



BUREAU OF PUBLIC SERVICE REFORMS 2023 ANNUAL REPORT



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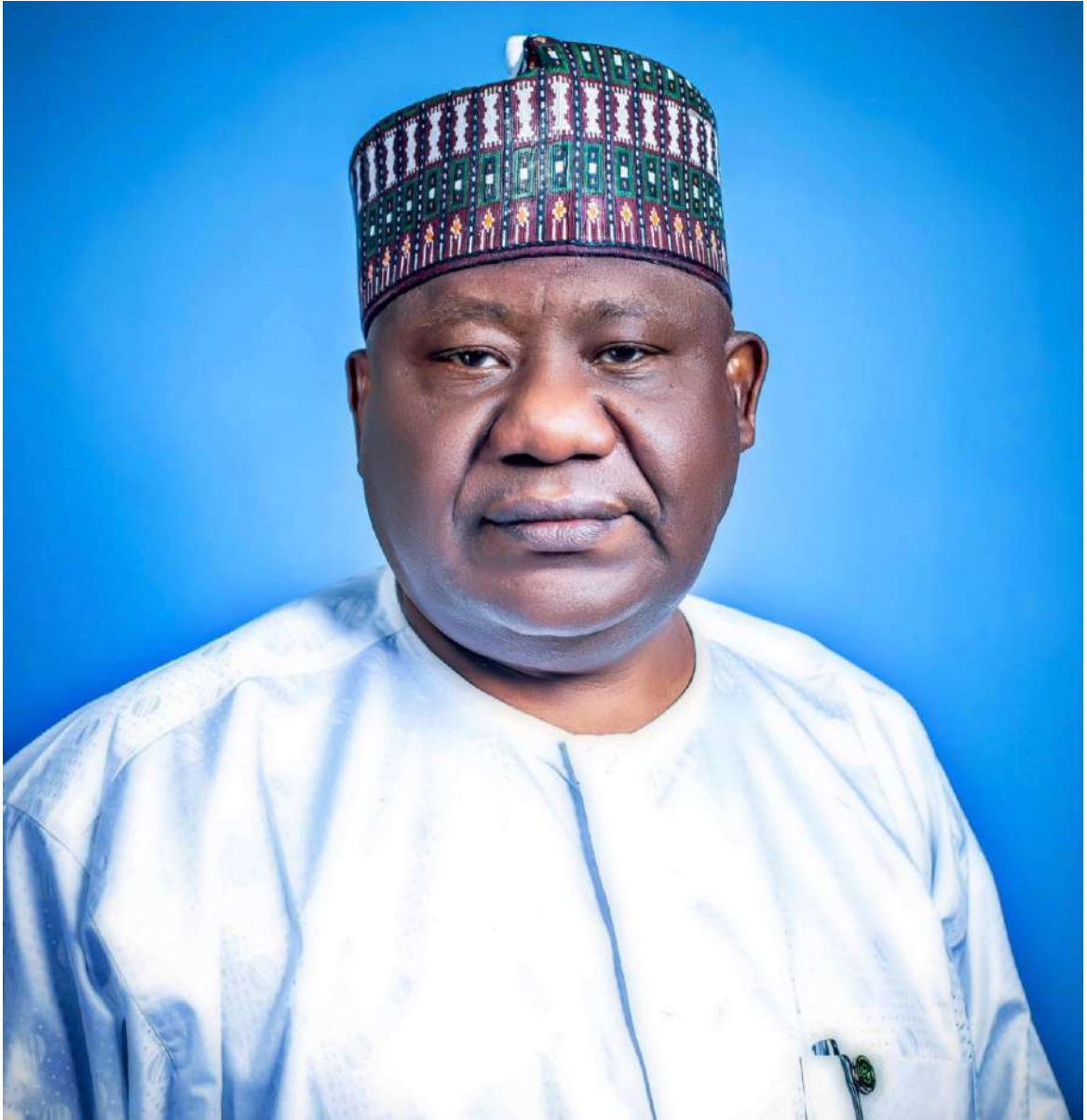


HIS EXCELLENCY, SEN. KASHIM SHETTIMA
VICE PRESIDENT
FEDERAL REPUBLIC OF NIGERIA

2023 ANNUAL REPORT



DR. GEORGE AKUME
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 2023 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.

George Akume
Secretary To The Government Of The Federation
Federal Republic Of Nigeria

ACKNOWLEDGMENT



It is with immense gratitude and pride that I acknowledge the collective efforts and achievements reflected in this 2023 annual report of the Bureau of Public Service Reforms (BPSR).

First and foremost, I extend my sincere appreciation to the dedicated staff of BPSR whose unwavering commitment and professionalism have been instrumental in advancing our mission throughout the year. Your hard work and dedication are truly commendable.

I would like to thank the various government ministries, agencies, and departments that have collaborated with us on critical reform initiatives, demonstrating a shared commitment to improving public service delivery in our nation.

I also extend my gratitude to our esteemed partners and stakeholders from the private sector, civil society, and international organizations for their valuable support and collaboration in driving positive change and innovation in public governance.

Special thanks are due to the leadership team at BPSR for their strategic guidance and tireless efforts in steering our organization towards impactful outcomes and sustainable reforms.

Furthermore, I appreciate the support and encouragement of our stakeholders, including policymakers, legislators, and citizens, whose engagement and feedback continue to shape our priorities and drive our efforts forward.

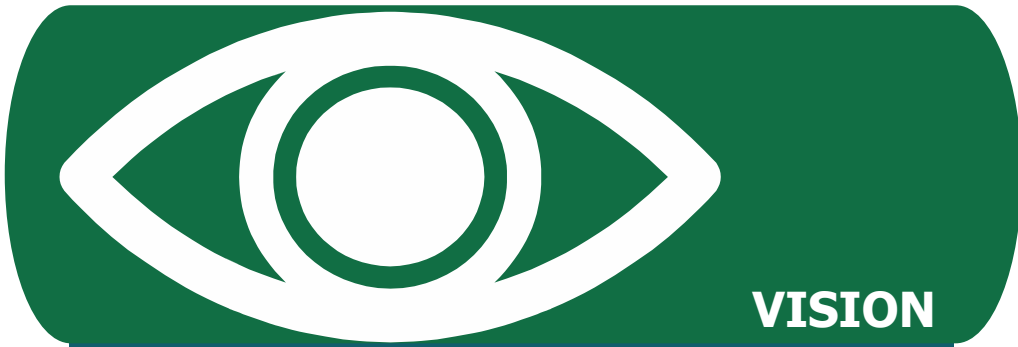
Lastly, I express my heartfelt gratitude to my family for their unwavering support and understanding, which has enabled me to fulfill my responsibilities with dedication and enthusiasm.

Together, we remain steadfast in our commitment to catalyzing transformative reforms that enhance public service efficiency, transparency, and effectiveness for the benefit of all citizens.

Thank you for your collective contributions and commitment to advancing the goals of BPSR.

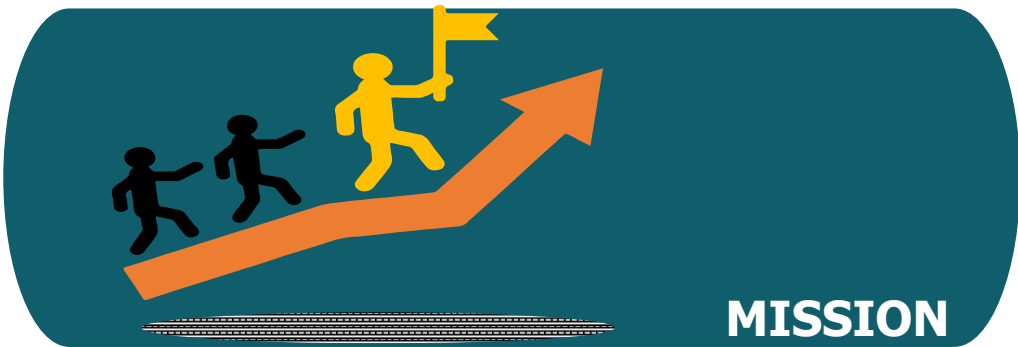
D.I Arabi
Director-General
Bureau of Public Service Reforms (BPSR)





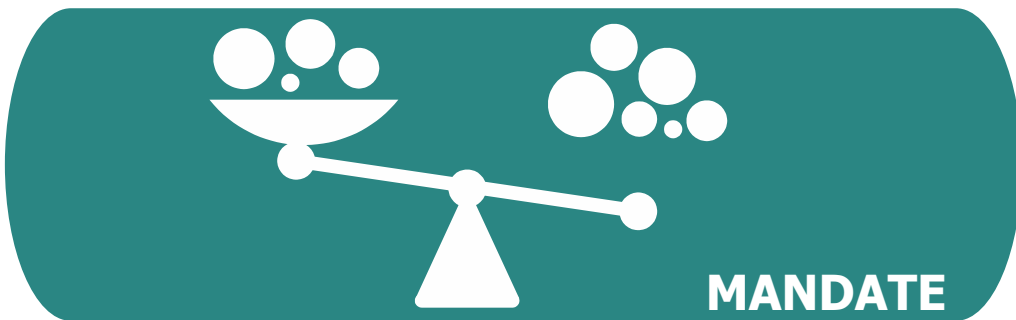
VISION

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



MISSION

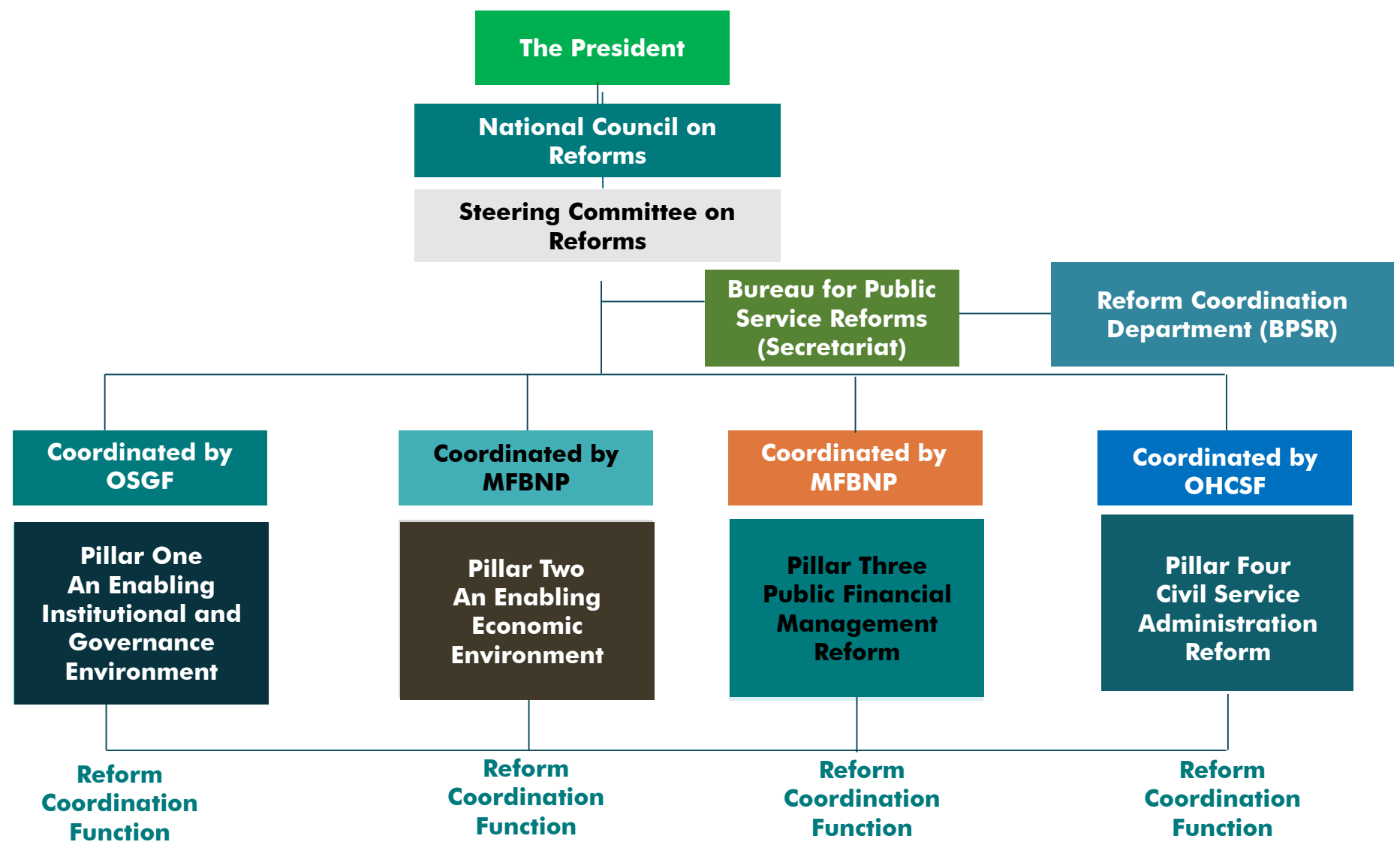
To facilitate the building of Nigeria's Public Service into a highly functional, professional, customer-focused and result-oriented institution



