



**BUREAU OF PUBLIC SERVICE REFORMS**  
The Presidency

# 2022 ANNUAL REPORT



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

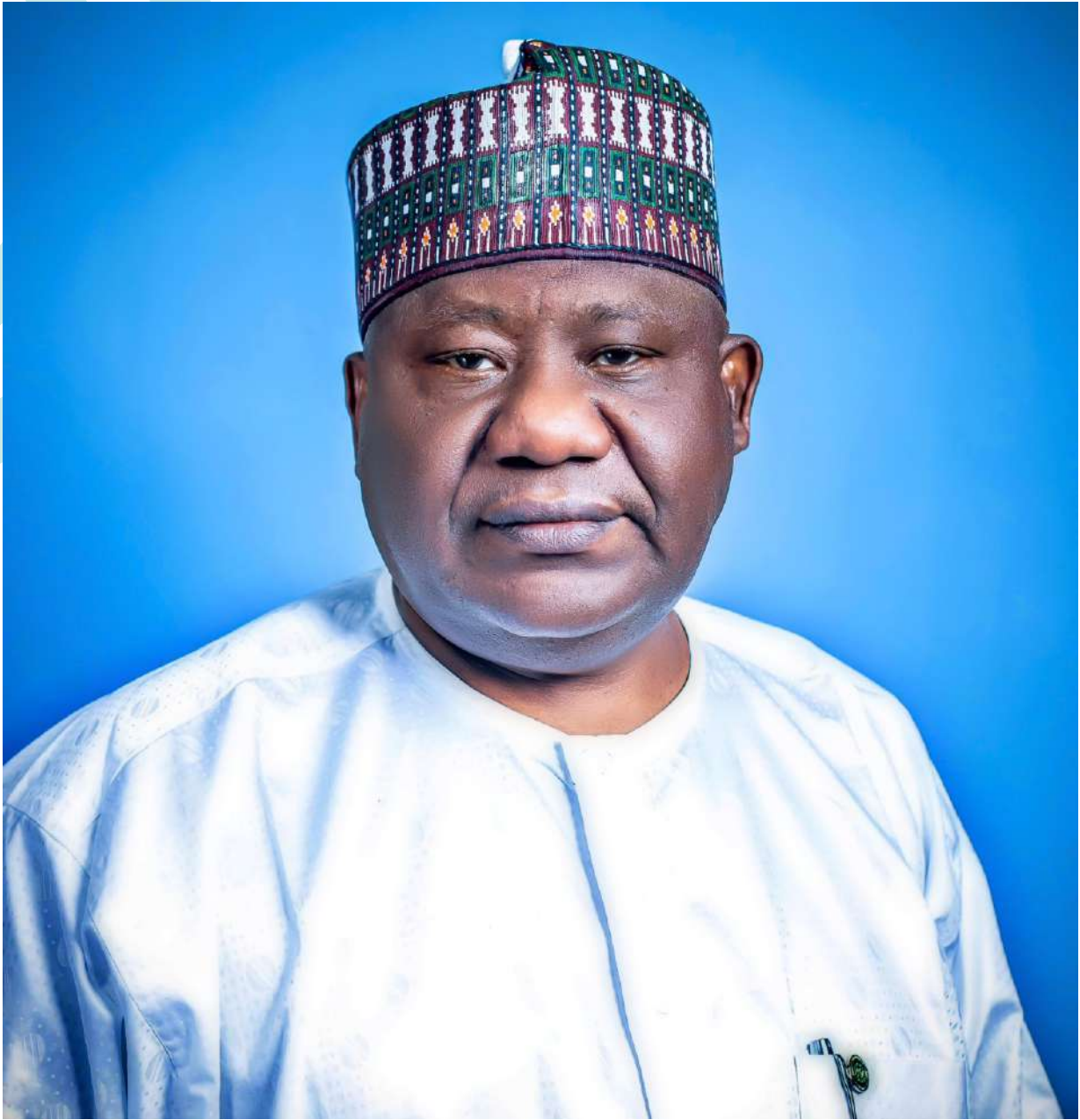


**HIS EXCELLENCY, PROF. YEMI OSINBAJO, GCON**  
**VICE PRESIDENT**  
**FEDERAL REPUBLIC OF NIGERIA**





**BOSS MUSTAPHA**  
**SECRETARY TO THE GOVERNMENT OF THE FEDERATION**  
**FEDERAL REPUBLIC OF NIGERIA**



**DASUKI IBRAHIM ARABI**  
**DIRECTOR GENERAL**  
**BUREAU OF PUBLIC SERVICE REFORMS**



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## FOREWORD

The Bureau of Public Service Reforms was established on February 4, 2004, as the lead agency and "Engine Room" for integrated reform initiative, implementation, coordination and harmonization of the Federal Public Service. The Bureau is an agency of government under the Presidency charged with the mandate to Initiate Action on Reforms at the Public Service Level; Coordinate, Monitor, Evaluate the Implementation of Reforms in Ministries, Departments and Agencies (MDAs) and conduct research on implementation efforts and present 'Best Practice' models.

The Bureau of Public Service Reforms, as partners in good governance, is always proud to identify itself with the activities of all the stakeholders especially its numerous achievements and contributions towards the socio-economic development of the country.

I cannot do but mention our partnership with development partners to strengthen the relationship between government and citizens, to establish a sustainable mechanism to deepen citizens' access to governance processes through constant engagement for information dissemination, knowledge sharing, and inclusive participation of citizens across economic sectors, community, and faith-based inclinations or affiliation as well as social status for a holistic approach to good governance in conformity with one of the strategic pillars of BPSR to facilitate the participation of citizens through NGOs, CBOs, FBOs, BMOs, etc. the idea is to engage in the discussion of policy formulation and implementation and programs of interventions by government to engender effective service delivery and enhance the livelihood of citizens.

BPSR acts as the bridge builder between government and citizens to facilitate effective service delivery are open to partnership with other agencies to achieve this purpose. The year 2022 was a remarkable success despite the challenges. BPSR has transformed the public service or has succeeded in transforming Agencies. In doing these, we look at the structure and policy and examined to see what we can come up with.

The Leadership of the BPSR is at liberty to constitute a standing committee for the production of the annual report of the BPSR and coopt additional members into the committee as the needs and circumstances require. I thank the members of the committee for the production of the annual report for accepting this call to serve our noble organization and enjoin us all to accord them the cooperation needed to deliver on their mandate for the production of the subsequent annual report of BPSR.

The Bureau appreciates the efforts of the Secretary to the Government of the Federation, the Chairman of Steering Committee on Reforms and other heads of agencies for their contribution in improving Reforms Activities in the public service. I also thank BPSR staff and the production team in producing these excellent report.

It is on this note that I wish you all, happy assimilation of the annual report of BPSR for the benefit of our dear country, Nigeria.

Thank you.

Dr. Dasuki Ibrahim Arabi

## ACKNOWLEDGMENT

I am particularly grateful to the Director General of the Bureau of Public Service Reforms (BPSR) for the golden opportunity to chair the Committee of wonderful people who worked tirelessly with enthusiasm to produce the 2022 annual report of the Bureau of Public Service Reforms.

I thank the Management team and the entire staff of the Bureau for their tremendous cooperation and support.

Most of all, I want to express my gratitude to committee members for their work on the 2022 annual report. I also salute you and want to say how much I value the time and effort you invested in creating this report.

MR. ABDULRAHIM ABBA



## **MANDATES, MISSION & VISION OF BPSR**

*To facilitate the building of Nigeria's Public Service into a highly functional, professional, customer-focused and result-oriented institution*

### **MISSION**

*As a result of BPSR implementing its Mandate, We see Nigeria with a well functioning, effective and efficient socio-economic system*

### **VISION**

*To Initiate, Coordinate, Monitor and Evaluate implementation of reform programmes and policies, Conduct research on implementation efforts and present 'best practice' models*

### **MANDATE**

## BPSR STRATEGIC FOCUS

1

Articulate and facilitate Government Reform Agenda

2

Enhance Reform Capacity of Government

3

Strengthen demands for Government Reforms

4

Ensure a result-based M&E System

5

Deepen stakeholder's engagement for participatory governance to improve service delivery

6

Improve BPSR information and research architecture for coordinating public service reforms in Nigeria

## OUR CORE VALUES



INTEGRITY



TRANSPARENCY



EXTERNAL PERCEPTION



RESULTS DRIVEN



CREATIVITY



TECHNOLOGY COMPLIANCE





**STAFF OF THE BUREAU OF PUBLIC SERVICE REFORMS**

## 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 reforms 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.

BPSR was established based on need to have an 'engine room' that is enabled with the required capability and resources to leverage on local and international knowledge networks and communities of public administration best practices, to support policy, institutional and governance reform processes with required expertise, and good practices on an on-going basis.

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.

### FUNCTIONS AND RESPONSIBILITIES

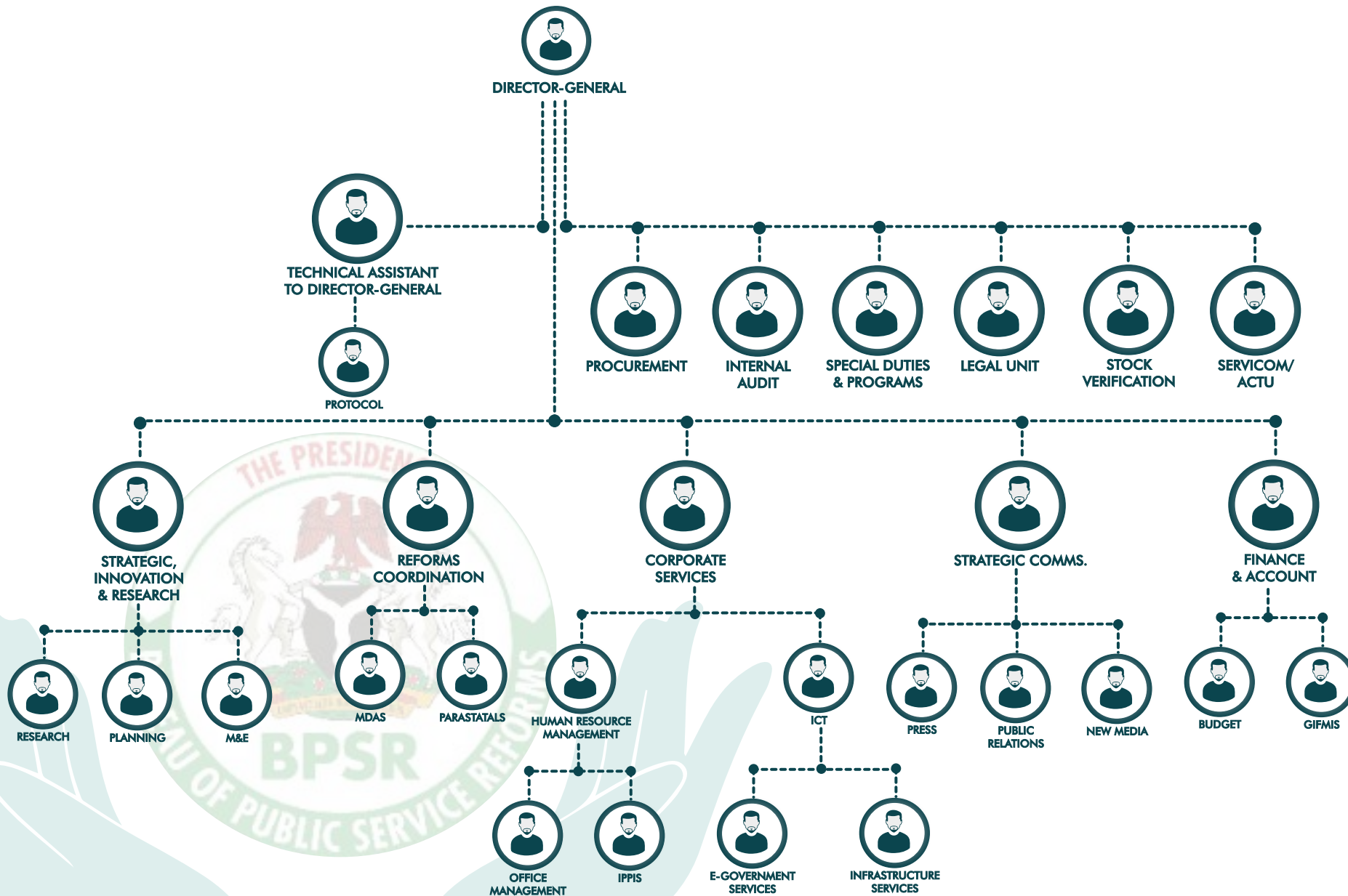
**The functions and responsibilities of the BPSR are as follows:**

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





# ORGANISATIONAL STRUCTURE



## STRUCTURE OF BPSR

In order to 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 analyst role. 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.

### STEERING COMMITTEE

The SCR is chaired by the Secretary to the Government of the Federation and consisted of membership of lead drivers of key governance and institutional reform initiatives across the entire public service. As it was already the practice, the SCR meets quarterly to review progress reports on the implementation of the NSPSR.

## OUR OPERATIONAL APPROACH

BPSR's approach to working on reforms initiatives varies according to the priority area the BPSR is seeking to deliver, or burning issue or issues of national concern the BPSR is looking to advance or resolve. At times, it is appropriate to be directive, while in other instances a more collaborative approach tends to work better.

### The BPSR operational approach work has been to:

- Take an evidence-based approach;
- Identify and draw on existing expertise within the public sector;
- Treat as a priority the need to understand the Departmental context  
Condition its directions and policies on that understanding;
- Establish policies and guidelines on reform;
- Relate with public institutions
- Brief government on reform programmes and obtaining necessary approvals;
- Initiate and finance critical service-wide and sometimes MDA-specific reform programmes;  
and
- Interact with stakeholders and communicate with the public/citizens on reforms  
implementation efforts
- Collaborations with sub-nationals on governance reforms initiatives.

## OFFICE OF THE DIRECTOR-GENERAL (ODG)

The Office of the Director-General provides overall leadership control to other Departments and Units in the Bureau. Decisions and administrative/governance directions originates from the Office. Apart from the Director-General, other staff working in the Office included: Technical Assistant to the Director-General, Personal Assistant to the Director-General, Secretary to the Director-General, the Principal Admin Officer in charge of protocols, the Driver to the Director-General and a Clerical Officer in charge of the Office Registry.

It keeps track of all activities of the Bureau and Provides back-up whenever necessary. It also interfere/interact with both Internal and external stakeholders in liaison with relevant department/units of the Bureau.

## OUR WORKFORCE PROFILE

The BPSR is headed by a Director-General, Dr. D. I. Arabi. Including the Director-General, the Bureau is made up of 50 members of staff in the following categories:



Grade Level 15 - 17 (13)



Grade Level 07 – 14 (35)



Grade Level 04 – 06 (2)

The Bureau has the following department into the Office of the Director General, two Operational and two Service Departments as well as six functional Units.

The BPSR workforce is a mix of civil servants with diverse working experience and background such as governance, human resource management, finance and accounts, leadership development, policy development and implementation, monitoring and evaluation.

**On periodic basis, the Bureau develops its Strategic Plan with the aim of:**

- Clearly articulating the Bureau's goals, objectives and how to achieve them,
- Engaging stakeholders (beginning from staff),
- Focusing collective action,
- Informing the annual work planning process,
- Prioritizing activities for the monthly vote allocation, and
- Measuring and reporting progress.

**The 2020-2024 Strategic Plan was second of its kind and has the following strategic objectives, namely:**

**Strategic Objective 1:** Articulate and facilitate government reform agenda.

**Strategic Objective 2:** Enhance reform capacity of government institutions.

**Strategic Objective 3:** Strengthen demand for government reforms.

**Strategic Objective 4:** Build BPSR Capacity to Coordinate, Collaborate and Facilitate Public Service Reform.

**Consequently, in the next five years, the three key priorities for the BPSR would be to:**

- Achieve NSPSR Approval, Communication and Program Management
- Effective stakeholder mapping & engagement for reforms and improved service delivery
- Develop and implement a robust M & E system for tracking and monitoring reforms





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# **FUNCTIONS OF DEPARTMENTS**

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## STRATEGY, INNOVATION & RESEARCH

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 scope of its responsibilities covers:

- Strategic Planning for the Bureau
- Conduct Monitoring & Evaluation on Reforms performance against Key Performance Indicators (KPIs)
- Conduct research and studies on reform issues and present best practice models through policy briefs for government consideration
- Set and agree on performance measures across the Bureau and Service-wide
- Collate and analyse departmental performance reports
- Expedite implementation of key initiatives in the MDAs
- Change management/ innovation on reforms
- Develop strategies on Public Service reform interventions by the Bureau
- Ensure effective monitoring and reporting of reform activities across the four pillars and all short-term interventions from the government

# CORPORATE SERVICES DEPARTMENT

The Department is staffed by seven officers including, the Head of the Department, an Assistant Director, a Chief Administrative Officer, a Chief Computer Engineer, an Administrative Officer I, a Chief Clerical Officer and a NYSC Corp Member.

## Corporate Services Department is sub-divided into:

1. Human Resources (HR); and
2. Information & Communication Technology (ICT)

## The scope of its responsibilities covers:

### Human Resource Management including:

- HR Strategy/policy development and Implementation,
- Training and career development,
- Performance management system,
- Staff welfare and Employee Relations;
- Health, Safety and Environment
- Office Internal communication
- Facility management;
- Stores Management;

### IT Administration include:

- Network/connectivity management and administration
- Software/Application development and management
- Hardware support and management
- Development and implementation of ICT Policy for BPSR and Service-wide
- Development and Implementation of the Bureau's IT strategy
- Website/Portals management and administration
- E-Government implementation and administration
- Digitalisation of processes and documentations within the Bureau
- Electronic Document and Record Management (EDRMS)
- IT Help desk services
- Backup Management and Disaster Recovery
- Social media administration

## Functional Objectives

- To attract, retain and motivate staff for optimal productivity;
- To ensure that employees are properly trained and developed to execute their jobs;
- To ensure discipline and compliance in line with public service rules / government policies;
- To ensure effective communication of corporate programs on staff matters;
- To ensure proper administration of employee compensation and benefit;
- To ensure physical and psychological health of all employees;

- To ensure physical and psychological health of all employees;
- To ensure effective provision and utilization of existing manpower;
- To ensure effective administration of official vehicles, payment and reconciliation of utility bills and management of the office store;
- To ensure that ICT facilities meet the needs of individuals and projects;
- To evaluate user needs and system functionality;
- To enable easy access to data/information for planning and management decision making; and
- To ensure availability of functional data bases.



## REFORM COORDINATION

The Department of Reform Coordination was formerly known as Governance and Institutional Reform (GIR) Department. The Department is in charge of Reform Coordination and Service Improvement (RC&SI) Department in the MDAs. The Department is headed by a Assistant Director and has a total of seven staff.

### The scope of its responsibilities covers:

- Organise quarterly meeting with Directors, RC&SI
- Engage the MDAs and other stakeholders to develop reforms agenda
- Develop generic Guides and toolkits for the implementation of public service reforms
- Provide support and coordination for the implementors/drivers of the four pillars of NSPSR, namely:
  - a. The institutional governance reforms
  - b. The socio-economic reforms
  - c. The public financial management reforms
  - d. The civil service administration reforms
- Coordinate the meetings of Steering Committee on Reforms (SCR)
- Prepare periodic reports on the progress of reforms in the MDAs

# STRATEGIC COMMUNICATIONS

The Bureau, has been performing her mandate of initiating, coordinating and ensuring full implementation of government reform policies and programmes, with passion to facilitate excellence in the delivery of public service. However, awareness of the lofty achievements remains limited among various stakeholders if they are not communicated. In this realization, the Strategic Communications Department was established to communicate benefits of these achievements, reinforce the vision of the Bureau and also carry out the following responsibilities:

## The scope of its responsibilities covers:

- Manage public perception of the Bureau's operations;
- Managing issues relating to Bureau's corporate reputation and Public Relation, through regular communication of critical messages on activities, plans, achievements and contributions to the Public Sector and the society;
- Establishing and maintaining external communications by ensuring all information dissemination tools i.e. website, social media, magazines and others are kept up to date.
- Increase the visibility, credibility, and accurate understanding of the Bureau's mandate;
- Create an avenue for continuous and seamless communication and engagement between the Bureau and all stakeholders
- Ensure internal communication efforts that focus on fostering a culture of collaboration among the Departments/Units and support knowledge management
- Ensuring continuous capacity development of Public Information Managers across the MDAs for proper reporting and communication of government policies and programmes

# FINANCE AND ACCOUNTS

The Finance and Accounts Department is divided into the following sections:

- Budgets
- Salary
- Fund Management (Central Pay Office)
- Final Account
- Other Charges
- Advances

Its services include:

- Manages BPSR's Accounts, Cash flow, Credit policy, Tax, Payroll, Funds sourcing, Bank Relationship
- Provide response to statutory inspections (OAGF, OAuGF and National Assembly)
- Planning and preparation of organizational budget for the following fiscal year
- Ensure adequacy in compliance with relevant extant provisions;
- Ensures preparation of BPSR financial statements and submission of same to the OAGF on monthly basis
- Ensures effective cost control and funding of the Bureau's business operations
- Minimizes credit risks arising from services rendered
- Facilitates funds provision for Bureau's activities
- Maintenance of Non-current Assets
- Ensure compliance with Federal Government policies on adoption of IPSAS Accrual basis of Accounting
- Reconciliation of Account Books and Ledgers



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# OUR PERFORMANCE IN 2022

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# HIGHLIGHTS OF 2022 PERFORMANCE

## Highlights

A review of the year 2021 has shown that there were a lot of new government policies in response to Covid-19 pandemic that threatened the existence and livelihood of the whole world resulting to social distortion and economic downturn.

