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BPSR 2021 ANNUAL REPORT





MUHAMMADU BUHARI (GCFR)

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



PROF. YEMI OSINBAJO, SAN, GCON

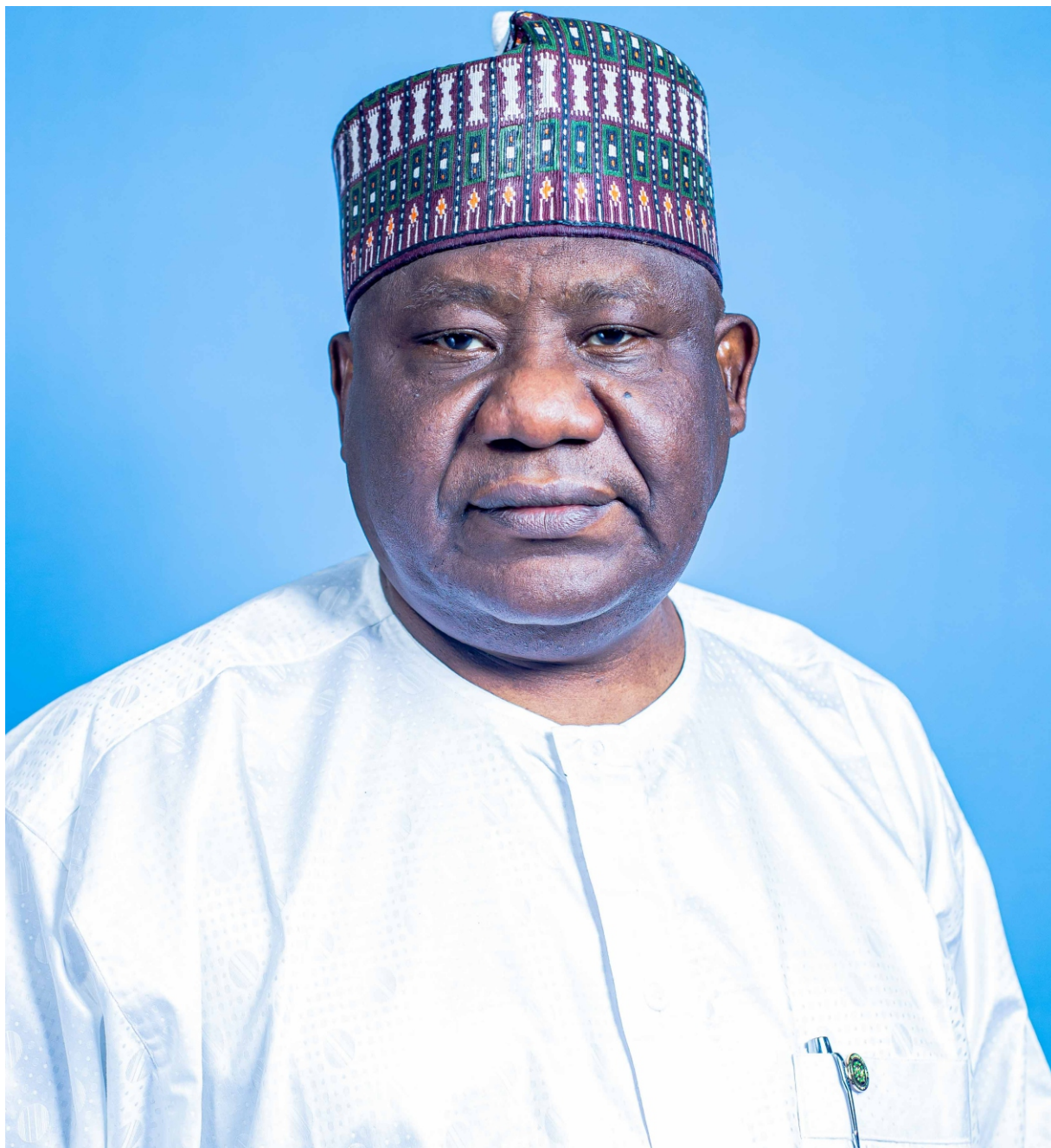
**VICE PRESIDENT,
FEDERAL REPUBLIC OF NIGERIA**





BOSS MUSTAPHA

SECRETARY TO THE GOVERNMENT OF THE FEDERATION



DR. DASUKI. I. ARABI

**DIRECTOR-GENERAL,
BUREAU OF PUBLIC SERVICE REFORMS**

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CHALLENGES

FOREWORD

BPSR as a lead Agency and “Engine room” for integrated Reform initiative, implementation, coordination and harmonization of the Federal Public Service was established on 4th February, 2004 being an agency of government under the Presidency is charged with the responsibility to initiate action on reforms at the Public Service Level; Coordinate, Monitor and Evaluate the Implementation of Reforms in Ministries, Departments and Agencies (MDAs) as well as Disseminate Information on all aspects of Public Service, amongst others.

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 2021 was a remarkable success despite the challenges that came with the implementation of our activities especially in the light of the ravaging covid 19 pandemic and other setbacks. It is important to note here that Covid 19 has come to show us that as public servants, we must be ready for change. 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.

Also, in the year 2021, not only were we able to network and implement our activities after a prolonged period of public health safety induced lockdown, but our activities also afforded us an opportunity to deeply consider issues affecting our job schedule and agreed on the urgent steps that need to be taken, make amendments on our work ethics and approach to issues.

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.

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

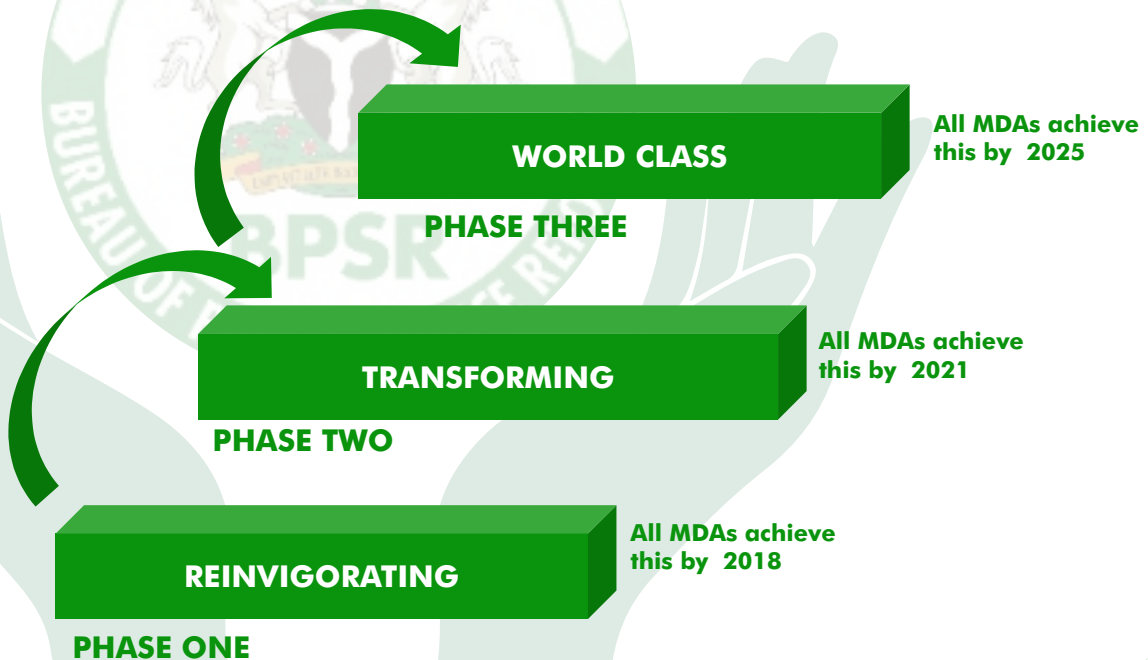
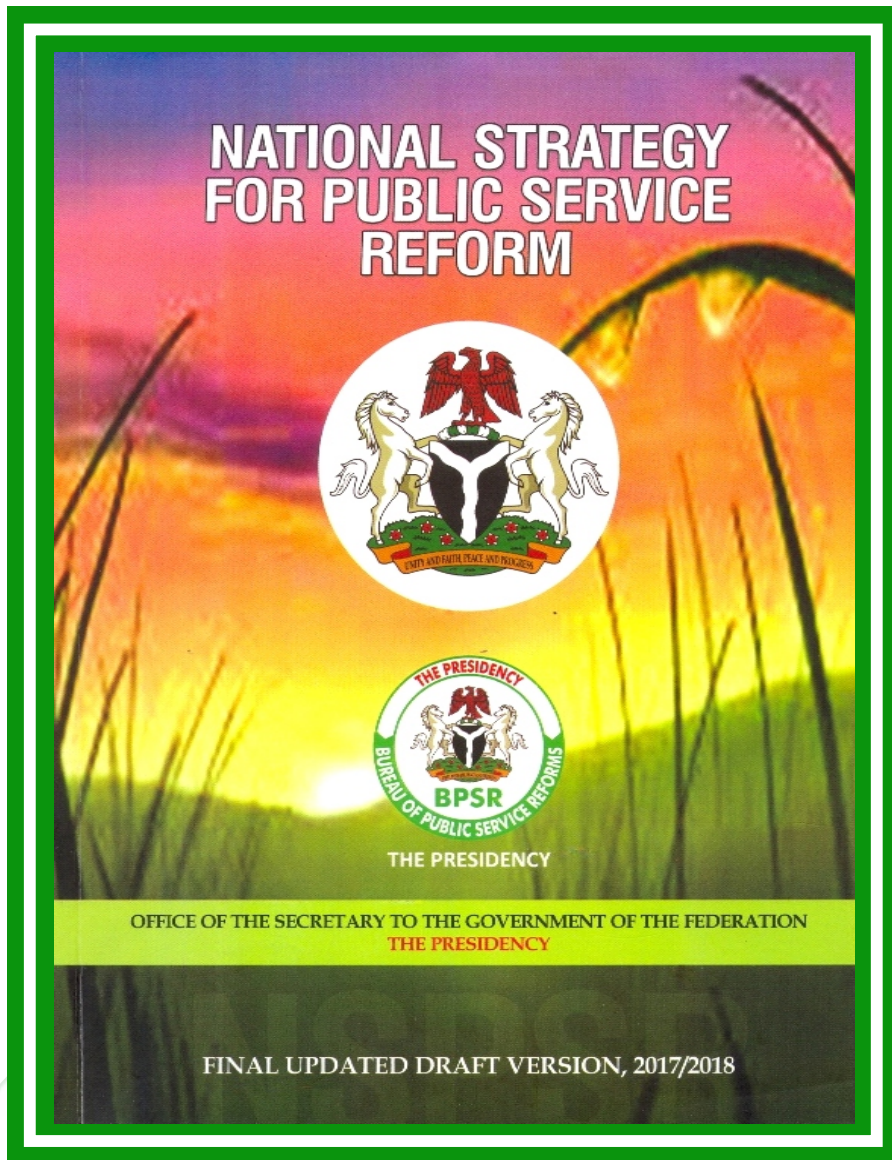
Thank you.

Dr. Dasuki Ibrahim Arabi



STAFF OF THE BUREAU OF PUBLIC SERVICE REFORMS

NATIONAL STRATEGY FOR PUBLIC SERVICE REFORM



VISION OF THE NATIONAL STRATEGY FOR PUBLIC SERVICE REFORMS



'A world-class public service delivering government policies effectively and implementing programs with professionalism, integrity, excellence, and passion to secure sustainable national development'



MANDATES, MISSION & VISION OF BPSR

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

MANDATE

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

MISSION

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

VISION

BPSR STRATEGIC FOCUS

1

Articulate and facilitate Government Reform Agenda

2

Enhance Reform Capacity of Government

3

Strengthen demands for Government Reforms

4

Ensuring a result-based M&E System

5

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

6

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



ACKNOWLEDGMENT

I am particularly grateful to the Director General of the Bureau of Public Service Reforms (BPSR) for the golden opportunity to chair the Committee of wonderful people who worked tirelessly with enthusiasm to produce the 2021 annual report of the Bureau of Public Service Reforms.

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

Most importantly, I thank members of the Committee on production of 2021 Annual Report most sincerely. I salute you and further commend and appreciate the time and energy put in to produce this report,

Best Regards

EL-USMAN, R.S. (MRS), AICMC
Legal Adviser, 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 reforms implementation, coordination and harmonization of reforms at the different fronts in the public service in an integrated manner. This is to ensure synergy and eliminate the disconnect between the various reforms that was being implemented concurrently within the Federal Public Service without a central platform for technical and administrative coordination.

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

The BPSR is currently under the supervision of the Office of the Secretary to the Government of the Federation (OSGF). Since its establishment, the BPSR has largely been manned by career civil servants, and from time to time draws technical expertise from local and international development partners and networks to carry out its activities. Overtime, the agency has grown to be a dynamic institution with sufficient competencies to provide technical leadership for continual reforms in Nigeria to bring about a "Public Service dedicated to excellence".

It is also striving to be an agency with the capability to articulate reform needs, establish required evidence and model improved approaches for the attainment of developmental objectives of government. BPSR is also providing required technical expertise to guide MDAs through the reform process.