MANDATE

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

**IMPLEMENTATION, LEADERSHIP AND MANAGEMENT
FRAMEWORK OF NSPSR**

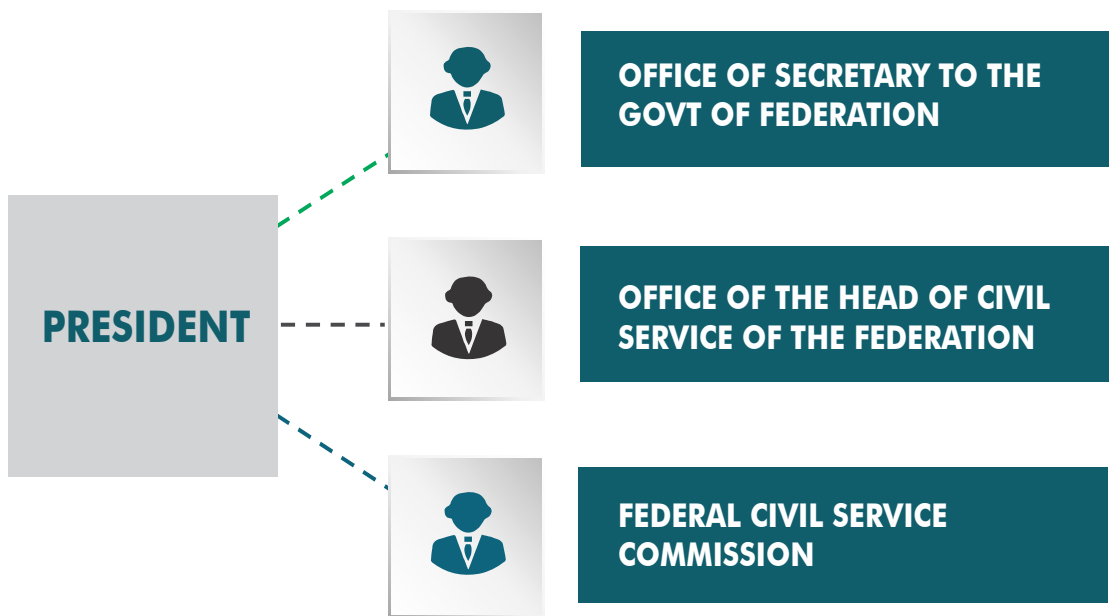


ADMINISTRATIVE STRUCTURES FOR IMPLEMENTING REFORMS:

For successful and better management of reform implementation, government has evolved over time administrative structures and activities. These are:



- Creation of Civil Service Transformation Department in OHCSF
- Creation of Reform Coordination and Service Improvement Department in MDAs
- Creation of Ministerial Reform Committees
- Office Of Secretary to the Government of the Federation
- Office of Head of Civil Service Of The Federation
- Federal Civil Service Commission





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



CREATIVITY



INTEGRITY

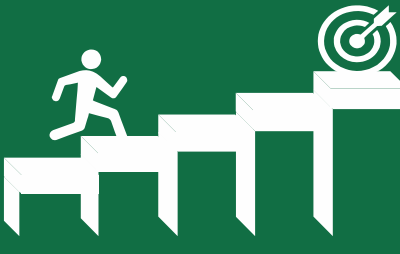


TRANSPARENCY

OUR CORE VALUES



EXTERNAL PERCEPTION



RESULTS DRIVEN



TECHNOLOGY COMPLIANCE

STAFF OF THE BUREAU OF PUBLIC SERVICE REFORMS





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

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.

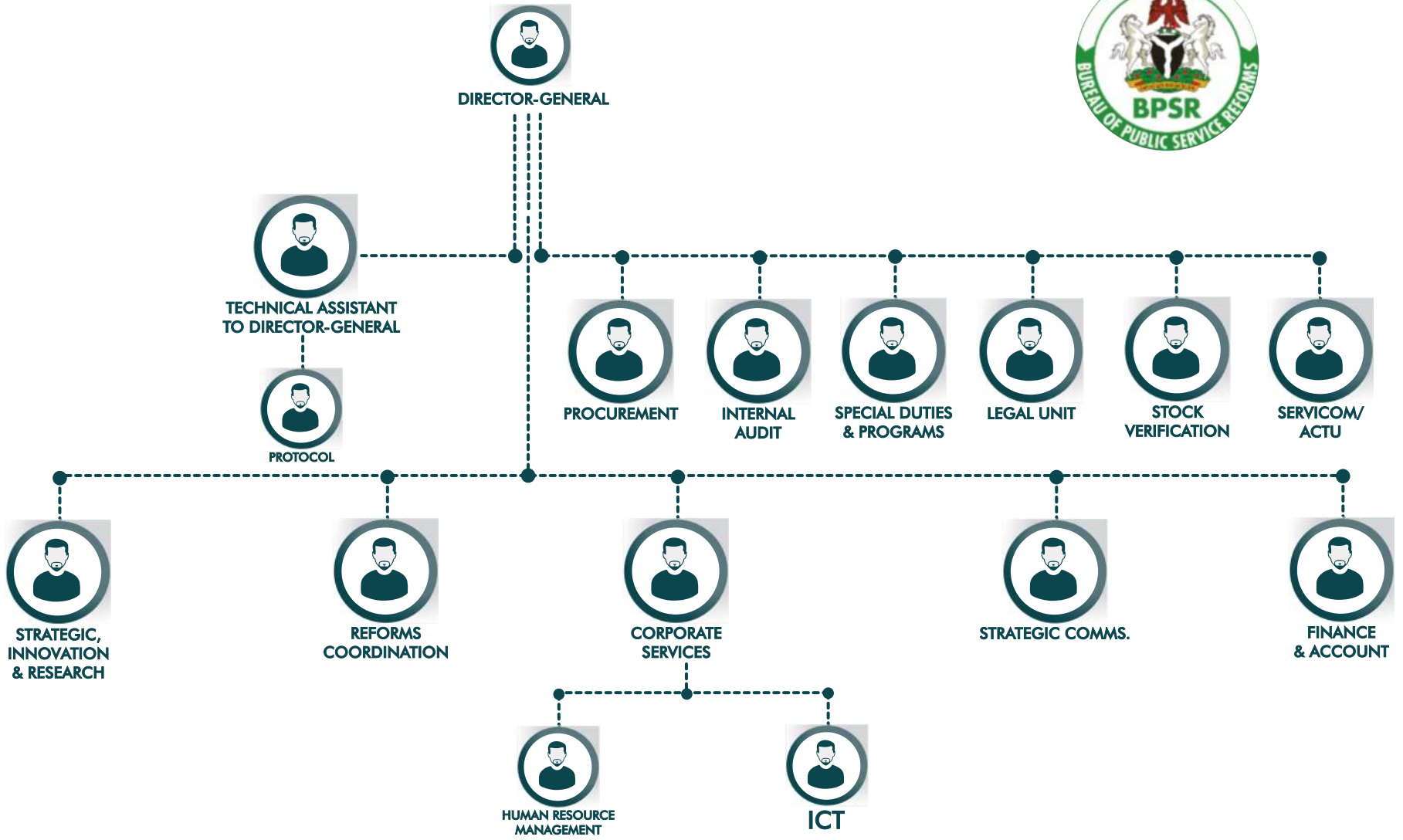
BPSR was established based on need to have an 'engine room' that is enabled with the required capability and resources to leverage on local and international knowledge networks and communities of public administration best practices, to support policy, institutional and governance reform processes with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



ORGANISATIONAL STRUCTURE



NATIONAL STRATEGY ON REFORMS

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 service;
- ★ 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 service
- ★ 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.



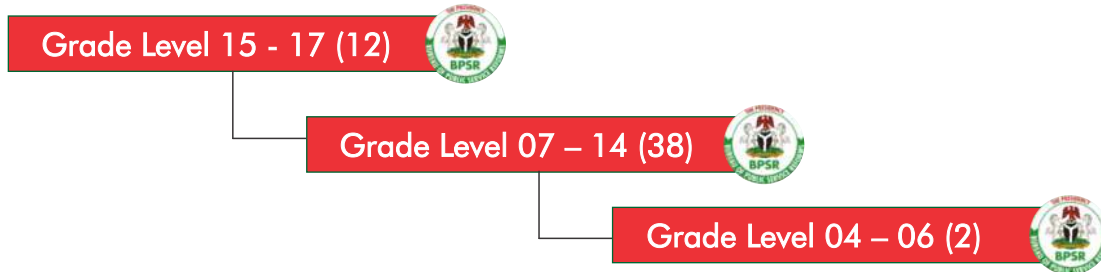
OFFICE OF THE DIRECTOR-GENERAL (ODG)

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:



The Bureau has the following departments strategic innovation and research, cooperate services, reform coordination, Strategic communication, Finance/account, office of the Director general, (special duties/programme unit, legal unit, Audit unit, ICT unit, store unit and procurement unit.

The BPSR workforce are career civil servants with diverse mix of 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



FUNCTIONS OF DEPARTMENTS AND UNITS



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.

Functional responsibilities:

- 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.

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.

DIVISIONS:

1. Human Resource Management

Responsibilities:

- 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;

2. IT Administration

Responsibilities:

- 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

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.

Functional responsibilities:

- 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:

Functional responsibilities:

- 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

Functional responsibilities:

- 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



**2023 PROJECTS AND
PROGRAMMES OF
STRATEGY, INNOVATION
& RESEARCH DEPARTMENT**

PRODUCTION OF COMPENDIUM ON PUBLIC SERVICE REFORMS (PSR), 2021 –2023

BRIEF ON THE INAUGURATION OF INTER MINISTERIAL TASK TEAM (IMTT) ON PRODUCTION OF COMPENDIUM ON PUBLIC SERVICE REFORMS (PSR), 2021 –2023, HELD ON TUESDAY, 6TH JUNE, 2023 AT BUREAU OF PUBLIC SERVICE REFORMS (BPSR) CONFERENCE ROOM, ABUJA.

The Inauguration Ceremony of the Inter –inisterial Task Team (IMTT) commenced at 12:42 pm with the Director General BPSR, Mr Dasuki Ibrahim Arabi presiding. He welcomed members present at the meeting and at his instance, members, the Lead Resource person and secretariat staff took turn to introduce themselves.

In his remarks, the DG thanked the members for finding time to attend the meeting which was aimed at developing a compendium on public service reforms for more effective and efficient service delivery. He informed members that the BPSR had earlier produced three editions of the compendium, and this 2021 - 2023 compendium would mark the fourth edition of compendium on Public Service Reforms.

Furthermore, he explained that the compendium was to capture the new reform initiatives of the present administration that outline the major achievements and successes recorded, key challenges and pitfalls encountered in the process to guide improvement and future reform efforts. He added that the compendium would provide a more structured platform for the Public service both internal and external to promote knowledge sharing and exchange of good practice in the quest for improved governance. He urged the task team to display high level of dedication and commitment towards achieving the expected outcome.

In the production of compendium on Public Service Reforms (PSR) 2021 –2023 and Inter –Ministerial Task Team (IMTT) was constituted on the directive of the Secretary to the Government to the Federation to facilitate the production of the compendium chaired the Director General, Bureau of Public Service Reforms, the membership on the IMTT cut across over 60 Ministries, Departments and Agencies (MDAs) of Government for effective representation and quality assurance.

- The department anchored the stakeholders’ conference on Basic Health Care Provision fund [BHCPF], unfortunately, it was postponed.
- Facilitated the Deployment of Self –Assessment Tool [SAT] in the following MDAs
 - o Nigeria Christian Pilgrims Commission.
 - o Nigeria Geological Survey Agency
 - o National Senior Secondary Education Commission (NSSEC)
 - o Nigerian Civil Aviation Authority
 - o Ministry of Labours and Employment
- Liaised with ACCA for more collaboration.
- Facilitated the Review/Update of National Strategy on Public Service Reforms Document (2020 - 2022)



- **Facilitated the presentation of Report on the Deployment of BPSR Self-Assessment Tool [SAT] in the following MDAs**

- Electricity Bulk Trading [NBET]
- National Directorate of Employment
- National Office for Technology Acquisition and Promotion (NOTAP)
- National Power Training Institute of Nigeria (NAPTIN)
- National Lottery Trust Fund (NLTF)
- Raw Material Research & Development Council (RMRDC)
- Nigeria Export Promotion Council (NEPC)
- Nigeria Building & Road Research Institute (NBRRRI)
- Transmission Company of Nigeria (TCN)
- National Space Research & Development Agency (NASRDA)
- Institute of Peace and Conflict Resolution (IPCR)

Review of BPSR staff Retreat on the review of BPSR Strategy Plan 2021-2025

2.1 Brief on the Retreat:

The BPSR Strategic Plan Review Retreat for the Staff of the Agency commenced on the 28th of November 2023. Approximately 50 attendees, representing officers from various departments within BPSR, actively participated in this two-day event from the 28th to the 29th of November 2023. The retreat emerged as a pivotal platform for collaborative engagement and strategic discussions.

The program began with a call to order and the national anthem led by Mr. Aliyu Umar, the Anchor for the retreat. Across the retreat's core days, a program unfolded, featuring 6 Technical Sessions and 3 Breakout Sessions. Mr. Seun Babalola, the designated facilitator, played a central role in guiding participants through these sessions. Additionally, Mr. Babalola curated the breakout sessions, ensuring a hands-on, cohesive approach throughout the retreat.

This report aims to capture the retreat's significant activities, highlighting key insights, discussions, and valuable feedback from participants. As we delve into the details of each session, it becomes evident that the retreat not only served as a crucial forum for aligning the agency's strategic plan with current objectives but also fostered collaborative efforts among the management staff under the facilitator's direct guidance.

