

Institutional Assessment and Capacity  
Institutional Assessment and Capacity Building  
Program for MDAs on Reform Improvement  
and Change – Final Draft

COMMISSIONED BY BUREAU OF PUBLIC SERVICE REFORMS

Building Program for MDAs on Reform



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## Executive Summary

This report critically examines the state of public service reforms in Nigeria, structured in three main sections. The first section highlights the challenges and tensions resulting from ongoing reforms (Conundrum of Reforms). It identifies weak service charters, unclear mandates of public organizations, and the limited implementation of performance-based contracts as key obstacles. While initiatives like SERVICOM aim to enhance service delivery, their impact has been minimal due to vague commitments and lack of accountability structures.

The second section looks at the National Strategy for Public Service Reforms (NSPSR), which aspires to transform Nigeria's public service into a world-class system. This ambition reflects the government's broader strategy to align public services with global standards to meet rising citizen expectations. However, achieving this vision requires moving from underperformance to excellence, guided by benchmarks that compare both locally and internationally, including top private sector standards. Reforms must balance excellence with fairness, ensuring all citizens receive quality services while maximizing taxpayer value.

The final section explores reform challenges, advocating for a transformation rooted in the "5 C's" framework: Core, Control, Customers, Consequences, and Culture. These elements are essential for reshaping public service DNA and driving sustainable change. The report stresses that reform efforts must focus on outcomes, not just structures or processes. Key issues include bureaucratic inertia, lack of customer responsiveness, and inadequate performance measurement systems. For reforms to succeed, agencies must adopt clear mandates, meaningful service charters, and shared key performance indicators (KPIs) to track and enhance service delivery.

### **Characteristics of World-Class Public Services and Strategies for Reinventing Government**

World-class public services—particularly in sectors such as Education, Health, Crime, Safety, and Security—are characterized by excellent outcomes including high literacy, healthy populations, and low crime rates, underpinned by a commitment to continuous improvement. These services are personalized and inclusive, moving beyond uniform models to approaches that respect dignity, integrate citizen input, and prioritize accessibility.

A hallmark of such systems is their fairness and equity, ensuring equal standards regardless of socio-economic status, ethnicity, or gender. They also deliver **value for money** through efficient resource use and productivity. Citizens and public professionals are **empowered**, collaborating in service design and delivery while having access to clear performance information. Skilled public service professionals drive innovation, responsiveness, and improvement.

**Strategic government leadership** plays a vital role—setting clear visions, providing stable frameworks, enabling environments, and effective incentives to guide sustainable service transformation.

#### **Reinventing Government: Strategic Overview**

Efforts to achieve world-class status face several challenges, notably the low visibility and institutionalization of reform initiatives like the NSPSR, and the lack of cultural integration among civil servants and public stakeholders. The Compendium of Public Service Reforms highlights critical gaps in structural, cultural, and systemic reform, emphasizing the need to address both the "hard" infrastructure (structures, hierarchies, processes) and the "soft" enablers (incentives, governance, service delivery norms, and culture).

Key strategies for transforming the public sector focus on:

- **Clarifying Purpose (Core Strategy):** Establishing a clear vision, roles, and direction while realigning functions (policy, regulation, compliance, and service delivery) for effectiveness.
- **Redesigning Incentive Systems (Consequences Strategy):** Introducing accountability and rewards systems that prioritize performance and innovation over conformity.
- **Shifting Organizational Culture (Culture Strategy):** Replacing bureaucratic instincts with entrepreneurial thinking by influencing beliefs, norms, and routines within public institutions.
- **Reengineering Structures and Processes (Control Strategy):** Encouraging leaner, more responsive organizations (e.g., one-stop service centers) that eliminate inefficiencies and embrace user-centric design.

Being Strategic in Reinvention will require Leveraging small resources for large-scale change by identifying key levers that can ripple through systems to drive transformation.

The Federal Public Service is pivotal in formulating and implementing policies and programmes that drive national development and good governance. However, over the past 25 years, the Service has faced serious structural and operational challenges—including a weak performance management system, poor incentives, lack of meritocracy, and inadequate professionalization—undermining its capacity to deliver on its mandate. To address these persistent inefficiencies, a comprehensive reform agenda has been initiated. Central to this transformation is the implementation of a robust Performance Management System (PMS) aimed at motivating excellence, ensuring accountability, and aligning performance with national goals. The PMS incorporates both institutional and individual incentives, sanctions, and a renewed emphasis on merit, technical competence, and values-driven service delivery.

Recognizing that incentives—both financial and non-financial—are essential to driving performance, the system seeks to shift from a culture of absenteeism and economic rent-seeking towards a more result-oriented service. These reforms are guided by global best practices emphasizing professionalism, local accountability, innovation, and citizen empowerment.

### **Conclusion and Recommendations**

The goal is to evolve a **World Class Civil Service** characterized by excellence, fairness, value-for-money, and responsiveness. By empowering service users, energizing professionals, and providing strategic government leadership, the Nigerian Civil Service is poised to deliver equitable, high-quality services that meet citizens' expectations and support national competitiveness in the global economy.

Ultimately, reinventing government requires dynamic, sustained efforts guided by strategic thinking, adaptive implementation, and a strong understanding of institutional DNA. The goal is not just reform, but the creation of a self-renewing, high-performance public service system responsive to citizens' needs and national development objectives.

Overall, this report calls for a strategic redefinition of public service delivery—one that is customer-focused, transparent, and driven by results. It urges a shift towards innovative, accountable, and high-performing public institutions that can truly meet the aspirations of a modern society.

## 1.0 Introduction

This Report is divided into three sections. The first section argues that the wave of reforms has led to some tensions and dilemmas. Starting with a review of the distinctiveness of public services and the several initiatives made to alter the relationship between the State Government and the providers of public services (the MDAs), making service providers customer focused (the establishment of servicom) has not been strongly pursued. Characterized by very weakly described 'service charter' making it difficult to evolve 'services level agreement' and hence performance contracts. In addition, the mandates of public organization in many cases have not been tightly defined and or properly articulated leading to conflicting obligation, are lack of clarity of roles, purpose and directions.

The second section is an X-ray of the NSPSR stated ambition for the public service to become World Class. Efficient and effective public services are at the core of the Government's strategy to transform Nigeria, stated succinctly, it means that if we are to compete effectively as a country in today's globalized economy and match people's ever rising aspirations, our public services must be able to bear comparison with the best in the world.

The successive waves of public service reforms over the past decades should therefore be geared towards ensuring that all of our public services are world class: Today's challenges are for public services to move from below average in the global league of effectiveness to the top. One yardstick for success should not only be whether services have improved compared to previous years but also whether they are among the best in the world. Another yardstick is simply not how public services compare against each other, but how they compare against the best provision available to those who can afford it in the very best private sector or any other private providers, and comparable to their peers in Africa.

The aspiration should be for genuinely World Class public services that contribute towards a fairer and more prosperous society while delivering value for money for the taxpayers. The reforms of public service to be world class should be based on the principles of excellence and fairness. Public service must provide excellent services for all individuals and communities in addition to facilitating the creation of a fairer and more equitable society. Government must provide overall direction and purpose to public services while guaranteeing minimum standards, investing heavily in outcomes, increased responsiveness to users and consistent quality.



The **third section** reviews the challenges that remain to be addressed if efforts to transform or reform public services will lead to re-inventing or re-engineering the government by focusing on the 5c's: Core; Control, Customers; Consequences and Culture; Strategies to reduce bureaucracy, making the government more entrepreneurial, accountability to customers, result-oriented and promoting innovation, rewarding successes and punishing failures. It stresses that the starting point to reform is to work on the government's DNA. "If you want a qualitatively different kind of public system or organization, you must rewrite the genetic code..... but you cannot create a continuously improving, self-renewing system without changing the DNA using the 5 c's. The first main rule of re-invention: No new DNA, no transformation. If you want to change performance in a big complex system as the Government you have to unleash the five strategies at any of the five levels within a public system: its governing system, its administrative systems: its organizations, its work processes or people.

### 1.1 CONUNDRUMS OF REFORMS'

Most of what is referred to as public services fall under what economist classify as merit good and externalities. A public service arises mostly from the failure of the market or private sector. The salient characteristics of public service differentiate it from other goods, which the market can provide. These are:

- Universality – freely available to everyone ; claims of rights by citizens to services that have been authorized by the democratic process
- Fairness and equity – because it is held on common it should reflect the needs and interest of each user and responsive to refined preferences of the public as consumers and citizens.
- Accountability – the public should have the right to monitor the performance and guide the future of public services.

A Public service needs to be universally accessible, to be of reasonable quality and to be delivered efficiently. In recent years the government has sought to strengthen the quality, efficiency and responsiveness of government services with limited outcomes. Conundrum of Reforms; successive waves of public sector reforms since 1999 have produced tension and dilemmas. It has not been clear whether the concern of the reforms initiatives had been to reduce bureaucratic red tapes, and the "throw it over the wall syndrome" as being revised by the Presidential Executive Order 001, to make business easier, and one government or importing private sector techniques into the 'New Public Management' (NPM) or to reinvent government by ensuring that public services "work better and cost less" to make government "Catalytic" Consumer-oriented, Mission – driven, Result-oriented and Enterprising.

