



THE BUREAU OF PUBLIC SERVICE REFORMS

REPORT

ON

STAKEHOLDERS PERCEPTION SURVEY ON THE IMPLEMENTATION OF PUBLIC SERVICE REFORMS IN NIGERIA



Facilitated By:

Tazaar Management Consultants Limited

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ABBREVIATIONS AND ACRONYMS

BPP	Bureau of Public Procurement
BPSR	Bureau of Public Service Reform
CBN	Central Bank of Nigeria
Eos	Executive Orders
ERGP	Economic Recovery and Growth Plan
FG	Federal Government
FGD	Focus Group Discussion
FGN	Federal Government of Nigeria
FMOF	Federal Ministry of Finance
GIFMIS	Government Integrated Financial and Management Information System
HRM	Human Resource Management
IPSAS	International Public Sector Accounting Standards
IPPIS	Integrated Payroll and Personnel Information System
KPI	Key Performance Indicators
KI	Key Informant
MDAs	Ministries, Departments and Agencies
OAGF	Office of Accountant General of the Federation
OECD	Organisation for Economic Co-operation and Development
PerS	Perception Survey
PFM	Public Finance Management
PS	Public Service
PSIs	Public Servants
PSR	Public Service Reform
PSRI	Public Service Reform Initiatives
SF	Stakeholders' Forum
TSA	Treasury Single Account
QS	Questionnaire Schedule

Foreword

Public service reform is a cornerstone of good governance, economic growth, and sustainable development. In Nigeria, successive governments have launched reform programs aimed at transforming the public sector into a more efficient, transparent, and accountable institution capable of meeting the needs of citizens and driving national progress.

Despite these efforts, the effectiveness of reform initiatives often depends not only on policy design but also on the perceptions and experiences of those directly and indirectly involved—public servants, policymakers, civil society, and the broader public. Understanding these perceptions is crucial in assessing the impact of reforms, identifying gaps, and charting a path toward more inclusive and effective governance.

This report, *"Stakeholders' Perception on the Implementation of Public Service Reforms in Nigeria,"* provides a comprehensive analysis of how stakeholders view the reform process—its achievements, challenges, and areas requiring further attention. It offers valuable insights that can guide policymakers, reform advocates, and development partners in refining strategies and fostering deeper stakeholder engagement.

I commend the authors and contributors for undertaking this important study and shedding light on a critical aspect of public sector transformation. It is my hope that the findings and recommendations contained in this report will serve as a catalyst for more responsive and impactful reforms, and that they will inspire renewed commitment to building a public service that truly serves the people of Nigeria.



Dr. Dasuki I Arabi
Director General

Preface

Public service reform remains a critical component in the quest for effective governance, transparency, and national development in Nigeria. Over the years, various reform initiatives have been introduced to enhance efficiency, accountability, and responsiveness within the public sector. However, the success and sustainability of these reforms depend significantly on the perceptions, experiences, and engagement of key stakeholders involved in or affected by their implementation.



This report, *"Stakeholders' Perception on the Implementation of Public Service Reforms in Nigeria,"* presents the findings of a study aimed at understanding how different stakeholders—ranging from public servants and policy makers to civil society actors and the general public—view the progress, challenges, and outcomes of public service reforms in the country. It seeks to capture both the achievements and the gaps in implementation, offering valuable insights into how reforms are experienced on the ground.

By bringing together a range of perspectives, this report hopes to contribute meaningfully to the ongoing discourse on public sector transformation in Nigeria. It is our expectation that the insights shared herein will inform future policy directions, foster greater stakeholder inclusion, and ultimately support the creation of a more transparent, efficient, and citizen-centered public service.

We are grateful to all participants and contributors whose voices and experiences have shaped this study. Their input underscores the importance of inclusive governance and the need for continuous dialogue in the pursuit of meaningful reform.

Dr. Dasuki I Arabi
Director General

Acknowledgement

This report, *"Stakeholders' Perception on the Implementation of Public Service Reforms in Nigeria,"* is the product of collective effort, collaboration, and valuable contributions from a wide range of individuals and institutions.

We express our profound gratitude to all the stakeholders who participated in this study—public servants, policymakers, civil society representatives, academics, and members of the general public—whose honest perspectives and experiences formed the foundation of this research. Your willingness to share your insights has added depth and relevance to our findings.

Special thanks go to our research team for their dedication to data collection, analysis, and reporting. Their commitment to excellence ensured the integrity and clarity of this work.

We also acknowledge the support of BPSR management for their technical, logistical, or financial assistance throughout the course of this project. Your contributions were instrumental in making this report a reality.

Finally, we thank our reviewers and advisors for their constructive feedback and guidance, which greatly enriched the quality and scope of this report.

To all who contributed in one way or another, we extend our sincere appreciation.

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EXECUTIVE SUMMARY



This report presents the findings from the Stakeholders Perception Survey on the Implementation of Public Service Reforms in Nigeria, conducted by the Bureau of Public Service Reforms (BPSR). Established in 2004, the BPSR was tasked by the Nigerian Federal Government to drive public service reforms across Ministries, Departments, and Agencies (MDAs), with the goal of building a responsive, efficient, and citizen-oriented public sector. The perception survey, a critical aspect of this effort, assesses how BPSR's reform initiatives are understood, accepted, and perceived by various stakeholders, including public servants, government officials, civil society organizations, and the general public.

Objectives of the Survey

The Stakeholders Perception Survey was designed to evaluate the level of awareness, understanding, and perception of BPSR's public service reforms. Specific objectives included:

- Assessing stakeholders' knowledge and awareness of the reform initiatives;
- Identifying challenges and barriers stakeholders face in adapting to or implementing the reforms;
- Gathering feedback on the communication and engagement strategies employed by BPSR to support the reform process;
- Evaluating stakeholder trust and confidence in the public sector's transparency, accountability, and effectiveness;
- Providing insights to inform future reform initiatives and enhance stakeholder engagement.

Methodology

The Stakeholders Perception Survey on Public Service Reforms by the Bureau of Public Service Reforms (BPSR) employed a mixed-methods approach, integrating both qualitative and quantitative data collection techniques to ensure a comprehensive analysis.

Survey Design & Sampling

- A structured survey with questionnaires and semi-structured interviews was used to assess stakeholders' awareness, satisfaction, and challenges with the reforms. A purposive

sampling method targeted 800 participants across government agencies, civil society, the private sector, and the media to ensure diverse perspectives.

Data Collection & Analysis



- Primary data was gathered through questionnaires and interviews, while secondary data was obtained from reports and previous reform studies. The analysis involved descriptive statistics for quantitative data and thematic analysis for qualitative responses.

Validation & Ethical Considerations

- A validation workshop was conducted to review preliminary findings, ensuring accuracy and stakeholder alignment. Ethical guidelines, including informed consent and data confidentiality, were strictly followed to maintain research integrity.
- This robust methodology ensures reliable, actionable insights that will guide the refinement and sustainability of public service reforms in Nigeria.

SUMMARY OF KEY FINDINGS AND RECOMMENDATIONS

NSPSR PILLAR 1: ENABLING GOVERNANCE AND INSTITUTIONAL ENVIRONMENT OF THE PUBLIC SECTOR IN NIGERIA



Key Findings:

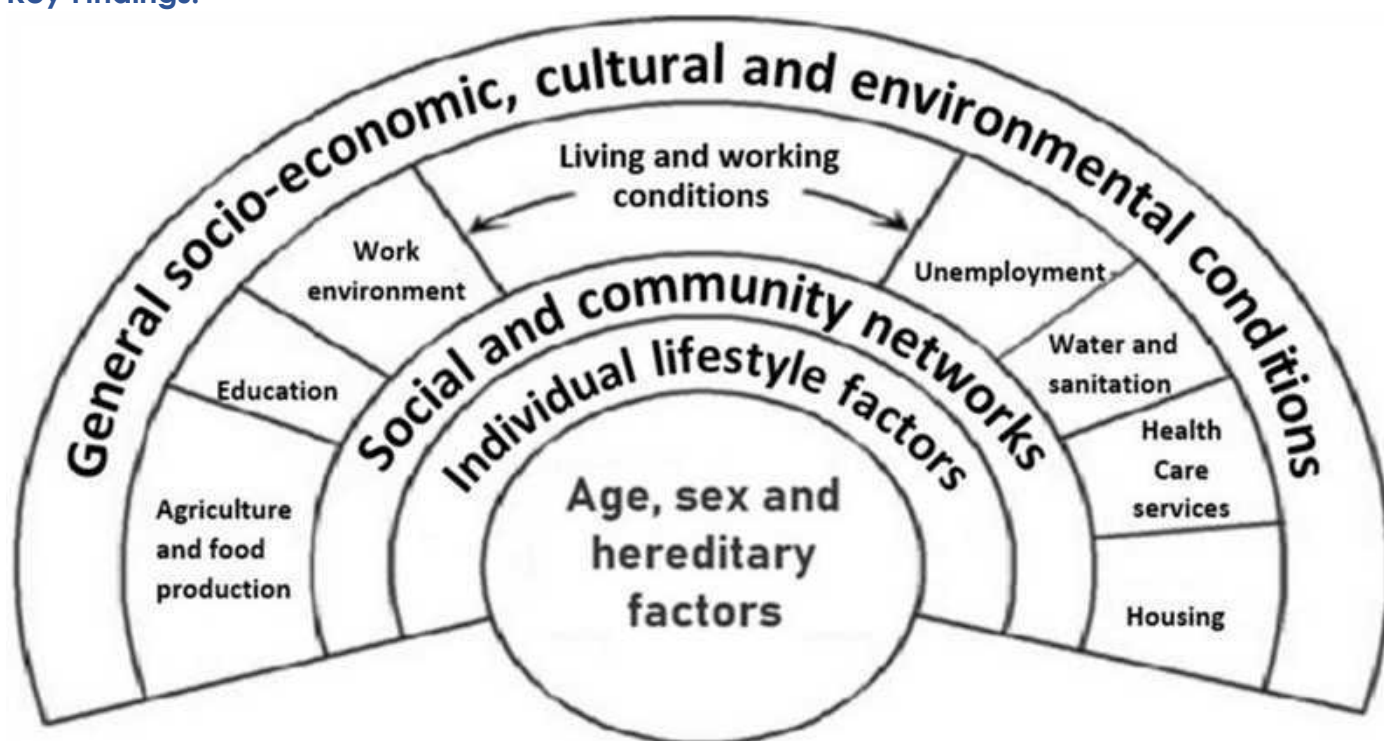
1. **Integrity and Ethical Standards:** Public institutions are generally perceived positively, but ethical compliance is moderate, with concerns about inconsistencies.
2. **Access to Information and Accountability:** Access is moderately effective, though weak enforcement of accountability remains a concern.
3. **Public Service Delivery and Institutional Efficiency:** Service delivery is effective but affected by inefficiencies, resource allocation challenges, and regional disparities.
4. **Regulatory Compliance and Effectiveness:** Regulations are generally clear, but complexity and inconsistencies hinder effectiveness.
5. **Public Trust and Institutional Reliability:** Trust in institutions is moderate, with concerns about inefficiency, corruption, and lack of transparency.
6. **Policy Implementation and Government Programs:** Implementation is moderately effective but hampered by inefficiencies, miscommunication, and resource constraints.
7. **Corruption Control and Frequency:** Anti-corruption measures are seen as inadequate, with corruption perceived as frequent.
8. **Stakeholder Engagement and Public Consultations:** Engagement is viewed positively by some but lacks inclusivity, with limited consultation effectiveness.

Key Recommendations:

1. **Strengthen Integrity & Ethical Standards:** Reinforce accountability, transparency, ethical governance, and standardized ethical guidelines.
2. **Improve Access to Information & Accountability:** Enhance digital platforms, simplify processes, and strengthen oversight through audits and training.
3. **Enhance Public Service Delivery & Efficiency:** Streamline processes, reduce delays, upgrade infrastructure, and improve staff training.
4. **Simplify Regulations & Strengthen Compliance:** Make policies more accessible, provide compliance training, and enforce standardized guidelines.
5. **Rebuild Public Trust & Institutional Reliability:** Increase transparency, strengthen oversight, and engage the public in decision-making.
6. **Ensure Effective Policy Implementation:** Standardize policies, improve training, enhance oversight, and improve interdepartmental coordination.
7. **Strengthen Anti-Corruption Measures:** Enforce stricter penalties, improve independent oversight, and enhance transparency in budgeting and procurement.
8. **Enhance Stakeholder Engagement & Public Consultations:** Expand outreach to marginalized communities, diversify consultation methods, and ensure stakeholder input influences policy.

NSPSR PILLAR 2: ENABLING SOCIO-ECONOMIC ENVIRONMENT

Key Findings:



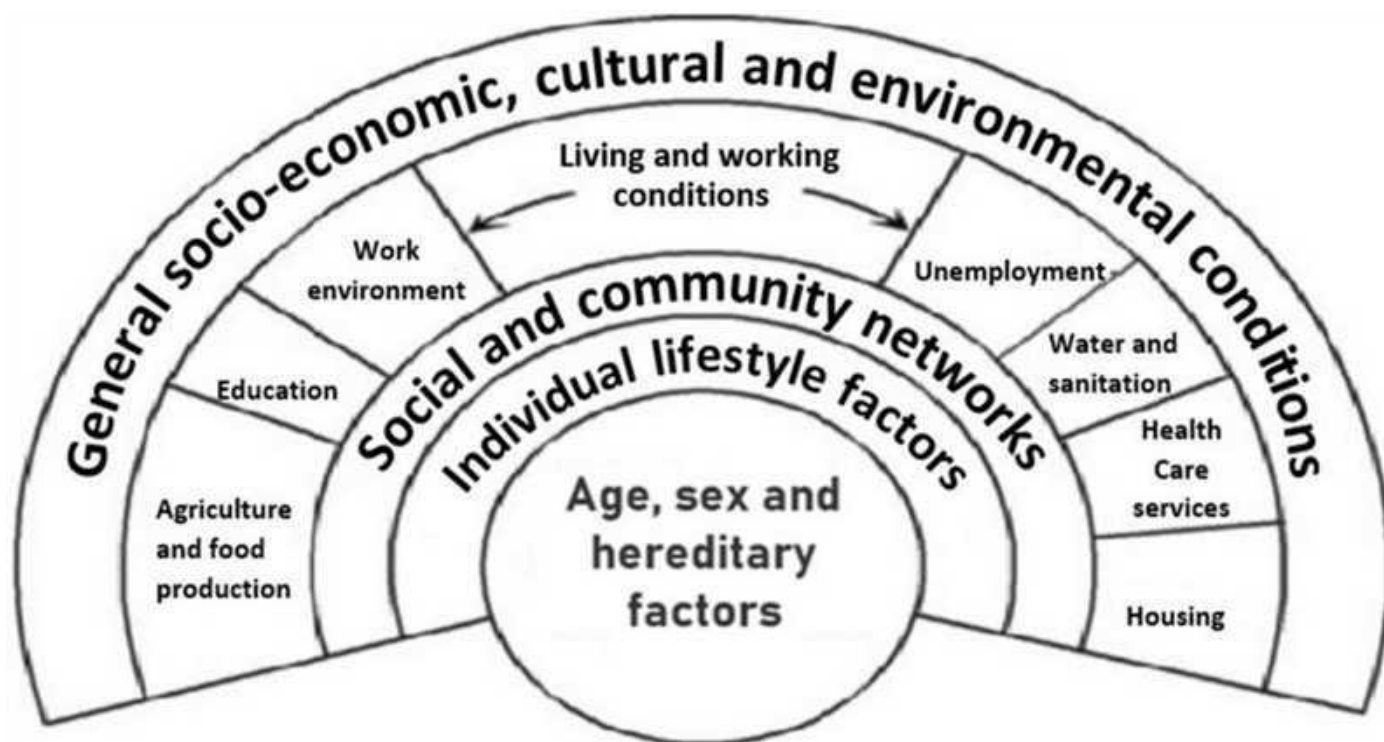
1. **Inclusive Economic Growth:** Many vulnerable groups remain excluded from economic benefits.
2. **Government Policies for Economic Growth:** Policies show gaps between intentions and outcomes.
3. **Poverty Reduction Strategies:** Policies have not effectively reduced poverty, especially for vulnerable groups.
4. **Resource Allocation:** Funding for poverty reduction is inefficient and lacks impact.
5. **Institutional Effectiveness:** Weak coordination and lack of inclusivity hinder development efforts.
6. **Citizen Participation:** Corruption and lack of transparency limit public involvement in decision-making.
7. **Public Service Accessibility:** Services are difficult to access, especially for marginalized communities.
8. **Women's Participation:** Women remain underrepresented in decision-making roles.
9. **Services for Persons with Disabilities & Older Persons:** Services are largely inaccessible to these groups.
10. **Transparency in Public Decision-Making:** Opaque decision-making processes reduce trust in governance.

11. **Economic Opportunities:** Job creation and financial access are inadequate, especially for vulnerable groups.
12. **Social Protection Programs:** Programs exist but are moderately effective and lack accessibility.

Recommendations:

1. **Inclusive Growth:** Target vulnerable groups with financial support, improve market access, and enhance education and healthcare.
2. **Policy Effectiveness:** Strengthen coordination, remove regulatory barriers, and promote public-private partnerships.
3. **Poverty Reduction:** Focus on sustainable economic empowerment and increase transparency in initiatives.
4. **Resource Allocation:** Use data-driven funding, streamline bureaucracy, and invest in long-term solutions.
5. **Institutional Strengthening:** Improve coordination, inclusivity, and accountability.
6. **Citizen Engagement:** Enhance public accessibility, increase consultations, and strengthen anti-corruption efforts.
7. **Public Services:** Expand service centers, integrate digital platforms, and lower costs.
8. **Women's Representation:** Implement leadership programs, gender quotas, and inclusive policies.
9. **Disability & Elderly Services:** Improve accessibility, tailor services to their needs, and coordinate agency efforts.
10. **Transparency in Governance:** Adopt participatory budgeting, digital consultations, and better communication.
11. **Economic Opportunities:** Support SMEs, enhance vocational training, and improve financial inclusion.
12. **Social Protection:** Expand program coverage, simplify processes, and improve monitoring for efficiency.

NSPSR PILLAR 3: PUBLIC FINANCIAL MANAGEMENT REFORM



Key Findings:

1. **Resource Allocation Efficiency:** Allocation is somewhat effective but lacks transparency, leading to inequitable distribution.
2. **Fiscal Discipline:** Budget controls are weak, with concerns over transparency and accountability.
3. **Value for Money in Public Expenditure:** Spending lacks efficiency and does not consistently deliver expected benefits.
4. **Financial Transparency:** Limited public access to financial information reduces trust.
5. **Disclosure Practices:** Financial disclosures are inconsistent and difficult for the public to access.
6. **Public Service Accountability:** Officials are not consistently held accountable for financial mismanagement.
7. **Effectiveness of Accountability Measures:** Accountability frameworks are weak and inconsistently applied.
8. **Timeliness of Financial Reporting:** Reports are often delayed, affecting decision-making and public trust.
9. **Accuracy and Comprehensiveness of Reports:** Reports lack detail and clarity, making them difficult to interpret.
10. **Budget Execution:** Execution is inconsistent, with cases of fund mismanagement.

11. **Alignment of Expenditures with Budget:** Spending does not always match the approved budget, leading to inefficiencies.
12. **Internal Controls and Audit Systems:** Controls are unreliable in detecting financial mismanagement.
13. **Effectiveness of Internal and External Audits:** Audits are generally effective but lack thoroughness in detecting irregularities.
14. **Stakeholder Engagement:** Public participation in financial management is inconsistent.
15. **Responsiveness to Stakeholder Feedback:** Stakeholders feel their feedback is not adequately considered.
16. **Capacity Building for Public Officials:** Training is inconsistent, and some officials lack financial management skills.
17. **Effectiveness of Capacity-Building Programs:** Programs have value but need better design, accessibility, and long-term impact.

Recommendations:

1. **Improve Resource Allocation:** Enhance transparency, adopt data-driven allocation, and engage stakeholders.
2. **Strengthen Fiscal Discipline:** Implement stricter oversight, data-driven budgeting, and accountability measures.
3. **Ensure Value for Money:** Adopt outcome-based budgeting, conduct audits, and optimize processes.
4. **Enhance Financial Transparency:** Publish reports, simplify data, and use digital platforms for real-time tracking.
5. **Improve Disclosure Practices:** Increase reporting frequency, simplify formats, and involve the public.
6. **Enforce Accountability:** Strengthen audits, impose penalties, and protect whistleblowers.
7. **Strengthen Accountability Measures:** Conduct real-time audits, set clear penalties, and encourage public oversight.
8. **Ensure Timely Financial Reporting:** Automate reporting, set deadlines, and communicate delays transparently.
9. **Improve Report Accuracy:** Strengthen data validation, improve presentation, and expand key indicators.
10. **Enhance Budget Execution:** Increase monitoring, improve transparency, and train budget managers.
11. **Align Spending with Budgets:** Track spending in real-time, improve forecasting, and conduct regular audits.
12. **Strengthen Internal Controls:** Invest in real-time tracking, enforce accountability, and enhance whistleblower protections.
13. **Improve Audit Effectiveness:** Expand audit scope, use advanced tools, and ensure auditor independence.
14. **Increase Stakeholder Engagement:** Strengthen communication, enhance transparency, and include marginalized groups.
15. **Enhance Responsiveness to Feedback:** Acknowledge public input, train officials in responsiveness, and monitor feedback effectiveness.
16. **Expand Capacity Building:** Provide regular training, increase funding, and use online learning tools.
17. **Optimize Training Programs:** Tailor programs to roles, improve accessibility, and implement ongoing assessments.

NSPSR PILLAR 4: CIVIL SERVICE ADMINISTRATION REFORM

Key Findings:

1. **Efficiency in Service Delivery:** Bureaucratic delays and inconsistent service quality hinder efficiency.
2. **Resource Utilization:** Resource allocation is moderately effective but faces inefficiencies and accountability concerns.
3. **Productivity:** Bureaucratic inefficiencies and resource constraints limit productivity.
4. **Civil Service Performance:** Employee effectiveness varies, with issues in motivation and professionalism.
5. **Integrity in Public Service:** Inefficiencies and slow responsiveness affect service delivery.

Corruption Perception: Corruption is a major concern, undermining trust.

6. **Citizen-Centered Approach:** Many citizens feel underserved due to inefficiencies.
 7. **Responsiveness to Public Inquiries:** Slow and inconsistent responses damage public trust.
 8. **Policy Implementation Capacity:** Delays, mismanagement, and inefficiencies impact policy execution.
 9. **Alignment with Government Priorities:** Poor coordination causes misalignment with national goals.
 10. **Transparency:** Limited public access to government information raises trust concerns.
 11. **Civil Service Accountability:** Oversight mechanisms exist but are inconsistently enforced.
- Service Quality: Bureaucratic hurdles lead to service inconsistencies.
12. **Service Accessibility:** Rural and vulnerable groups face barriers to accessing services.
 13. **Innovation & Adaptability:** Adoption of technology is moderate, with slow modernization.
 14. **Change Management:** The civil service struggles to adapt quickly to changes.
 15. **Professional Development:** Training programs exist but need improvements in content and accessibility.

Skill Development: Competency gaps affect efficiency.

Stakeholder Engagement: Efforts exist but are inconsistent.

16. **Inclusiveness in Decision-Making:** Participation is limited, affecting transparency.

Public Trust: Corruption and inefficiency reduce institutional reliability.

17. **Policy Implementation:** Miscommunication and inefficiencies hinder success.

Corruption Control: Anti-corruption measures are weakly enforced.

Public Consultations: Engagement is positive, but inclusivity is lacking.

Recommendations:

1. **Enhance Efficiency:** Streamline processes, adopt technology, and improve accountability.
2. **Optimize Resource Use:** Strengthen oversight, improve budget planning, and ensure transparency.
3. **Boost Productivity:** Address bureaucratic inefficiencies and improve resource management.
4. **Improve Employee Performance:** Introduce performance incentives and training programs.
5. **Enhance Service Integrity:** Improve feedback mechanisms and service processes.
6. **Combat Corruption:** Strengthen enforcement, transparency, and whistleblower protection.
7. **Increase Citizen Engagement:** Improve accessibility and efficiency of services.
8. **Improve Responsiveness:** Establish clear response timelines and customer service training.
9. **Strengthen Policy Execution:** Improve planning, coordination, and staff training.
10. **Align with Government Goals:** Enhance strategic planning and resource allocation.
11. **Improve Transparency:** Publish key government documents and promote open data.
12. **Enforce Accountability:** Strengthen oversight, enforce disciplinary actions, and ensure transparency.
13. **Improve Service Quality:** Train staff and integrate technology for better service delivery.
14. **Expand Service Access:** Utilize digital platforms and enhance outreach to underserved communities.
15. **Encourage Innovation:** Invest in AI, automation, and partnerships with private and academic sectors.
16. **Enhance Change Management:** Provide training and use data analytics for proactive decision-making.
17. **Upgrade Training Programs:** Tailor training to roles, use digital learning, and improve evaluation.
18. **Strengthen Skill Development:** Conduct regular skills assessments and expand professional development.
19. **Improve Stakeholder Engagement:** Enhance digital communication and feedback mechanisms.
20. **Ensure Inclusive Decision-Making:** Involve diverse stakeholders and use technology for inclusivity.
21. **Build Public Trust:** Strengthen transparency, oversight, and public engagement.
22. **Improve Policy Execution:** Standardize processes and enhance coordination.

23. **Strengthen Anti-Corruption Efforts:** Enforce penalties, establish independent oversight, and ensure budget transparency.
24. **Expand Public Consultations:** Increase outreach to marginalized groups and diversify consultation methods.

CHAPTER 1: INTRODUCTION



The Bureau of Public Service Reforms (BPSR) was established by the Nigerian Federal Government on February 4, 2004, with the mandate to drive transformative changes within Nigeria's public service. As part of this mission, BPSR coordinates, monitors, and facilitates reform initiatives aimed at building an effective, professional, and citizen-centric public sector. This body is tasked not only with implementing reforms but also with ensuring they

are well-aligned with global standards, ultimately enhancing transparency, efficiency, and responsiveness in government operations. BPSR's vision is a Nigeria with a robust, high-performing socio-economic system, where public service functions seamlessly to meet the needs of its citizens.

To fulfill its mandate, BPSR collaborates extensively with Ministries, Departments, and Agencies (MDAs) across Nigeria, as well as with civil society organizations, the private sector, and other external stakeholders. This collective approach aims to embed global best practices within Nigeria's public service, covering a range of activities, from developing actionable reform plans and advising on policy interpretation, to conducting research, and setting up continuous learning environments within MDAs. In addition, BPSR plays a key role in informing the government's Steering Committee on Reforms through periodic reports, documenting reform progress, challenges, and recommendations for policy adjustment.

