



Clearing House for Reforms

2019 ANNUAL REPORT

BUREAU OF PUBLIC SERVICE REFORMS

ANNUAL REPORT

2019



Our Vision

As a result of BPSR implementing its mandate, we see a Nigeria with a well-functioning, effective and efficient socio economic system.

Our Mission

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

Our Mandate

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



HIS EXCELLENCY
MUHAMMADU BUHARI GCFR
PRESIDENT, COMMANDER - IN - CHIEF OF THE ARMED FORCES
FEDERAL REPUBLIC OF NIGERIA



HIS EXCELLENCY
PROF. YEMI OSINBAJO SAN, GCON
VICE PRESIDENT
FEDERAL REPUBLIC OF NIGERIA



BOSS MUSTAPHA
SECRETARY TO THE GOVERNMENT
OF THE FEDERATION



DR. YEMI-ESAN
HEAD OF THE CIVIL SERVICE
OF THE FEDERATION

DIRECTOR-GENERAL'S MESSAGE



In a rapidly changing and increasingly complex environment, it's absolutely vital that the Nigerian public sector is equipped to deliver better services for citizens, both now and the future.

The role of the Bureau of Public Service Reforms (BPSR) is both as lead agency and “engine room” for reforms. The Bureau facilitates the building of Nigeria’s Public Service into a highly functional, professional, customer- focused and results-oriented institution. The goal is to ensure that the public sector has the talent, skills and capabilities needed to succeed in service delivery for a Nigeria with a well-functioning, effective and efficient socio-economic system. Concurrently, the Bureau helps to foster high performing and inclusive workplaces with employees who reflect the diversity of global oriented experiences.

BPSR is tasked with vast and varied responsibilities over all Federal Public Service, with extension to States and Local Governments.

The Annual Report details the Bureau’s achievements in meeting its tripartite strategic objectives, which are guided by its focus to Build Capacity to Coordinate, Collaborate and Facilitate Public Service Reform.

Highlights of our numerous outcomes delivered during 2019 included:

- Assessing the effectiveness and efficiency of Public Service Delivery Reforms through various studies, surveys, seminars, inductions, workshops, Federal Government Scorecard for ranking websites of MDAs etc.;
- Engaging and collaborating with Civil Society Organisations, professional bodies, development partners and other agencies of the government toward efficient service delivery, among which were the Global Centre for Human Empowerment and Entrepreneurship Development (GLOCHEED), Association of Chartered Certified Accountants (ACCA), Digital Bridge Institute, PERL-DFID, European Union (EU), Nigeria Governors Forum (NGF), Ministries, Departments and Agencies (MDAs);
- Facilitating subnational collaborative initiatives on reforms in States such as Abia, Gombe and Kano;

- Synergizing internal mechanism for deepening reform implementation through capacity programme for the staff of the Bureau;
- Documenting the gains and challenges of various development efforts of the Federal Government to promote a veritable institutional memory platform for experience sharing and learning, that would continue to be harnessed for national transformation through the instrumentality of the BPSR Compendium;
- Taking reforms to wider space and sphere for the purpose of information, education and communication via public engagement on our strategic communication platforms such as the BPSR social media network, e-Reformer (online monthly publication) and website.

Without resting on our oars and with the continual support of our amiable stakeholders, partners and collaborators, the Bureau will continue to work assiduously to develop and build the Nigerian public sector's capability in 2020.

As it is generally known, a national consensus is gradually emerging regarding the perception of the reform programme of President Muhammadu Buhari, as the right mix of policies and actions have been put in place for moving the Nigerian nation out of the doldrums. In this light, service delivery is no longer a business as usual but a drastic taking of a new turn as the citizens demand for better governance is layering up on the measuring gauge. We are therefore indeed, energised to lead the implementation of the BPSR Self-Assessment Tool (SAT) across all Ministries, Departments and Agencies (MDAs) for improvement of their performance. While we continue to support the public sector to be agile and responsive in applying the outcomes of this exercise, the Bureau's commitment to accountability, integrity, transparency, ingenuity and partnerships will continue to remain critical.

Moreso, as computer literacy is becoming vague, Digital Literacy with its standard is fast becoming the global criterion for:

- I. Achieving a modern Public Service regime with efficiency and choice adequately equipped with functionality skills to provide world-class services for sustainable development; and
- ii. Chart a new course for an Efficient, Productive, Incorruptible and Citizen-Centered Public Service to fully drive the implementation of Government policies and programmes logically and strategically for greater good of Nigeria

In line with these, our recommendations regarding the ongoing review of Public Service Rules vis-a-vis Section 020205(b) and 020702 will provide critical imperatives envisaged to retool Nigeria Public Service workforce for the challenges of the 21st

century. More importantly, to place the public service on a common platform with the rest of the world.

As the Director-General of BPSR, I look forward to working more closely with our strategic partners, including the Chief Executives of Ministries, Extra-Ministerial Departments and Agencies, and more importantly, our key ally, the Head of the Civil Service of the Federation, to implement these sector-wide priorities.

I thank the Chairman, Steering Committee on Reforms, the Secretary to the Government of the Federation, Mr. Boss Mustapha, for another year of support, cooperation and encouragement in delivering positive outcomes for the Nigerian public sector and the wider community. In conclusion, my sincere appreciation to the management and staff of the Bureau of Public Service Reforms for your commitment, dedication and enthusiasm to work. I know that the work we do is tasking, but you deliver with great attitude and team spirit and you always exceed my expectations.

I pleasantly wish everyone a prosperous and rewarding 2020 ahead!

D.I. Arabi
Director-General



ACKNOWLEDGMENTS

I would like to express my deepest appreciation to all those who provided the needed supports for the production of this Report. A special gratitude to the Committee on the 2019 Annual Report whose contribution in stimulating suggestions and encouragement helped to successfully deliver the work.

I acknowledged with much appreciation the crucial role of the Departments and Units, which provided all required materials to complete the task of developing the Report. A special thanks to the Director-General for providing leadership in guiding the team to achieve its goals. I wish to appreciate the guidance and unalloyed support given by other Heads of Department/Unit and also the staff in the Office of the Director-General for their comments and pieces of advice. I cannot end these appreciations without extending warmth and unreserved gratitude to the Secretariat Team, who worked tirelessly in season and out of season to put the materials and designs in this unique graphical arrangement.

Patience Yamah (Mrs.)

Head, Strategy, Innovation and Research
BPSR



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ABOUT

US

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 at the different fronts in the public service in an integrated manner. This is to ensure synergy and eliminate the disconnect between the various reform programmes that were 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. Over time, 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 fulfilment of its mandate, BPSR undertook a number of major reform initiatives in the year under review. Despite the common challenges with the budget and its release, the BPSR was able to achieve the implementation of its activities. The Bureau hopes to continue with its activities in the bid to improve the Public Service in general, and service delivery in particular.