In evaluating the success of public service reforms, it is of course, critical to focus on outcomes rather than structure or process. What concerns citizens is delivery and actual performance, not ideological arguments about the relatives' merits of the public or private sectors. An innovative outcome – focused model of public service reform is required. Public service reforms give rise to tensions between operational efficiency allocative efficiency and customer sovereignty Publicly funded services need to be responsive to citizens as well as users. In delivering services, the public's concern is naturally with outcomes, rather than with process. Citizens want decent schools reliable bus services, pot hole free roads, uninterrupted electricity supply, clean and reliable public hospitals and water supply. Measuring outcomes of a reformed public service takes us into a contentious territory as a result of measuring something as multi-faceted as schools, hospitals or information or television services. Publicly funded services need to be responsive to citizens as well as users. Service providers also need to be accountable for what they do.

Public services still lack a consistent and rigorous way of measuring customers satisfaction and achieving greater consumer responsiveness, thereby placing strong emphasis on consumer satisfaction. This focus is presently missing, despite the ubiquitous presence of units of SERVICOM in every MDA. The Service Charters in many MDAs are meaningless and difficult to operationalizes. It is therefore not surprising that the "Service Level Agreements" (assuming they are carefully crafted or properly articulated) fall short of being turned into performance measures or metrics. We still have a challenge to agree on commonly agreed Key Performance Indicators (KPI) either within or across sector related MDAs. These concerns about the direction of reforms are *legion*. A rapid survey of the mandates of MDAs throws up tensions and dilemmas arising from multiple conflicting objectives or obligations. Achieving complex objectives and mutually contradicting objectives throws up tension requiring a second look towards clarifying roles, purpose and directions of MDAs. These are dangers that one could be *achieved* at the expense of the other. Redefining or refreshing the mandates of MDAs as well as a properly articulated SERVICE CHARTERS in most MDAs are some of the concerns about the direction of reforms. The aim of the Service Charter was to increase the efficiency of public services and give certainty as to what to expect and to make them answerable to the consumers by providing information on the cost and running of services, while setting targets for delivery. The opportunity to work from the properly articulated 'service level agreement' to defining "performance measures may be lost".

The present culture of public service does not take citizens seriously enough. Objective improvements in service quality are rarely, if ever, assessed for their impact on the satisfaction felt by users. If services are to remain responsive, it is essential that staff remain in touch with recipients. There are many plausible strategies for improving public services. It is however unlikely that any single means of improvement will provide all the answers.

## 2.0 NSPSR and it's World Class Public Service Ambition

The National Strategy for Public Service Reforms (NSPSR) provides a common vision for the rebuilding and transformation of the Federal Public Service. The NSPSR is primarily a coordinating mechanism which brings together all separate strands of public service reforms taking place across government.

The NSPSR has a long-term ambition to achieve a **WORLD CLASS PUBLIC SERVICE**.

"Delivering Government policies effectively, and implementing programmes with professionalism, integrity excellence and passion to secure sustainable national development"

In particular its ambition is to 'transform the public service into a value-based, strong and well performing institution by 2020" and attaining world-class levels of service delivery in the public service by 2025"

While ignoring the 'target dates' the key words are 'World Class' and 'Excellence' What do world class public service really look like?

What does "Excellence" mean in the context of public service which are not static and always evolving improving and dealing with new challenges. Excellence looks different in different places. Even with similar levels of investment, outcomes are likely to be different, it is worth noting that over the years, public expectations of public services are changing.

## 2.1 The Characteristics of World Class public services: A summary (Using Education, Health, Crime, Safety and Security).

Excellent Outcomes: These should involve high level of literacy and numeracy, healthy populations and low levels of crime and constant attempt to improve on those outcomes.

- Offering personalized services: These should involve moving beyond a "One Size Fits all approach" to offer services that are feasible. Treating people with dignity and respect and recognizing the importance of designing services that fit into people's busy lives. People should be recognized as active partners in shaping standardized services.
- Should promote a fairer society, tackling inequality and achieving excellent standards for all, regardless of wealth, gender ethnicity or assertiveness. A core purpose of world class services should be to reduce inequality, not to tolerate second rate services or significant variations in service quality between different locations.
- Being world class should involve offering good value for money. This can be achieved by focusing on the productivity of staff and carefully allocating resources to people in greatest need.

Empowerment of citizens and public professionals while still allowing government to play an important role through promoting right incentives, behaviours and cultures to ensure self-sustaining improvement.

- Public services should reflect the preferences and needs of those who use them not those who provide them and citizens must be allowed to work collaboratively with services – parents with schools, patients with doctors, residents with police rather than passively receiving services.
- In world class systems citizens have clear information about the performance of services and the power to ensure that their needs and aspiration are met, both as individuals and as member of communities.
- Public services professionals act as the catalyst of changes. Driving from within the public service innovation system, consistency, continuous self-improvement and responsiveness. This means the services must be led by skilled and informed professional staff to respond directly to the needs of the public with ability to compare their performance with their peers. The work force must be energized.

**Strategic Leadership**

- The government should provide strategic leadership by setting a clear vision, a stable framework, adequate resources, effective incentives as well as accessible and consistent information on performance. Government role should be strategic and enabling.
- Where public services are considered excellent, all the characteristics enumerated above are always present.

## 3.0 An Initial Peep into Strategies for Reinventing Government

### 3.1 Key Challenges

One of the key challenges to the widespread awareness of public service reform efforts is the low level of magnitude of Outreach and organized Advocacy program of the reform making it difficult for Reform efforts to become institutionalized. Neither the NSPSR nor its sister Compendium are ingrained in the psyche or part of the daily activities of the potential beneficiaries – the civil servants and even the non-state actors. The state stakeholders must eat, breath and live (practice) the messages of the relevant reform norms espoused and implied by the pillars of the NSPSR. Raising awareness through better communication and advocacy. The mountain to climb (vision) espoused – the NSPSR document is to achieve a World Class public service in Nigeria.

### 3.2 Some Noticeable Gaps

The compendium of Public Service Reforms (PSR) in Nigeria is a compilation of reforms introduced to enhance operational performance of the various arms of Nigeria's Civil Service. The civil service is made up of ministries, departments and agencies (MDA) of the federal government. However, civil service is a large, complex and bureaucratic organization. Therefore, reforming the civil service will require changes in the organization and the hierarchical structure of the ministries, its culture and control system, its incentives system, how work is organized, its processes and how these processes function seamlessly and how the processes can be re-engineered for better and fundamental change in performance. Aside from the hard issue of the structure, processes and overall government performance, there are important soft issues which are critical for achieving an efficient and effective Reform efforts. These soft issues include (not exhaustive), the incentive system, the consequences management, the service delivery, the culture and control system, and the governance (participation, transparency, control of corruption, accountability, and a rule of law).

Public Sector Reforms should focus on transforming the structure of the public organization for example changing from a bureaucratic, hierarchical, staid organization to a more entrepreneurial and innovative organization. It is also about reengineering the process changing from a "throw it over the wall syndrome" to a One-stop shop (for example NIPC and CAC, or Ease of Doing Business or changing the way government works and improving performance (separation of steering (policy making) from rowing (service delivery) espoused by the Presidential Executive Order 001. A notable challenge is without transforming the DNA, it may be difficult to transform the Public Service.

Improving the management's effectiveness and efficiency in public systems or organization requires the transformation of the Organisation's DNA. It is the DNA that determines how the organization functions. Change an organism's DNA and new capacities and behaviors emerge. The most fundamental pieces of public sector DNA are the system's purpose, its incentives, its accountability system, its power structure, and its culture. These fundamental levers condition how public institutions work and behave creating bureaucratic patterns of thinking and behaviors. The critical step is to work on each of the DNA. Transforming the Public DNA has not been fully addressed by papers in the Compendium.

### 3.3 Articulating or streamlining the purpose of public systems and organization (Core Strategy)

There is need for Clarity of Purpose, Clarity of Role and Clarity of Direction. If an organization is unclear about its purpose or it has been given multiple and conflicting purposes – it may be difficult to achieve high performance. The applicable management strategies are many. The first lever of change is to work on improving the core function of governments: The steering function, steering is about setting goals, choosing strategies to achieve them, choosing organization to carry out those strategies and measuring how well those strategies and organization do. This strategy defines what an organization is accountable for. The focal departments (Planning Ministry) are Policy Organisation, making policy decisions and are therefore steering organization – setting direction, Regulatory Organisation (NCC, SEC, FCCPC) are actually a subset of Policy organizations, because their job is to steer society by setting the rules, while compliance organizations (e.g Police, Auditors, Tax Collectors) row the boats. Service Delivery Organization deliver services (Public works, Education and Health Ministry) while Compliance organization deliver obligations. Undertaking the typology of public organization is a first step to applying appropriate strategies for public service reforms.

Many Public organization perform a mix of functions often they combine policy and service functions, or regulatory and compliance functions. And many policy advice organizations are actually service rather than policy organizations, because they provide services to policy makers rather than making policy decisions themselves. Other complexities arise when many organizations of one kind, have units of another within them. Further challenge may arise when most public organization serve "external customers or stakeholders for example the general public, other serve "internal customers or stakeholders in other government units. Employing appropriate strategy can produce a qualitatively different kind of public system or organization, but requires working on the DNA to create a continuously improving self – renewing system.

### 3.4 Reviewing the Incentive System (Consequences Strategy)

To improve government effectiveness and efficiency, a core governance principle, Performance must be taken seriously while introducing consequences for performance. We change the incentives build into the public system. Bureaucratic DNA gives employees powerful incentives to follow the rules and keep their heads down - innovation can only bring trouble the status quo brings steady rewards.

Employees are paid the same regardless of the result they produce. These incentives must be reformed by introducing consequences for performance. A Bold attempt is required to introduce performance measures and create consequences (both positive and negative) for performance. Should performance be individual focused or team focused? And should reward be financial or non-financial?

