

2020
Annual Report



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Federal Republic of Nigeria
Bureau of Public Service Reforms (BPSR)

2020

Annual Report

Reforming to make tangible improvements in the lives of Nigerian Public



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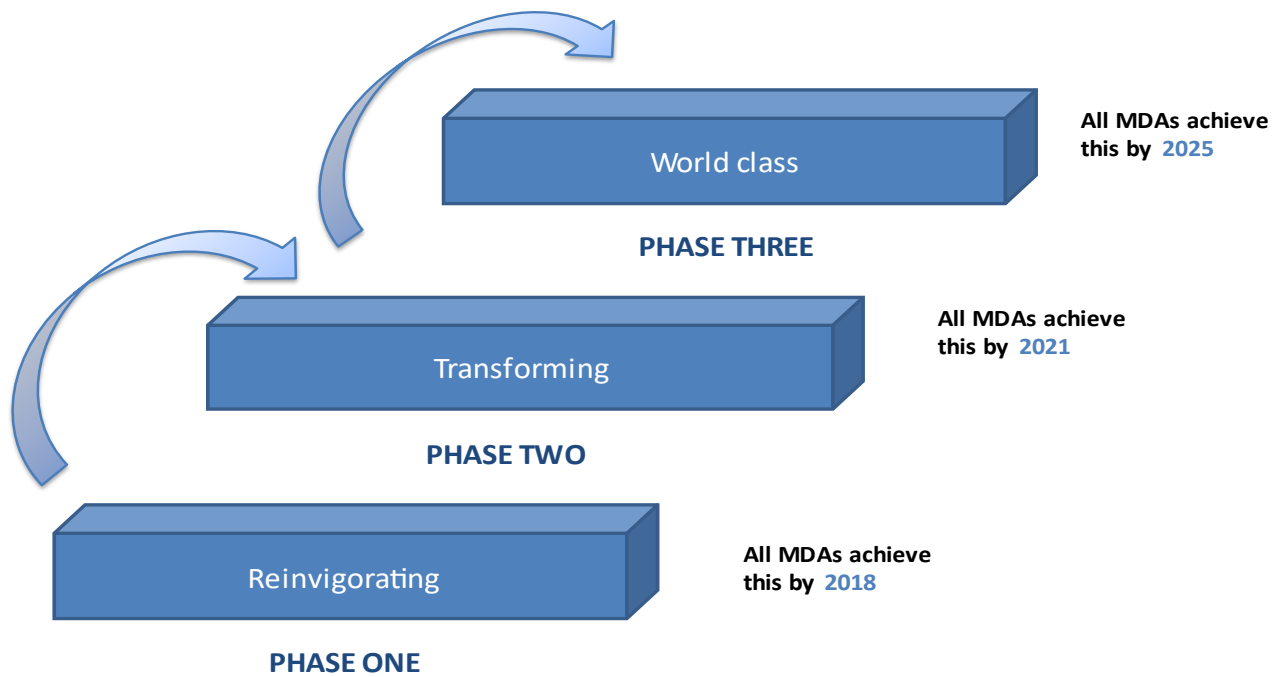
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NATIONAL STRATEGY FOR PUBLIC SERVICE REFORM



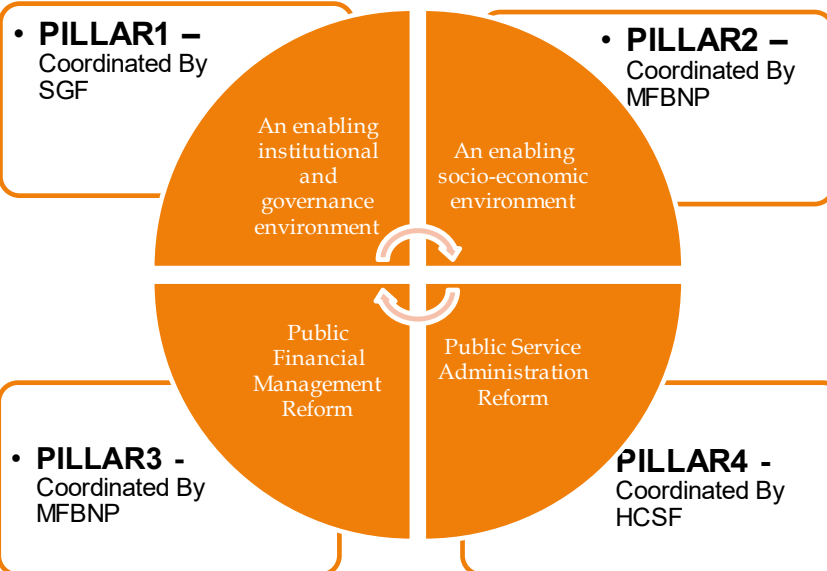
Long Term Perspective of NSPSR

Long Term Perspective





THE FOUR PILLARS OF NSPSR



5

VISION OF THE NATIONAL STRATEGY FOR PUBLIC SERVICE REFORMS

“A World-Class public service delivering government policies effectively and implementing programmes with professionalism, integrity, excellence and passion to secure sustainable national development”



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



Prof. Yemi Osinbajo SAN, GCON
Vice President,
Federal Republic of Nigeria



BOSS MUSTAPHA

SECRETARY TO THE GOVERNMENT OF THE FEDERATION



DR. FOLASADE YEMI-ESAN
Head of the Civil Service of the Federation



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



MANDATE STATEMENT

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

VISION

As a result of the BPSR implementing its mandate, we see a nation 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 results oriented institution.

**BPSR
STRATEGIC
FOCUS**

- *Articulate and facilitate Government Reform Agenda*
- *Enhance Reform Capacity of Government*
- *Strengthen demands for Government Reforms*
- *Ensuring a result-based M&E System*
- *Deepening stakeholder's engagement for participatory governance to improve service delivery*
- *Improving BPSR information and research architecture for coordinating public service reforms in Nigeria*



OUR CORE VALUES

- **INTEGRITY**
- **TRANSPARENCY**
- **CHANGE
LEADERSHIP**
- **EXTERNAL
AWARENESS**
- **RESULTS
DRIVEN**
- **CREATIVITY**
- **TECHNOLOGY
AWARENESS**



ACKNOWLEDGEMENT

I would like to express my profound appreciation to all those who provided valuable and constructive suggestions, comments and observations during the planning and production of this Report.

I am highly obliged, in taking this opportunity to sincerely thank all members of the Committee on the 2020 Annual Report for their generous attitude and friendly dispositions, which helped in successfully delivering of the work.

I must acknowledge, my indebtedness and deep sense of gratitude to the Director-General, Mr. I. D. Arabi for providing leadership and guidance to the team towards achieving its goal.

I would also like to extend my thanks to all Heads of Department and Unit for their guidance, support, as well as cooperation in providing the required materials to successfully complete the task of developing the Report.

I have no valuable words to express my gratitude, but my heart is still full of the favours I received from everyone.

Once again, thank you and God bless.

S. M. BARADE (Mr.)
Head, Strategic Communications,
BPSR.



OUR ORGANISATION

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

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

The BPSR is currently under the supervision of the Office of the Secretary to the Government of the Federation (OSGF). Since its establishment, the BPSR has largely been manned by career civil servants, and from time to time draws technical expertise from local and international development partners and networks to carry out its activities. Overtime, the agency has grown to be a dynamic institution with sufficient competencies to provide technical leadership for continual reforms in Nigeria to bring about a “Public Service dedicated to excellence”. It is also striving to be an agency with the capability to articulate reform needs, establish required evidence and model improved approaches for the attainment of developmental objectives of government. BPSR is also providing required technical expertise to guide MDAs through the reform process.