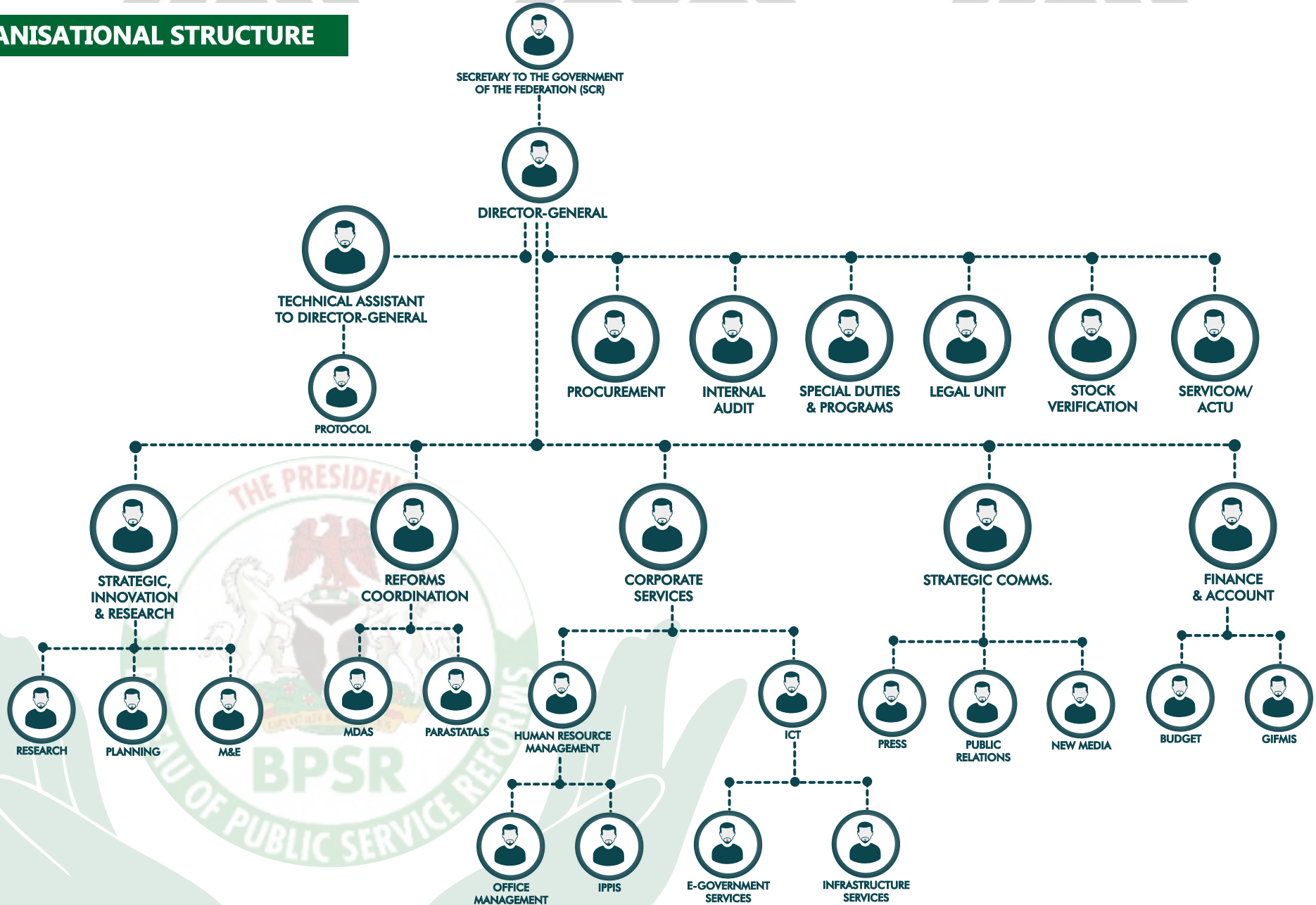
Functions and Responsibilities

The functions and responsibilities of the BPSR are as follows:

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



ORGANISATIONAL STRUCTURE



STRUCTURE OF BPSR

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

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

Steering Committee

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



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: 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.



FUNCTIONS OF DEPARTMENTS





CORPORATE SERVICES DEPARTMENT

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

Corporate Services Department is sub-divided into:

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

The scope of its responsibilities covers:

Human Resource Management including:

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

IT Administration include:

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

Functional Objectives

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

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





REFORM COORDINATION

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

The scope of its responsibilities covers:

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





STRATEGY, INNOVATION & RESEARCH

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

The scope of its responsibilities covers:

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





STRATEGIC COMMUNICATIONS

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

The scope of its responsibilities covers:

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





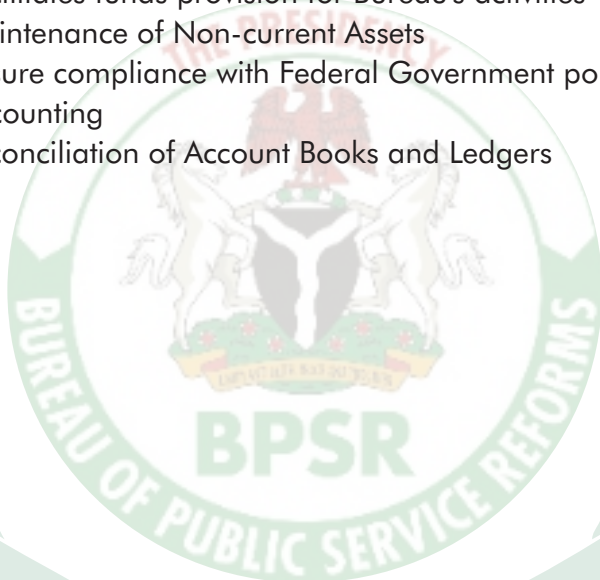
FINANCE AND ACCOUNTS

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

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

Its services include:

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



OUR WORKFORCE PROFILE

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



Grade Level 15 - 17 (13)



Grade Level 07 – 14 (35)



Grade Level 04 – 06 (2)

The Bureau 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.

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



OUR OPERATIONAL APPROACH

Reforming to make tangible improvements in the lives of Nigerian Public Page | 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;
- 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.



OUR PERFORMANCE

Highlights

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

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

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

2021 ACTIVITIES FOR THE OFFICE OF THE DIRECTOR-GENERAL



INAUGURATION OF THE SUB-COMMITTEES ON (IMPLEMENTATION OF GOVERNMENT WHITEPAPER ON RESTRUCTURING AND RATIONALIZATION OF FEDERAL GOVERNMENT PARASTATALS, AGENCIES AND COMMISSIONS; AND REVIEW OF NEW PARASTATALS, AGENCIES AND COMMISSIONS CREATED AFTER SUBMISSION OF THE REPORT ON ORONSAYE PANEL, HELD AT THE CONFERENCE ROOM OF THE SECRETARY TO THE GOVERNMENT OF THE FEDERATION ON THURSDAY, 4TH NOVEMBER, 2021

The Federal Government has inaugurated two sub-committees for the implementation of government's white papers on restructuring and rationalisation of parastatals, agencies, commissions, created after submission of the report on restructuring.

According to the Secretary to the Government of the Federation (SGF), the Whitepaper was issued and published in March, 2014 and was followed by the Whitepaper Implementation Committee inaugurated in May, 2014. He added that, for a number of reasons, most of which were anchored on political expediency. Again, even those accepted recommendations were not implemented, he stated.

Continuing his address, the SGF remarked that, besides the impropriety of government funding professional associations, the underlying principles for restructuring and rationalizing those government agencies remained more urgent than when the initial committee was constituted in 2011.

The Secretary to the Government of the Federation (SGF), Mr. Boss Mustapha, inaugurating the committees on Thursday in Abuja, said the event had finalised what most Nigerians may have considered a seemingly intractable challenge in the country's drive to evolve a sustainable governance. Mustapha, represented by the Head of the Civil Service of the Federation (HoCSF), Dr. Folasade Yemi-Esan, said that the event would also serve as architecture for effective service delivery by the public service.

"As you are aware, various administrations have been concerned with different aspects of governance of the public service of Nigeria. And one of these areas have always been the increasing cost of governance without seeming concurrent productivity in the quality-of-service delivery.

He said that it was in a bid to address this, among others, that the committee on the "Restructuring and Rationalization" of Federal Government Parastatals, Commissions and Agencies was constituted on 18 August 2011 and submitted its report on April 16, 2012.

He said, "The report recommended that of the 541 Statutory and Non-Statutory Federal Government Parastatals, Agencies and Commissions, 263 statutory agencies should be reduced to 161, 38 agencies should be abolished. 52 agencies should be merged, and 14 should revert back to Departments in Ministries.

The work of the Sub-Committee shall be guided by the following Terms of Reference: (i) To study and analyze the findings and recommendations contained in the reform of the Presidential Committee on the Restructuring and Rationalization of Government Parastatals, Agencies and Commissions as well as its ensuing White Paper; (ii) Advise Government on recommendations to be implemented, with suggestions on a not more than one year time frame, taking cognizance of exit strategy(ies) for man and materials; (iii) Develop Key Performance Indicators to guide assessment of the implementation process; and (iv) To produce and submit a draft white paper on the report, taking cognizance of the prevailing fiscal and monetary measures, for the consideration of government within six (6) Weeks

At this juncture, he mentioned the two Sub-Committees namely:

- Review the Main Report and the White paper on Restructuring and Rationalization of Federal Government Parastatals, Agencies and Commissions; and
- Review New Agencies created after the submission of the above Report from 2014 to date: were constituted to provide Government with action plan and roadmap of implementing the recommendations contained therein (a) Review the main report and the whitepaper arising therefrom and its terms of Reference:
 - Mr.Goni Bukar Aji, Former HOS - Chairman
 - Permanent Secretary, Labour and Employment - Member
 - Permanent Secretary, Finance - Member
 - Permanent Secretary, Comm. Tech & Digital Economy - Member
 - Permanent Secretary, Federal Ministry of Power - Member
 - Permanent Secretary, CMO, OHCSF - Member
 - Permanent Secretary, GSO, OSGF - Member
 - Solicitor General/Perm Sec, Ministry of Justice - Member
 - Permanent Secretary, Federal Civil Service Commission - Member
 - Bureau of Public Service Reforms - Member/Secretary



On the other hand, the membership of the Sub-Committee (b) Review of new Agencies created after 2014 and its Terms of Reference:

- Ms. Amal Pepple, CFR, Fmr. HOS - Chairman
- Prof. Sunday O. Afolabi, Fmr. HOS - Member
- Permanent Secretary, Ecological Fund Office - Member
- Permanent Secretary, FCTA - Member
- Permanent Secretary, Ministry of Interior - Member
- Permanent Secretary, Niger Delta Affairs - Member
- Permanent Secretary, EPAO (OSGF) - Member
- Linus Awute, Rtd. Perm Sec. - Member
- Mohammed Abbas, Rtd. Perm. Sec. - Member
- Dr. Ibrahim Dauda, Rtd. Perm. Sec. - Member
- Mrs. Kehinde Ajani, Rtd. Perm. Sec. - Member
- Bureau of Public Service Reforms - Member/Secretary



VISIT BY A COALITION OF SOCIETIES FOR THE RIGHTS OF OLDER PERSONS IN NIGERIA TO THE BUREAU OF PUBLIC SERVICE REFORMS ON FRIDAY 30TH APRIL, 2021.

The President of the Coalition of Societies for the Right of Older Persons (COSROPIN) in Nigeria, Senator Eze Ajoku led a Team of Five (5) Man delegation from their Organization to pay a courtesy visit to the Director- General, BPSR – Mr D. I. Arabi. The purpose of the meeting was to acquaint the Bureau of the activities of the Organization.

DG, BPSR ADDRESS

The DG, BPSR decried the plights of retirees, and stated that owing to the concerns of retirees, the Bureau had earlier undertaken a Perception Survey study to establish why Civil Servants pass-away shortly after retirement. He also stated that the Bureau's strategic Plan 2021 – 2025 captured issues around the plights of Pensioners under the contributory and Defined - Benefits Pensions.

Commenting further, the DG stated that the National Strategy for Public Service Reforms had incorporated the idea of engaging retired civil servants to add value to government. He expressed his delight on the visit and the willingness for the Bureau to work with the association.

COSPRIN ADDRESS

In the President's keynote address he stated that COSROPIN was a Non- Governmental Organization, made up of a coalition of several Associations, including Pension Unions, Retired Civil Servants, Association of Retired Army, Navy, Airforce Officers (RANAO), Customs, Immigration and Prisons Officers Association (CIPO), Association of Retired Police Officers (ARPON), Graceful Ageing Fellowship (GRAF) and other affiliated groups working on ageing issues.

He added that the objectives of COSROPIN amongst others include;

- i. Providing a platform to advance the welfare of older persons, in line with the constitution of the Federal Republic of Nigeria as well as Regional and International treaties.
- ii. Strive for provision of quality health- Care to older persons
- iii. Form a pressure group to lobby state and Federal legislatures on matters affecting Older Persons
- iv. Promote the recognition of wide of wide ranging expertise and services provided by older persons in Nigeria.
- v. Form a formidable platform to propagate the activities of old persons in Nigeria.

He stated that owing to these concerns, the Association has initiated action to establish a legal framework that would protect the rights of Older persons, and that the Bill is already in the National Assembly going through the legislative process for enactment into law.

Similarly, the president stated that the organization has engaged with various MDAS towards addressing specific issues, such as Health, social security and protection and data for older persons.

He further stated that the association was working towards giving hope to retirees, after retirement from the Public Service, and added that as retired Civil servants members were bestowed with repository of knowledge which could be impacted on serving officers, in form of mentorship training and policy development.

NEXT STEP

- Approved collaboration between COSROPIN and Bureau of Public Service Reforms
- Deepen issues on Health Insurance for older persons to be embedded in the proposed Round Table retreat on Basic Health Care Provision Fund.
- Bureau's initiative to tap on the wealth of experience of Retired officers on Civil Servants mentorship
- SA/ODG to arrange for DG,s visit to Grace Nursing Centre, which serves as a rehabilitation and Daycare service for older persons, situated at Kurudu, Abuja.
- Need to revisit Udoji Reforms to review the welfare of pensioners and pension disparities.



