



2015

BUREAU OF PUBLIC
SERVICE REFORMS

FEDERAL GOVERNMENT OF NIGERIA



ANNUAL REPORT

REFORMING
NIGERIA

FOREWORD

2015 was an eventful year for BPSR. We witnessed Nigeria's first transition of democratic power from one political party to another. We helped to train civil servants to properly manage the transition and played a significant role in preparing the handover notes from the outgoing administration to the new government.

In 2015, we produced some landmark work. Significantly, we produced Nigeria's first qualitative baseline of public service reform efforts titled "Public Service Reforms in Nigeria 1999-2014: A Comprehensive Review." This was a dispassionate impact analysis of the various public service reform initiatives from 1999. In the realisation that past reform efforts have not focused sufficiently on the improvement of agencies and parastatals, we published a guide on "How to Manage and Reform Agencies and Parastatals." This was complemented by a Self-Assessment Tool with which agencies could assess themselves against good practice. We also sought to learn the institutional reform lessons from the remarkable ways in which Nigeria tackled the Ebola outbreak.

This annual report sets out how we have tackled each of our mandate areas. It starts with our Vision, Mission and Mandate statements, as we believe that the assessment of any organisation's performance must be directly related to its mandate. Overall, we made good progress in each of our mandate areas.



Dr Joe Abah

Director-General

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About BPSR

The Bureau of Public Service Reforms (BPSR) was set up on the 4th of February 2004 as an independent and self-accounting body. The Bureau is under the supervision of the Office of the Secretary to the Government of the Federation. It also serves as the Secretariat for Steering Committee on Reforms (SCR), chaired by the Secretary to the Government of the Federation, with the Head of Civil Service of the Federation as Vice Chair.

VISION

“To have an integrity and merit based professional public service, driven by national interest and efficient management of resources and talents.”

MISSION STATEMENT

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

MANDATE

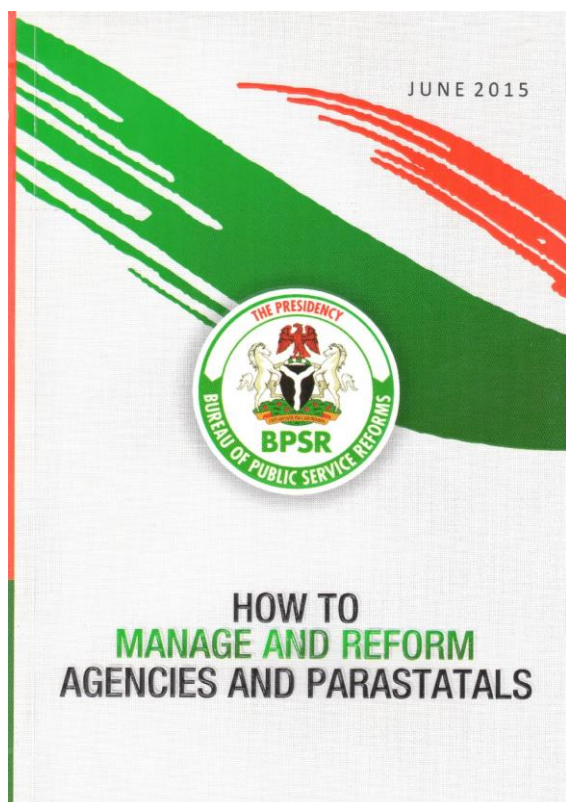
“To initiate, coordinate, monitor and ensure full implementation of Government reform policies and programmes.”

FUNCTIONS

1. Initiating Reforms

In fulfilment of this function in 2015, the Bureau:

- i) **Developed and published a guide on 'How to Manage and Reform Agencies and Parastatals';**



[How to Manage and Reform Agencies and Parastatals \(BPSR Reform Guide\)](#)

Synopsis

While top-level civil servants, such as Permanent Secretaries, grow through the system and acquire public knowledge and experience over time, most chief executives of government parastatals and agencies are appointed from outside the public service. This means that they arrive with limited knowledge and experience about the practical workings of the public service and the rules and regulations that order their conduct as chief executive in the public sector. At the same time, immediately upon assuming office, they also assume very grave responsibilities flowing from the Public Procurement Act, 2007, the Financial Regulations and the rules around managing human resources and dealing with boards. Unfortunately, there is currently no process of induction for newly appointed chief executives of agencies and parastatals.

The aim of this document is therefore to provide practical guidance for chief executives of agencies and parastatals on such issues as Change Management, Clarifying Mandates, Corporate Strategy, Aligning Planning and Budgeting, Performance Management, Human Resource Management, Financial Management, Public Procurement and Corporate Governance. While seasoned public servants would be familiar with most of it, I believe that those that are new to the public service will find it invaluable.

In compiling the guide, we have sought to distil good practice in the various subject areas from various parastatals and agencies. Beyond painting an ideal picture, we have sought to provide guidance about how some agencies have dealt with various challenges, so that other agencies can benefit from the experience. This, will be useful for chief executives that are desirous of reforming their agencies for optimal performance.

The Guide is complemented by a Self-Assessment Tool with which agencies and parastatals can assess themselves against a local and international good practice. For more rigorous assessment that includes a process of verification and validation, BPSR is available to facilitate the use of the assessment tool in individual agencies, there is additional guidance about the process in the document.

ii) Developed and published a pilot Self-Assessment Tool (SAT) for agencies and parastatals;

BPSR
BUREAU OF PUBLIC SERVICE REFORMS
THE PRESIDENCY

Hello Fepar (FEPAR), [Logout](#)

[Home](#) → [Assessment Test](#) → [Question 21 of 117](#) → [Download Manual](#)

Percent complete: 17%

Section 2 – Strategic Planning and Operational Leadership (see Manual chapters 2 & 3)

21 Senior Management meets regularly with staff to set direction, motivate and reinforce set standards for operational functions and service delivery