Consequently, the effect has given rise to new initiatives to meet the challenges caused by the pandemic. As a lead Reform Agency with the mandate to initiate, coordinate, communicate and ensure full implementation of government policies and programmes, the Bureau undertook the following activities/programmes to help government build back a more inclusive, sustainable and resilient public service:

- Facilitated enabling business environment, Freedom of Information and improved service delivery through Implementation of the 2020/2021 Federal Government Scorecard for Ranking Websites of Federal MDAs;
- Carried out public enlightenment and awareness through Organisation of 7 series of Lunch Time Seminar on different topical issues relating to different reform initiatives;
- Realisation of gains of good governance through surveys and studies;
- Promotion of socio-economic well-being of the citizens through the development of permanent dialogue mechanism on service delivery charter;
- Promoted buy-in and inclusive implementation of reforms through advocacy with state and non-state actors;
- Facilitated implementation of BPSR Corporate Strategy through capacity building programmes for staff;
- Piloted the implementation of government policies on Digitisation of processes and documentations in the public service through digital literacy bench marking and proficiency across sixteen (16) MDAs;
- Deepened the national ethics and integrity policy across MDAs;
- Improved organizational performance and quality of service delivery through deployment of Self-Assessment Tool in twelve (12) MDAs;
- Harmonize and coordinate all reform initiatives carried out across MDAs through production of 2018-2020 Compendium of Public Service Reforms in Nigeria;
- Improve efficiency of staff and internal processes through finalization of Electronic Document and Record Management System (EDRMS);
- Communicating Reforms through Media engagement, social media and website of the Bureau
- Enhanced the knowledge of Directors of Reform, Service Improvement in the MDAs through quarterly meetings with BPSR.





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# **2022 AWARDS, RECOGNITIONS AND PUBLICATIONS**

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## 2022 AWARDS AND RECOGNITIONS



# 2022 AWARDS AND RECOGNITIONS





## 2022 AWARDS AND RECOGNITIONS



# 2022 AWARDS AND RECOGNITIONS





**2022 PUBLICATION**



**BUREAU OF PUBLIC SERVICE REFORMS**  
Federal Government of Nigeria

# **HANDBOOK FOR PERFORMANCE MANAGEMENT IN PUBLIC SERVICE**

**THE PRESIDENCY**  
BUREAU OF PUBLIC SERVICE REFORMS  
OFFICE OF THE SECRETARY TO THE GOVERNMENT OF THE FEDERATION



**2022 PUBLICATION**



**BUREAU OF PUBLIC SERVICE REFORMS**  
FEDERAL GOVERNMENT OF NIGERIA

**MANUAL FOR**  
**SUCCESSION PLANNING**  
**IN PUBLIC SERVICE**

**THE PRESIDENCY**  
BUREAU OF PUBLIC SERVICE REFORMS  
OFFICE OF THE SECRETARY  
TO THE GOVERNMENT OF THE FEDERATION



**BPSR  
DRAFT  
REPORT  
2022**



**PERCEPTION SURVEY ON THE IMPLEMENTATION OF PUBLIC  
SERVICE REFORMS,(PUBLIC FINANCIAL MANAGEMENT)**

**Submitted To Bureau Of Public Service Reforms  
(Bpsr). Federal Secretariat Complex, Phase ii,  
Block D, Shehu Shagari Way, Abuja**



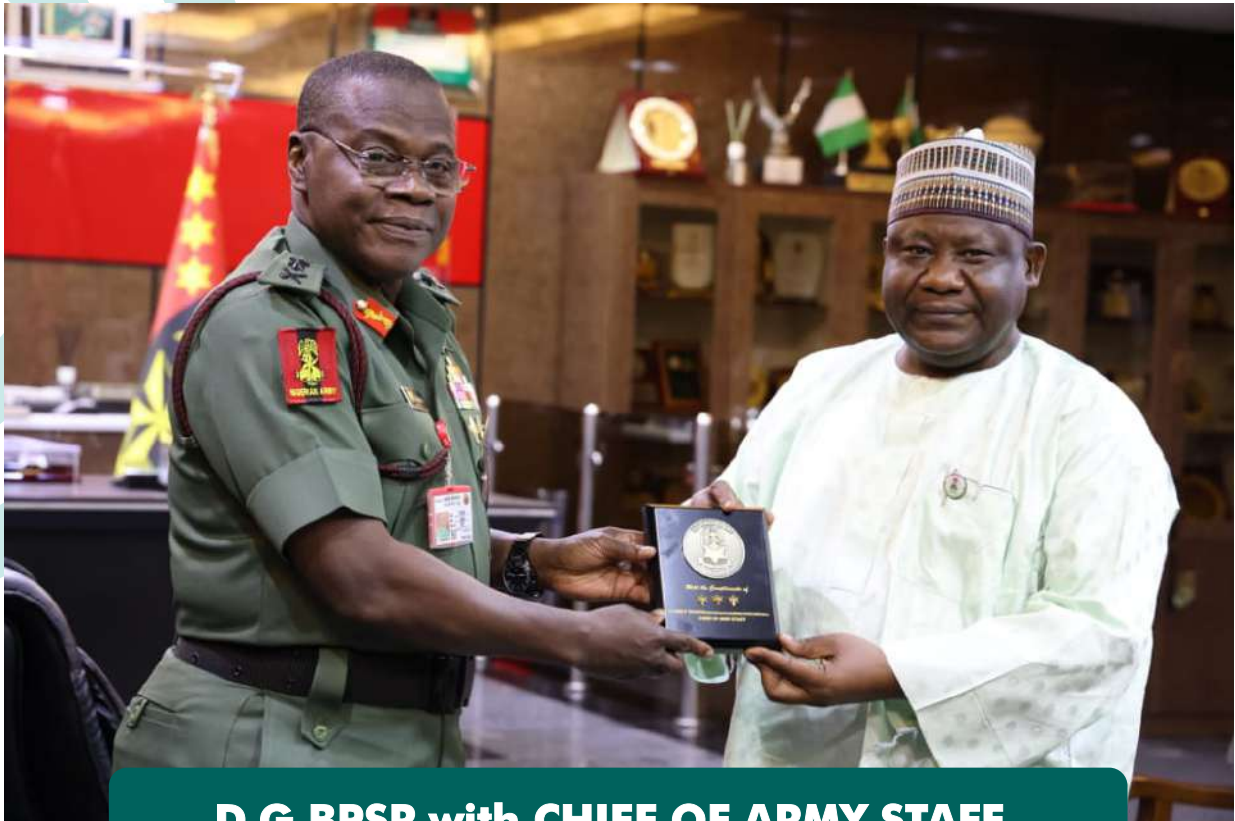


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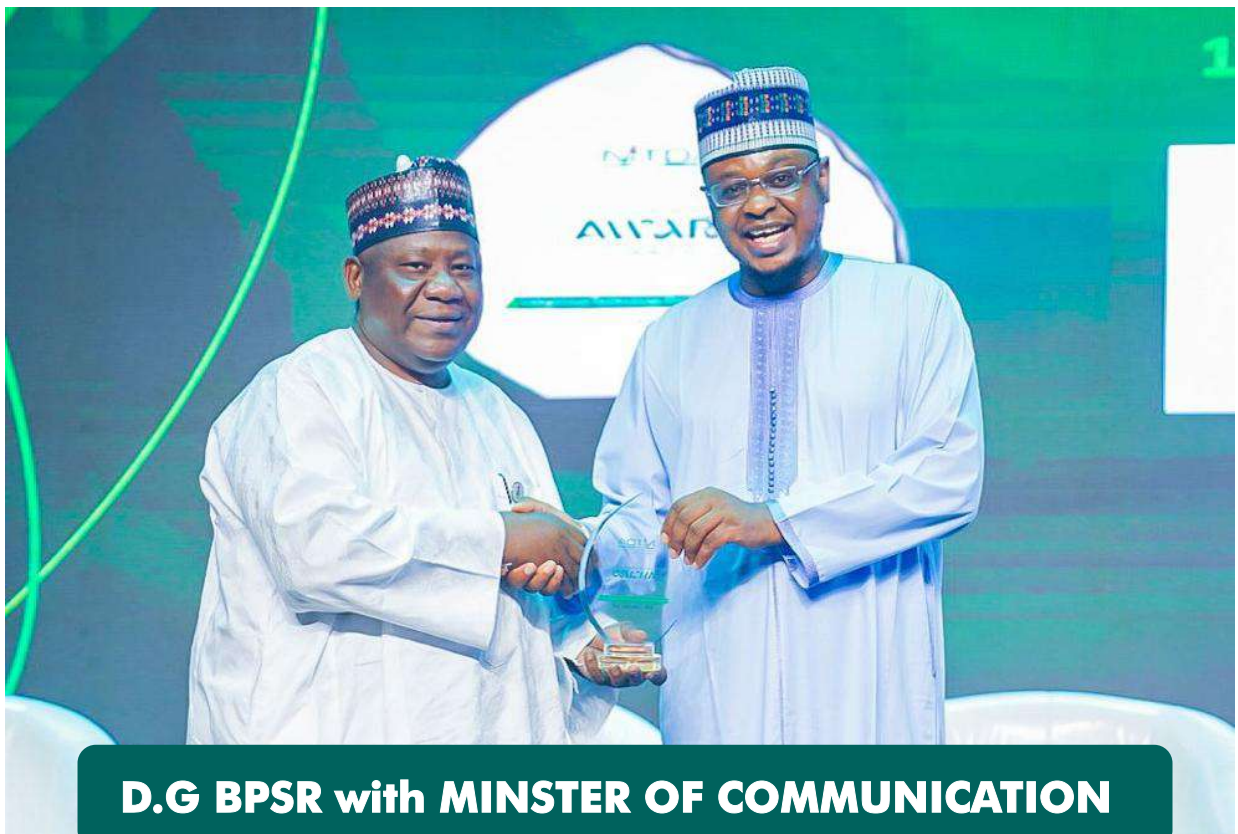
# **2022 ACTIVITIES FOR THE OFFICE OF THE DIRECTOR-GENERAL**

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## DIRECTOR-GENERAL HOST/MEET SOME DIGNITARIES WITHIN THE YEAR 2022



**D.G BPSR with CHIEF OF ARMY STAFF**



**D.G BPSR with MINSTER OF COMMUNICATION**



## DIRECTOR-GENERAL HOST/MEET SOME DIGNITARIES WITHIN THE YEAR 2022



**D.G BPSR with INDIAN HIGH COMMISSIONER**



**D.G BPSR PRESENTING AN AWARD**

# **DRAFT WHITE PAPER ON THE 2022 REPORT OF THE COMMITTEE ON THE REVIEW OF THE NEW PARASTATALS, AGENCIES AND COMMISSIONS CREATED SINCE 2022 AFTER THE SUBMISSION OF THE REPORT ON RESTRUCTURING AND RATIONALIZATION OF FEDERAL GOVERNMENT PARASTATALS, AGENCIES AND COMMISSIONS.**

The White paper Drafting Committee was inaugurated on Friday 1st July, 2022 by the Secretary to the Government of the Federation. The Committee was given six (6) weeks to complete its assignment.

## **Rationale**

The rationale for reform and the review of new parastatals, Agencies and Commissions was guided by the need to respond to the worldwide economic and social challenges as high cost of governance had made it imperative for Government to cut costs.

## **Principle**

In carrying out the assignment, the Committee was guided by the following principles:

The current economic challenges and the requirement for Government to utilize resources more efficiently, in order to reduce cost of Governance.

The need to develop diverse sources of revenue for Government as well as encourage some Agencies of Government to be self-funding; amongst others.

## **Outcome**

To reduce cost of Governance, if implemented.

## **Next Step**

Forward Memo to FEC for approval.









## **REPORT OF COURTESY VISIT BY THE DIRECTOR GENERAL BUREAU OF PUBLIC SERVICE REFORMS, MR D. I. ARABI TO THE DIRECTOR GENERAL NIGERIA TOURISM DEVELOPMENT CORPORATION MR FOLUNSHO COOKER ON WEDNESDAY 9TH MARCH, 2022**

In August 2021, the Tourism and Hospitality Industries thematic group (THITG) of the Nigeria Economic Summit Group organized a one(1) day focus group meeting on the Tourism and hospitality sectors in Nigeria, themed "Repositioning Nigeria's Tourism and Hospitality Sectors for sustainable growth and profitability".

Participants included the various stakeholders from the private and public sector within the industry at the Federal and State levels, including the Bureau of Public Service Reforms. The meeting identified key challenges facing the sector, and discussed the need to make the industry more viable in the face of the challenges posed by Covid, and as a step to economic growth and development.

Outcomes emanating from the meeting amongst others culminated to the nomination of the DG, BPSR into the Governance, Institutions and Legislation Sub-Group on Tourism and Hospitality industries Thematic Group. The sub-groups were formed as platforms to drive key strategies in the industry, formulate policies, including pandemic recovery and review the National Tourism Masterplan and the National Tourism Policy.

Consequent upon this development, the DG, BPSR identified the key public institutions operating in the tourism and hospitality industry with a view to visit their chief Executives to obtain first-hand information about their activities, identify their challenges and proffer ways of repositioning the industry for better service delivery and profitability.

### **DETAILS OF VISIT, DG BPSR**

The first leg of the visit was to the Director General, Nigeria Tourism Development Corporation, Mr Folurunsho Cooker on the 9th Of March, 2022. The DG, BPSR was accompanied by the Head (SDPU) and Information Officer (SCD). On Hand to receive the BPSR team was the Chief Executive Officer NTDC, supported by the legal Adviser, Head (Special Duties), and officer in – Charge of new media.

DG, BPSR commended the DG, NTDC and his team for their quick response to the visit despite the short notice. He stated that flowing from the One(1) day webinar meeting organized by the (THTG), the Bureau noticed that there were gaps in digital marketing that needs to be addressed.

DG, BPSR further stated that the Bureau decided to take it upon itself to visit the relevant agencies to understand how the agencies work and see how they can leverage with the private sector to work together. He added that it was instructive that most of the issues raised at the webinar meeting was indicative that there was poor visibility of government programmes, owing to poor information dissemination channels.

Part of the measures to address the perceived gaps facing the industry according to DG BPSR, was to embarked on the training/capacity building of Information Officers across MDAs, ensure enabling environment for Business to thrive, provide working forum for the private sector and carry out impact assessment on government policies/programmes.



DG, BPSR stated that the Bureau was working around the four(4) pillars in the NSPSR to track reforms across the various sector. He added that the Bureau was championing the path of open governance and transparency through the development of FOI portal and score card ranking of MDAs websites. Similarly, DG, BPSR informed the NTDC team that the BPSR has keyed in to the implementation of E-Government Master-plan with the proposed training of over 500,00 information Officers service – wide, and using the its flagship lunch Time programme to build capacity and sensitize the public on government topical issues.

He concluded by stating that the thrust was to ensure that the Public service attains a World Class standard by 2025, and added that most MDAs have already key- in to the reforms, with tremendous milestones recorded.

### RESPONSE FROM DG,NTDC – FOLUNRUNSHO COOKER

He thanked the DG, BPSR for the visit, which he noted was timely and part of the rescue mission to save to the industry from collapse.

DG, NTDC identified the inadequate legislative framework to provide for adequate structure to operators within the industry as one of the factors affecting the industry. He added that the activities of regulatory framework tend to inhibit the operators to perform optimally. E.g he cited where the location of the NTDC under the Ministry of Information is affecting the smooth operation of the agency, and suggested that the agency would be better off, if allowed to operate as an autonomous entity. He decried the lack of information management on insecurity as a bane affecting the industry negatively, and noted that in other climes issues around insecurity are not orchestrated in order to build confidence on the people. DG,NTDC decried the issue of poor motivation of staff arising from poor remuneration to staff.

Lastly, he raised the issue of poor funding to the agency as another factor affecting thee industry.

### WAY FORWARD

1. Similarly the DG,NTDC opined to the fact that the following measures could assist to mitigate the perceived problems facing the sector,
2. Need to redefine the development of the tourism industry through legislative reforms, promoting and encouraging partnership with foreign investors.
3. Dismantle organizations with overlapping functions operating within the industry.
4. Embrace use of ICT and partner with various platforms for wider internet coverage. He added that the Corporation was already working with Google and facebook to improve their internet accessibility through a programme of Digital Tourism across the six(6) geo-political zones.
5. Need for reforms to be deepen within the States to allow for their involvement and ownership in the business.
6. Enjoin the DG,BPSR to help escalate issues around tourism as a national policy
7. He emphasized the need to build bridges around the digital world inorder to reduce cost on Data and making its accessibility affordable and cheaper.
8. Lastly, the need for record digitalization, which according to him the Corporation has completed the nominal roll of all hotels and tourism facilities across the country.
9. In her contribution the director(legal) sought to know if the tenure policy for the appointment for Directors/Permanent secretary were till in force in the Public Service, as well as the ability of MDAs to enforce special promotion waivers to their staff.

## **REPORT ON ARTIFICIAL INTELLIGENCE SUMMIT ORGANISED BY THE NIGERIA COMPUTER SOCIETY IN LAFIA, NASARAWA STATE FROM 23RD TO 25TH MARCH, 2022**

The Artificial Intelligence (AI) Summit organized by the Nigeria Computer Society (NCS) took place in the Nasarawa State Governor's Office in Lafia. The Bureau was represented at the Summit by Mr. Oda Edwin Onda, Head (CS), Mr. Goodluck Oyewoavawa Ayerota, Principal Data Processing Officer, (RC) and Mrs. Jennifer Awashima Ibi, Senior Computer Analyst.

### **What is Artificial Intelligence?**

"The term artificial intelligence (AI) means a machine-based system that can, for a given set of human-defined objectives, make predictions, recommendations or decisions influencing real or virtual environments." national artificial intelligence act of 2020. It is a global technology revolution that is now underway. The world's leading powers are racing to develop and deploy new technologies like artificial intelligence and quantum computing that could shape everything about human existence – from where we get energy, to how we do our jobs and how wars are fought.

### **Application of Artificial Intelligence**

Investments in AI had led to transformative advances now impacting our everyday lives, including mapping technologies, voice-assisted smart phones, handwriting recognition for mail delivery, financial trading, smart logistics, spam filtering, language translation, and more. AI advances are also providing great benefits to our social wellbeing in areas such as precision medicine, environmental sustainability, education, and public welfare.

### **AI in the Enterprise**

AI technology is improving enterprise performance and productivity by automating processes or tasks that once required human power. AI can also make sense of data on a scale that no human ever could. That capability can return substantial business benefits. For example, Netflix used machine learning to provide a level of personalization that helped the company grow its customer base by more than 25 percent in 2017.

Most companies have made data science a priority and are investing in it heavily. In recent survey of more than 3,000 CIOs, respondents ranked analytics and business intelligence as the top differentiating technology for their organizations. The CIOs surveyed saw these technologies as the most strategic for their companies; therefore, they are attracting the newest investment.

AI has value for most every function, business, and industry. It includes general and industry-specific applications such as:

- Using transactional and demographic data to predict how much certain customers will spend over the course of their relationship with a business (or customer lifetime value);
- Optimizing pricing based on customer behavior and preferences
- Using image recognition to analyze X-ray images for signs of cancer

## Five (5) Common Myths About Enterprise AI

While many companies have successfully adopted AI technology, there is also quite a lot of misinformation about AI and what it can or cannot do. There are five common myths about AI:

- **Myth #1:** Enterprise AI requires a build-it-yourself approach.  
Reality: Most enterprises adopt AI by combining both in-house and out-of-the-box solutions. In-house AI development allows businesses to customize to unique business needs; prebuilt AI solutions enable you to streamline your implementation with a ready-to-go solution for more common business problems.
- **Myth #2:** AI will deliver magical results immediately.  
Reality: The path to AI success takes time, thoughtful planning, and a clear idea of the deliverables you want to accomplish. You need a strategic framework and an interactive approach to avoid delivering a random set of disconnected AI solutions.
- **Myth #3:** Enterprise AI doesn't require people to run it.  
Reality: Enterprise AI isn't about robots taking over. The value of AI is that it augments human capabilities and free your employees up for more strategic tasks. Moreover, AI relies on people to feed it with the right data to work with it the right way.
- **Myth #4:** The more data, the better.  
Reality: Enterprise AI needs smart data. To get the most effective business insights from AI, your data needs to be high quality, up to date, relevant, and enriched.
- **Myth #5:** Enterprise AI needs only data and models to succeed.  
Reality: Data, algorithms, and models are a start. But an AI solution must be scalable to meet changing business needs. To date, most enterprise AI solutions have been handcrafted by data scientists. These solutions require extensive, manual setup and maintenance, and they don't scale. To successfully implement AI projects, you need AI solutions that will scale to meet new requirements as you move forward with AI.

## Conclusion

Artificial intelligence is changing the way the world works as seen in advanced societies, if we must bridge the digital divide, we must incorporate artificial intelligence in our schools curriculum and encourage our students to pursue careers in AI. Nigeria is already lagging behind in terms of technology so we must do all we can to ensure that we are not totally left behind in the AI scene. Organisations too should adapt the use of AI in problem solving and intelligence gathering to improve the workings of society.