### 3.5 Changing Government's Culture (Culture Strategy)

Changing Peoples' Habits, Hearts and Minds peoples in government do have to change their ideas, attitudes, beliefs and behaviors. This is why organizations need culture strategies to change their culture. An organization's culture is a set of behaviorial, emotional, and psychological framework that are deeply internalized and shared by the organisation's members. It has tangible, physical dimensions people's habits and routines; their rituals customs and conventions. It also has an intangible, hidden dimensions: people's beliefs, assumption, ideas, hopes and dreams. Every aspect of an ogranisation – its structure, its job description, its standard operating procedures, its language, its policies, even its technologies – contributes to its cultures. Organizations have to be adaptable to change the way it did business. We have to change the people's assumptions, attitudes and norms – the organization's deep-rooted culture, its basic character. In the hearts and minds of employees, entrepreneurial instincts would have to replace bureaucratic instincts. To get employees involved in change, we need to tap into a number of motivations – for some, its money, for other its enhanced professional opportunities, and for other, it's the contribution they make. Its different in different individuals. The role of performance management and organizational empowerment are two approaches considered to influence change in an organization. However, to change a bureaucratic culture, you have to change people's paradigms: You will need to change most of the assumptions that rank rules, that risk is to be avoided at all cost, that every mistake will be punished; that decisions must be kicked upstairs. This can be very difficult. People don't easily let go of their paradigms.



### 3.6 Reinventing Government: What a Difference A Strategy Makes

Reinventing Public Institutions is Herculean Work. To succeed, you must find strategies that set off a chain reaction in your organization or system, dominoes that will set all other falling. In a phrase you must be strategic. Strategy here, does not mean detailed plans. There is no recipe you can follow to reinvent government, no step by step progression to which you must slavishly adhere. The process is not linear; and it is certainly not orderly. Things rarely go as planned; reinventors must constantly adjust their approaches in response to the resistance and opportunities they encounter.

Rather, strategy means the use of key leverage points to make fundamental changes that ripple through the bureaucracy, changing everything else. Reinvention is large scale, combat. It requires intense, prolonged struggle in the political arena, in the political institution of government, and in the community and society. Given the enormity of the task and the resistance that must be overcome, the reinventor's challenge is to leverage small resources into big changes. Being strategic means using the levers available to you to change the underlying dynamics in a system, in a way that changes everyone's behaviour.

Business Professor Michael Beer, Russell Eysenhardt, and Bert Spector made the same point in 1990 Harvard Business Review article entitled, "Why Change Programs Don't Produce Change"

Most change programs don't work because they are guided by a theory of change that is lulu, 'is fundamentally flawed. According to this model, change is like a conversion experience. Once people get religion, changes in their behaviour will surely follow. In fact, individuals' behaviour is powerfully shaped by the organizational roles people play. The most effective way to change behaviour, therefore, is to put people into a new organizational context which imposes new roles responsibilities and relationships on them.

We have grouped these fundamental levers of change into five basic strategies, each of which includes several distinct approaches and many tools. For each lever, we have designated strategy And to help people remember the strategies, we have given each one a lable that begins with the letter C.

<b>Lever</b>	<b>Strategy</b>	<b>Approaches</b>
<b>Purpose</b>	The Core Strategy	Strategic Management Clearing the Desks Uncoupling
<b>Incentives</b>	The Consequences Strategy	Managed Competition Enterprise Management Performance Management
<b>Accountability</b>	The Customer Strategy	Customer Choice Competitive Choice Customer Quality Assurance
<b>Power</b>	The Control Strategy	Organizational Empowerment Employee Empowerment Community Empowerment
<b>Culture</b>	<b>The Culture Strategy</b>	<b>Changing Habits</b> <b>Touching Hearts</b> <b>Wining Minds</b>

## 4.0 World Class Civil Service

The Federal Public service is responsible for the articulation and implementation of government policies and programmes for sustainable development and good governance. The public service has in the last 25 years, been plagued with limited implementation capacity due to the following factors: a weak performance management system; poor pay and incentives; lack of emphasis on merit; and lack of professionalization within the Service. To address these concerns, a number of reforms were approved to reinvigorate and transform the Civil Service of the Federation into a strong, efficient and effective institution with capacity to deliver government policies and programmes. In its bid to enhance performance in the public service, the Federal Public Service plans to undertake a comprehensive Performance Management System (PMS) that motivates excellence, result achievement and accountability.

Some of the Policies embedded in the performance management system include:

- Institutional Recognition and Reward (such as Presidential Honours; Budgetary Incentives; Award of Prizes; Employee Incentives, etc)
- Institutional Recognition and Reward (such Schemes include Employee of the Year; Secondment; Appointment to Special Projects, Panels and Committees; Public Recognition; Specialised Trainings, Commendation Letter; Awards and Employee Exchange)
- Focus on technical competencies and the cultivation of the right behaviors and attitudes;
- Institutional / Individual Sanctions and Discipline

It can be gleaned from the proposed PMS that incentives, both at Institutional and Individual Levels, are recognized as having a positive effect on performance.

There is an increasing realization by organisations that for enhance productivity, management must design strategies that will ensure a positive correlation between rewards, motivation and incentives in any organization. Reward need to have economic value to be meaningful since it is the consequences' that happen to someone as a result of positive / negative actions. Rewards can also have extrinsic or intrinsic value depending on the organisation's mission and goals.

Reward and recognition programmes must affect behaviours for it to improve results & deliveries, it is therefore imperative, for people to feel content with what they get for contributing to the organization output so that the organization, by extension the citizens, would benefit from a well motivated workforce. The system therefore was not helpful in addressing the culture of absenteeism and create enough space for public sector workers to use government time in seeking alternative employment since wages are in most cases not tied to measured productivity. The low reward incentives also contribute to the high level of 'economic rent' (corruption) earnings associated with a majority of government workers, especially those in the economic sectors. The implication is the loss of revenue to the Government coffers.

The use of both financial & non-financial rewards in the right proportion has extrinsic value to the public service as both rewards therefor serve as motivated agent in any organization. This is because while extrinsic rewards are expected to improve the performance of workers engaged in public service delivery, the non-financial rewards can be effective in setting where power if financial incentives is limited.

The Civil Service Handbook of Nigeria outlines some of the numerous challenges confronting the Nigerian Civil Service as:

- Inability to recruit and retain well trained and skilled manpower
- Poor remuneration, which is a distinctive to attracting and retaining skilled manpower.
- Low morale, especially among officers in the managerial and professional cadres arising from poor job satisfaction and low pay.
- Over centralization of decision making systems, resulting in monopolization of power and decision-making authority by a few at the top hierarchy of the service.
- Loopholes in administrative procedures as a result of limited capacity for policy analysis and strategic long-term thinking.
- Stagnation at higher levels, reflective of poor succession planning and career planning.
- Poor job descriptions and scheduled for many post, leading to inability to specify targets and hold officer accountable for results, all of which culminate in a serious flawed performance management system.

An overview of these challenges which are definitely not exhaustive shows that a lot motivation is required to make the Nigerian Civil Service live up to its dream of being able to formulate and implement policies of government.

## 4.1 Excellence and Fairness: Achieving World Class Public Services

Excellent public service lie at the heart of any civilized society. They express our core values of fairness and common endeavour and they underpin a strong economy. But more than that they are essential if we are to meet our commitment to improve social mobility – supporting families as they strive to make a better life for themselves and their children.

### 4.1.1 A World-Class Ambition

Better public services are at the core of the Government's mission to deliver social justice and increase social mobility, using the power of collective action to benefit each – family and individual. If we are to compete effectively as a country in today's globalized economy and match people's rising aspirations, our public service must be able to bear comparison with the best in the world.

The reform agenda has typically included two distinct stages. The first stage used the top explicit introduction of clear national standard and targets to drive up performance while increasing investment. Standards rose in primary schools, hospital waiting list and crime began to fall. The extra investment made a significant difference, with thousand more teachers, nurses, doctors and police officer working in refurbished or newly build facilities and receiving better pay. New services were created – for instance in early years provision. The condition of the country's public housing was steadily upgraded and employment and welfare offices were integrated, following the drive of the introduction of the New Deal, to support the drive towards full employment.

As services improved from their low state, there was a growing recognition of the need for more flexibility and innovation if progress was to be sustained. So from around 2001, the second stage of reform complemented these top-down targets and standards with clearer incentives to improve from Whitehall. The reforms encouraged diversity of providers, whether public or third sector. Funding for the voluntary sector doubled. The choice of service was widened and providers were incentivized through money following the patient, pupil or jobseeker.

The Government need to apply the lessons through this period as well. We know that services need clear standards but that, following our first phase of reform, persisting with too many top – down targets can be counterproductive; we know services must value professionals if we are to foster innovation and excellence; we know while central government must be a key player in driving better public services there are limits to what it can achieve and if it seeks to do too much it will stifle local initiative; and we know that vital though user choice is, it needs to be complemented with other approaches if we are really to empower citizens. So our established strategies now need to be accompanied by a new phase of reform:

Developing new approaches to Empowering Citizens who use public services: both extending choice and complementing it with more direct forms of individuals control, such as personal budgets in areas like care opportunities for people to do more themselves, such as manage their own health; stronger local accountability of performance.

Fostering a NEW PROFESSIONALISM across the whole public service workforce, from the dinner lady to the head teacher, from the hospital porter to the consultant. This combines increased responsiveness to users, consistent quality in day-to-day practices and higher levels of autonomy from central government wherever those at the front line show the ambition and capacity to excel and greater investment in workforce skills. Providing strong STRATEGIC LEADERSHIP from central government to ensure that direct intervention is more sharply concentrated on underperforming organisations, while the conditions are created for the majority to thrive more autonomously. Government needs to give overall direction and purpose to public services, guaranteeing minimum standard and fairness, investing in outcomes growing local capacity and promoting innovations.