Functions and Responsibilities

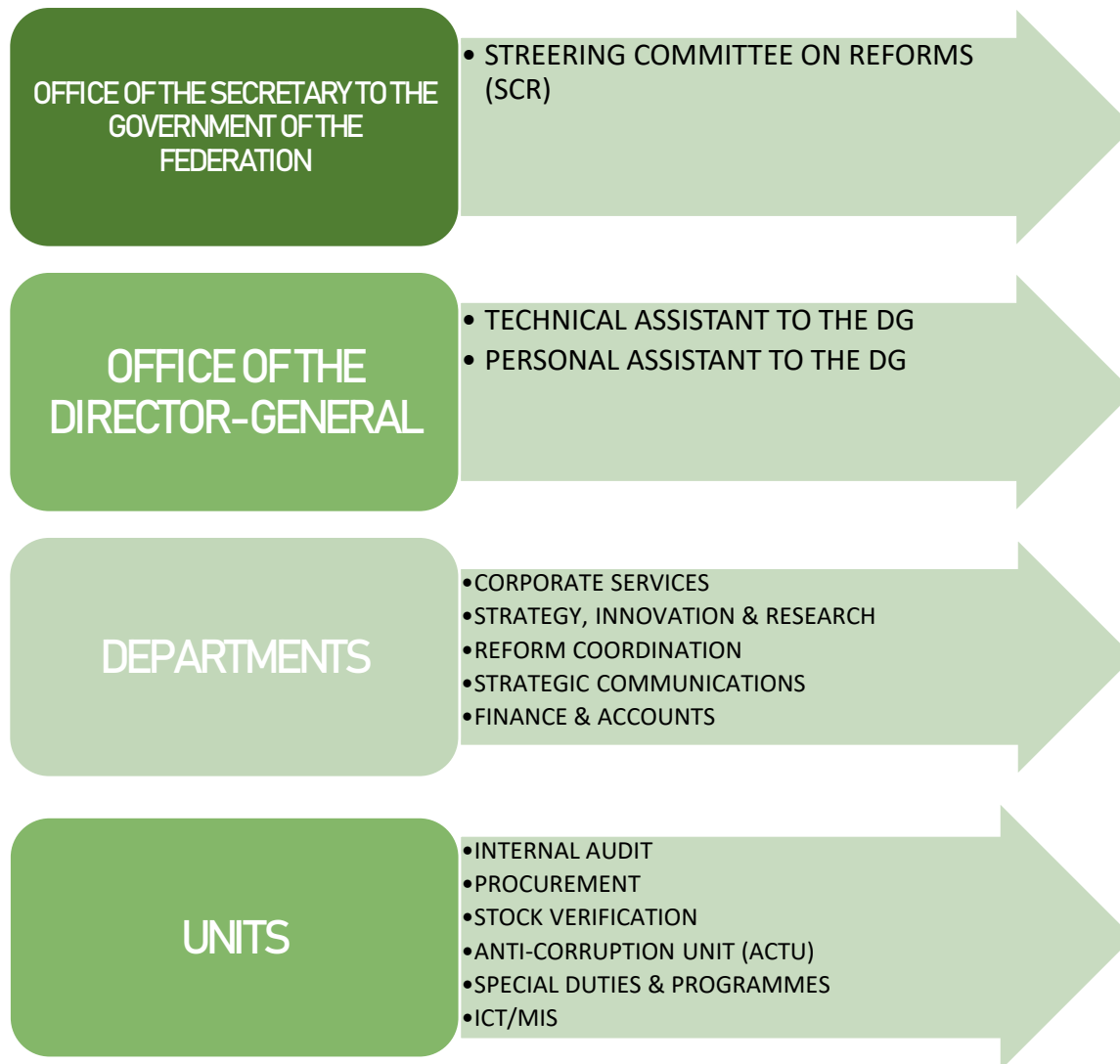
The functions and responsibilities of the BPSR are as follows:

- Initiate action on reforms at the Public Service level;
- Elucidate government policy on Public Service Reform;
- Coordinate, monitor and evaluate the implementation of reforms in MDAs;



- Serve as a clearing house for information relating to Public service reforms;
- Conduct research on implementation efforts and present “Best Practices” models;
- 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

STRUCTURE OF BPSR



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

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



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.

OFFICE OF THE DIRECTOR-GENERAL

The Office of the Director-General provide 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: TA-DG, PA-DG, Secretary to the DG, the Principal Admin Officer in charge of protocols, the Driver to the DG and a Clerical Officer in charge of the Office Registry.

CORPORATE SERVICES DEPARTMENT

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

Corporate Services Department is sub-divided into:

- ❖ Human Resources (HR); and
- ❖ Information & Communication Technology (ICT)

The scope of its responsibilities covers:

- Human Resource Management including:
 - HR Strategy/policy development and Implementation,
 - training and career development,
 - performance and compensation management,
 - Staff welfare and Employee Relations;
 - Change Management;
 - Health Safety and Environment
 - Office communication
 - Facilities management;
 - Office administration;
 - Transport management and protocol;
 - Stores Management;



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

FUNCTIONAL OBJECTIVES

- To attract retain and motivate staff;
- To ensure that employees are properly trained and developed to execute their jobs;
- To ensure discipline and compliance with policies;
- To support and ensure optimal productivity of employees;
- 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 effective provision and utilization of existing manpower;
- To ensure effective administration of official vehicles, payment and reconciliation of utility bills and management of the office store;
- To ensure that ICT facilities meet the needs of individuals and projects;
- To evaluate user needs and system functionality;
- To enable easy access to data/information for planning and management decision-making; and
- To ensure availability of functional data bases.

REFORM COORDINATION

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

The functions and scope of responsibilities are as follows:

Reforming to make tangible improvements in the lives of Nigerian Public Page | 19



- 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:
 - the institutional governance reforms
 - the socio-economic reforms
 - the public financial management reforms
 - 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
- To develop strategies on Public Service reform interventions by the Bureau
- To engage the Public Service in designing approach to reforms
- To ensure effective coordination of all reform activities in the Public Service
- To ensure effective monitoring and reporting of reform activities across the four pillars and all short-term interventions from the government
- To attract and retain and motivate top quality staff

STRATEGY, INNOVATION & RESEARCH

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

The Department is also responsible for:

- Strategic Planning for the Bureau
- Monitoring & evaluation of the Reforms performance against Key Performance Indicators (KPIs)
- Conduct research and studies on reform issues and present best practice models
- Set and agree performance measures across the Bureau and the Service
- Analysis of departmental performance reports
- Expedite implementation of key initiatives
- Research and advise on business process improvements

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:

- Developing and implementing initiatives to manage public perception of the Bureau's operations;
- Managing issues relating to Bureau's corporate reputation and PR, through regular communication of critical messages on activities, plans, achievements and contributions to the Public Sector and the society;
- Establishing and maintaining external communications and 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 environment where there is 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.

FINANCE AND ACCOUNTS

The Finance and Accounts Department provides the following key services as:

- Accounts
- Budgets
- Fund Management

In fulfillment of these services, the Department:

- Manages BPSR's Accounts, Cash flow, Credit policy, Tax, Payroll, Funds sourcing, Bank Relationship and any other related tasks;
- Ensure adequacy in compliance with relevant extant provisions;
- Ensures integrity of BPSR financial statements
- Ensures effective cost control and funding of the Bureau's business operations
- Minimizes credit risks arising from services rendered
- Ensures availability and adequacy of funds
- Ensures optimal management of available cash.

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 52 members of staff in the following categories:

- ✓ Grade Level 15 - 17 (13)
- ✓ Grade Level 07 – 14 (35)
- ✓ Grade Level 04 – 06 (4)



The Bureau is departmentalized into the Office of the Director General, three Operational and two Service Departments as well as six functional Units.

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.