- Strong
- Well Placed
- Developing Area
- Needs Attention

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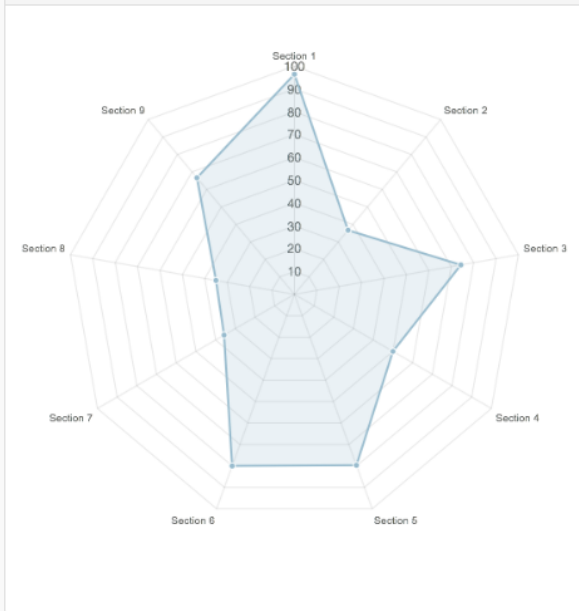
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A test statement in the SAT

BPSR Self Assessment Test

Final Result

Results Distribution by Category



Analysis and Advice

Final Score / 468

300

Final RAG



Analysis and Advice

The organization is delivering to expectations with some areas of strong performance in the conduct of government business. However, the organization needs to pay attention to its areas of shortcomings to enable it deliver consistently high levels of performance in all areas.

Results by section

Section 1 - Strategy Governance

Section Result	Suggested Next Steps
	The results are very good. We would strive to sustain this results and make concerted efforts to further improve on it. We are also open and willing to share our good practice with other agencies.

Section 2 - Strategic Planning & Operational Leadership

Section Result	Suggested Next Steps
	We need to work hard to improve on our performance. There are a number of good practice issues that we have an opportunity to improve upon.

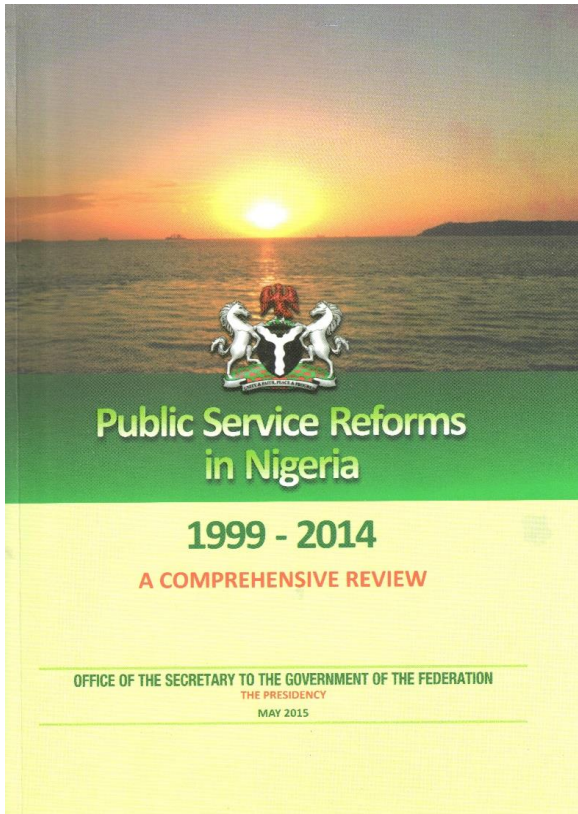
Section 3 - Financial Management

Section Result	Suggested Next Steps
	The results are good. We will make efforts to improve further and ensure that we do not fall below our current standard.

Section 4 - Procurement Processes

Section Result	Suggested Next Steps
	The results are promising. However, there are some good practices issues we need to pay attention to further improve on our performance.

iii) Published a comprehensive review of all key reform initiatives undertaken in Nigeria between 1999 and 2014 in a compendium, 'Public Service Reforms in Nigeria, 1999-2014: A Comprehensive Review'.



[Compendium of Public Service Reforms Nigeria](#)

Synopsis

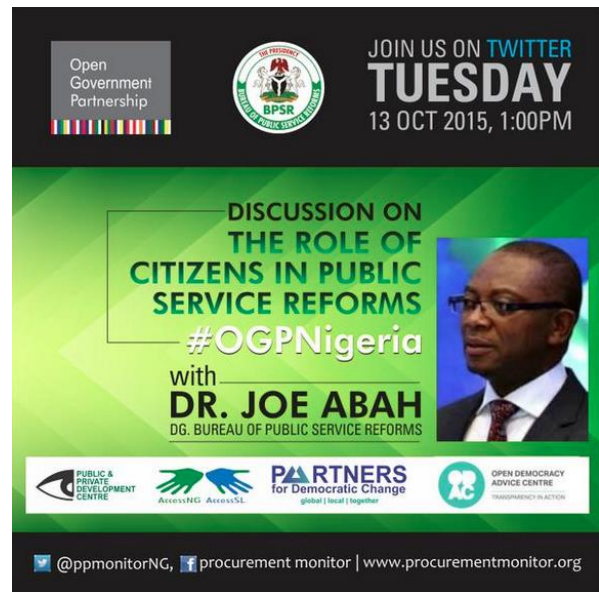
This compendium details the breadth and depth of reform initiatives that have taken place since Nigeria returned to democratic rule in 1999. Overall, Nigeria has achieved monumental improvements in a relatively short time. It has often taken bold reform steps to tackle problems and these have accelerated the country's development in spite of daunting challenges. Key achievements of the period include:

- A functioning machinery of government, following years of military rule
- Improvements in public administration and management
- Very healthy pension arrangements
- Stronger Public procurement reforms
- A slimmer government, following the privatisation of government enterprises
- Strengthened capacity to produce national statistics for developmental planning
- Improving Transparency, Accountability and Anticorruption efforts
- Strong and improved ability to manage public finances to international standards.
- A vibrant and viable capital market, with one of the best returns on investment in the world
- Diversification of the economy away from oil, including world-class revenue administration and greater investment in solid minerals
- Improved service delivery in sectors such as banking
- Electoral reforms, resulting in credible, free and fair elections devoid of violence
- Strong gains in Human Capital Development, including the MDGs
- Agricultural sector reforms that is providing benefits for farmers and creating jobs
- Strong Economic Growth, leading to Nigeria having Africa's largest economy
- The revival of Manufacturing
- Aggressive Infrastructure Development
- Transportation sector reforms, which are improving the capacity to move goods and persons.

