



BUREAU OF PUBLIC SERVICE REFORMS
THE PRESIDENCY

ANNUAL REPORT 2018



A Message from the Acting Director-General, BPSR



In accordance with the Freedom of Information Act, 2011, I have the pleasure of making available the Bureau of Public Service Reforms (BPSR) Annual Report 2018 to all our stakeholders.

The Bureau of Public Service Reforms (BPSR) Annual Report, 2018 has been prepared in accordance with section 12 of the Freedom of Information (FOI), Act, 2011, which stipulate that every public institution must render its annual report on or before February, 1 of each year to the Attorney General of the Federation (AGF). The Bureau of Public Service Reforms (BPSR) Annual Report 2018 is an account of its major activities and performance for the period from 2nd January to 31st December, 2018.

The year 2018 saw the continuation of the BPSR as a *'lead reform agency'* and an *'engine room'* to support policy, institutional and governance reform processes with required expertise, and capacity on an on-going basis.

A particular milestone was achieved in 2018 when the BPSR developed the scorecard for ranking the website of Federal Ministries, Departments and Agencies. Overtime, the Federal Government has noted with strong reservation the inactive and poor on-line service delivery rendered by most MDAs. The website of most MDAs are not in conformity with published standards and guidelines for government websites, including feedback and information mechanism, reachable phone numbers, email addresses, complete list of website links of the agencies under their supervision and the outdated content necessary to facilitate ease of doing business.

The BPSR has also continued to drive a significant part of the work of federal agencies, parastatals and commissions through the following initiatives:

- Institutional assessment of agencies, parastatals and commissions;
- Deploying the self-assessment tool (SAT) as a health-check diagnostic tool to diagnose the current health of organizations and proffer evidence-based recommendations;
- Engage chief executive officers and top government functionaries on their reform implementation efforts through the lunch-time reform seminar series; and
- Monitor and evaluate public service reform implementation efforts with a view to drawing lessons to serve as a basis for further policy dialogue and reviews.

Other significant programmes have also been initiated. In this regard, the BPSR institutionalized the process of inducting the Chairmen and Members of Board of

Federal Parastatals, Agencies and Commissions into the Federal Public Service. The primary aims are to:

- explore the importance of relations and good channels of communication between Governing Boards of Federal Parastatals and their Chief Executive Officers.
- make it very clear the significance of, and need for, good working relationships between Governing Boards and Chief Executive Officers of Federal Parastatals; and
- enable Chairmen and Members of the Boards of Federal Parastatals gain an understanding of their roles, key responsibilities and the behaviour required of them in their respective organizations, both as individuals and as part of the board's collective responsibility, and how they can contribute effectively to good corporate governance in their respective organizations.

The first two of these subject areas are now among the BPSR priorities going forward. The scorecard for ranking the website of MDAs and inducting the Chairmen and Members of Board of Federal Parastatals is to:

- serve as a peer review mechanism amongst the MDAs to boost compliance with published standards and guidelines for government website and improve operationalization of Government policies;
- identify and resolve constraints responsible for inaccessibility and non-availability of government websites for doing business in Nigeria;
- boost MDAs' compliance to FOI Act and other related extant regulations on transparency/accountability and;
- ensure that Governing Board and their CEO of Federal Parastatals promote effective good corporate governance practice in the conduct of government business in their organizations.

It was another busy and productive year - 2018 - for the Bureau of Public Service Reforms. I would like to acknowledge the support and guidance of the Secretary to the Government of the Federal (SGF), Mr. Boss Mustapha and the Permanent Secretary, General Services Office, Barrister Adekunle. Finally, I would like to express my gratitude to top management and staff of the BPSR whose energy, commitment and hard work is evident in everything we do.

D.I. Arabi
Ag. Director-General, BPSR

Acknowledgement

The past year - 2018 - has seen the Bureau of Public Service Reforms (BPSR) continue to affirm its role as a *'lead reform agency'* to facilitate the building of Nigeria's Public Service into a highly functional, professional, customer-focused and result-oriented institution. The Secretary to the Government of the Federation, Boss Mustapha and Permanent Secretary, General Services Office, Barrister Adekunle have assisted and guided the BPSR in carrying out this role, as well as providing quality advice to the Bureau on important government reform agenda.

Of particular note in 2018, is the Secretary to the Government of the Federation input to the development of the scorecard for ranking the website of Federal Ministries, Departments and Agencies (MDAs); and also in institutionalizing the process of inducting the Chairmen and Members of Boards of Federal Parastatals into the Federal Public Service. These two top government functionaries have provided quality input to the work of the BPSR at critical stages.

Over the course of the year, 2018, concerted efforts was undertaken by the BPSR to deploy the self-assessment tool in a number of parastatals. The outcome of this intervention would, over a short period of time, turn around so many parastatals to become the leading edge in organizational optimal performance.

In the course of deploying the tool, the BPSR noted that the operating environment for most parastatals in Nigeria can be difficult and can hinder achievements of organizational targets, but deploying the self-assessment tool within the parastatals are testament to the fact that, with the right approach to corporate management and the alignment of the organization's and the individual's incentives, optimal performance in parastatals are possible.

In short, it was a busy and productive year for the BPSR and its stakeholders. We have been able to achieve so much with our scarce resources.

I want to warmly thank all our development and donor partners for their significant contributions to our work. I have learned much from the range of perspective that they bring to our work. I, together with the BPSR management and staff wish to acknowledge the strong leadership of the BPSR, D.I. Arabi. We have all enjoyed working with him and look forward to another productive year.

S. Inyang Anyang

Director, Strategy, Innovation and Research
BPSR

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Our Organisation

The Bureau of Public Service Reforms (BPSR) was established as an independent and self-accounting agency on 4th February, 2004 through a Presidential directive as a 'Lead Reform Agency' in Nigeria and 'engine room' for reform implementation, coordination and harmonization of reforms at the different fronts in the public service in an integrated manner. This is to ensure synergy and eliminate the disconnect between the various reforms that was being implemented concurrently within the Federal Public Service without a central platform for technical and administrative coordination.

The BPSR is currently under the supervision of the Office of the Secretary to the Government of the Federation (OSGF). Since its establishment, the BPSR has largely been manned by career civil servants, and from time to time draws technical expertise from local and international development partners and networks to carry out its activities. Overtime, the agency has grown to be a dynamic institution with 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.

In the exercise of its mandate as the agency for reform implementation, coordination and harmonization of reforms at the different fronts in the public service in an integrated manner.

In the year under reference, the BPSR undertook a number of major reform initiatives. The BPSR managed to achieve the implementation of its activities in spite of the inadequacy of approved budget and the perennial late release and non-release of funds. The BPSR hopes to continue with its activities in the bid to improve the public service, in particular, and service delivery in general, in the Public Service.

Our Mandate

To Initiate, Coordinate, Monitor and Ensure full implementation of government reform policies and programmes.

In order to actualize its mandate, the Bureau adopts the following operational approach:

- Establish policies and guidelines on reform;
- Relate with public organizations to encourage reforms and obtain information on their progress;
- Intervene to initiate service-wide reforms;
- Coordinate reform programmes;
- Serve as Secretariat to the Steering Committee on Reform;
- Brief government on reform programmes and obtaining necessary approvals;
- Budget for and finance critical service-wide and sometimes MDA-based reform programmes

- Interact with stakeholders and communicating with the public
- provide technical leadership for reforms at the level of planning, design and implementation;
- generate feedback information to guide periodic review;
- interact, dialogue with donor agencies and stakeholders and inform the Federal Executive Council, through the Steering Committee on Reforms (SCR) on reforms implementation efforts on a regular basis; and
- demand for an update on the status of any public sector reform from any institution in the public service of the federation

Our Vision

The Vision of the Bureau is to drive change that will position Nigeria’s Public Service as an Institution of excellence.

Our Mission Statement

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

Core Values

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

- Integrity
- Transparency
- Change leadership
- External Awareness
- Results Driven
- Creativity
- Technology Awareness.

Functions and Responsibilities

The functions and responsibilities of the BPSR are as follows:

- i. Initiate action on reforms at the Public Service level;
- ii. Elucidate government policy on Public Service Reform;
- iii. Coordinate, monitor and evaluate the implementation of reforms in MDAs;
- iv. Serve as a clearing house for information relating to Public service reforms;
- v. Conduct research on implementation efforts and present “Best Practices” models;
- vi. Facilitate the orientation and training of MDAs change agents;
- vii. Provide advisory and technical support services to change management teams or working groups;
- viii. Engender an environment of learning from each other;
- ix. Disseminate information on all aspects of Public Sector Reforms and;
- x. Submit quarterly progress reports to the Federal Executive Council

Our Structure

In order to best meet the priorities of the Federal Government, the BPSR has adopted a contemporary, flat and flexible organizational structure, with the majority of staff positioned in generic project and analysts roles. Within the BPSR, a ‘pool’ of staff with skills across a number of disciplines including research, analysis, strategy and policy development may be allocated to key projects depending on the needs of the project and available skills and experience.

This approach allows the BPSR to flexibly deploy its staffing resources to projects as priorities change and provides opportunity for skills development across a range of areas. Further, it promotes innovation through sharing experiences and outcomes from previous projects, applying lessons learned to future projects for better results.

The BPSR present organizational structure was reviewed in 2013. Based on the size and focus of the BPSR, a five -tier departmental structure, was adopted. The BPSR’s new organizational structure came into effect in May, 2014.