#### 4.2 The Characteristics of World Class Public Services.

**Being world class should involve:** Delivering **excellent outcomes**, such as high level of literacy and numeracy, healthy population and low levels of crime, and constantly striving to improve those outcomes.

Offering **personalized approaches** that are responsive to individual needs and delivering basic services to users fairly, swiftly and efficiently, as well as responding quickly if things go wrong. Personalizing services involves moving beyond a 'one size fits all' approach to offer services that are flexible. It also means always treating people with dignity and respect and recognizing the importance of designing services that fit into people's busy lives. Wherever appropriate people should be treated not as the passive recipients of standardized services, but as active partners, able with tailored support to solve many problems themselves.

Being **fair and equitable** - not simply delivering excellence for the most assertive citizens or the better off. This involves striving to meet distinctive needs and aspirations of each individual, family and community – tackling inequality and achieving excellent standards for all. World-class services promote a fairer society – this means that they actively reach out to all regardless of wealth, background, gender, ethnicity or assertiveness. A core purpose of world class services should be to reduce inequality; not to tolerate second rate services or significant variations in service quality between different locations – so-called ‘postcode lotteries’.

Offering **good value for money**. Public investment is critical to excellent services but systems that deliver the best outcomes, with the highest level of satisfaction and equity, need not be the most expensive. World class services achieve value for money by focusing – on the productivity of staff and on prevention rather than cure, as well as by carefully allocating resources to people in greatest need and by adopting the most effective approaches.

Examining the best public services in the world, together with the best public services in the UK, points towards clear lessons for the next stage of reform. World class systems put more power in the hands of citizens and public service professionals but they also leave an important role for central government to make sure that the right incentives, behaviors, and cultures are in place to ensure that Improvement becomes self-sustaining:

#### 4.2.1 Citizens are empowered to shape the services they receive

Public services should reflect the preferences and needs of those who use them, not those who provide them. In addition, citizens must have the power to work collaboratively with services – parents, with schools, patients with doctors, residents with police – rather than passively receiving service. In world class systems citizens have clear information about the performance of services and the power to ensure that their needs and aspirations are met, both as individuals and as members of communities.

#### 4.2.2 Public service professionals act as the catalysts of change

Achieving world-class service demands that innovation, consistency, continuous self-improvement and, responsiveness are driven from within the public services themselves. This requires services led by skilled, and professional staff able to respond directly to the needs of the public and compare their performance with their peers. Sometimes in the past our reform programmes have discouraged professionals from developing or sharing new ideas or innovations. Energizing the workforce is a key element of the next phase of our reform programme.

#### 4.2.3 Government provides strategic leadership

World class public services depend on a government providing leadership by setting a clear vision, a stable framework, adequate resources, effective incentives, as well as accessible and consistent information on performance. Only government can take this broad overall view. This means rejecting the temptation for government to micro-manage from the centre. It also means rejecting the laissez faire option of an absentee administration, which provides no direction, standards or vision. The health, welfare and education systems which succeed are not those where the government plays a limited role, but rather those where the government's role is strategic and enabling.



## 5.0 Proceeding at the 1 – Day Roundtable Discussion on Public Service Reforms.

The one-day roundtable discussion was convened to examine and evaluate the Federal Government's efforts in strengthening the Public Service through the implementation of various public service reform initiatives. The discussion referenced the Compendium of Public Service Reforms, a comprehensive compilation of reform measures designed to enhance the operational performance of Nigeria's Civil Service. This document served as a primary source for identifying and analyzing key reform initiatives that have been implemented. The Section below provides paper presentation by Keynote Speakers and Facilitators during the Program:

### 5.1 Paper presentation by the Director General of the Bureau of Public Service Reforms Dr. Dasuki Arabi:

I want to begin with this meeting, which provides a platform for public servants, development partners, civil society organizations, and the media to assess the implementation level of public service reforms vis-à-vis service delivery, sectoral and non-sectoral. Permit me to appreciate the Secretary to the Government of the Federation, His Excellency Dr George Akume, for approving that this meeting holds and for the unwavering support that has been given us. Public service reforms in Nigeria is getting to its 21st year.

We started 20 years ago and we feel it is high time for us to have a rethink and a look at what we have done, successes achieved, and what we need to do better. The Bureau of Public Service Reforms was established in 2004 as a lead agency and engine room for integrated reform initiatives, implementation, coordination, and harmonization. The Bureau was established based on the need to have an engine room that is enabled with the required capacity and resources to liberate local and international knowledge networks and communities of public institutions' best practices.

This is to support policies and policy implementation, utilization, and government reform process with the required expertise and good practice on a continual basis. As you may all be aware, public sector reform simply refers to the administrative transformation of the public sector. It is concerned with taking action on administrative problems in the public sector through institutional or administrative reforms.

Public sector reforms are aimed at improving efficiency and productivity of the public service. I also want to draw your attention to the fact that reforms are introduced and they involve persuasion and agreement. It is not always universally accepted as the obvious or the true course.

It is an invisible process and it is undertaken in the belief that end results will be better than the practice code and therefore will involve the effort to overcome resistance. The Bureau for Public Service Reforms has put in place benchmarks as compliance with the Freedom of Information quota on the websites of ministries, departments, and agencies of government to give us the privilege and the space to assess the performance of MDAs towards meeting the commitment of Nigeria to OGP and the Freedom of Information law. We have also developed the self-assessment tool which was introduced by us to improve the quality of public service, give government the space to know the status and position of ministries, departments, and agencies of government.

At the end, we identified the strengths and weaknesses which we submit reports to the federal government to enable them to take decisions to strengthen and improve the position of these institutions. In its continued effort, the Bureau developed and improved and is revising the national strategy on public service reforms after every three years. For those of us that have not come across the document, the document is broken down into three pillars, an enabling institutional and governance environment, which is pillar one, pillar two, an enabling socioeconomic environment, pillar three, public financial management reforms, and pillar four, civil service reforms.

All of these aim to reintegrate and transform the public service into an efficient, productive, incorruptible, and citizen-centered institution with the capacity to deliver government policies and programs. Upon the review of this strategy, a monitoring and evaluation framework was developed by to enable us monitor and track performance of ministries, departments, and agencies of government vis-à-vis the expected outcomes from these agencies. It may interest all of us to note that the Bureau, working with other agencies of government, have done quite a lot of work around institutionalization of freedom of information in Nigeria, addressing the administrative burden on the implementation of Treasury Single Account, the review and reaction to challenges vis-à-vis Financial Reforms Act 2004, Presidential Executive Orders, quality of service delivery in public service, impact of border reforms and implementation in Nigeria, anti-corruption, transport reforms, education, ICT, tackling unemployment, promotion of OGP in Nigeria, and federal, state, and local governments.

Government constraints around bottlenecks to delivery of service delivery around Federal Illegal Living Service, Nigeria Recreational Service, Nigeria National Identity Management Commission, and the Federal Road Safety Court. Towards this end, it is pertinent to mention that efficient and effective implementation of public service reforms is critical to the implementation of the Renew Hope Agenda of His Excellency President Mbola Amentinigu GCFI. Essentially, reform is central and critical to achieving the priority areas outlined in the Renew Hope Agenda, which focuses on the following areas.

- Reforming the economy to deliver sustainable and inclusive growth. Strengthening national security for peace and security. Enhancing infrastructure for transportation.
- Boosting agriculture to meet food security. Unlock energy and national resources for sustainable development. Focus on education, health, social development.
- Accelerate diversification. Digitalization, creative arts, manufacturing, innovation. Improve governance for effective service delivery.

I want to ask all of us whether we are ready for this change. And to tell you that we are really in trouble, because at every point in time the President speaks, after our first, second, third wars, the next one will be reforms. So we must learn, going forward, how to eat, drink, sleep, and discuss reforms.

What is the next step that is needed for us and other genres of reforms to take in delivering quality public service to our citizens? As next steps, going forward, after this program, BPSR will be working with all of you to deepen digitalization of public service, to make sure that we achieve that goal that says Nigerian public service must be paperless by the year 2030. We aim to streamline processes and reduce bureaucracy within the public service. There must be merit-based employment and promotion within the public service, so that we have the best class of people to work and deliver these efficient services that we want them to do.

I must commend the current Chairman of Federal Civil Service Commission, Professor Tunji Olaopa, for the wonderful work he has started. Total check-off of performance management in the public service is very important, thus we must make our ministries, departments, and agencies of government to work. We must work by the key performance indicators that we have developed, standard operating procedures, because everybody is going to be assessed, and promotion and salary increment is going to be based on their performance.

So the days of holding files within your shoulders and your drawer should be getting over. We must improve transparency and accountability within the public service. Virtually all the work that we have done around Pw3 of the National Strategy of Public Service Reforms were aimed at opening the system.

The digitalization processes and the tools that we have adopted, Jeff Meece, Yves Stans, Treasury Single Account, BVN, are all aimed at improving transparency and accountability. Thus, as you are walking today, somebody is watching you, and somebody is aware of movement of funds of government within ministries, departments, and agencies of government. But we have riddled this over 10 years or 12 years now.

We need to think forward. Deepened public-private partnership in government is very important. We are seeing the low income and earnings of government, and we have this privilege to tap into the abundant resources that are available within the private sector.

So we encourage and we deepen the process of public-private partnership within ministries, departments, and agencies of government. Jeff's management, the federal government of Nigeria, is doing a lot to improve on that. What else can we do? Driving 21st century public service, getting into the whole industrial revolution of public service.