OUR

CORE

FUNCTIONS

In actualization of 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 Reforms (SCR);
- Brief government on reform programmes and obtain necessary approvals;
- Budget and finance critical service-wide and sometimes MDA-based reform programmes
- Interact with stakeholders and communicate with the public
- provide technical leadership for reforms at the level of planning, design and implementation;
- Generate feedback information to guide periodic review;
- Interact and dialogue with donor agencies and stakeholders, inform the Federal

Executive Council (FEC) through the SCR on 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

CORE

VALUES

While we lead reforms and help organisations take reform learning to scale, we strongly remain committed to the following core values:

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

OUR

STRUCTURE

Given its mandate, the Bureau is structured into five (5) Departments and six (6) direct reporting Units to support government to:

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

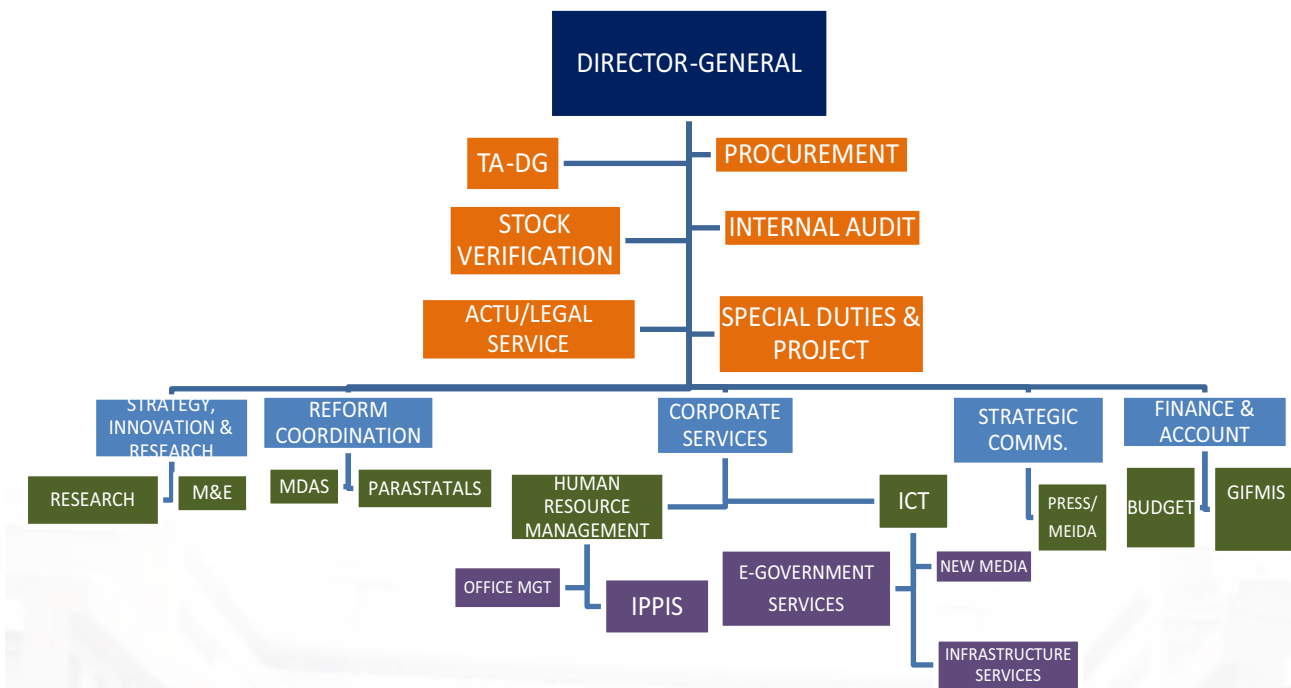
The Departments and Units contained in the structure are as follows:
Departments:

- Corporate Services
- Strategy, Innovation and Research (SIR)
- Reform Coordination
- Strategic Communications; and
- Finance and Accounts

The Direct-Reporting Units:

- Technical Assistant to the DG, BPSR
- Special Duties/ Programmes
- Internal Audit
- Procurement
- Anti-Corruption Unit (ACTU)
- Stock Verification

BPSR Organogram



OUR

PERSONNEL

PROFILE

In 2018, the appointment of Mr. D.I Arabi was confirmed as the Director-General to head the Bureau. The Bureau is made up of fifty-three (53) members of staff who are civil servants with diverse working experience and expertise in governance, human resource management, finance and accounts, leadership development, policy development and implementation, monitoring and evaluation as well as ICT. The staff categorisation and strength are as shown below:

- Grade Level 15 – 17 fourteen (14) staff
- Grade Level 07 – 14 thirty-five (35) staff
- Grade Level 04 – 06 four (4) staff

All staff of the Bureau were captured on IPPIS and have undergone the latest IPPIS verification exercise conducted by the Office of the Head of the Civil Service of the Federation (OHCSF). The Department also liaised with Federal Inland Revenue Service (FIRS) for obtaining Tax Identification Number (TIN) for the staff.

PROMOTIONS

It is gladdening to state that all the BPSR staff that sat for promotion examination were successful in the following categories:

- | | | |
|-----|-----------------|----|
| I. | Director | -1 |
| ii. | Deputy Director | -2 |

iii.	Assistant Director	-3
iv.	Chief Admin Officer	-5
v.	Chief Computer Engineer	-1
vi.	Assistant Chief Administrative Officer	-2
vii.	Principal Administrative Officer	-3
viii.	Senior Accountant	-2
ix.	Higher Data Processing Officer	-1
x.	Higher Executive Officer	-1
xi.	Executive Officer	-1
xii.	Senior Clerical Officer	-3
xiii.	Chief Driver	-1

STAFF MOBILITY

Three members of staff of the Bureau were posted to other MDAs, while twelve were deployed to BPSR

RETIREMENT

One member of staff retired in the period under review.





Corporate Services Department is one of the five (5) Departments of BPSR. It is sub-divided into:

- ❖ Human Resources (HR); and
 - ❖ Information & Communication Technology (ICT)
- Its responsibilities include:

- Personnel Management
- Staff Welfare and security matters
- Performance Management
- Capacity Development and Management
- Facilities Management
- Health Safety and Environment
- Office communication
- Development of ICT Strategy for the Bureau
- Development of ICT Policy
- Management of system and Network Infrastructure application and Management
- Provision of help desk services
- Disaster Recovery
- Website Management and Management Information System (MIS)

The Department is headed by a Deputy Director. Its functions and scope of responsibilities are as follows:

Functional Objectives	Scope of Responsibilities
To attract, retain and motivate staff	HR strategy/policy development and implementation
To ensure that employees are properly trained and developed to execute their jobs	Workforce Planning
To support and ensure optimal productivity of employees	Talent Management (Training & Career development)
To ensure discipline and compliance with policies	Performance & Compensation management

<p>To ensure physical and psychological health of all employees</p> <p>To ensure effective communication of corporate programs on staff matters</p> <p>To ensure effective provision and utilization of existing manpower</p> <p>To ensure proper administration of employee compensation and benefits</p> <p>To ensure effective administration of official vehicles, payment and reconciliation of utility bills and management of the office store.</p> <p>To evaluate user needs and system functionality</p> <p>To ensure that ICT facilities meet the needs of individuals and projects</p> <p>To enable easy access to data/information for planning and management decision-making</p> <p>To ensure availability of functional data bases</p>	<p>Change Management</p> <p>Staff welfare, Employee Relations</p> <p>Facilities management</p> <p>Office administration</p> <p>Transport management and protocol</p> <p>Purchasing & Supplies</p> <p>Procurement of IT systems for the Business Units</p> <p>Administration of IT Hardware for the various business units</p> <p>Provision of WAN/LAN for the company</p> <p>Provision of Software support and development</p> <p>Managing crisis situations, which may involve complex technical hardware or software problems</p> <p>To ensure the implementation of the Bureau's IT strategy</p>
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REFORM

COORDINATION

DEPARTMENT

Reform Coordination Department is responsible for the work of the various drivers of the Four Pillars of National Strategy for Public Service Reforms (NSPSR). Its 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 technical services to the public service on issues of institutional governance reforms, socio- economic reforms, public financial management reforms and civil service reforms.
To ensure effective monitoring and reporting of reform activities across the four pillars and all short-term interventions from the government	Prepare periodic reports on the progress of reforms in the public service

STRATEGY

INNOVATION

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.