# **REPORT ON A ONE (1) DAY NATIONAL POLICY DIALOGUE ON ENTRENCHING TRANSPERENCY IN RECRUITMENT INTO THE PUBLIC SERVICE IN NIGERIA HELD ON TUESDAY 5TH APRIL, 2022 AT THE CONFERENCE ROOM OF THE INDEPENDENT CORRUPT AND PRACTICES AND OTHER RELATED OFFENCES COMMISSION(ICPC), CBD, ABUJA.**

The Independent Corrupt Practices and other related Commission(ICPC) was inaugurated in year 2000 and vested with the mandate to receive and investigate reports of corruption in appropriate places prosecute the offenders, amongst others.

Part of the Commissions function is to examine the practices, systems and procedures of public bodies and where such bodies aid corruption, to direct and supervise their review.

Flowing from Paragraph 2.2 above, the management of ICPC invited the Bureau of Public Service Reforms to attend a (One) 1 Day workshop policy dialogue aimed at entrenching transparency in Public Service recruitment in Nigeria.

The meeting had in attendance representatives from various Public Service Institutions including the private sector.

## **SCOPE AND OBJECTIVE OF THE DIALOGUE**

Setting the tune for the commencement of the national dialogue was Prof Tunde Babawale - Provost Anti- Corruption Academy of Nigeria(ACAN),who informed participants that issues of recruitment into the Public Service has become a front- bunner owing to public perception on irregularities in the recruitment process . He added that the decision to organize the national dialogue was informed on the need to create awareness on the issue and address the emerging challenges.

He emphasized the need to ensure that the dialogue dwells on broader issues that underpins the recruitment process prevalent in the Public Service.

As a way forward at addressing the problems facing recruitment in the Public Service, he suggested that the dialogue should engage further and meaningfully discuss issues relating to the following areas;

- Institutional Reforms
- Sharing success stories
- Steps to improve the process
- Approaches for balanced productivity.

## **NEXT STEP**

In line with the BPSR mandate to communicate issues of reforms across the Public Service, it is suggested that we leverage with one of our flagship programme as the Lunch Time Seminar or Induction Training of CEOs/ Board Members of Parastatal to communicate this reform policy

This could be achieved through a presentation of paper on 'Transparency in Recruitment into the Public Service' to be delivered by the Chairman Federal Civil Service Commission Dr Bello Ingawa or the Chairman, Independent Corrupt Practices and other Related Commission, Mr Bolaji Owasanoye

## **RADIO PROGRAMME BY THE DIRECTOR GENERAL BUREAU OF PUBLIC SERVICE REFORMS MR D. I.ARABI, WITH FEDERAL RADIO OF NIGERIA 92.9FM TO MARK PEOPLE LIVING WITH DISABILITY DAY IN NIGERIA**

The Albino Foundation was established in 2006 for persons with disabilities and other vulnerable groups, with the aim to advocate for the recognition and respect of their rights and socio- economic inclusion of persons in Nigeria.

As part of its activities to commemorate the People Living with Disabilities in Nigeria, the organization played host to the Director General, Bureau of Public Service Reforms in a phone-in one (1) hour National Network programme themed Disability Inclusion in Nigeria, between 7pm -8pm on Saturday, 8th October, 2022 at the FRCN FM studio, Abuja.

The programme was anchored by Jenifer Ogoh and featured the DG, BPSR who was requested to speak specifically on the role of the Bureau towards recruitment of Persons living with Disabilities in the Nigeria Public Service.

**The following discussion were excerpts of the interview;**

**Anchor: What can be categorized as discrimination in recruitment exercise.**

DG: The DG explained that to the best of his knowledge no discrimination exists in recruitment into the Public Service as recruitments are guided by laid down rules and procedures that offers everyone irrespective of gender, ethnicity, religion equal opportunities. He added that the signing into law the People Living with Disabilities Act by the Federal Government was to guarantee the rights of people with disabilities to recruitment, where government had made it mandatory that every organization reserves at least 5% vacancy for recruitment for vulnerable persons. He further stated that contravention of the Act by Individuals attracts N100,000 fine and 6 months jail term, while Corporate bodies are subjected to pay a fine of N1, 000,000,00( One Million Naira )

**Anchor: Sought to know what the Bureau has done to ensure the implementation of the Persons with Living with Disabilities Act 2018.**

DG: He stated that the Bureau has an FOIA interactive portal where such cases can be reported for appropriate follow- up with the relevant agency(ies).

He added that the issue could also be referred to the Federal Civil Service Commission that has the prerogative of recruitment into the Public Service or Office of the Head of Civil Service of the Federation for appropriate action.

As part of its Citizens Engagement initiatives, the DG stated that the Bureau was already working with some CSOs comprising different vulnerable persons including Persons Living with Disabilities, to determine the number of persons with disabilities in Nigeria

Similarly, he said the Bureau has leverage on its flagship programme to promote awareness of the rights with people living with disabilities

**Anchor: What has the Bureau done to ensure compliance to accessibility of Public buildings to Persons with Disabilities.**

DG: He started that for the buildings within the Federal Secretariat, most of the buildings have been fully adapted for ease with Persons with Disabilities, including the construction of ramps, functional lifts, customized convenience.



He however, stated that efforts would be stepped-up to determine the level of compliance in other public buildings outside the secretariat complex.

**Anchor: Sought to know how can stakeholders work together to ensure the implementation of the Act**

DG: The DG responded by saying much advocacy would required to sensitize Nigerians about the Act, and that the Bureau would continue to work with relevant authorities and CSOs to create more awareness on the issue. He therefore encouraged citizens to continually engage government on the issues.

**Anchor: Sought to know to what extent has government provided tools/aids that will facilitate the work of Person with Disabilities in Public Offices.**

DG: Stated that some of the parastatals and Agencies are doing well in this area, he however stated that the process was also in progress in the core Ministries.

### EXTERNAL CONTRIBUTORS

**EXTERNAL CALLERS: Two(2) calls were received one contributor from Nassarawa and another from Abuja, the 1st caller sought to know how reforms on Persons with Disabilities could be sustained, while the later called to sought government intervention to Persons with Disabilities.**

Responding the DG, said the system is been sustained with increased involvement of Citizens through Open governance participation such as Open Budget review, he called for more advocacy in reforms by Citizens.

Similarly, he stated that government alone cannot fund education for Persons Living with Disabilities and called on charitable organizations and philanthropists to support funding the educational needs of Persons Living with Disabilities.

### Recommendations

- Access to Information. Provision of compatible computers with jaws, user friendly instructional aids for visual/audio impairment
- Provide rehabilitation and vocational centres for PWDs towards skill acquisition
- Increased enlightenment with relevant stakeholders towards the implementation of the provisions with Persons Living With Disabilities Act
- Empowerment through engagement in agricultural activities, small and medium enterprises for economic sustainability and income generation.



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# **2022 ACTIVITIES FOR STRATEGY, INNOVATION & RESEARCH DEPARTMENT**

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## **INDUCTION PROGRAMME ORGANIZED BY BUREAU OF PUBLIC SERVICE REFORMS (BPSR) IN COLLABORATION WITH KONRAD ADENAUER STIFTUNG (KAS), FOR CHIEF EXECUTIVE OFFICERS, CHAIRMEN AND MEMBERS OF GOVERNING BOARDS/COUNCILS OF FEDERAL PARASTATALS, AGENCIES AND COMMISSIONS (BATCH 9 AND 10)**

The inability of the Federal Government to properly induct newly appointed Chief Executive Officers (CEOs), Chairmen and Boards of Federal Parastatals into Federal Public Service when they are appointed was not appropriate. The failure to do so had proven costly to the Federal Government, sometimes with severe consequences, resulting in serious mismanagement of financial, human and material resources, and poor quality of public services delivered to Nigeria citizens. It is noteworthy that the Federal Government has resumed the conduct of the Induction Programme for Chief Executive Officers (CEOs) and Boards of Federal Parastatals, Agencies and Commissions to ensure a smooth and harmonious working relationship between both parties.

In order to address these concerns, the Bureau of Public Service Reforms (BPSR), in collaboration with Konrad Adenauer Stiftung organized the Batch 9 of the Induction Programme for Governing Board members and CEOs of Federal Government Parastatals, Agencies and Commissions held at Johnwood Hotel, Abuja on Monday 25th - Tuesday, 26th July 2022.

Batch 10 of the Induction Workshop for Chairmen, Chief Executive Officers (CEOs), and Members of Boards organized by the Bureau of Public Service Reforms (BPSR), in collaboration with Konrad Adenauer Stiftung (KAS) held at the Palms Hotel Central Business District, Abuja, from Monday 24th October 2022 to Tuesday 25th October 2022.

The participants that attended the 2-day Induction Programme consisted of Chairmen and Members of Board of Federal Parastatals (Batch 9). The participants were drawn from Members of the Boards of Securities and Exchange Commission (SEC), Nigerian Electricity Regulatory Commission (NERC) and National Biotechnology Development Agency (NARDA).

And a total of fifty (50) participants consisting of Members of Boards drawn from National Senior Citizens Centre (NSCC); Projects Development Institute (PRODA); Transmission Company of Nigeria (TCN); and Chief Executive Officers and Board/Council Secretaries of: Fiscal Responsibility Commission (FRC); Nigeria Electricity Management Services Agency (NEMSA); Federal Road Safety Corps (FRSC); Nigeria Export Promotion Council (NEPC) and Nigeria Investment Promotion Commission (NIPC), were invited to attend the 2-day Induction Workshop for the Batch 10.

### **GOALS, OBJECTIVES AND METHODOLOGY**

The essence of the Induction programme was to explore the importance of relationships and good channels of communication between Governing Boards of Federal parastatals and their Chief Executive Officers. It was also aimed at emphasizing the significance of and need for good working relationships between Governing Boards and Chief Executive Officers of Federal Parastatals.

## GOALS

The specific goals of the Induction programme is to create a platform for exchanges that are rare under normal circumstances, between the Chairmen, Members of Board and their Chief Executive Officers to iron out a number of corporate governance issues, as well as to realize the roles the Boards are expected to play in the corporate governance of their organizations, of which they were oblivious of.

## OBJECTIVES

The overall objective of the induction programme was to enable Chairmen and Members of the Boards of Federal parastatals gain 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.

### Other Key objectives of the induction Workshop were to:

- (i) Discuss and understand the roles and responsibilities Governing Boards of Agencies are expected to play in the Corporate Governance of their organisations;
- (ii) Equip Governing Boards with the requisite knowledge of the workings of the Federal Public service, including its procedures policies, board protocols and share organisational values;
- (iii) Ensure that Governing Boards of Federal Agencies and their Chief Executive Officers (CEOs) promote effective good corporate governance practices in the conduct of government business in their respective Agencies; and
- (iv) Provide a forum to share experiences.

## METHODOLOGY

The methodology involved a workshop approach. Resource persons introduced topics and lead discussions, and facilitated the exchange and sharing of practical experiences. The main features of the programme were the presentations on relevant corporate governance issues germane to the induction programme, which were followed by the questions and comments session. At the end, the Chairmen and Members of Boards of the Federal Parastatals, Agencies and Commissions issued a Communique to address the main issues.

### Papers Presented

Papers presented during the Workshop were: **“Guidelines to Administrative Procedures: A Special Focus on the Role of Governing Board Members and Commissioners”**, **“The Role of Conflict Management in Successful Management of Government Agencies”** and **“Overview of the National Strategy on Public Service Reforms (NSPSR) and Critical Issues in Public Service Reforms”** for Day 1.

The Second Day featured discussions on **“Corporate Governance of Governing Boards of Parastatals, Agencies and Commissions, “Essentials of Public Procurement Act”, “The Role of EFCC in the Prevention of Economic and Financial Crimes in the Public Sector, “Effective Strategic Communication in the Public Service and “Performance Management System as Vital Parts in Successional Planning and Mentoring in the Public Service.**



### Following extensive deliberations, participants:

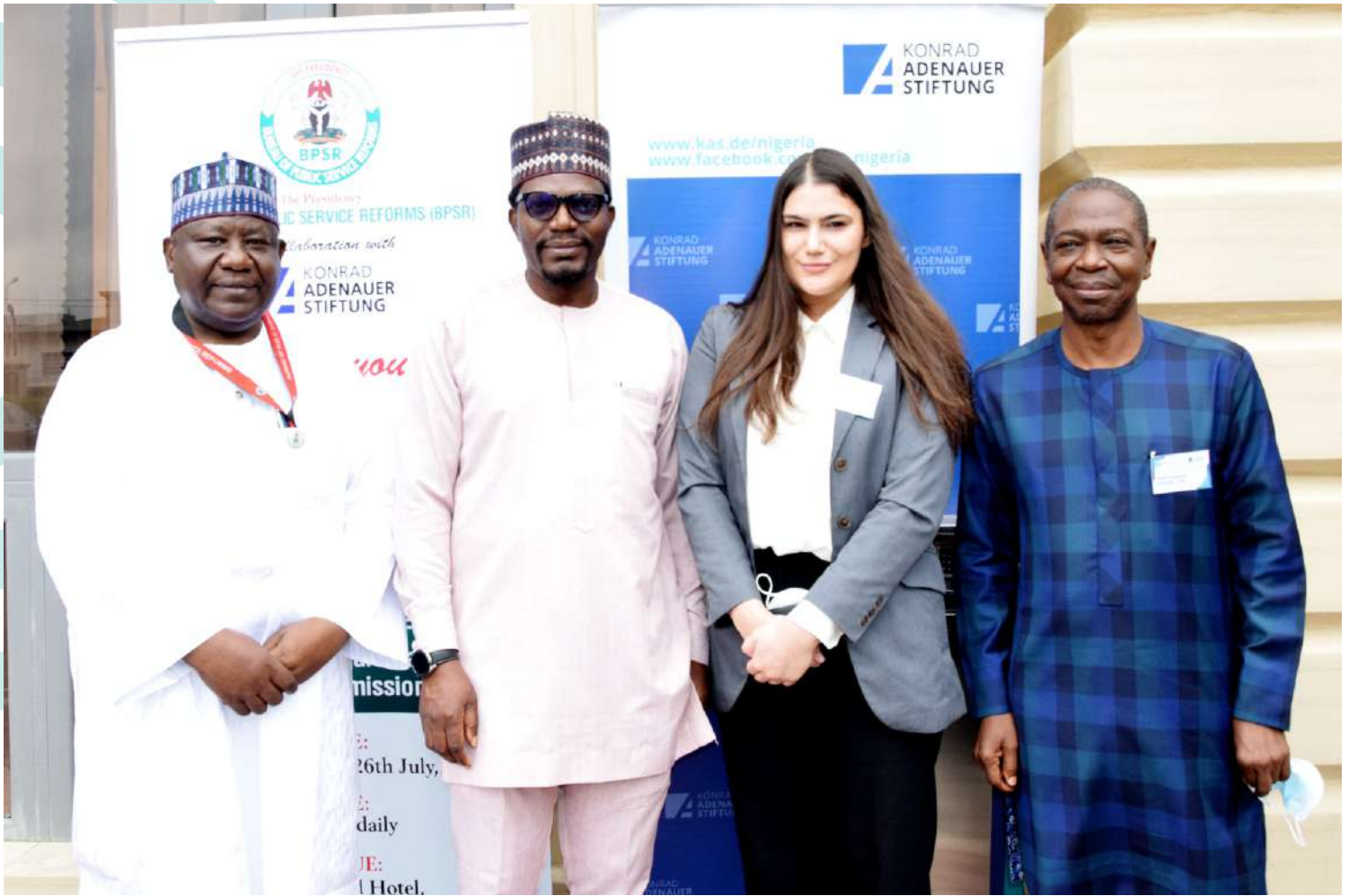
- i. Advocated that the Federal Government organize induction programmes for Boards of Federal Parastatals, Agencies and Commissions immediately their Boards are inaugurated.
- ii. Requested that Board Members have access to the Corporate Governance Manual published by BPSR and other related publications so that they can become familiar with them and refresh their knowledge of them from time to time. Board members should also use the BPSR website to obtain these publications.
- iii. Recognized the need for Governing Boards and Chief Executive Officers to 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 e.g BPSR on contentious issues that are not explicit to avoid divergent interpretations.
- iv. Recognized the need for Effective Strategic communication skills in handling any crisis arising in the organization.
- v. Underscored the need to avoid all corrupt practices and make judicious use of public funds in the discharge of their duties
- vi. Noted the need to apply coaching and mentoring of all subordinates and adopt performance Management system as the yardstick for evaluation and succession planning.

























## **REVIEW OF THE NATIONAL STRATEGY FOR PUBLIC SERVICE REFORMS**

The Bureau of Public Service Reforms (BPSR) engaged Global Knowledge Consulting (GKC) Limited to conduct a strategic review of the 2017/2018 Draft National Strategy for Public Service Reforms. This strategic review of the NSPSR, an independent Mid-Term Review of the broad Public Service reform program is precipitated, in part, by the need to ensure that the reforms proposed in the draft document are on course. In addition, the review also determined continued relevance and setting new target outcomes.

In addition to the above, the strategic review, affords the opportunity to create a Monitoring and Evaluation Framework (which had not previously been created) that would enable a shorter gap between assessments of relevant progress metrics.

### **The purpose of this review were to:**

1. Review the progress in delivering the reforms in the NSPSR document. This process, also termed "looking backwards" reviews the recommendations in the NSPSR document, and the reform changes and implementations that have been done prior to the authorization of the review process; and
2. Assessing readiness in achieving the 2025 world-class status.

This process also termed "looking forward", involves providing recommendations to facilitate achieving strategic implementation; identifying challenges, and how lessons learned are contributing to the readiness of the civil service to achieve set objectives. We believe that this strategic mid-term review is potentially very important given the Federal Government's ambitious objective of raising the Public Service to World-Class standard, and its critical role in contributing to Nigeria's economic and social development objectives.

Our review methodology primarily was through a survey of stakeholders. We assigned a rating of: A = 4 (where there is clear evidence that implementation of the recommendations are complete and provided); B = 3 (where there is clear indication that implementation of some of the recommendations have been accomplished, while others are ongoing), C = 2 (where there is some evidence that the recommendations are being addressed and is not yet accomplished), D = 1 (where there is limited or no evidence that the recommendations have been/will be addressed). During our findings, the following conclusions were reached:

### **During our findings, the following conclusions were reached:**

- A vast number of recommendations/interventions from the NSPSR Strategic document are yet to be fully or partially addressed, and implementation is at a reduced pace, and as such may not meet the desired 2025 deadline;
- Responses showed that the draft Strategic document produced in 2017/2018 had no legal backing from the Federal Executive Council (FEC) and as such, was not formally published and distributed to respective MDAs: this may have resulted in some of the recommendations not being acted upon;
- Although the draft Strategic document has Identified Risks and Monitoring and Evaluation, there is, however, a need to ensure that activities geared towards achieving the strategic objectives are sufficiently prioritized. This will allow for the implementation while simultaneously achieving the quick wins, in the short-term. The idea is that the activities leading to the quick wins link to a broader set of activities, whose cumulative impact will allow for the achievement of the strategic objective of the NSPSR document;



- Lack of legislation and inadequate funding may inadvertently not allow for the implementation of some of the building blocks of the NSPSR; and
- Since the COVID-19 pandemic, the world has been evolving rapidly. This, no doubt means, that the nexus between the draft Strategic document and the present is significantly misaligned.

#### Our recommendations are:

- After an approval from the Steering Committee on Reforms (SCR), and the Federal Executive Council (FEC), a formal launch of the Strategic document should be done to create awareness amongst stakeholders, and ensure it is distributed to relevant MDAs; this engenders ownership and commitment by stakeholders;
- In view of resurgence of the COVID 19 pandemic, or any other disease outbreak, significant policy attention should be focused on the need to identify and limit outbreaks that might lead to the disruption of implementation. This was ranked MODEST;
- Based on the above, strategic priorities were classified as "continue and embed", while the quick wins are categorized as "act now";
- The NSPSR pillars remain relevant in the realities of today, and the logic behind the pillars is strong and the specification of the building blocks and strategic interventions are clear. However, it lacks a clear results framework, which makes it difficult to assess progress. It becomes advantageous that a Monitoring and Evaluation (M&E) framework be designed, which will provide a consistent approach to the Monitoring and Evaluation of the NSPSR Strategic objectives, so that sufficient data and information is captured to further review the progress and impact of the NSPSR in achieving a world-class civil service by 2025; and
- Since the timelines specified for some of the strategic interventions highlighted in the NSPSR document have since elapsed, there will be need for the development of new action plans with new timelines and clearer deliverables. It is also expected that the updated NSPSR, with an M&E framework will have FEC backing and appreciate how the building blocks relate to their MDAs. This is necessary because there may not have been enough institutional memory around the document, to allow for the transfer of policy actions with new heads.

# **REPORT ON A ONE DAY STAKEHOLDERS WORKSHOP ON NATIONAL ANTI CORRUPTION STRATEGY (NACS) HELD ON TUESDAY, 29th NOVEMBER, 2022, AT NIGERIAN ARMY RESOURCE CENTRE(NARC) ABUJA**

The National Anti-Corruption Strategy(NACs) is an inter- Agency Task Team project being piloted by Anti-Corruption Agencies under the aegis of the Technical Unit for Governance and Anti-Corruption Reforms (TUGAR).

The Bureau of Public Service Reforms is a member of the Task Team made up of Twenty-Two (22) Inter-Ministerial Agencies.