2. Elucidating Government policies on reforms.

To discharge this function, BPSR:

- i) Carried out a comprehensive review of both the White Paper on the Restructuring and Rationalisation of Federal Government Agencies, Parastatals and Commissions and the Orosanye Report for government's consideration;
- ii) Visited several media houses such as Rhythm FM, Hot FM, NTA, AIT, etc., to create effective awareness and bring the issue of Public Service Reforms to the public.







iii) Both the Bureau and the DG have very active Twitter handles (@bpsr_ng and @DrJoeAbah) with a combined followership of more than 6,000, through which information about reforms is elucidated and explained.



3. Coordinating, monitoring and evaluating reform implementation activities.

Towards this, the Bureau published a comprehensive review of all key reform initiatives undertaken in Nigeria between 1999 and 2014 in a compendium titled: 'Public Service Reforms in Nigeria, 1999-2014: A

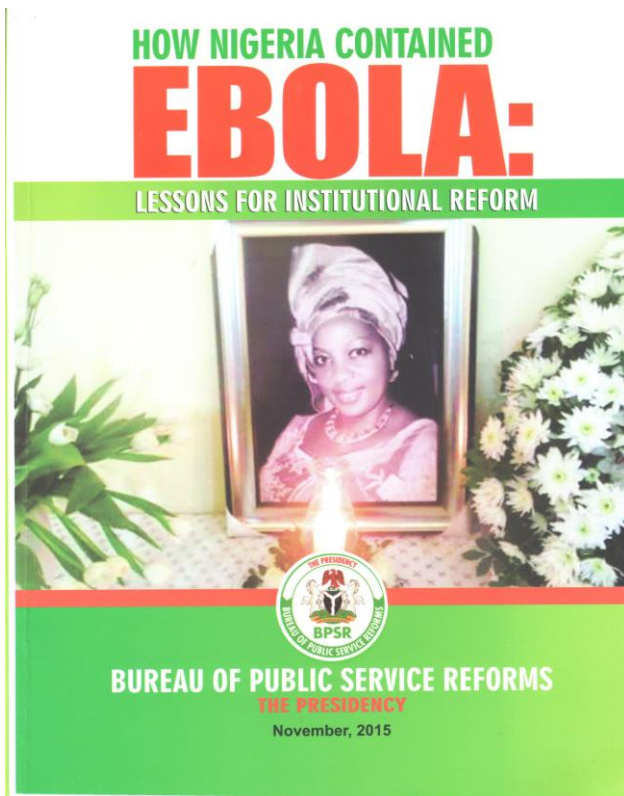
Comprehensive Review'. The document will be updated at the mid-term of the current Administration in 2017.

Significantly BPSR played a pivotal role in managing the transition of power from the former government to the present on in 2015. It organised training for public servants on how to manage transitions and compiled and edited the handover notes from President Jonathan to President Buhari.

4. Conducting research on implementation efforts and presenting best practices as models.

Among several other activities, the Bureau addressed this function by:

- i) Producing and publishing 'How Nigeria Contained Ebola: Lessons for Institutional Reform';

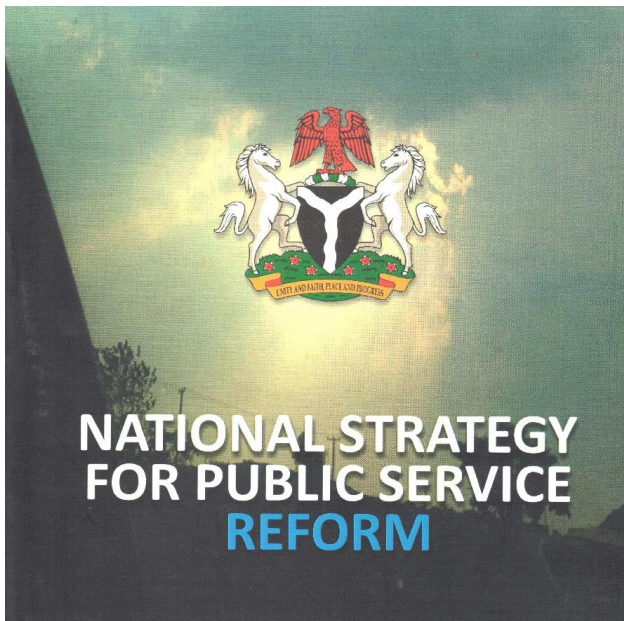


[How Nigeria Contained Ebola: Lessons for Institutional Reform](#)

Synopsis

Those that follow a particular interpretation of institutional theory will have you believe that countries are slaves to their history and culture, and that the path that a country follows depends on the choices and decisions that it has made in the past. This fatalistic view of the world frequently writes off Africa, given its history of colonialism, civil wars, military dictatorship, high indebtedness and poverty. Tackling epidemics require strong institutions and good governance, which it is claimed are lacking in many African countries. Putting these two arguments together, the expectation was that in the case of an Ebola outbreak, Nigeria, Africa's most populous country, would be overrun with catastrophic consequences on a biblical scale. But this wasn't! Why? Are the governance institutions in Nigeria stronger than many foreign commentators make out to be? Or were there other factors at play that ensured that Nigeria's containment of Ebola became an example of good practise for the rest of the world? Or where a combination of factors at work? This is the subject of the book.

- ii) Establishing monitoring and evaluation systems for the National Strategy for Public Service Reforms (NSPSR);



OFFICE OF THE SECRETARY TO THE GOVERNMENT OF THE FEDERATION
THE PRESIDENCY



[DRAFT NATIONAL STRATEGY FOR PUBLIC SERVICE REFORMS \(NSPSR\)](#)

Synopsis

The National Strategy for Public Service Reform (NSPSR) provides a common vision and a long-term agenda to guide the rebuilding and transformation of the federal public service. The NSPSR is comprehensive and long term, aligned with Nigeria's Vision 20:2020 with the goal of positioning the country in the 20 leading economies in the world by 2020. For the short to medium term, the NSPSR is focused on implementing the President's Transformation Agenda and ensuring consistency in service delivery across the public service. The NSPSR also draws on the review of public service reform activities since 1999 commissioned by the Steering Committee on Reform, and the Public Perception Survey undertaken by the Bureau of Public Service Reforms (BPSR) and the National Bureau of Statistics (NBS) in 2014. These documents highlighted reform successes, major challenges and next steps, and provided a basis for identifying areas where the original NSPSR needed to be revised.