2.1.2 Objectives of the Retreat

The retreat aims to achieve the following objectives, each tailored to facilitate a focused and comprehensive review of BPSR's strategic plan and operational performance:

- Meticulously review and update BPSR's strategic plan for 2021-2025, ensuring alignment with current organizational goals and objectives. The goal is to recalibrate the strategic direction for enhanced relevance and effectiveness in navigating the evolving landscape.
- Focus on evaluating organizational performance and progress through a comprehensive assessment to identify specific areas for improvement. The objective is to gather insights that inform strategic adjustments, fostering continuous improvement and enhancing overall operational effectiveness.
- Seamlessly align the Bureau's future plans with the agenda set by Mr. President, crucial for effective contribution to and support of broader national objectives. This alignment extends to proactively addressing emerging issues impacting BPSR's mandate, ensuring adaptability to the evolving landscape.
- Commit to transparency and stakeholder engagement by informing both internal staff and key external stakeholders about BPSR's mandate and strategy. The objective is to disseminate updated information, fostering awareness, understanding, and a shared commitment to organizational objectives. This collaborative approach ensures stakeholders are well-informed and actively engaged in realizing BPSR's mission and vision.



2.1.3 Learning Outcomes

The learning outcomes outlined below signify the achievements of participants upon completion of the program. These outcomes reflect heightened proficiency in strategic management and its direct application to the development and execution of BPSR's strategic plan:

- Application of strategic management knowledge to contribute effectively to BPSR' strategic plan.
- Identification and assessment of key components within an effective strategic plan.
- Evaluation and assessment of the BPSR 5-Year strategic plan, aligning key elements with the presidential agenda and agency objectives.
- Proficient development of SMART goals, objectives, KPIs, initiatives, baselines, responsibilities, and targets for BPSR.
- Competent execution of PESTLE and SWOT analyses of BPSR.

2.1.4 Key Takeaways:

- The financing model, with substantial private sector involvement, reflects a strategic partnership for comprehensive national development.
- The NDP emphasizes not only immediate goals but also long-term impacts, contributing to the overarching theme of sustained development and national transformation.
- The plan outlines ambitious yet strategic goals, including economic growth, poverty reduction, and job creation, emphasizing its comprehensive approach.
- The plan's implementation involves institutional arrangements and participatory processes, ensuring inclusivity and adaptability to diverse needs.
- The policy thrusts encompass a wide spectrum, from employment generation to infrastructure development, reflecting a holistic strategy for national progress. 8-Point Priority Areas of Government:
- The NDP's close alignment with the President' 8-point priority areas underscores a commitment to continuity in planning. The NDP emphasizes:
 - Food security
 - Poverty reduction
 - Economic growth and job creation
 - Access to capital
 - Inclusivity, focusing on women and youth
 - Security
 - Fairness and rule of law
 - Anti-corruption stance



2023 PROJECTS

2.2 IMPACT ASSESSMENT OF GOVERNMENT REFORMS ACROSS MDAs

Introduction:

Public financial management (PFM) is the process by which governments raise, manage and spend public funds. It is essential for ensuring that public resources are used effectively and efficiently to achieve public policy objectives.

PFM is particularly important for developing countries like Nigeria, which are often faced with limited resources and weak institutional capacity. Effective PFM can help to:

- **Improve economic growth and development:** By ensuring that public resources are used efficiently and effectively, PFM can help to promote economic growth and development. For example, PFM can help to improve the quality of public services, such as education and healthcare, which can lead to increased productivity and economic growth.
- **Reduce poverty and inequality:** PFM can help to reduce poverty and inequality by ensuring that public resources are allocated to programs and services that benefit the poor and vulnerable. For example, PFM can help to ensure that social safety nets are well-designed and targeted to the poorest households.
- **Improve governance and accountability:** PFM can help to improve governance and accountability by making the government more transparent and accountable to its citizens. It can help to reduce corruption and improve the efficiency of government procurement.

In recent years, the Nigerian government has implemented a number of PFM initiatives aimed at improving the management of public finances. The major components of these initiatives include: Budget Process and Budget Management; Revenue Administration; Public Procurement; Accounting and Auditing etc. However, this project will be focused on selected PFM initiatives, which include:

- The Public Procurement Act (PPA), which regulates the procurement of goods and services by government agencies
- The Integrated Payroll and Personnel Information System (IPPIS), which automates the payroll and personnel management system for government employees
- The Treasury Single Account (TSA), which centralizes all government revenue in a single account.

2.3 PRODUCTION OF M&E FRAMEWORK AND TEMPLATE

INTRODUCTION

In an era characterized by increasing demand for transparency, accountability, and evidence-based decision-making, the Bureau for Public Service Reforms (BPSR) recognizes the imperative need to strengthen its monitoring and evaluation (M&E) capacity and capabilities. This concept note serves as the foundational document for the operationalization of the BPSR M&E framework, which is designed to enhance the organization's ability to deliver results and assess the impact and effectiveness of its programs and initiatives.


2.3.1 BACKGROUND

The Bureau of Public Service Reforms (BPSR) is a body established on 4th February, 2004 by the Federal Government to initiate, coordinate and ensure full implementation of public service reforms in Nigeria. The vision of BPSR is to see a nation with a well-functioning, effective and efficient socio-economic system. The mission is to facilitate the building of Nigeria's Public Service into a highly functional, professional, customer focused and results oriented institution while the mandate is aimed at initiating, coordinating and ensuring full implementation of government reform policies and programmes. Towards the delivery of this charge, the BPSR has been partnering with Ministries, Departments and Agencies (MDAs) of Government to facilitate and implement reforms towards entrenching global best practices in governance.

Over the years, the BPSR has gained significant strides in the delivery of its mandate by coordinating, facilitating and tracking the implementation of Reform programs and policies across MDAs. Other key functions implemented by the BPSR include:

- Initiating action plan on reforms at different levels for the attention of the Steering Committee on Reforms;
- Elucidating government policies on reforms;
- Conducting research on implementation efforts and presenting best practices models;
- Providing advisory and technical support services for change management teams and working groups;
- Engendering an environment of learning among MDAs;
- Disseminating information on all aspects of reforms, and;
- Submitting quarterly progress reports on reform activities to the Steering Committee on Reforms

To effectively deliver on these functions in this dynamic environment and recognizing the evolving landscape in which we operate, the need for robust M&E practice cannot be over-emphasised.



The journey toward developing the BPSR M&E framework involved comprehensive consultations with internal and external stakeholders, an in-depth review of best practices, and a commitment to aligning M&E efforts with the organizational strategic goals. The framework's development phase has equipped the BPSR with a robust structure, defined indicators, and a clear vision for data collection, analysis, and reporting.

2.3.2 IMPORTANCE OF OPERATIONALIZING THE M&E FRAMEWORK

The M&E framework developed for the BPSR represents more than just a set of metrics and data collection tools; it symbolizes the BPSR' dedication to learning, improvement, and delivering on what is established to be achieved under its mandate. Operationalizing the framework will be the next logical step, as it will enable the BPSR to turn its vision into action, measure its progress, and continuously enhance its programs and initiatives sustainably.

Through this concept note, the BPSR outlines its plan to transition from a well-conceived M&E framework towards the operationalization of a fully functional system that integrates M&E practices into its day-to-day operations. The operationalization process will equip the BPSR team with the skills, tools, and resources needed to institutionalize M&E practices including collecting, analyzing, and acting upon data professionally.

BPSR remains committed to delivering impactful results and to fostering a culture of learning and adaptation. This concept note marks the beginning of a strategic phase in the organizational journey that will elevate its ability to make evidence-based decisions, maximize its impact, and deliver targeted results to beneficiaries and stakeholders.

2.3.3 OBJECTIVES OF OPERATIONALIZING THE BPSR M&E FRAMEWORK

The objectives of this effort to operationalize the M&E framework for BPSR is aimed to:

1. Institutionalize the roll out of the BPSR M&E System
2. Strengthen and enhance Data Collection, Analysis, interpretation and evidence based and timely reporting methodologies
3. Foster a Culture of Learning, accountability, transparency and collaboration
4. Build Staff Capacity
5. Optimize Resource Allocation
6. Adapt and Innovate
7. Ensure Sustainability
8. Comply with Donor Requirements

These objectives provide a clear roadmap for the operationalization of the M&E framework by aligning the efforts of the organization with the principles of accountability, learning, and evidence-based decision-making. They will guide the development of strategies, activities, and timelines for implementing the M&E framework effectively

2.4 PERCEPTION SURVEY ON IMPLEMENTATION OF PUBLIC SERVICE REFORM

Introduction:

The public service plays a vital role in formulation, implementation, evaluation and review of government policies and programmes. A competent and motivated civil service is a prerequisite for maintenance of good governance, production and distribution of public goods and services, fiscal management and sustainability, efficient and effective performance of any government. It is an undeniable fact that the concern for effective and efficient resources management in the public sector is universal and historical. This is more emphatic particularly in developing economies like Nigeria where there are acute scarcity of human resources and the ever increasing demands for public expenditure. In this context of public administration, the civil service is the administrative arm of government, an agent, an organ and machinery of government in the governance and developmental processes of any country in the world.

Public service encompasses all the interactions between citizens, businesses and their governments, at all levels. This interface is the front-line of good governance and Public Sector innovation, with the purpose to enable enterprise to do business more easily, markets to operate effectively and economic goals to be attained, by ensuring services are delivered efficiently, creatively and in line with users' expectations. Public Sector leaders around the world face a common set of challenges if their services are to meet the increased expectations of their 'customers'—both citizens and businesses. More so, Global trends such as rising customer expectations, budgetary constraints, global competition for investment, public sector reform programs and changing demographics have transformed the environment in which the Public Sector operates.

Hence, the effectiveness of a government is to a large extent determined by the efficiency and competence of its Public service. The role of the public service as an instrument in a polity' socio-economic and political development is incontestable. In the developing world, such as Nigeria, weakness of the public service is considered as one of the fundamental causes of socio-political underdevelopment and economic crises. The public service are sometimes unable to cope with the prevailing ideological, political and economic changes as well as the management innovations.

The Public Service has always been the tool available to the Nigeria government for the implementation of development goals and objective. It is seen as the pivot for growth of the economy. It is responsible for the creation of an appropriate conducive environment in which all sectors of the economy can operate maximally. The public service is expected to play a catalytic role in the economic sector by formulating the enabling policies for all the sector of the economy.



2.4.1 The functions of public service include but not limited to:

1. Implementing and enforcing economic, political and social policies of the current government and
2. Designing and implementing public service
3. Raising revenue for the government
4. Ensuring managerial, political and financial accountability
5. Serving the people
6. Monitoring and evaluating the performance of organizations (Public, private or non –governmental) that are rendering service on behalf of government
7. Driving all development initiatives Delivering quality public service (such as education, electricity, water and transportation)
8. The public service is crucial to the overall efforts towards nation building.

How effective and efficient is the performance of the above functions? These and some other factors have necessitated the development and implementation of some Public Service Reforms Program, to strengthen and improve the operations and capacity of some of the relevant government agencies in performing their roles and responsibilities.

Our primary focus is on the implementation of these reforms: how the reforms are implemented, and whether they are implemented in accordance with the design objectives and purpose and how effective and efficient are the modalities?



2.5 INSTITUTIONAL ASSESSMENT AND CAPACITY BUILDING PROGRAMMES FOR MDAs ON REFORM IMPROVEMENT AND CHANGE

INTRODUCTION:

Public Service institutions are critical in promoting sustainable and equitable social and economic growth, as such, the administrative capacity of the public service was a key factor in the effective implementation of government policies and programmes.

Thus, the development challenges faced by Nigeria: poverty, unemployment, insecurity and poor infrastructure could, to a large extent, be attributed to weak performance of the public service governance architecture, therefore, undermining development and service delivery efforts at all levels of government.

In recognition of these challenges, the Bureau of Public Service Reforms as the government lead Agency on Reforms developed a Self-Assessment Tool (SAT) as one of the key mechanisms for delivering public goods and services in line with international best practices models in Ministries, Departments and Agencies of the Federal Government.

The tool was designed to assess or diagnose the health of government institutions to improve their performance on service delivery processes, identifying areas that need strengthening for continuous improvement. The tool was build around nine (9) domain areas of statements of good practice, which are:

- i. Strategic Governance;
- ii. Financial Management;
- iii. Strategic Planning and Budgeting;
- iv. Procurement process;
- v. Operational and Service Delivery Processes;
- vi. Human Resource Management and Planning;
- vii. Partnership and Resource Mobilization;
- viii. Key Performance Management and Results; and
- ix. Change Management

2.5.1 Specific Objectives

The overall objective of the deployment of the tool was to enable the Ministries, Departments and Agencies of the Federal Government identify the strengths and weaknesses, and in a way use the outcome of the assessment as a management tool to create continuous improvement in their various organisations.

The tool has so far been deployed in the following Ministries, Departments and Agencies, Extra-Ministerial Departments and Commissions and the outcomes have been adjudged successful and overwhelming.