What do we need to do around that? We must digitalize all our processes. Federal government must embrace emerging technologies. Therefore, going forward, we are going to emphasize in our work and our strategies on adoption of artificial intelligence in public service delivery, adoption of blockchain in public service delivery, Internet of Things within the public service, and the way we work.

Most importantly, data security is going to be the center point of our work. This is because we are transforming, we are getting to paperless, but then those under the table are working very hard every day to see how they can break the data base. The former minister of digital economy says, we are going to make every day to break the data base of federal government.

People are coming on this agenda that we are setting for ourselves and all of you, and the adoption of ICT is at the center of that. That means we need to give a lot of attention to data safety and data security. We must announce technology to drive growth, ensure, improve environmental sustainability.

It has become the center of the public service and such an important strategy. What are we doing or what are we going to do to ensure that environmental sustainability is given its right place within the reforms we are driving? Unfortunately, we didn't think of this 20 years ago. We must scale and upscale the performance of our public service so that they will be able to key into the emerging technologies and know how to use them. But most importantly, what trainings and capacity development do not receive as a gift for the boys or the bosses. We must deepen the process of selecting people to attend trainings, and trainings must be relevant to these emerging things that we need. Certainly, for those of us that are not able to upscale and scale, the future may be bleak for us.

The relationship between government and academia is going to be improved in the next strategy that we are going to develop. I'm glad that Professor Obasi from Abuja University has been working with us around reform for the last 20 years or so. We are going to improve our relationship with the National Institute for Policy and Strategic Studies to make sure that outcomes of their papers and discussions are taken over by us and we are using them to improve our agenda, our strategy, and the service we deliver.

People are adopting emerging technologies. Changes are supposed to come and they are coming in the way we work. Flexible work hours, flexible working arrangements, and many other things that are aligned to adoption of technology.

How do we do, and what do we do to deepen entrepreneurial skills, adoption within our schools and within ministries, departments, and agencies of government. Therefore, as we move forward, we must think from today on how we can key into adoption or key into the emerging technology process. Open data initiatives, AI ethics, accountability framework should be of importance to us.

Certainly, we know the dangers around the use of AI. While it is there to provide ease of work and open the system for us, others are using it for something else. So going forward, Nigeria as a government, we must have an ethics framework to guide the adoption of artificial intelligence, blockchain, and others within the public service.

We have conducted a research recently around artificial intelligence within the public service and what we discovered was 80% of us, so digital literacy, are trained not in the state of local government. Agile workforce is the way to go. We must learn how to be agile.

Government must put in space things that will make us agile so that we are able to be flexible and we fit into the new office of both industrial recreation and the new public service. Public sector innovation within this digital space is important. I was reading an article yesterday in Financial Times where Dubai was advertising that if you have any IT skills, they will give you 10 years before you go to prison.

We have seen the richness of Nigeria, so BPSR will improve the relationship between itself, the anti-corruption agencies, civil society groups to defend the various initiatives around transparency, fighting corruption. What we are hoping and praying that with this new agenda, a roadmap that we are setting, government services will be open. There will be no minuses for any of us.

So we have to fight for this moment. It is my pleasure to be here with us.

## 5.2 Speech by Lead Consultant at BPSR, Professor Akintola Bello

We are moving toward the next steps, and everyone is doing their part to ensure progress. There is now a consensus that any necessary changes in the public sector must come through these next steps. This is one of the challenges we face. We need to let go of past practices and adapt to new approaches, but we must avoid repeating past mistakes.

To begin with, we are facing some significant challenges. While there have been efforts to improve performance, these are still in the discussion phase. The app designed for this purpose has been dismantled, and no replacement has been put in place.

Moreover, the leadership of public services continues to alter the core values of the sector. In the past five years, the value of the civil service was EPIC. Now, however, the focus has shifted, and the public value that the civil service should uphold is described as "ample."

But what does "ample" mean? Previously, the focus was on efficiency, productivity, incorruptibility, and citizen-centered services. Now, these concepts seem to have been replaced or diluted. Many civil servants are unclear on what "ample" entails, and this lack of clarity is one of our major challenges. Values should be embedded in everyone's mindset, from the President and Governors to the lowest level of public servants.

This inconsistency in values is a fundamental problem.

Another area we've struggled with is simplifying government regulations. For example, Presidential Executive Order 101 focuses on citizen needs and aims to streamline processes, emphasizing that there should be "one government." One common issue in government operations is the duplication of efforts across departments. A file might be moved from one department to another, causing delays. What the "ease of doing business" initiative seeks to do is eliminate this redundancy, ensuring that citizens can complete all necessary transactions within a single department without unnecessary delays.

We've also made some progress in addressing expenditure leakages through the implementation of the Treasury Single Account (TSA). This is a positive development, though some agencies continue to resist the TSA. However, we still face challenges in customer service. For instance, while we've discussed the Servicom initiative, which aims to make agencies more customer-focused, many agencies don't even know who their customers are. In some cases, the concept of customer service is not well understood. A critical aspect of Servicom is that each agency should display its service standards publicly, yet in many cases, these standards are unclear or ineffective. This lack of clarity contributes to poor performance measurement.

In countries like Ghana and Kenya, performance metrics are directly tied to service level agreements, making it easier to measure and improve service delivery. In contrast, in our country, service standards are often vague and fail to provide clear guidance to both citizens and civil servants.

Despite these challenges, there has been progress. The Servicom initiative is a step in the right direction, but there remains a significant gap in customer orientation across Government Agencies. Reform efforts worldwide emphasize putting customers at the center, and we must do the same. This starts with defining who our customers are. It's also essential to understand the difference between customers and complainers. In some cases, agencies see taxpayers not as customers, but as entities that must comply with regulations. This distinction matters in how we approach public service.

Finally, we need to rethink our service delivery mechanisms. There has been little enthusiasm for adopting alternative service delivery models, and many still prefer the status quo. However, if we want to improve public services, we must be willing to explore new approaches.



### 5.3 Speech by Chairman of the Federal Civil Service Commission, Prof. Tunji Olaopa

Today, I'm here to share my thoughts on the origins of reform thinking, and I'll spend at least an hour discussing some of the conversations and controversies we've had.

To begin, I should note that I have not worked in an official capacity since retiring almost ten years ago, before returning as chair of the Federal Civil Service Commission. In the interim, I've worked with agencies like the NDIC and the Federal Road Safety Corps. What I've observed is that different agencies (MDAs) have unique journeys toward attaining world-class standards in reform management.

Now, I'm glad to be here, especially because this meeting is taking place 31 years after BPSR was established as a reform body. Let me emphasize how significant BPSR is. It represents a paradigm shift in reform management in Nigeria. Prior to BPSR, reform efforts were typically structured as long-term, blueprint-driven processes, such as the Nduji Commission in 1972, Dr. Phillips' 1984 study, and the Abbas-Ndudja reforms. These reforms were carried out through commissions and study groups, often producing reports after many years.

With BPSR, however, we've transitioned from blueprint-based reform to a model of continuous learning and incremental improvement. We now recognize that change is constant, and thus we must continually reassess and adapt to new challenges. BPSR's role is to serve as a dynamic, multidisciplinary platform that brings together experts in change management, project management, and public service.

BPSR's journey began with the UNHCR's establishment of the Public Service Reform Unit in 1974, which later evolved into the Management Services Department (MSD), and later the Management Services Office, which I led. The purpose of BPSR is to sustain reform dynamics through ongoing research and studies, identify institutional problems within MDAs, and develop frameworks for change management. It is also responsible for helping MDAs design and implement their reform agendas, build capacity, and ensure effective monitoring, evaluation, and accountability.

However, BPSR has faced challenges. One key issue, which has now been resolved, is its location within the SGM's office. Some have argued that the SGM's office doesn't have the technical capabilities to effectively support the reform ecosystem. This raises the question: Do MDAs share common reform objectives? Is there sufficient communication and synergy among them to optimize resources and competencies?

There is still some tension between BPSR and key reform players. Historically, MDAs have been reluctant to be supervised or overseen, preferring to manage reforms independently.

I intend to touch in this conversation on the following concerns:

- I        What the overarching objectives of past and current institutional reforms were
  - II       The whole role of the state redefinition issue as ideological underpinning of the many reforms
  - III      The incursion of the neo-liberal new public management inspired of PPPs model
  - IV      The core defining issues in public sector management reforms:
  - V       Rethinking the public service building blocks and organisational DNA
  - VI      Cost of governance and fiscal deficits induced changes and rationalisation cum restructuring and redundancy management centred reforms
  - VII     Process change focus and reengineering of MDAs operating system to change how things gets done
  - VIII    Culture change focus on the human side of the enterprise and reforms to strengthen public service values
  - IX      Reform to resolve capacity deficit and public service capability readiness
- g)       Reform methodology and change management issues
- 1        What are the overarching objectives of past and present institutional reforms since the mid-1970s?
  - 2        It's generally to, in one breath, ignite a shift from rules compliance 'I am directed' old Weberian bureaucratic managerial tradition to a more performance-oriented administrative system