However, the success of public service reforms depends not only on robust implementation but also on how well these reforms are understood and accepted by stakeholders, including government officials, public servants, civil society, and the general public. Stakeholder perceptions can significantly influence the effectiveness and sustainability of reform initiatives. It is within this context that the Stakeholders Perception Survey was commissioned by BPSR, aiming to gather insights into the awareness, understanding, and sentiment of these stakeholders toward public service reforms.

The survey seeks to accomplish several objectives. Primarily, it assesses stakeholders' awareness of BPSR's reform initiatives, evaluating whether they understand the purpose and potential impacts of these changes. It also identifies any challenges stakeholders may experience in adapting to the reforms, such as communication barriers, resource constraints, or difficulties in navigating new systems. Furthermore, the survey examines how these reforms are perceived in terms of trust, accountability, and the perceived integrity of public institutions—factors that are essential for fostering positive engagement with the public sector. The insights derived from this perception survey are vital. They allow BPSR to evaluate the effectiveness of its communication strategies, identify gaps in awareness, and highlight areas where additional support may be needed. Moreover, understanding the nuances of stakeholder feedback enables BPSR to refine its reform strategies to align more closely with the needs and expectations of the public. Ultimately, this survey serves as both a diagnostic tool and a foundation for building a public service that not only delivers efficiently but is also

viewed by its citizens as fair, inclusive, and transparent.

This report provides a comprehensive analysis of the findings from the Stakeholders Perception Survey, with the aim of informing ongoing and future reform efforts. By prioritizing stakeholder engagement and understanding the specific needs and perspectives of those affected by public service reforms, BPSR can enhance the impact, acceptance, and sustainability of its reform initiatives, fostering a public service that truly serves Nigeria's citizens.

1.1 PERCEPTION SURVEY

Perception survey is a study or research project completed to collect information about range of issues, for the purpose of informing marketing strategy in business or decision making in government. This Survey is for the later. It can be administered to a variety of audiences for a range of purposes i.e. administered by businesses to uncover consumer opinions or administered by government to collect information on governance issues. It may be verbal, written, or electronic; but this Survey covers all the variants. Surveys including this one, are administered to an audience through questionnaires – either quantitative or qualitative. The primary distinction of a perception survey is its intention to ascertain or discern opinions rather than factual data. But this Survey, by the nature and cadre of respondents, aims to obtain an approximated factual data given the knowledge, capacity, and experience of respondents.

Conducting a Stakeholders Perception Survey on the implementation of public service reforms by the Bureau of Public Service Reform (BPSR) is essential for several reasons: The survey helps assess how the reforms are perceived by various stakeholders, including government officials, public servants, and citizens. Understanding their perspectives can provide insights into the effectiveness and impact of the reforms. The feedback gathered can highlight any challenges or barriers that stakeholders face when implementing or adapting to the reforms. This information is crucial for addressing issues that might hinder success. Engaging stakeholders through a survey can lead to increase support for reforms when stakeholders feel their voices are heard. Different stakeholders might have varying experiences and insights regarding the public service reforms. A survey can capture these diverse perspectives, leading to a more comprehensive understanding of the reforms' effects.

The data collected from the survey can inform policymakers and BPSR about necessary adjustments or modifications to the reforms. This evidence-based approach helps ensure that decisions are aligned with the needs and expectations of stakeholders. Understanding stakeholder satisfaction with the reforms can help BPSR gauge their success and areas for improvement. It can also build accountability in the reform process. A Stakeholders Perception Survey can promote transparency in the implementation process. When stakeholders see that their opinions are valued and considered, it can enhance trust in public institutions.

The survey acts as a communication tool between BPSR and stakeholders. It allows for the dissemination of information regarding the objectives and processes of the reforms while also allowing stakeholders to voice their concerns and suggestions. Insights from the survey can lead to better policy formulation and implementation strategies, ensuring that the public service reforms align with stakeholder needs and priorities.

In summary, a Stakeholders Perception Survey is an important mechanism for evaluating and refining public service reforms. It ensures that the reforms are responsive to the needs and concerns of those they impact, ultimately contributing to more effective and efficient public service delivery.

1.2 OBJECTIVES OF THE SURVEY

The Stakeholders Perception Survey represents an essential initiative aimed at gauging the effectiveness and societal impact of public service reforms instituted by the Bureau of Public Service Reforms (BPSR) in Nigeria. This initiative underscores the importance of stakeholder engagement in the transformation of public service systems, as it seeks to capture a comprehensive view of experiences and opinions from various groups directly affected by these reforms.

Understanding Stakeholders: Stakeholders in this context encompass a broad spectrum of individuals and organizations, including government officials, public servants, civil society organizations, business leaders, and the general populace. By engaging this diverse group, BPSR ensures that it gathers insights from multiple vantage points, including grassroots experiences and high-level policy perspectives.

Identifying Strengths: One of the primary objectives of the survey is to uncover the successes of the reforms. Understanding what aspects are perceived positively allows BPSR to reinforce effective practices, highlight successes, and potentially replicate these strengths in other areas of public service. Recognition of these strengths serves not only to validate the efforts being made but also to build morale among public service workers and stakeholders, encouraging continued support for ongoing reforms.

Addressing Challenges: Conversely, the Stakeholders Perception Survey also aims to identify shortcomings and challenges associated with the reforms. By gathering critical feedback on areas where the reforms may be lacking or facing resistance, BPSR can pinpoint specific issues that require attention. This proactive approach allows for timely interventions, ensuring that potential obstacles do not hinder the overall effectiveness of public service delivery.

Refining Strategies: Insights gained from the survey empower BPSR to make informed decisions regarding the refinement of its strategies. It can utilize stakeholder feedback to develop targeted interventions that address specific needs, concerns, or deficiencies. This iterative process of review and adjustment is vital for enhancing public service delivery, fostering an environment of continuous improvement, and ensuring that services are responsive to the needs of citizens.

Enhancing Public Service Delivery: Ultimately, the crux of conducting the Stakeholders Perception Survey lies in its potential to transform public service delivery in Nigeria. By fostering a culture of accountability and responsiveness, BPSR can ensure that reforms are not only effectively implemented but are also perceived as beneficial by those they are intended to serve. This alignment between policy and public perception is crucial for building trust and enhancing the legitimacy of governmental actions.

In conclusion, the Stakeholders Perception Survey is not merely a tool for data collection; it is a strategic framework that enables BPSR to foster dialogue, enhance collaboration, and drive meaningful change in public service delivery. By valuing stakeholder input, BPSR lays the groundwork for a more transparent, efficient, and citizen-centric public service system in Nigeria.

CHAPTER 2: METHODOLOGY

The methodology for this Stakeholders Perception Survey on the implementation of Public Service Reforms by the Bureau of Public Service Reforms (BPSR) adopts a multifaceted approach, incorporating participatory techniques, mixed methods (qualitative and quantitative), and rigorous data validation processes. This section outlines the design, stakeholder analysis, sampling approach, data collection methods, data analysis techniques, and the validation workshop that were employed in this study to ensure that the findings are accurate, representative, and actionable.

2.1 Survey Design

The survey employs a descriptive research design with a mixed-methods approach, utilizing both quantitative and qualitative data collection techniques. The purpose of this design is to capture a comprehensive picture of stakeholder perceptions and experiences regarding the implementation of public service reforms in Nigeria.

1. **Quantitative Approach:** Structured questionnaires were developed to gather numerical data on stakeholders' levels of satisfaction, awareness, and engagement with the reforms. This approach enables statistical analysis, including the use of descriptive statistics, to quantify responses and highlight trends.
2. **Qualitative Approach:** Semi-structured interviews and open-ended questions were used to collect detailed feedback on the perceived successes, challenges, and suggestions for improvement regarding the reforms. This allows for in-depth exploration of stakeholder experiences and provides context to the quantitative data.

By combining both approaches, the methodology ensures a holistic understanding of the reforms' impact from various stakeholder perspectives.

2.2 Stakeholder Analysis

A crucial part of the methodology was the stakeholder analysis, which allowed the research team to identify key individuals, organizations, and groups involved in or affected by public service reforms. Stakeholders were classified into the following categories based on their knowledge, position, power, and interest in public service reforms:

1. **Government Stakeholders:** Public servants, policymakers, and administrators from the Federal Ministries, Departments, and Agencies (MDAs) directly involved in implementing the reforms.
2. **Non-Government Stakeholders:** Representatives from civil society organizations (CSOs), private sector organizations, media, and citizens who interact with or are affected by government services.

Each stakeholder group was analyzed using the power-interest matrix, which helped the research team prioritize engagement with high-power and high-interest stakeholders. This ensured that critical voices were included in the survey and that the findings would reflect the perspectives of those most involved or affected by the reforms.

2.3 Sample Selection

The target population for this study comprises a broad range of stakeholders, ensuring that the survey captures diverse viewpoints from across government, civil society, and the private sector. The sample includes:

1. **Public Servants and Policymakers:** Individuals working in relevant MDAs involved in public service reforms.
2. **Beneficiaries of Public Services:** Citizens who utilize government services and have direct experience of public service delivery.
3. **CSOs, NGOs, and Private Sector Representatives:** Organizations that work closely with government institutions or advocate for reform in the public service sector.
4. **Development Partners and Media:** Key actors who play a role in public discourse and shaping the perception of government reforms.

A purposive sampling method was used to select a sample size of 800 participants, chosen based on their relevance to the survey's objectives and their previous involvement in similar reforms. This ensured that the participants had firsthand knowledge and could offer valuable insights into the impact and effectiveness of the reforms.

2.4 Desk Review

An essential preliminary step in the research process was conducting a desk review of relevant literature, reports, and documents. The desk review helped ensure that the research instruments were aligned with existing knowledge and best practices, and that the study's scope was clearly defined.

Key aspects of the desk review includes:

1. **Review of Previous Perception Surveys:** Past surveys on public service reforms in Nigeria and similar contexts were analyzed to inform the design of the current survey. This helped to refine the survey tools and methodologies.
2. **Evaluation of Past Reform Initiatives:** An analysis of past public service reforms, particularly those from the Compendium of Public Service Reforms (2015-2017), was conducted to evaluate the implementation and effectiveness of previous initiatives.
3. **International Best Practices:** Comparative studies of public service reforms in other countries, especially within the OECD, provided insights into global best practices and helped contextualize the findings.

2.5 Data Collection Methods

The data collection process was designed to ensure comprehensive and reliable data from stakeholders:

1. **Primary Data Collection:** Structured questionnaires were developed and administered to stakeholders to capture both quantitative and qualitative data. The questionnaires included Likert-scale questions to assess satisfaction and multiple-choice questions on stakeholders' perceptions of the reforms. Open-ended questions were included to allow participants to elaborate on their experiences and provide further insights. The questionnaires were administered both electronically (via email) and in-person (during focus groups and interviews) to reach a diverse range of stakeholders.
2. **Secondary Data Collection:** Secondary data were gathered from documents and reports from MDAs, civil society organizations, and research institutions. This data provided context for the findings and helped validate the primary data collected through the survey.

2.6 Validation Workshop

The Validation Workshop was a critical step in ensuring the accuracy and credibility of the survey findings. The workshop allowed key stakeholders especially those involved in the reforms to review the preliminary results and provide feedback.

1. Objective: The primary goal of the workshop was to validate the survey findings, ensuring that the data reflected stakeholders' true perceptions and experiences. The workshop also served as a platform for stakeholders to discuss any discrepancies or gaps in the data and suggest additional considerations.

2. Process: During the workshop, stakeholders reviewed the draft findings, identified areas of agreement and disagreement, and provided additional insights or clarifications. The feedback from this workshop was integrated into the final analysis to ensure that the conclusions were both accurate and reflective of the stakeholders' views.

2.7 Data Processing and Analysis

Once data collection was completed, the data underwent a comprehensive processing and analysis phase:

1. **Data Cleaning:** The raw data from the questionnaires and interviews were cleaned to remove any inconsistencies, errors, or outliers.
2. **Quantitative Analysis:** Descriptive statistics were used to summarize the survey data, including frequency distributions, percentages, and averages. This analysis helped to identify overall trends and patterns in stakeholder perceptions.

2.8 Ethical Considerations

The research adhered to ethical guidelines to ensure the integrity and confidentiality of the data:

- **Informed Consent:** All participants were fully informed about the purpose of the survey and their role in the study. Participation was voluntary, and respondents could withdraw at any time.
- **Confidentiality:** All data collected was kept confidential, and the identities of participants were protected throughout the research process.
- **Transparency:** The research process, including the methods and findings, was documented transparently to ensure that the results were credible and reliable.

2.9 Conclusion

The methodology outlined above was designed to ensure that the Stakeholders Perception Survey was both comprehensive and rigorous. The combination of quantitative and qualitative methods, along with the validation workshop and stakeholder engagement, provided a robust framework for capturing accurate and meaningful data on public service reforms in Nigeria. By integrating multiple sources of data and feedback, the study offers valuable insights that will inform the continued development of public service reforms and enhance the responsiveness and effectiveness of the public service delivery system in Nigeria.

VALIDATION WORKSHOP PICTURES







CHAPTER 3: DETAILED ANALYSIS OF THE STAKEHOLDER PERCEPTION SURVEY DATA COLLECTED

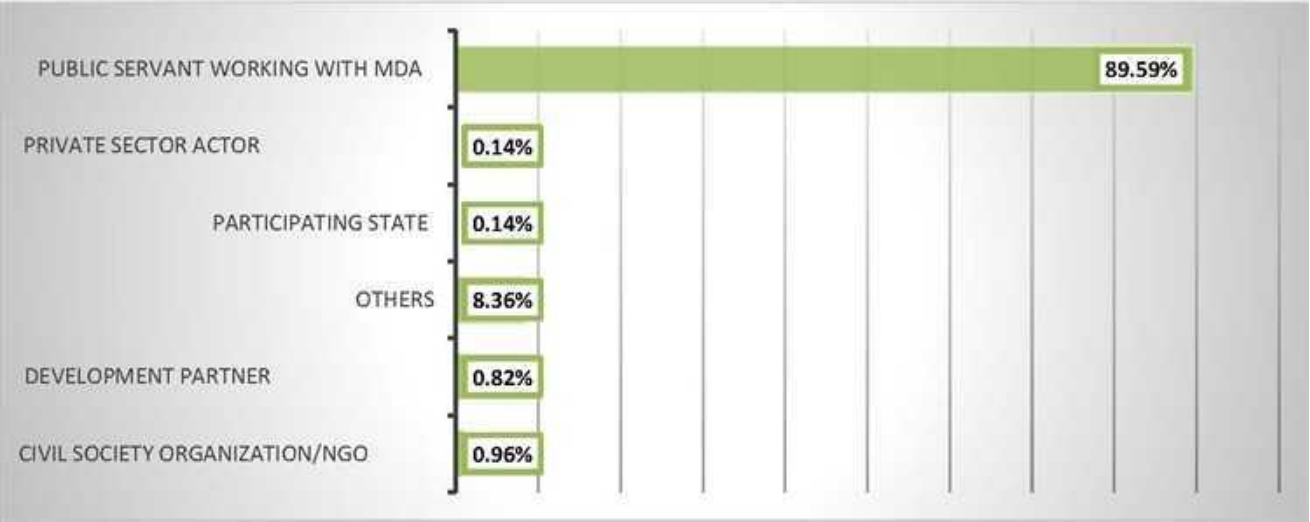
This chapter presents a detailed analysis of the Stakeholder Perception Survey data collected, offering insights into stakeholders' views, opinions, and experiences related to the subject under study. The analysis aims to identify key trends, patterns, and correlations that emerge from the responses. By employing both quantitative and qualitative methods, this chapter interprets the survey findings to assess stakeholder sentiments, expectations, and concerns. The results are further examined in relation to the study's objectives, providing a comprehensive understanding of stakeholder perspectives and their implications for decision-making and strategic planning.

3.1 STAKEHOLDERS IDENTIFICATION

Identifying key stakeholders is essential to understanding the perspectives and interests that influence the study. This section outlines the various stakeholder groups involved in or affected by the subject of the survey. By categorizing and analyzing these stakeholders, we can better interpret their responses, assess their level of engagement, and determine their role in shaping the overall findings. The identification process ensures that the analysis reflects a diverse range of viewpoints, providing a comprehensive understanding of the surveyed population. The key findings for the survey are shown in Table 1.

Table 1: Distribution of Survey Participant

Perception Analysis: The survey findings indicate that an overwhelming majority (89.59%) of respondents are public servants employed within Ministries, Departments, and Agencies (MDAs). This highlights that the primary audience for BPSR's reforms consists of government employees who are directly engaged in the public sector.



The data reveals that BPSR's initiatives are primarily assessed by internal government stakeholders, with nearly 90% of respondents being public servants. This strong public sector representation aligns with the focus of public service reforms on improving government efficiency. However, external engagement is minimal, as civil society organizations, development partners, and private sector actors account for just 1.92% of respondents, indicating a missed opportunity for broader input and accountability. Additionally, state-level participation is notably low, with only 0.14% of respondents from "Participating States," suggesting limited involvement beyond the federal level.

Recommendations: To enhance stakeholder engagement and improve public service reform implementation, BPSR should expand outreach to non-governmental stakeholders, including civil society organizations, development partners, and private sector actors, to gain external insights and strengthen accountability. Strengthening collaboration with state governments is also crucial, as increased state-level involvement can improve coordination and alignment of reforms across all government levels. Additionally, conducting regular, inclusive surveys will help capture diverse stakeholder perspectives, ensuring reforms remain responsive to the needs and concerns of all relevant groups.

3.2 STAKEHOLDERS AWARENESS OF GOVERNMENT REFORMS INITIATIVES

3.2.1 Awareness of Government Initiatives/ Reforms on Policies for Public Services

Understanding stakeholders' awareness of government reform initiatives is crucial in assessing their level of knowledge, engagement, and perception of ongoing changes. This section examines the extent to which stakeholders are informed about these initiatives, the sources of their information, and their general awareness levels. The findings provide insights into potential gaps in communication, the effectiveness of outreach efforts, and the need for further awareness programs to enhance stakeholder participation and support for the reforms.

Figure 1: Awareness of any Government Initiatives/Reforms/Policies for Public Service

The high awareness of government-led public service reforms with 89.60% of respondents as shown in Figure 1 indicating familiarity, suggests that communication efforts have been largely effective in reaching stakeholders. This is a positive indicator, as awareness is crucial for fostering engagement and participation in reform initiatives. However, 10.40% of respondents remain unaware, likely due to communication gaps, lack of direct involvement, or insufficient outreach to certain groups or subnational levels. Addressing these gaps could further enhance the reach and impact of public service reforms.

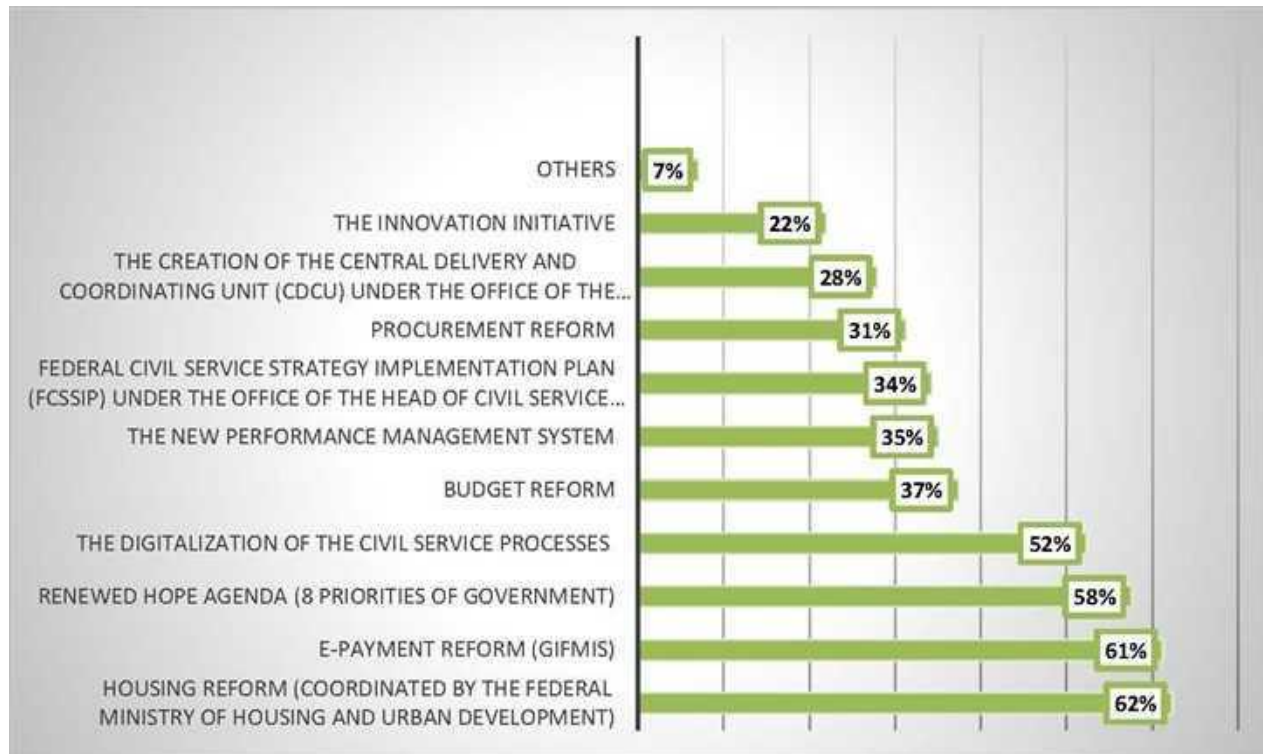
Recommendations: To enhance awareness of public service reforms, BPSR should target outreach efforts toward the 10.40% of respondents who remain unaware, using newsletters, workshops, and digital resources to bridge communication gaps. Strengthening existing communication channels, such as government bulletins, MDA internal communications, and online platforms, will help maintain high awareness levels. Additionally, measuring the depth of awareness through follow-up surveys can provide insights into stakeholders' understanding of specific policies and their impact, ensuring more meaningful engagement with reform

Awareness of any Government Initiatives/Reforms/Policies for Public Service initiatives.

Figure 1: outcomes. The level of Familiarity with Government Initiatives, Reforms, or Policies related to Public Service as found from the survey is depicted in Table 2.

Table 2: Familiarity with Government Initiatives, Reforms, or Policies related to Public Service

Perception Analysis: The survey findings as presented in Table 2 categorize public service reform initiatives into three familiarity levels. High-familiarity initiatives (above 50%) include



Housing Reform (62%), E-Payment Reform (GIFMIS) (61%), the Renewed Hope Agenda (58%), and Digitalization of Civil Service Processes (52%), reflecting their broad impact and visibility. Moderate-familiarity initiatives (30-50%) such as Budget Reform (37%), the New Performance Management System (35%), the Federal Civil Service Strategy Implementation Plan (34%), and Procurement Reform (31%) indicate awareness within relevant sectors but suggest a need for wider engagement.

Low-familiarity initiatives (below 30%) include the Central Delivery and Coordinating Unit (28%) and the Innovation Initiative (22%), highlighting limited recognition beyond specific administrative circles. Only 7% of respondents were familiar with other reforms, suggesting comprehensive coverage of major initiatives in the survey.

Recommendations: To improve awareness and engagement with public service reforms, targeted communication campaigns should be implemented for low-familiarity initiatives like the CDCU and Innovation Initiative, ensuring their potential benefits are widely understood. Highly recognized initiatives such as Housing Reform and E-Payment Reform (GIFMIS) can be leveraged to promote lesser-known reforms by associating them with successful efforts. Additionally, highlighting the achievements and impact of moderate-familiarity reforms, such as the Digitalization of Civil Service Processes and Budget Reform, can reinforce their value to stakeholders. Finally, increasing engagement with performance and strategy reforms like the New Performance Management System and FCSSIP through practical training, case studies, and success stories will help boost awareness and commitment across the public sector.

3.3 ANALYSIS OF SURVEY FINDINGS ON NSPSR PILLAR 1: ENABLING GOVERNANCE AND INSTITUTIONAL ENVIRONMENT OF THE PUBLIC SECTOR IN NIGERIA

A well-functioning governance and institutional environment is essential for an effective and responsive public sector. This section assesses stakeholders' perceptions of the governance framework, institutional capacity, and overall effectiveness of public service institutions in Nigeria under Pillar 1 of the National Strategy for Public Service Reform (NSPSR).The development objective of this pillar is “to create a governance and institutional environment that enables public service institutions to deliver public goods and services in accordance with their mandates, and with integrity, transparency, and accountability.”

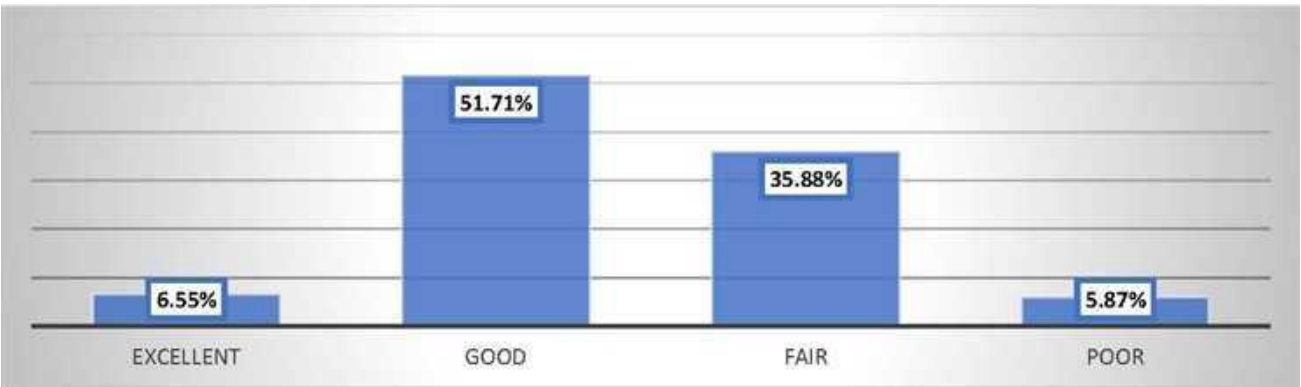
3.3.1 Integrity of Public Institutions

This sub-section examines the perceived integrity of public institutions based on stakeholder responses.

Perception Analysis: The survey results shown in Table 3 indicates diverse perspectives on the integrity of public service institutions in Nigeria, with a majority expressing a generally positive outlook. Over half (51.71%) of respondents rated integrity as “Good,” reflecting trust but also highlighting areas for improvement, while only 6.55% considered it “Excellent,” suggesting the need for further enhancement. Meanwhile, 35.88% rated integrity as “Fair,” acknowledging existing issues that, while not severe, require attention. A smaller portion (5.87%) rated integrity as “Poor,” pointing to concerns about systemic challenges that could erode public confidence.