Corporate Services Department

The Department have the following units:

- Human Resources and Facilities
- Information Systems & Technology Services

Functional Objectives	Scope of Responsibilities
To attract and retain and motivate top quality staff (as required in the nearest future)	HR strategy/policy development and implementation Workforce Planning
To ensure that employees are properly trained and developed to execute their jobs	Talent Management (Training & Career development)
To support and ensure optimal productivity of employees	Performance & Compensation management
To ensure discipline and compliance with policies	Change Management Staff welfare, Employee Relations
To ensure physical and psychological health of all employees	Facilities management
To ensure effective communication of corporate programs on staff matters	Office administration

To ensure effective provision and utilization of existing manpower	Transport management and protocol
To ensure proper administration of employee compensation and benefits	Purchasing & Supplies
To ensure effective administration of company fleet, payment and reconciliation of utility bills, management of office stationery store.	Procurement of IT systems for the Business Units
To evaluate user needs and system functionality	Administration of IT Hardware for the various business units
To ensure that ICT facilities meet the needs of individuals and projects	Provision of WAN/LAN for the company
To enable easy access to data/information for planning and management decision making	Provision of Software support and development
To ensure availability of functional data bases	Managing crisis situations, which may involve complex technical hardware or software problems
To facilitate the processing of	

business transactions.	
To ensure the implementation of the Bureau's IT strategy	

Reform Coordination Department

Reforms Coordination Department have responsibility for the work of the various units within the Four Pillars, as prioritised by the NSPSR strategy. The functions and scope of responsibilities are as follows:

Functional Objectives	Scope of Responsibilities
To develop strategies on Public Service reform interventions by the Bureau	Engage the Public Service and other stakeholders to develop reforms agenda
To engage the Public Service in designing approach to reforms	Develop strategies for carrying out public service reforms
To ensure effective coordination of all reform activities in the Public Service	Provide consulting services to the public service on issues of institutional governance reforms
To ensure effective monitoring and reporting of reform activities across the four pillars and all short term interventions from the government	Provide consulting services on socio-economic reforms
To attract and retain and motivate top quality staff	Provide consulting services on public financial management reforms
	Provide consulting services on civil service reforms
	Prepare periodic reports on the progress of reforms in the public service

Strategy, Innovation and Research Department

The Strategy, Innovation and Research Department (SIR) leads the development and delivery of research, analysis and reporting initiatives to provide agencies and stakeholders with relevant information and insights about current issues, performance and future reform policy options in a range of workforce management areas. This includes reporting on reform implementation efforts of government, and other research and analysis on critical issues. The Department functional objectives and scope of responsibilities are as follows:

Functional Objectives	Scope of Responsibilities
Oversee the management and implementation of the BPSR corporate strategies and plans	Strategic Planning for the Bureau Environmental scanning (best practices, benchmarking, economic variables etc.)

Evaluate the feasibility and resource availability for any new proposals emanating from stakeholders.	Monitoring & evaluation of the Bureau's performance against key performance indicators
Examine and develop policies and initiatives on a proactive and reactive basis	Provision of advice on programme development plans
Anchor the development of the Bureau's research strength to support current and future programs and projects	Set and agree performance measures across the Bureau and the Service
Lead responses to reform challenges that arise	Analysis of departmental performance reports
Ensure availability of data for effective planning and decision making	Expedite implementation of key initiatives
Ensure that all activities are captured in accordance with plan and budget provisions	Research and advise on business process improvements
Ensure effective monitoring and evaluation of the activities of the Bureau	

Strategic Communication Department

Functional Objectives	Scope of Responsibilities
Developing and implementing initiatives to manage public perception of the Bureau's operations	Managing issues related to Bureau's corporate reputation
Coordinate the Bureau's wider annual report	Managing BPSR reputation with all its stakeholders through regular communication of critical messages on activities, plans, achievements and contributions to the Public Sector and the society
Develop BPSR Communication strategy	Establishing and maintaining external communications and ensuring all information dissemination tools i.e. website and magazines are kept current.
Develop BPSR Communication Plan	Increase the visibility, credibility, and accurate understanding of the Bureau's mandate

	<p>Create an environment where there is continuous and seamless communication between the Bureau and all stakeholders</p> <p>Ensure internal communication efforts that focus on fostering a culture of communication and support knowledge management</p>
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Finance and Accounts Department

The function of the Department is split between 4 areas:

- Accounts
- Budget
- Financing
- Project Finance

Functional Objectives	Scope of Responsibilities
<p>To ensure adequacy of management information</p> <p>To ensure integrity of financial statements</p> <p>To ensure effective cost control of the Bureau's business operations</p> <p>To minimize credit risks arising from services rendered</p> <p>To ensure effective management of the payroll</p> <p>To ensure availability and adequacy of funds</p> <p>To ensure optimal management of available cash</p>	<p>Preparation of the BPSR's Financial and Management Accounts where necessary</p> <p>Cash flow management</p> <p>Credit management policy</p> <p>Tax Management</p> <p>Payroll Management</p> <p>Funds sourcing and Management</p> <p>Bank Relationship</p>



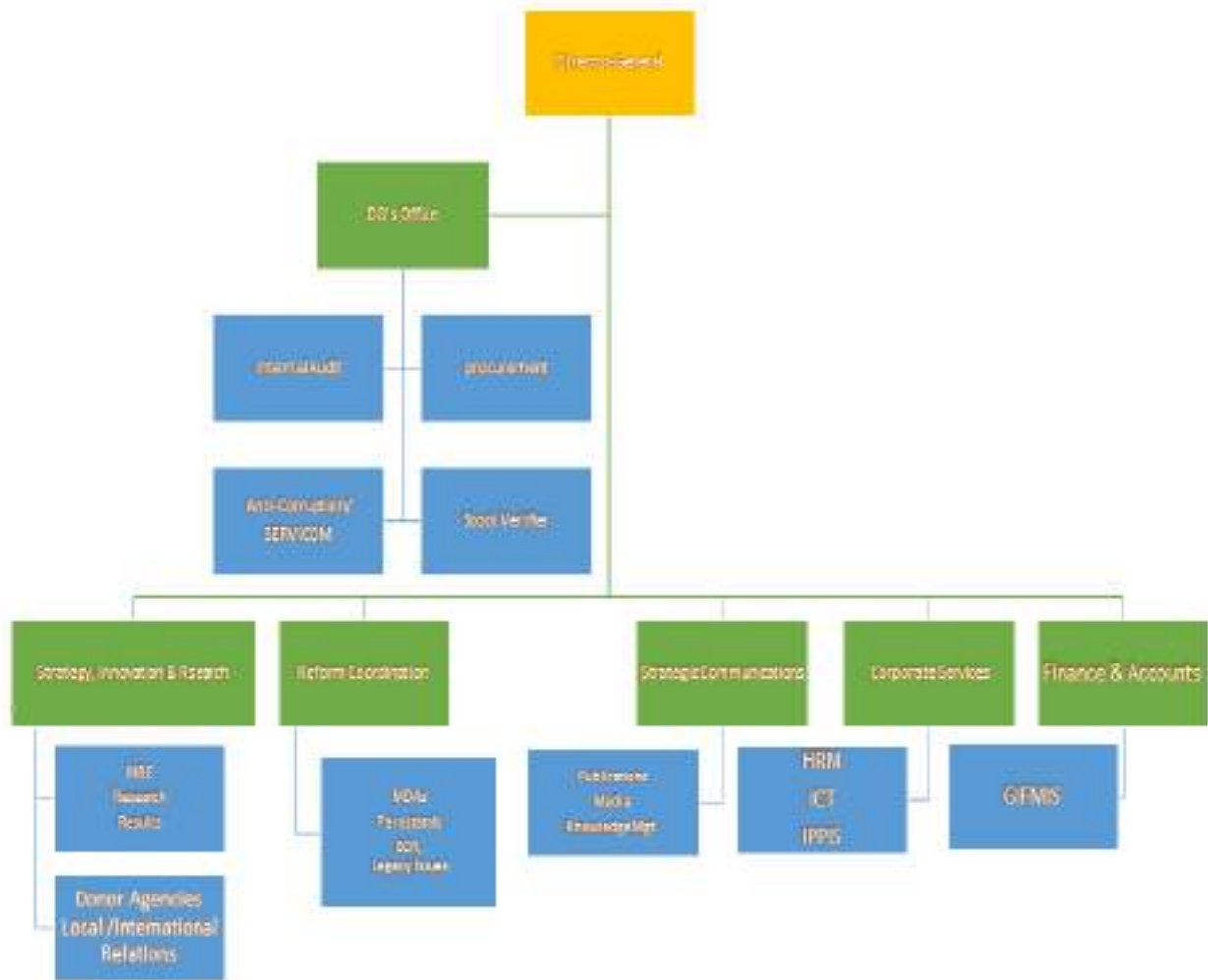
Workforce Profile

The BPSR is headed by an Acting Director-General and made up of fifty-one (51) staff as of 28th January, 2019 drawn from the Federal Civil Service. The BPSR consists of the Office of the Director General, 3 Operational and 2 Service Departments.

As of 2nd January, 2018, there were sixty (60) staff working for the Bureau of Public Service Reforms

(BPSR) on full time basis. The BPSR workforce are civil servants with diverse mix of working experience and comes from a range of background such as governance, human resource management, finance and accounts, leadership development, policy development and implementation, monitoring and evaluation.

Pix: Across section of senior management staff at the monthly Management Meeting



BPSR Organizational Structure.