OFFICE OF THE HEAD OF THE CIVIL SERVICE OF THE FEDERATION STAKEHOLDERS ENGAGEMENT ON THE DEVELOPMENT OF THE FEDERAL CIVIL SERVICE STRATEGY AND IMPLEMENTATION PLAN II (2021-2025) HELD AT REIZ CONTINENTAL HOTEL, CBD, ABUJA ON 7TH JULY, 2021

The Director General BPSR was invited to attend the Stakeholders Engagement on the Development of The Federal Civil Service Strategy and Implementation Plan II (2021-2025) organized by the Office of the Head of the Civil Service of the Federation as part of its successor programme to the Federal Civil Service Strategy and Implementation Plan (FCSSIP) (2017-2020) that had elapsed. He was represented by The Assistant Director Office of Director General Abba Abdulrahim, the Principal Administrative Officer II (Office of The Director General) Nwachukwu John and the Chief Executive Officer –Special Duties, Egbe Ekpe Ejeje.

The event was organized to get the opinion and buy-in of Chief Executives of Federal Government Agencies and was presided over by the Permanent Secreatray SPSO, OHCSF Dr. Emmanuel C, Meribole.

FCSSIP 2017-2020

A Consultant, Mr. Gideon delivered an overview of FCSSIP 2020 and update on FCSSIP 2020 Implementation. He stated that the Strategy identified eight (8) priority areas for action and they were:

1. Re-design and re-launch 3 core-training modules including LEAD-P as a top talent programme to cultivate as next generation of leaders in service.
2. Launch strategic sourcing of identified skills to bring in external talent to drive high-level impact.
3. Institutionalize performance management by finalizing the performance management system, piloting tools and introducing non-monetary recognition;
4. Launch a salary review of the civil service as a first step to enhance the value proposition of civil servants;
5. Drive innovation in service by establishing an innovation unit within the OHCSF and launching an innovation challenge;
6. Launch an EPIC culture transformation of the civil service;
7. Accelerate roll-out of the HR module of IPPIS, human resources management software; and
8. Establish an enterprise content management solution to digitize content (e.g., memos).

The Team Lead for the 8 priority areas highlighted further of the achievements of their various team in actualizing the FCSSIP 2020.

DIRECTION OF FCSSIP 2021 -2025/PLENARY SESSIONS

The PS, SPSO, OHCSF, informed participants that the FCSSIP was successful. He however stated that past reforms within and outside the Civil Service had experienced the following key challenges:

- i. Stakeholders Buy-in
- ii. Sustainability
- iii. Capability Building/Training
- iv. Cost & Budget
- v. Accountability
- vi. Meritocracy
- vii. Process Automation
- viii. Compensation and Budget

INVITATION TO PARTICIPATE IN A ONE DAY WORKSHOP ON REVIEW OF DRAFT NATIONAL POLICY AND IMPLEMENTATION MANUAL ON LEADERSHIP MANAGEMENT AND SUCCESSION PLANNING IN THE FEDERAL CIVIL SERVICE

The Department was established in 2014 to solve Leadership and Succession problems emanating from retirement of officers from Service. Leadership and Succession Planning Objective were to ensure the Succession of exiting officers with good leadership by their sub-ordinates with the required competencies and skill on the job for effective and efficient Service delivery. The Workshop provided a vantage platform for cross fertilization of ideas on the subject.

The workshop was broken into three syndicate groups. Each group was to make a critique of the document, make input and amend where necessary. Thereafter, was the plenary session where the syndicate groups came together and each of the groups made presentation on its comments, findings and input on the draft Leadership manual. The purpose was to collate the aggregate view and harmonize position of the participants on the document, for onward transmission to higher

The workshop was quite interesting and educating. It provided veritable avenue for learning and cross-Fertilization of ideas. Lessons learnt were that Leadership and Succession Management and Performance Management System are laudable reform initiatives by OHCSF under pillar four (4) of the National Strategy for Public Service Reforms (NSPSR).

The Bureau being the “engine room” for reforms with the mandate to initiate, co-ordinate and ensure full implementation of Government reform policies and programmes should support the reform initiatives and cascade it down the main stream of the Public service.



2021 ACTIVITIES FOR STRATEGY, INNOVATION & RESEARCH DEPARTMENT





INDUCTION PROGRAMME (BATCHES 5, 6, 7, and 8) 2021

INTRODUCTION

As part of the Bureau's mandate to coordinate, monitor and ensure full implementation of Federal Government policies and programmes, periodically conducts induction programme for Chairmen and members of Governing Boards and CEOs of Federal Parastatals, Agencies and Commissions (PACs).

The overall objective of the induction programme is to enable Chairmen and Members of the Boards and CEOs of Federal PACs gain understanding of their roles, key responsibilities and the behaviour required of them in their respective organizations, both as individuals and as part of the board's collective responsibility, and how they can contribute effectively to good corporate governance in their respective organizations.

Based on the above, the Bureau, in partnership with Konrad Adenure Stiftung (KAS) organized four (4) batches as follows:

BATCH A

- 1) REVENUE MOBILISATION ALLOCATION AND FISCAL COMMISSION
- 2) INSTITUTE FOR PEACE AND CONFLICT RESOLUTION
- 3) NIGERIA POLICE TRUST FUND
- 4) FEDERAL CHARACTER COMMISSION

BATCH B

- 1) REVENUE MOBILISATION ALLOCATION AND FISCAL COMMISSION
- 2) NATIONAL HAJJ COMMISSION OF NIGERIA (NAHCON)
- 3) NATIONAL CHRISTIAN PILGRIMS COMMISSION
- 4) HYDRO ELECTRIC POWER PRODUCING AREAS DEVELOPMENT COMMISSION (HYPPADEC)
- 5) FEDERAL CHARACTER COMMISSION

BATCH C

- 1) REVENUE MOBILISATION ALLOCATION AND FISCAL COMMISSION (RMAFC)
- 2) FEDERAL CHARACTER COMMISSION
- 3) NIGERIA ELECTRICITY MANAGEMENT SERVICES AGENCY
- 4) NATIONAL DIRECTORATE OF EMPLOYMENT (NDE)

BATCH 'D'

- 1) NATIONAL DIRECTORATE OF EMPLOYMENT (NDE)
- 2) INSTITUTE FOR PEACE AND CONFLICT RESOLUTION (IPCR)
- 3) NATIONAL SOCIAL INVESTMENT TRUST FUND (NSITF)

GOALS, OBJECTIVES AND METHODOLOGY

The essence of the induction programme was to explore the importance of relations and good channels of communication between Governing Boards of Federal parastatals and their Chief Executive Officers. It was also aimed at making it very clear the significance of, and need for, good working relationships between Governing Boards and Chief Executive Officers of Federal Parastatals.

OBJECTIVES

The overall objective of the induction programme was to enable Chairmen and Members of the Boards of Federal parastatals gain understanding of their roles, key responsibilities and the behaviour required of them in their respective organizations, both as individuals and as part of the board's collective responsibility, and how they can contribute effectively to good corporate governance in their respective organizations.

GOALS

The specific goals of the induction programme was to create a platform for exchanges that are rare under normal circumstances, between the Chairmen, Members of Board and their Chief Executive Officers to iron out a number of corporate governance issues, as well as to realize the roles the Boards are expected to play in the corporate governance of their organizations, of which they had not been

THE SPECIFIC OBJECTIVES OF THE INDUCTION PROGRAMME WERE FOUR-FOLD:

1. To provide a forum to share experiences.
2. To ensure that Governing Boards of Federal Agencies and their Chief Executive Officers (CEOs) promote effective good corporate governance practices in the conduct of government business in their respective Agencies;
3. To equip Governing Boards with the requisite knowledge of the workings of the Federal Public service, including its procedures policies, board protocols and share organizational values; and
 1. To discuss and understand the roles and responsibilities Governing Boards of Agencies are expected to play in the Corporate Governance of their organizations;







MANDATORY DEPLOYMENT OF BPSR SELF-ASSESSMENT TOOL (SAT):

INTRODUCTION

The Bureau developed a Self-Assessment Tool (SAT), an automated on-line tool accessible through the BPSR website. It is used to assess or diagnose the current HEALTH of an Organization, Examines the current STRENGTHS and WEAKNESSES of an Organization and addresses the Questions: Is the Organization Healthy, Performing Well and Achieving Value-for- Money?

Self-Assessment Tool (SAT) was deployed in the following MDAs within the year under review:

- Raw Materials Research and Development Council,
- Institute for peace and conflict resolution (IPCR),
- Nigeria Deposit Insurance Corporation (NDIC),
- Nigeria Electricity Management Service Agency (NEMSA),
- Nigeria Bulk Electricity Trading,
- National Space Research and Development Agency (NASRDA),
- Nigeria n Building and Road Research Institute (NIBRRI),
- National Office for Technology Acquisition and Promotion (NOTAP),
- Nigeria Electricity Regulation Commission (NERC),
- National Agency for the Control of AIDS (NACA),
- National Health Insurance Scheme (NHIS),
- Federal Road Maintenance Agency (FERMA),
- Ministry of Science, Technology and Innovation,
- State House
- Energy Commission of Nigeria.

To find out the impact of government policies on public service reforms, the Bureau carried out Perception Survey and Impact assessment during the year under review on the following areas:

- Functional Review and Rationalization of Ministries and Agencies
- Identification of Effective implementation of Reform Modalities
- Study of Reforms with Respect to Implementation of Executive Orders
- Study on Strategy on Increasing Agricultural Productivity by Removal of Constraints to Availability of Agricultural Product
- Study on Implementation of Efficiency, Production, Integrity and Citizen Centered Services
- Study on the Contribution of MDAs in Creating a More Business Friendly Environment
- Perception Survey on the Implementation of Public Service Reforms
- Perception Survey on Promotion of Open Government Partnership and Effective Implementation of National Anti-Corruption Strategy

BPSR has created a forum for Directors of Reform Coordination from Ministries, Department and Agencies of Government for active exchange of ideas and sharing of experiences on Reform issues and operations of the RC&SI Departments





ENTRY AND EXIT EXPERIENCE OF TRAVELLERS AND VISITORS **Executive Order 001 – Ease of Doing Business in Nigeria** **A POLICY BRIEF**

INTRODUCTION

The growth and development of countries in the present day global setting is largely driven by their efficiency in undertaking mutually beneficial relationships with other countries, especially through attracting Foreign Direct Investment (FDIs) that helps boost economic growth. Hence, they strive to put in place appropriate policy frameworks to foster international cooperation among countries. A fundamental aspect of this cooperation lies in attracting business and investments, being the key drivers of economic prosperity and development.

To realize this goal, successive governments have consistently made efforts to attract FDIs through constant improvements to the Nigeria business environment. Several of such efforts include; improved transparency, shorter processing time, tax incentives and less complicated regulatory requirements in licensing, permits, certification etc. adopted over the years

In 2017, the FGN enacted Executive Order 001 (EO 001) "Promotion of Transparency and Efficiency in the Business Environment" aimed at reducing critical bottlenecks and bureaucratic constraints to doing business in Nigeria towards moving the country 20 places upwards in the World Bank ease of doing business index. Furthermore, the government constituted the Presidential Enabling Business Environment Council (PEBEC) which was mandated to facilitate the realization of this goal thereby making Nigeria a progressively easier place to do business and thrive

The specific objectives of the executive order are as follows:

- Creating an enabling environment for business;
- Entrenching measures and strategies aimed at promoting transparency and efficiency;
- Promoting domestic and foreign investment; and
- Creating employment and stimulating the nation economy.



IMPACT OF INFORMATION AND COMMUNICATION TECHNOLOGY ON PUBLIC SERVICE REFORMS: A Case Study of Nigeria's Ministries, Department, and Agencies (MDAs)

INTRODUCTION

Information and communication technology (ICT) is the evolving trend in all societies the world over. The availability of ICT infrastructure and the uptake in its use continue to grow and become the driver of social and economic development. Within the Nigerian context, in March, 2001, the Federal Executive Council (FEC) approved a National Information Technology Policy and since then, began an ICT-drive implementation as a means of public service delivery in Nigerian Service. Subsequently, the National Information Technology Development g (NITDA) was established. By design, the establishment of the National Information Technology Policy is aimed at using ICTs to achieve vision 20: 2020, Nigeria's Millennium Development Goals, New Partnership for Africa's Development (NEPAD) initiatives and the world summit on information society's 'plan of action.

The ICT utilization in public service is assumed to facilitate innovative services, better value services for taxpayers, increased productivity among civil servants, increased transparency and openness between the government and the public through integrated services and data sharing, as well as proper alignment with the Federal Government service reform. Based on this assumption, _Bureau of Public Service Reforms (BPSR), which is the organization saddled with the task of facilitating the building of Nigeria's Public Service into a highly functional, professional, customer focused and results oriented institution, conducted a survey ideal in to assess the impact and implementation of all the above ICT policies the Nigerian civil service via MDAs.

The survey was taken to achieve following objectives

- To assess the impact of ICT in public service delivery in the Nigerian Civil Service.
- To assess the level of e-openness and e-participation among civil servant in all MDAs
- To analyze and determine the perception of civil servants towards adequate utilization of ICT in public service in Nigeria.
- To identify and analyze the factor (if any) that are influencing the application of ICT in the Nigeria Civil service

Questionnaires were administered to respondents selected from different MDAs to elicit their response on ICT supply in their respective MDAs, their level of skills in the use of ICT, their readiness to use ICT in the discharge of their responsibilities, the level at which they adequately utilize ICT, the level of ICT demand and access, and finally the impact of adequate (or in adequate) utilization of ICT in terms of public and private service delivery.



CITIZEN REPORT CARD ON THE IMPLEMENTATION AND BENEFITS OF THE ECONOMIC RECOVER AND GROWTH PLAN (ERC) 2017 – 2019 DEVELOPMENT OF NIGERIA

INTRODUCTION

At the dawn of this twenty-first century, strong efforts are being made round the world to accelerate the pace of economic growth and development. Concerns such as poverty eradication, empowerment of women, improvement in education, health and environmental protection for people living in the developing countries have received increased attention in world.

The increasing attention paid to growth, development and social capital in the global arena is silently, but steadily overthrowing the economic and social conflicts that are prevalent in most developing countries. There is a general belief that the economic development of any country depends on the quantity and quality of its resources (renewable and non-renewable), the state of technology and the efficient utilization of resources in both the production and consumption processes.