Table 3: Integrity of public service institutions in Nigeria

Key Recommendations from the Analysis: To strengthen public trust in service institutions, efforts should focus on maintaining and enhancing positive integrity perceptions, as 58.26% of respondents rated integrity as “Good” or “Excellent.” Addressing concerns from the 35.88%



who rated integrity as “Fair” and the 5.87% who rated it as “Poor” is essential, requiring improved accountability, transparency, and ethical governance. Additionally, institutions should enhance communication about integrity efforts by actively promoting anti-corruption policies and accountability measures. Lastly, targeted reforms should be implemented based on feedback from those with negative perceptions to address key concerns and reinforce confidence in public sector integrity.

public sector integrity.

This section examines stakeholder perceptions of how well public service institutions uphold ethical standards in their operations.

Perception Analysis: The survey results shown in Table 4 indicates that most respondents perceive public service institutions' adherence to ethical standards as moderate, with 51.43% rating it as such, suggesting partial compliance but highlighting areas for improvement. A significant portion (34.7%) holds a positive perception, rating adherence as "High" (29.12%) or "Very High" (5.58%), reflecting recognition of efforts to uphold ethical standards. However, 13.88% expressed concerns, rating adherence as "Low" (12.38%) or "Very Low" (1.50%), pointing to potential systemic issues or a lack of trust in the ethical framework governing public institutions. These findings underscore the need for strengthened ethical governance and consistency in ethical practices.

Table 4: Public Service Institutions Adherence to Ethical Standards

Recommendations: To enhance adherence to ethical standards in public service institutions, ethical practices should be reinforced through strengthened training and standardized guidelines. Transparency and accountability must be promoted by implementing reporting mechanisms, ethical audits, and fair handling of violations to build trust. Additionally, increasing awareness of ethical efforts by showcasing successful initiatives and role models can help reinforce positive perceptions and encourage best practices across the public sector.

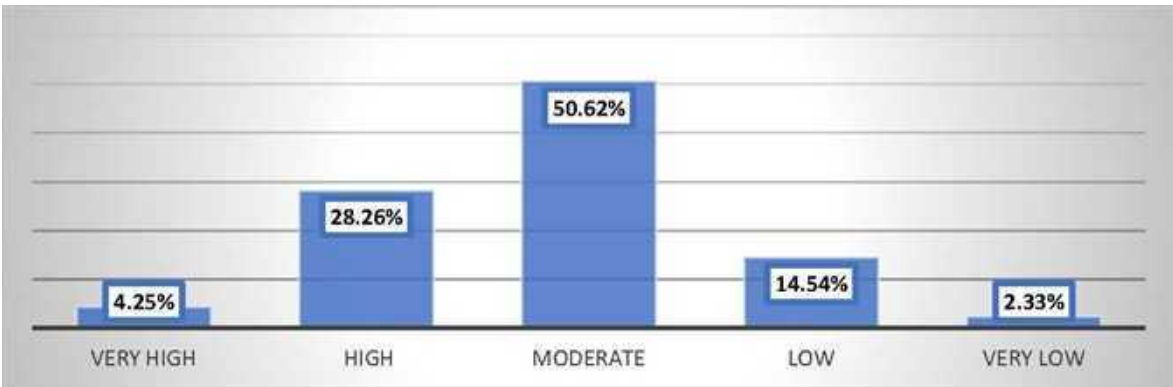
3.3.3 Transparency of Public Service Institutions

This section examines stakeholder perceptions regarding the transparency of public service institutions, focusing on openness in decision-making, accessibility of information, and accountability measures.

those with negative perceptions to address key concerns and reinforce confidence in institutions exhibit some openness but require improvement. While 28.26% view transparency as high, this remains a minority, showing that many feel institutions could be more open. Only 4.25% consider transparency very high, suggesting that full institutional openness is rare. Meanwhile, 16.87% of respondents perceive transparency as low or very low, highlighting concerns about unclear decision-making, inadequate communication, or restricted access to information. These findings underscore the need for enhanced transparency to build greater public trust.

Table 5: The Transparency Level of the Activities and Decisions of Public Service Institutions

Recommendations: To improve transparency in public service institutions, communication and access to information should be enhanced by publishing reports, meeting minutes, and operational data through official channels. Increasing public engagement through consultations, surveys, and town hall meetings can foster trust and inclusivity in decision-making. Additionally, staff and leadership training on transparency principles will help embed a culture of openness in governance. Finally, strengthening accountability mechanisms



through audits, oversight bodies, and open governance practices will ensure ethical compliance and reinforce public trust.

3.3.4 Effectiveness of Public Service Institutions in Providing Access to Information

This section explores stakeholder perceptions of how effectively public service institutions provide access to information.

Perception Analysis: The survey results in Table 6 shows that 41.12% of respondents find public service institutions effective or very effective in providing access to information, indicating that a significant portion feels their informational needs are met, though not the majority. Meanwhile, 39.48% rate access as fairly effective, suggesting that while some information is available, it may not be comprehensive, timely, or easily accessible due to barriers like complex processes or unclear communication. A smaller group, 1.37%, perceives access as poor or very poor, highlighting concerns about transparency and engagement, though the low percentage of "Very Poor" responses suggests it is not viewed as a severe issue by most.

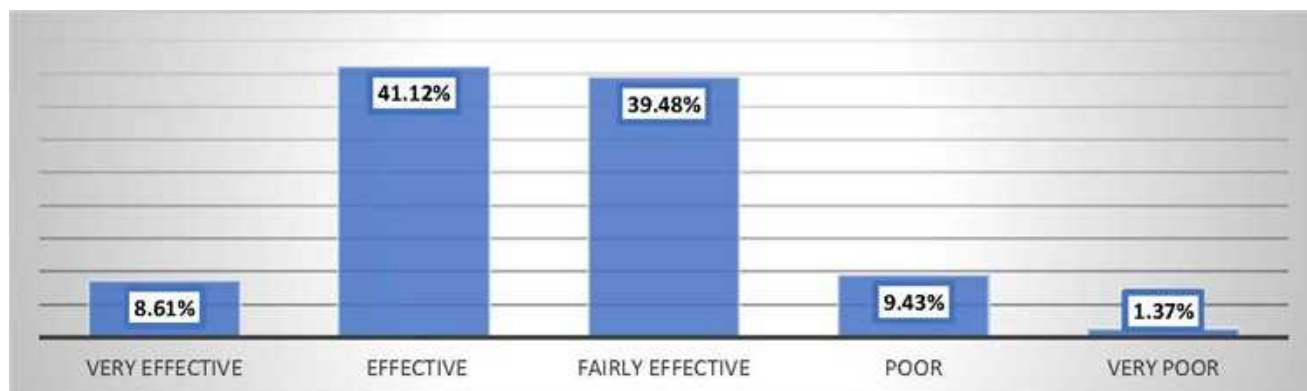


Table 6: Rate at which Public Service Institutions Provide Access to Information

Recommendations: To improve access to information, public service institutions should enhance digital platforms by making websites user-friendly, regularly updated, and accessible while utilizing social media for timely engagement. Simplifying information access processes by streamlining request systems and presenting data clearly will reduce barriers to transparency. Additionally, proactive information sharing through the regular publication of key documents and reports will foster trust and civic participation. Training staff in transparency best practices and engaging the public through workshops and Q&A sessions will further enhance awareness and accountability. Lastly, establishing regular feedback mechanisms such as surveys and focus groups will help assess public satisfaction, identify gaps, and improve service efficiency.

3.3.5 Accountability of Public Officials within the Public Service

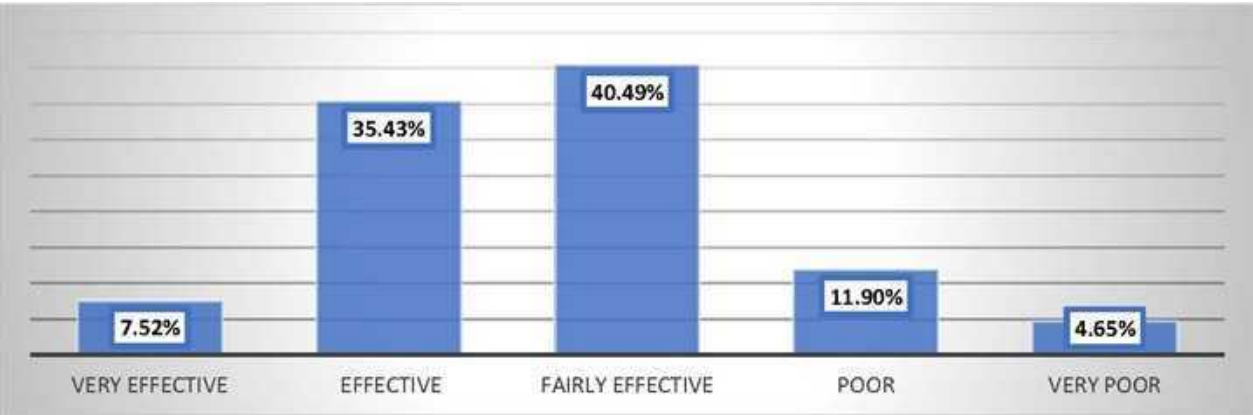
This section examines stakeholder perceptions regarding the accountability of public officials in the public service.

The survey results in Table 7 indicates that 40.49% of respondents view accountability mechanisms in public service institutions as fairly effective or better, suggesting ongoing efforts to enforce accountability while highlighting areas for improvement. The prevalence of fairly effective ratings implies that while mechanisms exist, they may lack consistency or full transparency. Meanwhile, 16.55% of respondents rate accountability as poor or very poor, signaling concerns about weak enforcement, particularly in addressing misconduct or corruption. These findings emphasize the need for stronger, more transparent, and consistently applied accountability measures.

a. Public Perception on Accountability Mechanisms for Public Service Officials

The responses provide insight into how participants perceive the effectiveness of mechanisms for holding public service officials accountable. Here is a breakdown of the data:

Table 7: Effective Mechanism for holding public service officials accountable



Recommendations: To strengthen accountability in public service institutions, oversight and enforcement should be enhanced through regular audits, clear protocols, and visible disciplinary actions to ensure consistency and build public trust. Transparency in accountability processes should be improved by publicly reporting cases while maintaining privacy protections. Additionally, training and resources should be expanded, equipping officials with ethical conduct training and leveraging technology for efficient case management. Finally, promoting success stories of effective accountability measures will reinforce trust, deter misconduct, and inspire confidence in public sector integrity.

b. Public Perception on Responsiveness of Public Service Institutions to Stakeholders' Concerns

The responses reveal how participants perceive the responsiveness of public service institutions to stakeholder concerns, offering insight into how effectively these institutions engage and address issues raised by the public and other stakeholders.

Perception Analysis: The survey results in Table 8 suggests that while many respondents rate public service institutions' responsiveness as good or better, indicating efforts to engage stakeholders, a large number of fair ratings highlight the need for more consistent and timely responses. Additionally, the presence of fair and negative ratings suggests that some stakeholders face delays or insufficient follow-up, which can undermine trust and confidence in public service responsiveness. These findings emphasize the importance of improving accessibility and ensuring prompt, reliable engagement with the public.

Table 8: The responsiveness of public service institutions to stakeholders' concerns

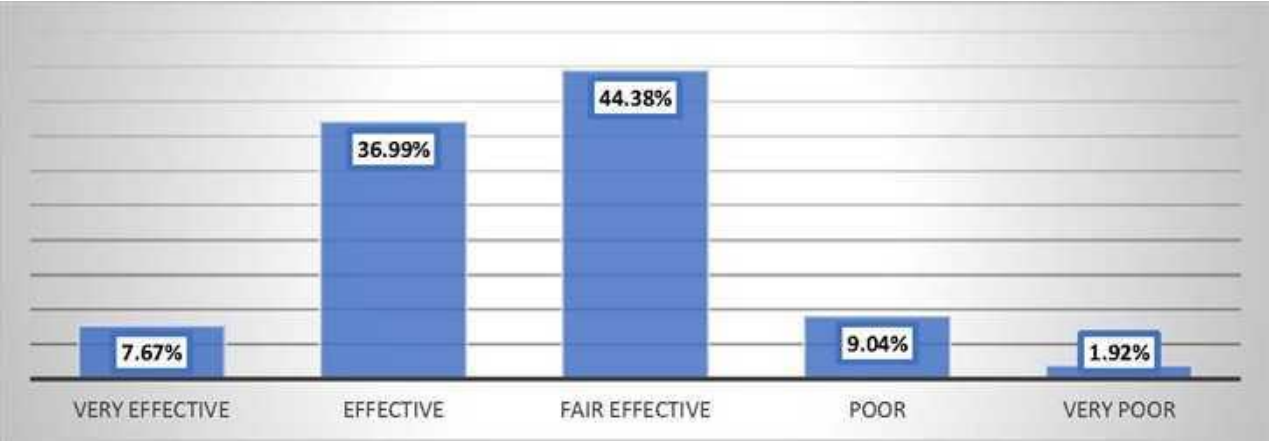
Recommendations: To improve responsiveness, public service institutions should enhance accessibility and feedback mechanisms by offering multiple communication channels and keeping stakeholders informed on their concerns. Implementing consistent follow-up processes with standard protocols and automated tracking systems will ensure timely responses. Additionally, providing customer service training for public officials can improve stakeholder engagement and demonstrate a commitment to addressing concerns. Finally, publicizing improvements in responsiveness by showcasing successful cases will build trust and encourage more stakeholders to engage, knowing their concerns will be heard and acted upon.

This section explores stakeholder views on how effective public service institutions fulfill their responsibilities and meet public needs.

Perception Analysis: The survey results in Table 9 indicates that while nearly half of respondents view public service delivery as effective, a significant number rate it as fairly effective (44.38%), suggesting that services may not always meet expectations. This points to occasional inconsistencies in quality and accessibility. Additionally, moderate and negative ratings highlight concerns about efficiency, timeliness, and equitable distribution, emphasizing the need for improvements in consistency and responsiveness to better meet public needs.

Recommendations

Table 9: Effectiveness of Public Service Institutions in Delivering Public Goods and Services



Recommendations: To improve service delivery, public service institutions should enhance efficiency by streamlining processes, reducing bureaucratic delays, and leveraging digital solutions. Addressing regional disparities is crucial to ensure equitable access, particularly in underserved areas, through infrastructure improvements and mobile service units. Implementing feedback mechanisms will enable continuous improvement by identifying gaps and adjusting services based on public input. Additionally, increasing transparency and communication about service processes and timelines will help manage expectations, build trust, and foster public confidence in ongoing reforms.

3.3.7 Public Perception on How Well Public Services Meet Citizen Needs and Expectations

This section in Table 10 examines how effectively public services align with the needs and expectations of citizens. The quality, accessibility, and responsiveness of public services play a crucial role in shaping public trust and satisfaction.

Perception Analysis: The survey results in Table 10 indicates moderate satisfaction with public services, as many citizens find them somewhat effective but not fully meeting expectations. This suggests a need for improvements in quality, consistency, and accessibility to enhance overall satisfaction. Additionally, uneven experiences among citizens, reflected in low and very low ratings, highlight significant challenges in service accessibility. Addressing these gaps will be essential to ensuring that public services effectively meet the diverse needs of the population.

Table 10: Extent to Which Public Services Meet Citizen Needs and Expectations

Recommendations: To better meet citizen needs, public service institutions should prioritize service quality and accessibility, ensuring reliable and equitable delivery, especially in underserved areas. Enhancing responsiveness to citizen feedback through strengthened communication channels can help tailor services to public expectations. Investing in staff training and resource allocation will equip employees with the skills and tools needed to improve efficiency and coverage. Additionally, monitoring and addressing service inconsistencies across regions will help standardize delivery, ensuring a more uniform and high-quality experience for all citizens.

3.3.8 Institutional Efficiency of the Public Service Institutions

This section : examines how efficiently public service institutions operate in delivering their mandates.

This analysis examines the perceived efficiency of public service institutions, as rated by respondents on a scale from "Very High" to "Very Low."

Perception Analysis: The survey results in Table 11 indicates that public service institutions exhibit moderate efficiency, with many respondents acknowledging acceptable performance but highlighting the need for process streamlining and reduced bureaucratic delays. While 40% of respondents rate efficiency as high or very high, around 8.73% perceive it as low, indicating inconsistencies across different departments or regions. These variations suggest that some institutions function more effectively than others, emphasizing the need for standardized improvements to enhance overall operational efficiency.

Recommendations

Table 11: Efficient Operations of Public Service Institutions

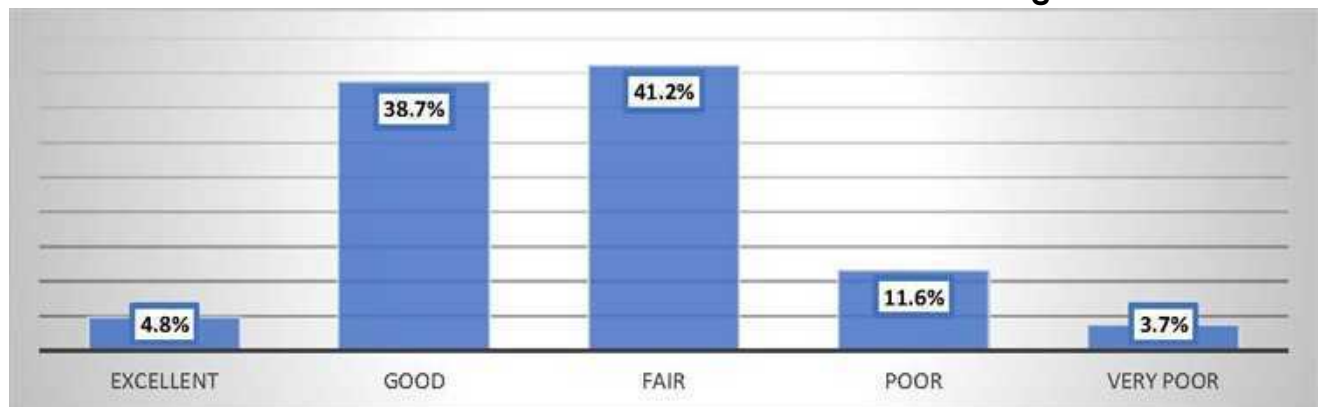
Recommendations: To improve efficiency, public service institutions should streamline bureaucratic processes by reducing redundancies, automating tasks, and minimizing paperwork to enhance service speed. Strategic resource allocation is essential, ensuring that high-demand areas receive adequate staffing, technology, and funding for timely service delivery. Regular performance monitoring through key performance indicators (KPIs) can help identify inefficiencies and drive data-based improvements. Additionally, continuous training for public service employees on best practices and technological advancements will enhance productivity and responsiveness, ultimately leading to a more effective and efficient public sector.

This section  examines how well public institutions manage their resources, identifying key strengths, challenges, and areas for improvement.

Perception Analysis: The analysis in Table 12 reveals a need for improved resource allocation, as many respondents perceive inefficiencies in how resources are distributed and utilized within public service institutions. A significant number of "Fair" and "Poor" ratings suggest that resource management does not always align with service demands, potentially leading to underperformance in certain areas. Additionally, the varying responses indicate inconsistencies in management quality across different institutions, likely influenced by regional disparities, departmental challenges, or inconsistent budgetary practices. Addressing these issues can help enhance operational effectiveness and ensure resources are utilized more efficiently.

Recommendations

Table 12: Effectiveness of Public Service Institutions on Resource management and Utilization



Recommendations: Public service institutions can enhance resource management by ensuring budget transparency and accountability through regular audits and public reporting. Investing in employee training on efficient resource utilization can prevent wastage and optimize budget use. Implementing performance-based budgeting will help allocate resources to programs with proven effectiveness, ensuring responsible spending. Additionally, reducing operational inefficiencies—such as administrative overhead, procurement delays, and lack of digital tracking—can further streamline resource utilization and improve service delivery.

3.3.9 Regulatory Effectiveness within the Public Service Institutions

This section evaluates the effectiveness of these regulations provides insights into their impact, identifying strengths and areas that require improvement to enhance public trust and institutional performance.

Perception Analysis: The analysis in Table 13 reveals that majority (47.3%) of respondents find public service regulations clear or very clear, indicating effective communication, there is still room for improvement. The 30.5% who rated regulations as "Fairly Clear" suggest that some rules or processes may require further clarification. Additionally, a small but notable percentage (6.3%) perceive the regulations as unclear or ineffective, highlighting potential issues related to complexity, ambiguity, or inadequate communication. Addressing these concerns through simplification, better training, and clearer guidance could enhance regulatory effectiveness and public understanding.

- **Clarity and Effectiveness of Regulations Governing Public Service Institutions** This analysis examines how clear and effective the regulations governing public service institutions are, based on responses rated from "Very Clear" to "Very Poor."

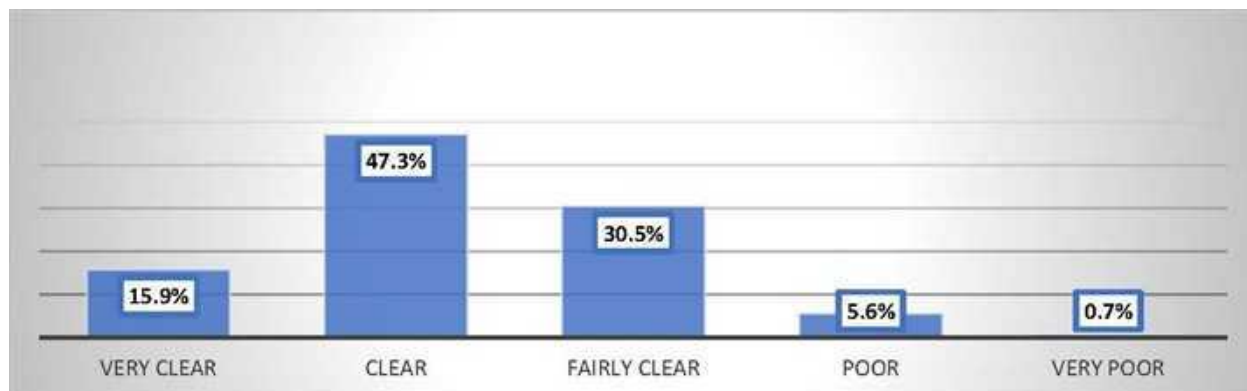


Table 13: How clear and effective are the regulations governing public service institutions

Recommendations

To enhance regulatory effectiveness, simplifying regulations by reducing complexity and using clearer language can improve accessibility and understanding. Providing ongoing training for public service employees and creating user-friendly informational materials, such as infographics and FAQs, can further support compliance. Regularly soliciting feedback through public forums, surveys, or consultations ensures continuous improvement by identifying areas needing clarification. Additionally, maintaining consistency in the application of regulations across institutions fosters trust and prevents confusion.

3.3.10 Compliance with Regulatory Requirements by Public Service Institutions

This section examines the importance of regulatory adherence, key compliance measures, and the impact of non-compliance on public service institutions.

The analysis reveals that public service institutions are generally perceived as compliant with regulatory requirements, with 46.507% of respondents rating compliance as "Good" or better. However, 34.84% rated compliance as "Fair," indicating inconsistencies in adherence across different institutions or regulations. Additionally, 1.37% of respondents expressed concerns about non-compliance, rating it as "Poor" or "Very Poor," which may point to systemic challenges, enforcement gaps, or resource constraints. While overall compliance appears strong, there is room for improvement to ensure uniformity and address areas of concern.

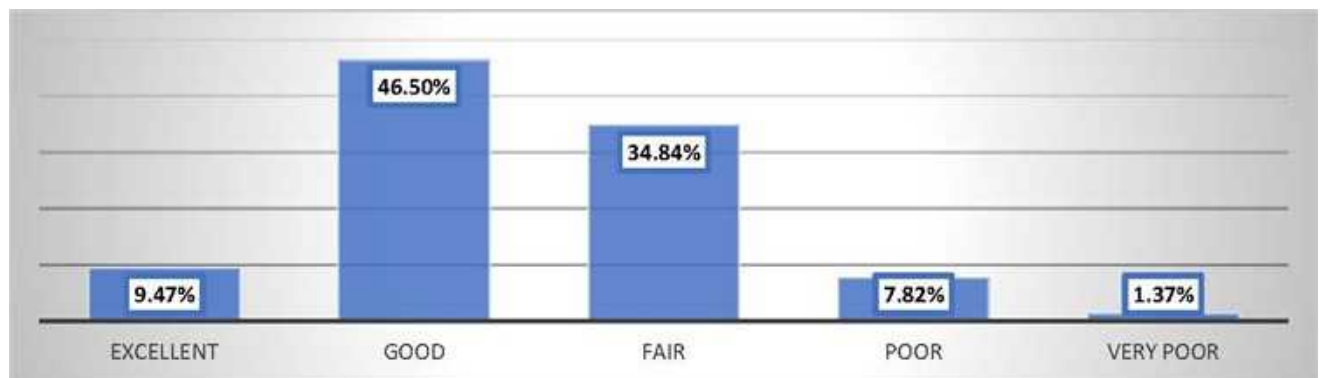


Table 14: Public Service Institutions compliance with regulatory requirement

Recommendations: To improve regulatory compliance, public service institutions should strengthen monitoring and enforcement through regular audits, inspections, and performance evaluations to identify and address non-compliance. Addressing inconsistencies by establishing uniform standards, guidelines, and staff training can enhance adherence across institutions. Increasing accountability and transparency through regular compliance reporting and clear accountability measures will build public trust. Additionally, providing support such as training, technical assistance, and additional resources can help institutions overcome compliance challenges and better meet regulatory requirements.

3.3.11 Level of public trust with the Public Service Institutions

This section examines the level of public trust in public service institutions, highlighting key perceptions, challenges, and areas for improvement to strengthen public confidence in government operations.