The NSPSR is primarily a coordinating mechanism. Many reforms are ongoing across the public service, but not all of them are known about outside the lead ministries, departments, and agencies (MDA). Furthermore, there is no central monitoring or evaluation of reform, which means limited feedback and diminished improvement from lessons learned as well as lost opportunities for the effective coordination of related reforms across government. The NSPSR brings all the separate strands of public service reform together: to make better linkages, to ensure these are communicated, and to introduce effective monitoring, reporting, and evaluation of reforms.

iii) Publishing a monthly e-newsletter on reform implementation efforts in the public service.

Reformer Monthly
A monthly E-Newsletter of the
Bureau of Public Service Reforms

- 2015 July Issue

5. Providing advisory and technical support services for change management teams and working groups.

The Bureau serves on several technical government committees. It is the secretariat for the National Steering Committee on Public Service Reforms, as well as the Presidential Committee on the Implementation of the White Paper on the Restructuring and Rationalisation of Agencies, Parastatals and Commissions.

Welcome
to the
Reformer
Monthly!



The Bureau also provides technical advice on various restructuring and reorganisation efforts and provided advice to the President on the **merger of Ministries in November 2015.**

6. Engendering an environment of learning among MDAs.

BPSR organises a popular monthly 'Lunch-time Seminar Series' for public servants. Topics for 2015 included "Budgeting in Times of Austerity", "Public-Private Partnership in an Era of Dwindling Capital Budgets" and "2014 Pension Reforms Act and Its Implications for Public Servants."

A library for archiving and learning was established by the Bureau with this function in mind.



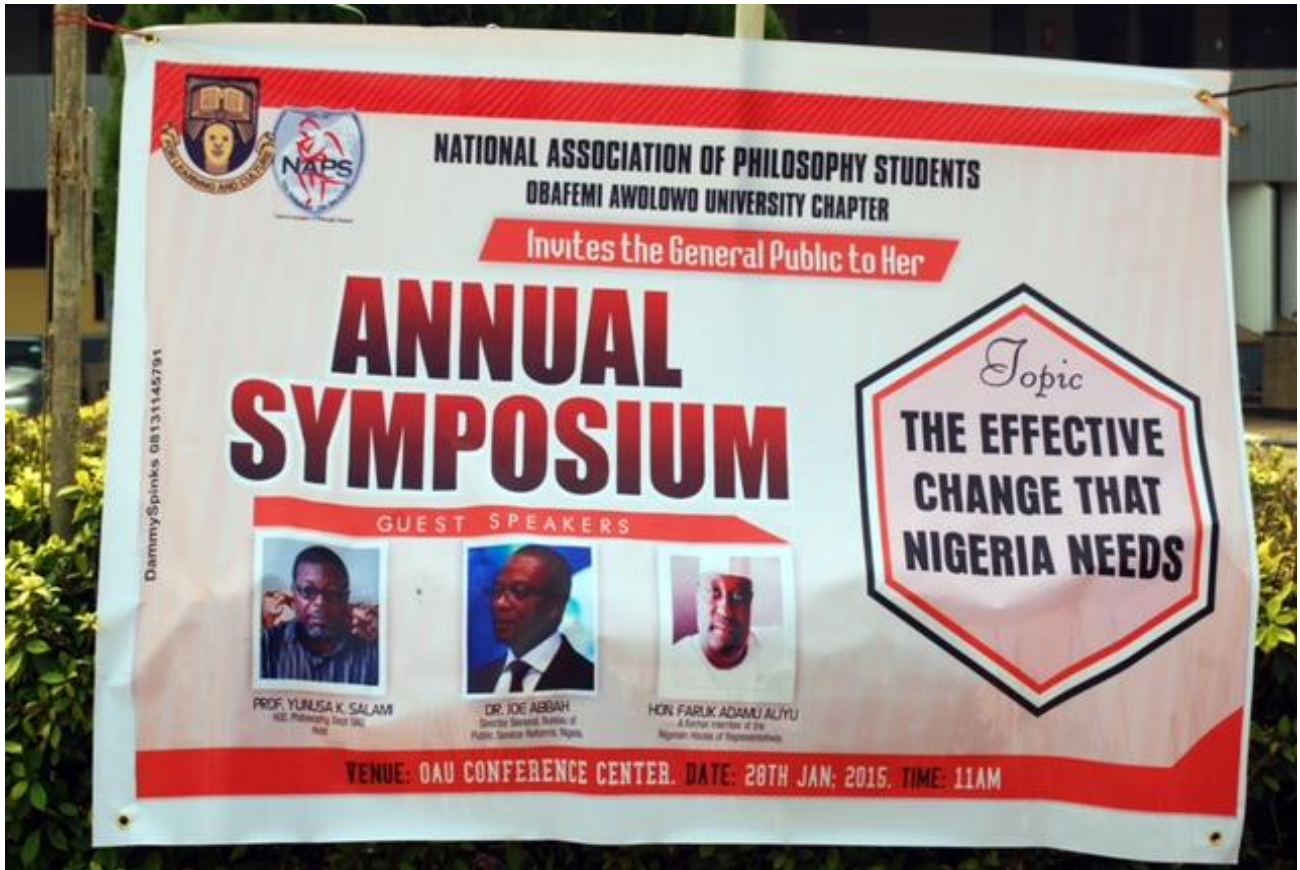
7. Disseminating information on all aspects of reforms.

The Bureau:

- i) Visited several media houses such as Rhythm FM, Hot FM, NTA, AIT, etc., to create effective awareness and bring the issue of Public Service Reforms to the public;



- ii) Presented lectures on public service reforms to Political Science students of the University of Abuja and Philosophy students of Obafemi Awolowo University, Ife;



iii) Published monthly e-newsletters that served as an information disseminating channel.

8. Submitting quarterly progress reports on reform activities to the Steering Committee on Reforms.

In fulfilment of this responsibility, the Bureau duly sent quarterly updates to the Secretary to the Government of the Federation who is the Chairman of the Steering Committee on Reforms. In addition to the core functions listed above, the Bureau's carried out the following activities that are complimentary to its mandate:

1. Establishing Policies and Guidelines on Reforms.

BPSR produced and published the 'Guiding Principles for Merging and Restructuring Ministries, Departments and Agencies' in 2015, which guided the actualisation of merger of Ministries as directed by the President.

