state. Like most states in Northwest Nigeria, Plateau is a hotbed of identity-related violence and climate-induced conflict between farmers and pastoralists. Fieldwork locations include Bassa, Wasse, Riyom, Shendam, Bokkos and Mangu LGA.

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**Konrad Adenauer Stiftung (KAS)** [Non-State Security Outfits in Nigeria: Analysis and Recommendations for a Regulatory Framework] Since Nigeria's return to democracy in 1999, violence and criminality have escalated in various parts of the country. The rise of non-state security outfits often created by individual states to provide and maintain security at the local or regional level has far-reaching consequences. However, despite the involvement of non-state security outfits in preserving lives and property in Nigeria, they lack the necessary constitutional provision and regulatory framework, especially at the national level. This study aims to identify the opportunities and challenges of and with non-state security outfits and provide recommendations for a regulatory framework for establishing, managing, and controlling non-state security outfits in Nigeria. The data for the study was collected from the country's six geopolitical zones.

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**CARE** [UN Women GBV Prevention and Response Project in Borno and Yobe States, Nigeria] The final evaluation of the GBV Prevention and Response Project - implemented by CARE Nigeria and funded by the United Nations (UN) Women - was designed to respond to the needs of conflict-affected women and girls in selected Local Government Areas (LGAs) in Borno and Yobe states. The intervention addresses gaps in access to GBV and women's economic empowerment services in the targeted LGAs. The final evaluation by Nextier determines the project's relevance and fulfilment of objectives, developmental efficiency, effectiveness, impact, and sustainability. The evaluation objectives are to establish how the project has successfully achieved (and potentially not achieved) its impact, results, and outputs in line with the project log frame. In addition, the evaluation identifies and documents lessons learned and provides evidence-based recommendations for guiding subsequent humanitarian programming or similar future interventions.

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**U.S. Department of State** [Supporting Civic Engagement in the Electoral Processes in Africa] The programme supports non-governmental efforts to promote accountability and greater civic engagement in 10 African countries (Angola, the Democratic Republic of Congo, Gabon, Kenya, Liberia, Madagascar, Nigeria, Sierra Leone, South Sudan and Zimbabwe) scheduled to hold elections in 2022 and 2023. The Africa-wide Democracy network (DemNet) is supported by Nextier SPD and West African-based Center for Democracy and Development (CDD), in close partnership with the University of Massachusetts (UMASS) Boston's Center for Peace, Democracy, and Development (CPDD), with financial support from the U.S. Department of State.

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**British Council** [Independent Assessment for Monitoring CSO's Capacity Development] Nextier consultants support the periodic monitoring and assessment of the progress of European Union-funded Agents for Citizen-driven Transformation (ACT) input to its CSO partners in some selected states (Plateau, Borno, Edo, Adamawa, and Kano) in Nigeria. The evaluation aims to provide the information against which the progress of the EU-ACT Programme will be measured and empirical data that would inform if there will be a need to re-strategies for better implementation in the remaining period of the project.

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**Nigeria Extractive Industries Transparency Initiative (NEITI)** [Development of a Funding Strategy] Nextier, with funding support from British Council, worked with NEITI to design and develop a comprehensive funding strategy for the latter. The objective is to make NEITI financially independent and stable.

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**International Organisation for Migration** [Reinforcing IOM's Engagement and Relationship with the UN in West and Central Africa] A team of Nextier consultants provided technical assistance to finalise the ECOWAS Regional Report on implementing the Global Compact for Migration (GCM).

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**Federal Ministry of Niger Delta Affairs** [Niger Delta Action Plan] Nextier was subcontracted to develop a Niger Delta Plan for the Federal Ministry of Niger Delta Affairs, including a comprehensive infrastructure and social sector plan for the region. Nextier also developed a result framework used to monitor and evaluate the strategy.

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**The European Union** [Research Collaboration with Conflict Management Consulting (CMC)] Two of our senior management staff are part of the team working on "Developing a Community-Based Security (CBS) system for petroleum sector assets and infrastructure in the Niger Delta of Nigeria". The project is commissioned and funded by the European Union on behalf of the Federal Government of Nigeria.