1. National Health Insurance Scheme (NHIS)
2. Federal Ministry of Science, Technology and Innovation
3. Sheda Science and Technology Complex (SheSTCo)
4. National Biotechnology Development Agency (NABDA)
5. State House
6. Nigeria Electricity Bulk Trading (NBET)
7. Raw Materials Research & Development Council (RMRDC)
8. National Office for Technology Acquisition and Promotion (NOTAP)
9. National Air Space Research Development Council (NASRDA)
10. National Building and Road Research Institute (NBRI)
11. Nigerian Electricity Management Services Agency (NEMSA)
12. Institute of Peace and Conflict Resolution (IPCR)
13. National Deposit Insurance Corporation (NDIC)
14. Corporate Affairs Commission (CAC)
15. Federal Road Maintenance Agency (FERMA)
16. Nigeria Ports Authority (NPA)
17. Nigerian Maritime Administration and Safety Agency (NIMASA)
18. Nigeria Electricity Regulatory Commission (NERC)
19. Nigeria Content Monitoring and Development Board
20. Nigeria Electricity Liability Management Company (NELMCO)
21. National Identity Management Commission (NIMC)
22. National Lottery Trust Fund (NLTF)
23. Federal Ministry of Science, Technology and Innovation
24. Ministry of Labour and Employment
25. National Directorate of Employment
26. National Power Training Institute (NAPTIN)
27. Geological Survey Agency of Nigeria
28. National Senior Secondary Education Commission
29. National Christians Pilgrim Commission (NCPC)
30. Transmission Company of Nigeria (TCN)
31. Universal Basic Education Commission (UBEC)
32. Nigeria Communication Satellite (NigComSat)
33. Nigeria Investment Promotion Council (NIPC)
34. Nigeria Content Development and Monitoring Board; amongst others

2.6 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.

2.6.1 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:

2.6.2 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;
1. 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.

2.6.3 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.

UPDATE ON THE ACTIVITIES TO HOST PRESIDENTIAL STAKEHOLDERS' CONFERENCE ON BASIC HEALTHCARE PROVISION FUND (BHCPF)

The Bureau of Public Service Reforms carried out situation analysis in 2020 and discovered that the coordination and alignment amongst key stakeholders were at the root of most challenges in the implementation of the Basic Health Care Provision Fund (BHCPF) and that going forward, there was the need to organize a learning session/Stakeholders' conference with the view to address the identified challenges.

Objectives of the Conference were as follows:

- i. Platform for stakeholders to express highest level of buy-in for the implementation of the fund
- ii. Establish the current status of implementation in the state, discuss key challenges and agree practicable solution
- iii. Develop an action plan to fast track progress of implementation, and
- iv. Agree on a mechanism to improve coordination and tracking of progress

2.7.1 The following were the highlights of activities carried out in the process to achieve the hosting of the Conference.

- The Bureau had written to the Secretary to the Government of the Federation to consider and approve:
 - i) learning session/Retreat for all key Stakeholders of the Fund
 - ii) Obtain Mr. President's endorsement for the event to hold and his consent to attend
 - iii) Assist in obtaining the buy-in of the following critical stakeholders:
 - Hon. Minister of Health
 - Chairman, Nigeria Governors' Forum (NGF)
 - State Governors
 - National Assembly Committee Members on Health
 - Gateways (NPHCDA, NHIA, NCDC and NEMTC);
 - Development Partners
 - iv) Secretary to the Government of the Federation liaised with Presidency to secure a suitable date for the event
- The Joint Working Committee was constituted with the following MDAs being represented:
 - o Federal Ministry of Health
 - o Office of the Secretary to the Government of the Federation
 - o National Primary Health Care Development Agency (NPDCDA)
 - o National Health Insurance Authority (NHIA)
 - o National Centre for Disease Control (NCDC)
 - o National Emergency Medical Treatment Centre (NEMTC)
 - o World Bank
 - o World Health Organization (WHO)
 - o Nigeria Governors Forum (NGF)

- Legislative Initiative for Sustainable Development (LISDEL)
 - Federal Ministry of Finance, Budget and National Planning (FMFB&NP)
 - Foreign Commonwealth Development Office (FCDO)
 - One Campaign
 - Nigeria Economic Summit Group (NESG)
 - National Assembly Committees on Health matters
 - Health Reform Foundation of Nigeria (HERFON)
 - BPSR (Member/Secretariat)
- The Bureau had written to all the critical stakeholders soliciting for their buy-in as directed by the SGF
 - The Bureau held a meeting with Foreign Commonwealth & Development Office (FCDO)/PERL Team on Wednesday, 9th December, 2020 on the way forward, where a list of expected participants and the planned Conference/Retreat was drawn and cost implication, logistics and venue were discussed.
 - Held a meeting on Friday, 18th December, 2020 for update on the prayers in hosting the learning session/Retreat The Joint Working Committee meeting proposed that the event should hold on Thursday, 11th February, 2021, which was overtaken by circumstances beyond our control.
 - Discussed the draft Agenda for the event
 - Drew up a list of potential partners for sponsorship.
 - Wrote a follow-up letter to the Honourable Minister of Health dated 28th January, 2021
 - Wrote to the State House requesting for the use of the banquet hall for the event
 - Wrote another letter to SGF requesting for his audience on the planned Retreat.
 - Held a meeting with the Permanent Secretary, PEO, OSGF in respect of the planned event.
 - As a fall-out of the meeting, the Permanent Secretary, PEO, OSGF directed the Bureau to forward to him all letters sent to the Hon. Minister of Health for his information and follow-up. That the Bureau should come up with a proposal for the Conference, which was done.
 - Carried a lot of sensitization for the Retreat.
 - That all invitations should be signed by the Secretary to the Government of the Federation, Chairman, Steering Committee on Reforms (SCR).
 - Held meeting on the 4th March, 2021 where the Survey Questionnaire was presented by FCDO/PERL.
 - Resolved that, FCDO/PERL was to share with the Bureau the list of stakeholders and their e-mail for the Bureau to consider.
 - DG, BPSR held meeting with the Honourable Minister of Health, Thursday, 11th March, 2021 on the BHCPF planned Conference (Copy of minutes of the meeting attached).
 - Approval for hosting of the Conference scheduled for 18th February, 2022 was secured but later postponed due to Mr. President's urgent state matters which clashed with the approved date. Invitation letters were sent out to the state Gateways and other key Stakeholders.

- SGF liaised with Mr. President to secure a new date for the Event.
- Secured Presidential approval of a new date, Monday, 30th –Tuesday, 31st January, 2023 to host the Stakeholders’ Conference
- All arrangements for the event were concluded, but was later postponed;
- Back on board, another request to secure a new date for the Conference was sent to the Office of the Secretary to the Government of the Federation for onward transmission to the Presidential Villa.
- The SGF secured a new date, Tuesday 4th April, 2023 and transmitted the approval to the BPSR.
- The DG, BPSR held meeting with the Honourable Minister of Health and the DG, NHIA on Friday, 30th March, 2023.
- The DG, BPSR held a follow-up meeting with the Representatives of all the Gateways and discussed the modalities and other issues geared towards successful hosting of the event.
- The Bureau, in conjunction with the Federal Ministry of Health and all Stakeholders swung into action to ensure the successful hosting of the Conference. However, about 12 hours to the commencement of the event, the BPSR was directed to put it on hold because the date was not suitable for Mr. President.
- Consequent upon the postponement of the Presidential Stakeholders’ Conference scheduled for Tuesday, 4th April, 2023, some Development Partners: World Bank, World Health Organization (WHO), among others, that pledged support declined. Their supports were to offset the bills of some vendors: Rock of Ages and IAM, leaving the Bureau in deficit of Nine Million, Seven Hundred and Eleven Thousand, Two Hundred and Fifty Naira (N9,711,250), only.

PRAYERS

The SGF is therefore invited to note the above submission and take up the matter with the Presidency for his consideration and approval to host the Basic Health Care Provision Fund Conference at his earliest convenience.

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**2023 PROJECTS AND
PROGRAMMES OF
REFORMS COORDINATION
DEPARTMENT**

CONDUCT OF LUNCH TIME REFORM SEMINARS

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.

3.1

THE SIX (6) TOPICS OF THE LUNCH TIME SEMINAR CONDUCTED THIS YEAR UNDER REVIEW

Topic:

NATIONAL DEVELOPMENT AND THE IMPERATIVES OF 2023 POPULATION AND HOUSING CENSUS

1

Speaker:

The Chairman National Population Commission

Date:

Tuesday, 14th February, 2023.

Venue:

MAIN AUDITORIUM, FEDERAL MINISTRY OF FINANCE, ABUJA

Topic:

NATIONAL DIGITAL TRANSFORMATION AND DATA PROTECTION AWARENESS CAMPAIGN

2

Speaker:

National Commissioner/CEO Nigeria Data protection Bureau

Date:

Tuesday, 28th March, 2023.

Venue:

Conference Hall Federal Capital Development Authority,(FCDA) Engineering Building, Opposite Nigeria Television Authority(NTA) Abuja

Topic:

"BANKING ON BLUE ECONOMY FOR NIGERIA'S ECONOMIC DEVELOPMENT "DG NIMASA

3

Speaker:

Director-general Nigeria Maritime Administration and Safety Agency Administration

Date:

Thursday, 15th June, 2023.

Venue:

Main Auditorium Federal Ministry of Finance Abuja

Topic:

"REFORM MEASURES: THE NIGERIA EXPORT PROMOTION COUNCIL(NEPC) HAS PUT IN PLACE TO DIVERSIFY THE ECONOMY; CHALLENGES AND THE WAY FORWARD"

4

Speaker:

Executive Director/CEO Nigeria Export Promotion Council

Date:

Thursday, 20st July, 2023.

Venue:

Conference Hall Federal Capital Development Authority,(FCDA) Engineering Building, Opposite Nigeria Television Authority(NTA) Abuja

Topic:

ROLES OF FEDERAL COMPETITION AND CONSUMER PROTECTION COMMISSION IN ENSURING DELIVERY AND SATISFACTION OF NIGERIA CUSTOMER

5

Speaker:

The Executive Vice Chairman Federal Competition and Consumer Protection Commission (FCCPC)

Date:

Tuesday, 15th August, 2023.

Venue:

Federal Ministry of Finance Headquarters' Abuja (Main Auditorium)



Topic:

Reform initiated by NAPTIN to ensure adequate, reliable and sustainable electricity supply for socio-economic development and nation-building” delivered by the DG, National Power Training Institute of Nigeria (NAPTIN)

6 Speaker:

Chairman, Fiscal Responsibility Commission (FRC)

Date:

Tuesday, 21st November, 2023.

Venue:

Federal Ministry of Finance Headquarters' Abuja (Main Auditorium)





**2023 PROJECTS AND
PROGRAMMES OF
CORPORATE SERVICES
DEPARTMENT**

REPORT OF THE INDUCTION TRAINING FOR THE STAFF OF BUREAU OF PUBLIC SERVICE REFORMS FROM SALARY GRADE 14 AND BELOW THEME: "RESPECT FOR RULES, REGULATION AND PROCEDURES IN PUBLIC SERVICE" HELD FRIDAY 3RD NOVEMBER, 2023 AT AFOLABI HALL 2ND FLOOR BLOCK D OFFICE OF HEAD OF CIVIL SERVICES OF THE FEDERATION.

6.1 INTRODUCTION

The event began at 10:00am with opening introduction by the Director General Bureau of Public Service Reforms, the Head of Corporate Services and the Resource person by the M.C.

6.2 OPENING REMARKS BY THE DIRECTOR-GENERAL BPSR.

The DG-BPSR welcomed the Resource person for honoring the invitation despite the short notice to make these presentations; He also commended the Corporate Services department for organizing the Induction training for the staff of the Bureau.

He further stated that some staff have not spent a number of years in Bureau that he has discovered that there is a gap in the way and manner through which they carry out their duties in the organization that is not in tune with the system in the Bureau' mandate. The DG added therefore the need for the staff to understand the reason why the Bureau was established; he stated that there is need for civil servants to put their good service to the public. He mentioned that he discovered some service failure and gap in the ways and manner we discharge our duties and responsibilities in the office.

He called on the resource persons to guide the participant toward understanding the process and procedures in discharging our roles and responsibilities in the public service. The DG cited that one of the best Permanent Secretary that was produced in the Nigeria Public Service began as a store officer and later became the best, therefore we should not limit ourselves or under-rate our position.

The DG mentioned that BPSR being the center of learning and training, other MDA' are looking on us for best service delivering in terms of driving the process of Reforms and good leadership, we should therefore be rest assured that we can be called for one thing or the other in terms of guardians on reforms related issues, he urged the resource persons to kindly deliberate on issues concerning:

- a. Office process and procedures
- b. Who is an officer'
- c. What is the roles of an officer and responsibilities
- d. How to handle files and record.

Lastly the DG urged all participant to make best use of these induction training and the need to apply what you learn from it to your various roles and responsibilities for their own good and for the good of the services and the nation in general.

6.3 INTRODUCTION TO THE BUSINESS OF THE DAY BY Mr. Udemba Francis Head (Corporate Services).

The Head Corporate Service began his remarks with thanking the DG for giving them the opportunity to organize this induction for the staff and further welcomed the Resource persons for accepting the offer of training the staff of Bureau despite the short notice.

He further called on the staff to listen attentively and gain from the lesson so that they will implement it in their various Department, Service and the Nation in general, he urged all staff at the training a successful induction course.