BPSR REFORM GUIDE

GUIDING PRINCIPLES FOR MERGING AND RESTRUCTURING MINISTRIES, DEPARTMENTS AND AGENCIES



[Guiding Principles for Merging & Reconstructing MDA's](#)

Synopsis

There is plenty of evidence from all over the world that a proliferation of government ministers and agencies does not always result in improved service delivery to the public. In Nigeria, the Orosanye Report into the restructuring and rationalisation of agencies shows very clearly that a number of agencies and parastatals have overlapping and duplicated functions. The configuration of Ministries can also appear to have been designed for political exigencies, rather than with a focus on service delivery to citizens.

While it is common for the government to merge and demerge Ministries, there is often little documented guidance about the process to follow and the principles that should guide that process. Once those that conduct particular processes of merger leave the service of the government, they tend to leave with experience that they have gained from the process. Documented experience about merging agencies and parastatals is even more difficult to come by, given that the merger of agencies does not tend to happen as often as that of Ministries.

This aim of this guide is there for to set out the guiding principles that should govern the merger and demerger of MDA's. We have taken special care to highlight areas where the process in ministries may differ from that of agencies and parastatals.

2. Relating with public organisations to encourage reforms and obtain information on their progress

We piloted our Self-Assessment Tool in the Federal Road Safety Commission and the Abuja Enterprise Agency.

3. Intervening to initiate service-wide reforms

We supported the Office of the Head of Service of the Federation in developing a new Structured Mandatory Assessment-Based Training Programme (SMAT-P), a Leadership Enhancement and Development Programme (LEAD-P), and a new Performance Management System.



MANAGEMENT STAFF

- | | |
|-------------------------------|--|
| 1. Dr Joe Abah | Director-General |
| 2. Mr Bin Yamusa | Director Reform Coordination |
| 3. Mr Tsado Aloysius | Director Corporate Services |
| 4. Mr Arabi Dasuki Ibrahim | Director, Strategy, Innovation
Research |
| 5. Dr Bakari Wadinga | Director Finance & Accounts |
| 6. Mr Oyaide Festus | Head, Strategic Communications |
| 7. Mr Anyang S. Inyang | Technical Assistant to the DG |
| 8. Mrs Otti Felicia | |
| 9. Mr Aliu Ibn Ibrahim | |
| 10. Mr Pever M. Michael Longo | |
| 11. Mr Tayo Akinola Olumuyiwa | |
| 12. Mr Adeniran John Olutayo | |

- 13.Mr. Gukas Kizito Dankat
- 14.Mr. Pilakyaa James Aondona
- 15.Mr. Umezurike Onyekaozu Chukwu

DETAILS OF ACTIVITIES AND CAMPAIGNS FOR 2015

The core mandate of BPSR has been well defined from the outset: To initiate, co-ordinate, monitor and ensure full implementation of Government reform policies and programme.

In 2015, a number of programmes and activities were carried out. The entire staff of the BPSR were trained on FOIA 2011 (Freedom of Information Act) by right to know (R2K) initiatives, a non-governmental organization (NGO), on the 10th and 17th of June 2015.



On the 11th of August 2015, the Bureau signed a memorandum of understanding (MOU) with R2K with the purpose of deepening

transparency and promoting the effective implementation of the provision of Freedom of Information Act in the Bureau.

In order to create effective awareness and bring the issue of public service reforms to the domain of the *ordinary men on the street*, BPSR visited several media houses including Rhythm F.M, HOT FM, NTA, AIT, etc.

The Bureau published a white paper on the Orosanye report and the National Strategy on Public Service Reform (NSPSR) for easy comprehension of (top) civil servants and members of the public. In addition, there were several features and articles in the print media to create more awareness.

The Bureau took the Lecture Series to the University of Abuja where students were enlightened on public service reform. The publication of a monthly e-newsletter on reform implementation efforts were part of activities to sensitize the public on the progress being made.



To further deepen the knowledge about reforms, the Bureau established a library for archiving and learning, and developed a new strategic plan.

Monitoring and evaluation (M&E) systems were developed to assess the NSPSR implementation.

A management information system (MIS) was developed as an M&E mechanism for the Bureau. It also redesigned and re-developed its website, received and installed servers, storage, switches, routers, inverters, computer hardware, desktops, workstation, laptops and other ICT equipment with the sole purpose of increasing productivity, access to modern software programmes and improved service delivery. Several stakeholders' workshops were held on Records Management/IPPIS, Budget, MTSS and MTEF.

PRE-RETIREMENT TRAINING PROGRAMME/LUNCH TIME SEMINAR SERIES

There were three major programmes that dominated the activities of BPSR in 2015: Lunch-Time Seminar, retreat organised for Directors of Reform Coordination and Service Implementation, Planning, Research and Statistics in the MDAs, and the Pre-Retirement Training Programme for Retired/Retiring Staff of Federal Parastatals.

The principal objectives of the Lunch-Time Seminar, programmed to take place monthly, is to keep civil servants abreast with current reform issues, especially those that require government attention. So far five editions of the programme have been carried out on current issues affecting civil servants such as accessing housing loans, procurement issues, private public partnership challenges of budgeting and budget implementation in Nigeria.

The retreat organised for Directors of Reform Coordination and Service Implementation, Planning, Research and Statistics in Kaduna from 25th - 27th August 2015 aimed at providing a platform for the Directors to exchange innovative ideas, knowledge and practice, gain deep understanding of the NSPSR document and to deliberate on specific reform issues with a new impacting knowledge, and broadening the knowledge of the Directors on their schedules of duties.

The Pre-Retirement Training Programme was conducted in December 2015 across the six geo-political zones. It was for the training of retired/retiring staff of Federal parastatals to enable them appreciate the necessity of retirement, plan for it and make a success out of their retirement. The training modules adopted modern training techniques.

ACHIEVEMENTS

Performance Management System (PMS)

PMS is one of the initiatives of the BPSR, it is a tool that is aimed at improving service delivery in the Nigerian public service by developing the capacity and capability of public servants, improving the performance of Federal Government institutions and addressing underperformance in a timely and constructive manner.

Integrated Personnel Payroll Information System (IPPIS)

IPPIS is one of the reform activities of the Federal Government of Nigeria that was initiated by the Bureau with the aim of creating a centralized database system for Nigerian public service to be a single and accurate source of employees' information and [that] provides integration with other business applications.

The main objectives of IPPIS includes:

- Provide a centralized database to aid Government manpower planning and decision making process;
- Facilitate automation & storage of personnel records to support monitoring of staff emolument against budget; and
- Prevent wastage and leakages by ensuring that staff remuneration is based on factually correct information.