Perception Analysis: The analysis in Table 15 reveals a mixed perception of trust in public service institutions, with 25.21% of respondents expressing a positive view, while 46.46% see trust levels as moderate, indicating neutrality or uncertainty. However, 28.34% rated trust as "Low" or "Very Low," highlighting significant concerns about reliability and effectiveness. This suggests a need for targeted trust-building efforts, as low trust can undermine institutional legitimacy and effectiveness. Strengthening transparency, accountability, and service delivery could help improve public confidence in these institution

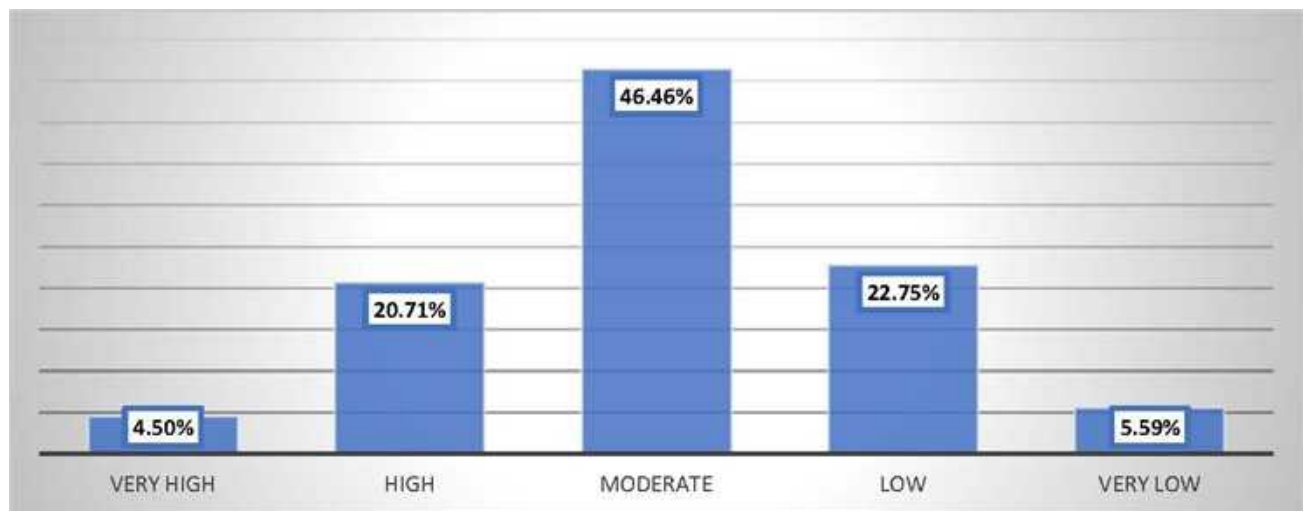


Table 15: Level of public trust in public service institutions

Recommendations: To strengthen public trust, public service institutions should enhance accountability and transparency by clearly communicating decisions and resource allocations while holding officials accountable. Improving service delivery through efficiency, reduced delays, and better customer service can also boost public confidence. Addressing inefficiencies and corruption with stronger anti-corruption measures, audits, and integrity checks is essential for building credibility. Additionally, engaging with the public through open dialogue, community outreach, and feedback mechanisms can foster stronger relationships and demonstrate a commitment to addressing citizens' concerns.

3.3.12. Perceived Reliability and Trustworthiness of Public Service Institutions

This analysis explores how reliable and trustworthy public service institutions are perceived to be, based on responses rated from "Very High" to "Very Low."

Perception Analysis: The analysis in Table 16 indicates a mixed perception of trustworthiness in public service institutions, with 32.43% of respondents viewing them as highly reliable, while 44.87% consider them only moderately reliable, reflecting uncertainty or neutrality. However, 22.71% expressed low or very low trust, likely due to concerns about inefficiency, corruption, or lack of transparency. With 67.58% of respondents holding a moderate or lower perception of trust, there is a significant opportunity for public service institutions to enhance reliability, transparency, and service delivery to build greater public confidence.

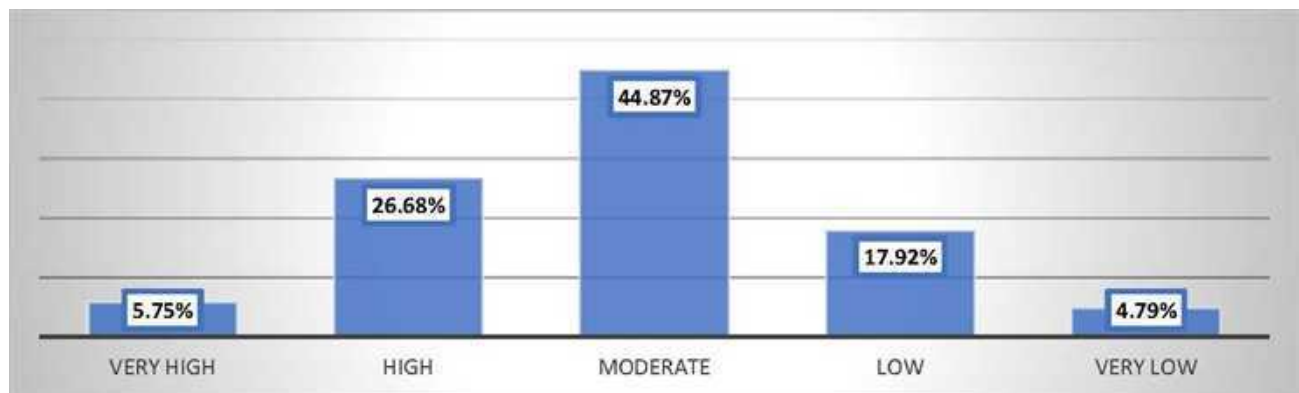


Table 16: Reliability and Trustworthiness of Public Service Institutions

Recommendations: To improve public trust, public service institutions should enhance transparency through regular updates on operations and decision-making while strengthening communication to ensure accountability. Addressing corruption and inefficiency by implementing stricter oversight and ethical standards is essential for rebuilding confidence. Investing in service quality and efficiency, such as streamlining processes and improving customer service, can enhance perceptions of reliability. Additionally, engaging with the public through surveys, consultations, and feedback mechanisms can help identify concerns and inform strategies to improve trustworthiness.

3.3.13 Quality of policy implementation across public service institutions

This section examines the effectiveness of policy execution, identifying strengths, challenges, and areas for improvement to enhance service delivery and public sector performance.

Perception Analysis: The analysis in Table 17 indicates that while policy implementation across public service institutions is generally perceived as effective (37.91%), a significant portion (44.37%) rates it as only "Fairly Effective," suggesting inconsistencies in execution across different institutions. These disparities may stem from variations in resources, personnel, or training. Additionally, 12.50% of respondents view implementation as "Poor" or "Very Poor," highlighting concerns about inefficiencies, lack of adherence, or miscommunication. While policies are largely applied, there is a need for greater consistency and improvements in execution to enhance overall effectiveness.

Table 17: Consistency in the Implementation of Policies Across Public Service Institutions

Recommendations: To enhance policy implementation, public service institutions should ensure uniformity by standardizing policies, providing employee training, and establishing centralized monitoring systems. Strengthening oversight through regular evaluations can help identify and address inconsistencies. Effective communication and coordination across departments and government levels are crucial for maintaining consistency in policy application. Additionally, addressing inefficiencies such as resource constraints, administrative bottlenecks, and lack of training can improve overall effectiveness, leading to more consistent and efficient policy execution.

This analysis explores the effectiveness of public service institutions in implementing government policies, based on responses rated from "Very Effective" to "Very Poor."

Perception Analysis: The analysis in Table 18 shows a generally positive perception of policy implementation, with 49.24% of respondents rating public service institutions as "Effective" or "Very Effective." However, 42.50% view implementation as only "Fairly Effective," indicating areas where consistency and efficiency could be improved. Additionally, 8.26% rate effectiveness as "Poor" or "Very Poor," highlighting challenges such as delays, resource constraints, or misalignment between policy goals and execution. These findings suggest a need for continuous improvement, with strategic enhancements aimed at addressing inefficiencies and strengthening overall policy implementation effectiveness.

Table 1

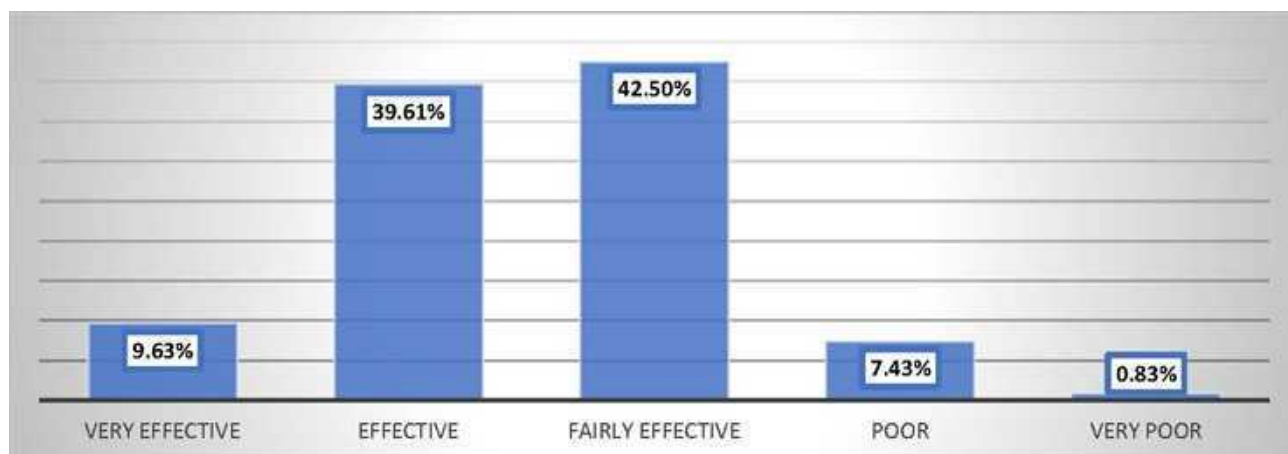


Table 18: Effectiveness of Public Service Institutions in Implementing Government Policies

Recommendations: To enhance policy implementation, public service institutions should strengthen their capacity by providing staff training, increasing funding, and improving infrastructure. Addressing inefficiencies through regular audits and citizen feedback can help identify obstacles and guide targeted improvements. Strengthening monitoring and evaluation systems with clear performance indicators and regular assessments will ensure policies are effectively executed. Additionally, promoting cross-institutional collaboration through coordination, information sharing, and joint efforts can enhance consistency and optimize resource utilization, ultimately improving overall policy implementation effectiveness.

3.3.15. Measures for corruption control within public service institutions

a. Effectiveness of Measures to Prevent and Combat Corruption within Public Service Institutions

This analysis examines the effectiveness of measures in place to prevent and combat corruption within public service institutions, based on responses rated from "Very Effective" to "Very Poor."

Perception Analysis: The analysis in Table 19 reveals a moderate to positive perception of anti-corruption measures, with 36.78% of respondents viewing them as "Effective" or "Very Effective." However, 39.65% consider them only "Fairly Effective," suggesting partial success but room for improvement. Additionally, 7.49% rate the measures as "Poor" or "Very Poor," indicating serious concerns about persistent corruption and a lack of substantial progress. These findings highlight the need for stronger anti-corruption strategies to enhance effectiveness, restore public trust, and ensure greater accountability within public service institutions.

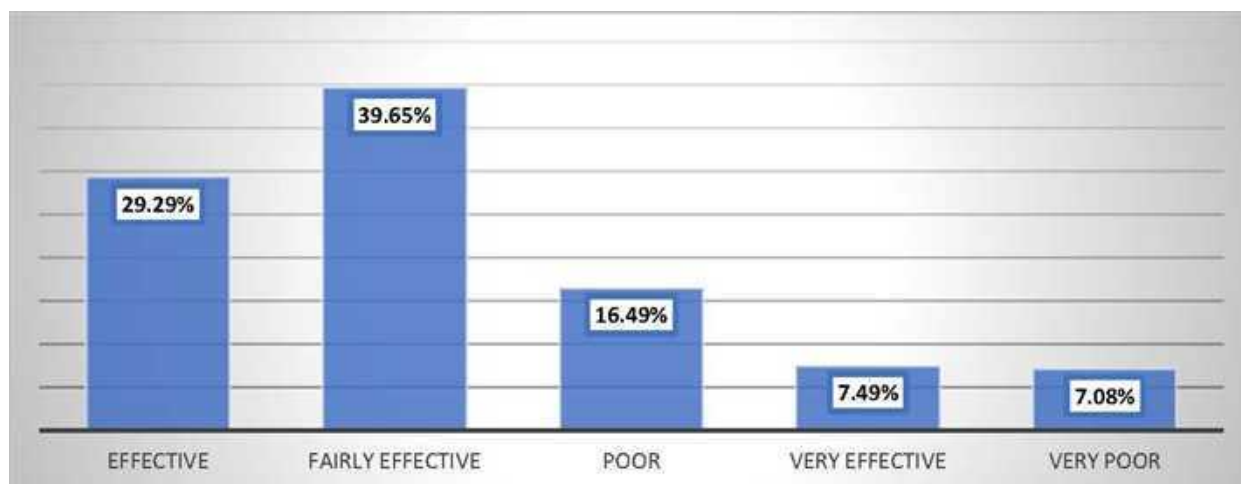


Table 19: Effective measures to prevent and combat corruption within public service institutions

Recommendations: To effectively combat corruption within public service institutions, enforcement mechanisms must be strengthened through stricter penalties, thorough investigations, and robust legal frameworks to ensure consistent prosecution. Increasing transparency in processes like budgeting, procurement, and hiring—alongside regular audits and whistleblower protections—can enhance accountability. Public engagement should also be encouraged by creating anonymous reporting platforms and fostering open dialogues on anti-corruption policies. Additionally, comprehensive training programs for public servants on ethical behavior and integrity can help instill a culture of compliance. Lastly, fostering institutional integrity by ensuring leaders model ethical conduct and embedding anti-corruption policies into daily operations is crucial for long-term success.

3.3.16 Analysis of the Frequency of Corruption in Public Service Activities

This analysis explores the perceived frequency of corruption in public service activities, based on responses rated from "Very High" to "Very Low."

Perception Analysis: The survey results in Table 20 indicate a widespread perception of corruption within public service institutions, with a majority (52.05%) rating its frequency as "Very High" or "High," highlighting deep concerns about systemic integrity. Additionally, 33.20% of respondents view corruption as occurring "Moderately," suggesting that while it remains an issue, some believe it is more controlled in certain areas. In contrast, only 14.76% perceive corruption as "Low" or "Very Low," indicating that while some trust in the integrity of public institutions exists, it is a minority perspective. These findings emphasize the need for stronger anti-corruption measures and improved institutional transparency.

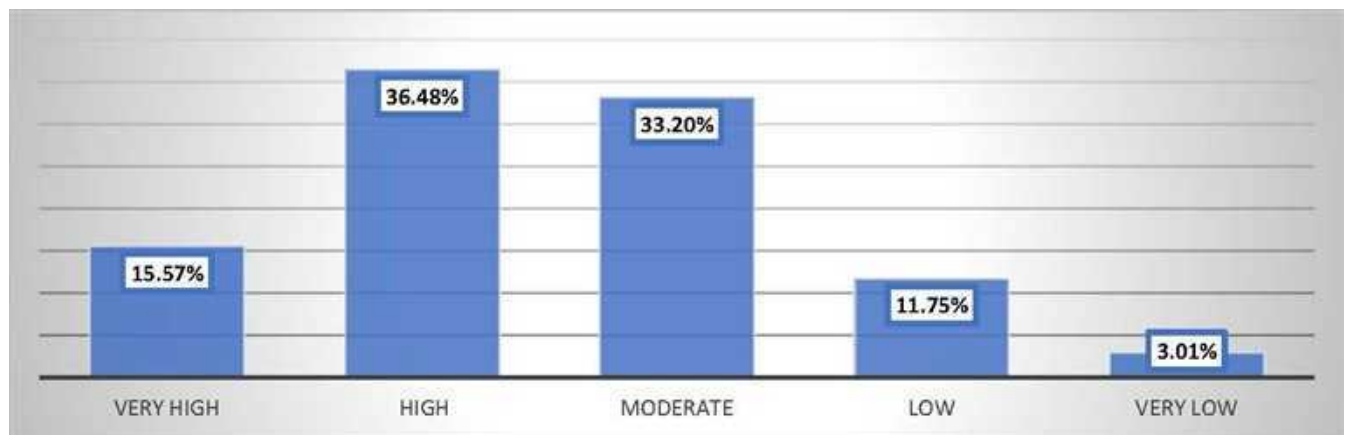


Table 20: Frequency of corruption in public service activities

Recommendations: To combat the widespread perception of corruption in public service institutions, it is essential to address its root causes by improving transparency, enhancing accountability, and enforcing high ethical standards. Strengthening anti-corruption measures through rigorous audits, stricter penalties, and independent investigative bodies can help curb corrupt practices. Increasing transparency in public service processes, such as open data initiatives and accessible decision-making, can further deter corruption. Additionally, promoting whistleblower protections will encourage individuals to report misconduct without fear of retaliation. Lastly, regular ethics and anti-corruption training for public servants can foster a culture of integrity and reinforce the importance of ethical conduct in public administration.

3.3.17 Quality of Stakeholder Engagement within public service processes

a. Analysis of Stakeholder and Public Engagement in the Governance Processes of Public Service Institutions This analysis examines the effectiveness of stakeholder engagement, including the public, in the governance processes of public service institutions, based on responses rated from "Excellent" to "Very Poor."

Perception Analysis: The analysis in Table 21 indicates a mixed perception of stakeholder engagement in public service governance. While 43.84% of respondents rate the engagement as "Good" or "Excellent," a large portion (44.11%) views it as "Fair," suggesting that engagement efforts are present but not always effective or robust enough to address public and stakeholder needs. Additionally, 12.05% rate engagement as "Poor" or "Very Poor," pointing to concerns about the lack of meaningful or comprehensive involvement. The survey highlights the need for public service institutions to improve the quality, inclusivity, and impact of their engagement strategies, ensuring that all stakeholders, especially marginalized groups, have their voices heard.

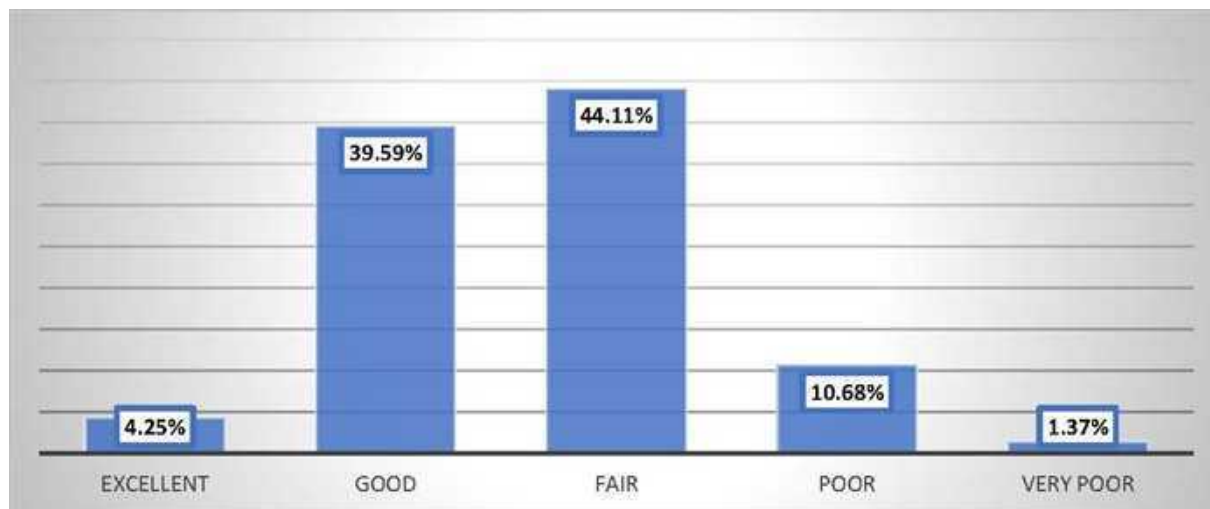


Table 21: Stakeholder and Public Engagement in the Governance Processes of Public Service Institutions

Recommendations: To improve public service engagement, institutions should focus on increasing inclusivity by reaching marginalized communities through various channels like town halls and digital platforms. Enhancing the quality of engagement is essential, ensuring stakeholder input is not only gathered but also acted upon, with feedback provided on its impact. Public awareness and education about governance processes should be prioritized to encourage greater citizen participation. Transparency and communication must be strengthened by regularly updating the public on decisions and how their input influences policies. Finally, making engagement accessible to all, including those with limited resources or technology access, by offering in-person and virtual options, providing language support, and ensuring clear communication, is crucial for effective participation.

3.3.19 Effectiveness of Public Consultations and Engagements in Being Inclusive and Comprehensive

This analysis examines the perceived effectiveness of public consultations and engagements in being inclusive and comprehensive, based on responses rated from "Very High" to "Very Low."

Perception Analysis: The analysis in Table 22 reveals that while public consultations are perceived as somewhat inclusive, there is significant room for improvement. The majority of respondents (54.14%) rate the consultations as "Moderate," indicating that although they may reach some stakeholders, they fail to fully engage a diverse and representative group. Only 30.39% of respondents view consultations as highly successful, suggesting that while some see them as effective, they remain a minority. Additionally, 15.47% of respondents feel the consultations are not sufficiently inclusive or comprehensive, highlighting concerns about exclusion and the lack of meaningful participation from key groups in governance processes.

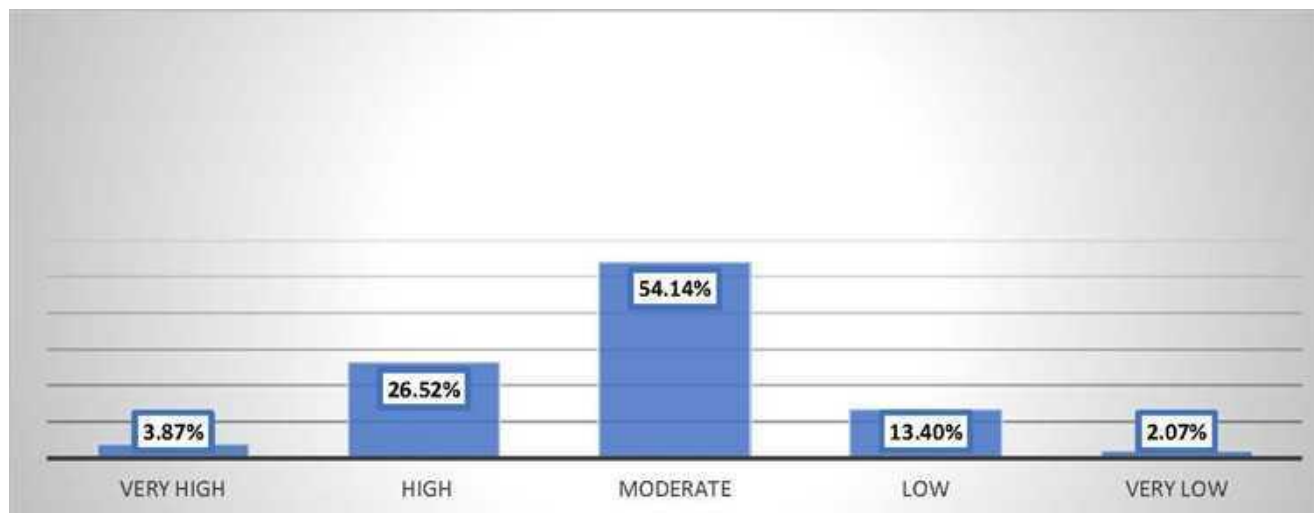


Table 22: Effectiveness of Public Consultations and Engagements in Being Inclusive and Comprehensive

Recommendations: To improve stakeholder engagement, public service institutions should diversify their consultation methods by incorporating online platforms, in-person meetings, community outreach, and multilingual communication to reach a broader audience, including marginalized communities. Ensuring representation from all stakeholder groups, such as youth, women, and people with disabilities, is crucial for inclusivity. Institutions should also address any gaps in consultation coverage by addressing all relevant concerns and following up on feedback to demonstrate its impact on decision-making. Increasing transparency about how feedback influences policies is essential for building trust, while leveraging technology through online surveys, webinars, and social media can further expand participation and allow for anonymous input.

3.3 ASSESSMENT OF NSPSR PILLAR 2: ENABLING SOCIO-ECONOMIC ENVIRONMENT

Development objective is “to create a socio-economic environment that enables accelerated, inclusive and sustained economic growth and poverty reduction, through institutional pluralism, and inclusive participation of vulnerable groups (women, children, persons with disabilities, older persons and family units) in decision making and in the delivery of public services”

3.4.1 Extent of Inclusive Economic Growth within the public sector

a. Effectiveness of the Socio-Economic Environment in Supporting Inclusive Economic Growth

This assessment examines the perceived effectiveness of the socio-economic environment in fostering inclusive economic growth, aligning with the development objective of creating an environment that promotes accelerated, inclusive, and sustained economic growth, and poverty reduction, especially through the participation of vulnerable groups.

Perception Analysis: The analysis in Table 23 shows a mixed perception of the socio-economic environment, with 42.55% of respondents rating it as "Good" or "Excellent," indicating a belief that it somewhat fosters inclusive growth. However, 43.09% rated it as "Fair," suggesting that many feel current efforts are only partially successful and may not fully reach or benefit all groups. Additionally, 14.37% rated the environment as "Poor" or "Very Poor," signaling concerns about the exclusion of vulnerable populations from the benefits of economic growth, potentially exacerbating inequality. Overall, the findings highlight the need for improved policy implementation and more targeted interventions to ensure that inclusive growth benefits all segments of society.

Table 23: Effectiveness of the Socio-Economic Environment in Supporting Inclusive Economic Growth



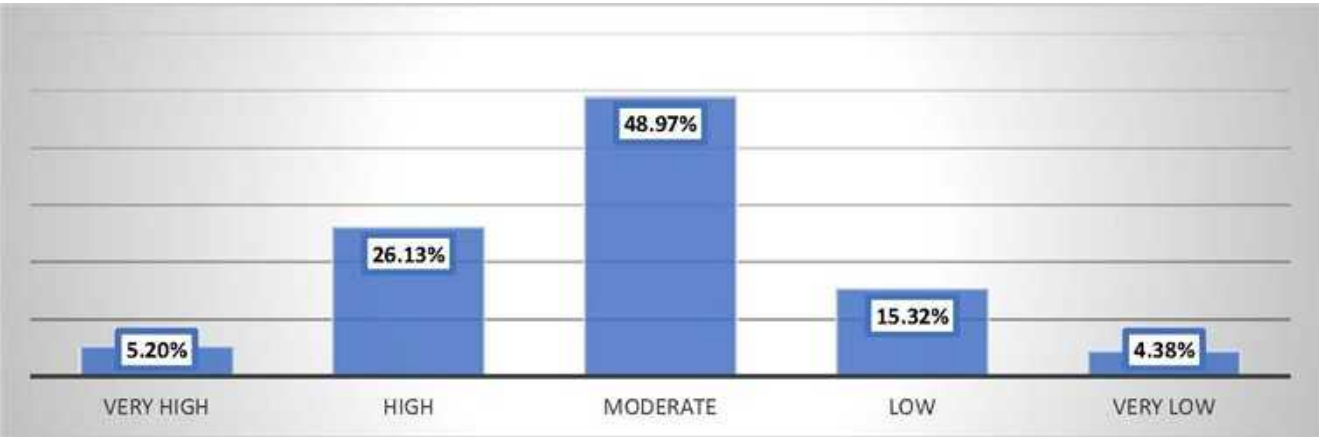
Recommendations: To promote inclusive economic growth, public institutions should design targeted interventions that address the needs of vulnerable groups, including women, children, persons with disabilities, and the elderly, by providing access to education, training, and job opportunities. Efforts should focus on reducing barriers for marginalized groups by offering financial support, improving market access, and fostering entrepreneurship. Inclusive growth policies should ensure equitable distribution of economic benefits across all sectors, with access to basic services like healthcare, education, and social protection for all. Effective monitoring and evaluation of policies, including tracking their impact on vulnerable groups, is essential, with feedback mechanisms for adjustments as needed. Additionally, increasing public participation in economic decision-making through accessible consultation platforms will help address the needs of all groups, especially those who are marginalized.