Its 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
Evaluate the feasibility and resource availability for any new proposals emanating from stakeholders.	Environmental scanning (best practices, benchmarking, economic variables etc.)
	Monitoring & evaluation of the Bureau's performance against Key Performance Indicators (KPIs)

<p>Examine and develop policies and initiatives on a proactive and reactive basis Anchor the development of the Bureau's research strength to support current and future programs and projects</p> <p>Lead responses to reform challenges that arise</p> <p>Ensure availability of data for effective planning and decision making</p> <p>Ensure that all activities are captured in accordance with planning and budget provisions</p> <p>Ensure effective monitoring and evaluation of the activities of the Bureau</p> <p>Coordinate the Bureau's Annual Report</p>	<p>Provision of advice on programme development plans</p> <p>Set and agree performance measures across the Bureau and the Service</p> <p>Analysis of departmental performance reports</p> <p>Expedite implementation of key initiatives</p> <p>Research and advise on business process improvements</p>
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Functional Objectives	Scope of Responsibilities
<p>Developing and implementing initiatives to manage public perception of the Bureau's operations</p> <p>Publication of the Bureau's Annual Report</p> <p>Develop BPSR Communication strategy and Plan</p>	<p>Managing issues related to the corporate reputation of BPSR with all its stakeholders through regular communication of critical messages on its activities, plans, achievements and contributions to the Public Sector and the society at large.</p> <p>Establishing and maintaining external communications and ensuring all information dissemination tools i.e. website and magazines are kept current.</p>

	<p>Increase the visibility, credibility, and accurate understanding of the Bureau's mandate</p> <p>Create an environment where there is continuous and seamless communication between the Bureau and all its 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 &

ACCOUNTS

DEPARTMENT

The Department is divided into the following four divisions:

- ❖ Accounts
- ❖ Budget
- ❖ Financing
- ❖ Project Finance

Functional Objectives	Scope of Responsibilities
To ensure adequacy of financial management information	Preparation of the Financial Statements
To ensure integrity of financial statements	Cash flow management
To ensure effective cost control of the Bureau's business operations	Financial management policy
To minimize financial risks arising from services rendered	Tax Management Payroll Management
To ensure effective management of the payroll	Funds sourcing and Management
To ensure availability and adequacy of funds	Budget preparation
To ensure optimal management of available cash	

As a lead agency of reforms in Nigeria, it is pertinent to ensure that our strategic planning adopts a continual reinvigoration, for us to continue to effectively and efficiently deliver services to the public through a capable, ethical, service-oriented public service workforce. Without changing the narrative, the Strategic Plan (SP) will continue to be our critical tool for: clearly articulating the Bureau's goals, objectives and how to achieve them; engaging stakeholders (beginning from staff); focusing on collective action; guiding the annual work planning process; prioritizing activities for the monthly vote allocation; and measuring and reporting progress on Departmental activities.

The Bureau's first plan which covered the strategic period of 2015 – 2019 has lapsed. Hence, the development of its second strategic plan for 2020 – 2024. There are three strategic objectives underlying the actualization of our desired outcomes, intended for federal government institutions to deliver changes that will bring tangible improvement to the life of ordinary Nigerians in the following key areas: progress with government reform agenda, increased capacity of government institutions to reform and improved transparency/accountability for government reforms. The four-year Strategic Plan will measure its success and impact against the following strategic objectives:

- Articulation and facilitation of government reforms
- Enhancement of reform capacity of government
- Strengthening demand for government reforms;
- Effective stakeholder mapping & engagement for reforms and improved service delivery; as well as
- Development and implementation of a robust M & E system for tracking and monitoring reforms.

Highlights

The highlights include:

- Organized a Summit on Rebranding of Information Management in the Federal Public Service
- Collaborated with National Assembly for the enactment of a legislation on the Establishment Act for the Bureau
- Engaged with the citizens through the Bureau's partnership with Global Centre for Human Empowerment and Entrepreneurship Development (GLOCHEED) on Open Governance Partnership between government and citizens for national development.
- Brokered collaboration that brought NIMC and JAMB together to fight crime and examination malpractice through the introduction of National Identity Number (NIN) as a key criterion for registration for UTME;
- Organized an Induction Workshop on Work Ethics, Principles of Public Service, refresher Courses, and Record Management/Integrated Personnel Payroll Information System (IPPIS)
- Organized training on Mentoring, Planning and Preparation of Annual Budget, Medium Term Sector Strategy (MTSS) and Medium-Term Expenditure Framework (MTEF)
- Organized training on Accounting, Cash Budget and Public Financial Management, and Government Integrated Financial Management Information System (GIFMIS)
- Organized a Workshop on Materials and Logistic Management, Speech and Report writing
- The Directorate Cadre Officers were trained on Auditing in Public and Private Sector Organisations, Problem Solving and Decision Making
- Organized Monthly Lunchtime Seminar on topical issues
- Organized Retreat for Directors of Reform Coordination and Service Improvements (DRC&SI) in MDAs
- Facilitated the meeting of the Steering Committee on Reforms (SCR)
- Collaborated with some State Governments on Civil Service Reforms
- Organized Citizens' Dialogue in collaboration with GLOCHEED, on their perception of Governance Processes with respect to Service Delivery
- The Bureau was inaugurated as a member of the Steering Committee on Governance and Institutional Policy Commission (G.I.P.C) of the Nigeria Economic Summit Group (NESG)
- Deployed BPSR Self-Assessment Tool (SAT) across a number of Agencies
- Evaluated the Governance Constraints and bottlenecks hindering the implementation of OGP National Action Plan 2017 - 2019 in selected MDAs and State Governments with the view to advising them on the way forward
- Conducted Perception Survey on Administrative Burden of Executive Order 001 on the Promotion of Transparency and Efficiency in the Business Environment
- Conducted a Perception Survey on Administrative Burden in the implementation of the Freedom of Information Act (FOIA) in selected MDAs.
- Served as Secretariat of the White Paper on the Restructuring and Rationalization of

the Federal Government Parastatals, Agencies and Commissions (PACs).
Conducted an Evaluation and Ranking of Websites of MDAs
Carried out Impact Assessment on the Induction Programme for Chief Executive Officers, Chairman and members of Boards of Federal Agencies, Parastatals, Commissions and University Teaching Hospitals and Federal Medical Centres across the country
Conducted a farmer-focused Perception Survey on the challenges of Agricultural input subsidy and food security in Nigeria
Produced policy brief on:

- ❖ Entry and Exit Experience of Travelers and Visitors;
- ❖ Port Operations; and
- ❖ Transparency, Default Approvals and one Government.

Conducted a Perception Survey on the implementation of Treasury Single Account (TSA) in Nigeria Public Service
Carried out an evaluation of implementation, status, challenges and opportunities of current Government Public Financial Management Initiatives
Conducted Citizens Report Card on the implementation and benefits of the Economic Recovery and Growth Plan (ERGP) 2017-2019 of the Socio-Economic Development of Nigeria
Organized a Workshop on Capacity Development and Human Resource Management.

❖ Citizens' Engagement Through Partnership with Global Centre For Human Empowerment and

Entrepreneurship Development (GLOCHEED)

Engagement with Civil Society Groups is one of the pillars in the strategy for implementing the mandate of the Bureau of Public Service Reforms. This is with a view to promoting the Open Governance Principles and providing effective service delivery to citizens as well as facilitating inclusive participation in good governance practices and processes.

