



2017 ANNUAL REPORT



BUREAU OF PUBLIC SERVICE REFORMS— REFORMING NIGERIA



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ABOUT BPSR

The Bureau of Public Service Reforms (BPSR) is an independent and self-accounting agency and was set up on 4th February, 2004. The primary function of the BPSR is to coordinate, monitor and evaluate public service reform programmes. The Bureau is an agency under the supervision of the Office of the Secretary to the Government of the Federation (SGF). The Bureau serves as the Secretariat for the Steering Committee on Reforms (SCR), chaired by the Secretary to the Government of the Federation, with the Head of the Civil Service of the Federation as Vice-Chair.

BPSR is growing to be a dynamic institution that draws expertise from local and international professional networks, which has sufficient competencies to provide technical leadership for continual reforms in Nigeria to bring about a "Public Service dedicated to excellence". It is also striving to be an agency with the capability to articulate reform needs, establish required evidence and model improved approaches for the attainment of developmental objectives of government. BPSR is also providing required technical expertise to guide MDAs through the reform process.



VISION STATEMENT

The vision of the Bureau is to drive change that will position Nigeria's Public Service as an Institution of Excellence.

MISSION STATEMENT

"To facilitate the building of Nigeria's public service into a highly functional, professional, customer-focused and result-oriented institution".

MANADATE

To initiate, coordinate, monitor and ensure full implementation of government reform policies and programmes.

In order to actualize its mandate, the BPSR carries out the following functions:

- Initiate action plans on Reforms at the Public Service level;
- Elucidate government policy on Public Service Reforms;
- Coordinates, monitors and evaluates the implementation of reforms in the MDAs;
- Conduct research on implementation efforts and present 'Best Practices' models;
- Serve as clearing house for information relating to Public Service reforms;
- Provide advisory and technical support services to change management teams or working groups;
- Engenders an environment of learning from each other;
Disseminate information on all aspects of reform and report on Public Service Reforms' and
- Submits quarterly progress reports to the Federal Executive Council (FEC).

BPSR is positioned to support government to:

- Reorganize and reshape public sector governance
- Restructure and reposition MDAs for improved efficiency and effectiveness
- Reframe systems of performance and accountability
- Revitalize human resource capacity and organisational performance
- Strengthen strategic management of government parastatals

CORE VALUES

In line with norms and practice in the Public Service, the Bureau has prioritized the following key values:

- Integrity
- Transparency



- Change Leadership
- External Awareness
- Result Driven
- Creativity
- Technological Awareness

In the following sections, we hereby report on our progress during 2017 in each of our mandate areas.

INITIATING REFORMS

ROUND TABLE DISCUSSION ON REFORMING NIGERIA'S PUBLIC SERVICE

The roundtable discussion on reforming Nigeria's Public Service was an initiative of Leadership, Effectiveness, Accountability and Professionalism – Partnership to Engage and Learn (LEAP-PERL) and NEXTIER Advisory to strengthen the evidence-base of Public Service reform efforts in Nigeria. The initiative aims to promote accountability, effectiveness and evidence – informed policy making that prioritize the sustainable delivery of public goods and services to meet the needs and aspirations of Nigeria.

This initiative is built around the Governance and Policy Reform Network (GPRN) which is a "Policy Community" committed to policy research based on solid foundation of economic and social science theories. The GPRN convenes key actors in the governance space to explore various dimensions of policy issues with primary focus on public service reforms.

The current reform efforts/state of the Public Service Reforms in Nigeria are targeted at core activities cardinal to good governance. These current reform efforts are concentrated in the following areas:

- Budget and Financial Management.
- Accountability and Transparency issues.
- Human Resources Management.
- Operation and Systems.
- Value re-orientation and integrity reform.
- Development of National Strategy for Public Service Reforms (NSPSR) to consolidate on the past gains and develop a world class public service which will serve as a medium for achieving Vision 20:2020.
- Cascading the reform to the Parastatals in the areas of Personnel Records and Payroll clean up and strategic repositioning.
- Strengthening BPSR for sustainable reform.
- Reviewing and developing a new Performance Management System in the Federal Public Service.



- Developing a new training and capacity building programme for the Federal Public Service.
- Service-wide roll out of Integrated Personnel and Payroll Information System (IPPIS).
- Introduction of Performance Contract for top echelon of the Federal Public Service.
- Evolving a robust Communication Strategy for greater sensitization on reforms and engagement of stakeholders.
- Installing the National Public Integrity Interactive Training Programme.
- Identifying officers with outstanding leadership potentials service-wide and deploying them strategically.
- Institutionalizing the pre-retirement training programme for retiring staff of the Parastatals.

The roundtable emphasized the need for a platform that would bring together technically competent individuals to seek ways to tackle the governance challenges in Nigeria's Public Service. These efforts should not lose sight of the average Nigerian since it can only be seen to be successful if they positively impact the livelihood and wellbeing of Nigerians.

DEVELOPMENT OF SCORECARD FOR RANKING OF GOVERNMENT WEBSITE

In line with its mandate to initiate and ensure full implementation of government reform policies and programmes, BPSR midwifed a scorecard for ranking websites of Ministries, Departments and Agencies of the Federal Government. The introduction of the scorecard became necessary, following an investigation which revealed that most MDAs do not have functional websites with functional email addresses and phone numbers. This is to effectively and efficiently drive implementation of the government Executive Order 001 on Ease of Doing Business. The MDAs' websites provide interface for would-be investors to obtain information and kick-start processes necessary to start and grow their investments in Nigeria. As an essential peer review mechanism, the scorecard is anticipated to ensure that information about MDAs are readily available and disseminated widely, review their websites when changes occur and are available twenty four hours, to provide regular support for public complaints and enquiries.

Given the importance to operationalization of the Executive Order, the Federal Government has approved the deployment of the scorecard for seventy pilot MDAs using a set of criteria that were developed by an Inter-Ministerial Task Team drawn from key government agencies, namely: Secretary to the Government of the Federation, Office of the Head of the Civil Service of the Federation, SERVICOM, Right To Know (R2K) Nigeria, Federal Ministry of Communications Technology, National Information Technology Development Agency (NITDA), Federal Ministry of Justice, Nigeria internet registration Association (NIRA) and BPSR.