Strategic Direction

The establishment of the BPSR on 2004 recognised that effective and efficient delivery of service to the public can only be achieved through having a capable, ethical, service-oriented and accountable Federal Public Service workforce. The BPSR has a unique role in leading this endeavour, through championing and leading reforms in Nigeria.

The Strategic Direction 2016-2020 was the BPSR first Strategic Plan and set out the agency's priorities and key deliverables over a 3-year period ending in 2019. The strategic priorities and key focus areas underpinned the BPSR's annual business planning during the year under review and flows through to departmental operational implementation plans. Since 2016-2017, the BPSR has measured its overall performance against these strategic priorities:

Over 2017 - 18, the strategic priorities for the BPSR were:

- Proactively partner with all relevant arms and institutions of government in the design, implementation, monitoring, communication of reforms and capacity building initiatives in a structured, systematic way in consonance with the emerging public service.
- Provide technical knowledge and support targeting reforming institutions in the following areas:
 - Organizational leadership and effectiveness
 - Preparation of guidelines and procedural manual
 - Preparation and implementation of strategic documents
 - Entrenching culture of M&E in the Public Service
- Create and sustain a stimulating environment for staff to unleash their potential for effective service delivery; and
- Be a reliable source of research and information on reforms showcasing the achievements of Nigeria Public Service to the continent of Africa and the world at large.

Our Approach to our Charter

The BPSR's approach to working on reforms initiatives varies according to the priority area the BPSR is seeking to deliver, or to the issue the BPSR is looking to advance or resolve. At times it is appropriate to be directive, while in other instances a more collaborative approach is used.

At all times the BPSR operational approach work has been to:

- take an evidence-based approach
 - identify and draw on existing expertise within and outside the sector
 - treat as a priority the need to understand the Departmental context
 - base its directions and policies on that understanding.
 - Establish policies and guidelines on reform.
 - Relate with public organizations to encourage reforms and obtain information on their progress.
 - Intervene to initiate service-wide reforms;
 - Brief government on reform programmes and obtaining necessary approvals.
 - Budget for and finance critical service-wide and sometimes MDA-based reform programmes; and
- Interact with stakeholders and communicate with the public/citizens on reforms implementation efforts.

Our Performance

Highlights

2018 was the third year of the BPSR first corporate plan, and many of the year - 2018 - performance highlights represent the culmination of work carried out across the triennium.

The highlights include:

- Ranking of Websites of Federal Ministries, Departments and Agencies (MDAs).
- Conduct of Lunch Time Seminar Series
- Institutional Assessment of Federal Agencies, Parastatals and Commissions
- Deployment of the Self-Assessment Tool.
- Perception Survey on Administrative Burden in the Implementation of the Freedom of Information Act in selected MDAs.
- Secretariat of the White Paper on the Restructuring and Rationalization of the Federal Government Parastatals, Agencies and Commissions (PACs).
- Capacity Development and Human Resource Management.
- Induction Programme for Chairmen and Boards of Federal Parastatals.

Ranking of Websites of Federal Ministries, Departments and Agencies (MDAs)

In the recent past, the Bureau of Public Service Reforms had expressed strong reservation over the inactive websites and poor online service delivery of most Federal Ministries, Agencies and Commissions. An assessment conducted by BPSR in line with Executive Order 001 on the Promotion, Transparency and efficiency in the Business Environment showed that some government agencies, parastatals and commissions do not have websites and not registered on gov.ng domain. Most of the agencies websites were not in conformity with published standards and guidelines for government websites, including feedback and information, reachable phone numbers, email addresses, complete list of website links of the agencies under their supervision and the content outdated necessary to facilitate ease of doing business," the statement said.



As part of the reform measures to ensure transparent, accessible, and responsive services from government agencies and also in ensuring that information provided on agencies websites meets such expectations, the BPSR, in collaboration with Right To Know (R2K), MacArthur Foundation and Inter-Ministerial Task Team (IMTT) drawn from key MDAs and through a wide range of stakeholders' interactive sessions,

developed a Scorecard for ranking the websites of MDAs. The Federal Government approved the scorecard for ranking of the website of agencies, parastatals and commissions. The scorecard is to:

- serve as a peer review mechanism amongst the MDAs to boost compliance with published standards and guidelines for government website and improve operationalization of Government policies;
- identify and resolve constraints responsible for inaccessibility and non-availability of government websites for doing business in Nigeria;
- boost MDAs' compliance to FOI Act and other related extant regulations on transparency/accountability and;
- strengthen capacities of the MDAs towards reducing human contact in the delivery of public goods and services.

The scorecard was deployed in 2018 on pilot phase with the selection of seventy (70) MDAs grouped into three categories, viz:

- a) core Ministries,
- b) MDAs with huge customers interface; and
- c) MDAs identified to be the focal points in the Presidential Enabling Business Environment Council (PEBEC) operations.

The methodology used for the ranking of website consisted of a body of Jury made up of mostly private organisations, Civil Society Organisation (CSOs) and Non-Governmental Organisations (NGOs). The Jury evaluated, scored and ranked the websites of the pilot MDAs using a set of criteria with corresponding performance indicators. The scorecard criteria were as follows:

- i. Domain string (gov.ng/.ng)
- ii. Appearance and aesthetics (look and feel)
- iii. Content
- iv. Relevance
- v. Structure
- vi. Responsiveness

- vii. Security
- viii. Load Time
- ix. Usability
- x. Availability
- xi. Functionality
- xii. Interactive
- xiii. Accessibility
- xiv. Capacity building.



On 6th December, 2018, the Jury at a Media Conference officially announced the final evaluation result of the scorecard for the ranking of MDAs website for 2018 are as follows:

Pix: D.I Arabi, DG, BPSR presenting the results of ranking of MDAs website at the press conference.



D.I. Arabi, Ag. DG, BPSR presenting the plaque to the Permanent Secretary, Deaconess Grace Itsu Gokpe, Federal Ministry of Information for the best ranked MDA website, 2018.

A2018 scorecard

MDAs	Overall Ranking
Federal Ministry of Information	1 st
SERVICOM	2 nd
Federal Ministry of Justice	3 rd
Federal Ministry of Science & Technology	4 th
Federal Road Safety Commission	5 th
Nigeria Extractive Industries Transparency Initiative (NEITI)	6 th
Nigeria Export Processing Zones Authority (NEPZA)	7 th
National Identity Management Commission (NIMC)	8 th
Federal Ministry of Trade and Investments	9 th
Federal Ministry of Environment	10 th
Central Bank of Nigeria	11 th
Corporate Affairs Commission	12 th
Federal Ministry of Power, Works, and Housing	13 th
Ministry of Defence	14 th
Nigerian Communication Commission (NCC)	15 th
Federal Ministry of Budget and National Planning	16 th
Office of the Head of the Civil Service of the Federation	17 th
Nigerian Ports Authority (NPA)	18 th
Federal Ministry of Labour and Productivity	19 th
Federal Ministry of Education	20 th
Federal Ministry of Communication Technology	21 st
Nigerian Electricity Management Services Agency (NEMSA)	22 nd
National Bureau of Statistics (NBS)	23 rd
Ministry of Niger Delta Affairs	24 th
Bureau of Public Procurement	25 th
Ministry of Foreign Affairs	26 th
Nigerian Shippers Council	27 th
Federal Ministry of Mines and Steel	28 th
Federal Airport Authority of Nigeria (FAAN)	29 th
Department of Petroleum Resources (DPR)	30 th
Nigerian Export-Import Bank (NEXIM)	31 st
Federal Ministry of Transportation	32 nd
National Civil Aviation Agency (NCAA)	33 rd
Nigerian National Petroleum Corporation (NNPC)	34 th

Federal Ministry Agriculture & Rural Development	35 th
Nigeria Immigration Service (NIS)	36 th
National Drug Law Enforcement Agency (NDLEA)	37 th
Nigerian Maritime Administration and Safety Agency (NIMASA)	38 th
Federal Capital Territory Administration (FCTA)	39 th
State House	40 th
Economic and Financial Crimes Commission (EFCC)	41 st
Nigerian Communications Satellite (NIGCOMSAT)	42 nd
Galaxy Backbone Plc	43 rd
National Collateral Registry	44 th
Federal Ministry of Interior	45 th
Special Control Unit Against Money Laundering (SCUML)	46 th
Nigeria Customs Service (NCS)	47 th
Federal Ministry of Health	48 th
Federal Ministry of Youth and Sport	49 th
Federal Ministry of Water Resources	50 th
Ministry of Petroleum Resources	51 st
Petroleum Equalisation Fund (PEF)	52 nd
Nigeria Police Force	53 rd
Office of the Auditor General of the Federation	54 th
Federal Ministry of Finance	55 th
Nigeria Agricultural Quarantine Service (NAQS)	56 th
Nigerian Export Promotion Council (NEPC)	57 th
Nigeria Sovereign Investment Authority (NSIA)	58 th
Federal Inland Revenue Service (FIRS)	59 th
Federal Civil Service Commission (FCSC)	60 th
Federal Ministry of Women Affairs	61 st
Nigerian Intelligence Agency (NIA)	62 nd
Office of the National Security Adviser	63 rd
Nigerian Investment Promotion Commission (NIPC)	64 th
Department of State Security Services (DSS)	65 th
Office of the Accountant-General of the Federation	66 th
Nigerian Electricity Management Services Commission	67 th

Lunch Time Seminar Series

The Bureau introduced the Lunchtime Seminar Series in 2014. Since then it has covered critical issues including Budgeting, Pensions, Public Private Partnership, Home Ownership, Procurement and Government Communication, etc.