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**Shehu Musa Yar'Adua Foundation** [Conduct and Perception of Nigeria's Election] A team of Nextier staff evaluated the Shehu Musa Yar'Adua Foundation's 18-month project on Improving Inclusiveness, Conduct and Perception of Nigeria's Elections. The project was implemented by Shehu Musa Yar'Adua Foundation and funded by Department for International Development (DFID). The evaluation aimed to assess the project's impact in strengthening the democratic nature of political processes and outcomes in Nigeria by support provided to relevant arms of government, key electoral bodies, and civil society organisations (CSOs).

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**Facility for Oil Sector Transformation (FOSTER)** [Review of the Presidential Amnesty Programme] In October 2010, the government of President Yar'Adua, in demonstration of evident political will, announced an amnesty for the militant agitators in the Niger Delta. However, this initiative came against the background of tenuous security conditions and regional instability. To this effect, the Presidential Amnesty Programme (PAP) was established, among other things, to train and rehabilitate former militants and provide an alternative source of livelihood for them. This project looks at the institutional impact assessment of PAP, with a view of making actionable recommendations on how to phase out the programme or reduce the cost of the PAP and reallocate the funds to other activities.

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**GIZ** [Pro-Poor Growth and Promotion of Employment in Nigeria – SEDIN] The programme helps improve MSMEs' employment and income situation in some states, including Niger and Plateau. With partners from federal, state, and local levels, it targeted sectors like agriculture and their value-chains as well as helping participating states to develop enabling environments for business with structures like the one-stop shops. A team of Nextier consultants implemented this project.

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**Shehu Musa Yar'Adua Foundation** [United Against Corruption: Galvanising Collective Action in Nigeria] It is a two-in-one project: Advocacy Campaign to Support the Fight Against Corruption in Nigeria and Deepening Anti-Corruption and Accountability Efforts in Nigeria. The project lasted for three years and was implemented by Shehu Musa Yar'Adua Foundation with support from MacArthur Foundation. A team of Nextier consultants completed the evaluation of this project to assess their outcomes and impacts on anti-corruption, accountability, and transparency in Nigeria.

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**Central Bank of Nigeria (CBN)** [Impact Evaluation of Central Bank of Nigeria Intervention Programmes] In its six decades of operations, there is little evidence that the CBN has conducted an independent and robust, evidence-based assessment of the impact of its various intervention programmes in the country. As a result, Nextier was contracted to assess the objectives of seven selected programmes, the implementation processes, and the performance vis-à-vis the critical performance indicators. The efforts are to measure and evaluate the interventions' outputs, outcomes, and impact. Data for the study was collected from 36 states.

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**GIZ** [Diaspora Initiatives for Attracting and Channelling Funds/ Investments into NICOP's Selected Value Chains] The project aims to identify the primary sources of diaspora funds/investments that can be channelled into selected value chains of the Nigeria Competitiveness project. Nextier consultants mapped out successful initiatives in similar contexts that have mobilised diaspora resources into investments in agriculture and light manufacturing and explored whether these initiatives can be replicated in the country.

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**Nigeria Export-Import Bank** [A Study of Non-Crude Oil Exports] To understand and resolve the challenges limiting Nigeria's ability to export its products, Nextier and the Centre for the Study of the Economies of Africa (CSEA) were engaged by Nigeria Export-Import Bank (NEXIM). The study examines the value chain of 12 strategic commodities to identify the challenges within the various segments of the value chains inhibiting their productivity and export potential.

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**Native.io** [Partner with Native to conduct polls in Nigeria and some other West African States] Native offers a global on-demand solution for data collection. The Native app delivers the fastest, most affordable, and well-validated ground truth. We are currently building a team principally to manage and conduct surveys worldwide.

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Health

# Nextier Health

Health systems are complex and adaptive, with many connected and interdependent components and actors. Nextier Health strengthens health systems by bridging the gap between actors and leverages lessons from global best practices to develop and implement innovative contextually-appropriate solutions to contemporary health systems challenges in Nigeria.