Moreover, the assessment and scoring of the MDAs would be conducted bi-annually i.e. mid-year (May/June) and end of the year



(October/November) by a 15-man Jury involving government agencies, Civil Society Organisations, Non-Governmental Organisations and private bodies. The scorecard was launched in December, 2017 with preliminary assessment and scoring of the pilot MDAs. It is scheduled that the report would be released in June, 2018. The presentation of final report and award of prize to the best ranked MDA is expected to hold towards the end of 2018.

HOSTING AND CONNECTIVITY SERVICES

In 2016, BPSR received intervention from the European Union under its Support to Federal Governance Reform Programme (SUFEGOR) for the deployment of fibre optic internet solution. The fibre optic internet solution is to provide alternative source of internet to Galaxy Backbone network in ensuring smooth functioning of operational environments of the Bureau.

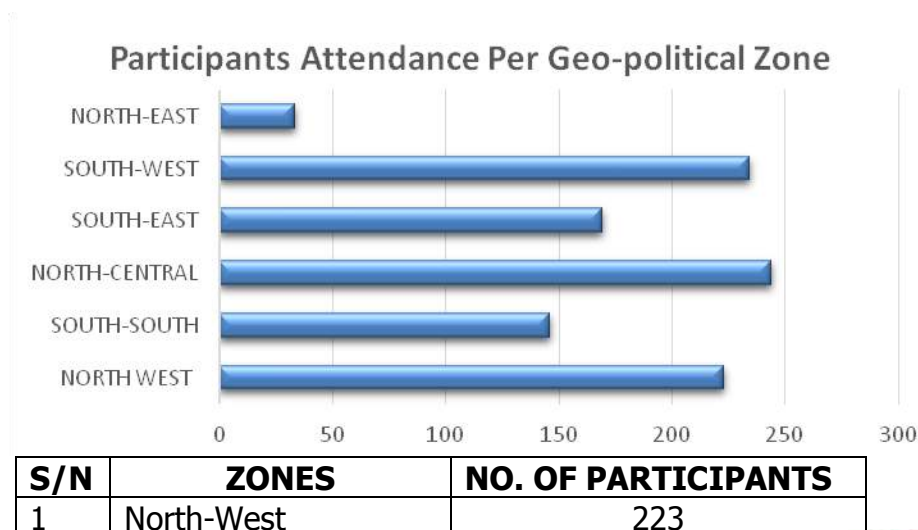
Given the coverage of the intervention and the need to enable the staff have access to the internet, the Bureau in 2017 installed data points on cable for the extension of the fibre optic internet to its various offices. The project which has been commissioned has improved access to the internet.

COORDINATING REFORMS

Pre-retirement Training

The Bureau of Public Service Reforms has been conducting pre-retirement training for retiring staff of Federal Parastatals since 2007. The objective was to cater for retiring staff of both MDAs and Parastatals and this has been institutionalised. Government, in its wisdom thought it wise to impart them with some basic knowledge and skills on how to go about their normal life in retirement and properly utilize their retirement benefits.

The 12th edition of the pre-retirement training programme took place from 20th – 24th March, 2017 in six Centres across the six geopolitical zones of the country. The Centres were Lokoja (North Central), Kaduna (North West), Gombe (North East), Lagos (South West), Enugu (South East), and Benin (South South). A total of One thousand, and forty-nine (1,049) participated in the training exercise.



2	South-South	146
3	North-Central	244
4	South-East	169
5	South-West	234
6	North-East	33
	Total	1049

Management of Legacy Issues in MDAs and Parastatals

The severance exercise ended in 2009 yet many issues associated with it are yet to be concluded. The Bureau is saddled with these issues and efforts have been on to address them.

The Bureau has processed and sent records of severed officers to the Office of Accountant-General of the Federation in both MDAs and Parastatals. The following were the details sent in the year under review:

Parastatals

S/N	BATCH NO	NO. OF RECORDS	AMOUNT ₦	STATUS
1	5	1,917	610,221,103.05	Paid
	New Record 2	22	15,895,140.51	Not yet paid
	New Record 3	77	33,218,231.42	Not yet paid
	*NOK 2	98	36,339,387.98	Not yet paid
	*NOK 3	49	37,961,975.91	Not yet paid
	Total	23,423	733,635,838.87	

*Next of Kin

While Batch 5 has been paid by the Office of the Accountant General of the Federation, NOK 2 & 3 and New Records 2 & 3 are yet to be paid.

Batch 5 of Parastatals was paid in October, 2017. Currently, effort is being made to carry out a verification of those that are yet to be paid. This is being coordinated by the Office of the Accountant General of the Federation with inputs from the Bureau.

Lunch Time Seminar Series

As part of the activities of BPSR, Lunch Time Seminars are organized monthly for the dissemination of information of ongoing reforms to Public Servants as well as the general public. It is an awareness creation forum whereby selected topical issues are presented by Chief Executives of the concerned Government Agencies to educate and enlighten participants on their activities thereby deepening and sharing knowledge. In 2017, the Bureau held Seven (7) series of such seminars on the following topics:

- ✓ Understanding the Federal Government of Nigeria Information App (FGN/APP) held on Thursday 12th January, 2017;



- ✓ Federal Integrated Staff Housing(FISH) and what it means for Public Servants held on Thursday, 9th February, 2017;
- ✓ Removing Constraints to Doing Business in Nigeria held on Thursday, 6th July, 2017;
- ✓ Developments in the 2017 Budget held on Wednesday 26th July, 2017;
- ✓ Whistle–Blower Policy and Its Implications for Public Servants held on Tuesday, 15th August, 2017;
- ✓ Common Challenges in the Implementation of Treasury Single Account (TSA) in the Nigerian Public Service held on Thursday, 14th September, 2017; and
- ✓ Removing Constraints to Obtaining Tax Clearance Certificate by Public Servants held on Tuesday, 19th December, 2017.



The Ag. DG and other dignitaries at one of the Lunch Time Reform Seminars

Promoting Implementation of Reforms in MDAs

The Bureau facilitated training programme for staff of Code of Conduct Bureau in a bid to strengthen their capacity to handle reform related matters. The Bureau also participated in the Forum of Directors of Reform Coordination organised by the Office of the Head of Civil Service of the Federation (OHCSF).