The Lunchtime Seminar Series has two purposes. The first is to hold government Chief Executives to account for the reforms that they drive. The seminars provide them with an opportunity to explain their efforts, justify the decisions they have made and receive

suggestions for improvement. The second key purpose is to ensure that governance reforms are brought to the attention of the key people that are tasked with its implementation in a way that they can interrogate and understand it.

The BPSR Lunch-Time Seminar Series is, therefore, an important component of the BPSR's efforts to (**encourage and drive**) capacity building, by promoting exchange of knowledge and practices around core reform areas. The BPSR approach of inviting senior government officials to deliver presentations at the seminars and also targeting different key policy drivers to account for the reforms they drive, gives them also the opportunity to listen to the experience of MDAs and make improvements. This sets (**the tone for**) an important practice.

Seminar happen over lunch time period, between 1pm and 2pm and is aimed at not unduly detracting public servants from their jobs, while delivering learning in a short sharp way. In 2018, the BPSR held six lunch-time seminar series, with details as follows:

- The Role of Health Management Organizations (HMOs) in the Successful Implementation of the National health Insurance Scheme (NHIS) with the Executive Secretary, NHIS, Professor Usman Yusuf as the Guest Speaker. The seminar was held on April 26, 2018.
- The Challenges Facing Civil Servants on Obtaining Loan from the Federal Mortgage Bank of Nigeria (FMB) and how to access contributions on

Retirement from the Civil Service. The Guest Speaker was Arc Ahmed Musa Dangiwa, MD/CE, Federal Mortgage Bank of Nigeria (FMBN). The seminar took place on Thursday, 6th September, 2018

- Open Government Partnership: Amplifying Access to Information. Paper presented by Mrs. Juliet Ibekaku-Nwagwu, Special Adviser to the President on Justice Reform and National Coordinator of Open Government Partnership – 11th October, 2018.
- Using ICT within the Public Service in Ease of Doing Business to Enhance Public Access to Information – (First Edition of the Lunch Time Seminar in 2018). The Guest Speaker: Dr. Olajumoke Omoniyi Oduwole, Senior Special Assistant to the President on Industry, Trade and Investment and Secretary, Presidential Enabling Business Environment Council (PEBEC). The seminar

was held on Tuesday, 27th February, 2018.



- The Effective Response of the Nigerian Police Force to Curbing of Crime in Nigeria: The Role of Anti-Robbery Squad (SARS).

The **Guest Speaker** was Mr. Haliru Gwandu Abubakar, Commissioner of Police, Federal Special Anti-Robbery Squad, SARS. The seminar was held on Thursday, 19th July, 2018.



Institutional Assessment of the Universal Basic Education Commission (UBEC)

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

As a follow-up to the self-assessment, the Bureau of Public Service Reforms (BPSR) in October, 2017 again conducted a rapid validation and institutional assessment of the Universal Basic Education Commission (UBEC). Although the institutional assessment commenced in 2017, it was completed in February, 2018. 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 optimize the performance of the Commission. The ultimate aim is to strengthen the Commission to better execute its statutory mandate. The overall view of UBEC, at the end of the validated assessment was that the Commission is strong in some areas assessed. However, even from both the self and validated assessment, there still existed a number of gaps for improvement. The institutional assessment consolidated on both the self and validated assessment, and revealed further UBEC's strengths and weaknesses.

Taking due cognizance of the operating environment of UBEC, the institutional assessment considered factors that have impacted (or could impact) on the effectiveness and efficiency of the Institution. The factors included external factors (global, political, economic, social, cultural, technological and environmental factors); internal factors such as governance, strategy and structure, human resources, management systems, funding and budgeting; and inter-institutional linkages (i.e. the synergy between the activities of the Commission and State Universal Basic Education Boards (SUBEBs), Local Government Education Authorities, and other basic education stakeholders).

The BPSR found out that the most significant external factors threatening the effectiveness and efficiency of UBEC were the cultural beliefs and practices inimical to formal education in general and the girl child or boy child education specifically; prevalence of poverty; lack of political will towards basic education in some states; weak demand for accountability in education; budgetary constraints at the federal, state and local government levels; the enormity of the challenges in UBE; and the poor quality of education in Nigeria, which in turn affects the quality of teachers. On the other hand, the external factors that present significant opportunities to UBEC include the global spotlight on basic education in Nigeria and the ensuing interest and commitment of donor organizations; advances in technology; continued development of Nigeria's democracy and democratic institutions; and the current administration's efforts towards reducing corruption and improving transparency and accountability in government.

The implication for UBEC is to ensure that it has the capacity to mitigate the effects of the threats and harness the opportunities available towards achieving qualitative universal basic education for the Nigerian girl and boy child. The institutional assessment indicated that UBEC has a number of good practices internally. However, compared with the scope of the UBE challenge and what was still left to do, the Commission needs to do more to enable it effectively lead the way to achieving qualitative basic education for all Nigerian children.

The BPSR intuitional assessment report covers areas that the Commission needs to pay attention to if it must remain relevant and improve its performance, effectiveness and efficiency. The Commission was advised to use the opportunity of the BPSR Institutional Assessment, under the energy of its new Executive Secretary, to develop and commit itself to a clear set of SMART actions with individual accountabilities to enable it lead the country out of the myriad of challenges towards achieving qualitative universal basic education in Nigeria.

Deployment of Organizational Self-Assessment Tool in Agencies, Parastatals and Commissions



Organisations usually conduct self-assessment to better understand their own performance and to address strategic issues concerning them and thus, ultimately, to improve their own performance. More often than not, organisational self-assessment is used as a diagnostic, or as a starting point for organisations to implement internal change or for strategic planning process, or both. It could also be used as a way to engage in dialogue with other stakeholders, or donor agencies. Whatever the reasons, the primary objective of an organisational self-assessment is to identify the organisation's strengths and weaknesses: as a first step towards improvement and optimal performance.

In 2015, the BPSR developed the 'Guide' *'How to Manage and Reform Agencies and Parastatals'*. to provide practical guidance for Chief Executive Officers of agencies, parastatals and commissions on how well to manage and deliver good services to citizens. The 'Guide' is complemented by a '**Self-Assessment Tool (SAT)**' with which agencies and parastatals can assess themselves against local and international statements of good practice. The assessment also includes a process of verification and validation of the self-assessment. The BPSR Self-Assessment Tool is an automated on-line tool accessible through the BPSR website: www.bpsr.gov.ng/assessment-test/. The Self-Assessment Tool with the acronym -SAT- is built around nine (9) main domains areas of statements of good practice in the following areas:

- Strategic Governance;
- Financial Management;
- Strategic Planning and Budgeting;
- Procurement Processes;
- Operational and Service Delivery Processes;
- Human Resource Management and Planning;
- Partnership and Resource Mobilization;
- Key Performance Management and Results; and
- Change Management.

In order to deploy the tool in an agency, the BPSR facilitates the process and adopts a participatory focus group approach as its methodology. Three focal groups are constituted and drawn from the junior, middle and senior staff groups, and pooled from a range of departments and units in an agency. On the first day of the deployment of the tool, each of the focus groups use the tool to give the agency a rating on each of the 99 statements of good practice. On the second day, the three focal groups come together and jointly reach a consensus on the agency consolidated ratings. The BPSR work with each focus group to determine (i.e. assess) where the agency sits along the continuum of the self-assessment tool. In the interactive session with each focus group, the BPSR serve as the independent facilitator

and asked open-ended, probing questions to encourage group discussions, and take notes on participants' responses.

At the end of the assessment, the tool generates the scores for each of the three focal groups and the agency consolidated rating, and also a statement of action. The tool enables the agency to identify areas to be addressed and, also notes where progress would be needed. The scores arrived at will be use to set priorities for action plans and not used to judge performance entirely. The BPSR uses the information from the scoring to define the issues and draw up action plan. The action plan could include a variety of tasks. The ability to identify areas to be addressed would strengthen the agency, and in subsequent years, enable the agency to view improvement and note where progress is still needed.

In order to ascertain proof of every claim by an agency, the BPSR conducts a validated assessment of the agency self-assessment ratings of an organization, where key documents of the agencies are sighted and substantiated. The validation exercise involves a process where the BPSR review all documents relevant to the self-assessment, and also conduct an in-depth analysis of specific issues germane to the attainment of the objectives of the assessment.



In the year under review -2018 - the BPSR deployed its Self-Assessment Tool (SAT) in the following agencies:

- Nigerian Investment Promotion Commission (NIPC) between September and October, 2018.

D.I. Arabi, Ag. Director-General, BPSR delivering his remarks at the opening ceremony at the deployment of the self-assessment tool at the Nigerian Investment Promotion Commission (NIPC).



S.I. Anyang, Director, Strategy, Innovation and Research presenting an overview of the self-assessment tool to top management staff of both BPSR and BPSR as part of activities for the opening ceremony.