The National Anti-Corruption Strategy was approved by the Federal Government in the year 2012 for a 5-year cycle as an implementation tool to check and monitor transparency and accountability across Public Service institutions.

The first cycle of the implementation of NACs has elapsed in 2022, hence the need for the commencement of the preparation for the 2nd cycle of NACs, which is expected to span between 2022 – 2027.

The 2nd National Anti- Corruption Strategy was recently approved for implementation by the Federal Executive Council, and by extension a roll- over of the 1st National Anti -Corruption Strategy(NACs) Policy document.

As part of the BPSR broader role to Initiate, Coordinate, Monitor and Communicate reforms across Federal Public Service, the Bureau had in two separate occasions commissioned impact studies in year 2020 and 2021 respectively. The studies were conducted to review activities of Organizations in respect to the implementation of the National Anti- Corruption Strategy with respondents from a selected State and Non- State Actors.

Following the approval of the 2nd Cycle of the National Anti- Corruption Strategy by the Federal Executive Council, the Bureau of Public Service Reforms inspired on the need to carry-out a stocktaking of the activities of the implementation of the 1st NACs /operationalization and expectation of the 2nd NAP decided to organize a stake-holders workshop consisting Anti-Corruption Agencies (ACAs) and Civil Society Organizations to share their thoughts on the implementation and expectation of the 2nd NACS.

## **WORKSHOP PRESENTATIONS**

Dr Jummai Umar Ajjola – Chief Grand Visioner, The Business People (tbp) Limited who was represented by Mr. Ahmed Ogunsola made a presentation on the BPSR assessment report on the National Anti-Corruption Strategy(NACs). He stated that from the two impart assessment conducted by BPSR on the activities of MDAs in the implementation of NACs, five (5) major findings were made.

### **These were as follows:**

- i. Ministry of Justice yet to carry- out risk assessment on MDAs.
- ii. Lack of inter-Agency Collaboration.
- iii. Absence of updates on activities by stakeholders.

- iii. Lack of compliance with the provisions of the Freedom of Information Act 2022, which is a critical component in the implementation of NACs.
- iv. Establishment of legal framework to support the recovery of Assets

**As steps to mitigate the perceived problems identified, he made the following recommendations:**

- i. Need to develop stakeholder's collaboration
- ii. Need to develop a public awareness strategy to ensure full dissemination of activities of NACs
- iii. BPSR to support institutional awareness towards NACs implementation.

Dr. Yusuf Ogwuzebe anchored an interactive session on Defining National Understanding of Corruption – The Role of Culture. He commenced by requesting participants to share their thoughts on their understanding of the concept corruption and how the role culture played in controlling it.

**Highlights of the Discussion:**

Participants made different attempts to provide their perspective on the relationship of culture to the Anti-corruption crusade. However, in a general consensus, it was agreed that corruption is pervasive and situates at the family, society, schools and religious levels. Participants:

- Agreed that Culturally, there were traditional approaches to events and activities and there were consequences for going against those traditions.
- Agreed that Corruption should have consequences and without consequences corruption would prosper.
- Opined that culture is the totality of the people's way of life. Culture should be above corruption. Corruption is a negative social culture and should be treated as such. When corrupt people are condemned, it will help to curb corruption.
- Suggested the need to build a culture that is based on transparent justice. That, Culture of transparency should be encouraged and subscribed to achieve the next NASC.
- Raised a concern on non-equitable opportunities in employment, admission and other sphere of life and these breeds corruption culturally.
- Agreed that Culture could change and Growth culture was essential for the next phase of NASC.
- Agreed that Natural Culture should prevail. School curriculum should be changed to reflect reality of opportunity.
- Affirmed that poor parenting was a big factor affecting the fight against corruption. Parents should imbibe positive culture to their children. That Corruption as a culture could also be passed on. Proper Parenting as a strategy should be encouraged. That Organizational Culture was also very important. Since the organization was created to deliver service to citizens.
- Agreed that Social Media has a lot of role to play and the Media should be educated on how not to celebrate corruption.
- Noted that there was zero budget from Government for the first NASC thus, the non-setting up of the Inter-ministerial committee.

## Recommendations

At the end of the interactive session the following recommendations were made:

- There is need to create a budget line to reward the fight against corruption and that to implement the NASC there should be enlightenment and sensitization.
- Inter-agency collaboration was key to meet up with the fight against corruption
- Patriotism is essential. There should be a national narrative, where everyone understands where the nation is standing in the area of Anti-corruption. It starts from the home to the school, worship centers, organizations etc.
- There should be a slogan defining the direction the Country is heading towards.
- Attention should be paid to factors that make people break the law. Desire to own a House is one factor, Nonpayment/delay payment of pension and gratuity makes workers vulnerable.
- Phase II of NASC is the same document. The Action Plan is what should be made sector specific that should be tracked and implemented.
- Phase II IMTT committee will be inaugurated by the president, not any agency head owing to the players of the committee.
- Some states adopted and adjusted the NASC and were running with it already. More states should come in, in form of further collaboration.



# **REPORT OF THE VALIDATION WORKSHOP ON THE MONITORING AND EVALUATION (M&E) IMPLEMENTATION PLAN FOR NATIONAL STRATEGY FOR PUBLIC SERVICE REFORMS (NSPSR), ORGANISED BY THE BUREAU OF PUBLIC SERVICE REFORMS (BPSR), AT NIGERIAN ARMY RESOURCE CENTRE, ABUJA ON TUESDAY, ON 1ST DECEMBER 2022**

The Workshop commenced with the second stanza of the National Anthem. Thereafter the Director General, Bureau of Public Service Reforms (BPSR) welcomed the audience with some remarks.

In his opening remarks, the DG informed participants that, with the recent review of the National Strategy on Public Service Reforms (NSPSR), new reform areas in the Public Service were identified with new objectives, strategies and activities introduced, in line with the public service reform trajectory of Government. He stated that, it became expedient to put in place a Monitoring and Evaluation (M&E) framework for tracking the effective delivery of the NSPSR.

He went further to explain that the specific objective of the workshop was to provide detailed information on the ways of implementing the M&E of Public Sector Reforms and to enable BPSR monitor and report on the implementation progress of the reform programme outcomes and outputs and to understand and document the intended and unintended results of the reform interventions against outputs and outcomes and review assumptions about the change in order to provide needed Data and how it could be integrated within the framework of a National M&E as encapsulated in the National Strategy for Public Service Reforms (NSPSR).

Dr. Zakariya'u Lawal (Resource Person) presented a paper on the Overview of the NSPSR M&E Framework and its imperative for the delivery of the NSPSR. He discussed the concept of Monitoring and Evaluation System and Framework and its components as it applied to the National Strategy for public Service Reform. Participants were expected to update and validate the Draft NSPSR M&E Framework Components as a next step.

Speaking further, he explained the meaning of Monitoring as a system put in place by organizations and institutions that ensures systematic, continuous and scientific data collection process on specified indicators including performance, policies, programmes and projects. On the other hand, Evaluation was explained as a system that supports a periodic assessment, as systematic and objective as possible, of an ongoing or completed project, programme or policy, its design, implementation and results.

**According to him an M&E Framework is a frame used to manage an M&E system and has four components:**

- Narrative Component: This describes how the partners will undertake monitoring and evaluation and the accountabilities (role and responsibility) assigned to different individuals and agencies.
- The Results framework: This is a framework that shows the various levels of "Results" as contained in a "Results Chain" showing inputs, activities, outputs, outcomes and impact to be delivered by an organisation/agency that stakeholders have identified, with their indicators that has baseline values & targets, coupled with the "means of verification".

- The Evaluation Plan: This is another important component of the M&E framework and which includes evaluations that can be foreseen at the end of the programme planning stage. The plan should be strategic, including a selection of evaluations that will generate the most critical and useful information for the organisation and its partners in decision making.

### Discussions

A Participant from Association of Certified Chartered Accountants (ACCA) shared a perspective based on best practices, suggesting that the use of technology by a central agency to develop a Structured System for collaboration and ownership to integrate Reforms and Agencies while it is use as a Monitoring guide for effective and efficient process.

Responding, the Resource Person agreed with the suggestion and implored the BPSR to start the process of initiating the use of technology for effective collaboration of MDAs for M&E process.

Furthermore, another participant from Bureau of Public Enterprise (BPE) stated that they do not have the NSPSR document and suggested that it would more efficient if a whatsapp group would be created and all the documents be shared.

Responding, the Head, Strategy, Innovation & Research (H/SIR), agreed with the suggestion and informed the session that a new IMTT WhatsApp group would be created. She went ahead to state that the problem arose as a result of posting/movement of officers from one MDA to another, thereby leaving the previous WhatsApp group ineffective.

### Next Steps

There will be need for Handholding by BPSR to enable participants understand their roles and responsibilities with respect to reporting on the NSPSR. Participants were advised to take another look at the NSPSR documents and come out with workable M&E implementation framework as it relates to their MDA. Participants will be divided into the various Pillars and invited for a follow-up exercise.







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# **2022 ACTIVITIES FOR REFORMS COORDINATION DEPARTMENT**

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## CONDUCT OF LUNCH TIME REFORM SEMINALS

The Bureau of Public Service Reforms (BPSR), in its continuous effort of conducting research studies on Government Programmes and Policies and presenting "best practice" models for implementation in the Nigerian Public Service. The Bureau has been organizing series of successful Lunch Time Reform Seminars to address topical issues in the Public Service as well as cascading down Government Reform Policies and Programmes to Nigerian citizens. This has contributed immensely in engendering an atmosphere of learning and exchange of ideas among key actors in the conduct of Government Business.

### THE FOUR (4) TOPICS OF THE LUNCH TIME SEMINAR CONDUCTED THIS YEAR UNDER REVIEW

- Topic:** **The Role and Contribution of Solid Minerals Development Fund in Job Creation and Diversification of the Nigerian Economy**

**Speaker:** Executive Secretary Solid Minerals Development Fund

**Date:** Tuesday, 15th February, 2022.

**Venue:** Federal Ministry of Finance Headquarters' Abuja (Main Auditorium)
- Topic:** **The Application of Modern Technology and Digitization by the Federal Road Safety Corps in Reducing Road Accidents and Enhancement of Revenue Generation in Nigeria**

**Speaker:** Federal Road Safety Corp Mashal

**Date:** Tuesday, 15th March, 2022.

**Venue:** Federal Ministry of Finance Headquarters' Abuja (Main Auditorium)
- Topic:** **Public Finance Management Reforms: Success, Challenges and way forward**

**Speaker:** Minister of Finance

**Date:** Tuesday, 26th April, 2022.

**Venue:** Federal Ministry of Finance Headquarters' Abuja (Main Auditorium)
- Topic:** **National Digital Identity Ecosystem: Strategic Pillar for Nation Building**

**Speaker:** Director General National Identity Management Commission (NIMC)

**Date:** Thursday, 21st July, 2022.

**Venue:** Federal Ministry of Finance Headquarters' Abuja (Main Auditorium)
- Topic:** **The Contribution of Nigeria Ports Authority in Enhancing Economic Growth and Ease of Doing Business in Nigeria**

**Speaker:** Managing Director of the Nigeria Ports Authority (NPA)

**Date:** Tuesday, 30th August, 2022.

**Venue:** Federal Ministry of Finance Headquarters' Abuja (Main Auditorium)



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# **2022 ACTIVITIES FOR SPECIAL DUTIES UNIT**

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# **REPORT OF SERAP'S INTERACTIVE SESSION ON PROMOTING TRANSPARENCY AND ACCOUNTABILITY IN MINISTRIES DEPARTMENT AND AGENCIES IN NIGERIA HELD AT RADDISON BLU HOTEL, IKEJA ON 29TH JUNE, 2022.**

The Socio- Economic Rights and Accountability Project (SERAP) is a non-profit, non-partisan, legal and advocacy organization devoted to promoting transparency, accountability and respect for socio-human rights in Nigeria. As part of deepening its objectives of promoting Transparency and Accountability in Ministries, Departments and Agencies in Nigeria organized a One (1) Day Roundtable meeting with target audience including Public Servants, Anti-Corruption Agencies, Civil Society Organizations, Market women, diplomatic Community and Human Rights activists.

The purpose of the event is to discuss the recent audited reports by the Auditor- General of the Federation, and proffer suggestions on how to address the pertinent issues raised in the report. In view of the Bureau's critical mandate of effecting reforms across Public Institutions at the Federal level, the DG was invited to present the keynote address to kick- off the business of the day. The invitation is premised on the existing collaboration with Civil Society Organizations on co-creation in governance and in line with the Bureau's priority objective in its Strategy Plan on Citizens' Engagement.

## **OPENING/WELCOME REMARKS**

The event was declared opened by Kolawale Oluwadare who represented the Executive Director, SERAP

He thanked participants for attending the programme, and stated that the One Day Interactive programme was aimed at promoting accountability and transparency across the public service, and getting the legislature to provide their perspective in relation to their oversight function as well as providing an analytical insight on the 2018 Auditor General's report.

## **Opening speech by Hon Wale Oke – Chairman Public Accounts Committee**

Hon Oke thanked SERAP for organizing the event. He expressed the readiness of the National Assembly to continue to support efforts aimed at promoting transparency and accountability across sectors. He added that PAC was empowered to review public expenditure in line Auditor Generals report. Part of the mechanisms adopted for strengthening transparency and accountability according to Hon Oke was the compulsory disclosure of Annual financial statements into the Open portal. This he added should include MDAs uploading their monthly and quarterly returns. He listed successes recorded include the IPPIS<TSA, and GIFMIS. He raised the need for participants to fully interrogate the issues raised by the report and look into areas of constraints which according to him include , delay in the submission of Audit Reports to the National Assembly, He added that the Audit Bill has been completed and sent to the President for vetting. He urged MDAs to ensure timely upload of their financial statements into the open Budget. Finally, he urged participant to seize the opportunities to hold government to account.

## **HEAD OF CIVIL SERVICE GOODWILL MESSAGE**

The representative of the Head of Civil Service of the Federation Mr Chuks Mbaiké- Director OHCSF, stated that government was committed to open governance by public disclosure of its records, except for issues on security.

Mr Mbaike noted that the cross-cutting issues raised in the 2018 Auditor General's report were mostly owing to inadequacies arising from implementation of the Public Financial Management reforms. Nevertheless, the introduction of public financial management according to Mr Mbaike had recorded some significant progress, which has led to a huge savings to government.

### DR DAYO OLAYIDE – MAC ARTHUR FOUNDATION

In his goodwill message – Dr Dayo Olayide stated that MacArthur Foundation has been working in Nigeria for the past 3 decades mostly in the areas of human Rights, and mortality rate.

However, he added that the focus had shifted over time owing to research carried out by Mac Arthur Foundation which informed the need to re-strategize on areas of concern to other pressing needs of the Nigerian people. He added that the focus of transparency and accountability in Nigeria Public Finance Management was necessitated by the efforts to address corruption in Nigeria. He decried a situation where the Public Account Committee disclosed that over 900 cases were recorded from MDAs that refused to submit their Audit Reports between 2011 -2016.

In conclusion, he added that until MDAs are punished for the infractions, the accountability deficit may persist. He thanked the Public Account Committee ,DG – BPSR and representative of the Head of Civil Service for alluding to the fact that the introduction of reforms has brought about significant improvements in the Public Financial Mangement, but insisted that more still has to be done.

### REPORT PRESENTATION

Segun Elemo did the presentation of the report. He stated that there 2018 Auditor general's audit raised six(6) cross – cutting areas of infractions resulting to a loss of over N105B to government.

Specifically, he attributed those infractions to be situated around

- Non- Remittances
- Irregularities in Contract Awards
- Stock not taken for store items
- Unretired Advances
- Circumvention in Procurement process

Similarly, he decried the late releases of the Auditor General's report, and indicated that best practices expects that reports be released at least 18 months after the fiscal year being reviewed.

He stated that despite infractions noted in the previous year, the 2018 report indicated that the infractions still persists and have risen higher, indicating that the issues raised were not addressed.

Key recommendations were as follows;

- Enact Audit law
- Timely release of Audit report
- Adequate funding of the Office of the Auditor – General
- Effectiveness and transparency in the activities of the Public Accounts Committes in terms of publishing and reviewing



## **REPORT OF COURTESY VISIT BY MANAGEMENT TEAM OF SOCIO-ECONOMIC RIGHTS AND ACCOUNTABILITY PROJECT(SERAP) TO THE DIRECTOR – GENERAL BUREAU OF PUBLIC SERVICE REFORMS ON FRIDAY, 22ND JULY,2022 AT BPSR CONFERENCE HALL**

Furtherance to the BPSR priority objective of collaborating with non- state actors for inclusiveness in governance and effective service delivery, a senior management team from socio – Economic Rights and Accountability Project(SERAP) paid a courtesy visit to the Director-General, BPSR Mr D.I.Dasuki to foster ways of collaboration towards ensuring accountability and transparency in the public service. Socio- Economic Rights and Accountability Project(SERAP) is a fore – front NGO with a global network, primarily engaged in promoting human rights and entrenching transparency and accountability in Nigeria's vast natural resources.

### **WELCOME/INTRODUCTION**

The SERAP team was led by Kolawale Oluwadare – Deputy Director, and three other members including 2 legal adviser and programmes officer, while the BPSR team was ably represented by the Director- General, Heads of Departments and Unit. Self – introduction was done by both parties before the commencement of the meeting at 3.00pm.

### **PURPOSE OF VISIT**

Deputy Director – SERAP stated that the visit was an advocacy visit on public transparency and accountability. He added that the purpose was to partner with BPSR to ensure that the principle of accountability is driven across public institutions and public officers. He stated further that findings from the Auditor General's audit report of 2018 revealed a lot of infractions caused by corruption within the public service, and that these infractions though highlighted previously had continued unabated.

As a way forward Mr Oluwadare suggested the need to partner with BPSR in view of its central role of driving reforms across the public Service to ensure that its work together towards generating data, and build capacities that could enlighten public officers on the need to address the violations raised in the Auditor-General's report , as well as strengthen effective service delivery.

### **RESPONSE FROM DG,BPSR**

DG,BPSR Mr D.I.Dasuki thanked the team for the visit. He stated that government was much interested in working with Civil Society Organizations(CSOs) . He added that government was increasingly engaging CSOs on a lot of reform initiatives.

In the quest to ensure transparency and accountability in governance, DG,BPSR stated that the reforms around public financial management was introduced, the aim was to ensure that citizens' inclusiveness and promote the culture of open Governance partnership.

DG,BPSR cautioned that while SERAP should not be seen to be out to embarrass government, there need to ensure that both civil society groups and State actors works together for the overall interest of the nation, as they are all representatives of the people.

Similarly, DG,BPSR stated that Pillar IV of the NSPSR on Civil Service Administration was crafted to ensure the right direction of operations within the Public Service, and added that BPSR had in time past engage professional bodies such as ACCA, and ICAN to upscale skills of accounting officers.

DG,BPSR further added that in order to ensure a performance matrix among MDAs, BPSR developed the score-card on ranking MDA website, and has trained several public officers in web-mangers training.

In conclusion, DG,BPSR promised to work with SERAP to deepen issues around FOIA implementation and come up with a basket of request that foster better relationship between state and non-state actors, as well as open up other agencies of government towards the proposed collaboration with SERAP. He promised to invite SERAP as a special guest for the next score-card ranking of MDAs website.

### RESPONSES FROM SERAP

DD, SERAP thanked the DG for his presentation. He requested to have previous reports of the score-card ranking and promised to be available for the next exercise to be conducted by the Bureau. He stated that SERAP would sign an MOU with the Bureau to kick-start some of the identified projects together, especially in the areas of capacity building and public enlightenment.

### NEXT STEP

- Signing MOU with SERAP
- Dissection of 2018 Auditor General's Report and address areas of violation amongst public officers across Public Service Institutions.
- Cascade lessons learnt from above to the States and local Government levels
- Escalate public sensitization on FOIA compliance across Public Service Institutions
- Simplify and circulate the FOI Act publications for better understanding through infographic illustrations across MDAs
- Working with SERAP as an independent jury on Score-Card ranking of MDAs website.

## **REPORT OF MEETING ON PUBLIC PRESENTATION OF PROBES MONITOR BY CENTER FOR FISCAL TRANSPARENCY AND INTEGRITY WATCH HELD ON WEDNESDAY 31ST AUGUST, 2022.**

The Centre for Fiscal Transparency and Integrity Watch (Cftiw) is a non-partisan organization which aims to promote accountability within the Public sector and supports building framework that will engender integrity. As part of the Cftiw activities to strengthen systems and mechanisms that would enhance transparency and accountability, the organization invited the Bureau to a hybrid meeting, culminating to the launch of its portal that contains information on grand related public probes.

In view of the BPSR strategic role as a driver of Public Service reforms and member of various Inter – Ministerial Anti-Corruption bodies, the Cftiw invited the Director General to make a presentation to address the challenges around failed public probes in Nigeria.

### **DG,BPSR PRESENTATION**

Addressing participants at the meeting, the DG,BPSR Mr D. I. Arabi thanked Cftiw to have developed the probe portal which would serve as a repository of information to interested members of the public for reference. He informed the participants that government had established Transparency and Anti-Corruption Units across MDAs, as measures to work against corrupt practices across Public Service Institutions. DG further stated that government had over the years evolve different measures to entrench accountability and transparency within the system by working proactively to put in place strategies to promote the prudent use of government resources.