The system also ensures prompt payment of salaries directly to employees' accounts with timely, appropriate deductions and subsequent remittances of 3rd party payments (e.g. tax, pension, cooperatives, union dues and bank loans).

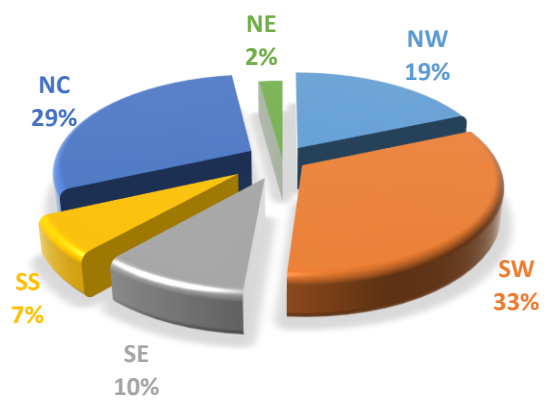
The development and deployment of IPPIS has further improved the quality of payments processes in form of monthly salaries to public servants and also reduced the incidence of hitherto “ghost workers” prevalence. Year 2015 recorded further increase in the number of public servants included on the IPPIS platform. Full implementation is expected soon with recent directives from the President.

Pre-Retirement Training Programme

One of the annual programmes organised by the BPSR is the pre-retirement training workshop, a programme designed to prepare public servants retiring from Federal Government parastatals on

how best to make a smooth transition to life after retirement, and also enabling them to fit into the societies they retire into, which requires the management of trauma, removing of fears and other mental blocks that hinder the transition. The training programme is conducted at designated locations in the six geo-political zones of the country and the duration is usually 5 days. The training workshop since inception has trained more than 20,000 retiring public servants.

2015 PARTICIPANTS ATTENDANCE



Lunch Time Seminar Series

The seminar series is part of the Bureau’s broader function of conducting research on reform implementation efforts and presenting best practice models. It provides a forum for active exchange of ideas and also addresses specific reform issues with a view to impacting knowledge and

broadening the understanding of participants on some key reform issues. Lessons learnt from the seminar will enrich the knowledge of the participants to debate on the future of the Nigerian Public Service and its role in the delivery of change agenda of the present administration. The resource persons are highly experienced Chief Executives who bring to bear their skills, experiences and best way forward. The Bureau held 3 editions of the seminar series in 2015 on the following topics:

- Opportunities for civil servants to own their own homes; and
- The challenges of budget implementation in Nigeria.

Full reports of seminar series held are available on the BPSR website.

Production of a Compendium of Public Service Reforms

The Bureau of Public Service Reforms (BPSR) compiled into one publication, titled **“Public Service Reforms in Nigeria, 1999-2014: A Comprehensive Review”**, all the key reform initiatives undertaken in Nigeria since the return of civilian government in 1999. The primary objective of the compilation was to assess what has been working and what was not, identify key challenges and propose useful next step actions. By highlighting what has worked well and what has not worked well, the compendium aims to provide instructive lessons and guidance on where future reform efforts should be focused. It also aims to provide qualitative (rather than quantitative) baseline that will facilitate future monitoring and evaluation of on-going and new public service reform initiatives. The publication also gives BPSR's assessment of the success and impact of each reform activity. Although the Compendium on Public Service Reforms covers almost all reform initiatives undertaken between 1999 and 2014; its focus has been external – on the citizens – rather than on the internal process improvements that various public

organizations have undertaken. In this respect, therefore, the reforms discussed in the compendium are those that directly affect the lives of ordinary citizens and their experience of governance.

It is worthy to note that every administration since the return to democratic governance has contributed in some way to improved governance in the country. While the reform efforts between 1999 and 2009 have been extensively documented, the reforms in the period between 2010 and 2014 are much less well documented and what exists is scattered in various documents. There was, therefore, the need to consolidate the various key reform efforts into a single volume for ease of reference. The assessment of the reforms was done independently by the Bureau with support from an Inter-Ministerial Technical Team (IMTT) drawn from across the public service. Every effort was made to be rigorous, balanced and professional, and where things could have been done differently the Compendium is bold enough to say so. It has also taken care to highlight those things that have gone well, so that Nigerians are better aware of how their society is improving. Finally, the next steps proposed at the end of each chapter are expected to guide reformers in their future efforts, and also deepen the reform process in Nigeria.

Production of the “How to Manage and Reform Agencies and Parastatals”.

Agencies and parastatals of government are vitally important for delivering government priorities. They have the autonomy, legal backing and resources to deliver services directly to citizens and the performance of any government is often judged by the performance of its agencies and parastatals. However, many Chief Executives and Heads of

Agencies are appointed with little or no public service delivery experience. In order to address this gap, the Bureau published a guide on **“How to Manage and Reform Agencies and Parastatals”**. The document provides simple guidance for Chief Executives of agencies and parastatals on how to run government agencies. The Guide covers such as areas as change management, clarifying mandates, corporate strategy, aligning planning and budgeting, personnel management, human resource management, financial management, public procurement and corporate governance.

In compiling the Guide, the Bureau made use of good practices from well-performing agencies and parastatals of the Federal Public Service, in addition to good practice from other countries. These included such agencies as the Nigerian Communication Commission (NCC), Federal Inland Revenue Service (FIRS), Economic and Financial Crimes Commission (EFCC), National Agency for Food and Drug Administration, National Drug Law Enforcement Agency (NDLEA), and National Primary Healthcare Development Agency (NPHCDA). The Guide has already been distributed among Agencies and Parastatals of the Federal Public Service, and it has been found to be very useful and educative.

Pilot of the Self-Assessment Tool (SAT) in Agencies and Parastatals

The Guide on **‘How to Manage and Reform Agencies and Parastatals’** is complemented by an institutional Self-Assessment Tool (SAT) also developed by the Bureau through which agencies and parastatals can assess themselves against local and international good practices to improve performance. The Self-Assessment Tool (SAT) is built around nine (9) main domain areas. These are strategic governance; financial management; strategic planning and budgeting; procurement

processes; operational and service delivery processes; human resource management and planning; partnership and resource mobilization; key performance management and results; and change management.