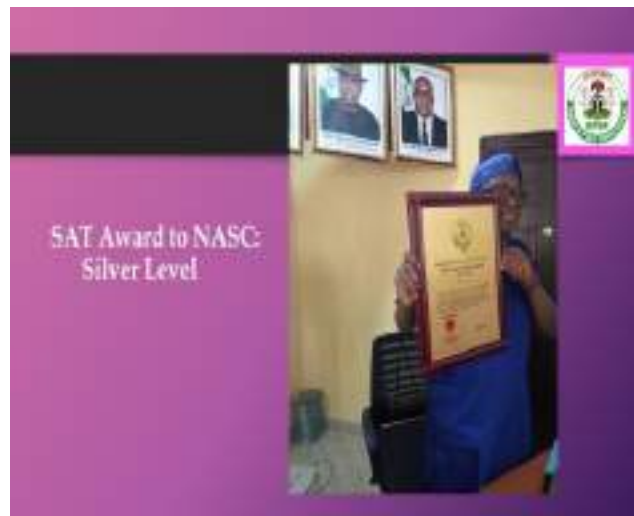
Focal Group in session at the deployment of the self-assessment tool at NIPC corporate headquarters, Abuja.



- National Agricultural Seeds Council (NASC)

D.I. Arabi, Ag. Director-General, BPSR in an interactive session with the Dr. Ojo at NASC preparatory to the deployment of the self-assessment tool at NASC. In attendance at the interactive session also were Mr. Umaru and Viruous of DFD-PERL.

Presentation to Dr. Phillip Olusegun Ojo, NASC of SAT Silver Level Organizational Award to NASC of an organization that 'Meets Expectations'



Using a five-level rating system, BPSR rated both NIPC and NASC as a **'Level 3' (Silver Level) organization that 'Meets Expectations'**. The findings and recommendations, including areas of strengths and weaknesses as well as opportunities for improvement were clearly set out in the assessment report. In order to realise the benefits of the assessment and achieve performance improvement, both NIPC and NASC were advised to identify the priority areas for action planning that would have maximum impact, both immediately and over the longer term; and should align as well as support both NIPC and NASC longer term direction.

Other agencies where the self-assessment tool was deployed and the process yet to be completed were SMEDAN and NIGCOMSAT. Hopefully, the full deployment of the tool would be completed in the first quarter of 2019.

Perception Survey on Administrative Burden in the Implementation of the Freedom of Information Act in selected MDAs.

The Nigeria FOI Act was signed into law by President Goodluck Jonathan on 28th May, 2011. For a country like Nigeria that had witnessed decades of military rule during which press freedom was restricted, this came as a relief when the FOI bill was signed into law. This is because there has been entrenched in the conduct of government business in Nigeria, a culture of secrecy about government information. Virtually all government information in Nigeria was classified as top secret and this veil of secrecy made it difficult to obtain information from any government agency or

institutions because government information, among others, is tagged 'classified', 'confidential,' 'restricted' etc.



The Fol Act, 2011, therefore, guarantees' right of any person to access or request information' in the custody of any public institution, notwithstanding anything contained in any other Act, law or regulation and regardless of the form in which the information may be stored. The Fol Act defines public institutions to include all agencies in the state as well as private bodies which performs public functions, provide public services or

utilize public funds. The effective implementation of the Fol Act, 2011 in Nigeria would bring openness, transparency and good governance, thereby complementing government's avowed commitment to stamping out corruption in Nigeria.

The Nigeria Freedom of Information Act was eight (8) years old in 2018, having been signed into law in 2011. While some level of successes have been recorded in the number of individuals and organizations demanding for information pursuant to the relevant provisions of the Fol Act, 2011, it was also observed that a number of public institutions faced difficulties in fully and effectively implementing the Fol Act, 2011.



As part of efforts to address this problem, the BPSR in partnership with R2K and MacArthur Foundation, in November, 2018 conducted a study to identify the administrative burden and challenges in the implementation of the Freedom of Information (Fol) Act, 2011. The primary global objective of the study was to examine why Nigeria's Fol Act, 2011

have failed to actualize its set objectives of giving to citizens access to public

information, particularly as they relate to their right to access information held by public agencies.

The study was successfully carried out in the Office of the Head of the Civil Service of the Federation, Federal Ministry of Justice, Code of conduct Bureau and the Federal Ministry of Finance. A validation workshop was also organized to further obtained elicit the input and buy-in of stakeholders to the outcome of the study.



The outcome of the study assisted the BPSR to form an overall picture of administrative burden and shortcomings encountered in the implementation of Fol Act, 2011, particularly, on the non-compliance by Ministries, Departments and Agencies (MDAs). In specific terms, the study on the administrative burden in the implementation of the Freedom of Information Act, 2011 in the selected organizations of the Federal Public Service

assisted the BPSR to:

- obtained baseline data on public officials perception in the administrative burden in implementing the Fol Act in these institutions since the inception of the Fol Act in 2011;
- identified the extent to which the Office of the Head of the Civil Service of the Federation, Federal Ministry of Justice, Code of Conduct Bureau (CCB) and Federal Ministry of Finance have implemented the Fol since its inception;
- assessed the adequacy of instructional and infrastructural facilities provided for effective implementation of the FoI Act in these agencies of government;
- investigated the personnel capacities in these institutions in the implementation of the Fol Act;
- identified administrative burdens in the implementation of the Fol Act in these institutions;
- contributed to scholarship (knowledge) on implementation and to the understanding of implementation successes and challenges;
- drew lessons from the study to serve as a basis for further policy dialogue around the implementation of the Fol Act in public institutions.

The findings from the interactions with the stakeholders CSOs and, to some extent, with the agencies, were substantially generic issues affecting the compliance or non-compliance with the FOI Act, while findings from CCB, OHCSE, and FME, represents fairly specific challenges encountered in the FOIA implementation, but most of which

are perhaps pervasive across all the MDAs. Some of the findings from the study included:

- **Proactive and reactive disclosure:** Proactive and reactive disclosure of public information/records was rated generally low. Exceptional cases like that of FMOJ, was attributed to the fact that the Ministry has an established FOI Unit through which the Ministry dealt with all matters relating to the FOI Act.
- **Exemptions and prejudicial information:** On handling administrative burden relating to exemptions and prejudicial information, the performance is equally weak/low, as the MDAs appear generally reluctant to provide citizens with easy access to information, and MDAs found themselves able to rely on several exemption and prejudicial provisions of the Law to do so.



- **Personnel capacities:**

Personnel capacities and quality was adjudged generally low because most of the MDAs do not have a dedicated FOIA Unit, staffed with trained professionals who are conversant with the provisions of the FOI Act.

- **Compliance reports - HAGE:** The FMOJ as a Ministry has demonstrated strong performance regarding regulatory reporting requirements as required by the FOIA. It has been up to date with regards to its annual reports. However, it has yet to bring the guidelines up to date with current realities that many MDAs under its oversight have defaulted in complying with FOI Act, as earlier detailed in this report. However, the story was different in the other MDAs such as the CCB which had nil compliance status as of 2017.
- **Compliance reports - National Assembly:** This aspect is perhaps the most singular area of implementation where there was stakeholders' consensus that the FMOJ has demonstrated strong performance regarding its statutory annual returns to the National Assembly. However, while the FMOJ has continued to deploy good efforts to making annual reports available to the National Assembly, follow-up actions are needed on the part of the latter to enhance the Act's implementation.

- **Overall Effectiveness of FOIA Implementation:** The FOIA implementation has been adjudged to be so far generally ineffective. This is evident from the 8.1 percent national compliance rate as of 2017, coupled with the overall statistical average mean value of 3.6, which is within the weak performance zone in the 5-Likert scale designed for the study. Given the lack of visible distinction between FMOJ as a Ministry, and FMOJ as the Overseer of all public institutions for the effective implementation of the FOI Act, perhaps, a new institutional framework would be apposite towards strengthening FMOJ's oversight effectiveness in this regard.
- **Adequacy of instructional and infrastructural facilities for the FOIA implementation:** Instructional and infrastructural facilities for the FOIA implementation were found to be generally inadequate due to a wide range of factor, notably, funding issues, lack of modern record-keeping and information retrieval system, and a Website that lacks all the required classes of information under the FOI Act.
- **Adequacy of personnel capacities:** The Federal Ministry of Justice is one of the few MDAs that has a dedicated FOIA Unit as part of its established operational structure, with full-time FOIA desk officers who are professionals in their own right. However there is a need to attach greater value, career path or professionalism to the FOIA function which is sometimes seen as a “dumping ground”.
- **Compliance with Proactive Information Disclosure Requirements:** While the FMOJ has performed relatively better than many peer-public institutions, the prevalence of poor record-keeping system was repeatedly voiced. Therefore, there is a need to upgrade/strengthen electronic record keeping system to enhance the Ministry's oversight role in the FOI Act's implementation.
- **Culture of secrecy:** The culture of secrecy in public institutions over the years appears to be making it difficult for the public officers to adjust to the FOI Act, notwithstanding that the Act is supposedly intended to supersede the Official Secret Act and the National Security Agency Act.
- **Most challenging sections of the FOI Act:** There are six (6) thematic sections of the FOI Act that were found to be most challenging to implement. These are (i) Sections 2 and 9: Proactive Disclosure; (ii) Section 4: Response Timeline of 7 days; (iii) Sections 7 and 21: Judicial review documentation and summary determination; (iv) Sections 11, 12, 14, 16, 17, and 19: Exceptions and prejudicial restrictions; (v) Section 13: Continuous staff training requirement, and (vi) Section 29: Submission of annual reports to the Attorney-General of the Federation.
- **Reasons for non-compliance:** The reasons given for the difficulties in complying include the lack of dedicated FOIA desk office, persisting culture of

secrecy of government records, the strict requirements to comply with extant civil service rules regarding the handling of files and records, FOIA provisions conflicting with other Laws such as the CCBT and Official Secret Act, the inherent delays in the Nigerian court system, and budgetary/funding issues.