STRATEGIC DIRECTION

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,
- prioritising 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

OUR OPERATIONAL APPROACH

The 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 and outside the public sector;
- treat as a priority the need to understand the Departmental context



- condition its directions and policies on that understanding;
- Establish policies and guidelines on reform;
- Relate with public institutions to encourage reforms and obtain information on their progress;
- Intervene to initiate service-wide reforms;
- Brief government on reform programmes and obtaining necessary approvals;
- Budget for and finance critical service-wide and sometimes MDA-based reform programmes; and
- Interact with stakeholders and communicate with the public/citizens on reforms implementation efforts.

OUR PERFORMANCE

HIGHLIGHTS

2020 was a unique year in the history of mankind, because of the outbreak of Covid-19 pandemic that threatened the existence and livelihood of the whole world. The pandemic has had a far-reaching and devastating impact on global humanitarian and economic standards. It was first year of the 2nd edition of our Corporate Plan, which made it seriously challenging for us in view of its impact on the BPSR activities/programmes for the year. However, as a lead reform agency, the Bureau took advantage of the



new opportunities created amidst the crisis to deliver on its mandate, in which the following were achieved in the year under review:

- ✓ Facilitated enabling business environment, Freedom of Information and improved service delivery through Implementation of the 2019/2020 Federal Government Scorecard for Ranking Websites of Federal MDAs;
- ✓ Carried out public education through Organisation of 12 series Lunchtime Seminar on public sector's reforms;
- ✓ Realisation of gains of good governance through surveys and studies;
- ✓ Realisation of socio-economy well-being of the citizens through a platform for engaging leaders of Micro-Small and Medium Enterprises (MSMEs) to identify service delivery challenges in the MSMES interventions;
- ✓ Promote buy-in and inclusive implementation of reforms through an Advocacy to various Stakeholders;
- ✓ Facilitated implementation of BPSR Corporate Strategy through capacity building programmes for staff;
- ✓ Enhance the efficiency of the staff through conduct of Implementation Workshop on COVID-19 Digitisation of Files and Other Records in the MDAs;
- ✓ Promote secure and protected online activities through conduct of End User Security Awareness Workshop;
- ✓ Promote good governance and improved service delivery through Deployment of BPSR SAT at NELMCO and other Agencies;
- ✓ Organised meeting of the Steering Committee on Reforms
- ✓ Promote one government through partnership with some States
- ✓ Monitor and evaluation reforms through production of 2017-2020 Compendium of Public Service Reforms;
- ✓ Improve efficiency of staff and internal processes through finalization of Electronic Document and Record Management System (EDRMS);
- ✓ Communicating Reforms through Media engagement, social media and website of the Bureau



2019/2020 FEDERAL GOVERNMENT SCORECARD FOR RANKING WEBSITES OF FEDERAL MDAS

In ensuring that public institutions are able to effectively and efficiently drive the implementation of the Executive Order 01 on ease of doing business and Freedom of Information Act (FOIA) 2011, the Federal Government, through the BPSR in 2017, introduced 'Scorecard' for ranking the websites of Ministries, Departments and Agencies (MDAs).

The Scorecard is an important index metric that the National e-Government Masterplan has employed for determining the Nigeria e-Government Status. The expectation was that, when websites of the MDAs are fully standardized, it would help to improve access to government information, facilitate access to government services online and eliminate corruption in public financial transaction by reducing man-to-man contact, as well as curb online scams including identity theft associated with government websites.

In line with the approval of the Secretary to the Government of the Federation and the Chairman of the Steering Committee on Reforms, a total of one and sixty-nine MDAs participated in the 2019/2020 website evaluation and ranking, whose selection were based on Mainstream MDAs, MDAs with huge customers interface and those identified to be focal in the Presidential Enabling Business Environment Council (PEBEC) operations.

The fourteen criteria with Key Performance Indicators by which the scorecard measures performance and compliance of MDAs' websites are: gov.ng/ng domain string and local website hosting, Look and Feel, Content, Relevance to MDAs mandate and government policy, Structure, Device Compatibility, Security, Load Time, Usability (ease of navigation), Availability/Uptime, Functionality, Interactivity, Accessibility and Capacity Building for MDAs' web-managers.



The 23-Man Jury was constituted to carry out the evaluation procedures of the Scorecard. The memberships of the Jury were drawn from:

1. Nigeria Computer Society
2. SERVICOM
3. Office of the Head of Civil Service of the Federation
4. Nigeria Internet Registration Association
5. Office of Accountant General of the Federation,
6. Galaxy Backbone
7. Federal Ministry of Communication Technology
8. Google
9. Nigeria Information Technology Development Agency (NITDA)
10. Right to Know,
11. BPSR
12. Office of the Secretary to the Government of the Federation
13. Independent Service Delivery Monitoring Group
14. Federal Civil Service Commission
15. Presidential Enabling Business Environment Council
16. Ministry of Budget & National Planning.
17. Joint Admission and Matriculation Board (JAMB)
18. Computer Professionals Registration Council of Nig. (CPN)
19. Federal Mortgage Bank of Nigeria (FMBN)
20. Defense Intelligence Agency (DIA)
21. Nigerian Television Authority (NTA)
22. International Centre For Investigative Reporting (ICIR)
23. TVC News.

As part of the criteria for ranking, the BPSR in collaboration with Nigeria Internet Registration Association (NIRA) conducted training for Head of IT/Content Managers of the participating MDAs on Web Development and Content Management System. The training, which was organised in three batches held from 27th November – 19th December, 2019 at the NIRA Academy in Lagos.

Also, Galaxy Backbone conducted training for the MDAs on website and network management processes from 13th -15th August, 2019 at the GBB Training Center, Office of the Secretary to the Government of the Federation. For the same purpose, the National Information Technology Development Agency (NITDA) in collaboration with NIRA held a Switch to .ng campaign for all the MDAs on 2nd May, 2019 at the NAF Center, Abuja.



The first Jury season assessment, which was held at Galaxy Backbone Office in the Bank of Industry Building commenced on 30th October, 2019 and ran through to 20th February, 2020. Accordingly, the validation and ratification of the Scorecard which could not hold at earlier period because of the COVID-19 prevalence were done between 7th July and 16th September, 2020 by the IMTT in virtual meetings.

The results of the 2019/2020 Federal Government Scorecard for Ranking Websites of Federal MDAs were released at an epoch-making ceremony held on Tuesday, 20th October, 2020 at the Conference Hall of Federal Capital Development Authority (FCDA). Among the 169 MDAs' websites evaluated, the top leading MDAs in the order of ranks were (It should be noted that there was a tie in the top leading MDAs for the first time):

- ❖ National Identity Management Commission (NIMC) – 1st
- ❖ Nigeria Export Promotion Council (NEPC) - 2nd
- ❖ NAFDAC - 2nd
- ❖ Federal Ministry of Works and Housing - 3rd





THE RANKING TABLE

S/NO	MDA	SCORES	RANKING
1	National Identity Management Commission (NIMC)	3.45	1st
2	Nigerian Export Promotion Council (NEPC)	3.38	2nd
3	National Agency for Food and Drug Administration and Control (NAFDAC)	3.38	2nd



4	Federal Ministry of Works and Housing	3.32	3rd
5	Nigeria Christian Pilgrim Commission	3.25	4th
6	Nigerian Ports Authority (NPA)	3.25	4th
7	National Pension Commission PenCom	3.24	5th
8	Teachers Registration Council of Nigeria (TRCN)	3.23	6th
9	Industrial Training Fund (ITF)	3.21	7th
10	Office of the Auditor General of the Federation	3.19	8th
11	Nigeria Centre for Disease Control (NCDC)	3.19	8th
12	Office of the Secretary to the Government of the Federation (OSGF)	3.18	9th
13	Nigerian Communication Commission (NCC)	3.18	9th
14	Securities and Exchange Commission (SEC)	3.17	10th
15	National Council of Arts and Culture (NCAC)	3.13	11th
16	Budget Office of the Federation	3.08	12th
17	Asset Management Corporation of Nigeria (AMCON)	3.07	13th