Resources-rich developing countries have the responsibility and the challenge to ensure, that the benefits accruable from these resources filter down to the poor. However, it is evident that Africa is presently riddled with poverty, disease, ignorance, food insecurity and famine, with a large external debt and continued mismanagement of human, material, and physical resources. With a population of 180 million people, Nigeria is the most populous country in Africa with a GDP second only to South Africa's. Yet, following several years of military rule a poor economic management, Nigeria experienced a prolonged period of economic stagnation, rising poverty levels, and the decline of its public institutions.

By most measures, human development indicators in Nigeria were comparable to that of other least developed countries while widespread corruption undermined the effectiveness of various public expenditure programs. Moreover, the lack of public investments in previous decades meant that there were severe infrastructural bottlenecks that hindered private sector activities. Economic reform has been a challenge to Nigerian governments, since her political independence in 1960. ,

However, general efforts have been made in the past by various governments in Nigeria to move the country forward through various economic reforms, such as the Structural Adjustment Programme (SAP), which started September 1986, the National Economic Empowerment and Development Strategy (NEEDS) (2004-2007) by the Obasanjo administration and most recently, the Economic Recovery and Growth Plan (ERGP), launched by the Buhari administration with the broad objectives of restoring growth, building a globally competitive economy and accelerating inclusive growth by investing in the Nigerian people from 2017 — 2021.

The Economic Recovery and Growth Plan is a reform strategy that seeks to be comprehensive in addressing the country's challenges. The Plan contains a generally frank assessment of Nigeria's economy, its vulnerabilities and the underlying structural weaknesses (dependency on oil for revenues and exports) and governance challenges, recognizing the role of previous economic policies, deplorable infrastructure, corruption and mismanagement of public finances. Building on the Strategic Implementation Plan (SIP), the Plan has been developed for the purpose of restoring economic growth while leveraging the ingenuity and resilience of the Nigerian people — the nation's most priceless assets. It is also articulated with the understanding that the role of government in the 21st century must evolve from that of being an omnibus provider of citizens' needs into a force for eliminating the bottlenecks that impede innovation and market-based solutions.

The Plan also recognizes the need to leverage Science, Technology and Innovation (STI) and build a knowledge-based economy. The ERGP is also consistent with the aspirations of the Sustainable Development Goals (SDGs), given that the inert dimensions of economic, social and environmental sustainability issues.

General Objectives

The general objective of the study is to gauge the opinion and the collective reflection of citizen's feedback on the implementation benefits of ERGP on the lives of Nigeria Citizenry. The study intends to highlight the progress made and identify the areas of success, impact and challenges to effective implementation of the program. It also aims to assess citizens' perception of the extent to which the Economic Recovery and Growth Plan (ERGP) has met its stated objectives.

Specific Objectives

The specific objectives of the survey are to:

- Obtain baseline data on citizens and businesses perception of the 12 strategic priorities for executing, implementation and benefits of the Economic Recovery and Growth Plan on socio-economic development in Nigeria;
- Measure perception of the benefits or adverse effect and consequences in lives of citizens and businesses of the 12 strategic priorities of ERGP;
- Determine among the 3 main strategic objectives of the ERGP that citizens and businesses are satisfied/dissatisfied with and the level of tangible/intangible improvements/benefits it had brought to their lives and businesses;
- Assist Government to design and implement strategies to assess and address potential critical areas of Nigeria's economy, its vulnerabilities and the underlying structural weaknesses and governance challenges, economic policies, deplorable infrastructure, and improve the ease of doing business in Nigeria.
- Assess the extent to which ERGP has supported the achievement of aggregate fiscal discipline, strategic allocation of resources and effective service delivery.

ORGANISATION OF STAKEHOLDERS CONFERENCE ON BASIC HEALTH CARE PROVISION FUND

The Basic Health Care Provision Fund (BHCPF) is a funding provision established under the National Health Act, 2014 (NHAct, 2014) to achieve Universal Health Coverage (UHC) in Nigeria. In line with the provisions of the Act, the Federal Government (FG) is required to contribute to the BHCPF an annual grant of not less than one percent (1%) of its Consolidated Revenue Fund (CRF). As a show of commitment to improving basic health care in Nigeria, Federal Government appropriated the sum of N55.1 billion for the Fund in the 2018/2019 budget. In 2020, N44.5 billion was earmarked but revised to N25.5bn (a decrease of more than 42.5 per cent) due to shortfall in revenue occasioned by Covid-19 and oil price volatility, while N35.03 billion has been appropriated for 2021. Other sources of funding the initiative are grants by International Donor Partners and funds from any other source.

According to Section 11(3) of the Act, the disbursement of the fund are along three gateways namely: NHIS, NPHCDA, and the Federal Ministry of Health i.e.

- 50% of the fund shall be used for the provision of basic minimum package of health services to citizens in eligible primary or secondary health care facilities through the National Health Insurance Scheme (NHIS);
- 20% of the fund shall be used to provide essential drugs, vaccines, and consumables for eligible primary health care facilities;
- 15% of the fund shall be used for the provision and maintenance of facilities, equipment and transport for eligible primary health care facilities;
- 10% of the fund shall be used for the development of human resources for primary health care; and
- 5% of the fund shall be used for emergency medical treatment to be administered by a committee appointed by the National Council on Health.

Since the enactment of the NHAct in 2014, modest progress had been made in bringing the BHCPF to life. Besides the appropriations and releases described above, other key milestones till date include over 7,000 facilities in 26 states and FCT that have completed quality assessment, capacity building for over 18,000 service providers, and disbursement of funds to 1,300 facilities across five (5) states and FCT.

Furthermore, the Federal Ministry of Health (FMoH) through the National Primary Health Care Development Agency (NPHCDA) and the National Health Insurance Scheme (NHIS), achieved their development of a revised Guideline for the Administration, Disbursement and Monitoring of the Basic Health Care Provision Fund (2020), following revision of the previous Operations Manual (2018).

Despite the progress, significant challenges and bottlenecks that threatened the program at various stages and slowed down implementation. A situational analysis carried out by the Bureau for Public Service Reforms (BPSR) in 2020 discovered that coordination and alignment amongst key stakeholders was at the root of most of the challenges. However, the Bureau believed that with a solid framework for stakeholders to keep engaging transparently to resolve the issues, most of the issues can be successfully managed.

In the light of COVID-19 and the state of Nigeria's health system, and in order to avoid the pitfalls of the past and ensure a smoother running implementation post-2020, the Bureau identified the need for stakeholders' conference to hold. The idea was necessary to review the past attempts at implementation towards achieving better success in the future.

The objectives of the Conference among others include:

1. A platform for stakeholders to express the highest levels of buy-in for the implementation of the fund;
2. Establish the current status of implementation in the states, discuss key challenges/ bottlenecks and agree practicable solutions;
3. Develop an Action Plan to fast-track progress of implementation; and
4. Agree a mechanism to improve coordination and tracking of progress.

The Conference, which will involve participation at highest levels of leadership of all the key stakeholders of the BHCPF was bid to hold in the first quarter of 2022.





FINAL VALIDATION ON THE COMPENDIUM OF PUBLIC SERVICE REFORMS (PSR) 2018-2020 HELD AT NIGERIA ARMY RESOURCE CENTRE, MAMBILA BARRACKS ABUJA ON TUESDAY 21ST SEPTEMBER 2021

The event commenced with the Director-General's opening remarks by acknowledging the effort of the Office of the Accountant General of the Federation for the success of the Public Financial Management Reforms. **The Inter-Ministerial Task Team (IMTT)** was made up of carefully selected officers from relevant MDAs owing to the Steering Committee on Reforms (SCR) approval that the review and updating of the Compendium on Public Service Reforms (2018-2020) be carried out.

The Compendium of Public Service Reforms is a concise synopsis or summary of the numerous deliberate actions embarked upon by government institutions to improve the effectiveness, efficiency and professionalism in the Public Service in order to promote better service delivery to the citizenry with increased transparency and accountability which shows major accomplishments, significant challenges and credible solutions to contemporary issues underlying the growth and development of the nation.

The purpose of the Compendium are as follows:

- To document the existing reforms and those already concluded.
- Provide strategies for improvement on implementation of effectiveness commitments at ministerial level & drawing on experience-based evidence.
- Outline key effectiveness and challenges while proposing solutions in the form of actions towards behavioural changes either on the part of governments, development partners or other stakeholders working at MDA level.





PROMOTION OF OPEN GOVERNMENT PARTNERSHIP AND EFFECTIVE IMPLEMENTATION OF NATIONAL ANTI-CORRUPTION STRATEGY

The assessment conducted on the Promotion of Open Government Partnership and Effective Implementation of National Anti-Corruption Strategy for the Bureau of Public Service Reforms (BPSR) focused on measuring progress of the Commitment 8 (Anti-Corruption) of the Second (2019-2021) National Action Plan on Open Government Partnership (NAP-OGP).

The main objective was to measure the implementation progress of the second Nigeria Action Plan on Open Government Partnership to achieve the objectives of the anti-corruption thematic area, towards alignment with the National Strategy on Public Service Reforms. Using an assessment tool designed for both State and Non-State actors directly involved in the anti-Corruption Commitment (Commitment No. 8) of the NAP-OGP, responses were collated from the Federal Ministry of Information and Culture, Office of Chief Justice of Nigeria, African Network for Environmental and Economic Justice (ANEEJ) and Global Network for Cyber Solution. Association of National Accountants of Nigeria (ANAN) did not provide a response.

The assessment concludes that there should be collaboration between state and non-state actors, as well as improved information about the activities of Federal Government in implementing the National Anti-Corruption Strategy (NACS). There is the need to strengthen the institutionalization of such collaboration for consistency in monitoring progress of implementation and having a central repository and ideas

clearing house in the fight against corruption. This will help the Federal Ministry of Justice deliver on the Federal Government's anti-corruption Commitment in the Second National Action Plan on Open Government Partnership (OGP). The success of the plan will enhance the implementation of the National Strategy on Public Service Reforms, in line with the mandate of the Bureau of Public Service Reforms.

OBJECTIVES

The main objective was to measure the implementation progress of the second Nigeria Action Plan on Open Government Partnership to achieve the objectives of the anti-corruption thematic area, towards alignment with the National Strategy on Public Service Reforms.

This had the following sub-objectives:

1. Establish progress on the implementation of the National Anti-corruption
2. Strategy under the NAP-OGP towards meeting the anti-corruption commitments
3. Ascertain the institutional transformations within concerned Federal MDAs in meeting the NAP-OGP anti-corruption commitments
4. Identify implementation gaps in the NAP-OGP anti-corruption thematic area
5. Measure feedback on the service delivery of concerned Federal Government
6. MDAs based on the anti-corruption commitments of the NAP-OGP



FUNCTIONAL REVIEW & RATIONALIZATION OF MINISTRY AND AGENCIES

This Report present the second Functional Review of key Federal Parastatals Agencies and Commissions. This is in line with the Reforms Strategy of the Federal Government of Nigeria to ensure that all government owned organization set up fulfil their mandates and carry out their different functions. Ministries, Department and Agencies (MDAs) are autonomous bodies empowered by statutes and overseen by government boards. There are over 400 fully operational entities classified under three main categories.

These are as follows:

- i. Regulatory Agencies; Parastatals here are created for the purpose of providing regulatory oversight on the activities of private and public sector participants in a particular field. Examples are the Nigerian Broadcasting Commission etc. They regulate with enforcement powers and generate some revenue through permits, sanctions and penalties and their funds are largely sourced from government
- ii. Social Service Bodies; This category covers all the entities providing social services. They include government hospitals, schools of various levels, research institutes pilgrims' welfare boards etc.
- iii. Commercial and Quasi-commercial Enterprises; These MDAs have already been privatized in one form or another by the NCP or BPE

The reports follow the first reports and review of 54 Strategic MDAs done in September 2020. This also aims to provide a baseline that will guide further decisions that will be taken on the present number and functions of MDAs in line with the need to be efficient and effective in the delivery of their mandates. The rational for restructuring and rationalization of Agencies, Parastatals and Commission is to meet the global socio-economic challenges as the present revenue accruing Government declines despite the increasing cost governance

SPECIFIC OBJECTIVES

The objectives of the assignment are:

- Identify where to reduce expenses and focus shall be given to MDAs under Agriculture, Aviation and Education sector
- Reduce the size and scope of Government through rationalizing Ministry structures; and through identifying functions and services which may be commercialized, spun off, decentralized to lower tiers of Government, or simply eliminated;
- Secure increased efficiency in Ministries' performance
- Secure increased effectiveness in Ministries' performance through strengthening the focus of individual civil servants on the achievement of Key Government goals and objectives (at set out in the Government's work program); and strengthening the responsibility and accountability framework in which civil servants operate



STUDY OF THE CONTRIBUTIONS OF MDAs IN CREATING A MORE FRIENDLY ENVIRONMENT; COMPLIANCE STRUCTURE

Regulatory agencies the world over are one of the key drivers of growth. The Nigeria compliance structures or regulatory frameworks are intended to safeguard businesses and create an even conducive environment for new businesses.

Recent reports have, however, shown that these objectives are not met due to poor quality of service and corruption in the regulatory agencies, thereby making the business environment too difficult or expensive, such that people are discouraged to do business or continue doing business.

This study aims at understanding some of the burdens MDAs face that may be contributing to the negative regulatory actions, verifying the level of poor quality service delivery and corruption as has been widely believed, and the perception of business owners, with regards to these regulatory agencies. It looked at seven (7) agencies chosen by the Bureau of Public Service Reforms (BPSR), under the supervision of the Presidential Enabling Business Environment Council (PEBEC), supervised by the office of the Vice President.