Assessment of Government Policies in Promoting Accelerated Economic Growth

This analysis evaluates the perceived effectiveness of government policies in promoting accelerated economic growth, a key objective for fostering national development and improving the socio-economic environment.

Perception Analysis: The analysis in Table 24 reveals a mixed perception of government policies, with 31.33% of respondents rating them as "High" or "Very High," indicating some recognition of their positive impact on economic growth. However, the majority (48.97%) rate them as "Moderate," suggesting a gap between policy intentions and actual outcomes in fostering rapid economic growth. Furthermore, 19.70% of respondents express concern by rating policies as "Low" or "Very Low," indicating that they believe current measures are insufficient to stimulate the desired growth. The responses suggest that policies may not be comprehensive or implemented quickly enough, highlighting the need for more aggressive, targeted, or sector-specific strategies to accelerate economic growth.

Table 24: Assessment of Government Policies in Promoting Accelerated Economic Growth



Recommendations: To accelerate economic growth, governments should focus on enhancing policy coordination and implementation, ensuring alignment with national growth strategies, and addressing gaps in critical areas like infrastructure, finance, and human capital development. More targeted policies should be introduced to stimulate growth in key sectors such as technology, agriculture, and manufacturing, creating jobs and attracting investment. Additionally, removing structural barriers to growth, such as regulatory inefficiencies and limited access to capital for SMEs, is essential. Strengthening public-private partnerships can drive infrastructure development and job creation, while focusing on inclusive growth policies will ensure that economic benefits reach vulnerable groups, reduce poverty, and improve living standards for all.

3.4.2 Extent of poverty reduction within the country

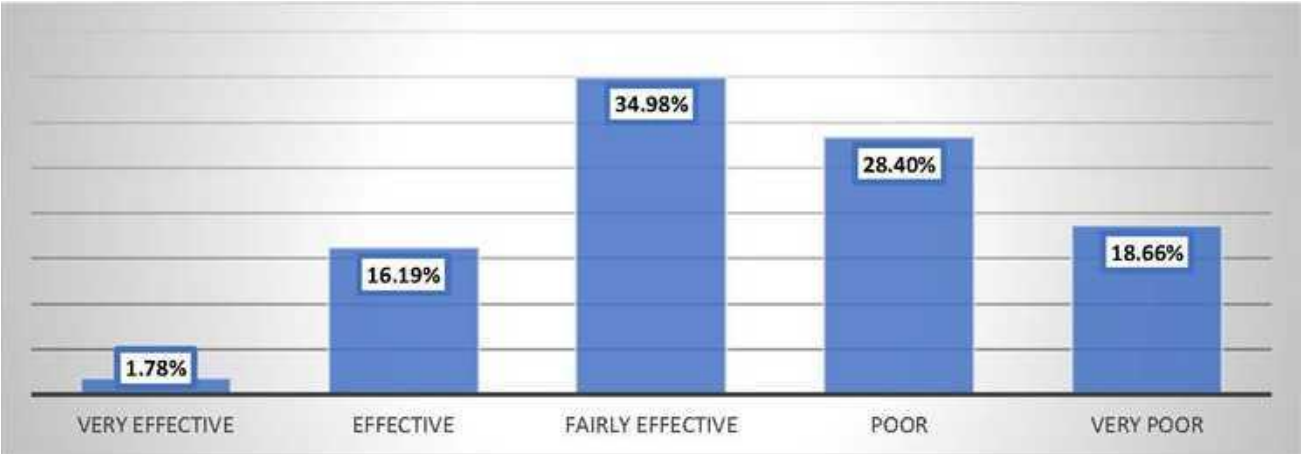
a. Assessment of the Effectiveness of Current Strategies in Reducing Poverty:

This analysis evaluates the public perception of the effectiveness of current strategies employed by the government to reduce poverty in the country.

Perception Analysis: The analysis in Table 25 reveals significant dissatisfaction with current poverty reduction strategies. Only 17.97% of respondents view these strategies as "Effective" or "Very Effective," indicating limited confidence in their ability to make a substantial impact on poverty levels. While 34.98% rate the strategies as "Fairly Effective," suggesting moderate success, many believe the efforts do not adequately address the root causes of poverty or suffer from inconsistent implementation. A large portion of respondents (47.06%) rate the strategies as "Poor" or "Very Poor," reflecting widespread dissatisfaction and concerns that the programs are not effectively supporting the most vulnerable populations or achieving meaningful change.

Table 25: Extent of poverty reduction within the country

Recommendations: To improve poverty reduction efforts, the government should redesign and better target programs to reach vulnerable groups such as rural populations, women, and persons with disabilities, ensuring that the support is tailored to their specific needs.



Investments in sustainable economic empowerment, including access to education, vocational training, microcredit, and entrepreneurship support, should be prioritized to create long-term opportunities for the poor. Increased transparency and accountability in poverty programs, through public oversight and regular audits, will help ensure resources are used effectively. Strengthening social protection systems, such as cash transfers, healthcare, and unemployment benefits, can provide immediate relief, while addressing the root causes of

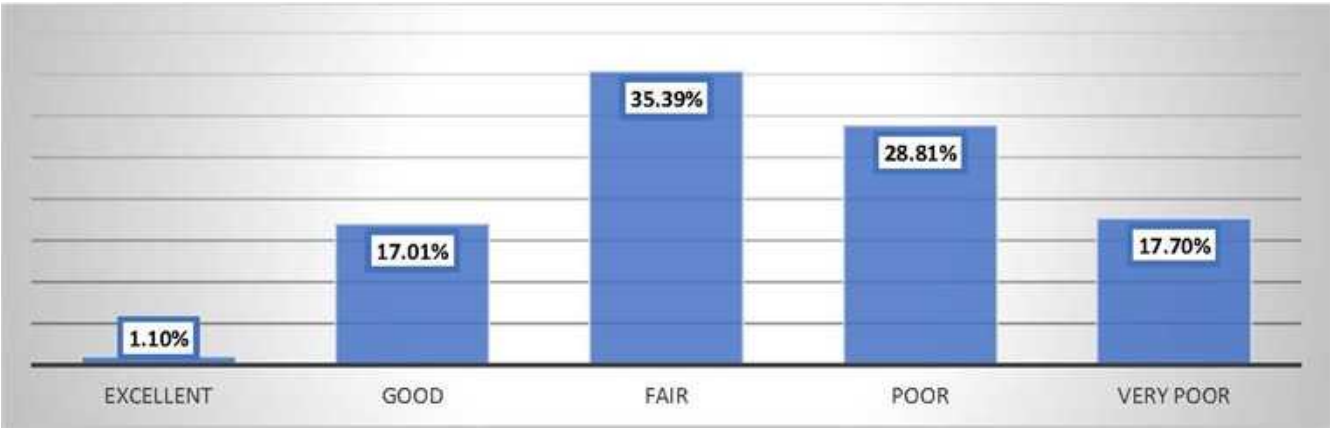
poverty—such as access to education, healthcare, and affordable housing—will help reduce inequality and promote long-term, equitable growth

b. Assessment of Resource Allocation for Poverty Reduction This analysis evaluates the perceived effectiveness of resource allocation in targeting poverty reduction efforts among the citizens.

Perception Analysis: The analysis in Table 26 shows significant dissatisfaction with how resources are allocated for poverty reduction. Only 18.11% of respondents rate resource allocation as "Good" or "Excellent," suggesting limited confidence in its effectiveness. While 35.39% view the allocation as "Fair," indicating that resources are being directed toward poverty reduction but not optimally or in sufficient amounts, the majority still feel improvements are needed. A large proportion (46.51%) rate resource allocation as "Poor" or "Very Poor," signaling concerns that resources are being wasted, misdirected, or not reaching the most vulnerable populations. This highlights a need for better efficiency and targeted distribution of resources to achieve meaningful impact.

Table 26: Assessment of Resource Allocation for Poverty Reduction

Recommendations: To improve poverty reduction efforts, the government should enhance the efficiency of resource allocation by targeting funds to the regions and communities most in need, using data-driven approaches like poverty mapping and needs assessments. Increasing transparency and accountability through regular audits, clear reporting, and public access to information will build trust in the allocation process. Optimizing resource distribution by streamlining bureaucracy and empowering local institutions can improve efficiency. Long-term investments in education, healthcare, infrastructure, and skills development will help create sustainable economic opportunities and reduce dependency on aid. Additionally, strengthening monitoring and evaluation mechanisms will ensure that resources are being used effectively and adjustments can be made to improve program outcomes.



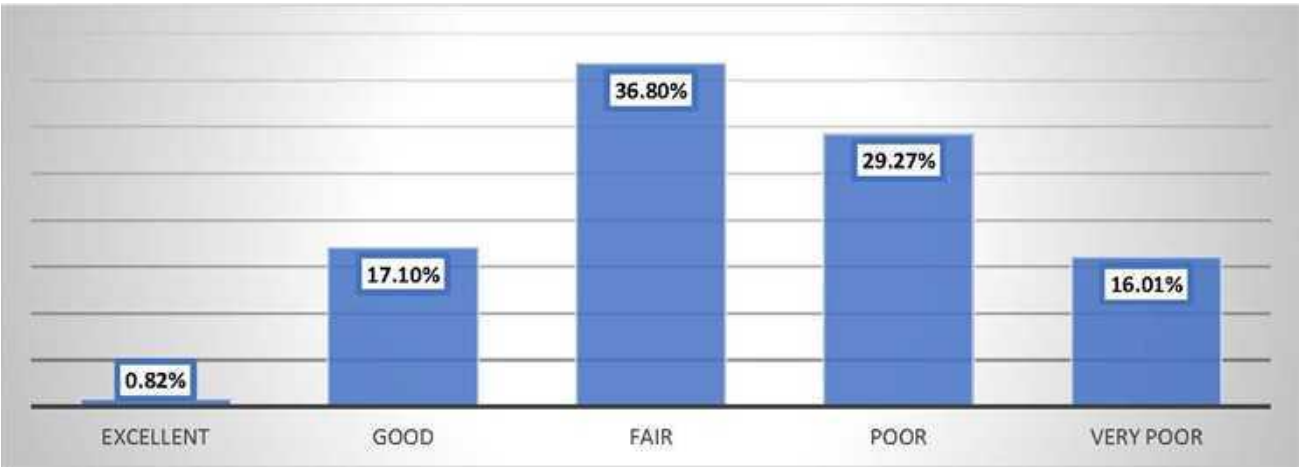
c. Assessment of Resource Allocation for Poverty Reduction Among Vulnerable Groups

This analysis evaluates the perceived effectiveness of resource allocation specifically targeting vulnerable groups (e.g., women, children, persons with disabilities, older persons, and family units) in poverty reduction efforts. Ensuring that resources reach those who are most vulnerable is key to achieving inclusive and equitable poverty reduction.

Perception Analysis: The analysis reveals significant dissatisfaction with the government's resource allocation for vulnerable groups. Only 17.92% of respondents rate it as "Good" or "Excellent," indicating minimal confidence in the effectiveness of these efforts. While 36.80% rate it as "Fair," suggesting some resources are being directed toward vulnerable populations, many feel that improvements are needed in distribution and impact. A large portion (45.28%) rates the allocation as "Poor" or "Very Poor," reflecting strong concerns that resources are being misdirected, insufficiently allocated, or ineffectively addressing the urgent needs of vulnerable groups. This indicates a clear need for more targeted, comprehensive, and impactful resource allocation strategies.

Table 27: Assessment of Resource Allocation for Poverty Reduction Among Vulnerable Groups

Recommendations: To improve poverty reduction efforts, the government should focus on more targeted resource allocation for vulnerable groups, addressing specific needs



like healthcare, education, social welfare, and employment opportunities. Involving vulnerable populations in the design and implementation of programs will ensure their needs are accurately addressed. Strengthening coordination across relevant agencies, such as social welfare, health, and education, will improve service delivery and ensure comprehensive support. Enhanced monitoring and accountability mechanisms are essential to build public trust and ensure resources are effectively allocated. A data-driven approach, supported by thorough needs assessments, will ensure that resources are directed to the areas with the most urgent needs, optimizing the impact of poverty reduction programs.

3.4.3 Effectiveness of Institutional Pluralism in socio-economic development and decision making

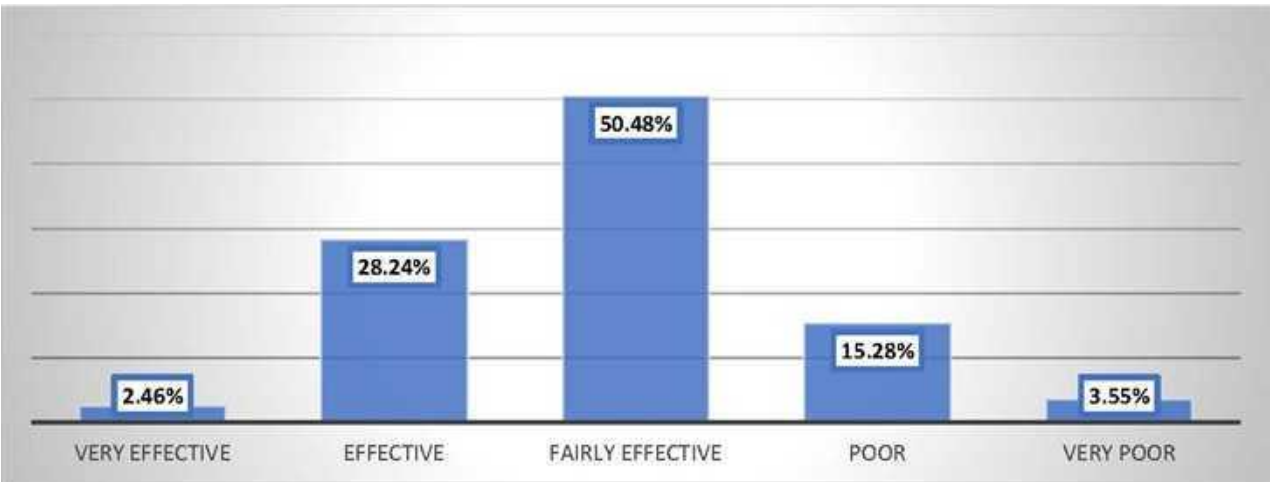
a. Assessment of the Effectiveness of Institutions in Socio-Economic Development and Decision-Making

This analysis evaluates the effectiveness of various institutions involved in socio-economic development and decision-making processes. Effective participation and collaboration of institutions are crucial for creating an environment conducive to sustainable economic growth, poverty reduction, and inclusive development.

Perception Analysis: The analysis in Table 28 shows a moderate level of confidence in the effectiveness of institutions, with 50.48% of respondents rating them as "Fairly Effective." While this indicates some recognition of institutional involvement in development, many feel there is room for improvement. Only 30.70% rate the institutions as "Effective" or "Very Effective," suggesting that while some see positive contributions, the general perception is that these institutions' effectiveness could be enhanced. Additionally, 18.83% of respondents rate institutional involvement as "Poor" or "Very Poor," signaling significant dissatisfaction, with many feeling that institutions are not adequately addressing socio-economic challenges or making a meaningful impact in decision-making processes.

Table 28: Assessment of the Effectiveness of Institutions in Socio-Economic Development and Decision-Making

Recommendations: To improve the effectiveness of institutions in socio-economic development, it is essential to enhance coordination among government and non-governmental entities, ensuring clear roles and efficient use of resources. Strengthening institutional capacity through staff training, better infrastructure, and increased resources will improve decision-making and policy implementation. Focusing on inclusivity and active participation, particularly involving marginalized groups in



decision-making, will ensure that policies reflect diverse needs. Improving transparency and accountability through regular progress reporting can build public trust. Lastly, institutions should implement robust monitoring and evaluation mechanisms to assess and adjust policies regularly, ensuring continuous improvement and responsiveness to socio-economic challenges.

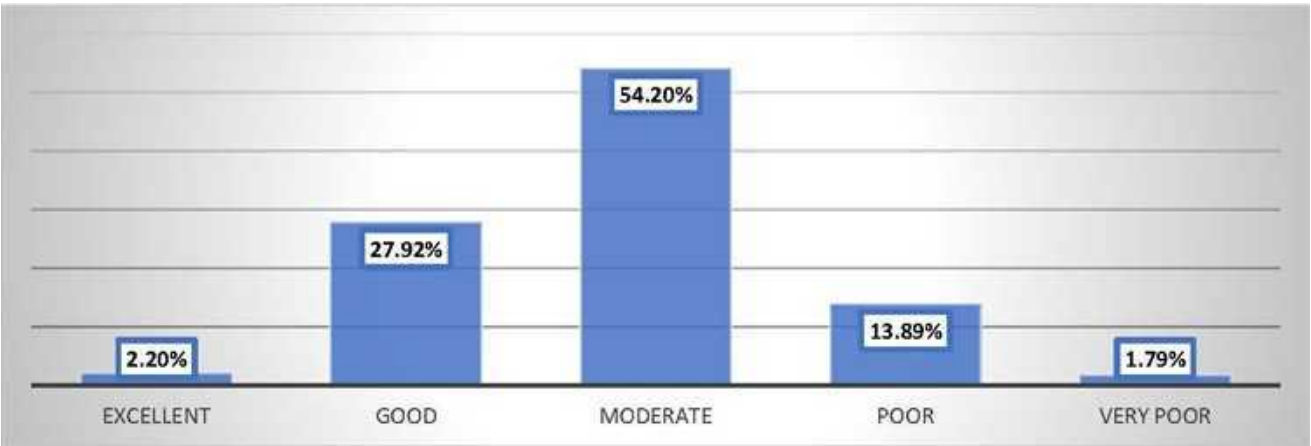
b. Assessment of the Contribution of Institutional Pluralism to Inclusive Participation and Representation

This analysis evaluates how effectively institutional pluralism contributes to inclusive participation and representation in socio-economic development. Institutional pluralism refers to the involvement of multiple institutions, organizations, and groups in decision-making processes to ensure diverse perspectives, especially from marginalized or underrepresented groups, are included.

Perception Analysis: The majority of respondents (54.20%) perceive institutional pluralism as "Moderate," suggesting that while it exists, it is not fully effective or inclusive in practice. Only 30.12% view it positively as "Good" or "Excellent," indicating that although some benefits are recognized, there is substantial room for improvement. Additionally, 15.68% rate it as "Poor" or "Very Poor," reflecting concerns that institutional pluralism does not effectively ensure inclusive participation or adequately reach marginalized groups. This highlights that while pluralism is acknowledged, its implementation needs to be more intentional and impactful to achieve its potential for broader representation and inclusivity.

Table 29: Assessment of the Contribution of Institutional Pluralism to Inclusive Participation and Representation

Recommendations: To enhance the impact of institutional pluralism, it is crucial to improve coordination between institutions, ensuring that all relevant groups, including vulnerable populations, are represented through mechanisms like advisory boards or consultative forums. Strengthening the role of civil society organizations (CSOs) can bridge the gap between institutions and marginalized groups, promoting inclusive decision-making. Additionally, institutions should actively engage vulnerable groups by implementing outreach programs and ensuring policies are accessible to all citizens. Capacity-building initiatives for underrepresented groups can empower them to



participate effectively, while improving transparency and accountability in decision-making will help build trust and demonstrate the value of their input. These efforts together can ensure that pluralism becomes more inclusive and impactful.

3.4.4 Participation of Citizens in socio-economic decision making

The participation of citizens in socio-economic decision-making is crucial for ensuring that governance reflects the needs, aspirations, and interests of the public. It serves as a cornerstone of democratic processes, empowering individuals and communities to have a say in shaping policies that affect their lives. This sub-section explores the importance of citizen involvement in socio-economic decision-making, addressing both the current state of participation and the potential for strengthening public engagement to foster more inclusive, transparent, and effective governance.

Perception Analysis: The analysis shows a mixed perception of citizen involvement in socio-economic decision-making. While 38.71% of respondents rated citizen engagement as "Moderate," many feel that opportunities for meaningful participation are underutilized, and their contributions are not adequately reflected in policy-making. Only 17.79% rated involvement as "High" or "Very High," suggesting that citizens perceive the mechanisms for participation as ineffective or insufficiently inclusive. The most concerning finding is the 43.50% of respondents who rated citizen involvement as "Low" or "Very Low," signaling widespread dissatisfaction and a sense of exclusion from decision-making. This underscores the need for more inclusive, transparent, and impactful mechanisms to ensure that all citizens, particularly marginalized groups, can actively influence socio-economic policies.

a. Assessment of Citizen Involvement in Decision-Making Processes Related to Socio-Economic Development

This sub-section examines the effectiveness, inclusivity, and transparency of current participation mechanisms, identifying both the strengths and limitations of these processes.

Perception Analysis: The analysis reveals a widespread perception of corruption within public service activities, with 52.05% of respondents rating its frequency as "Very High" or "High," indicating a strong belief that corruption is a significant and systemic issue. A further 33.20% of respondents view corruption as occurring "Moderately," suggesting that while it may not be as pervasive, it is still a concern in various parts of the public sector. Only 14.76% of respondents perceive corruption as "Low" or "Very Low," signaling that a smaller group believes public service institutions are relatively free from corruption. This highlights a general lack of trust in the integrity of public institutions.

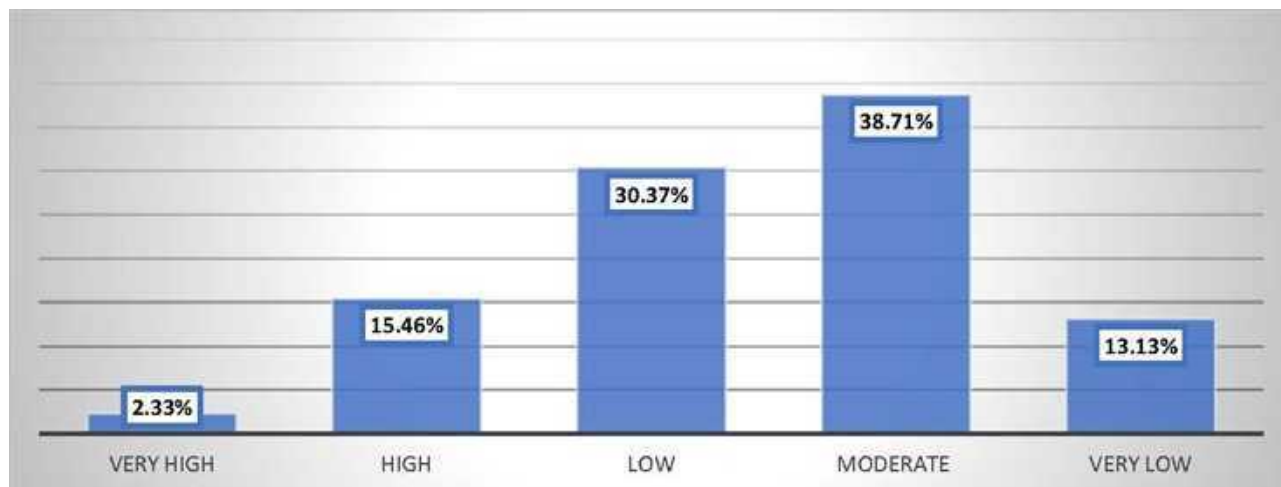


Table 30: Assessment of Citizen Involvement in Decision-Making Processes Related to Socio-Economic Development

Recommendations: To enhance citizen involvement in socio-economic decision-making, several key actions should be prioritized. First, improving accessibility by organizing consultations in local languages and offering online platforms can ensure wider participation, especially among marginalized groups. Expanding and strengthening participation mechanisms, such as town hall meetings and citizen advisory boards, can provide structured avenues for engagement. Additionally, it is crucial to ensure that citizen input is meaningfully considered and reflected in policies, which can help build trust and motivate continued involvement. Raising public awareness through educational campaigns will empower citizens with the knowledge to engage effectively, while also increasing participation rates. Lastly, targeted efforts to enhance the representation of marginalized groups, through outreach and advocacy, are necessary to ensure inclusivity in decision-making processes.

b. Assessment of the Inclusion of the General Masses in Public Service Delivery This analysis evaluates the extent to which the general masses are included in public service delivery, which refers to how accessible and equitable public services are to all citizens, including marginalized or vulnerable groups.

Perception Analysis: The analysis shows a significant perception gap in the inclusion of the general masses in public service delivery. While 35.8% of respondents rate it as "Moderate," indicating some improvements, many feel there is still a notable gap in ensuring equitable access. Only 14.6% view the inclusion as "High" or "Very High," suggesting concerns over the effectiveness of public services in meeting the needs of all citizens, particularly marginalized groups. Additionally, nearly 50% of respondents rate inclusion as "Low" or "Very Low," signaling widespread dissatisfaction and highlighting the need for more inclusive approaches to public service delivery, particularly for disadvantaged populations.