- Such new public service is envisioned to be entrepreneurial, technocratic, technology-enabled and accountability within framework of stewardship relationship with the public as democratic imperative
- In another breath, reforms had entailed significant drives towards paradigm reinvention of the value-orientation of the civil service of the golden era of the 1960s to the 70s in Nigeria
- Getting the basic right as change management fundamental
- In spite of the injection of the entrepreneurial NPM practices like service charter, performance contracting, PPPs, deepening of M&E, stakeholders management, bottom-up needs assessment-based planning, etc., changes to reinvent the elements of the old public administration systems has been a critical success factor, the elements targeted for reinvention include:
  - Restoration of the basic elements of the management systems of MDAs
  - Updating of outdated national policies and the strengthening of ineffective national councils as inter-tier coordination mechanism within framework of the working of our federal system
  - Revising the one-size-fits-all service-wide operating system activated through circulars
  - Transitioning from reliance on APER-based staff performance appraisals into more robust performance management system
  - Etc. etc.
- Role of the state redefinition macro concerns
  - Brings to the fore the extent to which public employees and their agencies alone can be used to produce public goods and services. And to manage development programmes and projects
  - Or should the public services confine themselves to their 'core' functions as provider of general enabling environment for the growth of the economy

- While empowering private providers by providing incentives using a range of fiscal, monetary, investment and trade policy instruments
- While assuming regulatory roles to establish the rules of the game and ensuring that private gains are compatible with national social objectives
- Without prejudice to the need for government to engage in direct productive activities by assuming entrepreneurial role, taking on high risks or high capital projects that might not be profitable at first for private capital but essential to catalyse the development process
- It of course assumes welfare role through redistribution of wealth and protection of citizens against vagaries of nature and the market
- Incursion of PPP Model as reform imperative
- In redefining the state-market relationship within the rubrics of NPM and neo-liberalism, PPP models have been leveraged to increase private sector's involvement in public administration; especially in infrastructure financing and in managing commercially centred contracts
- PPP model and process have however proven to be complex given the speed at which the public service has built up institutional and managerial capacity to optimise the opportunities that PPP presents, and to safeguard public interest within PPP contracts.
- Public Perception and Quality of Public Service Delivery
- Whereas service delivery constitute the most viable dimension of government social contract with the public, unfortunately, public perception and sense generally, is that neither are public institutions working nor have governments demonstrated that they can deliver development
- And the evidences are incontrovertible. Indeed, private education institutions are preferred to government service providers; vigilantes, neighbourhood watch and private security services are more trusted than government security agencies in securing lives and properties

- Roads constructed get damaged before commissioning; while electricity distribution companies still remain to some extent as back-up to privately generated sources
- What then are the issues in service provider-user's relationships that constrain public service delivery?
- The relationship is still a client-beneficiary one, one that remains ever so bureaucratic, with the public relying on officials' best judgement in a paternalistic decision-making dynamic without meaningful public engagement and shared ownership
- With service provision still largely a monopoly, the whole 'customer is right' culture of market, and the idea that they can choose, criticize and reject services as with citizen-centred service delivery and service as human right model has yet to gain prominence
- Methodology and Defining Issues in Reform Implementation
- Rethinking the public service building blocks and organisational DNA, which could entail any or a mix of the following:
  - Cost induced changes and rationalisation cum restructuring and redundancy management
  - Process-change focus and reengineering cum automation to remove red tapes and other bottlenecks including silos operations for inter-departmental and inter-sectoral synergies and partnerships
  - Reengineering of MDAs operating system
  - So, they can deliver measurable results and outcomes (effective measures), while being accountable for resource allocation and use (efficiency and productivity measures)
  - Holding MDAs to some form of performance accountability managed with new performance metrics

- Culture change and focus on the human side of the enterprise
- Strengthening of public service values through:
  - Shift from the culture of seeing performance as loyalty and compliance with greater emphasis on measurable results and accountability
- Deepening respect for public interest and citizens orientation
- Re-enactment of professional ethical frameworks and new code of conduct and of ethics, and consequence management
- Reform to resolve capacity deficits for enhanced MDAs' capability readiness, entailing:
  - Workforce profiling and staff audit as basis for capacity development investments and performance improvement plan implementation
- Preprofessionalisation of core cadres like PRSD, procurement, ICT, HRM, etc.
- Job evaluation as basis for regrading and pay reform
- Systematic injection of scarce skills through staff exchange programme, SES, etc.
- Building new skills for project management, problem-solving, change management, etc.
- Restoration of the merit system and competency-based HRM
- Critical methodological choices to make is one between "big bang" root and branch structural changes and a gradualist cum incremental changes rooted in continuous learning and incremental improvement

- I Making the choice between comprehensiveness and selectivity in terms of size and scope of reform programme
- II Template for reform Architecture
- III A clear change strategy and roadmap
- IV Long-term institutional strategy and programme
- V A lead agency or a front office operated within programme management framework
- VI Effective alignment and communication between the politician, technocratic and administrative leadership
- VII Involvement of the MDA in the change process
- VIII Effective monitoring, evaluation and reporting system

Why change programmes do not sometimes achieve desired results

CSR, if based on the wrong premises e.g. on the idea of the “affordable” civil service rather than the “required” underpinned by the logic of a capable, democratic and developmental state

If based on poor or wrong diagnosis, like the notion of the civil service as over-bloated based on the single indicator of the size of personnel cost

Applications of wrong prescription which are usually some migrated good, smart and best practices innovations usually embedded in donor conditionalities

Top-down non-participatory approaches without critical stakeholders buy-in and ownership

A focus of change on the short-term rather than the long-term

Where change is disconnected from other mutually-reinforcing political and economic reforms within the governance context

Tendency to equate symptoms with the disease that the change sets out to cure at the level of conception

Deployment of universal innovation without research interrogation

Tendency to disregard the fact that public administration has strong theoretical underpinnings

Refusal to learn from past mistakes

High turnover rates of change managers and associated issue of loss of institutional memory.

Overemphasis on changes in structures and processes and a disregard for the more critical and challenging culture change.



## Twists and Turns in Leading Change

Early stages: are the most critical because it is this stage that determines the viability and survival of the change

It is the stage to achieve short-term wins which could be used to establish support for the change programme and therefore guarantee sustainable progress

The danger usually is that we must ensure that short term results do not distract attention from the long-term objectives which invariably shape and define the transformation journey. Improving Efficiency Reforms often aim to streamline operations, reduce redundancy, and optimize resource allocation, which can lead to faster and more effective public service delivery.

Enhancing Accountability: Through reforms, governments seek to establish systems that hold public officials accountable for their actions and decisions, fostering greater public trust.

Promoting Transparency: Many reforms introduce measures that make processes more transparent, helping citizens understand how decisions are made and how public funds are utilized.

Responding to Technological Changes

Global Standards and Best Practices

Addressing Public Expectations

Budget Constraints

Social Justice and Inclusion Reforms can also aim to ensure that all citizens have equal access to services, particularly marginalized groups who may have been previously overlooked.

## 5.4 PUBLIC SERVICE REFORMS IMPROVEMENT AND CHANGE – Paper Presentation by Prof Obasi.

Public service reforms refer to changes and improvements made to the processes, structures, and practices within government agencies and public institutions. The primary goal of these reforms is to enhance the efficiency, effectiveness, transparency, and accountability of public services delivered to citizens.

### 5.4.1 Reasons for Public Service Reforms:

- As technology evolves, public services must adapt to new tools and methods to meet the changing needs of citizens and improve service delivery.
- Reforms are often motivated by the desire to align with international standards and adopt best practices from around the world to improve governance.
- Citizens increasingly demand higher quality services and more responsive government. Reforms help address these growing expectations.
- In times of economic downturn or budget limitations, reforms may be necessary to maintain service quality while reducing costs.
- In conclusion, public service reforms are critical for ensuring that government institutions remain responsive and effective in serving the needs of their constituents.

## 5.5 Characteristics of Government Organizations

Government organizations include various entities at the federal, state, and local levels, have several distinctive characteristics. Here are key features:

1. **Public Accountability** Government organizations are accountable to the public and must operate transparently. Their activities and decisions are subject to scrutiny by citizens, legislatures, and oversight bodies.

2. **Limited Profit Motive**

Unlike private organizations, government entities prioritize public service over profit-generation. Their main goal is to provide services and uphold the public interest.

3. **Regulatory Framework** Government organizations operate within a specific legal and regulatory framework, requiring adherence to laws, policies, and procedures. This framework dictates their authority and the scope of their activities.

4. **Funding Sources**

They are typically funded through taxation, government grants, and public funding rather than generated income from goods or services. Their budgets are often approved by legislative bodies.

5. **Bureaucratic Structure** Government organizations often have a hierarchical structure characterized by clear lines of authority and accountability. This bureaucracy can ensure stability and consistency but may also result in rigidity and slow decision-making.

6. **Public Service Orientation**

These organizations strive to meet the public's needs, providing essential services such as education, healthcare, transportation, and public safety. They focus on welfare and community well-being.

7. **Political Influence** Government organizations can be influenced by political factors, including changes in administration, policy priorities, and public opinion. This relationship can affect their operations and decision-making processes.

#### 8. Diversity of Functions

They serve a wide range of functions and responsibilities, from defense and law enforcement to social services and infrastructure development.

#### 9. Employment Stability

Jobs within government organizations often offer greater job security and benefits compared to the private sector, leading to an often stable workforce.

#### 10. Stakeholder Engagement

Government organizations frequently engage with a variety of stakeholders, including citizens, businesses, non-profits, and other governmental entities. This engagement is essential for effective governance and service delivery.

These characteristics create a distinct environment for government organizations, influencing how they operate and interact with the public and other entities.

### 5.6 Topologies of Government Organisation

Government organizations can be structured in various ways, known as organizational topologies. Each topology influences how these entities operate, communicate, and deliver services. Here are some common topologies of government organizations:

#### 1. Hierarchical Structure

This is the most traditional and common structure. It features a clear chain of command with a top-down approach to decision-making.

Characteristics:

- Defined levels of authority
- Clearly delineated roles and responsibilities
- Formal procedures and protocols

Example: Federal bureaucracies, such as the Department of Defense.