Similarly, the DG stated that government had se-up various administrative and judicial probes to check activities of government. Also, the DG added that the automation of processes in the Public Service was to enable a seamless operation that would deepen service delivery. In conclusion, DG thanked Cftiw for creating a portal that would enable citizens interrogate government activities and provide a reference for information about probes in Nigeria.

### **KEYNOTE ADDRESS BY DR OGUNYE**

In his keynote address, the guest speaker Dr Ogunye stated that the Nigeria constitution provides for the institution of probe as a means to check corruption and investigate activities of government. He added that Section 88 of the Nigeria's constitution empowers the National Assembly to constitute inquiry by ways of probes into government activities or issues of national interest, as well as expose incompetence and disbursement of funds. He added that the graft bodies were created to prosecute persons found culpable on issues arising thereof, and this according to him informed the creation of EFCC, ICPC, CCT Etc.

Similarly, Dr Ogunye stated that the office of Auditor General of the Federation is empowered to audit all Public Service Institutions periodically, and forward same to the National Assembly for scrutiny. The speaker decried situations where most of the probes instituted by government hardly see the light of the day. In conclusion he thanked CFTIW for their work at developing the probe portal, since according to him it was a welcomed development towards checking corruption in the society.

## **REPORT OF THE MEETING OF THE PLANNING COMMITTEE ON INTER – AGENCY TASK TEAM ON ANTI – CORRUPTION AGENCIES TO COMMEMORATE THE AFRICAN ANTI – CORRUTION DAY 2022 HELD ON THE MONDAY 9TH MAY, 2022 AT THE NEITI CONFERENCE ROOM , ASOKORO**

The Technical Unit on Governance and Anti- Corruption Reforms(TUGAR) is an inter- Ministerial Committee is a Research, Monitoring and Evaluation agency set up to respond to critical policy making, through empirical data analysis, and in-depth country specific diagnostics on corruption and related governance issues.

TUGAR is domiciled at the Nigeria Extractive Industries Transparency Initiatives (NEITI) office and has membership drawn from Twenty- Two (22) Agencies, including the Bureau of Public Service Reforms(BPSR).

Part of the activities of TUGAR is to coordinate the commemoration of the annual African Anti-Corruption Day in line with the African Union Charter on the 11th of July, each year. Consequently, BPSR received an invitation from TUGAR to participate in a meeting of the Planning Committee of the Inter – Ministerial Task Team designed towards organizing the 2022 Edition of the African Anti-Corruption Day.

### **DELIBERATIONS**

The meeting was chaired by Mrs Jane Onwumere - Head (TUGAR), with participation drawn from other agencies in attendance.

Head (TUGAR), informed participants that the purpose of the meeting was to institute an inaugural Planning committee that would be saddled with the responsibility to provide necessary arrangements preparatory to the successful hosting of the African Anti- Corruption Day.

Accordingly, she sought for member to share their thoughts on how to plan for the Programme. Having entertained contributions from participants, the following resolutions were reached;

**THEME:** It was agreed that the 2022 theme for the meeting will be directed from the African Union Headquarters, as that was the usual practice. However, the meeting agreed that topics for sub-themes would be drawn to align with the main theme for discussions at plenary level.

**MODE OF MEETING:** Owing to the importance of the event, members agreed that the meeting will be a hybrid meeting to enable a wider coverage, involving physical attendance and on- line participants.

**BUDGET:** Components for expenditures were identified as follows;

- Accommodation
- Refreshments
- Media
- Banners
- Branded T- Shirts
- Rapporteurs
- Resource Persons
- Any other item as maybe necessary.



## FUNDING

In view of the expected audience the meeting is intended to cover, the need for the provision of a robust financial estimate was reiterated by the Head (TUGAR). She emphasized the need for members to convince their Chief Executive Officers(CEOs/Accounting Heads) to make contributions towards hosting the meeting .

Mr Egbe representing BPSR suggested the need for the IMTT to look outwards and do a mapping of NGOs with focus on Anti- Corruption and Transparency issues as possible partners for sponsorship.

**VENUE:** Tentatively the venue for meeting was scheduled to hold at the Nigeria Airforce Conference Hall at Jabi District, Abuja on Wednesday 14th of July, 2022, owing to the fact that 11th July, coincided on a Monday.

**METHODOLOGY:** The following approach was agreed to be used in the meeting;

- Paper Presentation
- Technical Groups/Breakout Session
- Panelist
- Talk show by Media Influencer.

AOB

The representative from the Inspector- General of Police, stated the need for a formal request to be sent always to his Office for invitation, in case he is not available to attend owing to the job exigencies of his Office.

In absence of no other matters for discussions, the Head (TUGAR) informed participants on the need to sensitize their Chief Executive Officers of the forth- Coming Programme in order to get their buy-In and support.

She thanked representatives from the various MDAs for their attendance and requested them to always make themselves available as time was in essence.

## NEXT STEPS

- That sub- group would be constituted to handle different aspects of organization in the planning Committee process.
- The African Union Anti- Corruption Commission would be contacted to provide the theme for the 2022 meeting.
- That efforts be stepped- up to identify possible development partners for sponsorship
- That members would be notified of the next meeting
- That members should brief their CEOs/ Accounting Heads in order to get their commitment and buy-in towards their commitments in support of the programme.



## **REPORT OF THE OFFICIAL VISIT BY THE CHIEF OPERATING OFFICER –DR TAYO ADELUJO ,NIGERIA ECONOMIC SUMMIT GROUP(NESG), TO THE DIRECTOR GENERAL MR D.I.ARABI, BUREAU OF PUBLIC SERVICE REFORMS(BPSR) ON TUESDAY, 10TH MAY, 2022 AT THE BPSR CONFERENCE ROOM.**

The Nigeria Economy Summit Group (NESG) is a Non- Profit private sector led think –tank and advocacy group that promotes sustainable growth, with the objectives to amongst others; build a first class research institution to help support stakeholders in the execution of policies, articulate programmes and strategies in response to emerging trends in national and world economy and having a clear economic agenda.

In line with the Bureau's strategic Plan and priority objectives to collaborate with non- state actors towards actualizing governance reforms, the NESG has remain a major stakeholder to the Bureau in governance reforms initiatives between State and non – state actors.

The partnership has culminated in mutual relationship that has existed over the years between the two organizations, resulting to the appointment of the Director General, BPSR Mr D. I. Arabi as member of Two(2) thematic committees of the NESG namely;

- Governance and Institutional Policy Committee
- Hospitality and Tourism Committee

Furtherance to the above, the NESG has jointly carried out series of studies and surveys with the Bureau in time past. The visit of the Chief Economic Analyst of NESG Dr Tayo Adelujo to the Bureau was therefore premised on the courtship of the existing relationship between the two entities over the years, and the need to foster new areas of commitments/partnership.

### **WELCOME SPEECH BY DG,BPSR**

- DG,BPSR –Mr D.I.Arabí welcomed the team from NESG comprising Dr Adelujo and Mr Falope, and commended the team for the growing relationship with the two(2) organizations over the years.
- DG expressed his appreciation to the NESG on their focus on reforms, and stated that most of the public reforms being advocated by NESG, were already captured in the National Strategic for Public Service Reforms(NSPSR)
- DG, BPSR emphasized the need to ensure that efforts were directed at generating reliable data for the country in order to enhance proper projections and analysis.
- Furthermore, the DG stated that the Bureau was currently using the deployment of Self - Assessment Tool (SAT) to co- opt the Private sector in working with Public Institutions. He added that the Bureau was also working with private Organizations and Citizens through its citizens' Engagement initiative.

### **RESPONSE FROM DR TAYO ADELUJO – (COO-NESG)**

The COO/NESG commended the DG and Staff for the reception accorded the team. He stated that the visit was at the instant of the NESG, and was basically to ensure that discussions from previous conferences/events, translates into outcomes that will require the engagement of relevant authorities/bodies to effect reforms.

He added that the visit was to discuss the need to ensure that citizens' and members of the private sector were acquainted with public sector reforms and understand its working

COO/NESG seized the opportunity to hint the DG, of the intention of NESG to partner the Bureau in a research survey on Citizens perception on their understanding of Reforms.

### PRESENTATION OF QUESTIONNAIRE

The COO/NESG followed the discussion with the presentation of a 22 Page slide PDF document of a structured questionnaire instrument to be administered at the field.

#### High points of the document centered on the following areas;

- Understanding and dissecting the clarity of reforms
- Provision of a simple data of civil servants at the Federal and States level.
- Capture perception of reforms by Civil Society Organizations
- Provide Curriculum to enrich on- going learning programmes in the Civil Service such as Sure-P, Lead-P.

COO/NESG promised to liaise with the Nigeria Governorship Forum(NGF) to get their buy-in into the research as well as get the participation of state institutions and citizens.

He further stated that the methodology to be employed for gathering data during the deployment will include; Physical, Digital.

In addition, the COO/NESG also expressed the desire to engage representatives from the Open Market/ organized private sector in the research studies.

The data collection period is expected to take 60days from date of commencement using quantitative and qualitative approach

Moreso, he highlighted the use of social influencers to push survey, as well as using leaders of MBOs,NGOs to gather information from dwellers within the sub-national, using apps.

Other platforms he stated would include the need to use multi-end front users through Social – Medias, such as Facebook, Twitter

### DG RESPONSE

DG thanked COO/NESG for his presentation and affirmed the willingness of the Bureau to work with NESG on the project. He further outlined the following as steps to the implementation process.

### NEXT STEPS

- Setting up of a standing Committee from BPSR to work with NESG on the Project
- NESG to revert to the Bureau and forward Desktop and Literature review on the project
- Need to detail and harmonize level of engagement and work plan with NESG
- Need for BPSR team to discharge favorably well in the assignment.



## **REPORT OF VISIT FROM OFFICIALS OF LAGOS STATE TRANSFORMATION, CREATIVITY AND INNOVATION DEPARTMENT OFFICE TO THE BUREAU OF PUBLIC SERVICE REFORMS ON THE 15TH AUGUST, 2022 AT THE BPSR CONFERENCE ROOM.**

As part of on-going collaboration with states on governance reforms initiatives, the Bureau received a letter from the Lagos State Transformation Office intimating her of the visit of a team from Lagos State for the underlined objective;

- Understudy the operationalization of the Reforms Coordination , Innovation and Service improvement department as it operates at the Bureau

DG,BPSR Mr D. I. Arabi who joined the meeting via virtual platform welcomed the guests from Lagos state. He thanked them for the visit and acknowledged the transformation taking place in Lagos State public service following previous engagements on reforms initiated by the Bureau of Public Service Reforms.

DG expressed the hope that the transformation in Lagos would extend to South West and South East Zone of the country before the end of the year.

### **Presentation from Lagos Team**

The team was lead by Mr Abdulraheem Lekki- Executive Director Lagos State Scholarship Board, he stated that the visit of the team was premised on the need to extend reforms in the Lagos state Transformation Office to other MDAs of the State. He added that the Reform Coordination and Service Improvement Department operates mainly at the transformation office in lagos State, and stated that the state was desirous of creating permanent Reforms Coordination structures across the various MDAs in the State Public institutions.

Accordingly, he further explained that the State following a research carried-out, observed that a circular was issued by the Office of the Head of Civil Service of the Federation in 2014 directing all MDAs to create the Department of Reforms Coordination and Service Improvements. He further stated that the visit was to provide opportunity to visit some key MDAs at the federal level to understudy its performances in the implementation of the circular.

### **DG, BPSR PRESENTATION**

In his presentation, the DG stated that the Bureau was conceived from a transition team at the federal level working in collaboration with an Inter – Ministerial Technical Team. He added that part of the provisions developed by the transition team was the National Council of Reforms and the Steering Committee of Reforms with the Bureau as the secretariat. He further stated that the motive for the creation of Departments of Reforms Coordination, Innovation and Service Improvement was to provide for a reporting link between the MDAs and Bureau as well as drive implementation of reforms from the various Public institutions.

DG,BPSR however noted that the major challenges facing the implementation of reforms hinges on the poor attitude by people to embrace reforms and poor funding for reform activities. Despite the constraints, the DG, that Bureau stated that steps were taken to address the challenges through; Constant Sensitization Programmes, such as the Lunch Time Seminar series, where the Reforms Department reviews periodic presentation on topical issues.

He stated that there was need for leaders to support and provide budget lines for reform activities. Furthermore, the DG emphasized the need for the departments to be equipped with best personnel and not seen as a dumping ground for personnel. He concluded his remarks by stating that reforms are data based and there should be indicators to show visible results on commitments that have taken place.

#### NEXT STEPS

- Need to ensure all States in the South -West adopts the establishment of a Reform Coordination and Service Improvement Department in their public service to fast track reforms in the region.
- Initiate steps to escalate reforms initiatives at the local government level
- Continuous support by BPSR to hand-hold and support the lagos State Government through the development process
- Need to jointly organize a Community of Practice workshop between BPSR and lagos State Government.

## **REPORT OF A TWO(2) DAY WORKSHOP ON FOI OFFICERS OF PUBLIC INSTITUTIONS ON ESTABLISHMENT OF ONLINE FREEDOM OF FREEDOM OF INFORMATION FORUM/PLATFORM TUESDAY, 1ST FEBRUARY- WEDNESDAY 2ND FEBRUARY, 2022 AT BARCELONA, ABUJA.**

The Freedom of Information Act (FOIA) 2011 was introduced in Nigeria to align the country with best practices in line with the new democratic order. The Act seeks to make public records and information freely available, provide public access to public records and information.

In line with the implementation of the compliance to the Act by MDAs, the International Press Centre(IPC)in collaboration with Media Rights Agenda(MRA), the Federal Ministry of Justice, with the support of the European Union organized a Two(2) Day workshop for FOI officers of Public Institutions with the aim of building a collaborative mechanism among FOI Desk officers, in order to ensure the effective implementation of the FOI Act and as well engender the improved level of compliance by public institutions.

### **OPENING REMARKS**

Declaring the event opened, the Executive Director - Media Rights Agenda(MRA) , Mr Edataen Ojo welcomed participants for the workshop, he stated that the workshop was informed on the need to ensure the importance of sharing public information to citizens ,in order to engender good governance and accountability.

The Executive Director further stated that the engagement will provide an opportunity for the Desk officers to develop a platform for shared learning experience in the implementation of the Freedom of Information Act.

In conclusion, he enjoined members to be attentive and fully participate in the discussion sessions.

### **GOODWILL MESSAGES**

In his goodwill message the Honourable Minister of Justice represented by the FOIA Nodal officer of the Federal Ministry of Justice- Gowon Ichibor, stated that the ministry has ensured that it followed up with MDAs to ensure their compliance to the FOIA Act., through the annual submission of their annual returns. He urged the FOIA desk officers to be committed in their jobs, as act of negligence could result to causing embarrassment to their organizations. He thereafter officially declared the occasion opened.

In his message, a representative from the European Union stated that the EU's support to the programme on FOI was premised at ensuring Freedom of Speech, Rule of Law and Human Rights. He stated that the workshop was important to the EU as it seeks to it concerns the FOI desk officers who are responsible for implementing FOI in their respective MDAS.

He concluded by stating that the establishment of FOI platform for desk officers would assist to engender best practices, transparency, as well as deepen democracy.

In her message the National Coordinator of OGP Nigeria Mrs Gloria Ahmed stated that Commitments 10 & 11 of the 2nd National Action Plan of the OGP dwell mostly on Access to Information. She enjoined the participants to ensure that the Commitments are fully implemented under the 2nd NAP.

## PLENARY

The 1st paper titled overview of Implementation and compliance by Public Institutions with the Freedom of Information Act was delivered by Mr Gowon Ichibor. He highlighted the provisions of the Act, and provided the historic perspective of the enactment of the Act, Which according to him focused on Open Governance, Accountability and Transparency. He concluded by urging participants to comply with the FOIA Act as openness and disclosure has become a norm, while secrecy has become an exemption.

Issues that arose from the plenary as strategic for effective implementation of the FOI were as follows;

- Proper record keeping
- Training and re-training
- Demand and Supply sensitization
- Proper Public awareness campaign
- Punitive administrative measures
- Structural alignment as a strategy for FOIA implementation
- Periodic review of Public Service Rules in conformity to the Act.

## Paper II.

The 2nd Paper was delivered by Mr Edeatan Ojo, titled Overview of the online Forum/Platform of Freedom of Information Implementation.

He stated that the thrust online applications in FOI, was to ensure a seamless dissemination of information among users , and as well ensure that the compliance to the act re seamless.

He enumerated the following benefits to include;

- Capacity building
- Knowledge sharing
- Constant review to meet objective goals.

Issues that arose during the plenary include;the need to get participants buy-in to establish their portal and as well ensue that there was wide publicity.



## **REPORT OF REVIEW OF THE UNITED NATIONS CONVENTION AGAINST CORRUPTION(UNCAC) AT 20: SPOTLIGHT ON NIGERIA: STRATEGIC DIALOGUE ON NIGERIA'S IMPLEMENTATION OF THE 2014 AND 2019 UNCAC REVIEW RECOMMENDATIONS HELD ON WEDNESDAY 13TH DECEMBER, 2022 AT UNITED NATIONS HOUSE, CENTRAL BUSINESS DISTRICT, ABUJA.**

As Part of activities to commemorate the 20th anniversary of United Nations Convention Against Corruption (UNCAC) , the United Nations Office on Drugs and Crime in Nigeria organized a meeting of all Anti-Corruption Agencies and selected Civil Society Organizations for a strategic dialogue aimed to discuss the findings of a stocktaking report on Nigeria's implementation of the 2014 and 2019 UNCAC reviews.

Pursuant to the implementation of UNCAC global programmes, the Conference of States Parties established the UNCAC review mechanism to review UNCAC implementation by members in two successive five-year review cycles.

In Nigeria, the 1st country review was done in 2014, and 2016 by Lesotho and Montenegro on the implementation of Chapter III (Criminalization/ Law Enforcement), Chapter IV(International Cooperation). While Cote d Ivoire and Myanmar reviewed the country on implementation of the 2nd Cycle of UNCAC with reference to Chapter II (Prevention) and Chapter V (Asset Recovery)in 2014-2019 respectively.

Flowing from the review, a series of recommendations were proffered for improvements in the areas of legal, institutional and operational framework for the country.

The UNDOC office in Nigeria therefore invited the DG, BPSR to the meeting and Desk Officer-CEO/SDPU to attend the dialogue session which was aimed at a stocktaking exercise to assess how Nigeria has implemented the recommendations, identify persisting gaps and proffer strategic solutions for improvements.

The Bureau was represented at the meeting by the Ag Head Special Duties and Programmes Unit.

### **OBJECTIVE**

In his welcome remarks to declare the meeting opened, Oliver Stope the Country's Representative informed participants that the event was to commemorate the International Anti-Corruption Day which was a global event celebrated world-wide. He added that in Nigeria, it would provide the opportunity to reflect on what has been done so far and review the implementation strategies of the United Nation Anti-Corruption Convention in Nigeria, as well as discuss key findings emerging from the review.

He commended Nigeria as having one of the countries to have evolved the best legal framework and established institutions to fight corruption.

He concluded by urging the State and Non – State Actors in the event to share experiences on their perspective and seeks for ways to fight corruption.

## REVIEW OF THE UNITED NATIONS ANTI- CORRUPTION CONVENTION IN NIGERIA – LILIAN EKEANYANWU

She informed participants that Nigeria ratified the UNCAC treaty in 2004, when the country joined as 186-member country.

The 1st UNCAC review in Nigeria according to her was done by Lesotho and Mentaengro, while the 2nd review was done by Cote-d'Ivoire and Mynmar with the aim to assess the level of the level of implementation of the country's commitment in terms of recommendations drawn from the 1st and 2nd review.

She also stated that the review was informed on the need to identify persisting gaps identified in the recommendations as well as proffer ways of surmounting them. In her presentation she stated that a total of 64 recommendations were captured in the review, and added that the greatest progress recorded was in the area of Asset Recovery, while least progress made was in the area of Corruption Prevention.

She further enumerated areas where provisions that were yet to be implemented to include;

- Prosecution of Public Officers with diplomatic immunity
- Criminalization of bribery within the Public Sector
- Lifting immunities to ensure that public officers are held to account
- Checking the excessive powers of the Attorney- General
- Security of tenure in appointing the EFCC Chairman

Members were also informed that though the whistle - Blower policy had recorded some progress, it was still undergoing some process of review in the National Assembly.

## PANELIST SESSION

The meeting culminated in a panelist Session anchored by Ms Isatou Batanou and featured representative of the Office of the Attorney General, the Chairman Economic and Financial Crimes Commission, a Youth Ambassador of European Union – Mubarak Idris, Prof Sadiq Radah, Chairman Code of Conduct Bureau, and Waziri Ado- Former Chairman Nigeria Extractive Industry and Transparency Initiative (NEITI).

Issues discussed at the session focused on the various steps taken by government since the UNCAC ratification, enforcement Strategies to fight corruption by the Financial Crimes and Economic Commission(EFCC), challenges of Asset Declaration by Public Servants, and legislative amendments to strengthen the Asset Recovery laws.

## NEXT STEPS/ DISCUSSION OF PRIORITY OF ACTIONS

- ACAs to adopt the harmonization of data collection
- Requesting for waiver where persons with dual criminality are been prosecuted
- BPSR had already updated on score card ranking and the recently developed portal for judicial probes/ Public Officers Diary during the working sessions.
- BPSR to report on collaboration with CSOs and Governmental at efforts to deepen accountability and transparency across MDAs, with regards to programmes held to escalate the National Ethics and Integrity Policy(NEIP) developed by the ICPC and other related programmes.