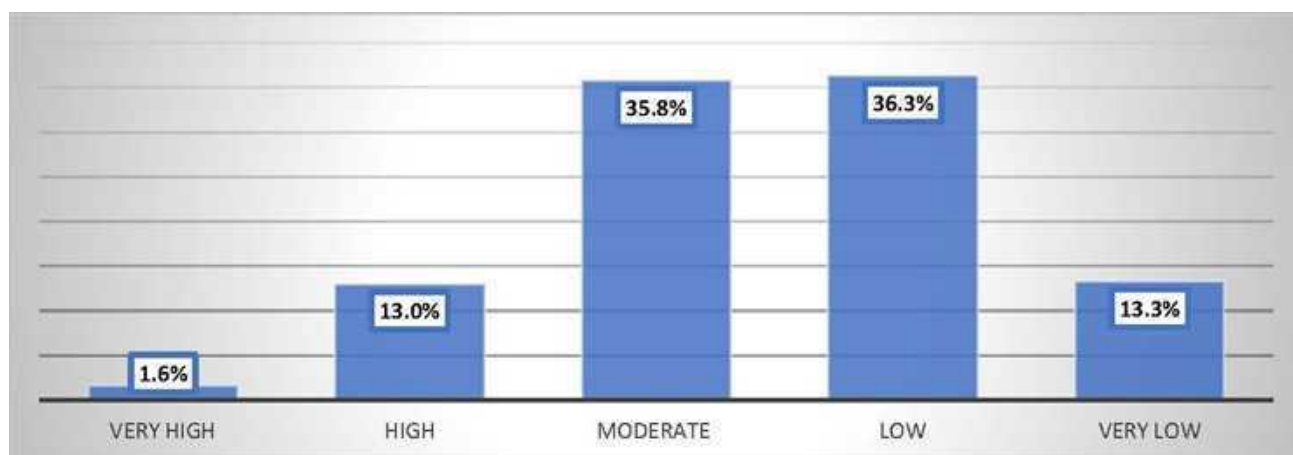


Table 31: The Inclusion of the General Masses in Public Service Delivery

Recommendations: To enhance the inclusivity of public services, several key strategies must be implemented. Accessibility should be improved by expanding infrastructure and ensuring services are available in local languages and accessible formats. Public service delivery should prioritize marginalized groups, such as the elderly, persons with disabilities, and rural populations, through targeted outreach and mobile units. Equity in service distribution should be a priority, ensuring that resources are allocated fairly across regions, especially to underserved areas. Citizens should be actively engaged in the planning and delivery of services, fostering participation through mechanisms like participatory budgeting and local governance bodies. Lastly, robust monitoring and accountability frameworks, including audits and transparent reporting, are crucial to ensure that services are delivered effectively and equitably.

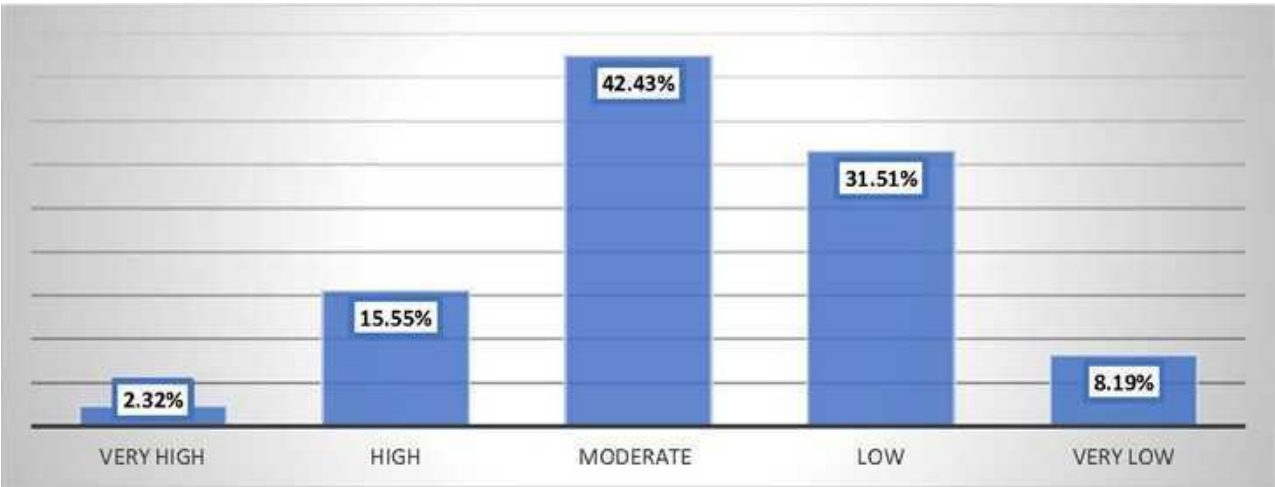
3.4.5 Participation of Vulnerable Groups in socio-economic decision making

a. Assessment of Women's Involvement in Decision-Making Processes Related to Socio-Economic Development

This analysis evaluates how effectively women are involved in decision-making processes related to socio-economic development, which is crucial for achieving gender equality and ensuring that policies and programs address the needs of women in the development process.

Perception Analysis: The analysis in Table 32 reveals that while there is some recognition of women's involvement in decision-making processes, the majority of respondents feel that their participation is insufficient. With 42.43% rating women's involvement as "Moderate," it indicates that although opportunities for inclusion exist, they are not consistently impactful or adequate. Only 17.87% of respondents perceive women's involvement as "High" or "Very High," suggesting that their influence on decision-making is limited. Additionally, nearly 40% of respondents rated women's participation as "Low" or "Very Low," signaling significant dissatisfaction and highlighting the urgent need for stronger efforts to ensure gender equality and increase women's active participation in shaping socio-economic policies.

Table 32: Women's Involvement in Decision-Making Processes Related to Socio-Economic Development



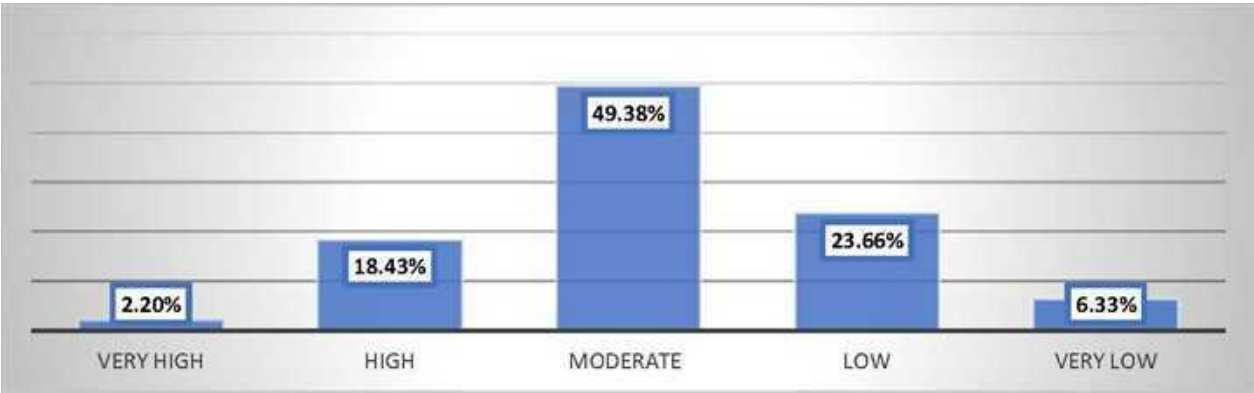
Recommendations: To enhance women's involvement in decision-making, several key measures should be taken. Increasing women's representation in decision-making roles through quotas, mentorship programs, and leadership training is essential. Ensuring equal opportunities for participation, such as providing access to information, resources, and networks, is also crucial. Promoting gender-sensitive policies that address barriers like gender-based violence, childcare support, and equal pay can further empower women. Public awareness campaigns and advocacy for women's rights are necessary to challenge societal norms that limit women's participation. Additionally, collecting and monitoring data on women's involvement in decision-making will help assess progress and identify areas for improvement, ensuring that gender inclusion is prioritized in socio-economic development processes.

3.4.6 Accessibility to service delivery by the citizens

a. Assessment of the Accessibility of Public Services for Citizens This analysis evaluates the perceived accessibility of public services for citizens, focusing on how easily individuals can access essential services such as healthcare, education, social welfare, and public infrastructure.

Perception Analysis: The analysis reveals a significant disparity in perceptions of accessibility to public services. While 49.38% of respondents view accessibility as "Moderate," indicating some availability but room for improvement, only 20.63% rate it as "High" or "Very High," suggesting that many citizens feel public services do not fully meet their needs. Additionally, nearly 30% of respondents rate accessibility as "Low" or "Very Low," highlighting that a substantial portion of the population faces barriers such as limited-service points, long wait times, and high costs, particularly in rural or underserved areas. This indicates a clear need for improvements to make public services more accessible to all citizens.

Table 33: The Accessibility of Public Services for Citizens



Recommendations: To enhance accessibility to public services, several key actions need to be taken. Improving physical access by expanding service centers, especially in rural and underserved areas, and simplifying service delivery processes through digital platforms and reduced paperwork can help reach more citizens. Public awareness campaigns should be launched to ensure individuals are informed about available services and how to access them. Investing in infrastructure, such as transportation and communication networks, along with expanding online service access, would further reduce barriers. Lastly, making services more affordable, particularly for low-income individuals, is essential to ensure equitable access for all citizens.

b. Assessment of the Effectiveness of Public Services Provided to the General Public

This analysis evaluates how effective the services provided by public institutions are perceived to be in meeting the needs of the general public. The effectiveness of public services impacts overall satisfaction, trust in government, and the quality of life for citizens

Perception Analysis: The assessment of public services shown in Table 34 reveals a significant level of dissatisfaction and room for improvement. While 47.10% of respondents consider services "Fairly Effective," indicating basic functionality, many believe the services fail to meet expectations, with issues in quality, accessibility, and responsiveness. Only 29.42% rated services as "Effective" or "Very Effective," signaling widespread concerns about inefficiencies like delays, resource shortages, and inadequate infrastructure. Additionally, 23.5% of respondents expressed dissatisfaction, rating services as "Poor" or "Very Poor," suggesting that a substantial portion of the population has faced repeated failures in service delivery. This highlights the need for substantial improvements in both service quality and operational efficiency.

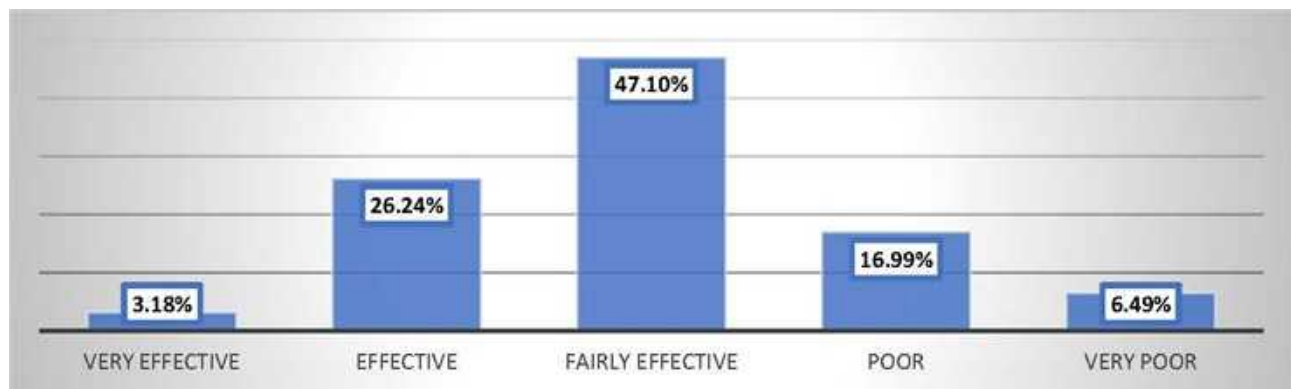


Table 34: The Effectiveness of Public Services Provided to the General Public

Recommendations: To improve public service delivery, governments should focus on streamlining processes to enhance efficiency, reducing wait times, and ensuring adequate staffing and resources. Quality can be improved through better staff training, resource availability, and adopting best practices. Strengthening accountability and transparency is key to ensuring effective service delivery. Investing in infrastructure and technology, such as digital platforms, can help reduce bureaucracy and improve accessibility. Additionally, targeted improvements in underperforming sectors like healthcare, education, and social welfare, through increased investment and policy reforms, can lead to significant enhancements in service effectiveness.

3.4.7. Accessibility to service delivery by Vulnerable Groups

a. Assessment of the Accessibility of Public Services for Persons with Disabilities

This analysis explores how accessible public services are for persons with disabilities, evaluating the extent to which these services meet the specific needs of this group. Accessibility is a crucial factor in ensuring equal opportunities for all citizens, particularly vulnerable groups such as persons with disabilities.

Perception Analysis: The survey results in Table 35 reveal a significant gap in the accessibility of public services for persons with disabilities. A large portion of respondents (50.68%) rated accessibility as "Low" or "Very Low," indicating substantial barriers such as inaccessible buildings or inadequate services. While 36.54% rated accessibility as "Moderate," suggesting some efforts are being made, these efforts are inconsistent and incomplete. Only a small percentage (12.77%) rated accessibility as "High" or "Very High," highlighting a widespread perception that public services still require significant improvements to become fully inclusive for persons with disabilities.

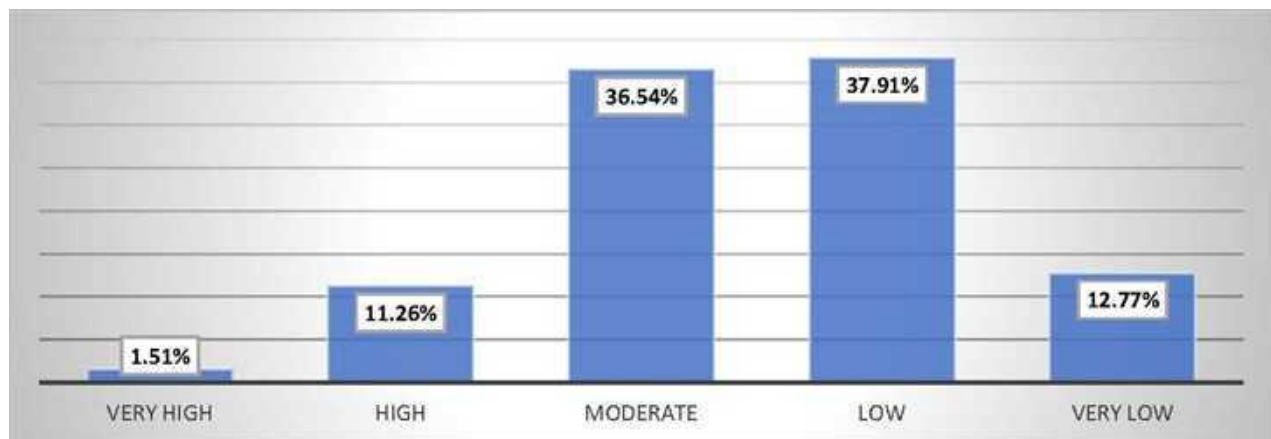


Table 35: The Accessibility of Public Services for Persons with Disabilities

Recommendations: To improve accessibility for persons with disabilities, public services should focus on physical accessibility by retrofitting buildings and ensuring transportation is inclusive. Services should also be tailored to meet specific needs, offering formats like sign language interpreters, braille documents, and screen reader-friendly websites. Adopting universal design principles in service planning ensures inclusivity from the start. Raising awareness and providing training for public service providers on disability rights and inclusivity is essential. Additionally, involving persons with disabilities in the planning and evaluation of services through consultations and focus groups can help create more accessible and responsive services.

b. Assessment of the Effectiveness of Services Provided to Older Persons and Family Units This analysis examines how effectively public services cater to the needs of older persons and family units, focusing on the quality and availability of services that address their specific requirements. Older persons and families are vulnerable groups that require targeted services to ensure their well-being and active participation in society.

Perception Analysis: The survey results in Table 36 reveal a significant gap in the effectiveness of services for older persons and family units. A large percentage of respondents (45.72%) rated services as "Poor" or "Very Poor," pointing to challenges such as inadequate support and a lack of tailored services. While 38.26% rated services as "Fairly Effective," indicating some basic support is provided, these services fall short in meeting specific needs. Only 16.02% rated the services as "Effective" or "Very Effective," suggesting widespread dissatisfaction and highlighting the need for significant improvements to better address the needs of older persons and families.

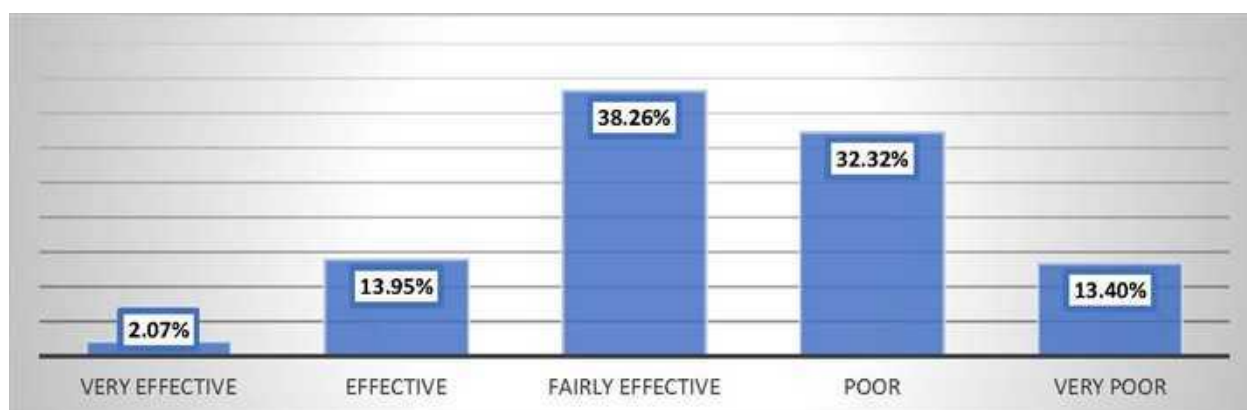


Table 36: The Effectiveness of Services Provided to Older Persons and Family Units

Recommendations: To improve services for older persons and family units, public services should be expanded for better accessibility, including more service centers and mobile services, ensuring both urban and rural areas are well-served. Tailored services addressing the specific needs of older persons, such as healthcare, social care, housing, and financial support, can enhance their well-being. Family units with dependent members should benefit from integrated, comprehensive support across areas like healthcare and social assistance. Improved coordination between government agencies and NGOs is necessary to deliver services effectively and fill any gaps in support. Additionally, strengthening public awareness through outreach programs and information campaigns will help citizens better access available resources and services.

3.4.8 Public Engagement and involvement of vulnerable groups in decision-making

a. Assessment of Transparency and Inclusivity in Decision-Making Processes in Public Service Institutions

This section provides an in-depth analysis of the transparency and inclusivity in the decision-making processes within public service institutions.

Perception Analysis: The survey results in Table 37 reveal concerns about the transparency and inclusivity of decision-making processes in public service institutions. A significant portion of respondents (30.39%) rated these processes as "Low" or "Very Low," suggesting that many citizens feel the decision-making is opaque and their input is not valued. While 49.93% rated the processes as "Moderate," indicating some efforts to engage the public, these efforts appear to be inconsistent and incomplete. Only 19.67% of respondents rated the decision-making processes as "High" or "Very High," highlighting widespread dissatisfaction and the need for improvements in transparency and inclusivity.

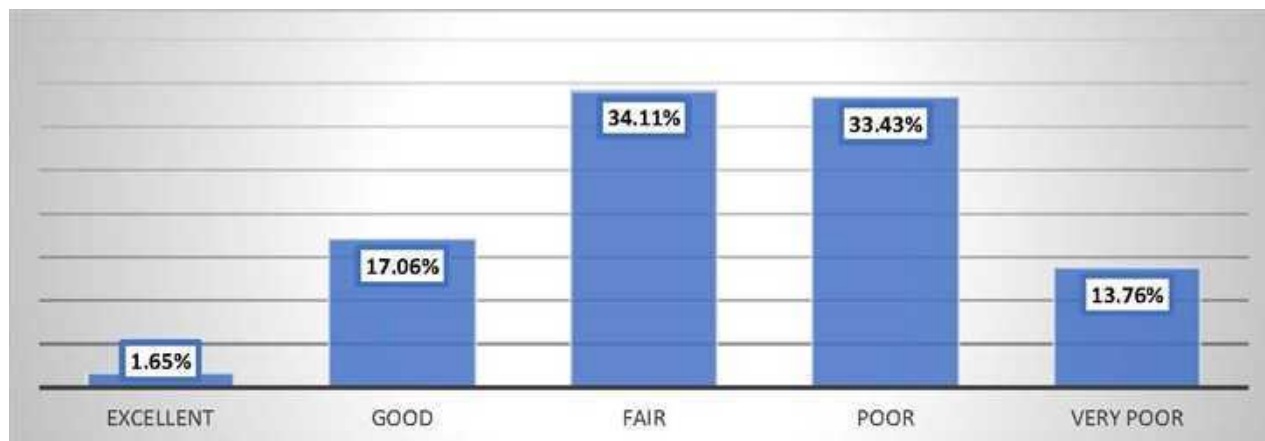


Table 37: Transparency and Inclusivity in Decision-Making Processes in Public Service Institutions

Recommendations: To improve transparency and inclusivity in decision-making, public service institutions should adopt more inclusive methods for engaging citizens, such as public consultations, town hall meetings, and participatory budgeting, allowing citizens to directly influence decisions. Greater transparency is essential, and institutions should provide clear, accessible information about how decisions are made and the criteria involved. Technology can enhance inclusiveness by offering online platforms for consultations, ensuring marginalized groups can participate. Additionally, building the capacity of public servants through training on effective communication and engagement strategies will help ensure that decision-making processes are more inclusive and transparent, fostering better public trust and involvement.

b. Assessment of Transparency and Inclusivity in Decision-Making Processes in Public Service Institutions

This analysis examines the public perception of how transparent and inclusive the decision-making processes are in public service institutions. Transparency and inclusivity are critical in fostering trust, accountability, and active public participation in governance. Decision-making processes that are perceived as transparent and inclusive can significantly improve the quality of public services and strengthen public confidence in government actions.

Perception Analysis: The survey results in Table 38 indicate that while some efforts are being made to include the public in decision-making, there is a significant need for improvement in transparency and inclusivity. Nearly 50% of respondents rated the process as "Moderate," suggesting that existing practices are insufficient to meet public expectations. A notable 30.39% expressed skepticism, rating the process as "Low" or "Very Low," indicating a lack of trust in the decision-making process. Only 19.67% of respondents rated the process as "High" or "Very High," highlighting widespread dissatisfaction and the need for substantial improvements in transparency and inclusivity within public service institutions.

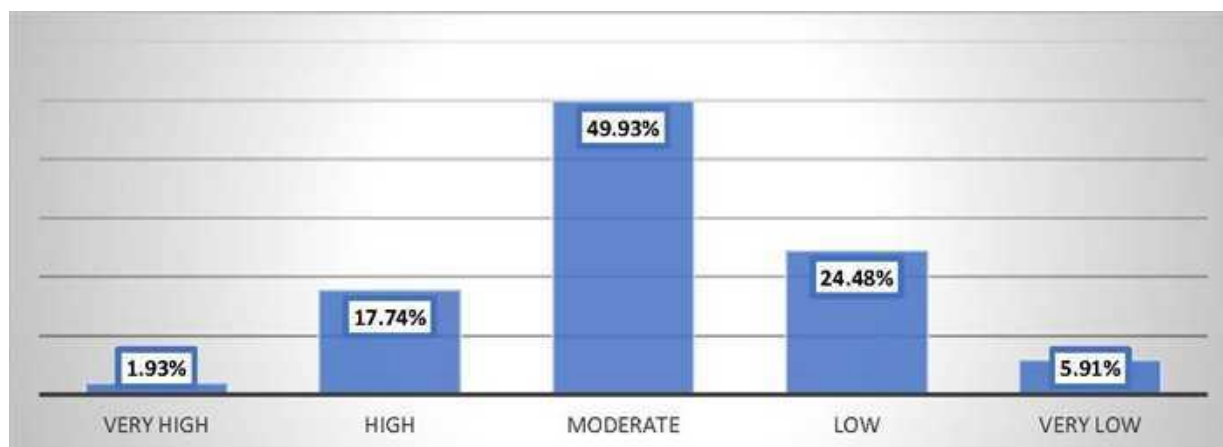


Table 38: Transparency and Inclusivity in Decision-Making Processes in Public Service Institutions

Recommendations: To improve transparency and inclusivity in public service decision-making, institutions should implement more inclusive mechanisms such as public consultations, participatory budgeting, and advisory committees to directly engage citizens in governance. Proactively sharing information about decision-making processes, including who is involved and the criteria used, can help build public trust. Additionally, utilizing digital platforms for online consultations, surveys, and webinars can increase accessibility and engagement, particularly for marginalized groups. Training public servants in effective communication and inclusive decision-making strategies is also essential to ensure that the decision-making process is transparent, accessible, and reflective of the diverse needs of the public.

3.4.9 Access to Public Services by citizens

a. Assessment of the Overall Accessibility of Public Services

This analysis evaluates the perceived accessibility of public services within a specific area. Accessibility is a critical factor in ensuring that all citizens, regardless of their socio-economic background or physical ability, can effectively utilize public services. Public service accessibility includes factors like physical access, affordability, and availability of services for all community members.

Perception Analysis: The survey results in Table 39 indicate that while many citizens find public services somewhat accessible, there are significant barriers to full accessibility. The largest group (40.38%) rated services as "Fair," suggesting room for improvement in addressing gaps that limit individuals from fully benefiting from these services. A notable 26.92% rated services as "Poor" or "Very Poor," pointing to challenges such as inadequate infrastructure or geographic disparities. Only 32.69% of respondents rated services as "Good" or "Excellent," highlighting that, while some citizens find services accessible, the broader population still faces obstacles, signaling a need for further improvements to make services universally accessible.

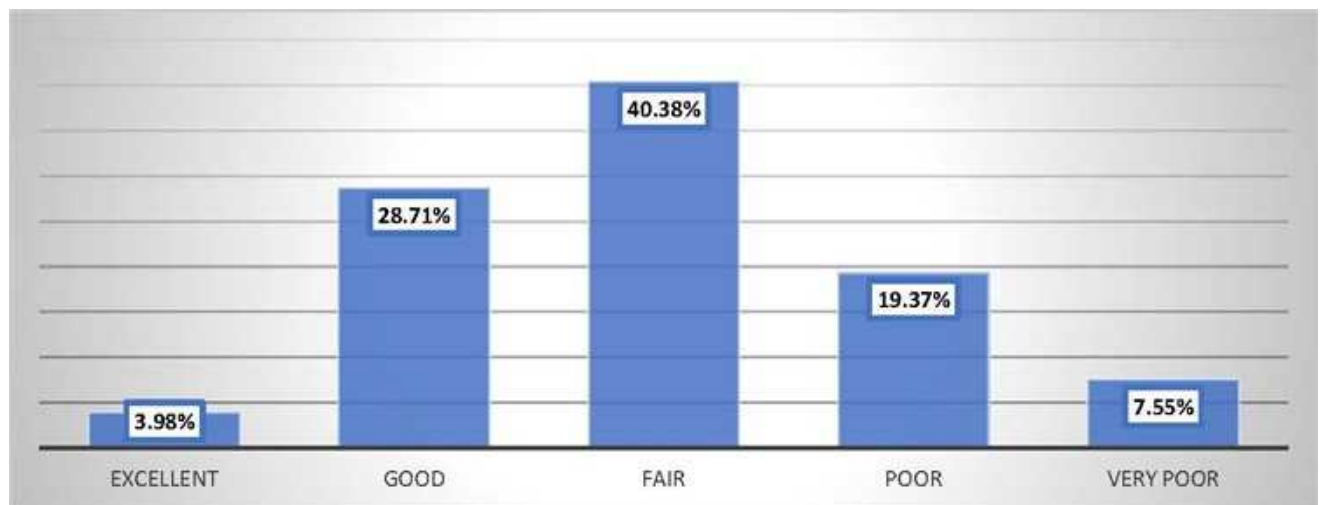


Table 39: The Overall Accessibility of Public Services

Recommendations

To improve accessibility to public services, efforts should be made to address geographical and physical barriers by expanding service delivery points, improving transportation, and offering mobile or online services, particularly in rural or remote areas. Streamlining service delivery processes, increasing staffing, and adopting digital solutions can enhance efficiency and reduce wait times. Targeted outreach programs for vulnerable populations, such as persons with disabilities, the elderly, and low-income communities, are essential to ensure they can access services. Additionally, public awareness campaigns should be launched to inform citizens about available services, service center locations, and online access options, helping to improve overall accessibility.

b. Assessment of Equity in Access to Public Services Across Socio-Economic Groups

This analysis examines the perceived equity of access to public services across different socio-economic groups. Equity in access to public services is a critical issue, as it ensures that individuals from all socio-economic backgrounds can equally benefit from the services provided by public institutions, regardless of their income, education, or social status.