- **Key administrative burdens in the implementation of the FOI Act:** The administrative burdens were grouped into perspectives from the applicants, the public institutions, and the FMOJ in all 17 aspects were identified, as detailed in the report. Evidently, given the heavy administrative burdens associated with FOI implementation as presented above, a detail process study is imperative to examine how administrative requirements, structures, and processes could be simplified to better achieve the goals of enhanced citizen engagement and confidence in the public sector.
- **Implementation successes - What works well:** Increasing number of applications for information under the FOI Act, Good response rate, Proactive disclosure practice by a few MDAs with active portal, and the indication that the FMOJ as a Ministry has been 100% compliant with the FOI Act in terms of annual compliance reporting to the National Assembly, largely on the back of well-trained, dedicated FOIA Unit, functioning Website and FOIA portal, have all been documented as FOIA implementation successes in this report.
- 1. **Implementation challenges - What needs to be improved upon:** Inadequate FOIA training under Section 13 of the FOI Act, Non-submission of compliance reports by majority of public institutions, lack of budgetary allocations/funding for FOIA implementation, FOI Act does not define “public interest”, and the 7 days’ timeline were documented as major areas of FOIA implementation challenges.

Six key lessons were documented in the report. A notable lesson relates to the crucial role of adequate resources. Adequacy of resources, budgets, and funding would always be a problem, but that should not be the most critical success factors. Besides the need for a shift in attitude towards personal integrity, honesty, and transparency among all stakeholders including the citizenry, greater emphasis on innovation, creativity, technology applications, and proactive information disclosure “push” model, would go a long way to attaining the goals of open government and inclusive growth.

Secretariat of the White Paper on the Restructuring and Rationalization of the Federal Government Agencies, Parastatals and Commissions (PACs).

The BPSR serves as the Secretariat of the White Paper on the Restructuring and Rationalization of Federal Government Agencies, Parastatals and Commissions. In October, 2018 the Federal Government resolved to do some further work on the White Paper on the Report of the Presidential Committee on Restructuring and Rationalization, etc. In this regard, the Vice-President, Prof. Yemi Osinbajo mandated the Bureau of Public Service Reforms (BPSR) to identify and collate the immediate, implementable measures in the White Paper for consideration by the Federal Executive Council (FEC). The BPSR complied with this directive and on Tuesday, 17th October, 2017, presented the identified immediate, implementable measures in the White Paper to the Economic Management Team (EMT) chaired by the Vice-President. At the end of the EMT meeting, the Vice-President further directed the BPSR to immediately undertake a detailed review of both the Report of the Presidential Committee and the White Paper on the Report of the Presidential Committee on Restructuring and Rationalization of Federal Government Parastatals, Commissions and Agencies (PCA) and advice appropriately.

The BPSR undertook a second review of the Presidential Committee's recommendations, the White Paper decisions and the BPSR earlier commentaries and, identified implementable measures of the White Paper. The BPSR grouped its identified immediate and implementable measures in six (6) categories as follows:

- Category A: Agencies to be abolished.
- Category B: Agencies, Parastatals and Commissions to be merged.
- Category C: Agencies, Parastatals and Commissions to be commercialized.
- Category D: Agencies to be privatised.
- Category E: Parastatals, Agencies and Commissions to be self-funding but could only receive grant from the Federal Government.
- Category F: Thirty-Three (33 Nos.) Parastatals, Agencies and Commissions to undergo Staff Management and Technical Audit.

Thereafter, the White Paper Implementation Committee met on both the detailed reviewed report of the Presidential Committee, the white paper; and the BPSR Commentaries on the restructuring and Rationalization of Federal Government Agencies, Parastatals and Commissions to consider and recommend the implementable measures based on the afore-mentioned categories. The report from this assignment was submitted to the Secretary to the Government of the Federation who also doubled as the Chairman, Steering Committee on Reforms.

Experts Roundtable on the Reforms of Federal-Special Anti-Corruption Robbery Squad (F-SARS) and the Role of External Accountability Agencies.

The BPSR in collaboration with the Nigeria Policing Programme (NPP) organized a 2-Day Expert Roundtable at Reiz Continental Hotel, Abuja from Monday, 15th to Tuesday, 16th October, 2018. The roundtable was a fallout from the Presidential directive to the Inspector-General of Police on the total overhaul of the Special Anti-Robbery Squad (SARS). A total of thirty-nine persons consisting of senior government officials and critical civil society organizations (CSOs) with vast knowledge and background on police reforms and external accountability issues attended the 2-days roundtable.



The Opening Session of the 2-Days 'Expert Roundtable on the Reform of the Federal Special Anti-Robbery Squad and the Role of External Accountability Agencies' was held on Monday, 15th October, 2018. The Deputy Chief of Staff to the Vice-President, Federal Republic of Nigeria, Mr. Adeola Rahman Ipaye presented a Keynote Address at the Opening Ceremony of the roundtable and also declared open the event. The Deputy Chief of Staff

used his keynote address to set the

tone for the roundtable. In his address, he underscored the importance of the roundtable as it resonated well with the current Administration's overall agenda to promote trust, professionalism and synergy in the security sector for Nigeria's national development. According to him, security underpins any nation's ability to achieve sustained social and economic development. This, he said, demands for men and women ready to serve their



motherland with unqualified dedication and professionalism. He used the occasion to recognise fallen service men and women

who paid the ultimate price while performing their duty.

Speaking further, the Deputy Chief of Staff to the Vice-President noted that the Federal Government was overwhelmed by public complaints against SARS ranging from



death, extortion, rape and torture in custody, coercion and threats to witness and demands for money. He underscored the importance of reforming SARS to entrench good and purposeful governance in the country, and said the only reason that so little has been done to reform the police, was that no concerted efforts has been made to prioritise accountability for police misconduct and performance. He used the occasion to highlight the key

measures taken by the Inspector-General of Police (IGP) to reform SARS, and said the measures were not far-fetched, as they appear to be measures taken to effect changes in name, and not in content.



According to the Deputy Chief of Staff, the Federal Special Anti-Robbery squad that Nigerians want, include FASRS that would be accountable, and not law unto itself; accountable to democratic government structure; transparent in its activities; give top priority to protecting the safety and rights of individuals and members of group (especially those that are vulnerable and marginalise);

protect human rights; and provide society with professional services. He tasked Nigerians not to leave the role of holding the police accountable only to the institutions that represents the people, but that they should also play active parts in the system of accountability. In conclusion, he tasked the roundtable to develop an integrated framework of action and articulate it in a Policy Note/Brief for the Federal Government for follow-up action. The Deputy Chief of Staff to the Vice-President, Mr. Adeola Rahman Ipaye keynote address is presented as Appendix 2.

The Acting Director-General, BPSR welcomed the Deputy Chief of Staff, Mr. Adeola Rahman Ipaye and all participants to the roundtable. He used the occasion not only to underscore the importance of the roundtable, but also to stress that the BPSR was fully committed to playing a major role to reforming the Nigeria Police Force in conformity with the Nigerian dream.



The overall objective of the roundtable was to take a holistic picture of the on-going reform process of F-SARS. The specific objectives of the roundtable were to:

- i. create a common platform for experts and stakeholders to discuss the recent measures instituted by the Police High Command to overhaul SARS with the aim of interrogating measures;
- ii. examine the measures that have been put in place to ensure that resources are properly deployed, alignments are made among the key government agencies and that effective and accountable service is delivered by the NPF through FSARS;
- iii. identify priority areas for the development of programmes on police reform in Nigeria; and
- iv. Identify areas for stakeholders' agenda action, across all its areas of competence, to support the Federal Government Presidential directive on the overhaul of SARS.

The methodology involved a workshop approach. Resource persons introduced topics and lead discussions, and facilitated the exchange and sharing of practical experiences. The main feature of the roundtable were presentations by eminent resources persons on relevant topical policing issues germane to the roundtable, which were followed by breakout sessions. In the process, a number of police reform salient issues were identified, discussed and recommendations proffered to address them.

In the discussions that followed, and consistent with the objective of the roundtable, many roundtable participants underscored the importance of reforming the Nigeria Police Force, from a 'force' - an institution defined by its authority to use coercion and force, to a 'service', an institution whose identity is linked to the quality of service it offers to citizens. Others held the view that the roundtable represented a watershed in charting a new and vibrant FSARS. Participants were, therefore, eager to explore the possibilities of advancing the reform of FSARS through the roundtable.

Based on the objectives of the roundtable, and drawing on particular challenges and unique experiences in Nigeria, the roundtable addressed the following key emerging policing issues in Nigeria:

- Control and superintendence over F-SARS
- Role of internal and External Accountability Agencies
- Resource scarcity;
- Appointment, promotion, transfer and dismissal of police officers; and
- A change of culture and attitude.



The roundtable concluded with a number of recommendations on reforming the Nigeria Police Force, in general and F-SARS in particular. The key recommendations included:

- There is the need to decentralize FSARS operations and allow State Commands Commissioner of Police supervisory and control powers in line with contemporary policing philosophy and practice of decentralization and localization of policing.
- FSARs should focus on more cross country crimes while anti-crime/Anti-Robbery Units (ARUs) units at state command levels should deal with violent crimes within the states. The huge responsibility given to FSARS would be better serviced under a decentralized police operations system.
- Considering that SARS has dual responsibility - proactive and reactive operations, operations should be led by the DIG, Operations while the investigation and intelligence components should be led by the DIG, FCID. However, there should be synergy and integration in their operations. The NPP and BPSR should work with police authorities in streamlining this aspect by developing coordination structures to encourage integration and avoid conflict.
- There is the need for multi-stakeholder committee to monitor and report on FSARS' operations and ARU at state commend level. This accountability framework should be CSO-led and should include stakeholders such as senior police officers, representatives of the PSC, NHRC, PCRS, credible civil society organizations, and community and women groups. This would help to promote community engagement. NPP and BPSR should develop the



necessary guidance and operating procedures to ensure that conflicts do not with existing formal accountability structures.