The public service (through MDAs) plays a vital role in the formulation, implementation, evaluation, and review of government policies and programmes. An effective civil service is a prerequisite for the maintenance of good governance, production, and distribution of public goods and services, fiscal management and sustainability, efficient and effective performance of any government. 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. Therefore, for the government to achieve its ease of doing business targets, the MDAs directly and indirectly involved with the promotion of the Nigerian business environment have to perform efficiently and effectively.

Such MDAs, directly or indirectly involved, are those charged with the responsibilities of ensuring regulatory compliance. In general, compliance means conforming to a rule, such as a specification, policy, standard, or law (Wikipedia). Regulatory compliance is when businesses follow local, state, federal, and international laws and regulations relevant to their operations. On this note, it becomes necessary to review and evaluate how these compliance structures can impact the ease of doing business in Nigeria.

Regulatory compliance must be maintained to achieve a friendly business climate. Globally, regulations are a genuine instrument for economic change and they are positioned as drivers and growth stabilizers. In Nigeria, the need to have functional regulatory frameworks against systemic failure becomes imperative on the backdrop of widespread irregularities and corruption in the private and public sectors.



A PERCEPTION SURVEY ON THE IMPLEMENTATION OF PUBLIC SERVICE REFORMS (PUBLIC FINANCIAL MANAGEMENT) – EXPANDED

A major macroeconomic objective of every nation is to achieve an efficient allocation of resources as well as stabilization of the business cycles. In the last two decades, Nigeria has initiated and implemented a series of economic policies to assist in the better management of her economy and address the challenges of transparency, accountability, corruption, and poor service delivery. However, there was the recognition that the country had not made much progress in its economic development efforts due to these challenges. Parts of these reforms were aimed at improving the quality of the nation's Public Financial Management (PFM) systems.

PFM is a critical instrument in the implementation of economic policy, and it works by influencing the allocation and use of public resources through the budget and overall fiscal policy (Prakash and Cabezon, 2008). A well-functioning PFM system would assure that the funds released through revenue generation and appropriation processes as well as from the debt forgiveness (cancellation) mechanism would be productively used transparently and effectively. A well-functioning PFM system would also improve the use of aid as well as overall budget performance, and thus contribute to macroeconomic stability and growth. In addition, it would contribute towards improving overall governance through the protection of public resources against the risk of expropriation and corruption (ibid).

Public Financial Management is concerned with the planning, organizing, procurement, and utilization of government financial resources as well as the formulation of appropriate policies to achieve the aspirations of members of that society. Premchand (1999) sees public financial management as the link between the community's aspirations with resources, and the present with the future. It lies at the very heart of the operations and fiscal policy of the government. Good Public Financial Management (PFM) promotes fiscal discipline, optimizes the allocation of public resources, and ensures value for money in the implementation of governmental strategic priorities. PFM systems that function properly enable governments to account to citizens for the use of public funds. This accountability is central to creating a relationship of mutual trust and consensus between government and citizens.

This Perception Survey assesses the implementation of public service reforms in Public Financial Management. The main variable of reviews is the impact of the 2020 Finance Act on public financial institutions. The variables include Transparency, Professionalism, Accountability, Efficiency and the impact of the Act on PFM systems.



POLICY BRIEF ON THE PERCEPTION SURVEY ON THE IMPLEMENTATION OF EFFICIENCY, PRODUCTION, INTEGRITY AND CENTRED SERVICE

Just like other countries, Nigeria has different government agencies rendering specific services to its citizens.

The stakeholders, both internal (employees) and external (citizens and sometimes foreigners – individual and corporate) ought to be encouraged, to perform at internationally comparable standards, and to access services according to due process. It is only natural, that when we have world-class standards in service delivery by government agencies, and users respect and value those standards, the country as a whole would be much better organized and commercial activities or otherwise, would grow.

The agencies concerned in this survey inevitably impacts stakeholders both positively and negatively, based on certain experiences encountered in the course of accessing their respective services. Some of the issues encountered are in relation to bad services, corruption, bureaucratic delays existing in these agencies, poor turnaround time, lack of infrastructure, high tariffs, demotivated staff, poor working conditions etc.

The Bureau of Public Service Reform (BPSR), having kept an eye on performance and informal feedback, decided to initiate a study titled "Perception survey on the implementation of efficiency, production, integrity and quality of service delivery for citizen centered services in the public sector: a case survey of

- Small and Medium Enterprise Development Agency (SMEDAN)
- Nigerian Custom Service (NCS)
- National Identity Management Commission (NIMC)
- Central Bank of Nigeria (CBN)
- National Primary Health Care Development Agency (NPHCDA)
- National Electricity Management Service Agency (NEMSA)
- Nigeria Center for Disease Control (NCDC)

2021 ACTIVITIES FOR 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.

THE SEVEN (8) TOPICS OF THE LUNCH TIME SEMINAR CONDUCTED THIS YEAR UNDER REVIEW

Topic: **The contribution of Data and Statistics in reforming the Public Sector**

Speaker: Statistician General of the Federation

1 Date: Tuesday, March, 2021.

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

Objective:

The objective of this topic was to sensitize Public Servants to be able to plan effectively using Data and to advise policy makers to make an informed decision on policy matter.

Topic: **Federal Civil Service Strategy and Implementation Plan (FCSSIP); Performance Management System (PMS) and Successor/Mentorship Programme"**

Speaker: Head of Civil Service of the Federation

2 Date: Thursday, April 29th, 2021.

Objective:

The overall objective of the Programme was to ensure that operations in the Public Service reflected the EPIC culture in the Civil Service, with tendency of transforming the system to a world class bureaucratic setting. It further enlightened Public Servants on some of the Administrative reforms anchored under Pillar Four (4) of the NSPSR.

Topic: **Nigeria Content Development and Monitoring Board: Strategic Road Map, A Catalyst for Industrialization of Nigeria**

Speaker: Executive Secretary of the Board

Date: 31st May, 2021.

Objective:

3 The objective of Local Content Act, is a vital instrument that empowers Nigerian Companies to contribute tremendously towards the development of the Nigerian Economy.

Topic: Nigerian Electricity Management Service; (NEMSA) Role, Responsibilities, Innovations and Challenges in the Power Sector

4 Speaker: Managing Director/CEO of NEMSA

Date: Tuesday, 29th June, 2021.

Objective:

The objective of this topic was to enlighten the Public Servants on the job they do and their mandate which is to ensure that Electrical materials/equipment/instruments used are of the right quality, standards and specifications.

Topic: Roles, Responsibilities and Contributions of the Nigerian Deposits Insurance Corporation (NDIC) to the Growth and Development of the Nigeria Economy

5 Speaker: Managing Director/ CEO NDIC

Date: 7th September, 2021.

Objective:

The objective of this topic was for the Public Servants to acquaint themselves on the roles the NDIC is playing in the Nigerian Economy, which is basically to supervise banks, to protect depositors, ensure monetary stability and effective/efficient payment system as well as to promote competition and innovation in the banking sector. It also brought to fore some Innovations/Reforms in the consolidation of the Banking Sector.

Topic: Maritime Safety Administration and the Growth of the Nigerian Economy in the 21st Century

Speaker: Director General NIMASA

Date: Thursday 28th October, 2021.

6 Objective:

The purpose of this topic was to educate the Public Servants and Nigerian Citizens on their roles, which focuses on effective Maritime Safety Administration, Maritime Labour Regulation, Maritime Pollution prevention and control, Search and Rescue, Cabotage enforcement, Shipping Development and Ship Registration, Training and Certification of Seafarers, and Maritime Capacity Development.

Topic: Humanitarian Policies and Effective Coordination of National and International Humanitarian Disaster Mitigation, Preparedness and Responses Interventions in the face of Global Pandemic: The Nigerian Experience

7 Speaker: Director Disaster Management of the Ministry of Humanitarian Affairs and Social Development

Date: November, 24th 2021.

Objective:

The objective of the topic was to educate the Public Servants on the Humanitarian activities being carried out in Nigeria.

Topic: Integrating Strategic Partnership with Critical Stakeholders and Advocacy on balanced Development and Employment in Nigeria

8

Speaker: Chairman Federal Character Commission

Date: Monday, 20th December, 2021.

Objective:

The major activities of the Commission is to ensure equitable distribution of Projects and Employment in Nigeria.





MEETING OF STAKEHOLDERS ON LEGACY ISSUES HELD IN THE OFFICE OF THE ACTING DIRECTOR (SPECIAL DUTIES), OFFICE OF THE ACCOUNTANT GENERAL OF THE FEDERATION, ABUJA ON 25TH MARCH, 2021

The Bureau had a meeting of the Steering Committee on Reforms (SCR) held on 8th December, 2020 in which the Committee directed that the stakeholders' meeting on the above subject be held to discuss the possibility of mopping up the outstanding payments arising from the severance exercise (i.e. non-payment, short payment and the issue of 25 percent withheld in MDAs, etc.).

Accordingly and in line with Director-General's approval, the Bureau hosted a meeting of Stakeholders on Legacy Issues on 25th March, 2021 at the Office of the Acting Director, Special Duties in the Office of the Accountant General of the Federation.

Matters arising from the meeting were the following key decisions:

- (i) The Bureau, on getting the minutes, should prepare a brief, update the list of outstanding payments and request the Director-General to convey the minutes with the updated list of outstanding payments to the Accountant General of the Federation. This became necessary to enable the Committee receive their support and approval in carrying out the proposed verification exercise;
- (ii) In updating the list, BPSR should include the names of those who were not yet captured for the next verification exercise, and that the names of those who had been paid should be expunged;
- (iii) A representative of National Pension Commission (PenCom) should be invited to join the Committee as an Observer;
- (iv) A WhatsApp Group should be created in the name of the Committee for easy communication and synergy;
- (v) The issue of sitting allowance should be put on hold until when it would have become obvious that the Committee had done enough work to justify earning such allowance; and
- (vi) The meeting would reconvene in the next two weeks (14 days).



ONE-DAY RETREAT OF BPSR WITH DIRECTORS, REFORM COORDINATION AND SERVICE IMPROVEMENTS OF VARIOUS MDAs HELD ON TUESDAY 24TH AUGUST, 2021 AT CONFERENCE HALL, BUDGET OFFICE OF THE FEDERATION, RALPH SHODEINDE STREET, CENTRAL BUSINESS DISTRICT, ABUJA

INTRODUCTION

As part of the Bureau's effort to coordinate and communicate reforms in the Public service. A one day retreat was organised for the Directors of Reform Coordination and Service Improvements as well as some Nodal Officers from various Ministries, Departments and Agencies (MDAs) jointly to deliberate on issues affecting reforms in Nigeria. Experienced Resource Persons made presentations on a wide range of reform –related areas.

The Papers presented were as follows:

1. Federal Civil Service Strategy and Implementation Plan (FCSSIP): The Vehicle for the Institution of the New Civil Service by Dr. Emmanuel Meribole, Permanent Secretary (SPSO), Office of the Head of the Civil Service of the Federation (OHCSF)
2. The Implementation of the National Strategy for Public Service Reforms (NSPSR) by Mr. D. I. Arabi, Director General, BPSR
3. The Role of Monitoring and Evaluation in Public Service Reforms by Lawal Zakariya'u PhD, mni
4. Succession Planning and Mentorship Programme by Offiong Archibong Anyanwu (Ms)
5. Roles and Responsibilities of Directors of Reform Coordination and Service Improvement by Mr. D. I. Arabi (Director General – BPSR)

At the end of the Retreat, the following recommendations were made:

- Participants were intimated with the roles and responsibilities of Directors of Reform Coordination and Service Improvements in MDAs. The retreat also helped to broaden the knowledge base of participants on contemporary issues such as NSPSR - its review and update (2021 – 2025).
- It provided a veritable avenue for exchange of ideas on new reforms in the Public Service.
- Participants noted that RC&SI Department was established for MDAs with responsibilities of coordinating the implementation of the reform interventions under each of the four Pillars of the NSPSR.
- The participants were also impacted to provide feedback on implementation progress to BPSR during their quarterly meetings and form a community of practice to share experiences and ideas.
- Participants were introduced to the role of monitoring and evaluation in Public Service Reforms.

MEETING OBJECTIVES.

The Meeting Objectives were:

- i. Impart Reforms Skill and knowledge on 40 officers of RC & SI in 40 MDAs;
- ii. Establishment of Communication networks with Directors of Reforms and Service Improvement;
- iii. To create a forum for active exchange of ideas and sharing of experiences on Reform issues and operations of the RC&SI Departments;
- iv. Identify critical challenges of the RC&SI Departments in the MDAs;
- v. Improve Service Delivery.

Expected outcomes were as follows:

- a) Improvement in service delivery;
- b) Improvement in communication network on reform programmes and policies;
- c) Acquisition of reform skill and knowledge;
- d) Useful recommendation for effective and efficient service delivery; and
- e) Report of the major highlights of the meeting.





MEETING OF STAKEHOLDERS ON SEVERANCE HELD AT PENSION TRANSITIONAL ARRANGEMENT DIRECTORATE (PTAD) ON THURSDAY, 14TH SEPTEMBER, 2021

The Bureau had a meeting of stakeholders on severance held at Pension Transitional Arrangement Directorate (PTAD) to address the complaints of disengaged staff who had issues with their monthly pension and ascertain the appropriate roadmap for handling such cases.

In the opening remarks, the Chairman gave the background information on the processes of the severance exercise and said that there were issues that have to do with actual payment made to the severed staff which, according to him, had made it impossible for PTAD to correctly pay the monthly pension of the severed officers.

In the same vein the Mr. Kehinde Awotunde, (AGM) who represented National Pension Commission said that the issue of computation of severance benefits which was handled by them was an aberration as it was not part of their mandate, and that the computation was done by them. He further stated that it was an ad-hoc duty to them.

In his remark, the representative of the Office of the Accountant General of the Federation, stated that the issue of payment of severance benefits was complex as there were a lot of severed staff who were either short-paid or have not been paid at all. He also said that the body language of the Accountant General of the Federation was as if severed staff were being recycled.