18	Infrastructure Concession Regulatory Commission (ICRC)	3.07	13th
19	Central Bank of Nigeria	3.06	14th
20	Galaxy Backbone Plc	3.04	15th
21	Nigerian Nuclear Regulatory Authority (NNRA)	3.04	15th
22	National Power Training Institute of Nigeria (NAPTIN)	3.04	15th
23	National Agency for the Prohibition of Trafficking in Persons (NAPTIP)	3.04	15th
24	Nigerian Investment Promotion Commission (NIPC)	3.03	16th
25	Universal Basic Education Commission (UBEC)	3.03	16th
26	Nigerian Export-Import Bank (NEXIM)	3.01	17th
27	Federal Ministry of Women Affairs	3.00	18th
28	Federal Inland Revenue Service (FIRS)	3.00	18th
29	Federal Ministry of Information & Culture	2.98	19th
30	Federal Road Safety Commission	2.97	20th
31	Standards Organisation of Nigeria (SON)	2.96	21st
32	Federal Radio Corporation of Nigeria (FRCN)	2.95	22nd



33	Federal Ministry of Justice	2.93	23rd
34	National Bureau of Statistics (NBS)	2.91	24th
35	National Research Institute for Chemical Technology (NARICT), Zaria	2.91	24th
36	National Information Technology Development Agency (NITDA)	2.88	25th
37	Nigeria Correctional Service (NCorS)	2.87	26th
38	National Primary Health Care Development Agency (NPHCDA)	2.86	27th
39	Bureau Public Enterprises (BPE)	2.86	28th
40	Independent Corrupt Practices Commission (ICPC)	2.85	29th
41	Federal Ministry of Youth and Sport	2.84	30th
42	Federal Ministry of Communications & Digital Economy	2.84	30th
43	Federal Ministry of Science & Technology	2.83	31st
44	Department of Petroleum Resources (DPR)	2.81	32nd
45	Federal Judicial Service Commission (FJSC)	2.8	33rd
46	Federal Ministry of Mines and Steel Development	2.8	33rd



47	National Sugar Development Council (NSDC)	2.8	33rd
48	SERVICOM	2.8	33rd
49	Independent National Electoral Commission (INEC)	2.79	34th
50	Federal Airport Authority of Nigeria (FAAN)	2.79	34th
51	Nigeria Customs Service (NCS)	2.77	35th
52	Corporate Affairs Commission	2.77	35th
53	Nigerian Maritime Administration and Safety Agency (NIMASA)	2.76	36th
54	Ministry of Niger Delta Affairs	2.75	37th
55	Nigerian Broadcasting Commission (NBC)	2.73	38th
56	National Judicial Council (NJC)	2.72	39th
57	Nigeria Export Processing Zones Authority (NEPZA)	2.72	39th
58	National Orientation Agency (NOA)	2.71	40th
59	Nigeria Extractive Industries Transparency Initiative (NEITI)	2.7	41st
60	Office of the Head of the Civil Service of the Federation	2.67	42nd



61	Nigerian Communications Satellite (NIGCOMSAT)	2.65	43rd
62	Petroleum Product Pricing Regulatory Agency (PPPRA)	2.64	44th
63	Federal Ministry of Health	2.62	45th
64	Office of the Accountant-General of the Federation	2.62	45th
65	Nigerian Television Authority (NTA)	2.62	45th
66	Federal Ministry of Power	2.62	45th
67	National Economic Reconstruction Fund (NERFUND)	2.61	46th
68	Nigeria Hydrological Services Agency (NIHSA)	2.61	46th
69	Bureau of Public Procurement	2.61	46th
70	Energy Commission of Nigeria (ECN)	2.6	47th
71	Special Control Unit Against Money Laundering (SCUML)	2.59	48th
72	Joint Admission and Matriculation Board (JAMB)	2.59	48th
73	Nigerian Copyright Commission (NCopyC)	2.59	48th
74	Federal Housing Authority (FHA)	2.59	48th



75	Federal Institute of Industrial Research, Oshodi (FIIRO)	2.58	49th
76	Federal Ministry of Finance	2.58	49th
77	National Insurance Commission (NAICOM)	2.57	50th
78	National Lottery Regulatory Commission	2.57	50th
79	Nigerian Law Reform Commission (NLRC)	2.57	50th
80	Ministry of Petroleum Resources	2.57	50th
81	Transmission Company of Nigeria (TCN)	2.57	50th
82	National Inland Waterways Authority	2.57	50th
83	Federal Ministry of Education	2.57	50th
84	National Examination Council (NECO)	2.56	51st
85	Nigeria Deposit Insurance Corporation (NDIC)	2.56	51st
86	Federal Ministry of Labour and Productivity	2.54	52nd
87	Nigerian Shippers Council	2.54	52nd
88	Nigerian Postal Service (NIPOST)	2.54	52nd
89	Federal Ministry of Environment	2.53	53rd
90	Debt Management Office (DMO)	2.53	53rd



91	National Agency for Science and Engineering Infrastructure (NASENI), Abuja	2.52	54th
92	Federal Competition & Consumer Protection Council	2.52	54th
93	Ministry of Defence	2.51	55th
94	Federal Ministry of Water Resources	2.49	56th
95	National Salaries, Incomes and Wages Commission (NSIWC)	2.49	56th
96	Nigeria Police Force	2.49	56th
97	Federal Mortgage Bank of Nigeria (FMBN)	2.49	56th
98	National Oil Spill Detection and Response Agency (NOSDRA)	2.48	57th
99	National Universities Commission (NUC)	2.48	57th
100	Federal Ministry of Budget and National Planning	2.47	58th
101	National Civil Aviation Agency (NCAA)	2.47	58th
102	State House	2.47	58th
103	National Drug Law Enforcement Agency (NDLEA)	2.46	59th



104	National Environmental Standard and Regulation Enforcement Agency (NESREA)	2.45	60th
105	Small and Medium Enterprise Development Agency of Nigeria (SMEDAN)	2.45	60th
106	Federal Ministry of Interior	2.44	61st
107	National Biotechnology Development Agency (NABDA)	2.43	62nd
108	National Space Research Development Agency (NASRDA)	2.42	63rd
109	National Centre for Technology Management (NACETEM)	2.41	64th
110	Federal Capital Development Authority (FCDA)	2.41	64th
111	Nigerian Electricity Management Services Agency (NEMSA)	2.4	65th
112	National Office for Technology Acquisition and Promotion (NOTAP)	2.39	66th
113	Legal Aid Council of Nigeria (LACoN)	2.38	67th
114	Ministry of Foreign Affairs	2.34	68th
115	Federal Ministry of Transportation	2.34	68th



116	Raw Materials Research and Development Council (RMRDC)	2.33	69th
117	Forestry Research Institute of Nigeria (FRIN)	2.32	70th
118	National Agricultural Extension, Research and Liaison Services (NAERLS)	2.32	70th
119	National Collateral Registry	2.32	70th
120	Nigeria Sovereign Investment Authority (NSIA)	2.3	71st
121	Nigerian National Petroleum Corporation (NNPC)	2.28	72nd
122	National Judicial Institute (NJI)	2.28	72nd
123	Economic and Financial Crimes Commission (EFCC)	2.27	73rd
124	Fiscal Responsibility Commission (FRC)	2.25	74th
125	Computer Professionals Registration Council of Nigeria	2.25	74th
126	Nigerian Agricultural Insurance Corporation (NAIC)	2.25	74th
127	Niger Delta Development Commission (NDDC)	2.24	75th