Perception Analysis: The survey results suggest that while public services may be accessible to various socio-economic groups, there are still notable inequities that need to be addressed. A significant portion of respondents (53.51%) rated equity as "Moderate," indicating that while some progress has been made, disparities remain. Additionally, 30.27% of respondents rated equity as "Low" or "Very Low," pointing to substantial barriers such as financial constraints, inadequate infrastructure in poorer areas, and social exclusion. Only 16.24% rated equity as "High" or "Very High," suggesting that the majority of citizens feel public services are not universally accessible, highlighting the need for stronger efforts to ensure fairness and equity in service delivery.

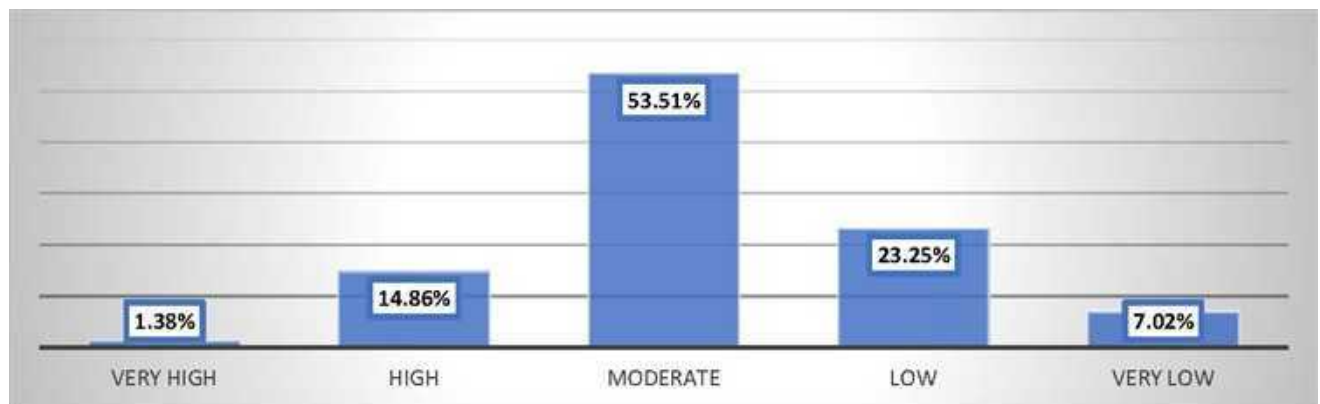


Table 40: Equity in Access to Public Services Across Socio-Economic Groups

Recommendations: To improve equity in public services, targeted programs should be implemented for marginalized groups, such as low-income communities, persons with disabilities, and rural populations, to reduce socio-economic barriers. Public services must also become more affordable, possibly through subsidies or sliding scale fees, to address financial challenges faced by lower-income individuals. Strengthening infrastructure in underserved areas, including building more service centers and improving transportation and internet access, is crucial for equitable service delivery. Additionally, addressing systemic biases, such as racial or gender discrimination, is necessary to ensure fair access for all. Finally, increasing public awareness through targeted campaigns will help educate disadvantaged communities about available services and how to access them.

3.4.10 Quality of Public Services provided to the citizens

a. Assessment of the Quality of Public Services Provided to Citizens

This analysis focuses on the public perception of the quality of public services available to citizens. Quality is a critical factor that determines the effectiveness of public service institutions in meeting the needs of the population and ensuring overall satisfaction with government services.

Perception Analysis: The survey results in Table 41 indicate that while 31.82% of respondents rated public services as "Good" or "Excellent," suggesting general satisfaction, 40.63% rated them as "Fair," indicating that while services are adequate, there is significant room for improvement in quality. A notable 27.54% of respondents expressed dissatisfaction, rating services as "Poor" or "Very Poor," which may be attributed to underperforming sectors like healthcare, education, or public safety. Despite some positive feedback, the relatively high dissatisfaction rate highlights the need for widespread improvements in both service efficiency and quality to better meet public expectations.

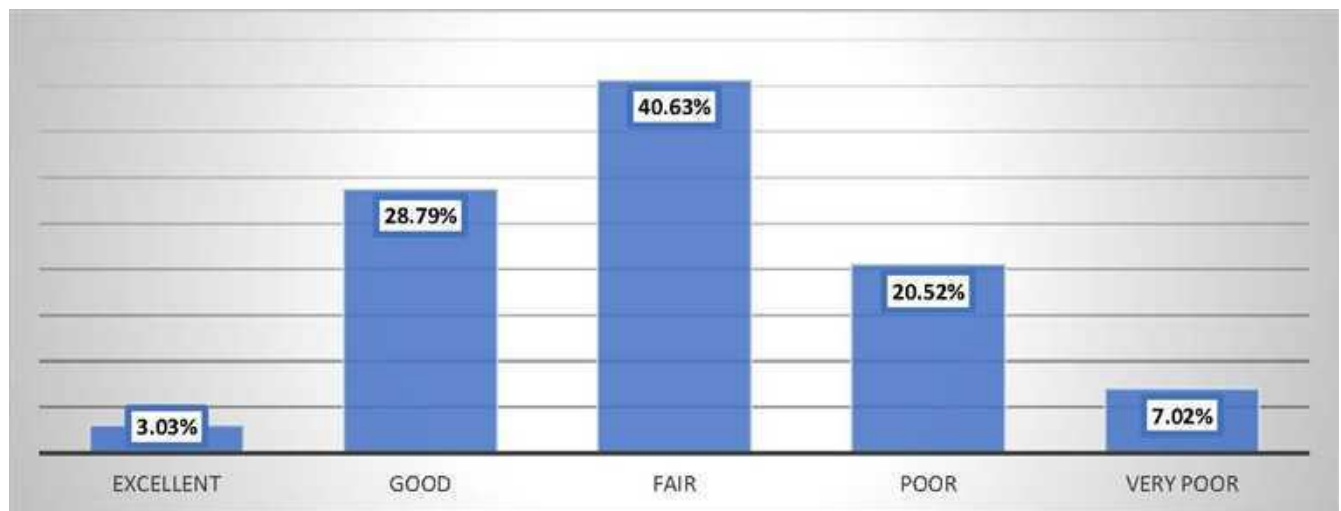


Table 41: The Quality of Public Services Provided to Citizens

Recommendations: To improve public service quality, institutions should focus on setting clear performance standards, enhancing employee training, and streamlining processes to elevate service delivery. Targeted improvements must be made in areas with high dissatisfaction, addressing issues like long wait times, inadequate facilities, and insufficient staff. Engaging citizens through feedback mechanisms, such as surveys and public consultations, can provide valuable insights for continuous improvement. Investing in technology and infrastructure, including digital platforms and better administrative processes, will reduce inefficiencies and enhance user experiences. Additionally, ensuring transparency in service provision by allowing citizens to track requests and receive updates will help build trust and improve perceptions of service quality.

b. Assessment of Satisfaction with the Efficiency and Effectiveness of Public Service Delivery

This analysis examines the public perception of the efficiency and effectiveness of public service delivery. Efficient service delivery is essential for meeting the needs of the population, enhancing public trust, and ensuring the success of governmental initiatives.

Perception Analysis: The survey results in Table 42 reveals that while 48.83% of respondents rated public service delivery as "Moderate," indicating that services are functional but not meeting high efficiency and effectiveness standards, there is significant room for improvement. Additionally, 23.32% of respondents expressed dissatisfaction by rating service delivery as "Poor" or "Very Poor," pointing to delays, inadequate services, or other challenges affecting their experiences. Only 27.85% were "Satisfied" or "Very Satisfied," highlighting that a larger portion of the population remains either neutral or dissatisfied with the current state of public service delivery. This underscores the need for public service institutions to focus on improving efficiency and raising overall satisfaction levels.

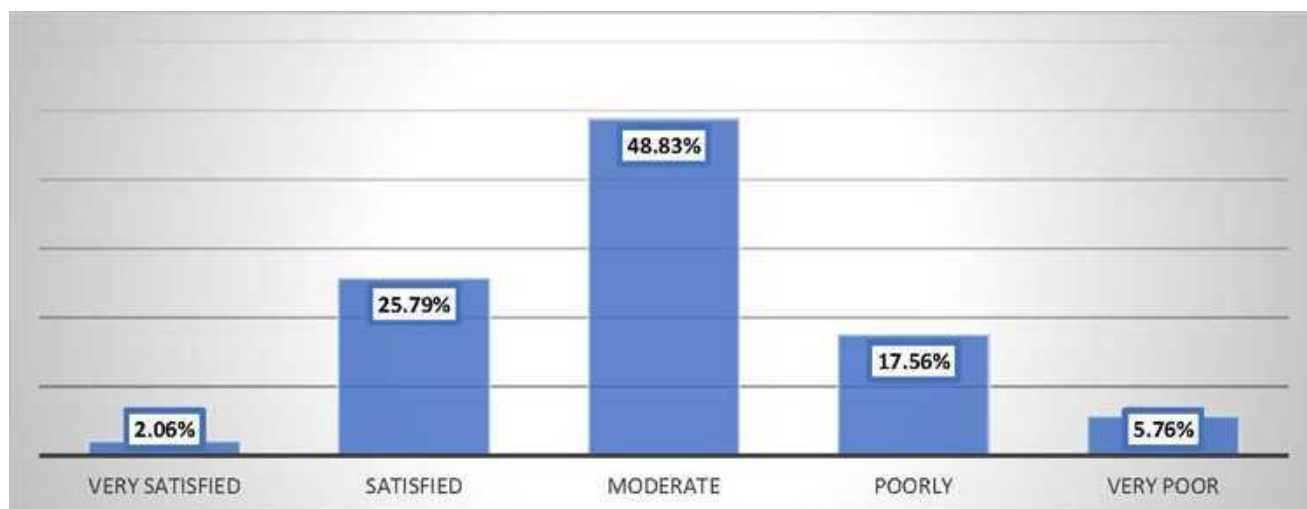


Table 42: Satisfaction with the Efficiency and Effectiveness of Public Service Delivery

Recommendations: To improve public service efficiency and satisfaction, institutions should focus on streamlining processes by adopting technology solutions, reducing bureaucracy, and automating tasks to ensure timely service delivery. Enhancing service quality through staff training, resource allocation, and setting performance standards is crucial for consistency. Clear communication and transparency about service timelines and expectations will help manage public perceptions and build trust. Investing in innovative technologies, such as digital platforms, can further improve service efficiency. Additionally, targeted improvements should be made in areas with the most significant inefficiencies, based on feedback from citizens and regular audits, to ensure services meet public needs effectively.

3.4.11 Quality of Public Services provided to vulnerable groups

a. Assessment of the Quality of Public Services Provided to Vulnerable Groups

This analysis examines public perceptions regarding the quality of services offered to vulnerable groups, including women, children, persons with disabilities, older persons, and other marginalized communities. Ensuring equitable service delivery to vulnerable populations is essential for achieving inclusive social development and improving their overall well-being.

Perception Analysis: The survey results in Table 43 indicates that public services are not adequately meeting the needs of vulnerable groups, with 37.28% of respondents rating services as "Poor" or "Very Poor." This highlights a significant gap in service provision for these populations. Although 37.55% of respondents rated the services as "Fair," suggesting some access to services, the overall quality remains insufficient. Only 25.17% rated the services as "Good" or "Excellent," indicating that a majority of citizens believe services for vulnerable groups need substantial improvements to fully meet their needs and ensure equity and inclusion.

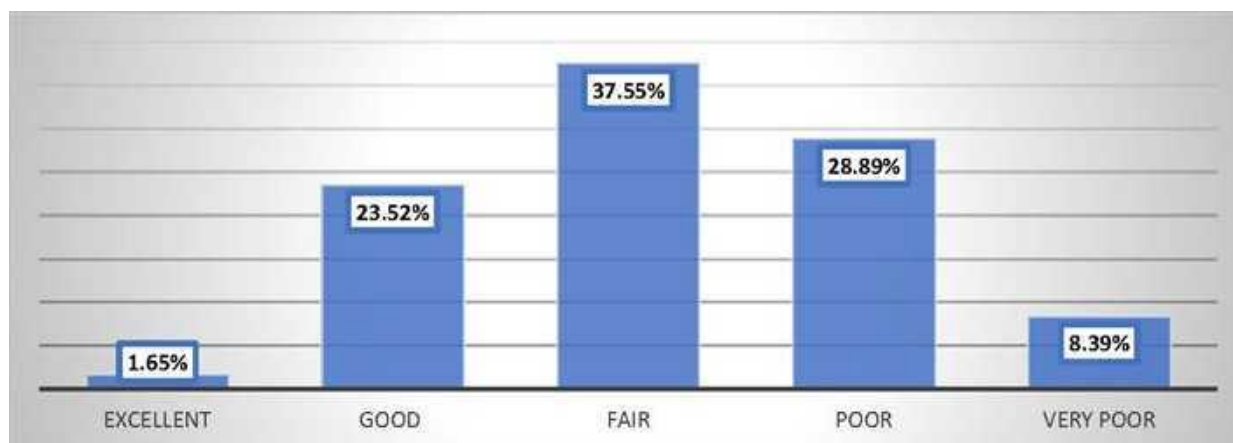


Table 43: The Quality of Public Services Provided to Vulnerable Groups

Recommendations: To improve public services for vulnerable groups, targeted policy development and resource allocation are necessary, ensuring that services are tailored to the unique needs of marginalized communities. Enhancing service accessibility through physical improvements, financial support, and outreach programs is critical for ensuring that vulnerable populations can easily access services. Service providers should receive training to better understand the challenges faced by these groups, fostering more responsive and compassionate care. Ongoing monitoring and evaluation of services, with input from the vulnerable groups themselves, will help identify areas for improvement. Additionally, collaboration with NGOs and community groups can provide valuable insights and assist in designing more effective programs and services to better meet the needs of these populations.

b. Assessment of Satisfaction with the Efficiency and Effectiveness of Public Service Delivery

This analysis evaluates public satisfaction with the efficiency and effectiveness of public service delivery. Effective service delivery is crucial for enhancing the quality of life, ensuring fair access to services, and promoting public trust in government institutions.

Perception Analysis: The analysis in table 44 indicates that there is significant room for improvement in public service delivery, with 49.04% of respondents rating services as "Moderate." This suggests that while services meet basic expectations, they fall short in terms of consistency, quality, and timeliness. A notable portion of the population (26.03%) expressed dissatisfaction with the services, pointing to issues like bureaucratic delays and subpar quality. Furthermore, only 24.93% of respondents reported being "Satisfied" or "Very Satisfied," highlighting the challenges public service institutions face in meeting public expectations and underscoring the need for substantial improvements to enhance public satisfaction and service quality.

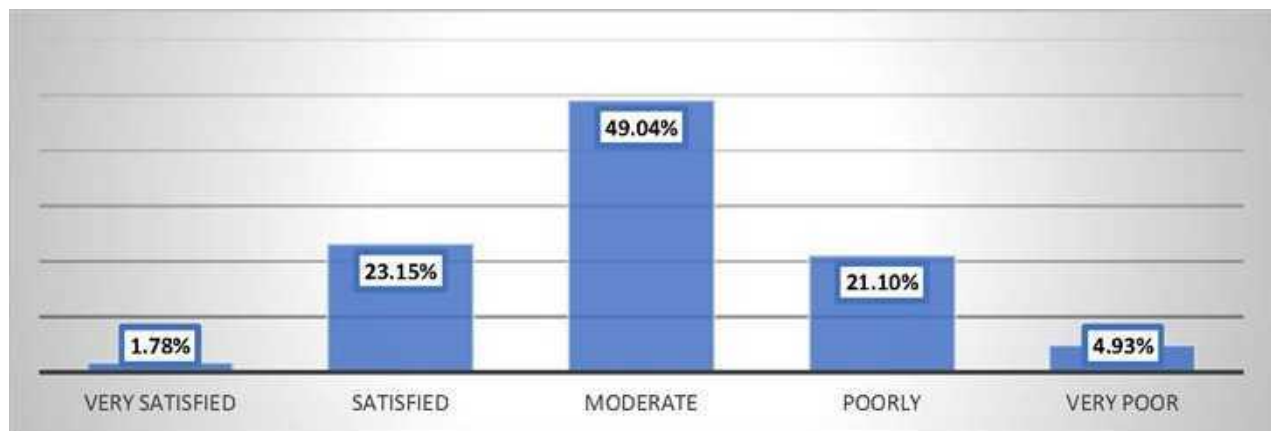


Table 44: Satisfaction with the Efficiency and Effectiveness of Public Service Delivery

Implications and Recommendations: To improve public service delivery, institutions should focus on process optimization by reducing bureaucratic delays and leveraging technology to streamline workflows. Enhancing service quality through better training, resource allocation, and infrastructure is crucial to meet citizens' needs and increase satisfaction. Transparent communication about service timelines and delays can help manage public expectations and build trust. Targeted improvements should be made in areas where service delivery is rated poorly, addressing specific issues that impact the citizen experience. Finally, promoting accountability and establishing robust feedback mechanisms will ensure that services are continuously improved based on public input.

3.4.12 Economic Opportunities for the citizens

a. Assessment of the Availability of Economic Opportunities for Citizens

This analysis explores public perceptions of the availability of economic opportunities for citizens. Economic opportunities play a crucial role in fostering personal and community development, enabling individuals to improve their standard of living and contribute to overall national growth. Understanding how citizens perceive these opportunities helps identify areas where economic policies and programs may need to be strengthened.

Perception Analysis: The analysis in Table 45 reveals a significant gap in the accessibility and quality of economic opportunities. A substantial 35.03% of respondents rated economic opportunities as "Poor" or "Very Poor," indicating a clear need for policies that promote more inclusive and equitable economic access. While 43.68% of respondents rated opportunities as "Fair," suggesting that some opportunities exist, they are not sufficient or evenly distributed. Furthermore, only 21.29% of respondents rated economic opportunities as "Good" or "Excellent," highlighting that a majority of citizens feel current economic prospects do not meet their expectations, pointing to the need for comprehensive reforms to improve access to economic opportunities for all.

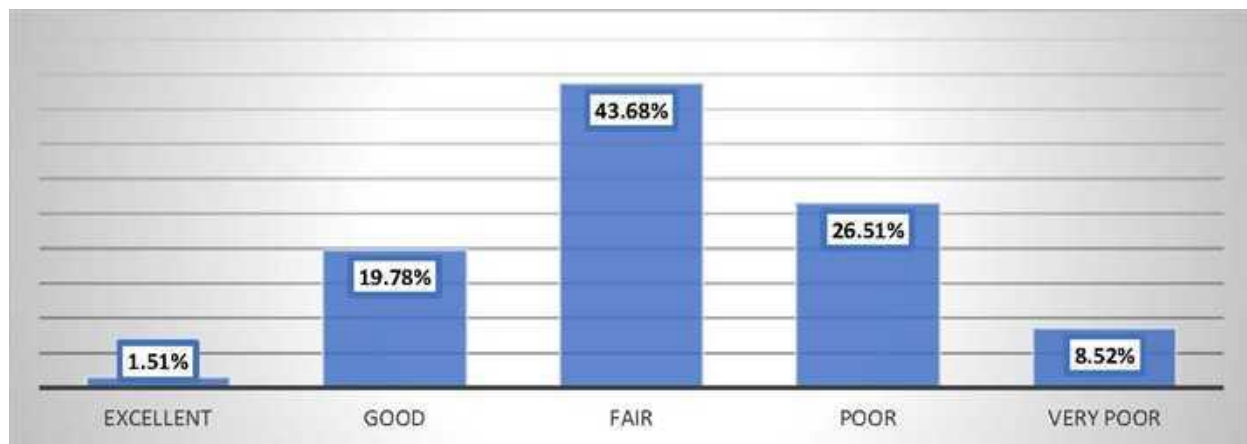


Table 45: The Availability of Economic Opportunities for Citizens

Recommendations: To improve economic opportunities, several key strategies must be implemented. Focus should be placed on enhancing job creation and supporting entrepreneurs, especially small and medium-sized enterprises (SMEs), through financial incentives and reduced barriers. Expanding access to education and vocational training programs is crucial to improving employability and matching skills with market demands. Inclusive economic policies that target marginalized groups, such as women and youth, can ensure equal access to opportunities. Investing in infrastructure, including transportation and technology, will also help open economic doors in underserved areas. Finally, addressing economic inequality through policies that promote wealth redistribution can help provide more opportunities for those most affected by poverty and unemployment.

b. Assessment of Government Initiatives in Supporting Economic Opportunities for the General Masses

This analysis explores the public perception of government initiatives aimed at supporting the creation of economic opportunities for the general population. Effective government initiatives play a crucial role in enabling inclusive economic growth by promoting job creation, entrepreneurship, and reducing barriers to economic participation. Understanding public perception helps identify areas where government efforts may need to be strengthened or adjusted.

Perception Analysis: The analysis in Table 46 reveals a moderate perception of government initiatives, with 45.59% of respondents rating them as "Moderate." This suggests that while the government is making efforts, citizens feel these initiatives are not fully effective or impactful. A significant portion (34.85%) expressed dissatisfaction, indicating that many believe the government's actions are insufficient or poorly executed, possibly due to ineffective programs or lack of reach. Only 19.56% rated the initiatives as "High" or "Very High," pointing to the need for more ambitious, targeted policies that can address the specific needs of different groups and regions to truly enhance economic opportunities.

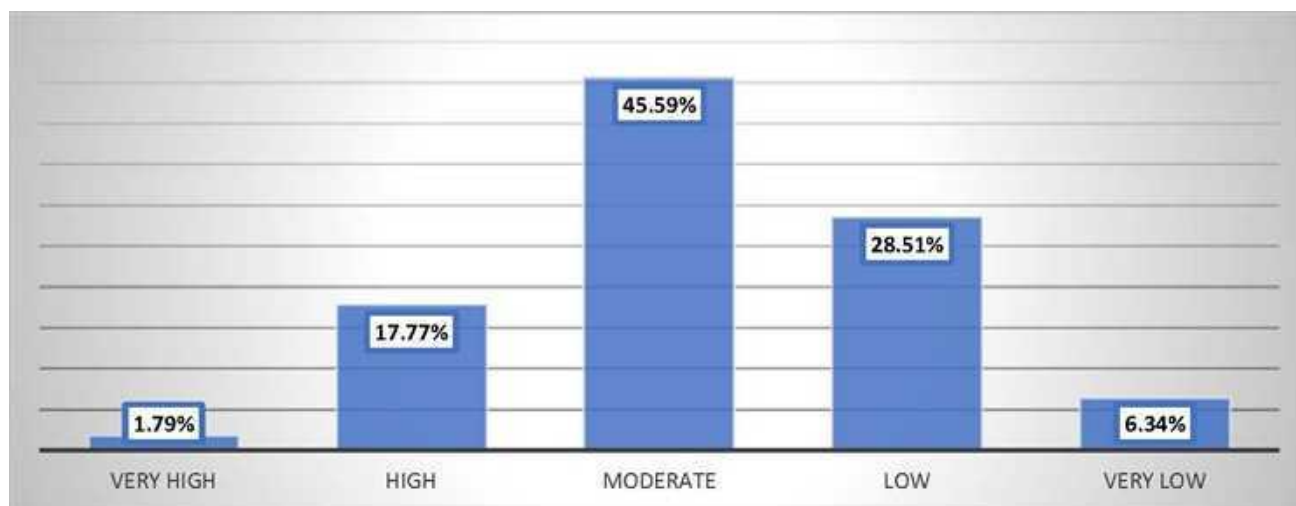


Table 46: Government Initiatives in Supporting Economic Opportunities for the General Masses

Recommendations: To address the concerns raised by respondents, the government should enhance the scope and impact of its initiatives by scaling up programs focused on job creation, entrepreneurship, and skills development. This could involve increasing funding and launching new initiatives to fill gaps in the labor market. Additionally, improving outreach and accessibility to ensure that all segments of the population, particularly marginalized groups, can access these programs is vital. Long-term structural reforms should also be prioritized to address systemic issues such as income inequality and barriers to entrepreneurship. Strengthening public-private partnerships, especially in emerging industries, can help create sustainable job opportunities. Lastly, regular monitoring and evaluation of these initiatives will ensure their effectiveness, transparency, and continuous improvement.

3.4.13 Economic Opportunities for women and other vulnerable groups

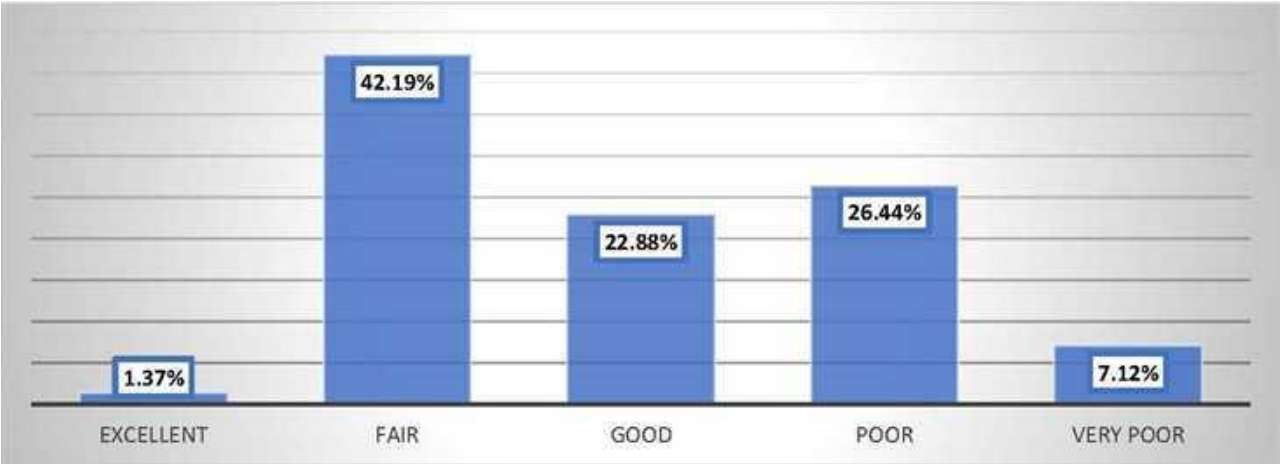
a. Assessment of the Availability of Economic Opportunities for Women and Other Vulnerable Groups

This analysis explores the public perception regarding the availability of economic opportunities for women and other vulnerable groups, including persons with disabilities, older persons, and marginalized communities. Economic opportunities for these groups are critical for fostering inclusive and equitable socio-economic development, reducing poverty, and promoting gender equality. The survey results provide valuable insights into the perceived effectiveness of current efforts to provide such opportunities.