All others who spoke at the meeting were of the view that some steps need to be taken to address all the lingering issues.

The issues deliberated upon at the meeting were as follows:

- (1) Actual payment made to the severed staff and correctly pay their pension
- (2) Noted the contributions and comments of the Representatives of the various stakeholders;
- (3) Noted the efforts of made by BPSR on the directive of the Steering Committee on Reforms (SCR) on legacy issues Pensioners have forwarded various complaints to PTAD, some of which have to do with computation of severance benefits on wrong grade levels, non-payment of severance benefits, part-payment of severance benefits, some were just being paid their severance benefits and as such are yet to start drawing monthly pension, etc.
- (4) PTAD do not have the master list of all those who were disengaged in order to know at a glance the status of payment of severance benefits.
- (5) Some disengaged staff have letter of voluntary retirement from service and letter of severance. It is therefore difficult to place such person on pension.

At this juncture, the representative of the Bureau enlightened the meeting on the various strides take by the Bureau to resolve the lingering issues on severance. They were also informed about the directive of the Steering Committee on Reforms (SCR) to ensure that all legacy issues were properly handled and concluded in the nearest possible future.



Decisions Taken at the Meeting:

A Task Team was set up with a Member each from the Stakeholders at the meeting and Office of the Head of the Civil Service of the Federation. The Secretariat of the Task Team is to be headed by BPSR.

The Task Team members were:

- | | |
|---------------------------|-------|
| (i) Ayerota Goodluck O. | BPSR |
| (ii) Ini Nathan | PTAD |
| (iii) Udemba Francis Uche | FCSC |
| (iv) Chaman M. K. | OAGF |
| (v) Okon Sarah | OAGF |
| (vi) Olusegun Olakanmi | NISWC |
| (vii) | OHCSF |

The following assignments were to be completed by the Task Team:

- (i) BPSR should produce a comprehensive list of all disengaged staff as forwarded to it by various MDAs and Parastatals
- (ii) The Bureau should request for the Personal files of all disengaged staff of MDAs and Parastatals to ascertain their correct record of service
- (iii) All payments made by the Office of the Accountant General of the Federation should be collated and harmonised. This will enable the Task Team to go through the entire exercise with a view to ascertaining those that were either not paid or short paid
- (iv) National Pension Commission should still continue to compute severance benefits of those yet to be paid

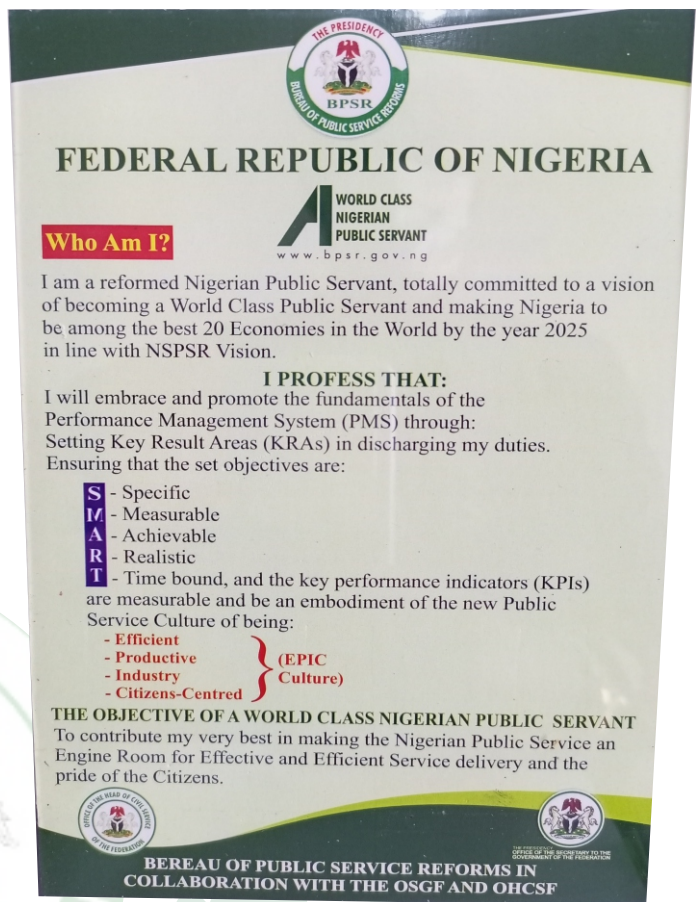
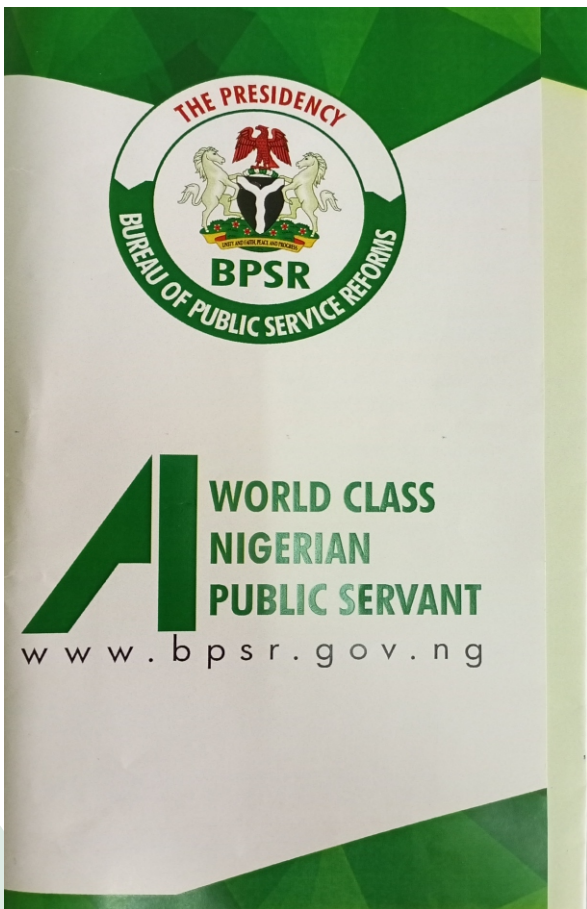




PRODUCTION OF PLAQUE & PHAMPHLETS

In June, 2021, the Reform Coordination Department developed and produced 100 copies of plaques as well as 1000 copies of pamphlets on a World Class Public Servant.

The objective were to create awareness on the newly introduced Performance Management System (PSM) and the National Strategies on Public Service Reforms (NSPSR)



2021 ACTIVITIES FOR SPECIAL DUTIES UNIT





MULTI-STAKEHOLDERS' COLLABORATION BETWEEN STATE AND NON-STATE ACTORS

The Open Government Partnership is a global initiative that is founded on the principles of good governance through transparency, accountability, citizens participation and access to information.

In the quest to deepen institutional and policy reforms, Nigeria became a member of the Open Government Partnership initiative in July, 2016 as the 70th country Member.

The OGP is a multi - stakeholder collaboration between Government (State) and Non-State Actors (Civil Societies) with the aim of strengthening good governance. The Headquarters of the OGP [Nigeria] is domiciled in the Federal Ministry of Justice and headed by a National coordinator.

OGP has mainly Four (4) Commitments under its 1st National Action Plan with fourteen thematic areas namely;

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

BPSR served as a member of the National Steering Committee of the OGP in the implementation of the 1st National Action Plan 2017-2019, and presently a Working Group member in the implementation of the 2nd National Action Plan 2019-2022, where it serves as a State Actor in Citizens Engagement, Access to Information and Service Delivery.

The 2nd NAP has 16 transformative commitments drawn from Seven thematic Areas.







BPSR SIGNS MEMORANDUM OF UNDERSTANDING WITH AFRICA INITIATIVE FOR GOVERNANCE ON AREAS OF COMMONALITY FOR MUTUAL SHARING OF PROGRAMMES.

The Bureau of Public Service Reforms (BPSR) and the Africa Initiative for Governance (AIG) has signed a Memorandum of Understanding (MOU) to collaborate on mutual sharing of Programmes in priority areas between the two (2) organizations.

In his welcome remarks, the DG, BPSR Mr D. I. Arabi, thanked the AIG Team to have considered it worthwhile to partner with BPSR. He informed the AIG team that further to the discussions held with the Chairman, he constituted a team to work out the BPSR position on areas of commonality of programmes with the AIG.

The DG added that his cardinal objectives was to ensure a seamless succession plan and proper mentoring in the Bureau. Accordingly, his effort to ensure an institutional memory and proper capacity building for staff was paramount. He further stated that the Civil Service was endowed with well talented officers, as he ascribed the criteria for the appointments of Permanent Secretaries to be based on rigorous examination exercises and meritorious qualities. In conclusion DG lamented that owing to reasons of poor harnessing of our resources, Nigeria was still lagging behind the league of developing countries. He expressed gratitude for the partnership with AIG, and hoped that it would improve the quality of life for the public service and add value to service delivery.

In his response, the Chairman AIG Foundation, Mr Aigboje AIG - Imoukhuede asserted that he was passionate on governance, and emphasized the need to harness the talents in both private and public sectors for cross- fertilization of ideas and innovations. He added that the Nigeria Public Service ranked best amongst the Top 10 in the world in the 60's, and reiterated the need to restore professionalism in the Civil service.

Aigboje AIG Imoukhuede further stated that the present economic reality in the country posits that Public sector transformation cannot be done by the Public sector alone, and requires the need for inputs from the private sector, non-state actors, traditional institutions, and international bodies. He added that it was this motive that inspired the birth of the Africa Initiative for Governance (AIG).

- Study on Policy and Reform Performance
- Reform Playbook for State Governments
- Reform Playbook for Federal MDAs
- Simple M & E guidelines for National adoption
- Identify and Train reform managers; and
- Stakeholders Engagement campaign.

Represented at the MOU Signing ceremony from AIG Foundation was the Chairman Aigboje AIG Imoukhuede, and the Vice Chairman Mrs Oforwe Imoukhuede, while the Bureau was represented by the Director General, D. I. Arabi, assisted by the legal Adviser Mrs A.S. El Usman.



COLLABORATION WITH SOME STATES ON GOVERNANCE REFORMS INITIATIVES

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

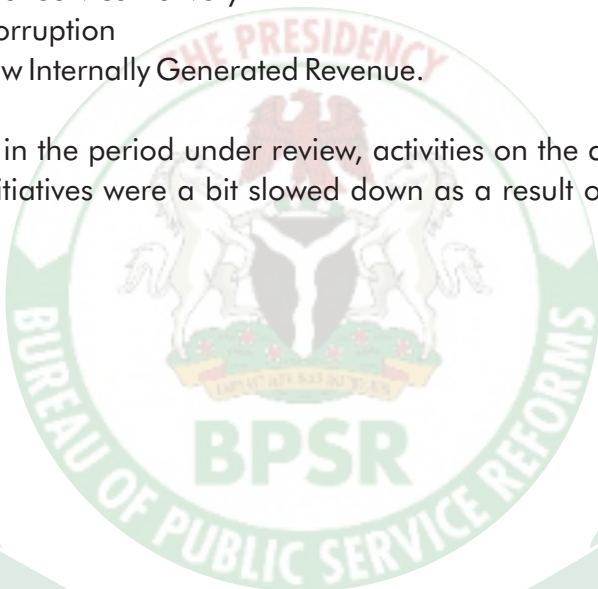
Indeed, the Kaduna State, Lagos State, and Gombe State Government have already established the State offices of Bureau Public Service Reforms and appointed a Coordinator to superintend over the affairs of the office.

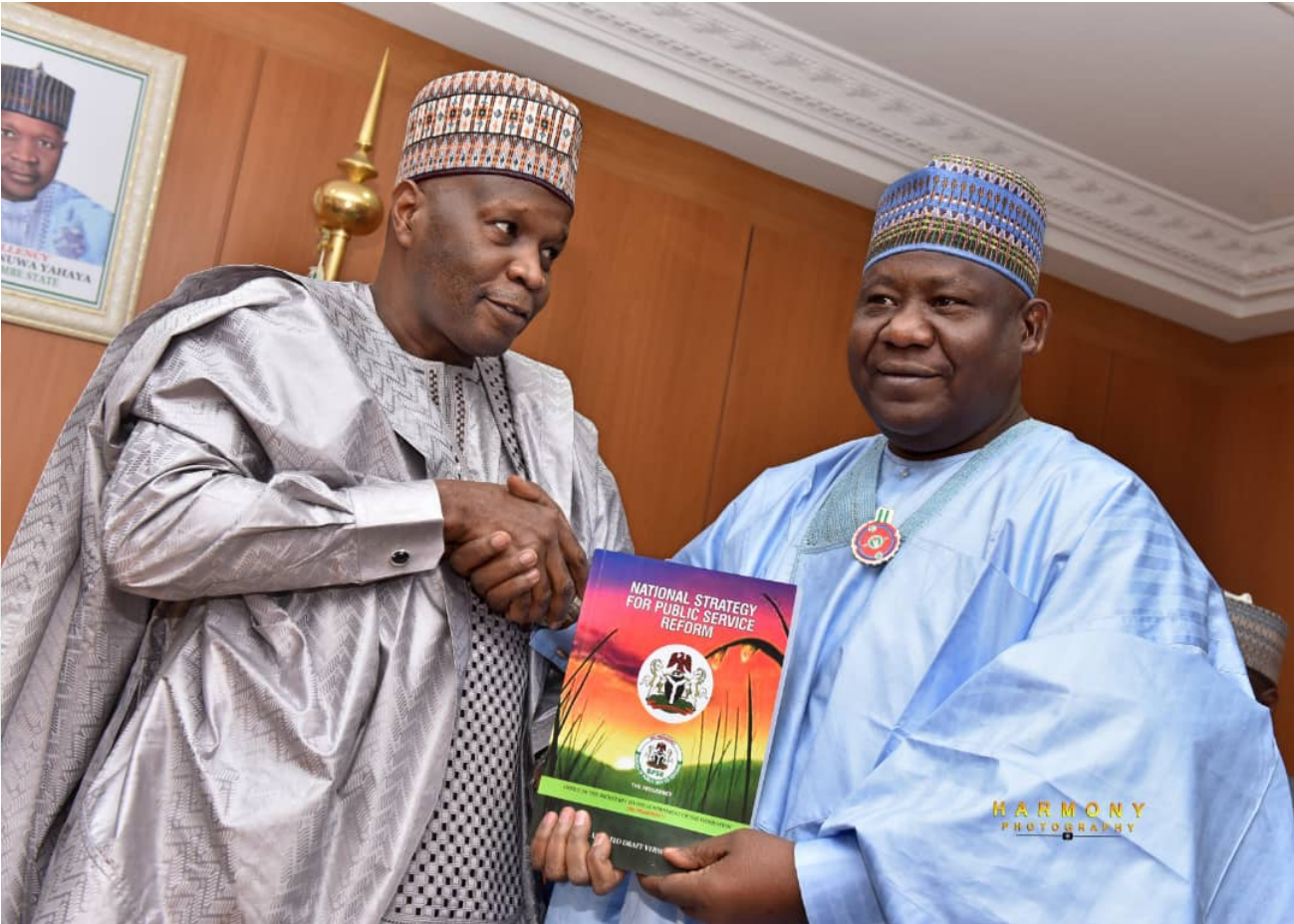
Similarly, some other states government have shown interest in their desire to collaborate with the Bureau.