6.3.1 PRESENTATION BY THE RESOURCE PERSON Mr. Imam Auwal Salisu

He commended the DG BPSR for his opening remark and further stated that he was able to capture some major points during the presentation, every organization or institution has a certain culture and these cultures has to be understood by the staff in other to deliver on its goals and objectives, these culture are the Vision, Mission and Mandate. There is need for us to fully understand those culture and internalized them in other to achieve the goals. The resource person added that the objective of the induction was that at the end the training participant should be able to understand the following;

1. Definition of duties, rights and responsibility;
2. Differentiate between the three terminologies; and
3. Relate the three terminologies to our daily activities in the workplace.

He defined rights of employees include payment of wages or salary, annual leave as indicated in the conditions of services in labour law, to seek redress for grievance etc. While duties on the other hand refer to the tasks or actions that someone must perform to provide the necessary service required to earn a living.


He mentioned that responsibilities is a process of taking charge of some activities in order to ensure proper management to avoid being blamed.

The resource person went further and highlighted some examples of employee rights as follows;

- Freedom to Associate
- Right to Basic salary
- Salary on Transfer
- Right to Salary on Promotion within incremental Scales
- Seek Redress for Grievance and other procedures
- Right to Annual Leave
- Right to leave with pay

Similarly, he also pointed some of the functions of responsibilities below;

- Accountability
- Supervision
- Delegation
- Planning
- Expenditure control
- Coordination
- Preparing reports
- Keeping records, etc.



The resource person took the participant through the second segment of the induction training”themed ‘ights, Duties and Responsibilities in Public Service’ He began with the definition of Appointment in the public service, the process of appointment and different type of appointment.

He further pointed at some areas which most public servant needs to be guided and abide when discharging their roles and responsibilities such as;

Misconduct:

He defined misconduct as a specific act of wrongdoing or improper behavior which is unfriendly to the image of the service. Examples of misconduct in the public service are as follows;

- Foul Language
- Unruly Behaviour
- Improper dressing while on duty
- Discourteous Behaviour to the Public
- Dishonesty
- Sleeping on Duty
- Unauthorized removal of records
- Refusal to proceed on transfer or accept posting

A lot of deliberation focuses around unruly behaviors by the public servants/participants; basically most junior staff fall under this aspect due to lack of knowledge of Public Service Rules and Financial Regulation which is guiding the conduct of civil and public officers.

The DG appreciated the resource person basically because he did justices to the topics he presented and also stated that his take-away during the induction training are as follows;

1. We should quickly move ahead and work to produce a Bureau of Public Services Reforms Standard Operating Procedure that Corporate Service department should take note.
2. Succession planning is part of our innovation the DG said the Bureau cannot really do justices to that because most of the staff are pool officers, he promised to look at that aspect.
3. He also stated that the Bureau will be having Learning and knowledge session every month in other to look at the topical issues that will assist the staff to effectively discharge their roles and responsibilities.
4. He also stated that we need to do things for ourselves, the system and the Nation.



6.3.2 QUESTION, COMMENT AND OBSERVATION BY THE PARTICIPANT.

Participants commended the facilitators on the presentations which they made, they remarked that they saw the programme as a refresher course. One of the facilitator drew the attention of the staff on the topic that spoke on the level of unruly Behaviour that is taking place in the system and he urged staff to be guided against these attitudes.

Participant also raised a question toward a certain condition whereby a civil servant has to seek for financial loan from the micro-finance bank while according to him the law in civil services rule does not permit him, but due to financial challenge he has no option.

The facilitator told him the law agree for civil servant to obtain a loan but during deduction only one third of his salary will be deducted and by so doing the law is trying to protect him/her from financial embracement.

A Participant advised the DG on the need to digitalize the Bureau process of filing a file for easy tracking, she also advised the DG to look into the line of communication because some staff are using the DG name for achieving their aim.

6.3.3 DIRECTOR GENERAL BPSR CLOSING REMARKS.

The DG commended the facilitators once again for taking the participant through the induction training, he commended the Corporate Service Department for organizing the induction training for the BPSR staff, while he called on the participant to make best use of what they learned during the induction training and transmit it into action during their day to day activities in the office.



**2023 PROJECTS AND
PROGRAMMES OF
STRATEGIC COMMUNICATIONS
DEPARTMENT**

Communication Firm Highlights Publicity Strategies for BPSR Feats

Credo Advisory, a leading development communications firm specializing in strategic, operational, and tactical communications initiatives, has unveiled strategies for the Bureau of Public Service Reforms, BPSR, to showcase the successes it has recorded in helping to drive critical reforms in the Nigerian public service.

Mr. Sanumi Dawodu, the firm's Communications Manager, who led a delegation to visit the BPSR corporate office at the Federal Secretariat in Abuja, submitted that the Bureau has achieved tremendous feats in terms of launching reform-policies for various Ministries, Departments and Agencies, MDAs, at the federal level.

He however, said: "There is lack of publicity for the successes you have recorded. Among other things, your presence in various social media platforms is also something you need to work on".

Dawodu, assured that by time a Memorandum of Understanding, MoU, is signed between their firm and BPSR, the communication challenges facing the Bureau will be tackled.

In his response, Mr. Dasuki Ibrahim Arabi, the Director General of BPSR, explained that though their Bureau has carried out extensive work in government, the successes recorded are not known by the public.

"Therefore, working with organisations such as Credo Advisory is necessary to ensure that information officers understand their roles and responsibilities in information dissemination to the public, and publicizing the activities of BPSR," he said.





**2023 PROJECTS AND
PROGRAMMES OF
SPECIAL DUTIES
UNIT**

SPECIAL DUTIES AND PROGRAMMES UNIT ANNUAL REPORT

4.1 INTRODUCTION:

The Special Duties and Programmes Unit (SDPU) is an Operational Unit in the Bureau of Public Service Reforms established in 2019, by the Director –General, Mr D. I. Arabi, to amongst others fast-track reform initiatives on strategic Citizens' Engagement across the Departments/Units of the Bureau, facilitate Governance Reforms Initiatives with federating states of the Federation and carry-out other adhoc duties as maybe assigned by the Director –General.

The Unit is presently superintended by the Office of the Director- General and over-seen by a Chief Executive Officer, who together with other supporting staff/Corps members, report the day to day running of the affairs of the Unit to the Director –General.

4.2 FUNCTIONS

- Fast track Strategic Citizens Engagement and Inclusiveness in public policies and programmes through departmental activities and programmes of the Bureau.
- Facilitate Governance Reforms Initiatives across the Federating States of the Federation aimed at strengthening capacities and deepening Institutions for better service delivery.
- Promote strategic collaboration with Non –State Actors, Civil Society Organizations and Development/donor partners in pursuant to the Open Government Partnership Initiatives(OGP)
- Aggregation of financial implications to run reform policies/programmes within the Bureau.
- Maintenance of data and identification of key-stakeholders on reform initiatives.

4.3 STRUCTURE

The administrative structure of the Unit is detailed under the general administration of the Bureau as captured in the Office Program.

The Unit currently overseen by a Chief Executive Officer and supported by two(2) other officers, with staff disposition as follows;

1. Chief Executive Officer –GL 14
2. Planning Officer –10
3. Corper - 1

4.4

UPDATES ON ACTIVITIES

i. GOVERNANCE REFORMS INITIATIVE WITH STATES

As part of the Bureau governance reforms initiative programme aimed at strengthening institutions and building capacity for effective service delivery and good corporate governance, the Bureau is faced with numerous requests from various states government soliciting assistance to restructure its public establishment in line with best practices and good governance.

Flowing from this collaboration, it is pertinent to mention that states of Kaduna, Gombe, Ogun, Lagos have already established Bureau of Public Service Reform/ related structure towards achieving this objective.

Similarly, the Bureau had reached an advanced stage to engage the following states in its governance reforms initiative programme, they include Bauchi, Katsina, Abia, Ekiti, Ondo, Delta, and Bayelsa States.

Similarly, the Bureau is working with the DAWN Commission to extend its governance reform initiatives programme across the South-Western States of Nigeria.

Accordingly, as at the end of December, 2023 the Bureau had concluded talks, and made presentations to the State Executive Councils of Yobe and Katsina State government to entrench sustainable polices aimed at strengthening existing institutions and re- structuring processes in the State Public Institutions.

II. PARTNERSHIP/ COOPERATION WITH STAKEHOLDERS AND DEVELOPMENT PARTNERS.

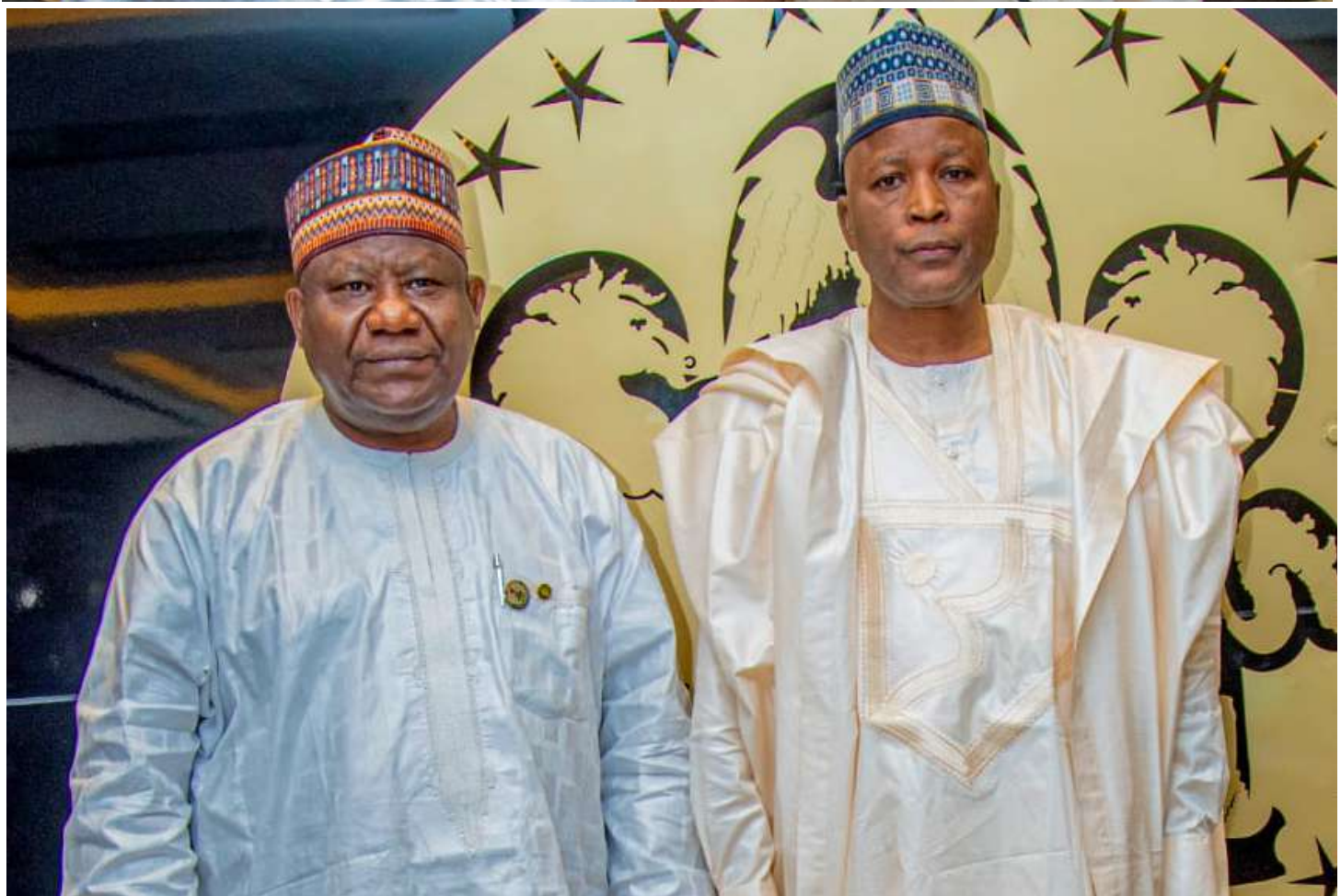
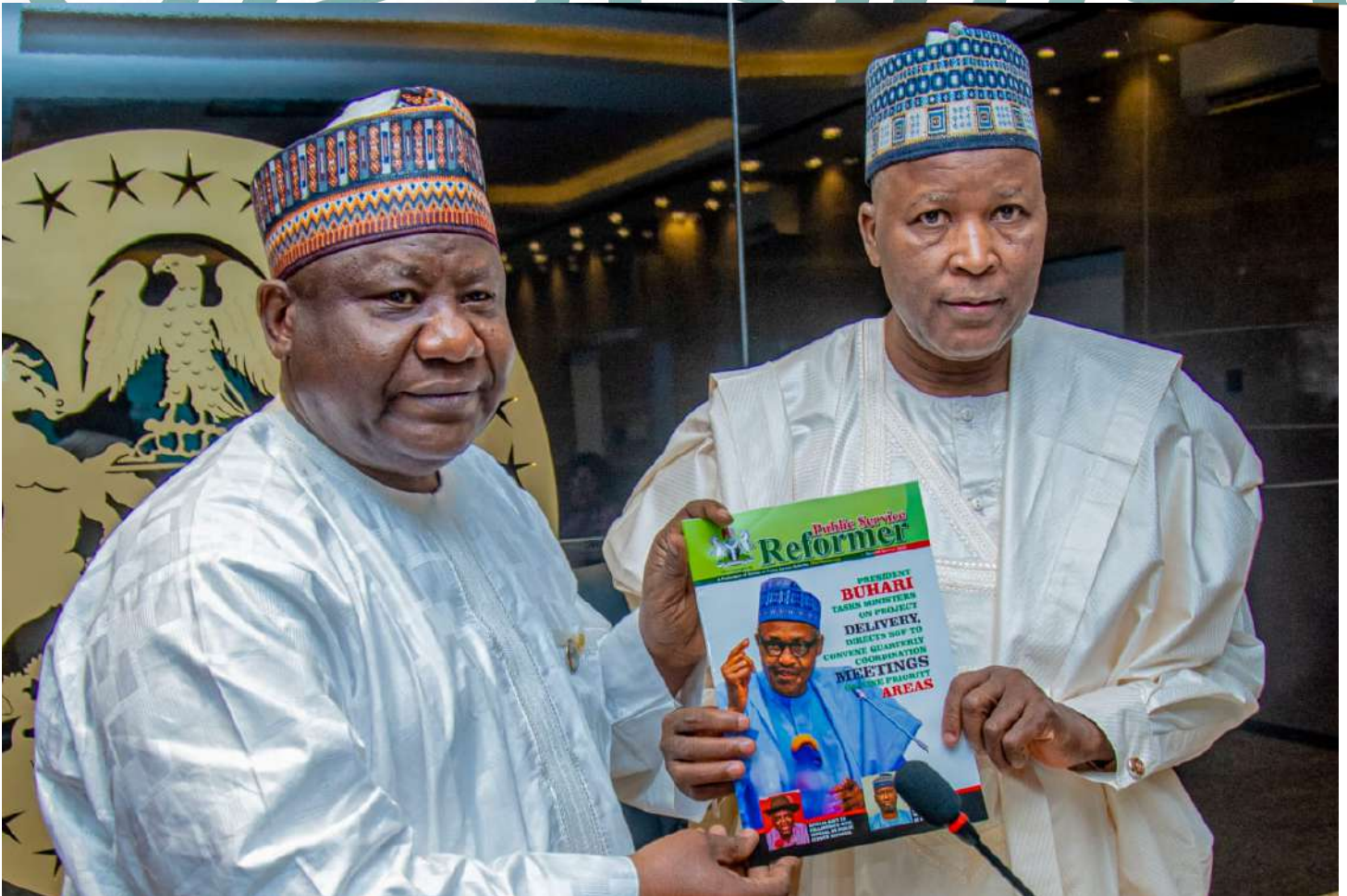
One of the priority objective Key to the implementation of the Bureau Strategy Plan in driving its mandate, is the Citizens Engagement and partnership with Non-State actors.