128	Advertising Practitioners Council of Nigeria (APCON)	2.22	76th
129	News Agency of Nigeria (NAN)	2.2	77th
130	Petroleum Equalisation Fund (PEF)	2.19	78th
131	Nigeria Security and Civil Defence Corps (NSCDC)	2.19	78th
132	National Emergency Management Agency (NEMA)	2.17	79th
133	Nigerian Tourism Development Corporation (NTDC)	2.15	80th
134	Nigeria Immigration Service (NIS)	2.14	81st
135	Defence Intelligence Agency (DIA)	2.14	81st
136	Abuja Geographic Information Systems (AGIS)	2.13	82nd
137	National Teachers Institute (NTI)	2.12	83rd
138	National Institute for Pharmaceutical Research and Development (NIPRD)	2.11	84th
139	Public Complaints Commission (PCC)	2.1	85th
140	National Veterinary Research Institute (NVRI)	2.07	86th
141	National Petroleum Investment Management Service (NAPIMS)	2.01	87th



142	National Boundary Commission	2.01	87th
143	Broadcasting Organisation of Nigeria (BON)	1.93	88th
144	Voice of Nigeria (VON)	1.89	89th
145	Nigerian Press Council (NPC)	1.87	90th
146	Nigeria Agricultural Quarantine Service (NAQS)	1.8	91st
147	Nigerian Railway Corporation (NRC)	1.74	92nd
148	National Centre for Remote Sensing, Jos (NCRS)	1.68	93rd
149	National Institute of Leather Science and Technology (NILEST), Zaria	1.66	94th
150	Federal Ministry Agriculture & Rural Development	1.62	95th
151	Federal Capital Territory Administration (FCTA)	1.57	96th
152	Nigerian Integrated Water Resources Management Commission (NIWRMC)	1.5	97th
153	Federal Civil Service Commission (FCSC)	0.05	98th
154	Federal Ministry of Trade, Industry and Investments	0	99th



155	Nigerian Intelligence Agency (NIA)	0	99th
156	Office of the National Security Adviser	0	99th
157	Department of State Security Services (DSS)	0	99th
158	Abuja Environmental Protection Board (AEPB)	0	99th
159	Federal Environmental Protection Agency (FEPA)	0	99th
160	National Business and Technical Examinations Board (NABTEB)	0	99th
161	National Council on Privatisation (NCP)	0	99th
162	National Frequency Management Council	0	99th
163	National Intelligence Agency (NIA)	0	99th
164	National Sports Commission (NSportC)	0	99th
165	National Taskforce (Natforce)	0	99th
166	National Water Resources Institute (NWRI)	0	99th
167	Nigerian Gas Company (NGC)	0	99th
168	National Gallery of Arts	0	99th
169	Nigerian Electricity Regulatory Commission	0	99th

PERCENTAGE RATING BY MDAS

Criteria	Percentage rating by MDAs				
	Poor(0)	Fair(1)	Good(2)	Very Good(3)	Excellent(4)
Domain string (.gov.ng/ .ng) and local website hosting.	16%	31%	10%	11%	43%
Appearance and aesthetics (Look and Feel)	11%	23%	2%	5%	60%
Content	17%	10%	12%	39%	23%
Relevance to MDAs mandate/ government policy	11%	0%	0%	2%	88%
Structure	10%	59%	22%	3%	7%
Responsiveness (Device Compatibility)	12%	0%	0%	2%	86%
Security	36%	44%	40%	2%	14%
Load Time	25%	11%	12%	22%	30%
Usability/ease of navigation	11%	3%	2%	3%	70%
Availability /Uptime	19%	0%	0%	0%	89%
Functionality	21%	20%	56%	2%	2%
Interactivity	14%	14%	33%	14%	24%
Accessibility	13%	4%	76%	4%	2%
Capacity Building	66%	0%	0%	0%	33%

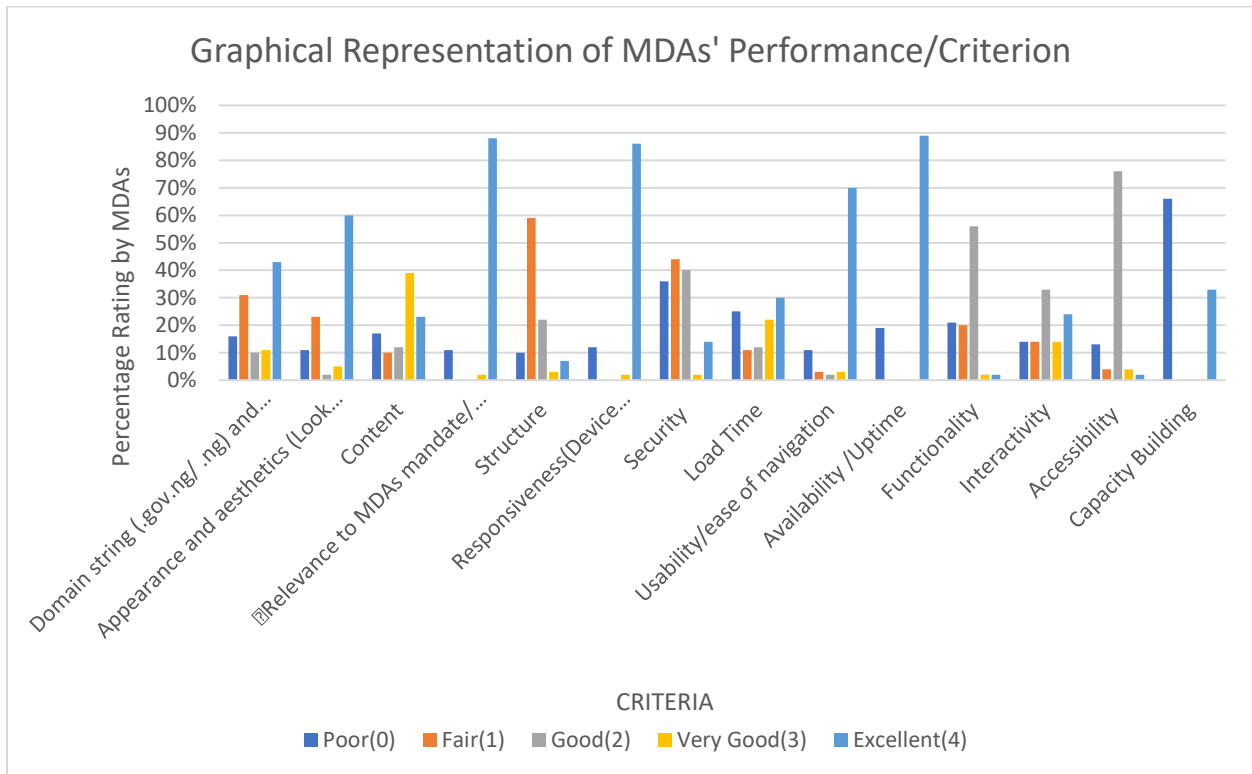






Photo Scene at the Official Release of the 2019/2020 Scorecard for Ranking MDAs Website

LUNCHTIME REFORM SEMINAR SERIES

The Lunchtime Reform Seminar was organized to promote accountability amongst the Chief Executives of Federal Government agencies with respect to reforms they drive in their MDAs, create awareness/enlightenment for the citizens and ensure governance reforms are brought to the attention of the key people that are tasked with its implementation in a way that they can interrogate and understand it.

In 2020, the BPSR was only held only three series of Lunchtime Seminar, due to the challenges of Covid-19 pandemic. They were as follows:

- i. TRANSFORMATION AND DIGITIZATION OF PUBLIC FINANCIAL MANAGEMENT IN NIGERIA: INNOVATION, BOTTLENECKS AND WAY 4TH FEBRUARY, 2020) DELIVERED BY THE ACCOUNTANT GENERAL OF THE FEDERATION (AGF), MR. IDRIS- AHMED

In this edition, the Accountant General of the Federation (AGF) discussed the various measures that Government put in place to digitalize the financial system in Nigeria, which included the introduction of GIFMIS, IPPIS, etc.