- Special training and psychometric tests for FSARS and ARUs personnel are essential before recruitment, to determine mental stability and physical fitness of the deployed personnel for this

category of police officers. The reason for this was that because these category of officers regularly engage in dangerous and high risk assignments.

- There should be continuous assessment of operations and regular medical tests to check stress levels and trauma debriefing sessions for F-SARS operatives. Those exposed to extreme trauma or stress should be asked to go on leave after debriefing.
- Guidelines for Neat and Patrol (Force Order 464) should be strictly followed by FSARS and ARUs personnel and deviance should be sanctioned. NPP can facilitate training on Beat and Patrol, and Roads Policing.
- The IGP should ensure monitoring and strict enforcement of the ban on FSARS operatives acting as body guards.



- Units in the police force should not be ascribed to individual IGPs as this weakens the core policing structures and system in police stations and other police formations.

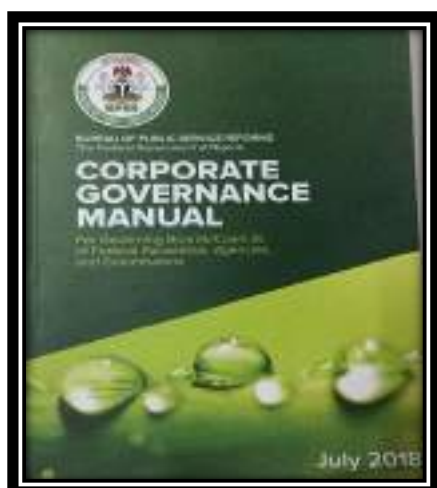
- The NPF as an organization should be built on well thought

out Standard Operational Procedures, Guidelines and systems. There is need for effective procedures supported by relevant SOPs in accordance with the laws and human rights practice manuals. Duties should be based on role not on rank. The NPP and BPSR should further support the Nigeria Police Force in the development of several guidance documents and evaluating existing

structures, systems and processes to enable them work in accordance with international best practice and community oriented policing; and

- Zonal Commands should be empowered to wade into cases of human rights violations and submit monthly report to the IGP. NPP and BPSR should support the Police in developing and training of police personnel to manage this process.

Production of Corporate Governance Manual



Parastatals are important institutions because most Nigerians experience governance and service delivery directly through parastatals. Similarly, rather than interface directly with ministries, Nigerian businesses have extensive contact with, are obliged to comply with, or make use of services provided by parastatals. Public Service organizations are therefore, expected to put in place appropriate policies, rules, regulations and monitoring and evaluation mechanisms for promoting effective good governance practice.

Good corporate governance is central to the effective operation of all public bodies. Corporate governance is the way in which organizations are directed, controlled and led. Corporate Governance seeks to create organizations that are governed transparently and with integrity and which are accountable and responsible, and operate efficiently and effectively. It defines relationships and the distribution of rights and responsibilities among those who work with and in the organization, determines the rules and procedures through which the organization's objectives are set, and provides the means of attaining those objectives and monitoring performance. Importantly, it defines where accountability lies throughout the organization.

Weak governance practice in federal Agencies, Parastatals or Commissions may lead to inefficiencies, low productivity, and corruption and, consequently retard economic growth and development. Major issues of concern to the BPSR regarding weak governance practice in federal parastatals, agencies, and commissions, include:

- appointment of Board/Council members not based on qualification, competence, experience and commitment;

- weak interface between Governing Board/CEOs and public servants in day-to-day administration of federal agencies and parastatals;
- lack of adherence to policy operating guidelines, laid down financial and human resource management;
- unhealthy Board/CEO-Management relationships;
- Board/Council are changed any time a new Government is in power, regardless of provisions specified for their tenure in the enabling Acts of agencies; and
- Lack of comprehensive and regular capacity building and training for Board/Council members.

In order to address the above mentioned concerns, as well as to respond to the numerous requests from public service organizations on matters relating to good corporate governance, the BPSR in collaboration with DFID-PERL produced the '*Corporate Governance Manual for Governing Boards/Council of Federal Parastatals, Agencies and Commissions*' to streamline corporate governance practices in federal parastatals, agencies and commissions.

The primary aim for the production of the manual is to strengthen governance arrangements and systems as part of the drive to improve management practices in parastatals, and accomplish the following objectives:

- Improved strategic direction of public service organizations;
- Enhanced appreciation of the duties and responsibilities of a Board/Council member;
- Strengthened oversight responsibilities of Governing Boards/Councils ;
- Improved relationship between Boards/Councils and Management and staff;
- Increased responsibility, transparency, accountability, efficiency and effectiveness;
- Adherence to set guidelines and standards;
- Effective and efficient management of the organization for the achievement of the stated objectives;
- Improved risk management
- Reduced leakages within the organizations;
- Enhanced and sustained stakeholder satisfaction; and
- Improved overall operational performance of the public service.

The Manual contains 11 chapters, including the following topics:

- Corporate Governance Architecture
- Appointment, Induction and Tenure
- Responsibilities and Duties
- Meetings.
- Committees
- Corporate Reporting and Compliance
- Board/Council - CEO Relationship

- Ethical Standards
- Risk Management
- Social Accountability.

The Manual was made available to Chairmen and members of Boards of Federal Parastatals at the induction programme for Chairmen and Members of Board of Federal Parastatals organized by the BPSR in collaboration with DFID-PERL. The Chairmen and Members of Board of Federal Parastatals found the Manual very handle, educative and useful.

Induction Programme for Governing Boards of Federal Government Parastatals



An Induction Programme for Chairmen and Members of Boards of ten Federal Parastatals, Agencies and Commissions (PACs), including Federal Teaching Hospitals and Medical Centres was organized by the BPSR in collaboration with DFID-Partnership to Engage, Reform and Learn (PERL) at Transcorp Hilton Hotel, Abuja in two streams:

The first stream was held from Thursday, 26th to Saturday, 28th July 2018 with a total of One Hundred and Eight (108) persons consisting of Chairmen and Members of Boards, and Chief Executive Officers (CEOs) of ten (10) Federal Parastatals attended the 3-days induction programme. The Chairmen and Members of Boards and their Chief Executive Officers were drawn from the Federal Road Safety Commission, National Commission for Refugees, Migrants and Internally Displaced Persons, National Lottery Commission, Galaxy Backbone Limited, National Agency for the Control of AIDS (NACA), Nigeria Atomic Energy Commission (NAEC), Nigeria Christian Pilgrims 'Commission (NCPC), National Centre for Women Development, National Insurance Scheme (NHIC), Nigeria Investment Promotion Commission (NIPC), and the Administrative Staff College of Nigeria (ASCON) attending.



The second stream took place from Monday, 29th October to Saturday, 3rd November, 2018. In all a total of 200 participants attended the induction programme for the Chairmen and Members of Governing Board. The Secretary to the Government of the Federation delivered a keynote address at both occasions and also declared open the induction programme. The Head of

the Civil Service of the Federation, Mrs. Winifred Oyo-Ita, *nni*; presented a GoodWill Message at both occasions while the Acting Director-General, BPSR. Mr. D. I. Arabi



welcomed participants to both occasions. The National Programme Manager, DFID-PERL, Mr. Ifeanyi Peters Ugokwe, also presented a GoodWill Message at both occasion. Both occasions were graced by top government functionaries. Following the speeches, all the dignitaries as well as participants took a group photograph.

The induction programme attracted participants from University of Nigeria

Teaching Hospital, Enugu, Federal Medical Centre, Yenagoa, Federal Medical Centre, Ebutta Meta, Lagos, Federal Medical Centre, Kastina, Federal Medical Centre, Owerri, Federal Medical Centre, Asaba, University of Uyo Teaching Hospital, Uyo, National Agricultural Seed Council, Small Medium Enterprises Development of Nigeria, Industrial Training Fund, Usman Dan Fodio University Teaching Hospital, Sokoto, NIPOST, National Youth Service Corps, Abubakar Tafawa Balewa University Teaching, Bauchi, National Broadcasting Commission, Federal Housing Authority, Standard Organization of Nigeria, University College Hospital, Ibadan, Nigeria Export Promotion Council, NIGCOMSAT, Federal Capital Development Authority, Corporate Affairs Commission, NESERA, Federal Medical Centre, Yola, News Agency of Nigeria, and National Agency for the Great Green Wall.

Objectives

The overall objective of the induction programme was to enable Chairmen and Members of the Boards of Federal Parastatals gain an understanding of their roles, key responsibilities and the behaviour required of them in their respective organizations, both as individuals and as part of the board's collective responsibility, and how they can contribute effectively to good corporate governance in their respective organizations.

The specific objectives of the induction programme were four-fold:

- i. to discuss and understand the roles and responsibilities Governing Boards of Federal Parastatals are expected to play in the corporate governance of their organizations;
- ii. to equip Governing Boards and their CEOs with the requisite knowledge of the workings of the Federal Public Service, including its procedures, policies, board protocols and share organizational values;
- iii. to provide a forum to share experiences; and
- iv. to ensure that Governing Board and their CEO of Federal Parastatals promote effective good corporate governance practice in the conduct of government business in their organizations.