# **REPORT ON A ONE (1) DAY NATIONAL POLICY DIALOGUE ON ENTRENCHING TRANSPERENCY IN RECRUITMENT INTO THE PUBLIC SERVICE IN NIGERIA HELD ON TUESDAY 5TH APRIL, 2022 AT THE CONFERENCE ROOM OF THE INDEPENDENT CORRUPT AND PRACTICES AND OTHER RELATED OFFENCES COMMISSION(ICPC), CBD, ABUJA.**

The Independent Corrupt Practices and other related Commission(ICPC) was inaugurated in year 2000 and vested with the mandate to receive and investigate reports of corruption in appropriate places prosecute the offenders, amongst others.

Part of the Commissions function is to examine the practices, systems and procedures of public bodies and where such bodies aid corruption, to direct and supervise their review.

Flowing from Paragraph above, the management of ICPC invited the Bureau of Public Service Reforms to attend a (One) 1 Day workshop policy dialogue aimed at entrenching transparency in Public Service recruitment in Nigeria.

The meeting had in attendance representatives from various Public Service Institutions including the private sector.

## **SCOPE AND OBJECTIVE OF THE DIALOGUE**

Setting the tune for the commencement of the national dialogue was Prof Tunde Babawale - Provost Anti- Corruption Academy of Nigeria(ACAN),who informed participants that issues of recruitment into the Public Service has become a front- bunner owing to public perception on irregularities in the recruitment process . He added that the decision to organize the national dialogue was informed on the need to create awareness on the issue and address the emerging challenges. He emphasized the need to ensure that the dialogue dwells on broader issues that underpins the recruitment process prevalent in the Public Service.

As a way forward at addressing the problems facing recruitment in the Public Service, he suggested that the dialogue should engage further and meaningfully discuss issues relating to the following areas;

- Institutional Reforms
- Sharing success stories
- Steps to improve the process
- Approaches for balanced productivity.

## **KEYNOTE ADDRESS AND GOODWILL MESSAGES**

The keynote address was delivered by the Head of Civil Service of the Federation - Dr Folashade Yemi Esan. She stated that the bane facing the civil service was its inability to establish a reliable data, and these had stimulated a lot of concerns because the Public sector remains the preferred sector for employment by employees in Nigeria.

Unfortunately, the Head of Civil Service of the Federation stated that recruitment into the service have been fraught with a lot of unprofessional conduct, such as nepotism, favouritism, bribery and Political interference.

The Head Of Civil Service stated that part of government effort to mitigate these ugly trend was to ensure the creation of a centralized body to handle recruitment into the Federal Service, with some standardized procedures.

She added that current records on staff recruitment across Public Service Institutions is at the region of (Three Hundred and Ninety - Thousand ) 390,000 officers on Payroll.

Consequently, the Head of Civil Service of the Federation informed the participants that efforts were underway to ensure a clear copy reflecting the true establishment of staff in the Service.

#### **This according to her include;**

- Commencement of the Human Resource segment on the implementation of the Integrated and Personnel Payroll Integrated System(IPPIS)
- Ensure the verification and capturing of all Federal Staff under the IPPIS payroll.
- Setting up of a standard criteria for the promotion of Permanent Secretaries, using standardized parameters, such as written examination, Oral interviews, and integrity screening.

#### **RECOMMENDATIONS**

Having exhaustively discussed around the irregularities facing recruitment in the Public Service and drawing from the keynote address presented by the Head Of Civil Service of the Federation, and steps taken by government to address the problem, the following recommendations were proposed to address the challenge;

- Need to engage independent HR consultants/ Experts to scrutinize recruitment of Public Officers
- The quota system should be applied in the recruitment process
- Increased sensitization with the Private sector on recruitment process
- Non - Interference by politicians in recruitment process
- Automation of recruitment process to avoid human interference, and pave way for transparency.
- Need to involve Organized labour in the recruitment process
- Criminalize and formulate relevant policies to entrench transparency in the recruitment process.
- Need for ICPC to develop an SOP to guide recruitment procedure.

#### **NEXT STEP**

In line with the BPSR mandate to communicate issues of reforms across the Public Service, it is suggested that we leverage with one of our flagship programme as the Lunch Time Seminar or Induction Training of CEOs/ Board Members of Parastatal to communicate this reform policy

This could be achieved through a presentation of paper on 'Transparency in Recruitment into the Public Service' to be delivered by the Chairman Federal Civil Service Commission Dr Bello Ingawa or the Chairman, Independent Corrupt Practices and other Related Commission, Mr Bolaji Owasanoye



## **REPORT OF THE TWO(2) DAY INTEGRITY WORKSHOP FOR PUBLIC SERVANTS JOINTLY ORGANIZED BY THE BUREAU OF PUBLIC SERVICE REFORMS AND ACCOUNTABILITY LAB(NIG) FROM WEDNESDAY 23RD MARCH – THURSDAY 24TH MARCH, 2022 AT THE FEDERAL MINISTRY OF FINANCE AUDITORIUM, ABUJA.**

The Bureau of Public Service Reforms (BPSR) in conjunction with Accountability Lab (Nig) held The Integrity Conference on the 23rd and 24th of March, 2022. The event was geared toward an interactive solution-oriented workshop for public servants to support the development of a culture of integrity within Government, as one of the knowledge-building tools to influence norms and change behaviors through practical learning scenarios such as case studies of role models and trendsetters, in this case, Integrity Icons.

The Public Service is pivotal to effective governance and remains the machinery through which government delivers its goals and objectives to the citizens. Pursuant to ensuring that the Public Service performs optimally and delivers its statutory responsibilities, there's much emphasis to ensure that the Public Servants who manned the various positions to drive the business of the Public Service are people with probity and integrity. Absence of these virtues connotes a Public Service that is fraught with issues such as corruption, mismanagement, and other forms of vices. Arising from these concerns Accountability Lab (Nig) in partnership with the Bureau of Public Service Reforms organized a Two(2) day Interactive Solution Oriented Integrity workshop geared towards the development and sustenance of the culture of integrity across the Public Service.

### **PLENARY SESSION 1**

A facilitator from Accountability Lab laid the foundation for the session, by briefly stating why people should avoid corruption. Participants were requested to share their perspective, the answers provided indicates the answers ranges from social expectations, self- esteem, Institutionalized behaviour and Peer influence.

This was followed by a conversation anchored by Eloka Oduah on Barriers Opportunities, and motivation for Integrity and accountability in the Public Service.

The conversations centred around why corruption exists and factors that influence behavior. Reasons advanced by the various discussants on why corruption exists ranges from lack of confidence in the system, poor welfare, perversion of religious beliefs, greed and inclination to material things.

The facilitator using the COM B model identified three(3) factors that is responsible for influencing behaviour. They include;

- i. Capability
- ii. Opportunity
- iii. Motivation

She further pointed that capability refers to physical ability, knowledge and understanding, while motivations portend beliefs, targets and opportunities on the hand represents advantages and interests open up to you on the course of work. The thrust is to ensure a balance of the three(3) attributes in a manner that corruption could be avoided.

## PLENARY TWO

The session centred mostly on Social Norms/ Corruption. Participants were requested to provide their understanding of the meaning of social norms and corruption prevalent in workplace.

Social norms were generally agreed to be socially acceptable ways prevalent in a workplace, they could be positive or negative. There are negative when they tend to reinforce vices that promote corruption and are productive when they tend to uphold virtues that could counter unacceptable norms.

At the end, a consensus was reached on how to strengthen integrity in public offices to include measures such as;

- Training Built around deployment of ICT
- Clarity in job description
- Building family units/values
- People should set role models
- Setting goals and job standards

## PAPER PRESENTATION BY HEAD OF TUGAR – JANE ONWUMERE

The Head of TUGAR in a paper titled 'Monitoring Anti- Corruption and Governance Initiatives: The journey so far

In her paper she stated that TUGAR was an inter – Agency Committee which mandate include the conduct of diagnostic studies , monitoring and evaluation of anti- corruption and governance initiatives.

She highlighted about six (6) cases of M & E studies embarked by TUGAR namely;

- i. Mapping and scoping survey of the Public Financial management in 36 states of the federation including Abuja
- ii. Corruption risk assessment with ICPC and BPP
- iii. Review of Nigeria's implementation of the United Nations Convention Against Corruption
- iv. Development of a code of conduct manual for public officers
- v. Scoping survey and gap analysis of the ethics framework in Nigeria
- vi. National Anti - Corruption Strategy

She stated that one of the major gap facing the anti-corruption agenda was the location of accountability and anti-corruption mandates within multiple and operationally diverse institutions, resulting to limited synergy and making coordination ineffective.

Flowing from the paper, participants raised issues around what constitutes corruption in a workplace, they wanted to know what the difference between gratification and corruption. In response the Head (TUGAR) stated that the terms were clearly stated in the code of conduct for Public Officers and officers should reference the guidelines on the course of duty.

The session was concluded by a panel session involving integrity icons, who provided scenarios where corruption practices could be avoided in the place of work.

## **REPORT OF LAUNCH OF THE NIGERIA ECONOMIC SUMMIT GROUP YEAR 2022 MACROECONOMIC OUTLOOK REPORT HELD ON TUESDAY, 25TH JANUARY, 2022 AT TRANSCORP HOTEL, ABUJA.**

The event was hybrid, and had in attendance In- house participants drawn from the organized Private Sector, Civil Society Organizations and representatives from Public Institutions.

Declaring the event opened, the Chairman NESG, Mr Asue Ighodalo stated that event was predicated on need to review previous economic performance and proffer directions for upcoming year.

According to the Chairman, the need for urgent economic reforms was a global issue triggered by the Covid pandemic. He added that the objective of the forecast was to set out strategies overcome the economic downturn, and promote economic stability. Present nations record by world.

Commenting further he stated that there were indicators that the non- oil sector and services areas was competing favorably and the need to concentrate focus in those areas was vital.

In Conclusion, he wished participants fruitful deliberations, as according to him the outlook event will help translate discussions on reform action for this year economic advancements.

### **PRESENTATION OF NESG MACROECONOMIC OUTLOOK REPORT 2022 BY DR OLUSEGUN OMISAKIN**

Dr Olusegun Omisakin provided details of the Macroeconomic outlook report for 2022. He stated that the report took cognizance of the economic trajectory between 2020- 2021 to prepare the 2022 economic outlook.

He stated that the Nation slipped into recession twice, owing to factors such as the Corona Virus pandemic and general insecurity, coupled with foreign debts estimated at 38Trillion. He also attributed other factors, such as the nations's inability to appropriate gains from oil price rise, failure to meet OPEC oil production benchmark, Debts servicing, Imports over exports and low Foreign Direct Investments (FDIs).

As a way forward and a blue print towards the economic outlook for 2022, the Dr Omisakin stated that the part to focus was as follows;

- Removal of fuel subsidy
- Implementation of National Development Plan
- Reduced governance expenditure
- Addressing security challenges
- Leveraging on the Dangote Oil Industry for local sustenance and consumption.
- Concentrate at achieving a steady increase of GDP at 3.2%

The presentation was complimented by the Chief Operating Officer NESG, Mr Laoye Jaiyeola who in his presentation titled the " The last Mile: Reforms towards significant Improvement in National Economic Outcomes" posited the following,

- Sought for Private – Public collaboration in the design and implementation of the National Development Plan.
- Ensuring the full implementation of the Petroleum Industry Act
- Ensure transparency, fiscal framework towards production levels as well as concerns for host communities
- Ensure that gains from subsidy are judiciously plough into infrastructural investments.

He further suggested that the areas that government should be looking forward to invest in the year should include;

- Agriculture: He advised government to support the industry with a view of achieving the highest yield per hectare of land
- Manufacturing: He posits for reforms in the power sector capable at reducing cost and making power available for industrialization and development of SMEs
- Education: Where the need to ensure affordable and mass reforms in the education industry towards technical skill acquisition
- Trade: The focus was on the liberalization of trade and taking advantage of the new African Free Trade Continental Zone agreement. Embarking mostly on reforms to promote the ease of doing businesses across the ports.
- Health: The CEO emphasized the need for the speed implementation of the Basic Health Provision Fund(BHCPF), with a view of making health services available and affordable.

## NEXT STEPS

Issues discussed were mostly around reforms, and the role of the Bureau as an agency saddled with reforms across Federal Level is key to the outcomes of the Macroeconomic outlook for 2022.

While tremendous progress have been recorded under the National Strategy of Public Service Reforms Pillar 3, Public Financial Management Reforms, there are more areas the Bureau could focus on as its actionable plan

- Initiate reforms to reduce cost of governance with focus on increasing capital expenditure over recurrent expenditures. Deepen recommendations for the Oransanye White Paper report on reorganization of MDAs
- Leverage on the African Free Trade Continental Agreement (AFCTA), to create sensitization workshop amongst relevant stakeholders
- Initiate reforms on a One- stop shop for taxation to avoid multiplicity in taxation and reduce high cost in running businesses.
- Escalate issues around youth employment
- Conclude initiatives towards the implementation of the Basic Health Provision Fund
- Institute study on the assessment of the performance of key economic sectors to boost foreign exchange.



# **REPORT ON NATIONAL ANTI CORRUPTION STRATEGY (NACS) ONE DAY ROUND TABLE MEETING OF THE MONITORING AND EVALUATION (M&E) COMMITTEE AND MDAs/ ACTU FOR IMPROVED REPORTING OF NACS HELD ON 9th JUNE 2022 AT TREASURE SUITES HOTEL, ABUJA**

The National Anti-Corruption Strategy(NACs) is an inter- Agency Task Team project been piloted by Anti-Corruption agencies under the aegis of the Technical Unit for Governance and Anti-Corruption Reforms(TUGAR).

Bureau of Public Service Reforms is a member of the Task Team made up of Twenty-Two(22) Inter-Ministerial agencies.

The National Anti-Corruption Strategy was approved by the Federal Government in the year 2017 for a 5 year cycle as an implementation tool to check and monitor transparency and accountability across Public Service institutions.

The first cycle of the implementation of NACs has elapsed in 2021, hence the need for the commencement of the preparation for the 2nd cycle of NACs.

In order to acquaint members on the procedure towards the development of the 2nd cycle of NACs, participants were invited across the various members MDAs to One – Day Roundtable meeting of the monitoring and evaluation Committee of NACs to discuss feedback arising from the implementation of the 1st cycle, sharing experiences in difficulties encountered and proffering possible suggestions.

## **DELIBERATIONS**

The event commenced with a welcome address by the National Anti-Corruption Strategy (NACS) Monitoring and Evaluation (M&E) Committee Chairman, Mr. Gandu Magaji , he acknowledge the effort of Transparency Unit on Governance and Anti-Corruption Reform (TUGAR) , Rule of Law and Anti-Corruption ( RoLAC),The Consultant, and the NACS( M&E) Committee members.

He went further to state that the meeting is to evaluate the M&E implementation of NACS at different MDAs. Finally appeal to participant to contribute positively.

The Head TUGAR, Mrs. Jane O. In her opening remark briefly explained the roles of the NACS (M&E) Committee which according to her include amongst others to assess the impact of NACS, to monitor the implementation of NACS in all MDAs, provide building block.

She seized the opportunity to thank the Rule of Law and Anti-Corruption (ROLAC) funded by the British Council for supporting the event. A representative from ROLAC stated that the organization had supported NACs from the inception over 6years ago.

He stated that the meeting was to assess the M&E framework of NACs in the first cycle. He further added that an independent Committee was instituted to evaluate the reporting mechanism of NACS, with a view to bring-up findings that would assist the implementation of NACS across MDAs.

Generally, she highlighted issues raised during implementation of the 1st Cycle of NACS to include;

- Low level of buy-in from MDAS across national and sub-national levels, as only Anambra, Edo, Enugu and Abia States with others keenly developing interest in the project.
- He enjoined the M& E Committee to ensure that more states are impacted in the 2nd cycle 2022- 2026.

Similarly the secretary to the M& E committee of NACs informed participants that the 2nd cycle NAP was modelled in line with the United Nations Convention on Anti-Corruption(UNCAC)

He highlighted challenges encountered during the implementation of the 1st cycle NACs to include;

- Funding
- Draft awaiting approval for publication
- Inactive ATCU in most MDAs
- Inability of central ACTU in MOJ to support ACTU depts across MDAs
- Weak ACTU depts in MDAs
- Lack of sensitization of NACs across MDAs

### REVIEW OF THE 1ST CYCLE NACS

An overview on the research conducted by the Centre for Fiscal Transparency and Integrity Watch(CeFTIW) was delivered by the Executive Director- Umar Yakubu. He stated that the findings were based on a review of the NACs document done in conjunction with the Senate Committee on Anti-Corruption of the National Assembly.

He added that the essence was to ensure that MDAs were encouraged to present specific programmes that would be aligned to the implementation of NACs in their respective organizations.

He enumerated findings from the research to include;

- Failure to institute a ministerial body to track the implementation process
- Inter-Agency rivalry, and non-cooperation in information sharing
- Lack of awareness
- Lack of knowledge transfer
- Failure to disseminate information on-line
- Problems of constraints emanating from Covid pandemic

### RECOMMENDATIONS

- i. That effort be intensified to liaise with the Office of the Head of Civil Service of the Federation to issue a circular prompting MDAs to include in their work plans specific programmes on NACs implementation.
- ii. Expansion of the NACs M & E members for wider membership across MDAs
- iii. Need for M & E departments to be established across MDAs
- iv. Need to partner the Nigeria Governors Forum(NGF), to get governors buy-in of NACs implementation at the sub-national level.
- v. Need to have NACs portal on individual MDAs website
- vi. Need for quarterly reports by MDAs
- viii NACs to collaborate with Ministry of Information Technology for the provision of ICT support
- ix. Support for funding from budget and National Planning
- x. Collaboartaion with other agencies.

**REPORT OF ONE-DAY ROUNDTABLE WORKSHOP ON CODE OF CONDUCT FOR PUBLIC OFFICERS AND NATIONAL ETHICS AND INTEGRITY POLICY JOINTLY ORGANIZED BY THE BUREAU FOR PUBLIC SERVICE REFORMS AND ACCOUNTABILITY LAB ON WEDNESDAY 12TH OCT, 2022 AT TREASURE SUITES AND CONFERENCES, ABUJA**

A workshop on promoting values of Integrity jointly organized by the Bureau of Public Service Reforms and Accountability Lab Nigeria for Public Servants in April, 2022 revealed the low level of awareness of the Code of Conduct Act amongst Officers in Public institutions.

Similarly, in another engagement facilitated by the Bureau in conjunction with Accountability Lab and Independent Corrupt Practices and other related Offences Commission (ICPC), it was observed that the National Ethics and Integrity Policy document is barely known among public servant.

This development generated concerns and inspired the need for a, the solution- oriented round-table workshop to design strategy for for enforcing the implementation of the document and sensitization amongst public servants.

The workshop was also expected to culminate in a Panelist Session featuring representatives from Code of Coduct office and Independent Corrupt Practices and Other Related Offences Commission to provide insights on progress on the implementation of the documents.

It is envisaged that arising from the recommendations reached at the workshop, the Bureau would draw up actionable points for policy brief to government.

The meeting was facilitated by the Bureau of Public Service Reforms in partnership with Accountability Lab, and had in attendance representatives from various MDAs including the military and para-military.



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# **2022 ACTIVITIES FOR STRATEGIC COMMUNICATIONS DEPARTMENT**

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## **REPORT ON STRATEGIC SUMMIT OF HEADS OF SERVICE OF SOUTH-WEST GEO-POLITICAL ZONE HELD AT THE INTERNATIONAL CULTURE AND EVENTS CENTER (THE DOME), ALAGBAKA, AKURE, ONDO STATE**

The Summit of Heads of Service in the South-West Geo-Political Zone of Nigeria, hosted by the Ondo State Government, was held in Akure, from Wednesday 18th to Friday 20th of May, 2022, at the International Culture and Events Center (The Dome), Alagbaka, Akure. The Strategic Meeting, powered by the Development Agenda for Western Nigeria (DAWN) Commission, was attended by Heads of Service In the South-West Zone in company of a number of Permanent Secretaries and senior Officers from the respective States of the Zone, as delegates. The theme of the Summit "Rethinking Civil Service in a Digital World" focused Essentially on digital Technology (ICT), for better service delivery.

Arakunrin Oluwarotimi Akeredolu, SAN, represented by the Deputy Governor, Hon. Lucky Orimisan Aiyedatiwa. In his Keynote Address, the Governor thanked the Forum for choosing Ondo State to host the event. He acknowledged the pivotal role of the Public Service in attaining Government goals and objectives in the Zone. He stressed the need for migration to full digitalization to enhance transparency, accountability and efficiency in governance.

In his welcome address, the host Head of Service, Pastor Niran Adeyemo mni, Appreciated his colleagues, the visiting Heads of Service from the Zone, for the Hosting right granted Ondo State. He intimated the Summit of the State's policy intervention blueprint christened "THE REDEEMED AGENDA" and the various Achievements of the Akeredolu-led Administration in Ondo State.

In his prefatory address, the Director-General, DAWN Commission, Mr. Seye Oyeleye, considered Information and Communication Technology as the fabric of the 21st Century which must be consciously embraced by the Public Service in the South-West.