Nextier Health provides public health advisory and health systems strengthening expertise to support the design, evaluation, and implementation

of innovative public health interventions across the private and public sectors. Nextier Health works with a team of global health professionals with expertise in various areas, including health systems strengthening, health promotion, health communication, healthcare financing, primary health care, health systems governance, health systems research, and human resources for health.

## Projects

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### **WomenLift Health Nigeria Stakeholder Analysis Project**

WomenLift Health and Bixal engaged Nextier to conduct a stakeholder analysis of Nigeria's health sector to inform the design of its Nigeria programmes. WomenLift Health is a non-profit organisation funded by the Bill and Melinda Gates Foundation that seeks to expand the power and influence of female leaders in the health industry worldwide.

The project aimed to understand women's representation in Nigeria's public health sector, identify barriers and opportunities around women's leadership, and analyse current efforts to foster women's leadership, diversity, and inclusion. Nextier conducted desk reviews, stakeholder mapping, interviews, and focus group discussions to achieve this aim. The study insights informed WomenLift Health's Nigeria leadership development programme.

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### **Nextier Health Universal Health Coverage Series**

Nextier Health hosts a bi-monthly Universal Health Coverage (UHC) Series as a public policy dialogue platform for key stakeholders to discuss challenges and contextual peculiarities limiting universal health coverage in Nigeria. The series provides tailored solutions and strategies to inch Nigeria closer to attaining its UHC goals. The series focuses on thematic areas relevant to UHC, including, but not limited to, health insurance, domestic resource mobilisation, private sector investments in health, primary healthcare delivery, health systems governance, service delivery mechanisms, programme implementation, and research for health systems strengthening.

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# Our Team



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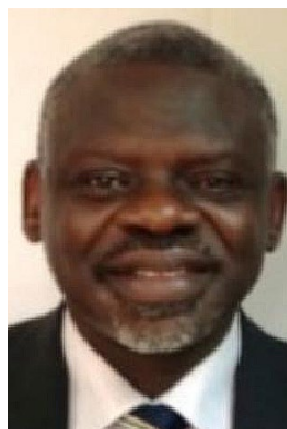
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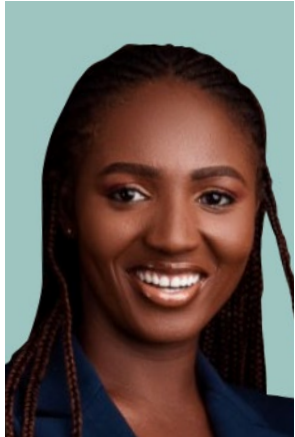
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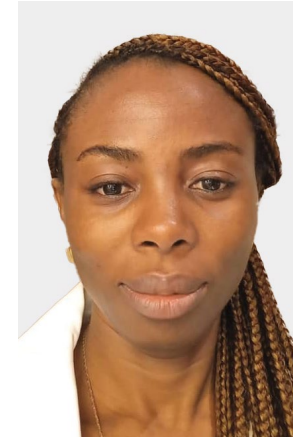
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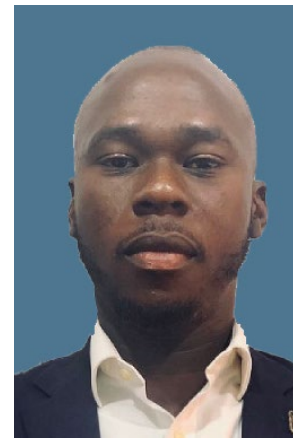
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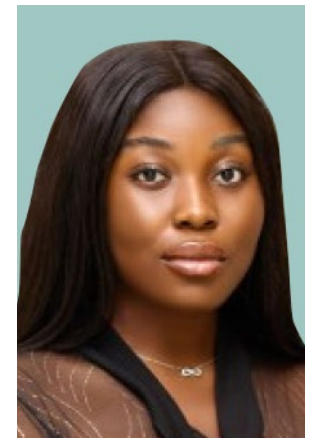
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