In November, 2015 the Bureau began the pilot of SAT in agencies and parastatals of the Federal Public Service. These agencies included the Abuja Enterprise Agency, Federal Road Safety Corps; and Nigerian Communication Commission. The methodology adopted to pilot SAT in the agencies and parastatals is the use of a focus group participatory approach. The BPSR facilitators work with each focus group to determine where the agency sits along the continuum of the self-assessment tool. The BPSR facilitator's asked open-ended, probing questions to encourage group discussions, and take notes on participants' responses. At the end, the pilot exercise enables the agency to identify areas and note where progress is still needed, and next step action taken. Agencies were SAT have been piloted so far have evaluated the exercise as most educative and beneficial.

Documentation of how Nigeria contained Ebola: Lessons for Institutional Reforms

Nigeria successfully tackled Ebola and its response has been hailed by the international community as an example of best practice. The Bureau found out that Nigeria's successful response to containing the Ebola virus disease was attributable to a combination of factors. This provided an opportunity for the BPSR to document the lessons learned from the containment of Ebola in Nigeria, and published it in a book, titled: **"How Nigeria Contained Ebola: Lessons for Institutional Reforms"**. The book highlighted the lessons learned, and it is aimed to serve three main purposes. Firstly, public health managers faced with similar challenges or outbreaks may use Nigeria's successful response as a guide. Secondly, a

reading of the book will reveal that although there were challenges, those challenges were a threat to our national survival and how successfully we were able to overcome them provided lessons to improve our management of other challenges to our development as a nation, such as corruption, insecurity and unsteady power supply. Finally, it provides lessons for institutional reform, particularly in the areas of leadership, teamwork, inter-governmental relations and cooperation, and media support.

Production of the ‘Guiding Principles for Merging and Restructuring Ministries, Departments and Agencies.’

Recently the Federal Government reduced the number of Ministries to twenty-five (25). In order to guide the merger and restructuring of Ministries, the Bureau produced a document captioned **“Guiding Principles for Merging and Restructuring Ministries, Departments and Agencies.”** The Guide set out the guiding principles and institutional framework for managing the merging and restructuring of MDAs. The primary purpose is to ensure that due diligence required in merging and restructuring Ministries is undertaken, thoughtfully, professionally and with regards to both the welfare of staff and the delivery of service to citizens.

The BPSR was part of the Presidential Committee operationalizing the mergers, and through it work with relevant stakeholders to map the mandates, review and delineate functions and propose new structures for MDAs. The Guide has been found to be very useful in managing the recent merging and restructuring of the seven MDAs; namely: Federal Ministries of Interior, Transportation, Budget and National Planning, Information and Culture, Environment; Youth and Sports Development; and Power, Works and Housing.

INFORMATION COMMUNICATION TECHNOLOGY

Since 2013, there have been a major change in the Bureau's approach to technology and digital services. Good progress has been recorded in terms of access to ICT tools and knowledge the staff required to work effectively as a team, and with stakeholders.

In the course of the year, the ICT Unit received supply of computer and office equipment through the European Union Support to Federal Governance Reform (SUFEGOR) project in five Federal MDAs, namely Bureau of Public Service Reforms, National Planning Commission, Office of the Head of Service, National Bureau of Statistic and Federal Inland Revenue Service.

3. The equipment has drastically assisted operations of Departments/Units to be better sustainable overall, and they include:

- A. Computer Hardware – comprising of Laptops, Desktops, Workstations, professional software and UPS
- B. Networking and Storage devices - Servers, Router, Switches, Inverter and high capacity UPS
- C. Printing and General Office equipment – printers, photocopier, plotter, scanners and stabilizers
- D. Enterprise Hardware – Inventory Management System, Satellite Phones, Global Positioning System (GPS), Mobile Satellite Internet, Video Conferencing, Video and Photo cameras, Projector, Security and First Aid kit
- E. Software – Electronic Document Management System, E-library and Mail exchange server.

In order to broaden online presence and digitise customer services, the Bureau's website was redesigned with modern web tool applications. The traffic on the website and accessibility of wide range of BPSR

documents/publications residing there have drastically increased. The website is now more visible, user friendly and information dissemination/sharing and increased capacity to host a number of BPSR Management Information Systems application.

AWARDS

BPSR Wins Most Outstanding Public Institutions Award

The Bureau of Public Service Reforms (BPSR) was presented the Most Outstanding Public Institutions Award in the category of prompt response to mails. The award was presented to the Director General of the Bureau, Dr Joe Abah during the unveiling of service delivery report for most outstanding Public Institutions in Nigeria 2014-2015 on Monday 30th November, 2015 at the International Conference Centre, Abuja by the Independent Service Delivery Monitoring Group (ISDMG) – Centre for Transparency Advocacy.

The Director General of the Bureau of Public Service Reforms passed on the award of the sum Five Hundred Thousand Naira only (N500,000) to the FCT School for Blind children, Jabi, Abuja. In his remarks, he also dedicated the award to staff of the Bureau for their dedication and commitment, without whom the feat would not have been achieved. He further revealed that the mail that clinched the award for the Bureau was actually responded to within four hours. He thanked the ISDMG for its transparent and robust method of choosing outstanding Public Institutions.