Arising from the above, the Special Duties and Programmes Unit organised a One (1) Day Citizens' Dialogue Session on 8th November, 2019 at the Auditorium of Raw Materials, Research and Development Council, Abuja. Participants were drawn from Civil Society Organisations (CSOs), Faith Based and Community Based Organisations, Business Membership Organisations, Self-Help Groups, People Living with Disability and Albinism, the Aged, Traditional Rulers, Media and representatives of Small and Medium Enterprises Development Agency of Nigeria (SMEDAN) and Raw Materials, Research and Development Council (RMRDC). It was also attended by the representative of Partnership to Engage, Reform and Learn (PERL), Mr. Greg Anyaegbudike who delivered a goodwill message.

The Dialogue was necessary to understand the perception of the citizens on service delivery by government agencies with a view to strengthening service channels to improve governance processes.

Engaging with civil society organisations was one of the pillars in the strategic document of the Bureau aimed at enhancing citizens' capacity to hold leaders accountable, facilitating engagement with the citizens and encouraging inclusive participation of citizens in governance processes towards achieving good governance. It was noted that active citizenship gives the right to hold government accountable.

The overall objective of this Citizens' Dialogue was to facilitate the establishment of a citizens' centred mechanism, owned by the citizens themselves for engaging with government regularly and to get information about the process of governance, provide feedback and to support monitoring of policies and programme implementation for effective service delivery.

In continuation of this process, Special Duties and Programmes Unit organized a Feedback Session on Tuesday 17th, December, 2019 at the National Press Centre, Radio House, Garki, Abuja.

The interactive session also facilitated the establishment of sustainable strategies of engagement between Government and Citizens, the development of a Communication Strategy and Service Delivery Charter to promote Good Governance Practices.

Citizens Engagement can also be used to promote transparency in governance processes, support the fight against Corruption and Corrupt Practices, reduce suspicion about Government Policies and engender peaceful co-existence as well as enhance security for National Development.



One (1) Day Citizens' Dialogue Session at the Auditorium of Raw Materials, Research and Development Council, Abuja

ENHANCING REFORM CAPACITY OF GOVERNMENT INSTITUTIONS

❖ *Conduct of Monthly Lunch Time Seminar Series*

As part of the functions of the Reform Coordination Department, Lunch Time Seminar is being organized monthly for the dissemination of information of ongoing reforms to Public Servants as well as the general public. It is a sort of awareness creation forum whereby topical issues are selected and Chief Executive Officers of Government Agencies are invited to educate and enlighten participants on their activities, thereby deepening and sharing knowledge through questions and answers. In 2019, the Department held Eight (8) of such seminars on the following topics:



Theme: Reinventing Nigeria's Digital Identity Ecosystem

Guest Speaker: Engr. Aliyu A. Aziz, the Director General, National Identity Management Commission (NIMC)

Date: January 31, 2019



Theme: The need for active engagement of Public Institutions in the implementation of IT Regulatory Instruments in Nigeria

Guest Speaker: Isa Ali Ibrahim (Pantami), PhD, FNCS, FBCS, FIIM. DG/CEO of NITDA

Date: Thursday, 28th March, 2019



Theme: Code of Conduct Bureau and Code of Conduct for Public Officers

Guest Speaker: the Honourable Chairman of Code of Conduct Bureau, Prof. Muhammed Isah

Date: Tuesday, 30th April, 2019



Theme: Key Governance and Service Delivery Issues faced by Federal Road Safety Corps (FRSC) in the process of issuing Driver's Licence and its role in reducing road accidents

Guest Speaker: The Corps Marshal, FRSC Nigeria, Boboye O. Oyeyemi, Ph.D. MFR, mni, NPoM, FNIM, FCIPM, FCILT

Date: Tuesday 11th June, 2019



Theme: Nigeria Immigration Service: Roles, Responsibilities, Innovation and Bottlenecks in Service Delivery

Guest Speaker: Muhammed Babandende, MFR, Comptroller General, Nigeria Immigration Service

Date: Thursday, 29th August, 2019



Theme: Imperative of MPP in both Formal Informal Sector

Guest Speaker: Dr. Farouk Aminu, Head, Investment Supervision Department, National Pension Commission, Abuja

Date: Thursday, 31st October, 2019



Theme: Imperative of MPP in both Formal Informal Sector

Guest Speaker: Dr. Farouk Aminu, Head, Investment Supervision Department, National Pension Commission, Abuja

Date: Thursday, 31st October, 2019

❖ ***Retreat with Directors, Reform Coordination and Service Improvements (DRC&SI) in the MDAs***

The Retreat, which was part of the Bureau's effort to coordinate and communicate reforms in the Public service, brought Directors of Reform Coordination and Service Improvement in Ministries, Departments and Agencies (MDAs) together to deliberate on issues affecting reforms in Nigeria. The retreat which took place on Wednesday 24th July, 2019 at Obasanjo Hall in the Office of the Head of the Civil Service of the Federation, Federal Secretariat Phase II, Abuja, was the third in the series.

The special retreat would afford participating Directors an opportunity to take stock of their activities, and for them to critically review their roles and responsibilities in the implementation of government reforms initiatives and programmes.

RCSI Department was created on 11th March 2014, by the Office of the Head of Civil Service of the Federation (OHCSF) because of the urgent need to ensure that the Public Service implements government's reforms and policies. They were to translate the National Strategy for Public Service Reform (NSPSR) for their MDAs, identify relevant interventions and work with the officials at their departmental and agency levels to plan for the implementation of these interventions and develop detailed change plans.

Speaking at the event, the DG, BPSR, Dr. D.I Arabi urged the Directors to be the Change Agents in their MDAs and work with Parastatals under their Ministries in understanding the NSPSR. He added that they should take a lead in communicating to staff in their MDAs at all levels of reform issues.



Retreat with Directors, Reform Coordination and Service Improvements (DRC&SI) in the MDAs held at Obasanjo Hall in the Office of the Head of the Civil Service of the Federation, Federal Secretariat Phase II, Abuja

ARTICULATING & FACILITATING GOVERNMENT REFORM AGENDA

❖ *BPSR Brokered collaboration between NIMC and JAMB to fight crime and examination malpractice through the introduction of National Identity Number (NIN)*

The Bureau of Public Service Reforms (BPSR) in the year under review mediated between the National Identity Management Commission (NIMC) and Joint Admission and Matriculation Board (JAMB) with the objective that the National Identity Number (NIN) would serve as a mandatory criterion for candidates' registration and participation in the Unified Tertiary Matriculation Examination (UTME). The partnership became necessary to curb various forms of examination malpractices being perpetrated by the candidates and ensure that candidates who were eligible to sit for the examinations were captured in the JAMB database.

Accordingly, NIMC had received approval of Federal Executive Council to work with private and government agencies that are already capturing data to set up enrolment Centres to conduct JAMB registration.



Meeting between the BPSR, JAMB and NIMC on the use of NIMC database for UTME Registration at the NIMC Head Office in Abuja

❖ *Collaboration with National Assembly for the enactment of the Establishment Act for BPSR*



In the course of the year, the Director-General BPSR and his team paid a courtesy call on the Speaker of the House of Representatives, Rt. Honourable Femi Gbajabiamila as part of efforts to solicit the support of the National Assembly for the enactment of the Bureau's Establishment Act. The Speaker assured the team that the ninth National Assembly will enact a legislation that will give constitutional and legal backing to critical reforms being initiated and championed by the Bureau. Hon. Gbajabiamila expressed delight that the stream of reforms designed for various Federal Government Ministries Department and Agencies (MDAs) by the Bureau have helped to enhance the efficiency and quality of service delivery in the public service.