#### 2. Matrix Structure

This type of structure combines functional and project-based elements, allowing for a more flexible and responsive organization.

Characteristics:

- Employees report to multiple managers for different tasks or projects.
- Encourages collaboration across departments.

Example: Emergency response agencies that must coordinate across different functional areas during a crisis.

### 3. **Flat Structure**

This is a less hierarchical form with fewer levels of management. It aims to reduce bureaucracy and encourage a more participatory approach.

Characteristics:

- Broader spans of control
- Increased employee autonomy and empowerment
- Faster decision-making processes

Example: Local community organizations or small governmental agencies that focus on community engagement.

### 4. **Network Structure**

This topology relies on partnerships and collaborations with other organizations, sectors, or agencies to achieve common goals.

Characteristics:

- Collaborates with external entities (NGOs, private sector, other government levels).
- Flexible and adaptable to changing circumstances.

Example: Collaborative programs for public health between local government, hospitals, and NGOs.

## 5. **Functional Structure**

Organizations are divided into departments or teams based on the functions they perform (e.g., finance, human resources, public safety).

Characteristics:

- Each department has specialized roles and expertise.
- Enhances operational efficiency within specific functions.

Example: City government offices organized into departments like public works, zoning, and finance.

## 6. **Divisional Structure**

This structure organizes the organization into semi-autonomous divisions based on geographic areas, services, or target populations.

Characteristics:

- Each division operates with some independence, focusing on unique challenges or demographics.
- Facilitates responsiveness to regional or topical issues.

Example: State agencies that have divisions for various regions or distinct service areas, like health services and environmental protection.

## 7. **Team-Based Structure**

Organizations adopt a structure based on teams that are formed to address specific projects or objectives.

Characteristics:

- Teams may include members from various departments.
- Emphasizes collaboration, innovation, and shared goals.

Example: Task forces assembled to tackle specific issues, such as homelessness or disaster recovery.

## **8. Public-Private Partnerships (PPP)**

This model involves collaboration between government entities and private sector companies to deliver public services or projects.

Characteristics:

- Shares resources, risks, and rewards between parties.
- Can enhance efficiency and effectiveness in service delivery.

Example: Infrastructure projects like toll roads or bridges developed and managed by private companies under government contracts.

Each of these topologies has its advantages and disadvantages, and the choice of structure can significantly influence the effectiveness and efficiency of government organizations in fulfilling their mandates.

## 6.0 Conundrum of Reforms

The "Conundrum of Reforms" refers to the complex challenges and tensions that often arise when attempting to implement reforms in government organizations and public policy. This conundrum can manifest in various ways, creating dilemmas for policymakers, stakeholders, and the public. Here are some key aspects of this conundrum:

### 1. **Resistance to Change:**

**Tension:** Established institutions and individuals within government organizations often resist change due to fear of the unknown, disruption of established processes, or perceived threats to their authority and job security.

**Dilemma:** Balancing the need for innovation and modernization with the potential backlash from stakeholders who benefit from the current system.

### 2. **Competing Interests**

**Tension:** Diverse stakeholders—including politicians, public employees, interest groups, and citizens—have varying and sometimes conflicting interests regarding reforms.

**Dilemma:** Policymakers must navigate these competing interests to develop reforms that are acceptable and beneficial to the greatest number of stakeholders while also achieving intended outcomes.

### 3. **Resource Constraints**

**Tension:** Reforms often require additional funding, personnel, and resources to be successful. However, budgetary limitations can hinder reform efforts.

**Dilemma:** Finding the right balance between implementing necessary reforms and ensuring that existing services and operations do not suffer due to resource allocation.

### 4. **Implementation Challenges:**

**Tension:** Even well-designed reforms can face significant hurdles during the implementation phase, including lack of training, inadequate infrastructure, or political obstacles.



Dilemma: Policymakers must decide whether to proceed with ambitious reforms that may face difficulties in execution or to adopt more incremental approaches that may be easier to implement but less impactful.

**5. Measurement and Accountability:**

Tension: Assessing the effectiveness of reforms can be challenging due to the complexity of measuring outcomes and impacts.

Dilemma: Striving for accountability and transparency while recognizing that some benefits of reforms may take time to materialize or may be difficult to quantify.

**6. Equity vs. Efficiency:**

Tension: Reforms aimed at increasing efficiency (e.g., reducing costs or streamlining processes) can sometimes come at the expense of equity and access to services.

Dilemma: Crafting reforms that achieve greater operational efficiency without diminishing the quality of services provided to vulnerable populations.

**7. Short-Term vs. Long-Term Goals:**

Tension: Politicians often operate within short election cycles, leading to pressure to show immediate results from reforms.

Dilemma: Balancing the need for short-term progress with the understanding that many meaningful reforms require long-term commitment and sustained effort to bear fruit.

**8. Public Perception and Support:**

Tension: Public opinion can significantly impact the success or failure of reforms. Lack of support from citizens can stymie progress.

Dilemma: Engaging the public to build support for necessary but potentially unpopular reforms, while communicating effectively to convey the benefits and urgency of the changes.

In summary, the conundrum of reforms entails navigating a web of tensions and dilemmas that influence the process of making necessary changes within government organizations. Successful reform requires strategic planning, stakeholder engagement, adaptability, and a long-term vision to overcome these challenges and achieve the desired outcomes.

## **Principles of Governance**

These serve as foundational elements that guide the functioning of governments and organizations. These principles ensure that governance processes are effective, equitable, and responsive to the needs of the public. Here are some key principles of governance:

### **1. Accountability:**

Governing bodies and public officials must be accountable to the public and other stakeholders for their actions and decisions.

Importance: Accountability fosters trust and transparency, ensuring that leaders are answerable for their performance and that they act in the public interest.

### **2. Transparency:**

This entails that Processes, decisions, and information should be open and accessible to the public, allowing stakeholders to understand and monitor governance activities.

Importance: Transparency enhances public confidence in government, reduces corruption, and enables informed citizen participation.

### **3. Participation:**

Citizens should have opportunities to engage in the decision-making processes that affect their lives and communities, whether through voting, public consultations, or advocacy.

Importance: Participation empowers citizens, enhances democratic legitimacy, and leads to decisions that better reflect the needs and desires of the community.

### **4. Rule of Law:**

The legal framework should be applied fairly and consistently, ensuring that all individuals and entities, including government officials, are subject to the law.

Importance: The rule of law promotes justice, protects human rights, and safeguards against arbitrary governance and abuses of power.

5. Equity and Inclusiveness:

Governance should promote fairness, ensuring that all individuals, irrespective of their background, have access to resources, opportunities, and services.

Importance: Fostering equity helps to reduce social inequalities, promotes social cohesion, and enhances community resilience.

6. Efficiency and Effectiveness:

Governance systems should ensure optimal use of resources to achieve desired outcomes with minimum waste and maximum impact.

Importance: Efficiency and effectiveness enhance service delivery and enable governments to respond promptly and appropriately to citizens' needs.

7. Responsiveness:

Governments should respond to the needs and concerns of citizens, adapting policies and services to address emerging issues and changing circumstances.

Importance: Responsiveness builds public trust and ensures that governance is attuned to the realities of the community it serves.

8. Consensus-Oriented Decision-Making:

Governance processes should seek to mediate differing interests to reach outcomes that benefit the majority while considering the needs of minorities.

Importance: Consensus-oriented governance fosters collaboration, reduces conflicts, and leads to more sustainable and accepted policy outcomes.

9. Integrity:

Leaders and public officials should adhere to ethical standards and demonstrate integrity in their conduct.

Importance: Upholding integrity is crucial for maintaining public trust and combating corruption.

10. Sustainability:

Governance should ensure that policies consider long-term impacts on society, the economy, and the environment.

Importance: Sustainability helps promote responsible resource use and preserves the environment for future generations.

These principles collectively contribute to effective governance that serves the best interests of citizens and society as a whole. Emphasizing these principles fosters strong democratic institutions, enhances public service delivery, and promotes social and economic development.

## 7.0 Constraints to Service Delivery

Service delivery within government organizations and public services can face various constraints that hinder their effectiveness and efficiency. Understanding these constraints is crucial for addressing issues and improving service provisions. Here are some key constraints of service delivery:

### 1. Resource Limitations:

Insufficient financial, human, and material resources can severely restrict the capacity of government agencies to deliver services effectively.

Impact: Budget cuts, lack of trained personnel, and inadequate infrastructure can lead to reduced service quality and availability.

### 2. Bureaucratic Inefficiencies:

Complex administrative procedures and rigid bureaucratic structures can slow down decision-making processes and hinder timely service delivery.

Impact: Lengthy approval processes and excessive red tape can frustrate both service providers and recipients, leading to delays and inefficiencies.

### 3. Lack of Coordination:

Insufficient collaboration and communication between different government agencies or departments can result in fragmented service delivery.

Impact: This can lead to service overlaps, gaps in service provision, and confusion for citizens navigating multiple agencies.

### 4. Political Influence and Interference:

Political agendas can interfere with service delivery, leading to favoritism, corruption, or misallocation of resources.

Impact: Services may be delivered based on political considerations rather than genuine community needs, impacting fairness and equity.

### 5. Technological Barriers:

Outdated technology or lack of access to information and communication technology can hinder efficient service delivery.

Impact: Limited technological capability can restrict data sharing, service accessibility, and the ability to respond quickly to citizens' needs.

#### 6. Geographic and Demographic Challenges:

The physical location of service points, coupled with population density and distribution, can influence service delivery effectiveness.

Impact: Remote or rural areas may face challenges in accessing services, while urban areas can experience overcrowded services.