- ii. THE ROLE OF ANTI-CORRUPTION AGENCIES IN EFFECTIVE DELIVERY 29TH SEPTEMBER, 2020) DELIVERED BY THE HEAD, TECHNICAL UNIT ON GOVERNANCE AND REFORMS (TUGAR), MRS. LILIAN EKEANYANWU-

This Edition highlighted the roles played by various anti-corruption agencies towards ensuring corruption is reduced to the barest minimum. The seminar created awareness on the danger of corruption and the efforts of the anti-corruption agencies to combat the scourge.

iii. CURRENT REFORMS IN THE PETROLEUM SECTOR AND THEIR IMPACT ON NIGERIA – THE ROLE OF NNPC (27TH OCTOBER, 2020). PAPER DELIVERED ON BEHALF OF THE GMD BY MRS. ORITSEMEYIWA EYESAN



NNPC was brought into spotlight during this edition. It highlighted such reforms as the price modulation, which in the eyes of the public was a subtle removal of fuel subsidies; the passage of the Petroleum Industry Bill (PIB) by the National Assembly; Introduction of

transparency in the procurement process in the petroleum sector and Increasing local content in the industry; and the creation of consciousness in the oil and gas industry so that it is no longer business as usual were discussed, introduced by the Corporation in attainment of its corporate mandate.

NNPC Roadmap for Growth and Consolidation to drive to global excellence popularly referred to as ‘NNPC Big Ticket Items’ were also discussed. The Speaker explained that Management of NNPC has set up Programme Management Office (PMO) to ensure successful delivery of the Big Tickets by tracking and monitoring the implementation of the contributing projects.





MANAGEMENT OF LEGACY ISSUES AND OTHER RELATED MATTERS

The Department had been handling Legacy Issues and any other related matters with respect to short payment, 25% withheld severance benefits and non-payment of severance benefits, being the fallout of the Federal Government 2004 severance exercise.

Accordingly, it made submission to National Pension Commission on verified complaints on short payment received from MDAs. This was aimed at alleviating the sufferings of the affected severed staff.

MEETING OF STEERING COMMITTEE ON REFORMS (SCR)



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.



The last SCR meeting in the year was held on 8th December, 2020, where seven (7) Memos were considered and ratified and fourteen (14) Briefs were noted for information purposes.



Meeting of the Steering Committee on Reforms

COLLABORATION WITH OTHER MDAS THROUGH WORKSHOPS ON REFORMS



In 2020, the Bureau organised two Workshops at Federal Capital Territory Administration (FCTA) and the Federal Ministry of Power, Works and Housing (FMPW&H). This was done to enhance the capacity of the Reform Coordination and Service Improvement

Department in the MDAs and to create awareness on reforms service wide.

The workshops were held on 25th August & 9th Septembers, 2020 at FCTA and FMPW&H respectively. The objective of the workshop was to explain the roles and responsibilities of the Department of Reform Coordination and Service Improvement to the staff of the Department in the MDAs as well as Directors from other MDAs who participated.



Photo scene of the Workshop for Dept.of Reform Coord. & Service Improvement, FCTA



workshop for Dept. of Reform Coord. & Service Improvement for staff of FMW&H
Reforming to make tangible improvements in the lives of Nigerian Public Page | 50

DEVELOPING BEST PRACTICE MODEL THROUGH OUR STUDIES AND SURVEYS

During the year under review, BPSR carried out series of studies and surveys with the overall objective to reposition the public sector and ensure effective service delivery to the citizens. Some of the areas the studies focused on were:

- Treasury Single Account
- Executive Order 005
- Service Delivery Constraints
- Reforms on ICT
- Impact of Open Government Partnership
- Impact of Economic Recovery and Growth Plan
- Impact on Induction Programme

Other related activities under this subject in the year 2020 included:

- functional review of Ministries and Agencies.
- strategy on increasing agricultural productivity by removal of constraints to availability of agricultural products.
- study on the implementation of efficiency, production, integrity and citizen – centred services (EPIC).
- study on the contribution of MDAs in creating a more business – friendly environment. (NACCIMA, MAN)
- studies on reforms with respect to implementation of executive orders 003 & 005 (local content)
- identification of effective implementation of reform modalities
- perception survey on implementation of public service reforms (procurement)
- promotion of open government partnership and effective implementation of national anti-corruption strategy.

DEPLOYMENT OF ORGANIZATIONAL SELF-ASSESSMENT TOOL IN MINISTRIES, DEPARTMENTS AND AGENCIES (MDAS)



The BPSR Self-Assessment Tool (SAT) is an automated on-line tool accessible through the BPSR website. The SAT has been developed to complement a

practical Guide the Bureau produced for Chief Executives on How they can manage and reform their respective Agencies. In its stive to ensure that public sector deliver good governance to the people, the Federal Government adopted SAT as a mechanism to check and improve the performance of the MDAs. Accordingly, the Bureau was mandated to deploy SAT in all Federal MDAs and submit quarterly update to verify utilization and monitor compliance.

The SAT was built around nine (9) main domains areas of statements of good practice in the following areas:

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

In the year under review and subject to the Federal Government directives, the BPSR deployed the SAT in the Nigerian Electricity Liability Management Company (NELMCO). (NELMCO) is an agency under the Federal Ministry of Power and is charged with the mandate to ensure that investment in PHCN Successor Companies (SCs) will be free of encumbrances from possible future litigations arising from the huge legacy debts, Staff Pensions, Suppliers and third-party liabilities.

Using a five-level rating system, BPSR rated NELMCO as a 'Level 2' (Gold Level) organization for outstanding performance. The findings and recommendations, including areas of strengths and weaknesses as well as opportunities for improvement were clearly set out in the assessment report. In order to realise the benefits of the assessment and achieve performance improvement, NELMCO were advised to identify the priority areas for action planning that would have maximum impact, both immediately and over the longer term.

Other agencies, where discussions were ongoing on the deployment of the Tool were: National Power Training Institute of Nigeria (NAPTIN), Nigeria Buckling Electricity Trading (NBET), Transition Company of Nigeria (TCN), Nigeria Electricity Regulatory Commission (NERC), Nigeria Electricity Management Services Agency (NEMSA), National Airport Authority of Nigeria (FAAN), Federal Capital Territory Administration (FCTA), Nigeria Social Insurance Trust Fund (NSITF), Nigeria Law Reforms Commission (NLRC) and National Hajj Commission. Hopefully, the full deployment of the tool would be completed towards the end of fourth quarter of 2021.



MEETING WITH LEADERS OF MICRO-SMALL AND MEDIUM ENTERPRISES(MSMEs) TO IDENTIFY SERVICE DELIVERY CHALLENGES IN MSMEs INTERVENTIONS



The Federal Government under the President Mohammadu Buhari led administration, has over the years formulated several intervention policies targeted at various government entities to drive, in order to 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 the year under review, the Bureau as an agency charged with the responsibility to initiate action on reforms at the Public Service Level; Coordinate, Monitor and Evaluate the Implementation of reforms at the Federal level in partnership with Civil Society Organizations organized a One Day strategic Workshop to bridge the gap between government and citizens in service delivery. The Workshop was also to reinforce the Presidential directives on the need to uplift millions of Nigerians out of poverty, which was underscored by the 'Endsars' protest and violence occasioned with looting and vandalism that ensued across the country.

The objective of the 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.