The Speaker observed that in spite of the Establishment Act, the Bureau has silently achieved tremendous success in terms of formulating quality policy reforms that have helped to restructure the public service. He called on the management of BPSR to work closely with the National Orientation Agency (NOA) so as to educate the public on the importance of their various reform programmes, activities and achievements.

While disclosing that the ninth house will soon launch its own legislative agenda and reforms, Hon. Gbajabiamila, stated that a transition bill on how to conduct a smooth transfer of power between an outgoing and incoming administration has been sponsored and already tabled on the floor of the house for passage. He promised that the House, under his leadership will no longer condone disregard of summons by some Heads of MDAs.

In his address the Director General, BPSR disclosed that most of the reforms championed by the Bureau have helped in curbing corruption in the public service, while also enhancing service delivery to teeming Nigerians

❖ *Collaboration with some States on Civil Service Reforms*



In line with Mr. President's directive for the Bureau to collaborate with all the federating units on civil service reforms, the Bureau of Public Service Reforms has opened its doors to states willing to collaborate with us with a view to establishing structures that would improve the quality of service delivery.

The Bureau had kick-started discussions with Gombe, Abia and Kano States towards this collaboration. Consequently, the Gombe State Government has already established the Gombe State Bureau of Public Service Reforms and appointed its Director-General.

In furtherance, a retreat on the Civil Service reforms in Gombe State held from 4th to 6th November 2019.

The Retreat was organized for Commissioners-Designate, Permanent Secretaries and Special Advisers. It centered on the need for urgent

reforms, particularly to strengthen institutions, build the capacity of the State's civil service to enhance service delivery and bolster the financial position of the State.

The Director-General of the BPSR, Mr. D. I. Arabi presented a paper titled: "Public Service Reforms: Imperatives for Gombe State". He commended the State for the partnership with BPSR in organising a retreat for the State Executive Council Members. He added that the gesture was also in tandem with President Buhari's directive to the Bureau, to engage and interact with stakeholders involved in governance across the country. He informed the participants that the partnership was also important to allow for cross fertilization of ideas, and the need to cascade reform milestones from the Federal Level to the States.

He enumerated some of the factors that necessitated reform imperatives for Gombe State to include among others:

- ❖ Inefficiency in the Public Service
- ❖ Over bloated workforce
- ❖ Poor Service Delivery
- ❖ Corruption

The partnership with Abia and Kano States is in progress.

❖ ***Partnership with Digital Bridge Institute (DBI) to Institutionalize a platform for upskilling the public service in Digital innovations***

On May 30th, 2019, the Bureau held a strategic meeting with DBI where the Institute made a presentation on its training bouquet and overall operations. Arising from the deliberations, it was identified that, leveraging on the huge investment of the Federal Government on DBI would reinvent the way trainings of public servants are conducted. The overall objective of the partnership is to establish a synergy for aligning the vision of BPSR with that of DBI. The partnership will institutionalize a platform to upskill public servants in the use of ICT and in capacity building for the realization of the much-envisaged reforms in the Federal Public Service.



MoU Signing Ceremony between BPSR and Digital Bridge Institute, at the Institute Head Office in Utako Abuja.

❖ *Collaboration with the Association of Chartered Certified Accountants (ACCA)*

In its quest for positive collaboration, the Bureau of Public Service Reforms partners with the Association of Chartered Certified Accountants (ACCA) especially in the area of capacity building.

The Association of Chartered Certified Accountants (ACCA) is one of the world's most forward-thinking professional accountancy body. It helps individuals and organisations around the world deliver value, thereby enabling them to develop the finance leaders of today and tomorrow, through a constantly innovative suite of qualifications.

ACCA works in the public interest, ensuring that it is constantly delivering public value and enhancing the value of the profession in society, through its extensive research and professional insights.

By being present in influential fora, including the international Federation of Accountants (IFAC), ASEAN Federation of Accountants (AFA), International Audit and Assurance Standards Board (IAASB) and Confederation of Asia Pacific Accountants (CAPA), ACCA is better positioned to shape the accounting profession globally. ACCA is known to take progressive stances on global issues, such as ethics and professionalism, ensuring that accountancy as a profession continues to grow in relevance, reputation and influence.

The Special Duties and Programmes Unit facilitated a courtesy call by the CEO of ACCA through the Director General to the Secretary to the Government of the Federation in October, 2019. Further discussions between ACCA and the BPSR on capacity building for officers in the Civil Service is on-going.



Stakeholders Workshop Organised by ACCA in collaboration with BPSR at Transcorp Hilton Abuja.

❖ *BPSR as Member of the National Steering Committee on Open Government Partnership [OGP]*

The Open Government Partnership is a global initiative that is founded on the principles of good governance through transparency, accountability, citizens participation and access to information. In the quest to deepen institutional and policy reforms, Nigeria became a member of the Open Government Partnership initiative in July, 2016 as the 70th country Member.

The OGP is a multi - stakeholder collaboration between Government (State) and Non-State Actors (Civil Societies) with the aim of strengthening good governance. The Headquarters of the OGP [Nigeria] is domiciled in the Federal Ministry of Justice and headed by a National coordinator. OGP has mainly Four (4) Commitments under its National Action Plan with fourteen thematic areas namely; Fiscal Transparency, Anti-Corruption, Access to Information, and Citizens Engagement.

BPSR is a member of the National Steering Committee of the OGP and belongs to the Citizen Engagement working group and Fiscal Transparency Committees. BPSR was actively involved in the development and implementation of the OGP 1st National Action Plan 2017-2019 and the 2nd National Action plan 2019-2021. BPSR also participated in the 8th Open Government National Steering Committee meeting held in December 19th, 2019, the meeting was to usher the new co-chairs of the State and Non- State Actors of the OGP for 2019–2021.



National steering committee meeting of OGP held at the Office of the Honourable Minister of Information & Culture Board Room

❖ ***Courtesy visit to the World Bank Country Office by the Director General and his Team at the World Bank Country Office, Abuja***

The Director-General, D.I. Arabi led a delegation to meet the World Bank Team comprising of Sabah Rashid (Lead Governance Specialist), Parminder Brar (Lead Governance Specialist), R. Awasthi (Snr. Public Sector Specialist) and Ikechukwu Nweje (Snr. Public Sector Specialist). The visit was to strengthen the existing relationship between the World Bank and the BPSR.

The World Bank had been involved in Fiscal Governance projects and reforms with the Federal Government of Nigeria. The Bureau, through the assistance of the World Bank had conducted an Institutional Assessment on UBEC.

In a nutshell, the visit was basically for the world Bank to assist the BPSR to do the among others: strengthen its Research Capability, provide a facility through which to commission and disseminate policy papers, assist in M & E activities, support for peer learning and communities of practice, support in Driving reforms in Kano, Gombe, Abia and other states in-line with governments 11 priority areas. Going forward, the World Bank Team promised to link the Bureau with an organ of the World Bank based in New York USA known as the Bureaucratic Lab that had a similar tool like the BPSR Self-Assessment Tool (SAT) and that the Bureaucratic Lab will try and improve on the SAT.