In an effort to promote better functioning of the Department of Reform Coordination and Service Improvements (DRC&SI) in MDAs, the BPSR supported the Office of Head of the Civil Service of



the Federation in various training programmes to enhance the capacity of the personnel deployed to the DRC&SI. The BPSR facilitated the sensitization workshop organized by the Office of the Secretary to the Government of the Federation for officers on Grade Levels 04 – 07 and Grade Level 14.

COMMUNICATING REFORMS

The year 2017 witnessed a large turn around in the affairs of reforming the Public Service and government business in Nigeria at large. The Bureau took some giant strides to bring about positive changes in the Public service. The Media, especially the social media proved to be a veritable tool in the resolve to make the reforms possible.

PUBLICATIONS:

The Bureau has documented the key reforms' efforts that have taken place from May 2015 – 2017 under the current Administration to be captioned **Public Service Reforms in Nigeria 2015 – 2017 – A Comprehensive Review**. This is a follow up to the earlier **Compendium on Public Service Reforms: 1999 – 2014** produced by the Bureau in 2014. The 2015 – 2017 brings together in one volume the major reform initiatives that have been implemented under the current administration.

The Bureau introduced the **Lunch Time Reform Seminar Series in 2014** to enlighten the public about the workings of government and to provide a platform where the people can hold Chief Executives to account for their stewardship. The Seminars have so far covered various topical issues. Interestingly, on the 5th of September, 2017 the book form was published. The publication is a collation of all the previous topics in a readable, user friendly form.



In the year under review, BPSR continued the production and dissemination of its online Monthly Newsletters, the e-Reformer. The subscription base of the Newsletters has grown considerably from 441 in 2016 to 756 in 2017.

The Ag. Director-General, Mr. D.I Arabi presenting a copy of the

Lunch Time Seminar Series publication to representatives of DFID-PERL



Media Appearances (Electronics and Social media)

In the Bureau's efforts to reach out to the general public, the former Director General appeared on the following programmes to enlighten Nigerians on various aspects of Public Service Reforms:

- ✓ **Sunrise Saturday on Channels Television**
- ✓ **Office of the Citizen at Nigerian Info FM Radio**
- ✓ **Nigerian Tribune**

Prior to his final day in office, the former DG BPSR met with the Special Assistant to the Vice President on Social Media, **Presidency Office of Digital Engagement (PODE)** in an exclusive interview at BPSR where he gave an overview of his four year term in office driving Public Sector reforms.



*The Special Assistant to the Vice President on Social Media, **Presidency Office of Digital Engagement (PODE)** in an interview with the former Director-General*

MONITORING AND EVALUATING REFORMS

RESOLVING CHALLENGES IN DELIVERY OF PUBLIC GOODS AND SERVICES

During the year under review, BPSR carried out series of studies to identify common constraints on service delivery in some selected Government Agencies. The objective of the study was to examine the constraints militating against efficient service delivery from both the view point of the service takers and intermediating/regulating Agencies as follows:-
Study to Identify Common Constraints and incentive problems in obtaining an International Passport, Drivers Licence, National Identity Card and Tax Clearance Certificate

Nations world over are facing political, economic, social and technological challenges. These challenges for a long time have justified government institutions to undertake various reforms to cope, address and manage change for improved performance and quality service delivery to esteemed customers. Nigeria, like any other country of the world, has undertaken various public sector reforms especially since the beginning of democracy in 1999. These reforms kept on changing the agenda based on the circumstance at hand and the goal to be achieved with those reforms; hence reforms in any society that is ready to cope with and address the challenges are inevitable. Part of the reform efforts was the establishment of the BPSR in 2004 as the coordinating organization to monitor and evaluate the various public reform initiatives. BPSR, in 2008 developed a National Strategy for Public Service Reforms (NSPSR) towards moving the Public Service delivery standard to a world class status by 2025. Its aim is to improve the ability of Public Institution to be client focus and transform the Public Service into a value-based and well performing institution by 2020.

It is in actualization of the above, that the Bureau undertook studies on identifying common constraints and bottlenecks to service delivery issues in four basic areas: the process of obtaining an international passport from the Nigerian Immigration Service, tax clearance certificate from the Federal Inland Revenue Service, national identity card from the National Identity Management Commission, and driver's licence from the Federal Road Safety Commission.



The overall objectives of the studies were to understand the process of obtaining an international Passport, drivers' licence, tax clearance certificate and national identity card through process mapping and/or process re-design; and provide evidence-based recommendations for reforms to improve efficiency in the delivery of these four basic services. The studies were conducted in Abuja, Kano, Enugu and Lagos States and the reports were shared with

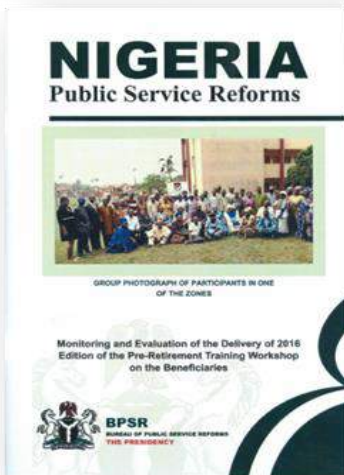
the Chief Executive Officers of the four public institutions.

The studies were followed by dissemination and lessons learning workshop for all relevant stakeholders to promote the findings and to engage with the four service delivery areas. The lessons learning workshop afforded the Bureau and the Agencies the opportunity to identify common areas of possible collaboration.



MONITORING AND EVALUATION OF THE DELIVERY OF 2017 EDITION OF THE PRE-RETIREMENT TRAINING WORKSHOP ON THE BENEFICIARIES.

The study on monitoring and evaluation of the Delivery of the 2016 edition of the Pre-retirement Training Programme Workshops for the beneficiaries was carried out in 2017. This study was in recognition of the weak link in the chain of training implementation process which propelled BPSR to fill the gap by embarking on the pre-retirement training workshop. The aim of the study was to collectively constitute the control system that provides feedback on the on-going pre-retirement activities. This control system becomes an important instrument for modifying and adapting on-going activities and therefore, improves efficiency in the implementation and quality of future programme planning process. The feedback derived from this study has revealed a lot of benefits and lessons learnt to the beneficiaries of the training and the BPSR in general.