BPSR invited key operating agencies of government implementing various intervention programmes, Royal fathers and leaders of MSMEs to the strategic meeting held Wednesday 2nd December, 2020 at the FCTA conference Hall, Abuja. The meeting was a hybrid of stakeholders from the State and Non- State Actors with the following representatives in attendance;

- Secretary to the Government of the Federation
- Representatives from the National Assembly
- Ministry of Humanitarian Affairs (represented by the Senior Special Assistant to the President on Social Investment Fund
- Central Bank of Nigeria



- Small and Medium Enterprises Development in Nigeria
- NIRSAL Plc
- NIRSAL Bank
- Nigeria export – Import Bank
- Nigeria Investment Promotion Council (NIPC)
- Nigeria Television Authority
- Broadcasting Organization of Nigeria
- Federal Ministry of Works and Housing
- Cross section of Civil Society Groups

At the end of the interactive meeting, communiqué was issued as follows that;

- i. Government should deliberately invest in institutional capacity strengthening of the above mentioned MSME institutions to serve as national platforms of engagement between government and MSME operators to curb individualistic operations of persons and institutions that has stunted the growth of the MSME sector;
- ii. Government should inject more money and continue with Covid 19 Household and SME funds because majority of the operators fall with this demand threshold;
- iii. Accessibility of equipment for the AGSMEIS loan through vendors should be reviewed in order to make the process of access easy for beneficiaries;
- iv. Timelines and deliverables for all the loans/interventions be clearly spelt out for prospective beneficiaries for proper business planning;
- v. Government should collaborate with the MSME institutions to identify interested Investors (within and outside the country) in the MSME space and offer institutional guarantee to expand sources of long-term affordable business financing and sustainable availability for MSMEs to bridge the funding gap;



- vi. MSME institutions to reposition themselves to ensure transparent and accountable partnership relationship with government and serve as a peer review mechanism to monitor themselves for quality control; and
- vii. Special business Funds be created for Women and people with disability and albinism to encourage Financial Inclusion or 60% of all funds be dedicated to them from all the available funds for intervention as contained in the MSMEDF.



**COMPLIANCE TO THE FREEDOM OF INFORMATION ACT 2011:
BPSR EMERGENCE AS THE OVERALL BEST IN FOIA RANKING IN
YEAR 2020**



The constitution of the Federal Republic of Nigeria 1999 confers on her citizens the right to seek public information. As such it promotes transparency and accountability in government circles.

Denials to Public information always led to speculations, unsubstantiated rumors, mismanagement and corruption. Therefore, leading to mistrust between the governed and the citizens.

In order to douse the unhealthy situation that may arise from the non-disclosure of public information to the citizens, the freedom of Information Act 2011 was enacted.

Implementation of the FOIA has been useful as it:

Reforming to make tangible improvements in the lives of Nigerian Public Page | 57



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

In the year 2020, the Bureau clinched the 1st overall position in the National FOI Compliance Ranking conducted on 168 MDAs, the same feat it recorded in 2017 when it emerged winner in the same Ranking exercise.

COLLABORATION WITH THE ASSOCIATION OF CHARTERED CERTIFIED ACCOUNTANT (ACCA)

On Thursday 18th November, 2020, the Bureau in collaboration with the Association of Chartered Certified Accountant (ACCA) and Association of National Accountants of Nigeria (ANAN) organized a One (1) Day conference on sustainable public sector finance in the area of capacity building of civil servants at the NAF event Centre.

Focus of the Conference was on the COVID-19 pandemic and the attendant effects on Global economy, and ways governments around the globe should adopt strategic innovations and policy interventions to support their economies.

The Conference provided a veritable platform to engage decision makers and key public finance professionals in Nigeria, to critically examine the Post-COVID Pandemic in terms of prospects and challenges of policy interventions by government. It also provided an opportunity to review the impact of COVID-19 pandemic on government balance sheet of countries across the world, with a view to adopt best practices towards navigating the Country towards economic recovery, and proffer possible ways to mitigate the long-term impact of the pandemic on public finance.

Expert panelists drawn from ACCA, ANAN membership and Public Finance Regulators discussed an in-depth analysis of the 24 recommendations of the ACCA insights research report on sustainable public finance through Covid-19.



Plans are underway for a Memorandum of Understanding (MOU) to be signed between the Bureau and the Association of Chartered Certified Accountants on capacity building for Civil Servants.

GOVERNANCE REFORMS INITIATIVES WITH GOVERNMENT AT THE SUBNATIONALS

In furtherance of the Presidential directive, which necessitated the Bureau to collaborate with all the sub-national on the possibility of replicating reform milestones at the Federal Public Service at the states. The Bureau initiated a partnership with States willing to collaborate with her on governance reforms. The engagement was aimed at establishing structures that would help improve the quality-of-service delivery in their respective states.

Issues identified to inform the collaboration included ineffective civil service, poor infrastructural development and low level of internally Generated revenue (IGR), among others. Consequently, workers are owed salaries for several months, there is inadequate fund to effectively maintain existing state public utilities and expand on new projects.

As a way forward, the Bureau initiated talks with some states government on the need to embark on urgent reforms, particularly to bolster the financial position of the states, strengthen institutions and improve the capacity of civil servants for enhanced service delivery.

The strategy deployed for the collaboration with the states, is to secure an engagement with the State Executive Council in order to obtain a Needs Assessments of their reform's priorities. The priorities issues for reform were;

- Inefficiency in the public service
- Over bloated workforce
- Poor service delivery
- Corruption
- Weak public institutions

The Governance reforms initiative has successfully kicked-off in some States and led to setting up of States offices of the Bureau of public service reforms. The Bureau has so far assisted the following States to establish their State Offices of Bureau of Public Service Reforms;

- i. Kaduna State
- ii. Lagos State



iii. Gombe State.

The process of engagement with states was slowed down by the Covid- 19 pandemic, however talks were on-going with some States Government for BPSR assistance on governance reforms. The States were;

- i. Nasarawa State
- ii. Plateau State
- iii. Jigawa State
- iv. Abia state
- v. Bauchi state
- vi. Akwa Ibom State
- vii. Kogi State
- viii. Kano state

BASIC HEALTH CARE PROVISION FUND (BHCPF): DEVELOPMENT OF STAKEHOLDERS COORDINATION FRAMEWORK

Consequent on the Mandate of the Bureau to Coordinate and Monitor full implementation of Federal Government Reforms initiatives, the Bureau developed a coordinating framework to support the implementation of the BHCPF under the National Health Act.2014.

The BHCPF, is the funding provision of the Federal Government established under the National Health Act, 2014 (NHAct) for achievement of Universal Health Coverage (UHC) in Nigeria. The establishment of the Fund was celebrated as the turning point of healthcare services in Nigeria, as it would bring relief to millions of Nigeria who never experienced proper basic healthcare, reduce out of pocket expenses for health services and improve Nigeria's dismal performance on several health indices and overall quality of life. Specifically, the Fund was to support:

- Provision of a basic minimum package of health services to citizens;
- Provision of essential drugs, vaccines, and consumables for eligible primary health care facilities;



- Provision and maintenance of facilities, equipment and transport for eligible primary health care facilities;
- Development of human resources for primary health care; and
- Emergency medical treatment (such as Ebola and COVID-19).

Six (6) years after the establishment of the Fund, millions of Nigerians in 36 states of the Federation and the FCT were yet to feel its impact, due to several challenges and the delays in its implementation. Despite the present administration's efforts and commitment over the years, implementation of the Fund remained a major challenge.

One of the significant manifestations of the failure of the BHCPF to gain traction was the sub-optimal state of our basic healthcare system when the country felt the wave of the COVID-19 pandemic. More importantly, the Fund has been structured to impact on the poorest of the population by addressing preventable diseases and improving primary health care services at the grassroots. Thus, the slow implementation of the Fund was fast becoming a missed opportunity for the governments at various levels to improve the quality of life for the 100 million Nigerians that should come out of poverty.

These implementation challenges have been traced to lack of an effective Stakeholder Coordination Mechanism especially as the implementation of the BHCFP involves a large number of stakeholders in the private, public and development sectors, represented across the tiers and arms of government.