BPSR Delegation led by the Director-General visit the World Bank Country Director and his Team at the World Bank Country Office

STRENGTHENING DEMAND FOR GOVERNMENT REFORMS THROUGH SURVEYS AND STUDIES

❖ *BPSR Conducts Public Perception Survey on Administrative Burden of Executive Order 001 on The Promotion of Transparency and Efficiency in the Business Environment*

Part of the mandate of the Bureau is to conduct research on issues and present best practice implementation models. This was demonstrated by the conduct of a public perception survey on Administrative Burden in the implementation of Executive Order 001 on the Promotion of Transparency and Efficiency in the Business Environment.

The Executive Order 001 has the main objective of making it easier to do business in Nigeria and increasing the competitiveness of the country's economy. The survey was meant to assist government in designing and implementing strategies to address potential critical areas of administrative burdens to citizens and businesses. The lessons learnt from the survey will serve as a basis for further policy dialogue around the ease of doing business in Nigeria. Moreso, the survey was to seek information from citizens, businesses and the general public on their perception of the effect of the Order.

According to the Director General, the burden imposed on businesses can have significant consequences not only on business cost, but on the overall competitiveness and growth of the economy. He therefore urged the organizers to show professionalism in the conduct of the survey, to maintain discipline and come up with a good and objective report that will stand the test of time. The survey took twenty-three days to be completed.

❖ *Perception Survey on Induction Programme For Chief Executive Officers, Chairmen/Governing Board Members of Federal Parastatals, Agencies Commissions Including University Teaching Hospitals and Federal Medical Centres*

In response to the incessant poor corporate governance practice in federal parastatals, agencies and commissions, an Induction Programme for Chairmen and Members of Boards of Federal Parastatals, Agencies and Commissions (PACs) was held at Transcorp Hilton Hotel, Abuja from Thursday, 26th to Saturday, 28th July 2018.

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.

This study seeks to ascertain the impact of the Induction Programme conducted by BPSR on the concerned Agencies. It explores the extent to which Governing Board and CEO of Federal Parastatals promotes effective good corporate governance practice in the conduct of government business in their organizations.

Part of the recommendations of the study included to:

- scale up the programme to include other government agencies and parastatals who did not attend the earlier conducted induction programmes, as this will provide the avenue for effective public sector management and improve public service delivery.
- The corporate governance framework provides a platform for minimal conflict of interest between Heads of agencies and the board of directors.
- the Federal Government should endeavor to institutionalize good corporate governance practices in the public service.
- Corporate governance strategic framework should be developed to guide corporate practices in Nigeria public service.
- In addition, efforts should be made to constantly monitor the activities of agencies and parastatals in line with key principles of corporate governance.
- 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.
- The Federal Government should adopt a merit-based approach (qualifications, competence, commitment, knowledge and experience) in the appointment of Board Members, as this will minimize the corporate governance challenges faced by the Public Service and improve the effectiveness of Public Service institutions. Also, oversight function by Government should also be devoid of personal or political considerations.
- Capacity building training should be organized regularly for both Staff and Board Members of Pubic Service institutions as this will enable them to develop better understanding of the concept of good corporate governance and improve their effectiveness in line with key corporate governance framework.
- Regular interactive sessions should be organized across MDAs for briefing on Government activities, plan and policies as this will provide a platform for consistent face-to-face communication and promote healthy Board/CEO-Minister/Management relationship with their subordinates.
- In addition to that, a grievance redress mechanism should be set up as a platform to collate and address complaints from CEOs, Board Members and other Public Service stakeholders concerning the Induction programme and other corporate governance issues.
- Due process, which is an important component of corporate governance, should be imbibed by government agencies and parastatals as regards setting up plans and policies. This will ensure transparency in all corporate dealings.
- Since only about 57 percent of the survey respondents agreed that they have adequate knowledge of the Corporate and Strategic Governance Architecture.

❖ *Assessment Survey on The Milestone of Economy Recovery and Growth Plan (ERGP) 2017 – 2019 on The Socio-Economic Development of Nigeria*

The Economic Recovery and Growth Plan is a reform strategy that seeks to be comprehensive in addressing the country's challenges. The Plan contains a generally frank assessment of Nigeria's economy, its vulnerabilities and the underlying structural weaknesses (dependency on oil for revenues and exports) and governance challenges, recognizing the role of previous economic policies, deplorable infrastructure, corruption and mismanagement of public finances.

The general objective of the study is to gauge the opinion and the collective reflection of citizens' feedback on the implementation and benefits of ERGP on the lives of Nigeria Citizenry. In specific terms, the survey was to:

- Obtain baseline data on citizens and businesses perception of the 12 strategic priorities for executing, implementation and benefits of the Economic Recovery and Growth Plan on socio economic development in Nigeria;
- Determine among the 3 main strategic objectives of the ERGP that citizens and businesses are satisfied/ dissatisfied with and the level of tangible/intangible improvements/benefits it had brought to their lives and businesses;
- Assist Government to design and implement strategies to assess and address potential critical areas of Nigeria's economy, its vulnerabilities and the underlying structural weaknesses and governance challenges, economic policies, deplorable infrastructure, and improve the ease of doing business in Nigeria, among others.

Arising from the findings and the results of the survey, the following recommendations were made:

- The ERGP should be revised and extended for the next five years using the right macroeconomic model to make a careful estimate of financial and human resources needed for execution and to establish robust institutional arrangements for implementation, monitoring and evaluation.
- New areas of generating revenue, such as commercialization, part-divestment, securitization, joint ventures, combined with efforts to attract diaspora investments into these areas, should be explored
- Electricity supply should be increased to 15,000-25,000 MWh between now and 2020, to boost manufacturing capacity utilization and activities in other critical sectors
- A major, visible institution needs to be established for social investment programmes, with appropriate legal backing, and should be funded through taxes on air travel or remittances.
- External reserves should be substantially built up to boost the credit worthiness of the economy and attract foreign investment.

❖ *Official Launch of the 2019 Evaluation and Ranking of Websites of Federal MDAs*

In the course of the year, the evaluation and ranking of the Federal Government scorecard for ranking websites of federal MDAs was officially launched by the Secretary to the Government of the Federation at the Main Auditorium of Federal Ministry of Finance, in Abuja.

Since it was midwived by the Bureau, significant progress has been recorded in standard of government websites. It has brought continuous improvement in the accessibility of MDAs' websites as a result of the evaluation which has further promoted E-services initiatives such as, issuance processes for international passport, drivers' license, registration of businesses and e-ticketing, among others. This is in tandem with the priority of the current administration to fight corruption and improve transparency and accountability through open governance.

The Scorecard was developed to remove constraints in accessing information on government websites, entrenching a conducive enabling environment for businesses and investments to thrive in Nigeria, reducing man to man contacts in the delivery of public goods and services, as well acting as an enabler for transforming the government and ensuring availability of its service to citizens and businesses.



Cross section of participants at the official launch

CONSOLIDATING THE RESULTS, IMPACTS AND OUTCOMES OF REFORMS

Meeting of the Steering Committee on Reforms (SCR)

Steering Committee for Reforms which is chaired by the Secretary to the Government of the Federation (SGF) and the Head of the Civil Service of the Federation as the vice chair of the Committee held its meeting for the year on 27th August, 2019. at the Conference Room of the Secretary to the Government of the Federation (SGF). The meeting was convened at the instance of the SGF as Chairman, SCR and the following Memos and Briefs were considered: Brief on the Oronsaye Report and Government White Paper on the Restructuring of Federal Government, Parastatals, Agencies and Commission; Brief on National Strategy for Public Service Reform (NSPSR); Perception Survey on Public Service Reforms; as well payment of severance benefits and Funding of BPSR activities.