### **PRESENTATIONS**

In all, the following 2 broad presentations were made and extensively discussed; Enhancing Effectiveness of the Bureaucracy: The Imperative of e-governance; and Effectively Reforming the Public Service: The Intricacies and Sustainability

### **SUMMIT CONCLUSIONS**

The Summit:

1. Noted the necessity for digitalization of the operations of the respective Bureaucracies and governance of the South-West Geopolitical Zone for better Service delivery;
2. Reiterated that e-governance be pursued in all facets of government business to Achieve accountability, transparency and cost-effectiveness;
3. Advised that States that are yet to establish Reform Agencies for their reform Initiatives and coordination should do so urgently;
4. Called on the Federal Bureau of Public Service Reforms to assist the States grow their bureaucracies, emphasizing their uniqueness, preferences and needs;
5. Stressed the need for senior public servants to consciously mentor the Upcoming ones to address the slide in Public Service ethos and values;



## **REPORT OF STATE HOUSE MEDIA BRIEFING**

In our daily life, communication helps us build relationships by allowing us to share our experiences, and needs, and helps us connect to others. It's the essence of life, allowing us to express feelings, pass on information and share thoughts. We all need to communicate.

Communication is commonly defined as the process through which a message is passed from sender to a receiver through a channel. The purpose of communication is achieved when the intended message passed reached its target audience and creates the desired action, either through feedback or simulation of the sender intended meaning. Therefore, communication is said to be effective when the sender and the receiver have shared field of experience. Also, for communication to take place, there has to be channel or medium through which the message is passed. Mass media is one of the most effective ways of spreading messages to a large, scattered and heterogeneous audiences. Today, apart from the basic classification of the mass media into print (newspapers, magazines and soon) and broadcast (radio and television) we also have the third very effective medium where the two converge. That is the internet or the new media. So, if a message targets a very large and scattered audiences with diverse demographics, it is recommended that the sender of communication message consider combining all these together.

It is on this premise that the Presidential Communication team invited the Bureau to present its scorecard to the Nigerian citizens on the number of media outlets that covered this briefing. Therefore, it is against this background that BPSR harvested and compiled the media stations that covered it and provided an executive summary of it. It is an outcome of the 41st Session of the State House Briefing featuring the Director General, Bureau of Public Service Reforms (BPSR), Mr. Dasuki I. Arabi. The report, which covered the period between 23-27th of June, 2022, recorded tremendous success as it has tacked 60 number of reports/media coverage in print, broadcast, online, local and international news media. We have over 30 trending reports with 4 main headlines as shown below:

- Nigeria Saved About N10trn from Operating Single Treasury Account – Mr Arabi
- FG Removes Over 70,000 Ghost Workers from Payroll, Saved N22bn
- IPPIS trims federal workers to 720,000, saves N220bn –FG
- FG's performance evaluation system for civil servants takes off early 2023 – DGBPSR
- These reports featured on 4 International media platforms and 26 National media platforms.

### **STRATEGIC ACTION REQUIRED**

**The continuous effective communication of achievements and strides being made by the Bureau of Public Service Reforms (BPSR) in the following key areas:**

- Major milestones achieved in the implementation of the Treasury Single Account (TSA) and the efficient operation of the Integrated Personnel and Payroll Information System (IPPIS) to ensure transparency in Governance and eliminate corruption in the Public Service.
- Highlighting the major areas of collaboration between the Agency and State Governments to ensure the setting up of "Bureau of Public Service Reforms" in States across the Federation.
- Consistently providing update on the ongoing reforms in the Public Service and the impact the reforms would have on Governance and Public administration.



## HOW SUCCESSFUL WAS THE BRIEFING?

The outcome of the briefing was successful because it was carried by virtually all the major newspapers of the country, with some of them promoting it on their front pages. Specifically, the story appeared on the following media outlets:

- Broadcast: Aso Rock YouTube Channel, Channels TV, Radio Nigeria, Nigeria Info FM Classic FM, Silver bird FM
- Print: The Sun, Leadership, Business Day, Vanguard, Nigerian Tribune, Punch, The Nation, Daily Trust, Frontline, New Telegraph, The Star
- Online: Daily Post, ENEWS Online, The Cable, The Whistle, Trend Flow, Xtreme News, Prompt News,
- Vision Gist, The Eagle, Ten Will Nigeria, DmartPreneur, Media Issues, Nigeria Newspaper Online

It is however important to note that the list of the media outlets provided here as those that covered the event is not exhaustive, as there are many others who have carried it after the tracking of the ones provided here.

## CONCLUSION

The 41st session of the State House Briefing held on Thursday, June 23, 2022 at the Press Gallery of the

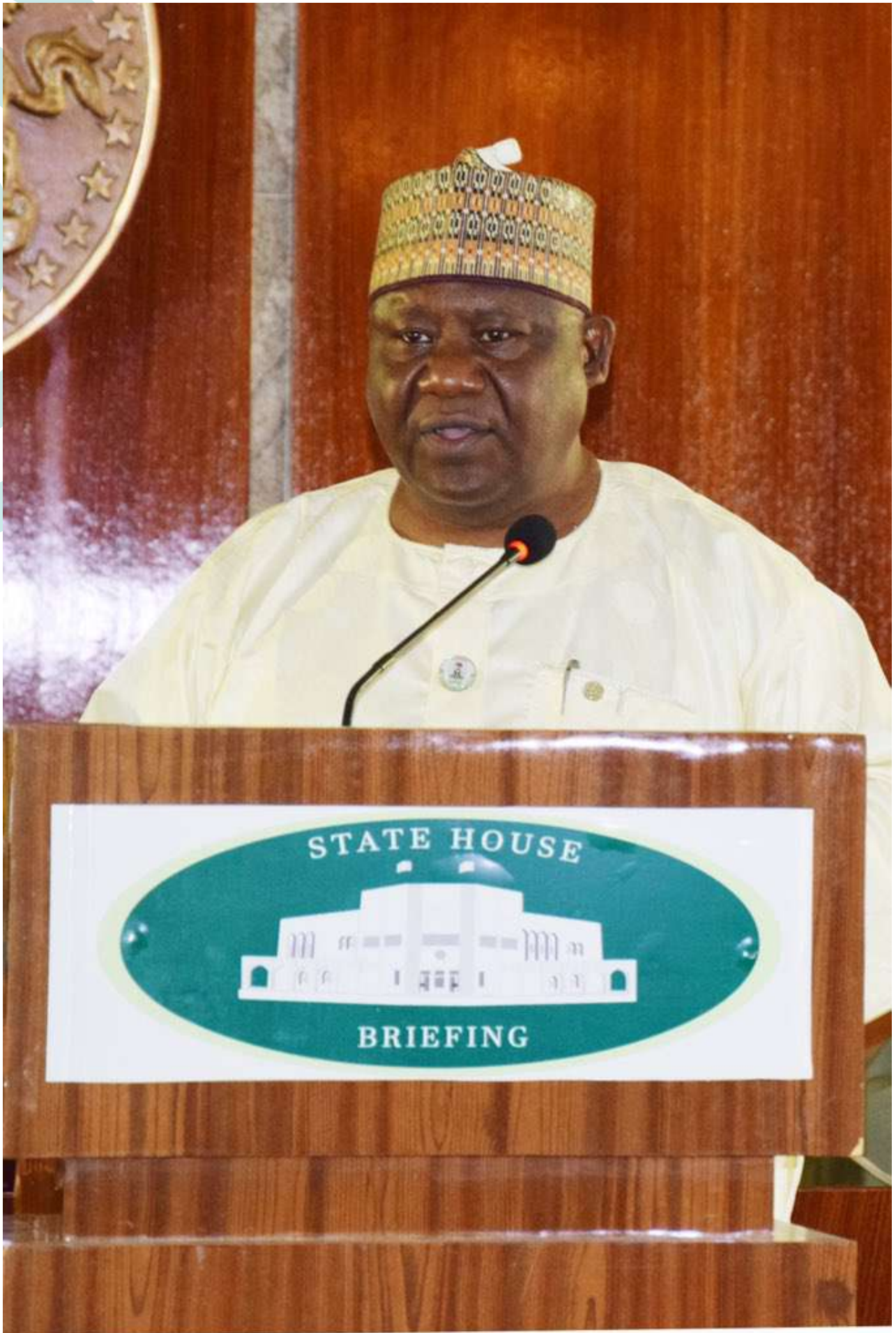
Aso Rock Presidential Villa, Abuja, can be said to have recorded huge success, considering the wide Publicity it enjoyed. However, effort is being made to make sure that subsequent briefings perform even better in terms of the coverage. There is no doubt that no matter the purity of policy makers' intention, quality of a policy or its importance to a nation, it has to be appropriately communicated to all those affected so it can yield the desired result.

Therefore, the role of communication here cannot be overemphasized. For Federal Government to actualize its public service reform mandate also, BPSR must be well empowered. Sustenance of this briefing is no doubt of the most effective ways of doing that.









## **CITIZEN EXPERIENCE AND PUBLIC SERVICE REFORMS IN AFRICA: THE BIGGER PICTURE, BY BPSR DG**

Reforms are essential elements in improving every human endeavor. Public service is one of those key areas that are too important to be left without improvements which are made possible through the introduction of initiatives to make it better.

In Nigeria, the Federal Government established the Bureau of Public Service Reforms (BPSR), and empowered it to come up with initiatives that will help improve public service in the country. The Director General, BPSR, Dasuki I. Arabi, has recently spoke during the Customer Experience (CX) Africa Summit 2022, where he spoke on the paper titled "Citizen experience and public service reforms in Africa: The bigger picture".

The summit, which is one of the biggest annual gatherings of businessmen, government officials and other key policymakers, brought together technocrats from different parts of the continent. The BPSR DG spoke extensively about the purpose of government, different kinds of reforms, citizens' expectations from government and emerging technologies being used in the reforms. The paper extensively x-rayed the various techniques adopted by the bureau, since its inception to reform Nigeria's public service, as well as how that is yielding the desired result in various government Ministries, Departments and Agencies (MDAs).

### **Citizens are at the center of FG's public service reforms**

According to the DG, Nigerian citizens are at the center of public service reforms as everything revolves around improving their lives' quality, either directly or indirectly. He said the bureau has the sole responsibility of ensuring transparency and accountability in government, most especially on issues that concern public finance and general people's welfare improvement.

According to him, the purpose of the government is to improve the quality of lives of people and that public service is the only contract that people have with the government, and provide security safety for them. To do this, he said MDAs are established to provide these services. Public service is the only contract most people have with the government. "Everyone that draws a salary from the public purse is a public servant. These include Mr. President, Vice President, Secretary to Government, Chief of Staff, Special Advisers, Senior Special Assistants, Personal Assistants and other aids. Ministers, Legislators, Judges, University Lectures, Doctors and Nurses in Public health institutions, Soldiers, Policemen and women and so on, Everyone that draws Salary from public purse. Civil Servants also draw salary from the public purse and are therefore Public Servants," the DG explained. He enumerated the central agencies managing the public service at the federal level to include: Office Of Secretary to the Government of the Federation, Office of Head of Civil Service Of The Federation and the Federal Civil Service Commission.

### **Relationship between citizen, government and public service**

Arabi described the nature of the relationship between citizens and the government as the one linked together by public service. While citizens try to fulfill part of their obligations, the government, on the other hand, provides them with their basic needs through public service. Hence, the interaction between them is mutual. He said, "The relationship between public service and citizens is that states provide services to people and citizens are supposed to pay their taxes. Kinds of services offered include civic services such as water supply, human development services, basic minimum services and welfare services.

“In general parlance citizens' engagement connotes the two-way interaction between citizens and governments. This approach gives citizens a stake in decision-making to improve the intermediate and final development outcomes in Public Policy and programmes,” he added.

The BPSR DG also noted that the need for citizen engagement in public service can never be overemphasized as everything later revolves around protecting their interest. Public participation also enhances citizens' recognition of their responsibility to take action to improve their lives and the provision of basic social services. Furthermore, public engagement improves the political position of marginalized or vulnerable groups, such as women, youths, People with Disability or Albinism and minorities that are often not taken into consideration.

### **Citizens' engagement models and mechanisms in Nigeria**

Arabi also explained that some of the citizens engagement mechanisms adopted by the bureau in reforming Nigeria's public service include: public hearing, citizen's interactive portal, internet accessibility and digitalisation, freedom of information, principle of Open Government Partnership (OGP), town hall meetings, perception surveys/impact assessment, Lunch Time Seminar and Self Assessment Tools (SAT). Also, the DG said to improve service delivery to citizens, BPSR said the Performance Management System (PMS) has the potential of upgrading the quality of service through so many features.

To ensure citizens' engagement also, the DG said scorecard template was developed to ensure that websites of MDAs meet global standards that would enhance the ease of doing business and are critical to Effective and Efficient Service Delivery to citizens. This tool is been used to benchmark performance of MDAs websites and thereby changing their behavior and processes. He said, “Some of these features include: aligning all job schedules to Federal Government agenda, giving specific job schedule to each and every civil servant, specifying job schedule to a post and not to an individual and having an objective for every task performed, introduction of Key Performance Indicators (KPIs) and timelines which will reduce bias in performance rating, using performance as basis for promotion and reducing human interface in the appraisal process when automated.

### **BPSR reforms: Achievements so far**

On the achievements brought about by these reforms, the DG said, “Specifically, some of our reforms achievements include: Monitoring & Evaluation Framework, Signing of various international treaties on Anti corruption, Taxation/ Pension Reforms, Enacting the Asset Declaration Legislation, FOIA 2011 Act, Whistle-blowers Policy, NDIC legislation, Customs and Excise Duties Reforms, Public Finance Act, GIFMIS, IPPIS, IPSAS & TSA and Forfeiture of illegally acquired assets,” he added. Arabi also said when implementing digital services, the government can meet challenges related to internal risk aversion and user adoption, but these challenges can be easily overcome and quickly replaced by benefits, which includes better online user experience for citizens, increased public participation, improved internal efficiency and productivity. Others include less burden on IT (when delivered with cloud-based technologies), better collaboration between citizens and government, reduced labor costs and is more innovative.



## **SUMMARY/REPORT OF THE REBIRTH SUMMIT AND COMMUNIQUÉ**

### **From the DG BPSR key note speech**

He harped on rehabilitation and reintegration as the right tool to societal reformation and transformation. He stated that their offices are in few states like Lagos, Ogun, Gombe, Anambra and that they are growing considering the huge population of the country and complexity of public service system. He lamented the devastating effect of drug abuse among the young ones that constitutes about 70% of the country's population of over 200 million. Reiterated the potential of Nigeria that could be harnessed if the young population is given direction and all hands are on deck. Requested that the public should use various technological platforms such as social media ask questions, make contribution, complaints, communicate, get feedbacks as par the activities of his agency. He also advised that Nigerians should learn to be impactful by touching lives less in especially that of the less privileged and the vulnerable in the society. He revealed that his agency is the least funded yet it has efficiently managed the human and capital resources at its disposal to accomplish the following feats automated various aspect of the public service that was manually done to electronic and digital platforms. These includes: data of public servants to avoid waste that government incurs to pay regularly as staff workers who have retired Background check of all directors of company by crime prevention agencies to like the EFFC to ensure that they don't have any crime of fraud record before their companies could be awarded contract by government. e- Payment of contractors to avoid kickbacks. Digitalizing government way of doing business to minimize corruption of public service and to reduce waste at all level of government. He also submitted that transparency and accountability has greatly improve in the public service space because of his agency effort, for instance tax clearance is now done electronically.

### **Dr. Jake Epele**

He started by saying that a call is better than a job, that a call bring about a rebirth. He strongly posited that a rebirth comes from a call, maintaining that the time has come for a restoration and recalibration especially to mainstream the vulnerable and disadvantaged in the society to ensure over all development. He remarked that starting is always difficult revealing that the organization he founded (the albinism foundation) in 2006 has earned him a fully sponsored trips to 27 nations of the world and outstanding support from European Union. He counselled that for you to experience rebirth that will lead to attainment of success you must possess the following characteristics viz: provision of solution, competence which will showcase your skill sets, capacity and character which is the very important. He submitted that the three above mentioned qualities will help you attract the needed funding and support for you to excel. He also advised that you will have to deconstruct the mentality and perception of the society including people around you especially if the rebirth project is to enlighten and empower the less privileged and vulnerable in the society. He recalled how even people close to him discouraged him when he started albinism foundation, how he suffered from stigmatization to the extent he was told to his face that no woman will marry him. Dr. Jake opined that the task for a rebirth requires vision to create solution, focus and integrity because people are watching. Stating that no effort should be spared to reorient the society socially, psychologically and mentally by maximally utilizing knowledge to eradicate ignorance. He highlighted the dividends of rebirth to includes hope (helping other people excel), impact, trust, enlightenment, empowerment and education to defeat stereotype and worn out mentality. He affirmed that rebirth start with education which is the key and solution to humanity.

He recommended the following approach to launching and sustaining an impact project on rebirth such as his.

- **Stakeholders mapping and advocacy:** identification of stakeholders and collaboration for effective advocacy and sensitization.
- **Policy and legislation:** stakeholder's engagement will metamorphose into policy and legislation galvanizing the support of stakeholders through government and CSO programs towards the implementation of policy and legislation
- **Look for leverages** (contacts, network and net worth with people that matters or of influence but never abuse it. Always provide value)
- **Sustainability:** identifying and working with people and organization that will buy into or ready to own and run with the project.

#### **Paper presentation on drug abuse and the need for a rebirth by**

Amb. Chris Ani The paper centered on the definition, challenge of drug abuse, the effect on the user, their family, population, productivity, economy and country and the need to stem the ugly trend of drug trafficking and abuse to prevent the associated consequences which includes crime, social vices, mental health, low productivity, economic loss and a bad image of the country before the international community The speaker pleaded passionately that the youth of this nation that constitute the greater percentage are to be protected through a platform of rebirth that will discourage them from drug and substance abuse through enlightenment, advocacy, empowerment and engagement. He remarked that the effort to salvage the situation will be the involvement of all stakeholders in the country as well as development partners.

#### **An address by the host of the event Dr. Chinenye Nwoye**

The founder of chosen vessels foundation in her address highlighted that the social-economic implication on the government and the society on one hand and the psychological and social impact on the released offenders or recidivism calls for action such as rebirth, rehabilitation, reintegration to make the society safe. She identified that the poor state of the correctional centers, dysfunctional rehabilitation and reintegration processes, social stigmatization and lack of empowerment usually leads to relapse back to prison or recidivism as released offenders find it extremely difficult to cope with the highlighted challenges or even encouraged or accepted in the society She therefore calls for concerted effort from stakeholders to join hands in encouraging every effort aimed at rehabilitation, social reintegration and prevention of recidivism. It is a task which involves political support, multiagency collaboration, grassroots activism and the active engagement of civil society. She equally used the opportunity to inform the public about the achievement of her organization as well as her individual effort to assist and support the less

Privileged and vulnerable in the society even at the risk of her convenience and safety to ensure that the right thing is done to ensure better society where there is support for the vulnerable.

## **REPORT OF THE 8TH NATIONAL YOUTH SUMMIT ON DRUG AND SUBSTANCE ABUSE PREVENTION HOSTED ON THE 29TH – 30TH NOVEMBER, 2022 AT THE ENGINEERING HALL, FCDA, FCT, ABUJA.**

The African Youths Initiative on Crime Prevention (AYICRIP) in partnership with the World Federation against Drug, (WFAD), Sweden hosted the 8th National Youth Summit on Drug and Substance Abuse Prevention on the 29th to 30th November, 2022 at the Engineering Hall Building, FCDA, Abuja with the theme, Strengthening Prevention and Promoting Community Partnership.

The two day Summit had in attendance 126 male and 124 female making it a total of 250 participants with top government functionaries, experts in the field of youth development, drug and substance abuse prevention and other stakeholders cutting across, Secondary and Tertiary Institutions, practitioners, Academia, Policy makers and some heads of Civil Society Organizations whose commitments and works in the global fight against drugs and substance abuse are remarkable.

**Some of the policy making institutions and civil society organizations that participated in the Summit include:**

- The National Drug Law Enforcement Agency
- The Federal Ministry of Health,
- Bureau of Public Service Reforms
- Nigerian Television Authority,
- World Federation Against Drugs, WFAD,
- Civil Society Network on Drug Abuse,
- International Centre for Leadership Development, Nigeria
- International Society for Substance Use Professionals, ISSUP.
- Nigeria Security and Civil Defence Corps (NSCDC)
- International Centre for Leadership Development
- National Orientation Agency, NOA

### **OBJECTIVES:**

The summit brought together 250 participants cutting across youth leaders, policy makers, academic, leaders of faith-based institutions, law enforcement agencies and heads of civil society organizations across the country together to discuss on drug abuse related problems in Nigeria and also proffer solutions. The summit also trained the youth participants on life and substance abuse prevention skills while exposing them to the consequences and repercussions associated with illicit drug trafficking, drug and substance abuse amongst youth. The summit promoted and reinforces global prevention best practices and emphasized on the importance of collaboration in driving community-based interventions towards the national fight against illicit trafficking, drug and substance abuse through partnership.