During the year under review, the BPSR developed a draft stakeholder coordination framework to help support an effective multi-stakeholder engagement towards resolving a wide range of issues affecting the smooth implementation of the Fund at National and sub-national levels.

As a further step towards establishing a proper stakeholder coordinated, mechanism, the BPSR was proposing a Conference/Retreat with all BHCPF stakeholders in the year 2021.

COMMUNICATION REFORMS THROUGH THE ACTIVITIES OF THE STRATEGIC COMMUNICATIONS DEPARTMENT

The Strategic Communications Department is an arm of the Bureau of Public Service Reforms responsible for the PRESS, Public Relations as well as the publicity for all activities carried out by the agency under the able leadership of the Director General.



It is centrally positioned to report all other Departments' activities for the benefits of the stakeholders and the citizenry.

The Department is headed by a Deputy Director. Other members of the Department include the information Officers, who act as supporting staff in other to achieve maximum success and smooth running of the organization. It also has a cameraman/ photographer who was detailed to cover both the still photos and the video footage of activities as spear-headed by the Director General.

The Department was established primarily to report activities of the Bureau for the benefits of all stakeholders.

IMPLEMENTATION STATUS

The Strategic Communications Department was able to achieve most of its plan for the year with adequate support from the Director General and Heads of Department. The following activities were implemented by the Department in the year under review:

- Press Releases: The SCD was very proactive in the issuance of press releases which conveyed reform policies and other programmes carried out in line with the Federal Government directives and guidelines from time to time in the year under review. The contents were promptly sent to the ICT for prompt uploading on the Bureau's website.
- E-Reformer Magazine: the department provided contents for the online magazine of the Bureau to the ICT Unit for onward uploading.
- Production of Public Service Reformer magazine: copies of the magazine were produced and distributed to stakeholders where all staff of the Bureau also had personal copies.
- Publication of two books on Strategies on Communicating reforms in Public Service, although this activity is still on-going.
- Appearance of DG on live radio programmes: the SCD was able to present the DG on three consecutive times to feature on live radio programmes discussing topical issues as regards government activities.
- Press conference held in honour of United Nations world Public Service day: The DG appeared at a press conference held to

commemorate the notable day which is usually slated for 23rd June of every year.

- Television Interview on the level of Compliance by Civil Servants to COVID-19 Protocols: The DG granted an interview to Nigeria Television Authority in other to sensitize Civil Servants on the need to observe the protocols and guidelines laid out by Federal Government after the lockdown.
- Activation/ Creation of more Social Media handles for effective communication: the SCD was able to make functional the existing social media channels and created more such as: the instagram and facebook to add up to the youtube channel, twitter for more citizens' engagement.
- Press briefing on Investment Constraints in Nigeria Business Environment, Executive Orders: the DG was able to address the public on the efforts by the Federal Government to address the constraints in Nigeria Business environment. To also dissect the Presidential Executive Orders' implementation modalities and its effectiveness in selected MDAs with a sectoral approach.
- RoundTable meeting of Desk Officers on FOIA: The Deputy Director, SCD represented the Bureau at a Roundtable meeting organized for FOIA Desk Officers in Public Institutions. The event took place on the 21st March 2020 at the Ministry of Justice where officers were trained on how to encourage Public Institutions on proactive disclosure obligations as stipulated in section 2 of the Act.
- Interviews on radio programmes targeted at fighting corruption in the Public Service: the DG granted interviews to some selected radio stations to discuss and interact with general public on their views about corruption in the public service and how to curb it.
- Media Engagement: there were full coverage of major events by both the print and electronic media. i.e., collaboration with the FCTA, Presentation of SAT at NELMCO, FOI training, IMTT inauguration and host of others.
- Production of Handbill; BPSR at a glance: Pamphlets were produced to share information about the activities of the Bureau.



- Production of Public Service last quarter Reformer magazine: the SCD was able to gather contents for the production of the reformer magazine representing the last quarter edition of the year 2020.

OUTCOME/ RESULTS

There were tremendous feedbacks on the activities through the year and this gave rise to further partnerships with stakeholders including the non-state actors across board.

There was improvement in the awareness level of the general public on the activities of Federal Government especially key reforms that had been initiated.

The level of Citizens engagement had increased as they become more aware of government activities.

It became imperative for the Strategic Communications staff to proactively share information on key reforms with emphasis on Freedom of Information through one-on-one approach and the social media.

The SCD also decided to review the structure of information flow chat in the Bureau for effective and efficient communication in and out of the Bureau.

CHALLENGES

Despite the successes recorded, part of the challenges faced by the Department in the execution of its programmes included paucity of funds, bureaucratic bottleneck, which sometimes delayed press releases and upload of news on the social media platform as well as shortage of manpower.

Most programmes /events were completed in the year under review except for the publication of 2 books on: Strategies in communicating reforms in the Public Service which is still on-going.

STAKEHOLDERS ENGAGEMENT THROUGH ADVOCACY AND PARTNERSHIP

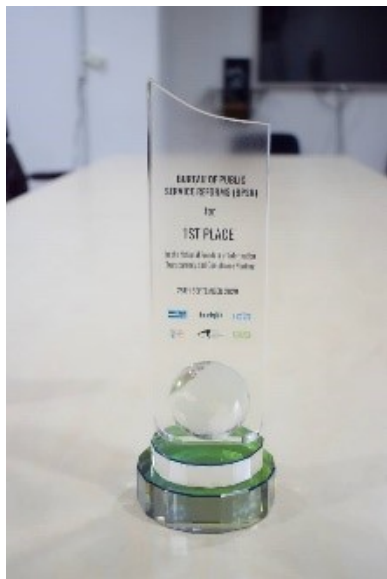
As part of the strategic objectives of the BPSR 2020-2024 Strategic Plan, the Bureau in 2020 under the leadership of the Director-General, D.I Arabi embarked on a number of stakeholders engagement for the purpose of fast-tracking reform adoption/agenda and improving service delivery. Some of the activities carried out in this respect were:

- Meeting with visiting team of Korea International Cooperation Agency (KOICA) - 7/1/2020
- Meeting with DFID officials - 13/1/2020
- Courtesy visit on Nigerian Electricity Liability Management LTD (NELMCO) - 4/2/ 2020
- Meeting between the DG, BPSR and Abu Umaru of DFID -12/2/ 2020
- Presentation by the DG to Federal Ministry of Works &Housing -3/6 /2020
- Presentation of the DG to the visiting team of NIMASA to BPSR - 9/9/2020

Courtesy visit of the Registrar, Advertising Practitioners Council of Nigeria (APCON) Dr Olalekan Olumuyiwa -9/9/2020 -17/9/2020

RECOGNITION(S)/AWARD(S)

BPSR CLINCHES FIRST POSITION IN 2017 FOI COMPLIANCE RANKING



The Bureau of Public Service Reforms (BPSR) has for the third consecutive year won the first position out of 178 public institutions examined for its Freedom of Information compliance and for proactive disclosure of its procurement processes. The event was held at Olusegun Obasanjo Auditorium, Federal Ministry of Justice on Monday, 28th September, 2020.

The award was presented to the Head, Special Projects and Duties, BPSR, who represented the Director-General, in Abuja. The Chief Executive Officer of Public and Private Development Centre, (PPDC), a non-governmental organization, noted that the idea is to encourage public organisations to proactively disclose information, adding that if the information is put out in the public space, nobody would bother anyone because they know where to find it.



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 Offices 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 Office in a serene environment with constant electricity and steady internet connectivity.

CORPORATE INFORMATION

STAFF STRENGTH

The Bureau of Public Service Reforms in the year under review has Fifty-Eight (51) members of staff on its Nominal roll including the Director-General. The breakdown are as follows;

- a. Director-General (1)
- b. Grade level 15-17 (12)

c. Grade Level 07 – 14 (35)

d. Grade Level 04 – 06 (4)

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