Institutional Assessment of the Universal Basic Education Commission (UBEC)

The Universal Basic Education Commission (UBEC) was established by an Act of the National Assembly in 2004, with the responsibility of coordinating all aspects of Nigeria's Universal Basic Education Programme (UBE) implementation. Its effectiveness is, therefore, pivotal to the achievement of Nigeria's education for all goals and its development objectives. In February, 2017, the BPSR facilitated the self-assessment of UBEC. The primary objective of the self-assessment of UBEC, was to enable the Commission understand its own strengths and weaknesses and use the outcome of the assessment as a management tool to create continuous improvement in the Commission.

As a follow-up to the self-assessment, BPSR in October, 2017 conducted a validation and institutional assessment of UBEC. The assessment sought to validate the findings of the self-assessment, confirm the various challenges that have hindered UBEC's effectiveness and efficiency and proffer evidence-based recommendations for reforms to improve optimal performance of the Commission. The ultimate aim is to strengthen the Commission to better execute its statutory mandate. The institutional assessment consolidated on both the self and validated assessment and revealed further UBEC's strengths and weaknesses. A number of evidence-based recommendations were proffered by the study to strengthen the Commission for optimal performance.

Diagnostic Study on Tackling Youth Unemployment.

A diagnostic study on Tackling Youth Unemployment in Nigeria was carried out by BPSR in March, 2017. The objectives of the study were, among others, to:

- Promote a better understanding of youth unemployment in Nigeria, and evaluate the nature and underlying causes of Nigeria's youth unemployment challenge;
- Develop a more nuanced approach to framing and measuring the extent of the problem and identify gaps in the availability and type of data on youth unemployment in Nigeria;



- Evaluate the impact and effectiveness of current job creation programmes and strategies, identify other reforms, economic development and private sector initiatives in Nigeria and other countries that have helped address youth unemployment and learn from them;
- Consider options on both supply and demand sides of the job market, to address the skills gap, tailor employment schemes to specific demographic segments and growth sectors; and
- Assess government capacity to make and deliver evidence-based policy to address the youth unemployment challenge and make recommendations to increase this capacity.

The study reviewed the current trend and institutional framework of youth employment initiatives and programmes and proffer practical and solutions-based recommendations by developing a policy brief to address youth unemployment in Nigeria.

Study on Process Mapping for Obtaining Bail at the Nigeria Police Stations and Institutional Assessment of the Police Internal Complaints Mechanism.

As part of BPSR support to successfully roll-out the Community Policing Re-Engagement Plan and 'Bail is Free' campaign programme across the country, the Bureau commenced the conduct of two studies, first, to understand the process of obtaining Bail at the Nigerian Police Stations through process mapping and/or process re-design; and second, a rapid institutional assessment of the Police internal complaints mechanisms consisting of the Police Public Complaints Bureau, Provost Office and the Police Complaints Rapid Response Units (PCRRU).

The specific objectives for process mapping of obtaining Bail at the Nigeria Police Station is to assess the relevance and effectiveness of existing processes, mechanisms and structures for dealing with the bail process output; and identify specific barriers and bottlenecks in the bail process that hampers the effectiveness and efficiency. While that of the Police internal complaints mechanism is to identify the various challenges that have hindered the effectiveness of the Police Public Complaints Bureau, Provost Office and Response Complaints Unit. The overall aim is to proffer practical solutions to the identified problems, and ultimately strengthen the Bail process and complaints mechanism system in effectively delivering on their mandate. The two studies which were approved by the Inspector-General of Police (IGP) commenced in October, 2017 and will be concluded in 2018. The studies were conducted in selected police formations/commands in the Federal Capital Territory, (FCT), Lagos, Enugu, Kano and to be continued in Akwa Ibom, Borno and Edo States.

Institutional Assessment of the National Human Rights Commission (NHRC) and the Police Service Commission (PSC)

All over the world, the principal agency charged with the responsibility of internal peace and security of the state is the Police. The police wield enormous powers in the performance of its duties. If this power is not subjected to mechanism of accountability and transparency, the right and freedom of citizens can be adversely affected. Three agencies namely the Police Service Commission, the Ministry of Interior, and the Police Council within the Nigeria's executive branch are charged with supervision of the Nigerian Police Force.



There are also other oversight bodies led by the legislative and judicial branches of government, such as the National Human Rights Commission (NHRC) which exist to make the Nigerian Police Force more accountable to the public. These institutions perform sub-optimally with respect to effectiveness and coordination. The Police Service Commission (PSC) is the main civilian supervisory and oversight body of the Nigerian Police Force (NPF). It is charged with the responsibility for appointments, promotions and discipline in the NPF. In spite of the important functions of the National Human Rights Commission, Police Service Commission and other multiple institutions, the right and freedom of ordinary Nigerians are still trampled upon.

BPSR undertook a rapid institutional assessment of the Police Service Commission and the National Human Rights Commission (NHRC) between November and December, 2017. The institutional assessment focused on three main areas. These were institutional, inter-institutional and external environmental factors as it affects the NHRC and PSC. The scope of work included an assessment of the current structural issues, mapping the operating environment of the National Human Rights Commission and the Police Service Commission against the mandate of the organisations and their establishment laws; the relationship between the National Human Rights Commission, Police Service Commission and its alignment with other Police/multiple institutions of external and internal oversight bodies, and the level of collaboration between the NHRC and PSC and the NPF accountability mechanism. At the end of the studies, BPSR de-briefed both the Chairman, PSC and; Executive Secretary, NHRC and their top management staff respectively. A comprehensive report detailing a situational analysis of the current workings of the NHRC and PSC including an assessment of what is working well and what is not, and recommendations for addressing the issues identified was produced.

Study on resolving Discrete Challenges in the Delivery of Public Goods: Reducing Waiting Time to see a Doctor.

The Bureau of Public Service Reforms (BPSR) undertook a study in July, 2017 on identifying common constraints and bottlenecks in service delivery in the health sector. Specifically, the study was on "Resolving Discrete Challenges in the Delivery of Public Goods and Services: Reducing Waiting Time to See a Doctor". This was a cross-sectional study that looked at one of the areas that the public is dissatisfied with in Nigeria – the Public Health sector. The key public dissatisfaction area that was evaluated in the study is the patients' 'Waiting Time to See a Doctor'. The study was approved by the National Health Research Ethics Committee of Nigeria (NHREC).