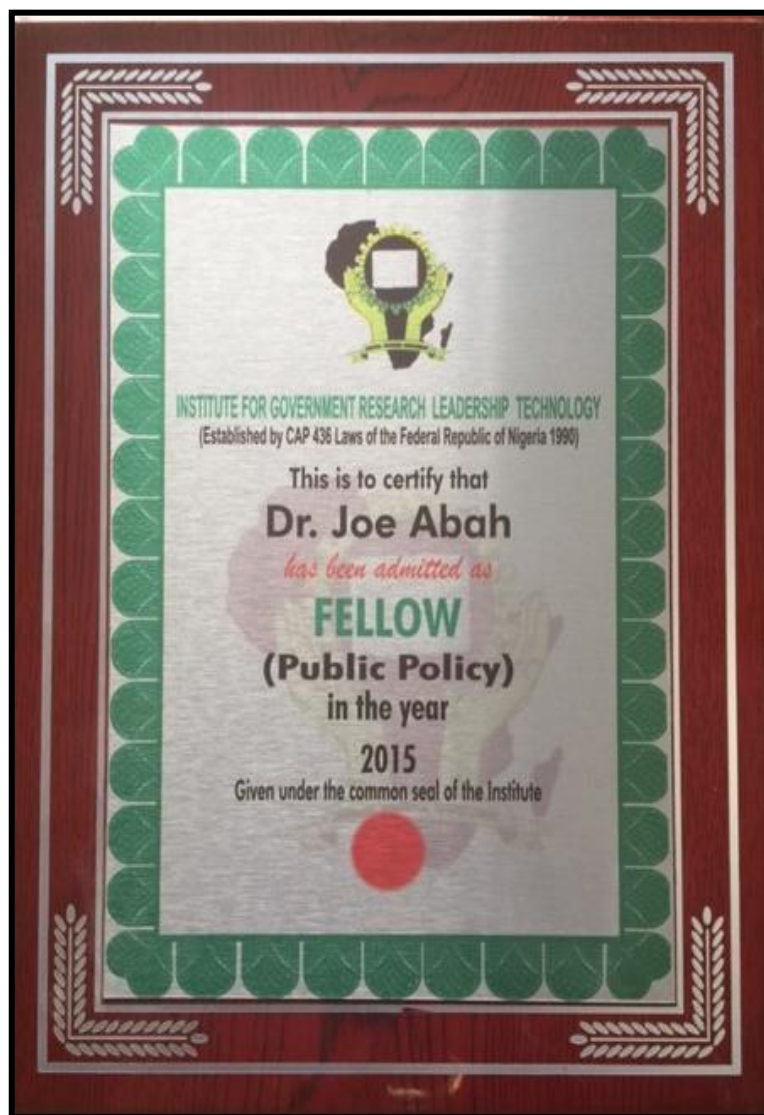


DG Conferred with Patriotic Citizens Award

The Director General of the Bureau of Public Service Reforms Dr. Joe Abah was conferred with the patriotic citizen award of Fellowship in Public Policy by the Institute for Government Research Leadership Technology. The investiture ceremony took place in Abuja on Friday 24th April 2015 and was tagged Annual Lecture and Fellowship Investiture with the theme "Executive Health", the Institute explained that the central purpose of the award was as a result of Dr Abah's adherence to sound ethics, governance and innovations which he introduced in the running of the Bureau of Public Service Reforms.

The decision was taken based on the understanding that he will continue to contribute in the improvement of the Public Service Policy, general administration and strategy deployment.

Furthermore, the Institute which promotes learning and training through cutting edge research with stakeholders globally also inducted forty-eight eminent Nigerians as Patriotic Citizens at the ceremony.



CHALLENGES

Absence of enabling law; the Bureau was created via an executive fiat of the then President Chief Olusegun Obasanjo. The absence of enabling law has meant that the Bureau is unable to attract and retain competent human resources that will continue to drive and sustain the vision of the BPSR through innovative research and robust programmes development. It also means that the Bureau lacks the legal authority to ensure compliance with agreed reform initiatives. We expect that a suitable enabling law will be enacted soon.

Office Accommodation: The Bureau will function better if it had a befitting office with constant electricity and steady internet connection.

Funding: Funding remains one of the biggest obstacles to achieving laid-out strategic plans of the Bureau. The Bureau is fortunate to receive technical assistance from a number of development partners and donors, particularly DFID, EU- SUFEGOR, World Bank, R2K). The Bureau also makes use of its monthly overhead to fund its programme and activities. The pre- retirement programme is funded from the service wide vote. The Bureau did not receive a Capital Budget allocation for 2015. The Budget Implementation/ Performance Report for the Overhead Budget allocation is shown here:

2015 OVERHEAD BUDGET IMPLEMENTATION/PERFORMANCE

S/ N	ALL FUNDS APPROPRIATE D FOR REFORMS (=N=)	INTERNALLY GENERATED FUND (IF ANY)	AMOUNT RELEASED (=N=)	AMOUNT EXPENDED (=N=)	LEVEL OF IMPLEMENTATION (%)
1	302,016,228.00	NIL	244,594,533.75	239,646,132.23	97.98

CORPORATE INFORMATION

In the year under review, the Corporate Services Department coordinated and collaborated with the various Departments and external Stakeholders to bring about improved service delivery to the Nigerian people.

The central focus of the Department, headed by a Director includes: Human Resource functions and management of BPSR online presence.

CORE VALUES OF BPSR

- Integrity
- Transparency
- Change Leadership
- External Awareness
- Result Driven
- Creativity
- Technological Awareness
- Patriotism

STAFF STRENGTH

The Bureau of Public Service Reforms has 54 members of staff including the Director-General (DG). The categories are as follows:

- a. Grade Level 15 - 17 (13)
- b. Grade Level 07 – 14 (36)
- c. Grade Level 04 – 06 (05)

CAPACITY BUILDING

Staff of the Bureau have undergone a number of training programmes not only to bridge the skills gap but to hone their skills in their fields of endeavour. The first in the series was “Stakeholders Workshop on Record

Management/IPPIS.” In this training, staff were educated on the importance Record Management which provides for easy access to accurate data needed to make informed decisions on day- to-day operations.

Participants also learnt how the introduction of Integrated Payroll Personal Information System (IPPIIS) has so far saved the Federal Government billions of Naira hitherto lost to the ghost workers syndrome.

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

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

In 2015, staff were involved in drawing up the 2015 – 2019 Strategic Plan of the Bureau. The first Strategic Plan workshop was held in Lokoja while follow-up sessions were held in Abuja.

Furthermore, a Management level staff of the Bureau benefitted from the Structured Mandatory Assessment-based Training Programme (SMAT-P). It is a Leadership programme designed by the Office of the Head of Service of the Federation (OHSF) to enable Civil Servants acquire skills and knowledge needed to discharge their duties more efficiently and effectively.

PROMOTIONS

The Bureau's staff were motivated to do their best as they got promotions in the following categories:

- a. Director – 1
- b. Deputy Director – 1
- c. Assistant Director - 3
- d. Assistant Chief Store Verifier – 1
- e. Assistant Chief Store Officer – 1
- f. Assistant Chief Executive Officer – 1
- g. Assistant Chief Administrative Officer – 1
- h. Principal Administrative Officer – 2
- i. Senior Accountant – 1
- j. Higher Data Processing Officer – 1
- k. Higher Executive Officer – 1
- l. Executive Officer – 1
- m. Senior Clerical Officer – 3
- n. Chief Driver – 1

STAFF MOBILITY

Two members of staff of the Bureau were posted to other Ministries.

RETIREMENT

No member of staff retired under the period of review.

4.

CONTACT

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