❖ *The BPSR was inaugurated member of Steering Committee on Governance and Institutional Policy Commission (G.I.P.C) of the Nigeria Economic Summit Group (NESG)*



As a lead reform agency of government, the Director-General, BPSR was inaugurated into the Governance and Institutional Policy Commission (G.I.P.C) Steering Committee of the Nigeria Economic Summit Group (N.E.S.G) on Wednesday, 3rd July, 2019 at the NESG Summit House in Ikoyi- Lagos.

The Nigeria Economic Summit Group is a non-profit, non-partisan, think-tank organisation that promotes sustainable growth and development in the Nigerian economy using evidence- based/research-based advocacy methods.

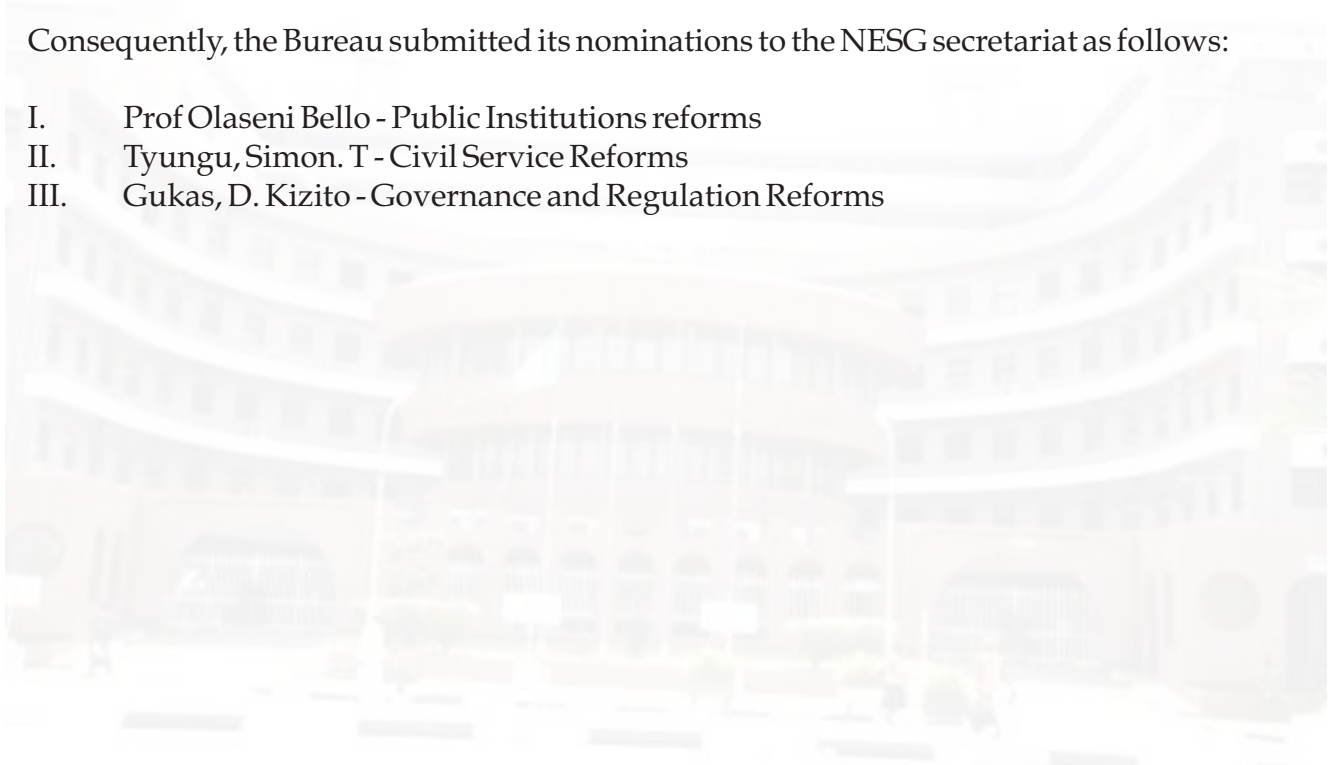
The Committee was segmented into Three (3) Thematic areas namely;

- a. Public Institutions reforms: This group would work on reforms in different public institutions based on the provisions of the National Strategy for Public Service Reforms (NSPSR), which provides a Long-Term Strategy with a phased implementation plan to achieve a world class Public Service
- b. Civil Service Reforms: This group would work on reforms that will lead to the successful implementation of the Economic Recovery and Growth Plan (ERGP), ensure upward ranking trend for Nigeria on the Ease of Doing business and effect improvements in the Civil Service in terms of appointment and rules of conduct
- c. Governance and Regulators: This group would be involved in Citizens engagement and interactions with stakeholders to ensure good governance and the fight against corruption.

The Committee's assignment would concentrate on strengthening partnership between the Private and the Public Sector.

Consequently, the Bureau submitted its nominations to the NESG secretariat as follows:

- I. Prof Olaseni Bello - Public Institutions reforms
- II. Tyungu, Simon. T - Civil Service Reforms
- III. Gukas, D. Kizito - Governance and Regulation Reforms



MANAGEMENT OF LEGACY ISSUES IN MDAs AND PARASTATALS

Processing and payment of severance benefits to disengaged staff of MDAs and Parastatals whose benefits were not properly paid continued throughout the year. The Department has been engaged in trying to resolve issues that have risen from the exercise.

The following were the details of records processed and sent to the Office of the Accountant General of the Federation (OAGF) for further processing and payment in the year under review:

MDAs

S/N	BATCH NO	NO. OF RECORDS	AMOUNT N	STATUS
1	Short Payment Batch 2	33	3,492,821.95	NOT YET PAID
2	Short Payment Batch 3	25	2,247,934.06	NOT YET PAID
3	25% BATCH L	31	1,861,345.03	PAID
4	25% BATCH M	20	1,107,287.92	PAID
5	25% BATCH N	23	1,266,786.66	NOT YET PAID
TOTAL			9,976,175.62	

PARASTATALS

S/N	BATCH NO	NO. OF RECORDS	AMOUNT N	STATUS
1	Short Payment Batch 6	1,842	309,950,089.61	NOT YET PAID
2	New Record Batch 6	40	18,535,659.14	NOT YET PAID
3	NOK Batch 6	121	39,549,642.23	NOT YET PAID
TOTAL		2,003	368,035,390.98	

Currently, the Office of the Accountant General of the Federation is working on batch 6 which the Bureau submitted to them sometime in October, 2019. Also, efforts are being made to carry out a verification of those that are yet to be paid. The verification is being coordinated by the Office of the Accountant General of the Federation with input from the Bureau.

COMMUNICATING THE REFORMS

❖ *Organisation of the Summit on Rebranding of Information Management in the Federal Public Service*



As an initiative to further improve the quality of information released to the public by information officers in MDAs, BPSR, in collaboration with Advertising Practitioners Council of Nigeria (APCON) and other stakeholders, organized a Summit on rebranding the Nigeria Public Service with special emphasis on management of information aimed at producing an efficient and effective public service.

The objectives of the Summit include:

- Strengthening the ability of the information officers to communicate government reform initiatives and actions to stakeholders and citizens
- Improving the capacity of the information officers to effectively communicate to the public using simple language

- Increasing the ability of the information officer to communicate government policies and programmes graphically using modern information technology and other social media
- Deepening the understanding of the Freedom of Information Act (FOIA), and
- Improving the ability to choose the most cost-effective means and channels of communication.