The overall objective of the study was to investigate the bottlenecks that surrounds the waiting time of patients to see doctors in tertiary and secondary health institutions in Nigeria and to design applicable solutions to these challenges. In specific terms, the study:

- (i) assessed the processes a patient must perform to gain access to a healthcare provider critically looking into the interface between the patient and the healthcare provider;
- (ii) determined the root causes and contributing factors that impact on the productivity and efficiency of healthcare provider and how the effects translates to affect the overall experience of the patient; and
- (iii) proffered practicable solutions through evidence-based recommendations for public policy reforms to improve citizen experience in the public healthcare system.



For the first time, an electronic based survey was experimented by BPSR in collaboration with the Ibadan School of Government and Public Policy. An electronic survey tools operating with internet were deployed to various hospitals to administer online questionnaires. To carry out this study, BPSR staff were trained on the use of electronic survey tools for data collection. At the end of the training, staff mastered the use of electronic based questionnaire and pre-tested the survey tools/online questionnaires practically at the University of Abuja Teaching Hospital, Gwagwalada before the main exercise at the selected States including FCT, Lagos, Kano and Enugu. Study population comprised of patients who attended selected hospital including Out-Patients (OPD), Emergency, Obstetrics & Gynaecology (O&G) and Paediatric Departments. At the end of the study, BPSR shared the report with the Honourable Minister of Health and his top management team. There are plans to also share the report with the Chief Medical Directors of health institutions in the country.



A group picture after an interview session with the Senior Nursing Officers at National Orthopaedic Hospital, Igbobi.

From left to right: Assistant Head of Nursing Services Mrs Obiageli, Dr Charles Abiona, Head of Nursing Services Mrs Veronica Olagundoye, Mrs Modupe Adebisi, Principal Nursing Officer Mrs Ayodele and Mr Ayodeji Owoeye.



The waiting area and the Nursing bay at the Family Medicine Department, General Hospital Lagos.



The Director General, Bureau of Public Service Reforms, Dr Joe Abah, joined us on the field at Lagos University Teaching Hospital.

From left to right: Assistant Researcher, Mr Bamidele, Chief Medical Director LUTH, DG,BPSR, Dr Joe Abah, BPSR-ISGPP Southern Team Lead, Dr Charles Abiona

National Orthopaedic Hospital, Dala Kano (Accident and Emergency Unit Waiting room/ Registration point with limited sitting space)



BUREAU OF PUBLIC



Hasiya Bayero Paediatric Hospital, Kano

Mothers waiting for the vital signs of their children to be taken by the nurses. This waiting area is usually crowded with mothers and their wards according to the healthcare providers as the hospital is under-staffed and there are no enough equipment to be used in taking the vital signs of the patients.



Hasiya Bayero Paediatric Hospital, Kano

Most of the mothers in these pictures are full time housewives who have between 4 – 9 children and prefer to use the services of the State General Hospital because it is free and does not require them to pay money except purchase of drugs that are not available within the facility which some of them most of the time cannot afford because they do not have a major source of income or livelihood.

Kubwa General Hospital, Abuja



Cash point queue at Kubwa General Hospital. There are a total of 5 (five) payment points in Kubwa General Hospital which was provided by the management of the hospital to minimize the long queues at the payment points.



Kubwa General Hospital, Abuja

A crowd of angry patients waiting and shouting on the Laboratory Technologists to collect their slips for their Laboratory tests

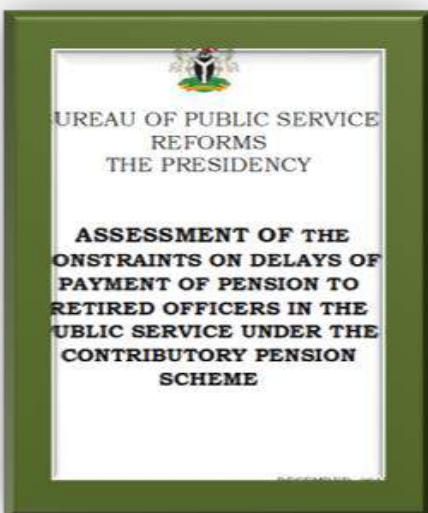




Federal Medical Centre Jabi, Abuja

On the left, the picture shows the queue of patients at the General Outpatient department waiting to be seen by a Doctor and on the right is the picture of the waiting area for patients waiting to be called by nurses for their vital signs and patients making payments at the payment point.

ASSESSMENT OF THE CONSTRAINTS ON DELAYS OF PAYMENT OF PENSION TO RETIRED OFFICERS IN THE PUBLIC SERVICE UNDER THE CONTRIBUTORY PENSION SCHEME



The issue of pension has been very difficult to manage in Nigeria over the years. The old pension scheme (Pay as you go) was characterized with corruption and retirees were faced with untold hardship before they could draw down their benefits. The case of a “labourer deserves his wages” was not applicable as many of them had their hopes dashed or died while waiting for their benefits that never came. They are faced with series of challenges ranging from poor health, hunger, deprivation, humiliation, shame, disgrace and had to endure several long queues during ceaseless verification exercises that produced minimal result.

It was this national disgrace that prompted a review of the pension scheme in Nigeria to incorporate international best practices in pension management, funding and administration. To this end, the globally accepted Contributory Pension Scheme was introduced in 2004 by the enactment of the Pension Reform Act 2004. In view of the large number of pensioners, the old pension scheme is being



managed by the Pension Transitional Arrangement Directorate (PTAD) pending the death of the last pensioner under the pay as you go scheme or a repeal of the Reforms Act and amendments thereof.

In spite of the new Contributory Pension Scheme which has been in operation for over ten years, the reports of retirees waiting for over a year or more before receiving their lump sum or accessing their Retirement Savings Account (RSA) is still rampant. These state of affairs motivated the Bureau of Public Service Reforms to take the lead, in accordance with its mandate to investigate the cause(s) of the systemic failure in retirees' expectation of prompt payment of their benefits and commencement of receipt/payment of pensions.

The aim of the study was to investigate the immediate and remote cause(s) of delay in the payment of the benefits to retirees in the Public Service. It was also to determine the point where funding of the scheme is defective on the part of Government and its Agencies. It was to find out if the Pension Fund Administrators and Custodians are playing the roles they are expected to play in the implementation and administration of the new pension scheme.