The inspiration of Citizens Engagement in governance is derived from International and Regional Treaties and Conventions signed by the Nigeria government to promote citizens participation in governance, as well as entrench transparency and accountability. It is also used as a strategy for inclusiveness in governance and towards sustainable economic development.

This position is reinforced with Nigeria' membership into the Open Government Partnership (OGP) in 2017, with the commitments in the Thematic Area of Citizens Engagement under the National Action Plan.

The Non-State actors partners include, Deutsche Gesullschall fur Intertionale Zusammanarbeit(GIZ) Nigeria Economic Summit Group(NESG),Konrad Adeanuer Stifung(KAS), Foreign Common Wealth and Development Office(FCDO),Africa Initiative for Governance(AIG), Socio- Economic Rights and Accountability Project (SERAP),Association of Charter Accountability Lab(Nig), Right to Know(R2k),and many other reputable Non-Governmental Organizations including Global Centre for Human Empowerment/ Entrepreneurship Development (GLOCHEED), Nigeria Internet Registration Association(NIRA), Centre for Fiscal Transparency and Integrity Watch (CFTIW), University of lagos Consultancy Services(Unilag Consult) amongst others.

They have been consistent in supporting the Bureau mandate around deepening transparency in government, strengthening institutions for effective service delivery and engendering inclusive governance.



III. ENGAGEMENT WITH THE OPEN GOVERNMENT PARTNERSHIP.

The Open Government Partnership is a global Multi-Stakeholders collaboration between State and Non-State Actors aimed at strengthening good governance through inclusiveness, transparency and accountability.

Nigeria joined the Open Government Partnership initiative (OGP) in July,2016 as the 70th member, with four (4) thematic commitments namely;

- Fiscal Transparency
- Anti-Corruption
- Access to Information; and
- Citizens Engagement.

The Director –General of Bureau worked as a member of the National Steering Committee in the development and implementation of the 1st National Action Plan of the OGP(2017- 2019), and currently the Bureau serves as a member of working groups of the Civic participation and Inclusion/Access to Information thematic group, in the implementation of the 3rd National Action Plan of the Open Government Partnership in Nigeria.

The strategic objective of the Bureau' membership of the thematic commitment groups is to engender inclusiveness in governance through co-creation between state and Non-state actors, as well as ensuring that public institutions are held accountable by the citizenry, for proactive disclosure of Public information and institutional processes.

To reinforce her commitments with engaging citizens for governance , the Bureau has successfully created platforms for engagement with Civil Society Organizations and Top Government functionaries through its various flagship programme, such as the Lunch Time Seminar Series, TV Talk show and Interviews, Stakeholders Rountable, to periodically get the buy-in of stakeholders and aggregate their inputs in governance.

As part of efforts to deepen the implementation of the Freedom of Information Act and set standards for ranking the performances of MDAs, the Bureau developed a score-card for MDAs website, to ensure proactive disclosures. The FOIA has become an important tool to amongst others; MDAs has been useful as it has amongst others;

- Promote transparency and accountability in government circles.
- Facilitates an open government and guards against abuses, mismanagement and corruption
- Enhances citizen's participation in the government process;and
- Engender competition amongst MDAs on the FOIA ranking by Civil society Organizations.

IV. ENGAGEMENT WITH THE NIGERIA ECONOMIC SUMMIT GROUP

The Director General, BPSR Mr D. I. Arabi actively participated in the #29th Edition of the Nigerian Economic Summit themed Pathways to Sustainable Economic Transformation and Inclusion held between 23rd –24th October, 2023 at the Transcorp Hotel, Abuja.

The focus of the summit was to bring together relevant stakeholders to amongst others review the economic global distortions arising from Covid, Russia- Ukraine War, harness gains on the African Free Continental Free Trade Agreement (AFCTA), Petroleum Industry Act, promote the Ease of Doing Business, address issues around low utilization and high cost of foreign exchange and support the growth and complexities of Micro Small and Medium Enterprises.

As a lead reform agency of government, the Director- General, BPSR is a member of the Steering Committee of the Governance and Institutional Policy Commission (G.I.P.C) of the Nigeria Economic Summit Group (N.E.S.G).

Similarly, the Director General is a member of the Steering Committee of the Governance and Institutional Policy Commission of the Tourism and Hospitality Thematic Group of the Nigeria Economic Summit Group.(NESG).

The Bureau serves as a think –tank to the NESG towards the promotion of sustainable growth, and development of the Nigeria economy using evidenced based research such as the National Strategy for Public Service Reforms (NSPSR) and advocacy methods. The Head (SIR) and Ag Head SDPU are members in the working Committee on the Policy Initiative Centre of NESG currently working on a four(4)year project on Behavioral Insights and Transparency in the Public Service.

Similarly, the DG BPSR during the 29th NESG summit held open talks with the new Chief Executive Officer of the NESG, DR Tayo Adeloju on partnering with the Bureau to review on a monthly basis government reform policies.



V. SENSITIZATION WORKSHOP ON THE IMPLEMENTATION OF THE FREE CONTINENTAL TRADE AGREEMENT AREA (AfCFTA)

Working in conjunction with the National Action Committee on AfCFTA, APRI Consultants supported by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), the Bureau organized a Two(2) sensitization AfCFTA implementation workshop for both private and Public Sector stakeholders in Abuja and Lagos respectively between 18th -19th Oct, and 25th Oct, 2023 respectively. The workshop would be replicated in Kano and Port Harcourt in the 1st quarter of 2024.

Participants at the event include representatives Secretary to the Government of the Federation, Heads/CEOs of Agencies/Regulatory Body Maritime Trade Unions, Chambers of Commerce and Industries, Nigeria Customs Service, Academia and Private Sector practitioners.

The thrust of the workshop was to deepen the participants' understanding in the Trading instruments in the implementation of AfCFTA, identify opportunities and challenges for Nigeria businesses under AfCFTA, identify policy and regulatory gaps under AfCFTA, shared understanding of the potential impact of AfCFTA on Nigeria's economy and businesses as well as develop a roadmap for increased inter-Agency collaboration on the implementation of AfCFTA in Nigeria.

- DG, BPSR in his paper tagged Inter-Agency Collaboration for the Success of AfCFTA implementation in Nigeria, DG, BPSR emphasized the need for agencies to collaborate to ensure the removal of all the challenges facing the implementation of AfCFTA, as well as set a stage for the sustainable growth of the country.





VI. DEVELOPMENT OF FRAMEWORK FOR CITIZENS ENGAGEMENT

The Federal Government has over the years formulated several intervention policies targeted at various government entities to drive, and improve the livelihood of Citizens. Unfortunately, these interventions are not easily accessed by the Citizens owing to reasons such as; Poor knowledge about its existence, Weak information dissemination channels, Lack of structured mechanism for engagement with citizens, Inadequate information about service delivery strategy/channels from government to the citizens, and Procedures inherent in accessing such interventions.

In line with the Bureau for Public Service Reforms statutory mandate to initiate action on reforms at the Public Service Level; Coordinate, Monitor and Evaluate the Implementation of reforms at the Federal level, the Bureau in partnership with Civil Society Organizations organized a One Day strategic meeting to bridge the gap between government and citizens in challenges facing service delivery.

4.4.1 The objective of the strategic workshop was intended to amongst others;

- I. Bring together leaders of fifty (50) MSMEs coalitions to interact on the implementation process of the intervention policies as a service delivery channel of engagement with citizens by relevant operating public service agencies,
- II. Identify challenges in the Service delivery channels, proffer feedback with the aim to surmount them; and
- III. Strengthen the service delivery channel process through evidenced based advocacy.

Culminating from the workshop, the Secretary to the Government of the Federation mandated the Bureau to develop BPSR a framework that would guide Civil Societies engagement with the State Actors in service delivery and deepen a Permanent Dialogue Mechanism

The Bureau had completed publication of the Citizens Engagement Framework manual, and is due for further validation with a range of Civil Society Groups before its final launch at an event scheduled for the 1st quarter of 2024.


VII. PUBLICATION OF ADMINISTRATIVE MANUAL

Further to the implementation of the National Strategy on Public Service Reforms, the Bureau had over the years been supportive to building capacities to equip Public Servants with requisite knowledge on Public Service Rules, as well as strengthening institutions for effective service delivery.

Similarly, the recent approval by Head of Civil Service of the Federation on the implementation of the 3rd phase of the Federal Civil Service Strategy and Implementation Plan(FCSSIP), which seeks to provide guidance in implementing the on- going transformation agenda of the present administration, as well as provide reforms roadmap in Public Service Institution has necessitated the need for the Bureau to translate and communicate some reforms initiatives across MDAs through the development of instructional/ administrative Handbook manuals.

Publications of these manuals is predicated on the need to compliment the efforts of the Office of the Head of Civil Service of the Federation to drive Pillar 4 on Civil Service Administration Reforms as enunciated in the National Strategy for Public Service Reforms.





It is apt to also state that the tools/ Handbook would serve as a veritable tool to create a sustainable Dialogue Mechanism between State and non- State Actors towards service delivery, simplify the M& E components on the implementation of the NSPSR as well as impact capacity to public officers across the MDAs through the provision of appropriate models and efficient procedures work systems.

The under listed administrative manuals were published within the period under review, awaiting the endorsement of 'orward' by the Presidency. They include;

- **Framework for Citizens Engagement**
The document provides a guide for a sustainable mechanism for engagement between State and Non- actors.
- **Guide to Implementing the National Strategy for Public Service Reforms**
The document is intended to provide dissect the M&E methodology by MDAs towards the implementation of the National Strategy for Public Service Reforms document.
- **Manual for Change Management in the Public Service**
The document sets to define the scale of transformation in the Public Service through the use of concerted strategy model and managerial traits.
- **Understanding the E- Government Master-Plan**
The document seeks to highlights the blueprint for a Harmonized Digital transformation process across the Public Service.

REPORT ON BUILDING A SUSTAINABLE NATIONAL ECONOMY THROUGH NON- OIL EXPORT HELD AT CONGRESS HALL OF TRANSCORP HOTEL ON TUESDAY 3RD OCTOBER, 2023.

4.5.1 INTRODUCTION

The Nigeria Export Promotion Council (NEPC) is an agency established by the federal Government to promote the development and diversification of Nigeria' export trade. This is done through the support of favorable policies and programmes as well as the promotion of technical assistance/ training towards developing businesses and export- related industries.

4.5.2 The need for diversification of the Nigeria economy has increased in recent years, this is informed by several factors amongst which include;

- Vulnerability in the Oil market
- Demand for Renewable energy
- Need for increased Gross Domestic Earnings
- Domestication of Economy
- Increased Employment Rate
- Wider markets and Products

In furtherance to the mandate of the NEPC, the commission brought together relevant stakeholders to discuss issues around promoting the non- Oil sector in Nigeria, with the aim of harnessing the huge natural potentials of the country for sustainable development. The workshop was a Two(2) event held between 3rd -4th October, 2023 at the Congress Hall of Transcorp Hotel, bringing together Professionals, Technocrats, Academia, Members of the Diplomatic Corps ,Media, Entrepreneurs and Civil Society Organizations to brain storm on the country' strategic towards a sustainable and virile economic development.