### **DRUG AND SUBSTANCE ABUSE PREVENTION PERSONALITY AWARD:**

As part of the activities marking the 8th edition of the summit, AYICRIP selected and presented awards to some personalities in recognition and appreciation of their commitment and contributions to youth development and the national fight against crime, drug and substance abuse amongst our youths and community. Some of these persons include, Dr Dasuki Ibrahim Arabi, Direct General, Bureau of Public Service Reforms, Dr Ngozi Madubuike, Director, Drug Demand Reduction Department, National Drug Law Enforcement Agency, NDLEA, Dr Ahmed Abubakar Audi, Commandant General, Nigeria Security and Civil Defence and many others.

### **WORLD FEDERATION AGAINST DRUG SESSION:**

As part of the summit, we had a session dedicated for World Federation against Drug where members from Nigeria and intending members met and discussed on WFAD and how to popularize the organization as well attract more members within Nigeria.

This session recorded a total of 74 participants and Amb Christogonus C. Ibe, Founder/Executive Director of AYICRIP presided over the session. He started by informing them that African Youths Initiative on Crime Prevention, AYICRIP is an affiliate member of WFAD and you can register as individual or organizational member. The network has a total of 383 members in 64 countries and majority of these members are based in Africa and the network supports her affiliates in different ways especially in training and other related areas of needs within their scope of operations.

He informed participants that WFAD is the foremost prevention focused network globally and they are totally against legalization of drug and other related substances especially marijuana. According to him, the President of WFAD is Amy Stahley Ronshausen, Executive Director, Drug Free America, Secretary General is Regina Buck Mattsson while the board members representing Africa are Mr Rogers Kasirye, from Uganda and Peggy Chukwuemeka from Nigeria and the head office is based in Gothenburg, Sweden.

The intending members also asked questions on how to become a member and Amb. Chris C. Ibe directed them to go to WFAD website and apply to become an individual or organizational member and at the end of the session, 74 participants indicated interest to become members of WFAD,

### **CERTIFICATION:**

As part of the agenda for the summit, all participants for the two days summit were presented with certificate of participation.

### **KEY ACHIEVEMENTS AND LESSON LEARNED:**

Following the presentations and interactions, it was learned that:

1. Drug and substance abuse problems amongst youths in Nigeria is in the increase
2. It will amount to substance abuse when you ingest drugs that are legal (prescription drugs) in a ways other than as prescribed.
3. Addiction will result when you get involved in the intake of drugs and become dependent on the intake.
4. Public enlightenment awareness and interventions and targeted Youth empowerment programs are highly effective if activated.
5. Young people can also become preventing agents and ambassadors by abstaining
6. The youth population for any country can be a landmine or a goldmine without drug abuse.
7. The drug abuse situation is an emergency national challenge, which calls for Intelligence, led nationwide drug abuse mapping exercise.
8. Many young people are experiencing drugs problems, most of which result in mental issues; we should be willing to help our young people from becoming drug dependent.
9. The fight against drugs and substance abuse is for everybody and not left for government and law enforcement agents alone.
10. The participants learned how to start up a school based prevention programme in their community.



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# **2022 ACTIVITIES FOR CORPORATE SERVICES DEPARTMENT**

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## **REPORT OF BPSR STAFF INDUCTION TRAINING, HELD AT FEDERAL MINISTRY OF FINANCE, BUDGET BUILDING, ON TUESDAY, 8TH NOVEMBER, 2022**

The programme commenced at 10:32am with opening remarks by the Director-General, Bureau of Public Service Reforms, Mr. D.I. Arabi. The DG welcomed all members of the High table and the staff of BPSR to the Induction Training. He stated that the objective of the Training was to inculcate the Mission, Vision and Mandate of the Bureau to both newly posted and old staff of BPSR. He stressed that, the Induction was to ensure that Staff were integrated into the service effectively and taught how to carry out their primary responsibilities in the Bureau and the Public Service. He also said that, the Programme would benefit both employee and the employer, which included increasing employee commitment on their job. Furthermore, the Programme would help the employee to adjust to their new roles and make a smooth transition into the business of Public Service Culture.

He posited that the Mandate of BPSR was wide and there was need for Staff to understand the Bureau Mandate, Vision and Mission, in order to drive the Reforms in all Agencies of Government and certainly bring about the change in the Public Service. He reiterated that Public Service Reforms cannot be separated from the culture of the society which to a large extent, determines the way people view and react to change. Therefore, for a Reform to be successful, the issue of culture both for the institution and the Driver should be properly noted. He stated that the Induction was aimed at sharpening the mindset of the Staff of the Bureau to attain a world class Public Service by the year 2025, The Programme was to provide the platform for Staff to benefit from all the carefully selected topics and selected questions, in order to assist our growth in discharging our responsibilities in the Public Service.

The DG emphasized the effects of Covid-19 as regards service delivery whereby technology had taken over human some skills. He therefore urged Staff to upgrade their skills for effective delivery. He also stated that BPSR is an institution which was set up to train and retrain the best in the Public Service sector since we are the center of research in the Public Service therefore, we are to set the standards for its growth. He observed that most Participants seated were coming from different MDA's with little or no knowledge of Public Service Reforms. Lastly the DG commended the Resource person and her team for the wonderful work done, he also commended the Facilitators and the Participants.

### **INTRODUCTION TO THE BUSINESS OF THE DAY BY THE HEAD CORPORATE SERVICE:**

Mr. Francis Udemba Uche (Head Corporate Service) presented a lecture on Purpose of establishing BPSR and its Mandates. He began the Presentation with the history of the Bureau which he said, Bureau was established on 4th February, 2004, as an initiative of the democratically elected Government of president Olusegun Obasanjo CCFR to address the need to Coordinate Reforms, emanating from the overarching macro-economic framework provided by National Economic Empowerment Development Strategy (NEEDS). The Bureau focuses on Public Sector, Institutional and Governance Reforms that performed part of the roadmap to support the Vision that would established Nigeria as one the world twenty largest economies by 2022. He further stated that the Bureau is a lead Reforms agency within Governmental bureaucratic structure that is independent and self-accounting for Coordinating, Monitoring and Evaluation of various Public Services Reforms initiative in Nigeria.

In addition, he mention that Bureau was currently under the supervision of the Office of the Secretary to the Government of the Federation (OSGF) in which the Bureau serve as the Secretariat for the Steering Committee on Reforms (SCR), chaired by the SGF, while Head of Civil Service of the Federation serves as Vice Chairman.

Thus, he stressed that the programme was for both the newly posted Staff and the existing Staff to align ourselves with the Mandate, Vision and Mission of the Bureau. He also talked on the purpose of Standard Operating Procedure (SOP) of the Bureau. It is to provide proper guidance on the structure and function within BPSR, with the aimed to ensure efficient and effective delivery of Reforms implementation at all levels of the institution. He added that the SOP, defined the responsibility and general guide on the procedures for staff to deliver on the duties. He stated that the Induction programme was for both the newly posted Staff and the existing Staff to align ourselves with the core Mandate, Vision and Mission of the BPSR.

The Presenter added that it was expected of staff to lead in such a dynamic institution that drove expertise from local and international attention to facilitate and coordinate Reforms in the Public Service and Service Delivery in the system, and to be the Reform agents.

Lastly in the presentation he thanked the DG (BPSR) for the opportunity to present the lecture at the induction programme and to the Staff and other Facilitators towards the success of the Induction Programme.

Presentation by Mr. Philip T from the Stransform Nigeria Limited: He thanked the Bureau for the Induction programme, The DG, and all other Facilitators and the participants present. He took Staff to an Ice breaker section which he said would be interactive for both the Presenter and the Participants. His Presentation focused on the question "why do Reforms fails in Nigeria' The Presenter said that we cannot ask why things were not working rather we had to dig deep down to the major cause of the Reforms Failure.

**Furthermore, in the Presentation some key issues on why Reforms fail in Nigeria were brought out as follows:**

- (I) Change resistance;
- (II) Lack of Political will;
- (III) Constant change in administration;
- (IV) Lack of Succession Plan by the Government;
- (V) Inadequate and Poor Budgetary Funding;
- (VI) Lack of proper Sensitization and Enlightenment by Government;
- (VII) High level of Corruption in the Public Sector.

**THE REFORMER AND THE NIGERIA PUBLIC SERVICE: A LECTURE PRESENTATION BY (MS.) MERCY OKON (HEAD) STRATEGIC INNOVATION AND RESEARCH DEPARTMENT, BPSR.**

Ms. Okon expressed her gratitude to the Director-General BPSR, the Resource Person, the Facilitators, and the Participants. She discussed Reform in her introductory lecture, inviting the audience to contribute to the definition; as a result, she defined Reforms as an intentional upgrade of an existing structure that results in a positive change in service delivery.



She further stated that the Presentation would seek to answer the following questions, 'what is the Public Service? Who is a Reformer? What constitutes a Reform? What are the Challenges that might be anticipated? What Strategies should be used? How to be an Effective Reformer? Furthermore, she mentioned that part of the problem facing the Public Service generally was the inability to cope with the modern trend of Governance and service delivery as evident in the organized private sector. These trends include bureaucratic bottleneck and processes; lack of innovation; under-utilization of capacity: and lack of Monitoring and Evaluation system.

The Head (SIR) pointed out that the Public Service is a group of employees responsible for formulating and managing the execution of the Programmes of the three (3) Arms of Government—Executive, Legislative, and Judiciary and that our goal as Reformers was to ensure that the Reform activities are implemented effectively. She also stated that a Reformer is a change agent who accommodates and adopts the new changes that are needed in order to align to new Challenges or Vision. Furthermore, the paper pointed out key elements in Reforming Public Service that promote clarity of Roles, Purpose, and direction of key institutions. One of these Key elements is the provision of Standard Operating Procedures (SOP), which will serve as a guide for Staff to understand their roles and ensure that we carry out our duties effectively. She stated the need to establish legislative framework for the regulation of the Public Service and to implement the Public Service Rules and Financial Regulations. There was also need to offer the Head of Reforms in MDA's a direction on their responsibility area.

In the Presentation, she also pointed out work ethics that will help in promoting and enhancing Staff in discharging their duties in the Public Service, these are: Attendance and punctuality, good character, good appearance, good attitude, respect for all staff, productivity, team work, good communication skills, cooperation, accountability and integrity.

Conclusively, the H(SIR) ended by saying that the goal of implementing Public Service Reforms is to ensure that service delivery is restructured so that Government can provide the support it needs to pursue good governance. She also said that Public Service Reforms cannot be separated from the Culture of any Society, and that our Culture as Reformers greatly influences how we perceive the world, accept changes and respond to those changes. She thanked the DG for the opportunity given to her to present her paper during the Induction Programme. She also thanked the Resource Person and her Team together with all the Participants for their various contributions.

## **STRATEGIC APPROACH TO REFORM MANAGEMENT IN PUBLIC SECTOR BY MRS. OFFIONG ANYANWU.**

In her presentation, she stated that failure of Reforms in Nigeria were as a result of human nature, the lack of team work, nepotism, favoritism, resistance to change when you fail to agree. The Objective of reforms is to alter for the better, some faulty state of affairs, and the steps needed for reforms to be successful include:

- (I) Marketing the Reform.
- (II) Engagement of stakeholders.
- (III) Secure buy-in of reforms by the stakeholders
- (IV) Use External Consulting Services
- (V) Strategic Communication
- (VI) Monitoring and Evaluating the Progress of the Reform

The Presenter also stated the success imperatives of Reforms, these include:

- i. Shared commitment and resolve to succeed
- ii. Recognition of its principal Stakeholder position
- iii. Intentional buy-in by all Staff. You can't sell what you can't buy
- iv. Strategic leadership at all levels
- v. Team Dynamics
- vi. High Performing Teams
- vii. Posterity Mindset
- viii. Healthy and conducive work environment
- ix. Inclusive work environment
- x. Zero favoritism and nepotism

### COMMUNIQUE.

The need to understand the Mandate of the Bureau.

It was unanimously agreed to build and encourage a Team Environment that will support Productivity and Staff Strength.



## **REPORT ON "DISCUSSION WITH DIRECTORS OF HUMAN RESOURCES MANAGEMENT (HRM) AND SCHEDULE OFFICERS ON APPOINTMENT IN MINISTRIES, DEPARTMENT AND AGENCIES (MDA)" HELD ON 3RD FEBRUARY, 2022 BY THE CIVIL SERVICE COMMISSION AT AMENZE HALL, ZEUS PARADISE HOTEL, OFF MABUSHI-KADO EXPRESS MABUSHI, ABUJA**

The Director General may please kindly refer to page 170 of the file, an invitation letter from the Federal Civil Service Commission (FCSC) in respect of the above subject and please recall your gracious approval of Head (CS) Mr. Oda Onda Edwin and AD (CS) Ms Okororie Philomena I. to represent the Bureau at the workshop.

### **OPENING REMARKS BY THE PERMANENT SECRETARY (FCSC),**

Mrs Monilola Udoh, in her opening remarks welcomed participants to the workshop, She stated that Directors (HRM) in various MDAs are the most important factors of production. She therefore stressed the importance of the Directors (HRM) getting acquainted with the rules and regulations guiding the appointment in the Federal Civil Service. She further implored the Directors (HRM) to inform their Chief Executive Officers (CEO) to take the issue of digitization with ultimate seriousness.

The Consultant engaged to give a talk on the above stated theme as reflected above informed participants that the "Executive part one, number 170 of the Constitution of the Federal Republic of Nigeria provides for the establishment of the Federal Civil Service Commission with the power to appoint persons to hold or act in the offices in Nigeria and to remove persons so appointed from any of such office."

He enumerated some of the requirements an applicant must fulfill before he/she could be qualify to secure appointment into the Federal Civil Service. Examples of such requirements are as stated below:

- Being a citizen of Nigeria by birth or by Naturalization;
- Must not be less than 18 years of age;
- Must possess required qualification for the position sought;
- There must be vacancy/vacancies for such position(s);
- Must not be indicted by the court of law;
- Must pass the Promotion Interview at 60% and above etc

He stated further that the Federal Civil Service Commission (FCSC) delegated some of its powers to appoint persons into the Federal Civil Service to the Office of Head of Civil Service of the Federation e.g GL 07-14 as while GL 01-06 have been delegated to MDAs. He therefore urged Head of Service (OHCSF) and MDAs to be vigilant and alive to their duties in order to help the Commission by reporting infractions on appointment, rules and regulations for disciplinary actions.

### **He advised MDAs to ensure the following henceforth:**

- All appointment letters by the FCSC must be confirmed by the Commission before the officer(s) so appointed must start to function;
- On no account should individual be allowed to go to Office of the Head of Civil Service of the Federation (OHCSF) for gazette of first appointment or Confirmation of appointment. MDAs must compile and forward to OHCSF for gazetting. This must however, be preceded with the regularization of appointments.

## INTERACTIVE SESSION

The Consultant sought views/suggestions/comments from the participants as how to minimize to the barest minimum, sharp practices in the Service especially in the area of appointments. In response to this request, so many people expressed their views and advices. The following were some of the recommendations by the participants:

- (i) That MDAs should not document until result of authentication of appointment is out from the Commission
- (ii) That names of Posted Officers must be authenticated by the Commissioner in charge of a particular MDA concerned.

## INFORMATION

- a. Information from the FCSC indicated that Candidates for 2021 Promotion Examination from ten MDAs yet to be named would conduct accreditation electronically as a pilot project.
- b. Candidates for 2022 promotion examination to face both accreditation and examination electronically.

## CONCLUSION.

At this point, at about a few minutes past 3pm the closing prayer was recited by the whole house and the workshop came to an end.



## **2021/2022 FEDERAL GOVERNMENT SCORECARD FOR RANKING WEBSITES OF FEDERAL MINISTRIES, DEPARTMENTS AND AGENCIES**

The Federal Government scorecard for ranking websites of Ministries, Departments and Agencies (MDAs) was a flagship project initiated by the Bureau in line with the context of the Executive Order 01 on ease of doing business, Freedom of Information Act (FOIA) 2011 and Standards and Guidelines for Government Websites of the National Information Technology Development Agency (NITDA).

As it is generally believed, the primary aim of existence of public institutions at all levels is to provide services and communicate government policies and programmes to the citizens effectively and efficiently. How freely citizens can access public information is considered an enabler for people to exercise their rights, effectively monitor and hold government to account. On the other hand, efficiency of norms and procedures that facilitate business and investment formation is an important catalyst for boosting the performance of a nation's economy. Beyond the naming and shaming of the public institutions being evaluated in the Scorecard, the tool was rather conceptualised as a peer review mechanism with specific objective to strengthen MDAs capacity for transparency, accountability and good governance by providing timely and unrestricted access to government information and services.

### **Other objectives include to ensure:**

- That MDAs become more accessible to the public about its operations and overall mandates;
- That MDAs' information are made readily available and disseminated widely to the public;
- That MDAs websites are up to date and reviewed, as the need arises;
- That MDAs are available to attend to public complaints/enquiries; and
- That MDAs is transparent and accountable in line with the provisions of Freedom of Information Act and or any other related extant provisions.

The 2021/2022 web ranking using the Scorecard commenced in 17th September, 2021 with the inauguration of Jury who would administer the requisite criteria to score and rate the performance of websites of the participating MDAs. The Jury membership were selected from relevant government institutions, private organisations, Civil Society Organisations (CSOs), Non-Governmental Organisations (NGOs), Multinational IT companies and professional bodies. A total of two hundred and twenty (220) MDAs selected from the categories of core Ministries, key agencies for the ease of doing business, Military/Paramilitary and MDAs with huge customers interface were evaluated by the Jury on .gov.ng/ .ng domain strings and local website hosting, appearance and aesthetics (Look and Feel), content, level of relevance MDAs' websites to their mandates/ government policy, structure, responsiveness i.e. device compatibility, security, Load Time (LT), usability/ease of navigation, availability /Up-Time (UT), functionality, interactivity, accessibility and building of the capacity of relevant desk officers managing the MDAs' websites.

Generally, the results reveals that there was an appreciable improvement in the overall performance of MDAs in the year under review in comparison to previous editions. There was indication that the number of government institutions on the .gov.ng top level domain has significantly increased. Majority of MDAs' websites now reflected a Look and Feel with appropriate standard and fits. From the review, websites of the MDAs were becoming rich in contents, rendered appropriately on different form of devices and prompt to users' click/requests to drive the implementation of Nigeria e-Government Masterplan. The results also indicated that accessing services on government websites was now safe and secure with high level user's privacy in consideration. Essentially, performance improvement rating for the year nets 73.95%.

**The summary of top ranking government websites for 2021/2022 are presented as follows:**

- Independent Corrupt Practices Commission (ICPC) - 1st Position
- National Identity Management Commission (NIMC) - 2nd Position
- Federal Road Safety Corps (FRSC) - 3rd Position
- Nigerian Deposit Insurance Corporation (NDIC) - 3rd Position

While the Scorecard is recording remarkable successes to its credits in terms of compliance by the MDAs, adoption as a metric mechanism for determining ease of doing business/service delivery ratings for the MDAs and country stance in the E-Government Development Index, there is need for the following steps for further improvement:

- Key stakeholders in the promotion of ICT in Nigeria must work with the Bureau to ensure desk officers managing the MDAs' websites at all levels receive continuous training and skill development in relevant web development and management courses. (The Bureau had already received a partnership handshake from Nigeria Internet Registration Association (NIRA) in this regards, but other stakeholders must also key into the initiative)
- MDAs must develop the right organisation culture for websites standardisation;







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# 2022 ACTIVITIES FOR LEGAL UNIT

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## **ACTIVITIES OF THE LEGAL UNIT .**

The Legal Unit of the Bureau of Public Service Reforms (BPSR) is an extension of the Honourable Attorney General of The Federation and Minister of Justice's Chambers. It could be described as a liaison office of the Honourable Attorney General of the Federation in the BPSR.

### **ESTABLISHMENT.**

The Unit was established in April 2020, with the posting of the pioneer Legal Adviser to the BPSR. Prior to the setting up of the unit, the legal unit of the Office of the Head of Civil Service handled the litigation matters of the BPSR while the Legal Unit of the Office of the Secretary to the Government of the Federation handled the policy matters requiring legal advice.

### **THE LEGAL UNIT OF THE BPSR.**

# CHALLENGES

## PASSAGE AND ENACTMENT OF BPSR ESTABLISHMENT ACT

The establishment act to properly position the Bureau as an independent agency of government and give legal backing to critical reforms driven by BPSR remained a major challenge. As at the time of this report, the Bill was undergoing necessary review and vetting at the Office of the Secretary to the Government of the Federation, before it would be presented to the Federal Executive Council for approval and transmission to the National Assembly passage. It meant that the Bureau lacked the legal authority to ensure compliance with and enforcement of agreed reform initiatives.

## SHORTAGE OF COMPETENT MANPOWER

Challenges of attracting and retaining competent human resources that would continue to drive and sustain the vision of the Bureau, through innovative research and robust programmes development persists. This was further exacerbated by staff movement in the Civil Service under the control of the Pool Officers in the Office of the Head of the Civil Service of the Federation. Being an organisation with a research tilt, the salary structure it currently operates could not adequately compensate for the huge expectation and work load.

## OFFICE ACCOMMODATION

The Bureau was still located within the Secretariat with the concomitant distractions by unpredictable activities at the Eagle Square. The Office would function better if it had a befitting accommodation in a serene environment with constant electricity and steady internet connectivity.



**BUREAU OF PUBLIC SERVICE REFORMS, FEDERAL SECRETARIAT COMPLEX, NEW EXTENSION,  
PLOT 04, PHASE II, BLOCK D, 3RD FLOOR, SHEHU SHAGARI WAY, P.M.B. 625 GARKI, ABUJA, NIGERIA.**