#### 7. Inadequate Training and Capacity:

A lack of training and professional development for public service employees can result in lower service quality and performance.

Impact: Employees may lack the necessary skills or knowledge to deliver services effectively, leading to citizen dissatisfaction.

#### 8. Public Awareness and Engagement:

Citizens may be unaware of available services or how to access them, limiting their ability to benefit from government initiatives.

Impact: Low public engagement can lead to underutilization of services, creating the perception of inefficiency or inadequacy.

#### 9. Cultural and Language Barriers:

Cultural differences or language obstacles can impede effective communication between service providers and recipients.

Impact: Misunderstandings can hinder access to services for diverse populations, affecting equity and inclusivity.

#### 10. Economic Conditions:

Broader economic factors, such as recessions or changes in funding allocations, can dramatically affect service delivery capacity.

Impact: Economic constraints can lead to budget cuts, reduced staffing, and diminished ability to provide critical services.

#### 11. Legal and Regulatory Constraints:

Laws and regulations can sometimes be restrictive, limiting the flexibility of agencies to adapt services to meet emerging needs.

Impact: A rigid legal framework can inhibit innovation and responsiveness in service delivery.

Addressing these constraints requires a comprehensive approach, including identifying inefficiencies, enhancing inter-agency collaboration, investing in technology and human resources, engaging the community, and adapting policies to be more responsive to citizens' needs. Through concerted efforts, governments can overcome these challenges and improve service delivery outcomes.

## 8.0 How to Reduce Bureaucracy

Reducing bureaucracy refers to minimizing unnecessary rules, procedures, and hierarchical structures in government and public organizations to enhance efficiency, agility, and responsiveness.

### 8.1 Key Strategies:

**Streamlining Processes:** Identify and eliminate redundant steps in administrative procedures, simplifying workflows to facilitate quicker decision-making and service delivery.

**Empowering Employees:** Granting authority to frontline employees to make decisions can reduce the need for multiple layers of approvals. Empowered employees can address issues promptly and improve customer service.

**Flattening Organizational Structures:**

Reducing the number of management levels can lead to faster communication and decrease delays in decision-making. A flatter structure can foster greater collaboration and direct lines of communication.

**Implementing Technology Solutions:**

Utilizing digital tools and software can automate routine tasks, enhance data management, and facilitate better communication across departments. E-government initiatives can help streamline service delivery.

**Encouraging a Culture of Innovation:**

Fostering an environment that encourages creative problem-solving and experimentation can lead to more efficient practices and processes.

**Regular Reviews and Assessment:**

Conducting periodic evaluations of processes and systems can help identify inefficiencies and opportunities for improvement, allowing for ongoing adaptation and responsiveness.



## 8.2 New Public Management (NPM)

New Public Management is a set of administrative practices and reforms that emerged in the 1980s, emphasizing efficiency, effectiveness, and a customer-oriented approach to public service delivery. It seeks to apply private-sector management concepts to public services.

### 8.2.1 Key Principles:

**Market Orientation:** NPM promotes competition among public service providers, either through privatization, outsourcing, or partnerships with private entities. The idea is that competition can lead to improved quality and reduced costs.

**Performance Measurement:** Focus on the use of performance metrics to evaluate service delivery effectiveness. NPM emphasizes accountability through measurable outcomes and results rather than adherence to processes.

**Decentralization:** Shifting decision-making authority from higher levels of government to local or regional managers enhances flexibility and responsiveness to local needs.

**Customer Focus:** Public services are viewed as being delivered to “customers,” emphasizing that citizens’ needs and satisfaction should guide service design and delivery.

**Cost Control:** NPM encourages efficiency in resource use by prioritizing cost-effectiveness and minimizing waste.

## 8.3 The "Ease of Doing Business" (EODB)

This refers to the regulatory environment and overall conditions that facilitate or hinder business operations within a country or region. It encompasses various factors affecting the efficiency and convenience of starting and running a business, including laws, regulations, infrastructure, and administrative processes.

### 8.3.1 Key Aspects of Ease of Doing Business:

#### 1. Regulatory Framework:

- The clarity, efficiency, and simplicity of regulations that govern business operations, including business registration, licensing, and permits.
- Strong regulatory frameworks enable businesses to set up operations quickly and with fewer hurdles.

## 2. Starting a Business:

- The process and requirements involved in registering a new business, including the number of steps, costs, and time taken to complete the registration.
- A smooth and straightforward process encourages entrepreneurship and investment.

## 3. Construction Permits:

- The efficiency of obtaining the necessary permits and approvals to construct or renovate commercial properties.
- Streamlined permitting processes help reduce delays and costs associated with real estate development.

## 4. Access to Electricity:

- The reliability and affordability of electricity supply for businesses, as well as the ease of connecting to electrical grids.
- Consistent electricity access is crucial for production and operational efficiency.

## 5. Registering Property:

- The ease with which businesses can register and transfer property titles, including the legal framework for land ownership and transactions.
- Clear and efficient property registration promotes investment and development by providing secure property rights.

## 6. Getting Credit:

- The availability and ease of accessing financing and credit for businesses, including the legal rights of borrowers and lenders.
- Strong credit reporting systems and transparency in lending strengthen access to finance, especially for small and medium-sized enterprises (SMEs).

## 7. Protecting Minority Investors:

- The legal protections afforded to minority shareholders and investors in a business, including transparency and governance structures.

- Strong protections encourage investment by safeguarding the interests of all business stakeholders.

#### 8. Paying Taxes:

- The simplicity of the tax system, including the number of tax payments, time required for compliance, and overall tax burden on businesses.

- Efficient tax administration helps reduce administrative costs for businesses and increases compliance rates.

#### 9. Trading Across Borders:

- The efficiency of customs procedures, regulations, and documentation required to import and export goods.

- Streamlined processes in international trade facilitate market access and reduce transaction costs.

#### 10. Enforcing Contracts:

- The efficiency of legal systems in resolving commercial disputes, including the time and cost involved in legal proceedings.

- A fair and efficient judiciary enhances business confidence in contract enforcement and protects commercial interests.

#### 11. Resolving Insolvency:

- The legal processes and frameworks for managing business insolvency, including the time and costs associated with bankruptcy proceedings.

- Efficient insolvency regimes provide a safety net for failing businesses while ensuring a fair resolution for creditors.

#### 8.4 Importance of Ease of Doing Business:

##### 1. Attracting Investment:

A favorable business environment enhances a country's appeal to domestic and foreign investors, leading to increased capital inflows and economic growth.

##### 2. Promoting Entrepreneurship:

Easing regulatory burdens fosters a culture of entrepreneurship, empowering individuals to start and grow businesses.

##### 3. Enhancing Economic Growth:

Efficient business operations contribute to job creation, innovation, and overall economic development, boosting the standard of living and promoting prosperity.

##### 4. Strengthening Global Competitiveness:

Nations with high ease of doing business rankings are better positioned to compete globally, as they provide favorable conditions for businesses to thrive.

##### 5. Facilitating Business Expansion:

A streamlined regulatory environment supports existing businesses in expanding and diversifying their operations, creating a robust economy.

Governments and policymakers continuously strive to improve the ease of doing business by reforming regulations, enhancing infrastructure, and promoting a supportive business environment. Various organizations, including the World Bank, actively measure and publish rankings on the ease of doing business in different countries to guide reforms and attract investment.

## 9.0 Conclusion and Recommendations

The goal is to evolve a **World Class Civil Service** characterized by excellence, fairness, value-for-money, and responsiveness. By empowering service users, energizing professionals, and providing strategic government leadership, the Nigerian Civil Service is poised to deliver equitable, high-quality services that meet citizens' expectations and support national competitiveness in the global economy.

Ultimately, reinventing government requires dynamic, sustained efforts guided by strategic thinking, adaptive implementation, and a strong understanding of institutional DNA. The goal is not just reform, but the creation of a self-renewing, high-performance public service system responsive to citizens' needs and national development objectives.

Overall, this report calls for a strategic redefinition of public service delivery—one that is customer-focused, transparent, and driven by results. It urges a shift towards innovative, accountable, and high-performing public institutions that can truly meet the aspirations of a modern society.

## Pictures from the Roundtable Discussion

### Group Photograph of Participants at the Roundtable Discussion





**Group Photograph with the Chairman Civil Service Commission, DG BPSR, Lead Consultant Prof Olaseni Akintola Bello and Keynote Speakers**

**Group Photograph with the Chairman Civil Service Commission, DG BPSR, Lead Consultant Prof Olaseni Akintola Bello and Keynote Speakers**





**Participants from various MDAs at the Roundtable Discussion**



**Participants from various MDAs at the Roundtable Discussion**



**Some of the Keynotes Speakers in attendance**

**Lead Consultant making his presentation**

**Lead Consultant making his presentation**



**The DG BPSR giving his Keynote Address**



**The DG BPSR giving his Keynote Address**

## **The Chairman Civil Service Commission making his Paper Presentation**

**The Chairman Civil Service Commission making his Paper Presentation**

**Participants at the Roundtable Discussion**



**Participants at the Roundtable Discussion**



**Participants at the Roundtable Discussion**

**Participants at the Roundtable Discussion**





**Participants during Lunchtime**

**Participants during Lunchtime**



### Attendance List

ONE-DAY ROUNDTABLE DISCUSSION ON PUBLIC SERVICE REFORMS IMPROVEMENT AND CHANGE  
Kempas Palace Hotel, Plot 269, Mohammedu Buhari Way, Central Business District, F.C.T Abuja. Date: 18th November 2024. Time: 9:00 am (promptly).

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