In the desire to obtain a national outlook of the problem, visits were made to four zonal offices of PenCom, Pension Fund Administrators and Pension Fund Custodians as follows: - North West – Kano; North Central – Ilorin; South-South – Calabar; South-East - Awka. Three sets of questionnaires were prepared and administered on PenCom Zonal offices, Pension Fund Administrators/Custodians and Retirees. Focus group discussions were organized with the retirees in the States visited and the Federal Capital Territory, Abuja. All these were done in order to obtain necessary information to address the challenges confronting the Contributory Pension Scheme.

Based on the assessment, recommendations were proffered for better delivery of benefits to retirees suggesting (i) the need to approach PenCom Management to foster a way out of the issue of late payment that has recently crept into the scheme before it becomes endemic;(ii) the need for pension funds to be protected and prioritized for what it is meant for; (iii) the need for a concerted effort to find ways and means of a wider range of investment opportunities that can boost the scheme for sustainability and availability of funds; and (iv) the need for intermittent oversight of the operations of the PFAs to ensure they will not go under like it happened in the banking sector and consideration of consolidation to address inadequacies, if any.

In as much as Government has done much to put in place a more dynamic system in pension management, there is still more to be done, so that justice, fairness and equity will prevail. As long as every serving employee can picture a miserable end after a long career, the war against corruption is dead on arrival. This is same for every suffering retiree who wished he had taken his/her own share of the national cake would find it difficult to preach integrity or mentor the younger generation who are the leaders of tomorrow.



SUPPORTING REFORMS IN MDAs

The Draft National Strategy for Public Service Reforms (NSPSR)

The preparation of a comprehensive and long-term National Strategy for Public Service Reform (NSPSR) was commissioned by the Steering Committee on Reform (SCR) under the leadership of the Secretary to the Government of the Federation (SGF) in 2008. For a variety of reasons, the SCR did not meet in 2009 to consider the NSPSR and transmit it to the Federal Executive Council (FEC) for approval. However, the strategy document did form the basis for a number of reforms undertaken since that time.

In 2013, the NSPSR was updated and refreshed, so that it fully reflects the Nigeria reform environment and priorities with the objective of securing its formal adoption. However, with the coming of the current Administration, there was the need to carry out further reviewing and updating of the NSPSR in 2017, to fully reflect the current Administration's stronger reform focus, particularly in the areas of anti-corruption, its socio-economic priorities through the Economic Recovery and Growth Plan (ERGP), and the imperatives of the Sustainable Development Goals (SDGs). The reviewing and updating process involved visits to the four lead Agencies charged with the coordination of the four pillars and getting their fresh input. Furthermore, the NSPSR was validated by key MDAs and citizens groups and civil society organizations in July, 2017. The updated NSPSR integrated the current administration's Economic Recovery and Growth Plan (ERGP, 2017-2020) and massive social investment programme. In this updated version also, the essential aspects of the *Civil Service Transformation Strategy* (an in-house Strategy of the Office of the Head of the Civil Service of the Federation) were integrated into Pillar 4.

The approval of the National Strategy for Public Service Reforms (NSPSR) as a coordinating mechanism and roadmap for integrated public service reform, is based on clear and comprehensive strategies. This is to ensure that all actors involved in reform efforts are working towards the same goals and objectives, and reforms are progressing in a coordinated and effective manner. A clear roadmap will ensure that gaps are filled, there are no duplication of efforts and the policy environment is taken into account, resulting in a clear reform path. For the short to medium term, the updated NSPSR is focused on providing the administrative capacity for implementing Nigeria's ERGP 2017 -2020 and ensuring consistency in service delivery across the public service.

His Excellency, President Muhammadu Buhari will seek the Federal Executive Council approval for the updated National Strategy for Public Service Reforms (NSPSR) as a coordinating strategic document and roadmap for integrated public service reforms in Nigeria.

TECHNICAL SUPPORT IN MINISTRIES DEPARTMENTS

Agriculture Service Delivery Work: Improving Access to Agricultural Inputs

In February 2017, BPSR convened a stakeholders meeting where participants collectively drew up a long list of service delivery problems that they considered to be priorities. The intention was to look at the service delivery areas, make an assessment of how well the services were being delivered and to consider systems and process reforms that would ultimately lead to significant service improvements.

Agriculture, and specifically, the issue of access to fertilisers and other agricultural inputs was selected as one of the priority service delivery problems that should be taken forward. BPSR, in collaboration with Partnership to Engage Reform and Learn (PERL) and the Federal Ministry of Agriculture and Rural Development (FMARD) organised a two-day stakeholders event in Kaduna in March, 2017. In this forum, governmental and non-governmental stakeholders (drawn from the six geopolitical zones of Nigeria) further interrogate the blockages and propose viable solutions to the problems of poor access to fertilizers, seeds and Crop Protection Products (CPP).

Stakeholders looked at the systems and processes that constitute bottlenecks to make fertilisers and agricultural inputs inaccessible to farmers along the delivery chain of the agricultural inputs. Key outputs from the successful stakeholders meeting included a report and an Action Plan produced. These were considered by FMARD and BPSR, and agreed on prioritization and sequencing of the recommendations for implementing identified sector reforms, leading to improved access to fertilisers, seeds and Crop Protection Products by farmers.

PARTNERSHIP

PARTNERSHIP BETWEEN THE FEDERAL GOVERNMENT OF NIGERIA (BUREAU FOR PUBLIC SERVICE REFORM) AND DONOR AGENCIES

The Bureau of Public Service Reforms as the Federal Government Agency responsible for ensuring the effectiveness and efficient implementation of public service reforms partnered with the following donor agencies in 2017 to drive reform process in Nigeria.

DFID's Partnership to Engage, Reform and Learn (PERL) collaborated on refining how government reorganize its core business of making, implementing, tracking and accounting for policies, plans and budgets used in securing goods to serve the citizenry and how citizens themselves engage with this process. Similarly, it also collaborated to look at the service delivery areas (Improving Access to Agricultural Input; Reducing Waiting Time to see a Doctor in government medical facilities; diagnostic study on Tackling Youth Unemployment), assessment of how well the services were being delivered and considered systems and process reforms that would ultimately lead to significant service improvements.

BPSR also partnered the British High Commission to conduct its assisted assessment of the Nigeria Police under the Nigeria Policing



Programme (NPP). The programme aims at improving the Nigerian Police Force contribution to the delivery of safety and security for Nigerians in target states, strengthen internal and external accountability mechanisms and improve the coherence of security provision among and between formal and informal security actors.