4.5.3 OPENING REMARKS

In his welcome address, the CEO/MD(NEPC) Dr Ezra Yakusa informed participants that the conference was the second Edition being held by the Commission and was aimed at strategizing towards laying foundation for a sound economic footing for the country.

Speaking further, he added that other objectives the Conference is intended to achieve include the alignment of the economic trajectory to the new Hope Agenda.

Accordingly, he stated that NEPC had commenced on some initiatives for Sustained National Economy which include, the Establishment of Export Houses outside Nigeria, training of SMEs Operators, Provision of National Tax Award to honour exemplary exporters, achieve a growth rate of 39%, and successfully address the menace on Ginger fruit.

In his opening remarks, the DG SMEDAN called on the need for sister agencies to foster synergy and cooperation. He added that SMEDAN was engaged in building capacities of MSMEs and taking advantage of opportunities provided by ACFTA for sustainable development within the African Continent.

In conclusion, he urged participants to make meaningful inputs that would assist to re-shape the economic trajectory of the country.

Also, the Chairman Senate Committee on Trade and Investment, thanked NEPC for the intervention. He promised that the legislature would provide the needed support to craft legislative framework that would address challenges facing the non-Oil sector such as Access to Grants, Constant Power Supply and Access to Infrastructure.

In his remarks the Executive Director, Shippers Council praised NEPC on her effort at developing the economy beyond the Oil sector. He promised to ensure that exporters are paid promptly.

The Honorable Minister of Trade and Investment asserted that exports was core to the Ministry' mandate. She implored participants to use the conference to develop a One-Stop shop to improve exports. She called on the need to improve on export facilities and competitiveness across the 13 Export Facilities across the country.

Similarly, the Honorable Minister called on the need for the provision of electricity and routes to markets, as well as take advantage of AFCTA treaty to provide goods and services to be traded within the region. She commended the Organizers and charged stakeholders to evolve pathways towards diversifying the economy.

The event was declared formally by the Vice President of the Federal Republic of Nigeria Kassim Shetitma , ably represented by the Special Adviser to the President on , Presidential Enabling Business Environment Council (PEBEC), Ms Jumoke Oduwole..

Declaring the event opened, emphasized the need to ensure that all agencies work together to map out strategies diversification avenues that could generate revenue to government. She commended NEPC on the laudable initiative on the conference and requested stakeholders to come up with tangible ideas that would assist the country to move away from a mono- centered trade to a multi-dimensional trade.

4.5.4 RECOMMENDATIONS

The following recommendations came up during the conference.

Finance- Need to provide community-based facilities, provide funding and training programmes was emphasized.

Access to Market. There should be focus to explore global markets for products.

Provide knowledge and adequate information on export process and produce

Need to evolve development training for stakeholders.

Need to allow women leadership in critical spaces to drive exports

Need to Strengthen collaboration with international communities.

Harness potentials of export for Trade

Increased regulatory oversight and functions of relevant government agencies.

Address emergent issues and impediments that negates export such as digital , global and skill-gaps.



Getting agencies to monitor and track products/ services for export.

Detail framework to guide to agencies roles and responsibilities in export, to avoid duplication and conflict of roles.

Intensify effort in the introduction of Electronic Payment System by Central Bank of Nigeria in line with ECOWAS protocol

Assist SMEs clusters to become more competitive in the region

Re-jig legislative framework to create incentives that enables SMEs enjoy repayment of loans and easy accessibility to loans.

Reposition the textile sector to become a commercial hub as evidenced in India, Bangladesh, Indonesia Etc.

4.5.5 NEXT STEPS

- BPSR to work in synergize with other MDAs to promote export
- BPSR to increase advocacy/ sensitization in SMEs interventions
- BPSR to conduct research efforts on the status of implementation of export programmes by various government agencies.
- BPSR to work in conjunction with NEPC, CSOs and other donor agencies to build capacity in Export trade.

REPORT OF 7th NATIONAL DIALOGUE ON LIVING WAGES AND CORRUPTION IN NIGERIA HELD AT ICPC AUDITORIUM ON THURSDAY, 2ND NOVEMBER, 2023

4.6.1 INTRODUCTION:

Concerned with the alarming rate of corruption and poor image perception of the country in the International Community, amidst cases of financial fraud, misappropriation of funds, financial embezzlement and Advanced Free fraud etc, the Federal Government in 2000 set up the Independent Corrupt Practices and Other Related Commission(ICPC), to amongst others rid the country of corrupt practices through lawful preventive and enforcement measures.

Pursuant to her statutory mandate, the ICPC through its research training arm, The Anti-Corruption Academy of Nigeria(ACAN), in partnership with the Micheal Imoudu National Institute for Labour Studies(MINILS), organized a stakeholders meeting that would provide guidance to a nationwide response to the effect on living wages in Nigeria.

The Director General, BPSR was invited to the event as one of the panellist to speak on Living wages and Corruption in Nigeria.


4.6.2 OPENING/GOODWILL MESSAGES

In his opening remarks, the Chairman of the Commission, Prof Bolaji Owasanoye welcomed participants to the event and expressed his delight to convene as one his last assignment with the ICPC, a workshop that addresses the issue of living wage to workers. He said the issue of wage was apt, taking into consideration the present day social economic realities in Nigeria, and the need to ensure that the Nigeria Public Service that serves as a vehicle for delivering goods and services to the citizens was adequately cared for. He urged participants to evolve data-driven formula that could facilitate the development of a policy guide and advisory for government implementation.

In his remarks, the representative of the Senior Staff Association Of Nigeria, Comrade Tommy Etim Okon –(National President of Senior Staff Association of Nigeria), decried the level of insensitivity of the plight of workers by government. He lamented the good old days where fringe benefits were accorded public officers such as furniture, car, and Housing loans. He added that for the Nigeria worker to be more productive, there was need to restore those allowances.

Also, commenting, the representative of the President, Nigeria Labour Conference, Comrade Hauwa Mustapha, commended ICPC for the initiative of bringing the issue of wage Review with relevant stakeholders to the front- burner, he emphasized the need for the deliberations to be focused on the improved wages to meet present social economic needs faced by the country as well as address the issue of inequality in wages.

In his goodwill message, the Chairman, Salaries and Wages Commission, Mr Ekpo Okon Nta, commended the motive of the National Living Wage by ICPC at this moment, since according to him the present wage structure is to elapse by April, 2024. He added that the National Dialogue was an advocacy initiative to support the issue of wage increase. He enjoined employers of labour to abide to the principles of UNCAC provisions for Employment, especially in the areas of recruitment, job retention, and promotion of staff. He concluded by requesting participants to engage meaningfully, as outcomes of the meeting would guide government policy towards the new wage regime.



The representative of the Head of Civil Service of the Federation, stated that the Office of the Head of the Civil service of the Federation had initiated various programmes to improve the welfare of workers. He identified the recent palliatives of N35,000 to each Civil Servant as government gesture to cushion the effect of transportation. He added that the Federal Government was willing to come up with more palliatives that ameliorate the plight of workers.

Declaring the event formally opened, representative of the Minister of Labour and Productivity, commended the ICPC for organising a national dialogue around living wage. He pointed out that the federal government was also working in that direction. He further stated that the dialogue was timely and critical given the sensitivity of the issue.

4.6.3 NEXT STEPS

- The need on advocacy and engagement with religious leaders to speak truth to leadership
- Improvements in basic infrastructures to compliment living wages
- Address inequalities of income across public Institutions
- Enhanced wages as panacea to fight corruption
- Organized labour to draw curriculums/ programmes around corruption
- Indigenization of local content
- Introduction of consumer credit
- Government to regulate corruption and check malpractices.

REPORT ON COURTESY VISIT BY A DELEGATION OF CHARTERED INSTITUTE OF FORENSIC AND CERTIFIED FRAUD INVESTIGATORS OF NIGERIA TO THE DIRECTOR- GENERAL, BUREAU OF PUBLIC SERVICE REFORMS ON FRIDAY 10TH NOVEMBER, 2023.

4.7.1 INTRODUCTION

The pioneer President and Chairman Governing Council Chartered Institute of Forensic and Certified Fraud Investigators of Nigeria (CIFCFIN Dr I.B. Gashunbaki, in company with other management staff of the(CIFCFIN), paid a courtesy visit to the Director - General, BPSR Mr D. I. Arabi on Friday 10th November, 2023 to sue for closer ties and collaboration between the Bureau and Chartered Institute of Forensic and Certified Fraud Investigators of Nigeria.

The team from CIFCIN was received on arrival by the Director General of the Bureau and other management staff.

4.7.2 PURPOSE OF VISIT

Commenting on the purpose of visit, the President stated that CIFCIN is the 1st, professional body established in the country to train, supervise and regulate the practice of forensic accounting and fraud prevention in the country.

He added that the institute presently has a training Centre, where beneficiaries from various public institutions especially the graft agencies are being trained. Similarly, he stated the Institute was to establish forensic Labs across the country and was working closely with NITDA to actualize the initiative by 2024.

Speaking on the importance of the forensic Lab, the President stated that forensic analysis is broad and covers multi- domains such as psychology, DNA, accounting fraud etc, that would facilitate the provision of information as well as support the investigation and prosecution of cases, fast-track judicial process across the country.

Secondly, he pointed that the visit was to solicit the support of the Bureau to cave out a scheme of Service for its staff in line with what is obtainable in the Public Service.

Another area of support as enunciated by President CIFCIN was to seek the Bureau support towards creating a Department of Investigation in Public Institutions to complement the work done by Audit departments in the various MDAs.

Lastly, he stated that the visit was to partner with Bureau to organize training for Permanent Secretaries to be tailored around three folds namely;


- Revenue
- Budgeting, and
- Public Procurement

4.7.3 DIRECTOR GENERAL' RESPONSE

The Director General, BPSR Mr D. I. Arabi thanked the team for the visit. He explained that the philosophy behind the National Strategy for Public Service Reforms developed by the Bureau of Public Service Reforms(BPSR) was to institutionalized best practices in the public sector in line with global standards.

He added that the National Development Plan was crafted to define the country' socio- economic path and trajectory over time.

Part of the Public Financial Reforms of Pillar III in the NSPSR according to DG, BPSR was aimed at providing transparent and prudent financial measures in public accountability. He enumerated those measures to include, IPPIS,GIFMIS< BVN, IPSAS etc.



DG re-affirmed the willingness of the Bureau to partner with CIFICIN to drive transparency and accountability across Public Institutions.

Similarly, DG, BPSR noted that significant improvements had been recorded over the years in public sector accounting, including reforms in cyber- security, Civil Service administration with the objectives to enable civil servants deliver on Key Performance Indicators and their mandates.

He added that as part of BPSR mandate to publicize the activities of MDAs, it would partner with CIFICIN to articulate her request and activities to relevant agencies of government. He advised the institute to emplace a world class communication strategy to drive its programmes

In conclusion the DG decried the level of funding for reform activities and the apathy to embrace reforms by people, he however added that there was need for inter-agency collaboration and partnership with Civil Society Organizations' to surmount the challenges.

4.7.4 NEXT STEPS

- Engage CIFICIN in delivering sessions during Induction Training for CEOs/Board Members of federal agencies and parastatals
- CIFICIN to formally write and articulate all request made to the Bureau formally in writing for necessary follow-up
- CIFICIN to be involved in the BPSR Lunch Time programmes and other related activities,
- Show-Case the activities of the Institute through BPSR flag-ship programmes.

REPORT ON A TWO(2) DAY STAKEHOLDER / FOCUS GROUP WORKSHOP ON IMPACT ASSESSMENT AND PERCEPTION SURVEY OF PUBLIC FINANCE AND PUBLIC SERVICE REFORMS HELD BETWEEN 19TH –20TH DECEMBER, 2023 AT GRAND BOHAS HOTEL, ABUJA.

4.8.1 PREAMBLE

The Bureau of Public Service Reforms (BPSR) was established in 2004, as a central agency of government to amongst others; Initiate, Monitor and Coordinate the full implementation of Public Sector Reforms in Nigeria., as well as facilitate the building of the Public Service into a highly functional, professional, customer –focused and result oriented institution.

Consequent on the mandate of the Bureau in ensuring the full implementation of government reform policies and programmes, the Bureau has over the years conducted research implementation efforts and evolved various strategic reform initiatives, aimed at strengthening, and supporting the public sector towards effective service delivery.

Part of these strategic initiatives include impact assessment and perception surveys directed to gauge performance levels, successes, and stakeholder’ inclusiveness in reform implementation efforts.

Accordingly, the Bureau convened a Two (2) Day stakeholders’ workshop between Tuesday 19h December –Wednesday 20th December 2023 at Abuja to review the Bureau’ study resulting from the impact assessment and perception survey conducted on Public financial Management and Public Sector Reforms. In attendance at the forum were key stakeholders partnering with the Bureau on public sector reforms, academia, media, representatives of Ministries, Departments and Agencies and Management staff of the BPSR.

4.8.2 OPENING

The workshop commenced at 11:40am, with the recitation of the 2nd stanza of the national anthem, followed by self-introduction of participants in attendance.