❖ *Communicating Reforms through Capacity Building and New Media*

Communication is critical for successful implementation of reforms. It has also been established that although the media is there for government to employ to change the behavior of the people in order to accept and make reforms successful, government should invest sufficiently in strategic communication. Towards this end, the Strategic Communication Department of the Bureau working with the ICT Unit employed the modern technological platform, particularly the new media to communicate reforms to the citizens. Our activities were disseminated on Twitter, Facebook and Instagram. Our e-Reformer publication which showcased our milestones and educated the public on the various government policies, gained a wider reach in the course of the year. In the same vein, the Department organized a training for Information Officers in the MDAs to deepen their knowledge of ethical and effective communication strategies.



Information Management Workshop organised by the Bureau for Information Officers across MDAs

BUILD BPSR CAPACITY TO COORDINATE, COLLABORATE AND FACILITATE PUBLIC SERVICE REFORMS

❖ *BPSR Retreat on the Development of its 2020-2024 Strategic Plan*

The Director General, Bureau of Public Service Reforms, Dr. D.I. Arabi has vowed to develop the Agency into a 'result oriented Agency championing and leading reforms, not just in Nigeria, but in the world.' Dr. Arabi made the declaration in Abuja at a one-week retreat on the development of a three-year Strategic Plan for the Agency.

To this end, the Director General reiterated that capacity building for staff of the Agency was one of his topmost priorities, as staff of the Agency 'needed to have the capacity and capability to drive the public service reform programmes of Government, which the Agency was championing.'

The DG therefore implored staff of the Agency to be humble when listening to feedbacks, suggestions for improvement from Management, Peers and Development Partners of the Agency, and encouraged them to 'push hard, learn forward and move fast towards accomplishing set goals.' He assured that the Agency shall embrace ICT to scale up her activities while leveraging on the recently approved and launched Federal Government E-government Master Plan. The DG assured staff of the Agency that he would provide the needed leadership and mentorship while building a strong and diverse team, based on meritocracy.





❖ *Human Capital Development*

Staff of the Bureau have undergone a number of training programmes not only to bridge the skills gap, but to improve their skills in their fields of endeavour. The first in the series was “Induction Workshop on Work Ethics, Principles of Public Service, Refresher Courses and Record Management/IPPIS.” In this training, staff were educated on the importance and rudiments of the Public Service and Record Management which provides for easy access to accurate data needed to make informed decisions on day-to-day operations.

Participants also learnt the introduction of Integrated Payroll and Personnel Information System (IPPIS) and its importance in curbing corruption in the Public Service. It has saved the Federal Government billions of Naira by eliminating the ghost workers syndrome.

Also, the staff of the Bureau benefitted from training on Monitoring and Evaluation (M&E) “Mentoring, Planning and Preparation of Annual Budget, Medium Term Sector Strategy (MTSS) and Medium-Term Expenditure Framework (MTEF).”

Similarly, trainings were given on “Accounting, Cash Budget and Public Financial Management, and Government Integrated Financial Management Information System (GIFMIS)”, tailored towards introducing participants to a broad understanding of the use of Information Technology (IT) in budgeting and accounting processes.

Eight (8) officers were trained on Materials and Logistic Management and Speech and Report Writing, while Directorate level Officers were trained on Auditing in Public and Private Sector Organisation, Problem Solving and Decision-Making.

In 2018-2019, staff were involved in drawing up the 2015 – 2019 Strategic Plan of the Bureau. The 2nd Strategic Plan workshop was held in Abuja while follow-up sessions were held in the Director-General’s Conference Room. Furthermore, all staff of the Bureau benefitted from the different Capacity Building Training Programmes organized by the Center for Management Development (CMD) in various parts of the country.

The Corporate Services Department ensures that the office facilities and motor vehicles are adequately managed and maintained as well as prompt payment of Cleaners.



newly redeployed staff undergone an Induction Programme on Public Service Rule, Financial Regulations and other extant guidelines, policies and procedures of the Service.

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 needs. In other words, the Bureau assessed what it had, their conditions and the financial costs to maintain them. This approach is effective in maximizing the value of our assets, operations and maintenance expenditures.

BUILDING THE CULTURE OF PERFORMANCE AND SERVICE DELIVERY IMPROVEMENT ACROSS THE MDAS

BPSR PRESENTS REPORTS AND PLAQUE ON SELF-ASSESSMENT TOOL (SAT) TO MD NIGCOMSAT



The Ag. Director General Bureau of Public Service Reforms (BPSR), Mr. D.I Arabi on 29th April, 2019 presented the Self-Assessment Tool (SAT) reports and Plaque to the Managing Director, MS. Abimbola Alade on the successful Deployment of Bureau of Public Service Reforms.

While making the presentation the Ag. DG said that the overall objectives of the deployment of the Self-Assessment Tool was to enable NigComSat understand its own strengths and

weaknesses in order to use the outcome of the assessment as a management tool to create continuous improvement in NigComSat. The exercise would also help NigComSat assess how well she has responded to current Government's policies as well as how effective and efficient NigComSat is in delivering its core mandates, identify the needs that should be addressed through specific actions, identify human and other resources NigComSat could use to effectively improve its performance.

The DG said that BPSR deployed SAT in NigComSat between December, 2018 and February, 2019 enabling BPSR carry out a validated assessment of NigComSat where key documents of NIGCOMSAT were verified. The validation exercise involved a process where the BPSR review all non-sensitive key documents and also undertook an in-depth analysis of specific issues germane to the attainment of the mandate of the organisation.

Following the validated assessment, NigComSat's performance was rated as consistently meeting expectations in all essential areas of responsibilities, at times exceeding expectations, and the quality of work was generally commendable. As well as meeting most critical organizational goals.

Hence, Mr. Arabi said BPSR was pleased to award NigComSat Silver Level Award – a Public Service agency that 'Meets Expectations'.

Responding, the MD NigComSat thanked the Ag. DG BPSR and said they were a little surprised to have exceeded expectations but was glad they did.

RECOUNTING THE IMPACT OF EU-SUFEGOR ON NIGERIA'S PUBLIC SERVICE REFORMS

In the year under review, the European Union Support to Federal Governance Reforms (EU-SUFEGOR) on Nigeria's reform policies came a close on the 23rd May, 2019. BPSR had served as the programme implementation agency and has been able to initiate, coordinate and implement a number of programmes with positive impacts on service delivery through monitoring, coaching and capacity building.

The DG expressed immense gratitude to the EU team for showing interest in Nigeria through the various interventions in diverse sectors of the country. He highlighted that some of the success stories of the Programme included the opportunities for the Bureau to conduct Perception Survey and impact assessment on the National Strategy for Public Service Reforms. He was particularly grateful for the provision of alternate internet broadband which has greatly aided research studies in the Bureau.

MS. Nadia Cannata, Head of section- Economic Cooperation and Energy, EU stressed that the reform programmes have provided the platform for a huge interface with over 6,000 civil servants and improved private sector engagement through the EU/BPSR partnership in hosting the monthly Lunch Time Reform seminar.

The DG, BPSR was honored with an award for outstanding performance and as a lead institution positioned to drive reforms in Nigeria. In his parting comments, Mr. Arabi specially recognized the efforts of DFID-PERL as key partner in the reform programmes of the Federal government and also used the medium to welcome intending partners.



BPSR 2019 ANNUAL REPORT COMMITTEE

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Abba Abdulkareem	-	Assistant Director (Office of the Director-General)
Akioya Amina	-	Assistant Director (Strategy, Innovation & Research)
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Oguntuyi Olusegun	-	Chief Computer Engineer (ICT)
Nwachukwu John	-	Principal Admin. Officer (Office of the Director-General)