The World Bank in 2017 also partnered with the BPSR to facilitate the self-assessment of UBEC. The primary objective of the self-assessment of UBEC, was to enable the Commission understand its own strengths and weaknesses and use the outcome of the assessment as a management tool to create continuous improvement in the Commission. The findings were validated and it confirmed the various challenges that have hindered UBEC's effectiveness and efficiency. Consequently, evidence-based recommendations for reforms to improve optimal performance of the Commission were proffered. The ultimate aim is to strengthen the Commission to better execute its statutory mandate.

MacArthur Foundation in partnership with Right to Know (R2K) and the Bureau to develop a scorecard for ranking websites of MDAs. The scorecard is to encourage MDAs have functional and up-to-date websites to drive effective implementation of the Federal Government policies and programmes. The process of ranking the MDAs is in progress. The Foundation also sponsored capacity building for management staff in the year under review.

ACHIEVEMENTS

The Bureau during the year 2017, recorded significant achievements in facilitating the building of the image of the Nigerian Public Service through the following activities:-

Resolving Challenges in the Delivery of Public Goods and Services:

During the year under review, BPSR carried out series of studies to identify common constraints in service delivery in some selected Government Agencies. The overall objectives of the studies were to examine the constraints militating against efficient service delivery from both the view point of the service takers and intermediating/regulating Agencies. The studies include:-

- (i) Study to Identify Common Constraints and problems in obtaining an International Passport, Drivers Licence, National Identity Card and Tax Clearance Certificate;
- (ii) Monitoring and Evaluation of the Delivery of 2017 Edition of the Pre-Retirement Training Workshop on the Beneficiaries;
- (iii) Institutional Assessment of the Universal Basic Education Commission (UBEC);
- (iv) Study on Process Mapping for Obtaining Bail at the Nigeria Police Station, and Institutional Assessment of the Police Internal Complaints Mechanism;
- (v) Institutional Assessment of the National Human Rights Commission (NHRC); and the Police Service Commission (PSC);
- (vi) Study on resolving Discrete Challenges in the Delivery of Public Goods: Reducing Waiting Time to see a Doctor in government medical facilities;
- (vii) Diagnostic Study on Tackling Youth Unemployment;



- (viii) Assessment of the Constraints on Delays of Payment of Pension to Retired Officers in the Public Service under the Contributory Pension Scheme.

BPSR has moved from service-wide reforms to delivery of services by government agencies to improve governance.

Development of Scorecard for the Ranking of Government Website:

In living up to its mandate to ensure full implementation of reform policies and programmes of government, the Bureau of Public Service Reform has developed through a wide range of stakeholders' interactive sessions, a Scorecard for ranking websites of MDAs. This was informed by the facts that the MDA's as the engine room for implementation of government policies do not have functional and up-to-date websites to drive effective implementation of Federal Government policies and programmes. The Federal Government has adopted and bought into the scorecard which would serve as a review mechanism amongst the MDAs to boost compliance to standards for government website and improve operationalization of Government policies.

Lunch Time Reform seminars:

In adherence to its mandate of elucidating and communicating Federal Government reform efforts, BPSR has conducted series of Lunch Time Reform seminars to enlighten, educate and exchange innovative ideas among public servants and stakeholders. The seminar addresses specific reform issues and share experience with a view to impacting knowledge and broadening the understanding of participants in key reform areas. It is expected that lessons learnt from the seminar series will help to enrich the debate about the future of the Nigerians Public Service and its role in the delivery of the "Change Agenda" of the current Administration. Accordingly, the Bureau held Six (6) series of such seminars.

Promoting Implementation of Reforms in MDAs:

In an effort to promote better functioning of the Department of Reform Coordination and Service Improvements (DRC&SI) in MDAs, the BPSR supported the Office of Head of the Civil Service of the Federation in various training programmes to enhance the capacity of the personnel deployed to the DRC&SI. The BPSR facilitated the sensitization workshop organized by the Office of the Secretary to the Government of the Federation for officers on Grade Levels 04 – 07 and Grade Level 14. Similarly, the Bureau facilitated training programme for staff of Code of Conduct Bureau in a bid to strengthen their capacity to handle reform related matters. In addition, the Bureau facilitated the training of Directors of Reform Coordination and Service Improvement on reform monitoring and evaluation system when fully deployed.

Hosting and Connectivity Services:

BPSR commissioned and deployed fibre optic internet solution to improve access to internet. The fibre optic internet solution is to provide alternative source of internet to Galaxy Backbone network in ensuring smooth functioning of operational environments of the Bureau.

Capacity Building:

BPSR places high premium on human resource development and capacity building of staff. In the year under review the Bureau



collaborated with other MDAs, Donor Agencies to conduct the following trainings:-

- i. Training on the provision of the Freedom of Information Act on Record Keeping and Record Management Systems for Senior, Middle and Lower Cadre Staff;
- ii. User and Administrator Training on Electronic Management Software (Edms), E-Library, Microsoft Exchange 2012.

Also the Bureau conducted some internal training for its staff as follows:-

- I. Effective problem solving and decision making strategy – for officers on GL 15-16;
- II. Public sector accounting, financial reporting using International Public Sector Accounting Standards (IPSAS), audit and assurance – for officers on GL14-07;
- III. Personal effectiveness at workplace – for officers on GL 14-10;
- IV. Memorandum, report and minute writing – for officers on GL 09-04.

Pre-retirement Training:

The pre-retirement training for various categories of retirees/retired staff under Federal Government Parastatals was conducted in March, 2017. This has reduced backlog of those that should undergo the pre-retirement training.

National Strategy for Public Service Reforms (NSPSR):

BPSR carried out further reviewing and updating of the NSPSR in 2017 to fully reflect the current Administration's stronger reform focus. The updated version has been transmitted to the Cabinet Secretariat for presentation to the Federal Executive Council (FEC) for approval.

RECOGNITIONS/AWARDS

BPSR CLINCHES FIRST POSITION IN 2017 FOI COMPLIANCE RANKING

The Bureau of Public Service Reforms (BPSR) has for the second consecutive year won the first position out of 166 public institutions examined for its Freedom of Information compliance and for proactive disclosure of its procurement processes.

The award was presented to the Head, Reform Coordination, BPSR, who represented the Ag. Director-General, in Abuja. The Chief Executive Officer of Public and Private Development Centre, (PPDC), a non-governmental organization, noted that the idea is to encourage public organisations to proactively disclose information, adding that if the information is put out in the public space, nobody would bother anyone because they know where to find it.