4.8.3 DIRECTOR GENERAL’S REMARKS

The Director General, Mr D. I. Arabi welcomed participants present, he stated that the purpose of the workshop was to dissect the activities of BPSR overtime, particularly review the reform initiatives on Public Financial Management, and other sectoral reforms embarked by the Bureau in the last (20) Twenty years.

He added that the essence of the review was to ensure efficient performance and reinvigorate the existing reforms initiatives for better public service delivery, align reforms strategies with the Renewed Hope Agenda as well as lay the foundation for the 2024 Presidential retreat.

In conclusion, he enjoined participants to make valuable inputs and bring up meaningful ideas that would improve the management of corporate finance and re-shape the reforms initiatives.



4.8.4 RESPONSES/ SETTING AGENDA BY DG, BPSR, MR D.I. ARABI

DG, BPSR thanked all the participants for their contributions. He stated that their comments/observations have been noted and the Bureau would work assiduously to ensure that their views and issues raised were adequately addressed.

Accordingly, the DG emphasized the need for Inter-agency synergy to drive reform initiatives across MDAs.

He expressed the hope that the Bureau would leverage with recently constituted Committees on Reforms in the National Assembly to push for the institutionalization of reform programmes, as well as provide for legislative backing where necessary.

On inclusivity, the DG stated that the Bureau had already commenced the process, as it has promoted gender-based entrepreneurial programmes to encourage women in export through a sensitization programme on the African Continental Free Trade Area Agreement (AFCFTA), others include the removal of bottlenecks around accessibility to government interventions to Small and Micro Enterprises, and focused programmes aimed at empowering the vulnerable and less privileged in the society.

4.8.5 NEXT STEPS

1. Foster synergy amongst MDAs towards implementation of reforms.
2. Ensure effective institutionalization of Reforms Coordination and Service Improvement Departments service wide.
3. Reinforce a re-orientation and cultural re-birth in the Public Service that engenders commitment and dedication of public officers, with reference to the full implementation of the EPIC culture developed by the Office of the Head of Civil Service of the Federation.
4. Bureau to work with relevant Committees at the National Assembly to enact legislations to support reform initiatives.
5. Facilitate the review of extant rules that are no longer tandem with present socio-economic realities.
6. BPSR to work closely with the office to the Secretary to Government of the Federation to drive the lead on the implementation of reforms across MDAs
7. Need for MDAs to designate high-level officers as members/ representative in the Inter-Ministerial Task Team on reforms, to engender valuable contributions and ownership.
8. Development of an M& E framework to track the monitoring of systems and processes across MDAs and Creation of a dedicated Ministry/Agency to conduct M& E of MDAs
9. Promote mentorship and sustenance of institutional memory in the public service.
10. Increased funding of reforms initiatives by government and capacity building
11. Improve reforms in National Housing scheme through flexible mortgage security.
12. Need to review the cash plan system in the Budget Office of the Federation.
13. Promote inclusivity in the reform process in line with Renewed Hope Agenda of President Bola Ahmed Tinubu GCFR
14. Intensify emergence of reform champions across MDAs to escalate reform initiatives in their respective MDAs
15. BPSR to host members at her 20th Anniversary.



2023 ACTIVITIES FOR INTERNAL AUDIT

INTERNAL AUDIT 2023 ANNUAL REPORT

Internal Audit Unit of the Bureau reports directly to the Director General/Chief Accounting Officer of the establishment the comprehensive audit of all operations and activities of the Bureau.

Generally, the main objective of the Audit Unit is to ensure that internal control is properly maintained according to extant rules and regulations.

7.1 The unit is also vested with the general responsibility of normal routine of: -

- pre- and post-auditing of all payment vouchers,
- ensure prompt retirements of all advances granted,
- verification of receipts of all items to stores,
- periodic check on store items on monthly, quarterly, half yearly bases
- renders appropriate returns of all findings to the Chief Accounting officer and
- further copies to the offices of the Accountant General of the Federation (OAGF) and the Auditor General for the Federation (OAuGF) respectively.

In addition, the Unit is mandated to examined all books of account as stipulated by extant rules and regulations

7.2 Meanwhile, the auditing activities for the period in view covers the following: -

S/ N	DEPARMENT /UNIT	WHERE ACTIVITY WAS CARRIED OUT	PERIOD ACTIVITY WAS CARRIED OUT	REMARKS
1	Accounts:	Central pay office (CPO)	January- September 2023	Compilation of 2021 returns for onward submission to the various Authorities Viz: - Office of the Accountant General of the Federation (OAGF), and the Office of the Auditor General for the Federation (OAuGF)
2	Accounts:	Other charges	January- September 2023	A total of 240 Direct payments known as other charges applications have been granted up to date of this report
3	Accounts:	Funds	January- September 2023	The capital vote Books and the Overhead Vote books respectively were examined and certified accurate according to extant rules

4	Accounts:	Advances	January-September 2023	As at 30 TH of September, 2022 a total no. of One hundred and seventy-two (172) advances applied appropriately was granted.
5	Accounts:	Trial balance	January-September 2023	The trial Balance submitted for auditing for the period is certified accurate for further submission accordingly.
6	General	Retirements	January-September 2023	A total no. of Eighty-Three (83) officers is still having their advances unretired as at the time of this report. This is not healthy for the Bureau. However, they'e been encouraged to retire them accordingly.
7	Stores:	General	January-September 2023	The stores were audited and certified, though a more senior and professional Store' officer is needed
8	General	Management	January-September 2023	Internal management control is efficient and effective



2023 ACTIVITIES FOR PROCUREMENT UNIT

Procurement Roles and Responsibilities

8.1 Introduction:

The procurement unit is responsible for acquisition of goods, works and services for the organization. This function is carried out in strict adherence to the Public Procurement and Disposal Act, 2005 and the Public Procurement and Disposal Regulations 2006. Its function include:

- Maintain and update annually standing list of registered tenderers required by the procuring entity;
- Prepare, Publish and distribute procurement and disposal opportunities including invitation to tender, pre-qualification documents and invitation for expression of interest;
- Co-ordinate the receiving and opening of tender documents;
- Co-ordinate the evaluation of tenders, quotation and proposals;
- Implement the decision of the procurement, tender and disposal committee including coordinating all the activities of these committees:
- Monitor contract management by user department to ensure implementation of contract in accordance with the terms and condition of the contract;
- Co-ordinate internal monitoring and evaluation of the supply chain function;
- Act as a secretariat to the tender procurement and disposal committees

8.2 Jobs Executed in 2023

LOT	PROJECT TITLE/DISCRPTION	STATUS
2023/SIR/CS/01	Impact Assessment of Government Reforms Across MDAs	ONGOING
2023/SIR/CS/02	Production of M&E Framework, Data Gathering and Reporting	„
2023/SIR/CS/03	Perception Survey on Implementation of Public Service Reform	„
2023/SIR/CS/04	Promotion of Open Government Partnership and Effective Implementation of National Anti-Corruption Strategy	„
2023/SIR/CS/05	Identification of Effective Implementation of Reform Modalities	„
2023/SIR/CS/06	Institution Assessment and Capacity Building Programs for MDAs on Reform Improvement and Change	„
2023/SIR/CS/07	Promotion of Freedom of Information (FOI) among State and Non State Actors	„



2023 ACTIVITIES FOR LEGAL UNIT

SCHEDULE OF DUTIES OF THE LEGAL UNIT AND ASSIGNMENT TAKEN IN THE YEAR 2023 INCLUDES:

- a. Legal representation of the BPSR in courts all over the Federation
- b. The unit currently has 5 active cases that it is handling about, all in the NICN Abuja, Akure, Ibadan, Bauchi and High Court of Plateau State respectively.
- c. Preparation and vetting of contract Agreements.
- d. Preparation and vetting of Bilateral and Multilateral MOUs between the BPSR and Agencies both local and international.
- e. Preparation of draft legislations for the BPSR.
- f. Preferring legal opinion relating to the BPSR.
- g. Interpretation of laws and legislations
- h. Membership of Committees
- i. Liaison with the Federal Ministry of Justice
- j. Any other duties as may be assigned.

9.1 OBJECTIVES

- a. The mandate of the unit is to provide high quality legal service to all the Departments and units in the Bureau with the objective of reducing the number of litigious matters to the barest minimum.
- b. Facilitate early/speedy resolution of cases in court.
- c. Enhance general improvement in industrial relations between stakeholders thereby reducing conflicts, strike, lockouts and litigations

9.2 METHODOLOGY

- a. This will be achieved through meticulous defence of cases involving the Bureau.
- b. Amicable out of court settlement of cases where possible.
- c. Proffering legal opinions and advice based on government policy and law.
- d. Drafting of MOUs and Agreements with hind sight of protecting the BPSR from unnecessary litigation.

9.3 CHALLENGES

- a. Lack of law reports for use as reference material. Thus, there is the need for the installation of Law pavilion software in the Legal Unit to enable the LA prosecute matters effectively.
- b. Lack of the mandatory continuous training for layers. There is need for continuous Legal Education and Training to keep abreast with changes and update in legal practice.

9.4 IMPLEMENTATION STRATEGIES

- a. All department is advice to request for the presence of a legal officer at any important technical meetings
- b. The presence of Legal Unit at all meetig involving the DG and other Stakeholders where Policy issues are discussed
- c. Every negotiation meeting should have Legal Adviser in attendance.

9.5 LIST OF COURT CASES, AGREEMENT AND MOUs PENDING

a. **RE-SUIT NO: NICN/JOS/05/2014 JAJUDEEN OKESHOLA & 3 OTHERS VS BPSR & 3 OTHERS:**

This matter is in respect of Garnishee proceeding in respect of Judgment delivered on the 18th February, 2021 granting parts of the Claimant claim in the sum of N20, 616, 562. 64 against the defendants including the 2nd defendant, Bureau of Public Service Reforms before the National Industrial Court of Nigeria, Jos Judicial Division.

b. **SUIT NO. NICN/AK/50/2019 BETWEEN MR AYANKE SOLOMON E & OTHER VS NATIONAL CENTRE FOR AGRICULTURE MECHANIZATION & 3 OTHERS:**

This matter pending before the National Industrial Court Akure, Ondo State emanated from the rightsizing exercise of the Federal Government sometime in the year 2006. The claimants are the severed staff of the National Centre for Agricultural Mechanization (NCAM) against Defendants. BPSR in the 3rd Defendant and Claimants claim is for N120, 659,180.60K as their outstanding salaries, benefits and other lawful entitlements of the Claimants which the Defendants have continue and still continue to deprive the Claimants. The matter is coming up for hearing on the 5th day of February, 2024.

c. **RE-SUIT NO: NICN/BAU/04/2021 DALA MAIGARI & 21 OTHERS VS FEDERAL MEDICAL CENTRE NGURU & 2 OTHERS:**

This matter pending before the National Industrial Court Bauchi, Bauchi State emanated from the rightsizing exercise of the Federal Government sometime in the year 2006. The claimants are the severed staff of the Federal Medical Centre Nguru against Defendants. BPSR is the 2nd Defendant and Claimants claim is for N 21 , 659,180.60K as their outstanding salaries, benefits and other lawful entitlements of the Claimants which the Defendants have continue and still continue to deprive the Claimants. The matter is coming up for hearing on the 7th day of February, 2024.



2023 AWARDS, RECOGNITIONS AND PUBLICATIONS



CONTRACT AGREEMENTS

1. BPSR and MESSRS FABLODAD GLOBAL LIMITED for the Perception Survey on Implementation of Public Service Reforms 2023
2. BPSR AND MESSRS GLOBAL ANALYTICS CONSULTING LIMITED for the Freedom of Information (FOI) among State and Non-State Actors 2023.
3. BPSR AND MESSRS FABLODAD GLOBAL LIMITED for the Impact Assessment of Government Reforms Across MDAs 2023.
4. BPSR AND MESSRS DUVET CONSULTING & LOGISTIC LTD for the Identification of Effective Implementation of Reforms Modalities 2023.
5. BPSR AND MESSRS PRESIDENTIAL AUTO LIMITED RC. NO for the Supply of One (1) Unit of Toyota Prado Jeep and One (1) Unit of Toyota Hiace Bus to (BPSR) 2023.
6. BPSR AND MESSRS FINAVARIO NIG LIMITED for the Institutional Assessment and Capacity Building Program for MDAs on Reforms Improvement and Change 2023.
7. BPSR AND MESSRS THE BUSINESS PEOPLE LIMITED for the Promotion of Open Government Partnership and Effective Implementation of National Anti-Corruption Strategy 2023.
8. BPSR AND MESSRS TAZAAR MANAGEMENT CONSULTANT LIMITED RC. NO for the Production of Monitoring & Evaluation Framework, Data Gathering and Reporting 2023

Memorandum of Understandings

1. REPORT OF SIGNING OF MOU WITH BPSR AND EDUCATIAL NIGERIA LIMITED ON PARTNERSHIP IN THE EFFECTIVE DELIVERY AND PROMOTION OF ONLINE EDUCATION FOR THE NIGERIA PUBLIC SERVICE.
2. ANALYSIS OF MOU WITH BPSR AND NIGERIA COMMUNICATION COMMISSION ON INTRODUCING EMERGING TECHNOLOGY IN THE PUBLIC SERVICE SIGNED ON THE 29TH AUGUST, 2023

P . M. OKONGWU
ESQ LEGAL ADVISER
32/08/2023

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.**

ANNUAL REPORT 2023

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