The thrust of the reforms is centered around the cross-fertilization of ideas, and the need to cascade reform milestones at the Federal Level to the States, necessitated by reform imperatives such as;

- Inefficiency in the Public Service
- Overbloated workforce
- Poor Service Delivery
- Corruption
- Low Internally Generated Revenue.

However, in the period under review, activities on the collaboration with the states on governance reform initiatives were a bit slowed down as a result of the economic meltdown and the effect of Covid.







BPSR COLLABORATION WITH NIGERIA ECONOMIC SUMMIT GROUP (NESG)

Collaboration of the Bureau with NESG aligns with the priority objective of the Strategic Plan of the Bureau, which prescribes the support initiatives by Non- State actors for Governance Reforms, with the aim to plan and implement initiatives to support non- state actors for governance reforms and service delivery.

The appointment of the Director General of the Bureau Mr D. I. Arabi, as a member of the Steering Committee of the Governance and Institutional Policy Commission (GIPC) of the NESG in 2019, was therefore informed on the need for the commission to tap from the wealth of the Bureau's experience on matters relating to Public- Sector reforms, taking into cognizance the statutory mandate of the NESG to champion reforms of the Nigeria Economy into an Open Private Sector – led economy that is globally competitive on a sustainable basis. Consequently, the DG's membership in the GIPC has facilitated the inputs of the Bureau's position on Public Institution reforms, Measuring Public Performance Index, governance and regulations and strengthening partnership and collaboration with the Private- Public sector.

In view of the immense contributions of the DG to the G.I.P.C, the DG, BPSR was also nominated to serve as a Sub- Group member of the Governance, Institutions and Legislaton Sub- group of the Tourism and Hospitality Industries Thematic Group (THITG) of the NESG. The group is saddled with the responsibility to chart a course and policy direction for entrenching Tourism and Hospitality as key sectors of the Nigerian economy.

Similarly, the Bureau participated in the NES 27 Edition of the NESG annual Summit with the theme 'Securing our Future: the Fierce Urgency Now " which took place between 25th – 26th October, 2021 at the Transcorp Hotel , Abuja.

Flowing from the outcomes of the NES 27 Meeting, the DG, BPSR has stepped up machineries to address some of the concerns raised at the meeting, as well as deepen some reform initiatives of the Bureau especially in the areas of;

- Reduction in the cost of governance
- Leverage on the Digital ecosystem to fast track economic transformation across MDAS
- Escalate issues around a paradigm shift from oil economy to a diversified economy
- Deepen citizens' engagement for rapid policy development.
- BPSR inclusion in the mapping process to track performing indicators of key MDAs.
- Address Service delivery challenges facing Micro-Small and Medium Enterprises
- Sustained Citizens Engagement for rapid policy development.

The Bureau is presently working with the Policy Innovation Centre of the NESG to design Behavioral Insights, as well as capacity strengthening for improving Transparency in Nigeria.



BPSR COLLABORATION WITH NIGERIA ECONOMIC SUMMIT GROUP (NESG)





ONE DAY STAKEHOLDER MEETING BETWEEN STATE AND NON STATE ACTORS TO DEVELOP A CITIZENS' ENGAGEMENT FRAMEWORK

Engagement with Civil society groups is one of the pillars in the priority objective for implementing the mandate/strategic plan of the Bureau of Public Service Reforms. It also aligns with President Muhammadu Buhari's directive on Citizen inclusion in governance.

The objective is to ensure the provision of effective service delivery to citizens as well as facilitating inclusive participation of citizens in good governance practices and processes.

Arising from the above, the Special Duties and Programmes Unit organised a One (1) day stakeholder meeting between state and non-state to develop to citizen's framework to guide the engagement between the non- state actors and Public Institutions.

The rationale was to facilitate the establishment of a citizens' centred mechanism that would be sustainable for engaging with government regularly to get information about the process of governance, provide feedback on government policies and programmes as well as support monitoring of policies and programme implementation for effective service delivery.





NATIONAL RANKING ON FOI BY CIVIL SOCIETY ORGANISATIONS

The FOI draws its inspiration from the 1999 CFRN (Section 39), and seeks to align the country with best global practices in governance

The objective of FOI seeks to promote public record and information to the extent consistence with public interest and the protection of personal privacy. It also tends to meet the needs of the citizens through prompt and efficient service delivery, professionalism and excellence across the Public Service.

Accordingly, the Bureau was One of the key state Actors that participated in the validation of the protocol for proactive disclosure of Information in line with the requirement of the Freedom of Information Act. The event was jointly organized by Media Initiative Against Injustice, Violence and Corruption (MIIVOC), in collaboration with European Union funded Rule of Law and Anti-Corruption (ROLAC) and the FOI Unit of Federal Ministry of Justice on the 7th of September, 2021 at Treasure Suites, Abuja.

The Bureau for the umpteenth time maintained her lead position in the National FOI ranking competition by emerging 2nd Position out of a total number of 213 MDAs that participated in the 2021 Annual National FOI ranking.

Similarly, the Bureau of Public Service Reforms emerged 2nd position in International Freedom of Information Ranking jointly organise by Media Rights Agenda and International Press Center.





REBRANDING OF THE NIGERIA PUBLIC SERVICE

The Secretary to the Government of the Federation set-up a Technical Working Committee (TWC) on the Re-Branding of the Nigerian Public Sector in June, 2019, with the aim to evolve and develop a new Information Management Strategy for Public Sector.

Members were drawn from the following organisations;

- Office to the Secretary to the Government of the Federation
- Office of the Head of Civil Service of the Federation
- Federal Ministry of Justice
- Federal Ministry of Information and Culture
- Advertising Practitioners Council of Nigeria (APCON)
- Nigeria Institute of Public Relations (N.I.P.R)
- Ministry of Communication and Digital Economy
- Service Compact to All Nigerians (SERVICOM); and
- Bureau of Public Service Reforms – (Act as Secretariat to the Committee)

The objective of the Committee is to develop a framework towards the Establishment of a Unified National Master Brand Model to handle differentiated brand architecture model by the various government entities, as well as make appropriate recommendations to Government. The committee is also saddled with the responsibility of developing strategies for communicating government reform initiatives and actions to stakeholders and Citizens effectively.

The Committees' assignment is still on-going, however, the Terms of Reference and frame work for rebranding the Public Service has been developed and sent to the SGF for approval.





BPSR PARTNERS ICPC, AND ACCOUNTABILITY LAB TO IMPLEMENT THE NATIONAL ETHICS INTEGRITY POLICY.

SENSITIZATION WORKSHOP OF THE NATIONAL ETHIC AND INTEGRITY POLICY JOINTLY ORGANIZED BY THE BUREAU OF PUBLIC SERVICE REFORMS AND ACCOUNTABILITY LAB HELD AT THE FEDERAL MINISTRY OF JUSTICE AUDITORIUM ON TUESDAY, 7TH DECEMBER, 2021.

Concerned with the spate of corruption in the country and the need to redeem the damaging image it has caused the country both locally and internationally, the federal government instituted a committee involving the Office to the Secretary to the Federation(SGF), Independent Corruption Practices and other related Commission(ICPC), and the National Orientation Agency(NOA) to draft the National Ethics and Integrity Policy(NEIP) document with the aim of responding to the damaging challenges of corruption that was endemic in both the Public and Private sectors.

Further to the need to escalate issues around NEIP and ensure broader sensitization across the various sectors, Accountability Lab, a non- governmental agency at the fore- front of championing transparency and accountability across Public Service Institutions partnered with the Bureau of Public Service Reforms in order to bring together Public Service Institutions to sensitize them on the National Ethics and Integrity Policy.

The One Day event took place at the Olusegun Obasanjo Hall of the Federal Ministry of Justice, the DG, BPSR delivered the keynote address while the session was facilitated by the representative of the Chairman, ICPC with representatives drawn from various public establishments.

In his welcome remarks, the Country Director Accountability Lab, Mr Odey welcome participants at the workshop. He stated that Accountability Lab was delighted to work with the Bureau on issues around Transparency and Corruption, especially across Public Service Institutions. He further stated that owing to the critical role performed by Public Institutions, the organization decided to beam its focus at sensitizing public officers on the NEIP document. Accordingly, he added that this gesture informed the recent Integrity Icon Awards ceremony, where (5) public Officers were celebrated and recognized for a distinguished career. He concluded by enjoining participants to be attentive and feel free to interrogate the document. Speaking while delivering his keynote address, the DG, BPSR Dr D. I. Dasuki, commended Accountability Lab and the various stakeholders for bringing the workshop into fruition.

The DG stated that the workshop was in tandem with the Bureau's statutory role and broader function to communicate reform initiatives at the federal level to all MDAs. He added that the development of the NEIP document was premised on government efforts to address the ills arising from corruption, revive the collapse of values, and strengthen positive national transformation towards attitudinal change of Nigerians in line with best practices.



He therefore stated that the document was intended to assist re-direct the quest for a national re-birth, and as well engender national unity.

Accordingly, he added that successive government in Nigeria has evolved various interventions to resolve the corruption level, with the recent initiative in National Strategy for Public Service Reforms, Pillar IV document on Civil Service Reforms Administration, and the Federal Civil Service Strategy Implementation Plan 2017 – 2020 which provides for an EPIC culture as a set of objectives aimed at transforming the Public Service.

He enjoined participants to dissect the document and ensure that they are well acquainted with the provisions of the documents as sanctions would be enforced against deterrents.

During the break out session, the representative of the Chairman of ICPC, Mr Okor Odey- an Assistant Director Public Education, Ethics and Values, stated that the Commission had over the years been concerned with the level of corruption in the country. He added that the Commission's focus was presently with the Public Service, owing to their core mandates of service delivery to the populace.

In an attempt to ensure that ethics are inculcated in our national lives, the Commission according to Mr Odey launched the School Ethics curriculum in 2014, and the subsequent launch of the NEIP document in 2020 by President Mohammadu Buhari.

He further stated that NEIP had its core values which include; Human Dignity, Freedom of Movement, Freedom of Association, Equality before the law, Voice and Participation, Patriotism, Personal Responsibility and Professionalism.

He concluded his presentation by informing the participants that the NEIP had a consequence template which thrust was to ensure that public servants are guided alongside the Public Service Regulations to ensure that they operate within the provisions of the documents.

In order to ensure a sustained engagement and facilitate the implementation of NEIP across the MDAs, the following resolutions were reached as next steps;

- BPSR to work closely with ICPC to increase sensitization of the NEIP document across MDAs using the Lunch Time flagship programme
- BPSR to incorporate the NEIP document as curriculum for training, during Induction for Newly appointed CEOs/Board Members of Governing Council of Parastatals, Agencies and Commissions
- BPSR to evolve the incorporation of the principles of NEIP in the Self- Assessment Tools document.

2021 ACTIVITIES FOR STRATEGIC COMMUNICATIONS DEPARTMENT





TRAINING OF COMMUNICATION/INFORMATION OFFICERS IN MDAs

Government formulates policies and delivers goods and services through the Public Service Institutions which are critical in promoting sustainable and equitable socio-economic growth, hence government policies and programmes need to be effectively communicated. The administrative capacity of the Public Service is also a key factor in effective implementation hence communication of government policies and programmes are very vital.

One of the principles of good governance is transparency. Essentially, transparency provides openness with relevant stakeholders; it means sharing information and acting in an open manner. Free and easy access to timely, relevant and accurate information is also key to promoting transparency. The enactment of the Freedom of Information Act (2011) was watershed in the struggle to incorporate transparency in the Nigerian Public Sector. Good communication therefore serves many functions which include reinforcing accountability and transparency. Good communication bridges the gap between the Government and the governed thereby reducing hurdles and unnecessary challenges, making it easier for government to govern. A robust Information Education and Communication (IEC) programme is needed to communicate government policies and programmes to ensure wide spectrum of stakeholders have access to timely information and knowledge about government programmes, projects, policies and activities on a continuous basis.

The assignment is to organize a 1-day training for Communication Officers in government MDAs to enable them build capacity to communicate and interpret government policies effectively and efficiently irrespective of the situation, particularly in a crisis situation. The training includes basic fundamentals of information and communication such as how to inform and how to listen and how to negotiate; the role of information and communication in promoting good governance, effective channels of communication and on modern techniques of communication and the inefficiency of information technology with emphasis on the use of info-graphics. Some hours were devoted to enable willing information officers to demonstrate their expertise in graphic display.

Overall Objective

To improve accessibility to governance thereby promote good and reinforce accountability and transparency.