AWARD FOR EXCELLENCE, EFFICIENCY AND EFFECTIVE SERVICE DELIVERY.

BPSR for the second consecutive year received the award for Service Excellence and Good Governance (Public Sector Reforms) in December, 2017 from the Institute for Service Excellence and Good Governance (ISEGG). The organisation which is Non-Governmental, aims at facilitating and instituting premium standards of performance in the corporate and public sectors.



Ag.DG receiving the award of the ISEGG

CHALLENGES

Absence of Enabling Law

The absence of enabling law to properly position the Bureau as an independent agency of government has remained a major challenge. The draft law prepared in 2016 is yet to be presented to the Federal Executive Council for approval and transmission to the National Assembly. Attracting and retaining competent human resources that will continue to drive and sustain the vision of the Bureau, through innovative research and robust programmes development persists. This is further exacerbated by staff movement in the Civil Service under the control of the Pool Offices. Being an organisation with a research tilt, the salary structure it currently operates does not adequately compensate for the huge expectation and work load. It also means that the Bureau lacks the legal authority to ensure compliance with and enforcement of agreed reform initiatives.

Office Accommodation

The Bureau is still located within the Secretariat with the concomitant distractions by unpredictable activities that go on at the Eagle Square. The Office will function better if it had a befitting Office in a serene environment with constant electricity and steady internet connection.

Funding

Funding remains one of the biggest obstacles to implementing programmes and plans of the Bureau. Although the country has come out of economic recession, availability of funding from the Treasury was not any better. In 2017, majority of the programmes of the Bureau were funded through donor support and with the global economic meltdown, this source of funding is not assured. The dwindling government resources would continue to seriously affect BPSR activities which are not within the six priority areas of the ERGP of the government.

CORPORATE INFORMATION

STAFF STRENGTH

The Bureau of Public Service Reforms in the year under review has Fifty- Eight (58) members of staff on its Nominal roll including the Director- General. The breakdown are as follows;

- a. Director-General (1)
- b. Grade level 15-17 (16)
- c. Grade Level 07 – 14 (37)
- d. Grade Level 04 – 06 (5)

CAPACITY BUILDING

BPSR places high premium on human resource development and capacity building of staff. In the year under review the Bureau collaborated with other MDAs, Donor Agencies to conduct the following trainings;

- iii. Training on the Provision of the Freedom of Information Act on Record Keeping and Record Management Systems for Senior, Middle and Lower Cadre Staff;
- iv. User and Administrator Training on Electronic Management Software (Edms), E-Library, Microsoft Exchange 2012.

Also the Bureau conducted some internal training for its staff as follows;

- V. Effective problem solving and decision making strategy – for officers on GL 15-16
- VI. Public sector accounting, financial reporting using International Public Sector Accounting Standards (IPSAS), audit and assurance – for officers on GL07-14
- VII. Personal effectiveness at workplace – for officers on GL 10-14
- VIII. Memorandum, report and minute writing – for officers on GL 04-09

PROMOTIONS

In line with the provisions of extant rules on promotion, some staff of the Bureau were promoted into the following categories;

- i. Deputy Directors – 2



- ii. Assistant Directors - 1
- iii. Senior Administrative Officer - 1
- iv. Confidential secretary II – 1

STAFF MOBILITY

HANDING-OVER

On August 31st, in an event that was filled with emotion and nostalgia, the erstwhile Director General, BPSR handed over the baton of leadership to the most senior Director in the Bureau to stir the affairs of the Bureau in acting capacity.

The former DG, on behalf of the Bureau thanked all Donor agencies: The European Union, MacArthur Foundation, and the World Bank etc. for their support and urged them to extend such support to his successor.



The former Director-General, Dr Joe Abah handing over to the Ag. Director-General, Mr. D.I Arabi

POSTING

Eight (8) members of staff were posted to the Bureau, while (3) staff were redeployed to other ministries.

RETIREMENT



During the year under review, three (3) members of staff of the Bureau retired statutorily as follows:

- a. Director - 1
- b. Chief Confidential Secretary - 1
- c. Chief Accountant -1

FINANCE AND ACCOUNTS

During the year under consideration, BPSR prepared its 2018 budget estimates on the platform of Government Integrated Financial Management Information System (GIFMIS) for the first time, guided by Zero Based Budgeting (ZBB) system.

The Bureau operated within the Appropriation and fund releases. It also ensured compliance by rendering required returns to the Office of the Accountant General of the Federation in accordance with International Public Sector Accounting Standard (IPSAS).

Accordingly, the Bureau hosted the Federal Auditors, the Inspectorate and Audit Monitoring Departments of the Office of the Accountant-General on the annual audit and routine inspection/external scrutiny of the Bureau books.

Financial Performance as at 31stDecember, 2017

BUDGET HEADS	APPROPRIATED FUNDS (₦'M)		RELEASED FUNDS (₦'M)		EXPENDED FUNDS (₦'M)	
	2017	2016	2017	2016	2017	2016
PERSONNEL COST	122.97	114.17	81.69	68.11	81.69	68.11
RECURRENT COST (OVERHEADS)	241.80	245.27	195.70	177.25	195.52	177.25
CAPITAL COST	85.31	32.96	61.26	32.96	45.65	32.96
TOTAL	450.08	392.40	338.65	278.32	322.86	278.32

INTERNAL AUDIT

The Internal Audit unit of the Bureau carried out routine pre- payment audit of payment vouchers, examined other activities with particular interest in the financial transactions of the Bureau and produced relevant reports of its activities.

During the year under review, monthly, quarterly and half yearly reports were produced as provided in the extant laws namely: the Financial Regulations, Audit guide, Public Service Rules, Treasury circulars, Appropriation Act and the Constitution of the Federal Republic of Nigeria, 1999 as amended. The reports



were transmitted to the relevant offices as provided in the Financial Regulations.

Furthermore, three staff of BPSR Audit Unit were engaged in the ad-hoc work of Presidential Initiative on Continuous Audit (PICA) in the Federal Ministry of Finance. The main thrust of the assignment is to verify claims of shortfall in personnel cost by MDAS service wide.

For the period under review, there was substantial compliance with extant rules and regulations in all financial transactions.

CONTACT

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