Methodology

The methodology involved a workshop approach. Resource persons introduced topics and led discussions, and facilitated the exchange and sharing of practical experiences. The main feature of the programme were the presentations on relevant corporate governance issues germane to the induction programme, which were followed by breakout sessions. In the process, a number of governance issues were identified, discussed and options proffered to address them. At the end, the Chairmen and Members of Boards of the Federal Parastatals, Agencies and Commissions issued a Communique to address the main issues.

Based on the objectives of the induction programme, and drawing on particular challenges and unique experiences in Nigerian Federal Parastatals, the induction programme addressed the following emerging issues in the corporate governance of federal Parastatals:

- disagreements on who is responsible for the day to day running of Parastatals and Agencies;
- disregard for extant regulations guiding/restricting the conduct of Board meetings;
- interference in the roles and responsibilities of the Office of the Chief Executive Officers;
- the issuing of directives by Board members to staff without recourse to the Chief Executive Officers, thereby creating disharmony amongst the personnel of the parastatals.
- initiating unlawful disciplinary measures against Chief Executive Officers without requisite guidance and approval from the supervisory Ministry; and
- Instigating Labour Unions and Associations as agents of distraction in the Parastatals.

Recommendations

At end of the induction programme, the following key recommendations were proffered:

- The Federal Government should institutionalize the process of inducting Chairmen, Members of Boards and Chief Executive Officers of Federal Parastatals, Agencies and Commissions into the Federal Public Service immediately after their inauguration. This, among others, would remove the divergent interpretations of the roles that Board Directors and Chief Executives are expected to play in corporate governance of their organizations.
- The remuneration, allowances and general welfare of Governing Boards of Federal Parastatals should be reviewed upwards.
- The induction programme should be extended to cover all Governing Boards of Federal Parastatals, Agencies and Commissions.
- More interactive sessions and time should be given in future induction programmes for Governing Board members to share experiences.
- A circular should be issued to encapsulate the Secretary to the Government (SGF)'s speech and the outcome from the induction programme.
- Chief Executive Officers of Federal Parastatals, Agencies and Commissions should be mandated to attend future editions of the induction programme with their Governing Boards.
- Case studies of specific issues should be used by the resource persons in future programmes to illustrate the kinds of governance challenges that Governing Boards and the management teams of PACs experience.
- Governing Boards and Chief Executive Officers should seek clarifications or interpretations from the Office of the Secretary to the Government of the Federation, Office of the Head of the Civil Service of the Federation, their supervising Ministries and other coordinating agencies of government on contentious issues that are not explicit to avoid divergent interpretations.

Human Capital Development

The Bureau continued to implement its capacity development programme aimed at building the capacity of staff. Activities undertaken in the year under review were guided by the capacity development policy of the Bureau which aimed at ensuring that each staff had the expertise to address governance reform issues.

In a total of thirty staff were trained during the year under review in the following programmes:

- i. Training on Attitudinal Change and Ethical Conduct in the Work Place for middle and lower Cadre staff sponsored by Rebecca Charles International Lagos, Nigeria Law Publication, Lagos. Seven officers from GL. 06-10 attended the training.
- ii. Use and administrator training on Effective Administration and Task Management Conduct in the Work Place for middle Cadre staff sponsored by Rebecca Charles International Lagos, Nigeria Law Publication, Lagos. Seven officers from GL. 08-13 attended the training.
- iii. Public sector accounting, financial reporting using public sector accounting standard (IPSAS) Audit and assurance conduct in the Work Place for middle Cadre staff by sponsored by Center for Management Development, Shangisha, Lagos. Seven officers from GL. 08-13 attended the training.
- iv. Finance and account skills improvement Conduct in the Work Place for middle and lower Cadre staff sponsored by Center for Management Development, Shangisha, Lagos. Seven officers from GL. 07-13 attended the training.
- v. Effective Administration and Task Management Conduct in the Work Place for middle sponsored Cadre staff by sponsored by Center for Management Development, Shangisha, Lagos; and
- vi. ICT Application Workshop for Librarians and Educationists Conduct in the Work Place for middle and lower Cadre staff sponsored by Center for Management Development, Shangisha, Lagos. Two officers from GL. 07-13 attended the training.

Promotions

The Bureau's staff exhibited outstanding performance and received reward for giving their best with the promotions of the following categories of officers:

- a) Director - 3
- b) Deputy Director - 3

- c) Assistant Director - 1
- d) Chief Administration Officer -5
- e) Chief store Officer - 1
- f) Assistant Chief store Officer - 1
- g) Principle Administration Officer - 5
- h) Higher executive Officer - 1
- i) Higher Data Processing Officer - 1
- j) Data Processing Officer - 1
- k) Chief Clerical Officer - 2

Posting of staff in the Federal Civil Service

In line with the posting and re-deployment policy of the Office of the Head of the Civil Service of the Federation, a number of staff were posted within the Federal Civil Service. The posting exercise affected the following categories of staff in the BPSR:

Posted out of BPSR	Posted to BPSR
<ul style="list-style-type: none"> 1. Director -1 2. Deputy Director -2 3. Assistant Director - 2 	<ul style="list-style-type: none"> 1. Directors -2 2. Deputy Director -1 3. Assistant Director - 1 4. Chief Procurement Officer -1
Retired Officers	2 Directors

Asset Management

The goal of BPSR asset management is to provide a targeted level of service and performance for various assets within the organisation in a most cost-effective manner, by making the right amount of investment in the right asset at the right time. The BPSR approach to asset management allows us to monitor asset status and condition, determine level of service, measure performance and determine unmet need. In other words, the Bureau assessing what it has, then assessing what condition it's in and then assessing the financial costs to maintain it at a targeted condition. This approach is effective in maximizing the value of our capital, operations and maintenance expenditures within current revenues, while continuously delivering levels of service that the public desires and decision makers require, at an acceptable level of risk to the Bureau.

Communicating Reforms

The BPSR strategic objective of the Information, Education and communication (IEC) programme is to ensure that a wide spectrum of its internal and external stakeholders –in particular public servants at all levels – has the right and timely information and knowledge about the BPSR and its activities, as well as the federal government reform implementation efforts on a continuous basis, including courtesy visits, seminars, findings from research studies, etc. The BPSR cost-effective strategy for IEC is to harness lessons of experience and take advantage of the platforms already developed to support on-going and past reform programmes and activities

The main objectives of the BPSR IEC strategy is to:

- a) Increase awareness and understanding of the reform implementation efforts of government;
- b) Provide a managed process by which all stakeholders, including staff are informed of the purpose, intent, risks and issues and the overall progress towards the achievement of the public service reforms; and
- c) To target specific key groups across the public service and outside, with messages about reform, to enable resistance to be managed and new attitudes and values to be encouraged.

Management of Legacy Issues in MDAs and Parastatals

Between 2006 and 2009, the Federal Government carried out a right-sizing and restructuring exercise, where about 30,000 officers in the civil service were engaged from the service based on a number of criteria. The BPSR managed the process and, at the end of the severance exercise, the Bureau has been saddled with a number of issues, primarily the payment of severance financial entitlements to affected civil servants.

In the year under review, the Bureau processed and sent a good number of severed officers' documents to the Office of Accountant-General of the Federation in both MDAs and Parastatals for payment. The details were as follows:

PARASTATALS

S/N	BATCH NO	NO. OF RECORDS	AMOUNT ₦	STATUS
1	NEW RECORD 2	22	15,895,140.51	PAID
2	NEW RECORD 3	77	33,218,231.42	PAID
3	NOK 2	98	36,339,387.98	PAID
4	NOK 3	49	37,961,975.91	PAID
TOTAL		23,423	733,635,838.87	

Payment was made to the Next of Kin of deceased severed staff of Patastatals as well as live beneficiaries in MDAs and Parastatals from January 22nd to February 5th, 2018 at the premises of the Office of the Accountant General of the Federation (OAGF).

- 1) Mr. S. Inyang Anyang, Director, Strategy, Innovation and Research
- 2) Mr. Aliu Ibrahim, Deputy Director, Internal Auditor
- 3) Mrs. Philomena Oshodi, Head, Strategic Communication
- 4) Mr. M.O. Pever, Head, Reform Coordination
- 5) Mr. O.C. Umezurike, Assistant Director, Assistant Director
- 6) Mr. Olawoye Bamidele, Chief Administrative Officer
- 7) Mr. Felix Izenyi, Chief Executive Officer
- 8) Mrs. Gloria Omene, Assistant Chief Account
- 9) Ms. Julie Ikomi, Personal Assistant to the Ag. DG, BPSR
- 10) Mr. Aliu Umar Aliyu, Snr. Information Officer
- 11) Mr. G.O. Ayerota, Snr. Data Processing Officer
- 12) Mr. B.Ismail, Senior Executive Officer Accountant
- 13) Mr. Dougals Ayegba, Data Processing Officer.

Co-opted Members

- Mrs Patience Yamah, Deputy Director, SIR
- Mr. Emmanuel Adegoke, Assistant Chief Admin. Officer
- Mrs. Philomena Okororie, Chief Admin. Officer.
- Mr. Segun Oguntuyi, Assistant Chief Computer Engineer
- Mrs. Fatia Ciroma, Senior Administrative 1