Specific Objective

- To improve the capacity of Information Officers to communicate effectively using simple easy-to-understand language.
- To increase the ability of the Information Officers to communicate government policies and programmes graphically using modern information technology and other social media.
- To further deepen understanding of the Freedom of Information Act.

- To improve ability to choose the most cost-effective means and channels of communication.
- To strengthen ability of the Information Officers to communicate government reform initiatives and actions to stakeholders and citizens.

The event was held at FCDA Conference Hall, Engineering Building, Capital Street, Area 11, Garki, Abuja and 50 Communication Officers participated in the training exercise.

Deliverables

- Graphic demonstration (video) of some selected on-going reforms, particularly those designed by the participants.
- Training Report
- Evaluation Report





ADVANCED STRATEGIC COMMUNICATION TRAINING FOR ANTI-CORRUPTION AGENCIES (ACAs) HELD ON 24TH -26TH FEBRUARY, 2021 AT LEGEND HOTEL, NEAR MMA INT'L AIRPORT, LAGOS.

INTRODUCTION:

The International Press Centre (IPC) under a project implemented by the Centre for Democracy and Development (CDD) with the support of the MacArthur Foundation conducted a three-day capacity building workshop on “Advanced Strategic Communication” for Anti-Corruption Agencies (ACAs).

Two (2) staff represented the Bureau at the workshop which took place on the 24th -26th February, 2021 at Legend Hotel, Lagos State.

WORKSHOP OBJECTIVE

The objective of the workshop was aimed at achieving the following:

- Enable participant develop effective communication skills.
- Manage Public Information.
- Crisis Communication management.
- Learn how to deal with the Media.
- Develop and Tailor messages via Digital Storytelling.
- Stakeholder mapping for effective communication.
- Understand failed communication Strategies.
- Respond to FOIA request.

WORKSHOP OUTLINE

The following are the outline for the workshop:

Day One

- Effective Communication and Public Information Management: Overview of Newsroom and Corporate Board Room Perspective.
- Strategic Communications: Understanding the Media for Better Results.
- Development and Tailoring Messages: Digital Storytelling Basics.

Day Two

- Stakeholder Mapping for Effective Communication
- Drawing Up an Implementation Action Plan
- CASE STUDIES: Failed Communication Strategies
- Balancing Public Perception: Responsive Public Communication Dynamics

Day Three

- CRISIS COMMUNICATION: Managing Perception in Public Communication
- Drawing Up an Implementation Action Plan
- Developing Monitoring and Evaluation Strategies



FOCAL POINT/ HIGHLIGHT

The workshop was able to enlighten participants on the basics of Digital Storytelling which included the following:

- Definition of Digital Storytelling.
- Components of Storytelling.
- Methods to improve an Organization Digital Storytelling.
- Digital Storytelling is the modern expression of the ancient art of storytelling.

Components of Storytelling

- Elements
- Media
- Process
- Programme

Methods to improve an Organization Digital Storytelling

- Employ or engage an influenza specifically to handle the organization's digital storytelling.
- Understand and adopt a global trend in order to build more audience.
- Share your audience story not just that of the organization.
- Engage an ambassador/celebrity.
- Sharing other people stories with the aim of using their stories to tell yours.
- Create humor. Etc.

NEXT STEPS / RESOLUTION

Participants are required to implement the various lessons acquired during the period of the workshop in their various organizations.

They are also expected to:

- Improve working relationship with the CEOs of their various MDAs.
- Build a better relationship with the media in other to improve media engagement.
- Develop Communication work plan for their MDAs.
- Display the SWOT analysis of Media engagement in their MDAs.
- Come up with a crisis communication plan for both internal and external crisis.



DECISION ON WORK FROM HOME ORDER FOR REVIEW SOON

Bureau of Public Service Reforms (BPSR), organized a programme to promote the Value of Public Service Organizations on the Public Service Day, with the theme; **“Building the Africa we want through the impact and value of Public Service Organisations to the Society.”**

The Secretary to the Government of the Federation (SGF), Boss Mustapha, has said that the Federal Government would soon take decision to recall civil servants working from home back to work.

Represented by the Permanent Secretary, General Services in the Office of the SGF, Maurice Mbaeri, Mustapha stressed that all issues that necessitated the work from home order have been addressed. COVID-19 pandemic has challenged everyone, including governance and its operation. Nevertheless, the federal government is committed to building a public service that is capable, efficient, open, inclusive, and accountable institutions, which are critical for sustainable growth and inclusive national development after COVID-19.

The federal government's e-government master plan currently being implemented, is innovation and technology pooled to deliver services. The e-government master plan is intended to equip public servants with skills necessary to be effective, responsive and relevant in the digital age.

Senator Ibrahim Shekarau identified some characteristics of effective public service as having a stable leadership structure which include the political leadership and leadership in the civil service structure.

For effective public service, there must be identified vision or mission and objectives of the services through formulation of policies.

- Appropriate planning is required for effective civil service and well spelt out schedules of duties, guardians and rules must guide the civil service.
- Identified sources of funding the services with judicious management of the funds, for effective public service, there must be accountability,”

The Director General, BPSR, Mr Ibrahim Arabi, said that the last decade brought about a digital revolution that changed the way we live, work, and govern. Technology and data driven innovations have increased the pace of our daily life, opened up information and elevated civil society voices and changed how we solve problems, design policy and deliver services.

It is expected that this forum would provide the needed platform to convey government policies that require the buy-in of critical stakeholders as we commemorate the 2021 UN Public Service Day.”

The Vice President, Nigeria Labour Congress (NLC), Abdrafiiu Adeniji, said that Nigeria must work assiduously to achieve SDG 8 that targets achievement of full and productive employment and decent work for men and women. including persons with disabilities.

2021 ACTIVITIES FOR CORPORATE SERVICES DEPARTMENT





FLAG-OFF AND INAUGURATION OF THE JURY OF THE 2021 FEDERAL GOVERNMENT SCORECARD FOR RANKING WEBSITES OF FEDERAL MINISTRIES, DEPARTMENTS AND AGENCIES (MDAS)

In accordance with its mandate to ensure full implementation of government reform policies and programmes, the Bureau introduced the Federal Government Scorecard for ranking websites of Federal Ministries, Departments and Agencies (MDAs) in 2017. Among others, the core objective of the Scorecard is to stimulate healthy competition among the MDAs, which are engine room of implementation of government policies and programmes through ranking of their websites to effectively and efficiently fast-track the implementation of Ease of Doing Business policy and Freedom of Information Act of the government.

At first, the Scorecard was piloted on seventy (70) MDAs in 2017, whereby the Federal Ministry of Information, SERVICOM and Federal Ministry of Justice came top three in the ranking. In its 2nd edition in 2019/2020, the Scorecard evaluated a total of one and sixty-nine government websites of which National Identity Management Commission (NIMC), Nigerian Export Promotion Council (NEPC), National Agency for Food and Drug Administration and Control (NAFDAC) and Federal Ministry of Works and Housing top the list of the MDAs which participated in the exercise.

The 2021-2022 scorecard is the 3rd edition, which was flagged-off on Tuesday, 29th October, 2021 alongside inauguration of 20-man Jury. A total of two hundred and thirty MDAs were selected for the exercise. The Jury, which was made up of key government agencies, Civil Society Organisations (CSOs), Non-Governmental Organisations (NGOs), local and international private firms and Media Organisations would drive the evaluation process of the evaluating and scoring two hundred and thirty MDAs selected for the scorecard.

Remarkably, the Scorecard have received a lot of attention and interests from various beneficiaries and stakeholders, in particular the MDAs, which ostensibly (from the Bureau's findings) have been applying the results of the Scorecard to readjust their websites to reflect the expected standards. In addition to this credit, the Presidential Enabling Business Environment Council (PEBEC) has adopted the Scorecard as a grading tool, which MDAs must subscribe and adhere to in the National Compliance Rating on Ease of Doing Business.

The 2021/2022 edition was timely and apt as it afforded the MDAs the opportunity to drive home the directives of the President at the Ministerial Retreat held on Tuesday, 12th October, 2021 at the Presidential Villa, mandating the MDAs to establish robust approaches to make use of New Media and ensure government provide information to the citizens as well as get citizens engaged on governance process, which was the aspiration that informed the design of the Scorecard in the first place.

The result of the 2021-2022 scorecard would hopefully be released in May, 2022.





THE DEPLOYMENT OF TRAINING NEEDS ASSESSMENT FOR STAFF OF BUREAU OF PUBLIC SERVICE REFORMS

The Director General of the Bureau of Public Service Reforms has been magnanimous in building the capacity and skills of staff regularly. This singular assurance has attracted and retained class organisation like minds yearning for the development of the Nigeria public service into a world where service delivery is prompt, apt and fulfilling. Further to this, in its decision to commence preparation for 2021 - 2022 capacity building for staff, The Director General and Management concluded that a review and improvement of the TNA be conducted to identify the training needs of staff before specific training are assigned to staff .

The “Training Needs Assessment” is all about trying to isolate specific training courses that are most relevant and suitable for the sole realization of mandate, also a process of identifying training needs in an organisation for the purpose of improving employee job performance.

In view of the above, the Corporate Services Department staff headed by Head (Corporate Services) was approved by the Director General and mandated to conduct a TNA and recommend training workshops base on areas of identified training needs for all staff of the Bureau every two years taking into considerations the core duties of every component and come out with recommendation of training courses suitable for the peculiar duties of each component with a view to strengthening the efficiency of their staff for effective service delivery.

The group designed and deployed a questionnaire (Annexure “A”) to collect data on past training workshops staff had attended and areas they require capacity building in the current year as an input for individual assessment. A sensitization forum was organized to intimate all staff of the objectives of the TNA and further guided staff on how to fill the questionnaires with relevant and vital questions as:

- Name of Individual Officer
- Designation
- Schedule of Duties
- Past Training received
- Effectiveness or otherwise of the training received
- Area(s) of challenges
- Area of further training required e.t.c

A total number of 50 questionnaires for officers on GL.17 and below were distributed and same number was filled and returned. A careful analysis was carried out on individual questionnaire by the working group specifically looking at the job role of the staff against the training requested and the training the staff has benefitted in the past.

Evidently the questionnaire indicated that staff of the Bureau have benefited from several capacity building programmes in the recent past. This necessitated the need for us to draft a training model for previous training dating back from 2020, 2021 and 2022.



COORDINATION OF MEETINGS BETWEEN DIRECTOR- GENERAL AND MEMBERS OF STAFF/VISITORS FROM ORGANIZED PRIVATE SECTOR

One of the core duties and activities of the Corporate Services Department is to arrange for meetings wherever the need arises. The Bureau as a Reform Agency in a bid to achieving the Bureau's mandate, vision and mission, host several meetings with stakeholders, be it Ministries, Department and Agencies (MDAs), Parastatals and Civil Societies Organisations etc.

These meetings are usually on monthly basis for effective service delivery. Such meetings are the monthly general meeting between the Director-General and members of staff, Management meetings, stakeholders meeting, chaired by the Director-General. Before the commencement of the meetings, the department draft the Agenda and also take minutes of the meeting, we also make sure that all staff are seated so as to maintain the social distance guideline (Covid 19 directive).

The main duties involved in the coordination of such meetings are as follows:

- Arrangement of Venue;
- Communication gadgets should the need arises;
- Taking of Minutes and developments of same;
- Refreshment when necessary.

The above functions by the Corporate Service Department is to ensure that critical stakeholders of Federal Government Public Service Reforms are assisted in their quest to seamlessly for the success of the programme.



2021 ACTIVITIES FOR LEGAL UNIT





ACTIVITIES OF THE LEGAL UNIT .

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

ESTABLISHMENT.

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

THE LEGAL UNIT OF THE BPSR.

1. The BPSR currently has five (5) active Court Cases that are ongoing. One (1) at the Court of Appeal and four (4) at the National Industrial Court. The legal. All of the Cases against BPSR were on short fall in the payment of the severance package of retirees that were affected by the rightsizing of 2006/2007.
2. We have one court case that was concluded this year. The Judgment was given in favour of the Claimant based on the documentary evidence before the court. Apart from the difference in their severance benefits and the cost of one million naira that was awarded, all their other claims were denied.
3. The legal unit vetted and signed three (3) MOUs with one consultant and two partners namely:
 - a. REAP CONSULTING for the digitalization of government system.
 - b. Africa Initiative for Governance (AIG) on the advancement of public service reforms in Nigeria,
 - c. Association of chartered certified accountants (ACCA)
4. The legal unit prepared and executed 15 Contract/Consultancy Agreements on :
 - a. The Review of The National Strategy For Public Service Reform To Capture Recent Development In Public Service.
 - b. The Compilation and Production of Compendium on Public Service Reforms 2018-2020.
 - c. The Impact Assessment of Government Reforms across MDAs.
 - d. The Promotion of Open Government Partnership and Effective Implementation of National Anti-Corruption Strategy.
 - e. The Compilation and Production of Compendium on Public Service Reforms 2018-2020.
 - f. The Study of Reforms With Respect To Implementation of Executive Orders.
 - g. The Study on Implementation of Efficiency, Production, Integrity and Citizen – Centered Service.



5. Following a directive, the legal unit meet with the other staff of BPSR to identify and itemize the critical reforms that were initiated and championed by the BPSR. Approval to give these reforms a legal backing was sought and obtained from office of the Secretary to the Government of the Federation. Further to the approval to legalize these reforms of BPSR, the approval for a round table discussion with critical stakeholders implementing the Reforms of the Federal Government was sought and granted;
6. In compliance to a further directive, the legal unit alongside the other staff of the BPSR met to preparer the concept note and identify the stakeholders for the round table discussion;
7. Further to the DG's directive, notification letters for the round table discussions to identify and give legal backing to the Reforms of the Federal Government was sent to the relevant stakeholders to enable them prepare ahead of the round table discussion;
8. The legal unit vetted a bill from Service Compact Management Agency (SERVICOM) and made comments and input.



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.



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