Perception Analysis: The analysis of respondents' perceptions in Table 47 indicates that economic opportunities for women and vulnerable groups are viewed as moderate at best. With 42.19% of respondents rating availability as "Fair," there is a sense that existing efforts are insufficient or not widespread enough to make a significant impact. Furthermore, 33.56% of respondents rated the availability as "Poor" or "Very Poor," pointing to barriers such as discrimination and lack of resources that hinder access to economic opportunities. Only 24.25% rated the availability as "Good" or "Excellent," suggesting that more targeted and effective actions are needed to address the specific needs of these groups and improve economic inclusion.

Table 47: The Availability of Economic Opportunities for Women and Other Vulnerable Groups

Recommendations: To improve economic opportunities for women and vulnerable groups, the government should expand and strengthen targeted programs that provide job training,



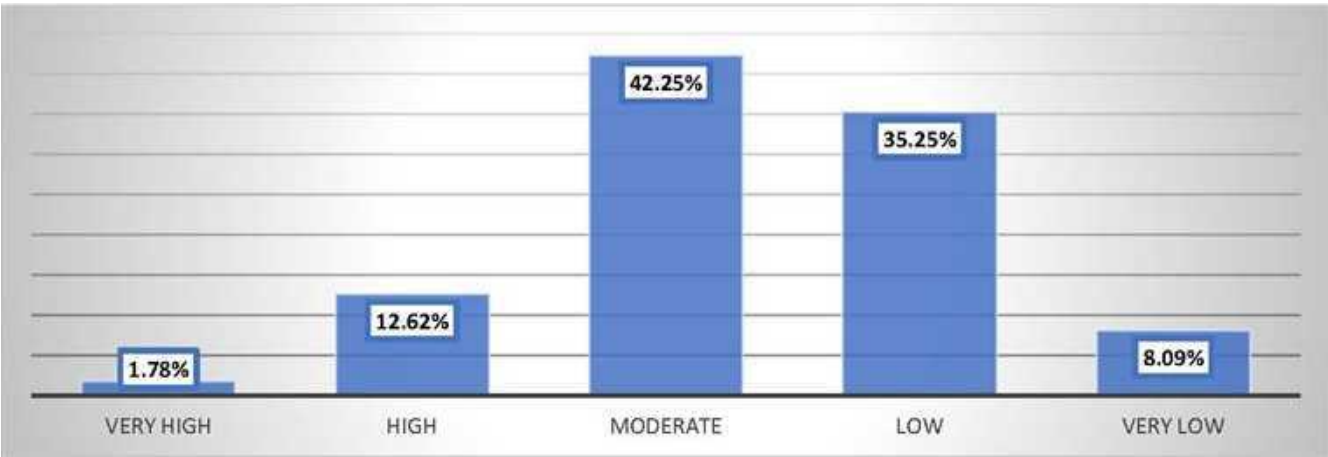
entrepreneurship support, and access to finance, while addressing systemic barriers like gender discrimination and unequal access to education and healthcare. Efforts to increase awareness and simplify access to opportunities are essential, including outreach campaigns and multilingual information. Engaging women and vulnerable groups in policy design ensures their needs are considered, and regular monitoring and evaluation of these programs will help identify areas for improvement, ensuring that these initiatives are effective and inclusive.

b. Assessment of Government Initiatives Supporting Economic Opportunities for Disadvantaged Populations

This analysis examines the public perception of government initiatives aimed at creating economic opportunities for disadvantaged populations, including women, persons with disabilities, the elderly, and other marginalized groups. The survey results provide insights into how these initiatives are perceived and their effectiveness in supporting economic inclusion.

Perception Analysis: The analysis in Table 48 reveals that a significant portion of respondents (42.25%) views government initiatives as "Moderate," suggesting that while some efforts are being made, they are perceived as insufficient or ineffective in addressing the needs of disadvantaged populations. Furthermore, 43.34% of respondents rated the initiatives as "Low" or "Very Low," indicating widespread dissatisfaction, possibly due to poor implementation or lack of accessibility. Only 14.4% rated government initiatives as "High" or "Very High," underscoring the need for stronger, more impactful, and inclusive policies to effectively create meaningful economic opportunities for disadvantaged groups.

Table 48: Government Initiatives Supporting Economic Opportunities for Disadvantaged Populations



Recommendations: To address the gaps in government initiatives for disadvantaged populations, the government should expand and strengthen targeted programs that provide financial support, job training, and access to resources like credit, education, and healthcare. Efforts should be made to increase the accessibility and reach of these programs, ensuring that disadvantaged groups are aware of and able to access the support available, particularly through simplified application processes and outreach to remote areas. Adequate funding and resources should be allocated to scale up successful programs, while promoting inclusivity in policy design by consulting with the affected communities. Finally, robust monitoring and evaluation mechanisms should be put in place to assess the effectiveness of these initiatives and make necessary adjustments to improve their impact

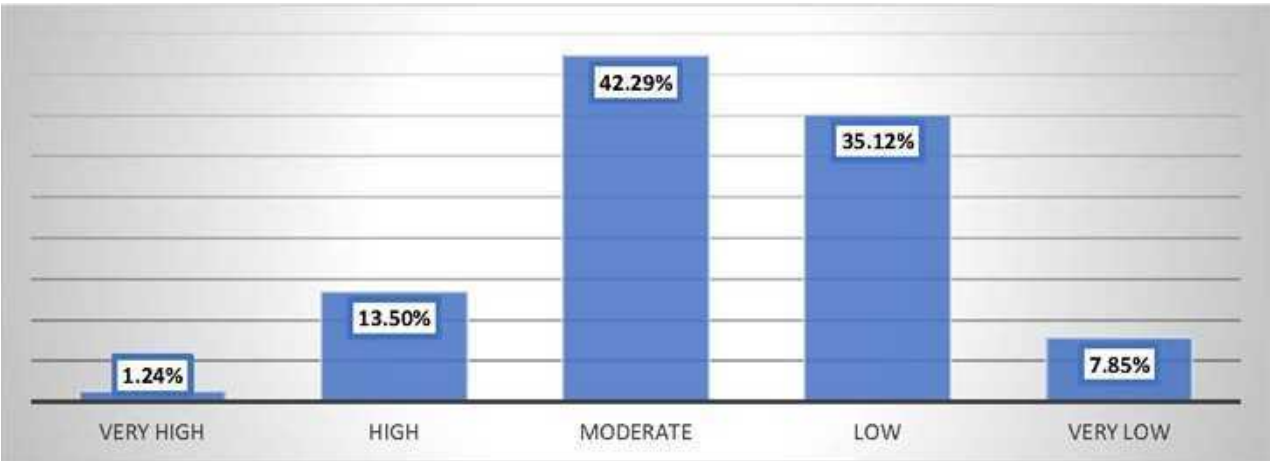
3.4.14 Effectiveness of social protection programs in supporting vulnerable group
a. Assessment of the Effectiveness of Social Protection Programs for Vulnerable Groups

This analysis explores the public perception of the effectiveness of social protection programs aimed at supporting vulnerable groups, such as women, children, persons with disabilities, the elderly, and other marginalized populations. Social protection programs play a crucial role in reducing poverty, providing safety nets, and enhancing economic resilience among vulnerable communities. The survey results shed light on how well these programs are perceived to meet the needs of the most at-risk groups in society.

Perception Analysis: The survey results in Table 49 reveals that social protection programs are generally seen as having moderate effectiveness, with 42.29% of respondents rating them as "Moderate." However, a significant portion of the population (42.97%) expressed dissatisfaction, rating the programs as "Low" or "Very Low," indicating that these initiatives are not meeting the needs of vulnerable groups. The dissatisfaction may stem from issues such as limited coverage, low benefits, bureaucratic inefficiencies, or failure to reach marginalized communities. Only 14.74% of respondents rated the programs as "High" or "Very High," highlighting a widespread perception that social protection efforts are not sufficiently impactful in improving the well-being of those they are designed to support.

Table 49: The Effectiveness of Social Protection Programs for Vulnerable Groups

Recommendations: To enhance the effectiveness of social protection programs, the government should focus on expanding coverage to include more vulnerable groups, especially in remote areas, and ensure that programs are accessible to all in need. Increased funding and efficient allocation of resources are essential to improve support



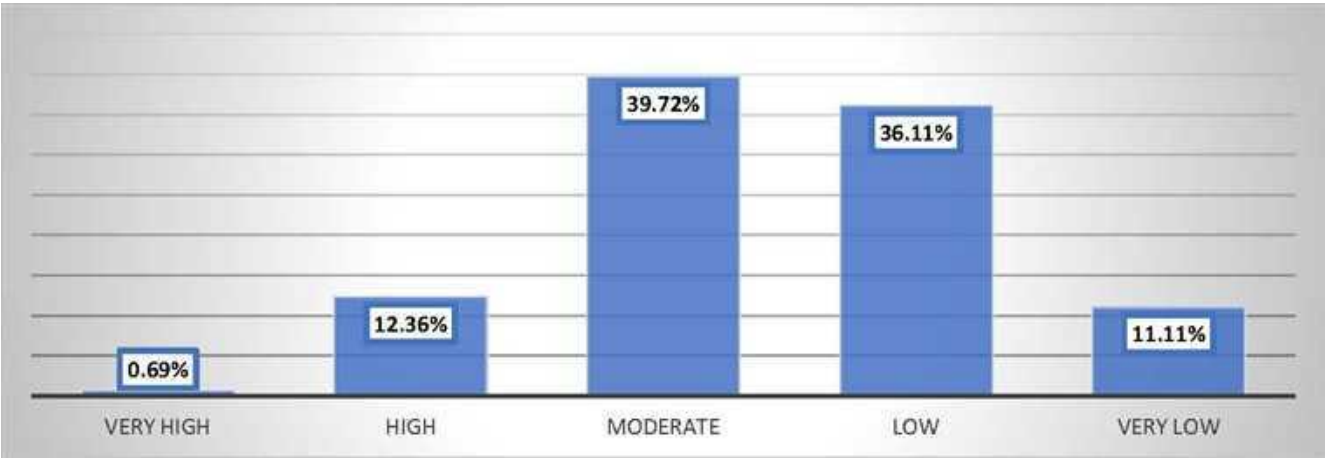
levels for these initiatives. Programs should be better targeted, with improved data collection and policies that address the specific needs of marginalized groups, such as women, children, and persons with disabilities. Simplifying application processes and reducing bureaucratic barriers can also improve accessibility. Finally, regular monitoring and evaluation will provide the necessary feedback to refine and adjust programs, ensuring they effectively support vulnerable populations.

b. Assessment of Accessibility of Social Protection Benefits for Those in Need

This analysis evaluates the perceived accessibility of social protection benefits for individuals who are in need. The survey results shed light on how accessible these programs are perceived to be by the general public.

Perception Analysis: The analysis in the Table 50 indicates that while some vulnerable individuals may find social protection programs moderately accessible, a significant portion of the population faces considerable barriers. With 47.22% of respondents rating accessibility as "Low" or "Very Low," it is clear that many perceive substantial challenges in accessing these programs, such as complex application processes, lack of awareness, and geographical constraints. Additionally, only 13.05% of respondents view these benefits as highly accessible, suggesting that the majority find it difficult to engage with social protection initiatives, even if they are available. This highlights the need for improvements in outreach, awareness, and simplification of access processes.

Table 50: Accessibility of Social Protection Benefits for Those in Need



Recommendations: To improve the accessibility of social protection programs, the government should focus on streamlining application processes, reducing bureaucratic hurdles, and providing accessible enrollment options, such as online platforms or local service points. Increasing public awareness through media campaigns and community outreach can help ensure that more individuals are aware of available benefits. Additionally, expanding access in remote areas by creating localized services or mobile solutions would address geographical barriers. The government should also ensure that program designs are inclusive, particularly for vulnerable groups like persons with disabilities or the elderly. Regular monitoring and feedback mechanisms are essential to assess the effectiveness of these efforts and identify areas for further improvement.

3.5 ASSESSMENT OF NSPSR PILLAR 3: PUBLIC FINANCIAL MANAGEMENT REFORM

Development objective is “to ensure strategic and efficient allocation and use of resources, fiscal discipline and value for money in a transparent and accountable manner through timely reporting”).

3.5.1 Resource Allocation Efficiency in the public service

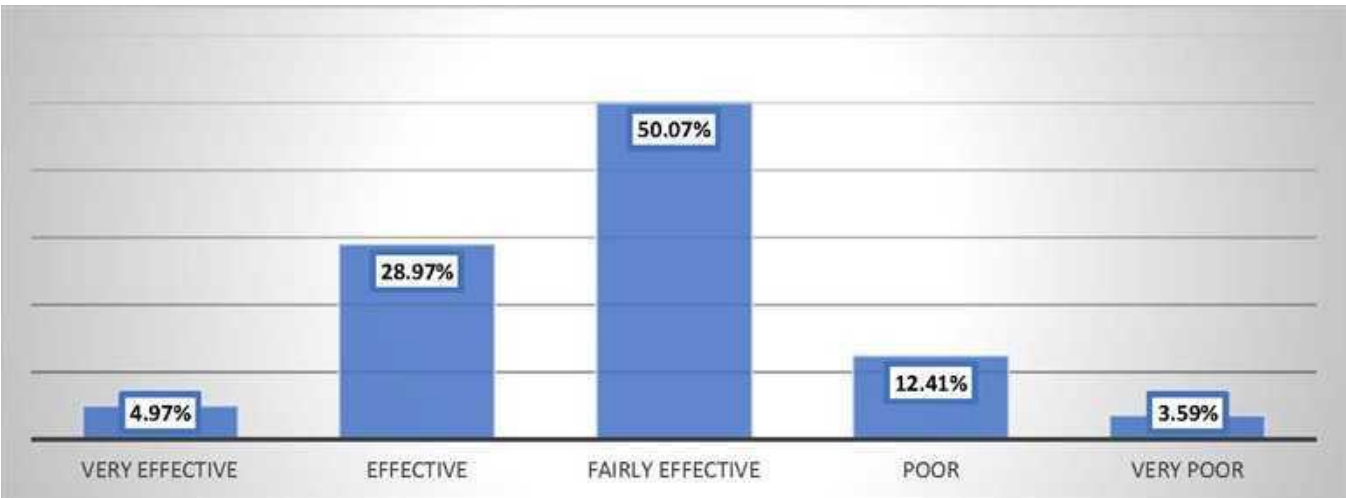
a. Assessment of Resource Allocation Effectiveness Across Public Service Sectors

This analysis examines perceptions of how effectively resources are allocated across various sectors within public service. Effective resource allocation is crucial for meeting sector-specific needs, optimizing public service delivery, and achieving strategic development objectives.

Perception Analysis: The analysis in Table 51 reveals that while 50.07% of respondents view resource allocation as "Fairly Effective," indicating that many sectors receive adequate support, there are perceived gaps and inefficiencies that need addressing. Only 4.97% rate the allocation as "Very Effective," highlighting a significant gap in perceptions of optimal resource distribution. Additionally, 16.0% of respondents view the allocation as "Poor" or "Very Poor," suggesting concerns about misalignment, inefficiency, or perceived inequities in resource distribution across sectors. This points to the need for improved transparency, better alignment of resources with sectoral needs, and more efficient distribution mechanisms.

Table 51: Resource Allocation Effectiveness Across Public Service Sectors

Recommendations: To improve resource allocation, the government should focus on increasing transparency by regularly publishing reports that explain allocation decisions and funding levels for each sector. Efficiency in resource distribution can be enhanced



by adopting data-driven models to reduce waste and ensure that resources are directed where they are most needed. Addressing sectoral imbalances through regular assessments and reallocating resources to underserved sectors will improve fairness in distribution. Engaging stakeholders, including sector representatives and the public, in the planning process can ensure that decisions align with community needs and expectations. Lastly, implementing monitoring and feedback loops will help identify gaps and inefficiencies, allowing for continuous improvement and responsiveness to changing demands.

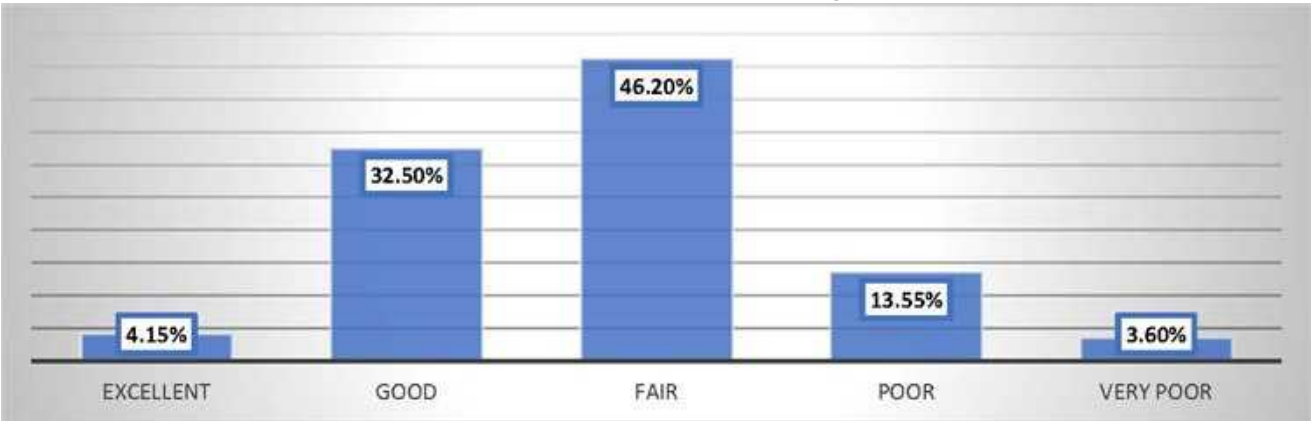
b. Assessment of Strategic Resource Allocation in Achieving Public Service Goals

This analysis assesses perceptions of the strategic effectiveness of resource allocation in supporting public service objectives. Strategic allocation is vital for maximizing the impact of public services, enhancing operational efficiency, and achieving policy goals.

Perception Analysis: The majority of respondents rated resource allocation as "Fair," suggesting that while there is some recognition of strategic intent, the allocation is seen as inconsistent or only partially effective in meeting public service goals. With only 4.15% rating the allocation as "Excellent," there is a perception that current practices are not fully optimizing outcomes, indicating a need for more strategic oversight. Additionally, 17.15% of respondents expressed dissatisfaction with "Poor" ratings, pointing to concerns over resource wastage, insufficient funding in critical areas, or a lack of visible impact, which highlights the need for reform in resource allocation practices.

Table 52: Strategic Resource Allocation in Achieving Public Service Goals

Recommendations: To improve resource allocation, the government should enhance



strategic planning by aligning resources with public service priorities and regularly updating allocation frameworks to meet evolving goals. Transparency in allocation decisions, through detailed public reports, can build trust and ensure accountability. Implementing data-driven allocation models will help direct resources more effectively, based on sector-specific performance and needs. Cross-sector collaboration can further improve the strategic impact of resource distribution, ensuring that all sectors work together toward common goals. Additionally, regular impact assessments will allow for the identification of gaps and opportunities for reallocation, ensuring that resources achieve the desired outcomes.

3.5.1 Fiscal Discipline in the public service

a. Assessment of Fiscal Discipline in Public Service

This analysis examines public perceptions of fiscal discipline within the public service sector. Fiscal discipline, involving prudent budgeting, expenditure control, and financial accountability, is essential to ensuring efficient use of public funds and enhancing public trust. **Perception Analysis:** The analysis in Table 53 reveals that while fiscal discipline is generally seen as "Fair" by the majority, there is a significant portion of the population that feels it could be more consistently applied and effective. The relatively low percentage of "Excellent" ratings suggests room for improvement in fiscal management practices, particularly in areas like transparency and waste reduction. Additionally, the 18% of respondents who rated fiscal discipline as "Poor" or "Very Poor" indicate substantial dissatisfaction, likely stemming from concerns over accountability, budget controls, and potential misuse of public funds. Strengthening financial oversight and enhancing transparency could address these concerns and boost public confidence in fiscal management.

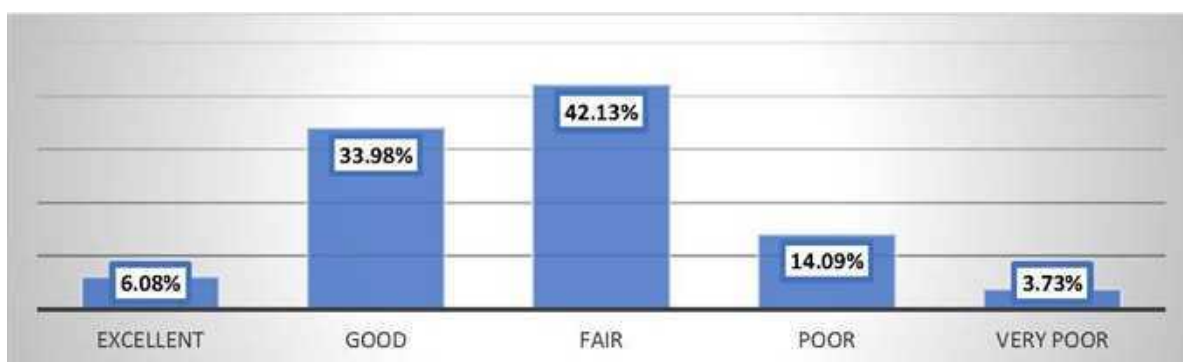


Table 53: Fiscal Discipline in Public Service

Recommendations: To improve fiscal discipline, the government should strengthen financial oversight mechanisms by implementing independent audits, regular financial reviews, and strict budget controls to ensure adherence across departments. Increasing transparency in fiscal practices, such as publishing detailed reports on budgets and expenditures, will foster public trust and accountability. Adopting data-driven budgeting practices can optimize resource allocation, ensuring funds are used effectively to meet public service goals. Additionally, investing in financial management training for public servants can improve budget control and cost management. Lastly, establishing clear accountability frameworks will ensure that roles, responsibilities, and consequences for fiscal mismanagement are well-defined, promoting responsible financial practices across the public sector.

b. Assessment of Budgetary Control Mechanisms in Public Service

This analysis evaluates public perceptions of the mechanisms in place to ensure budgetary control and prevent overspending within public service institutions. Effective budgetary control mechanisms are essential for maintaining fiscal discipline, avoiding waste, and ensuring efficient allocation of resources.

Perception Analysis: The majority of respondents rated budgetary controls as "Moderate," suggesting that while some controls are in place, their enforcement may be inconsistent, leading to mixed perceptions of effectiveness. The significant negative feedback indicates public concerns over weak budgetary controls, pointing to issues such as insufficient accountability, inadequate expense monitoring, and frequent budget overruns, which may compromise the financial efficiency of public service institutions.

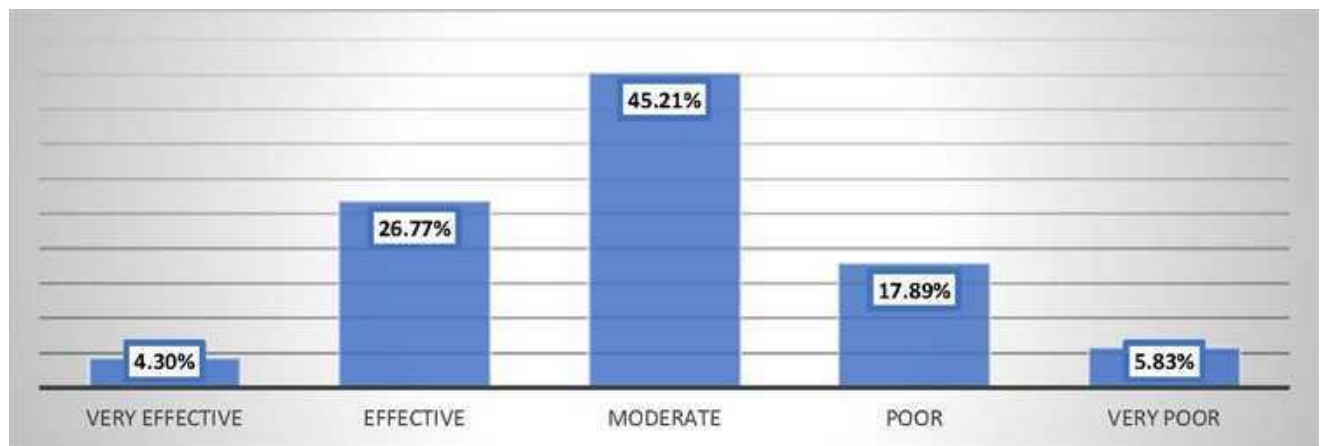


Table 54: Budgetary Control Mechanisms in Public Service

Recommendations: To improve budgetary controls, public service institutions should enhance monitoring and reporting systems, with regular audits and real-time tracking of expenditures to identify overspending early. Strengthening accountability measures for budgetary compliance, implementing performance-based budgeting, and providing training for financial oversight can help ensure more responsible use of funds. Additionally, increasing transparency in the budgeting process and involving the public in monitoring spending can build trust, encourage fiscal responsibility, and reduce inefficiencies. These steps can collectively help address concerns over weak budgetary controls and improve overall financial efficiency.

3.5.3 Value for Money in public service expenditure

a. Assessment of Value for Money in Public Service Expenditures

This analysis examines public perceptions of the effectiveness with which public service institutions ensure value for money (VfM) in their expenditures. Ensuring value for money is critical for building public trust, optimizing resource allocation, and maintaining fiscal responsibility.

Perception Analysis: The predominant "Moderate" ratings indicate that while there is some awareness of efforts toward achieving value for money (VfM), there is a lack of consistency in how funds are managed, leading to mixed experiences. The substantial negative feedback suggests that many respondents feel that allocated funds are not delivering the expected benefits or improving service delivery as intended. This highlights the need for more strategic, high-impact spending that better aligns resources with tangible outcomes to build public trust and confidence in financial management.

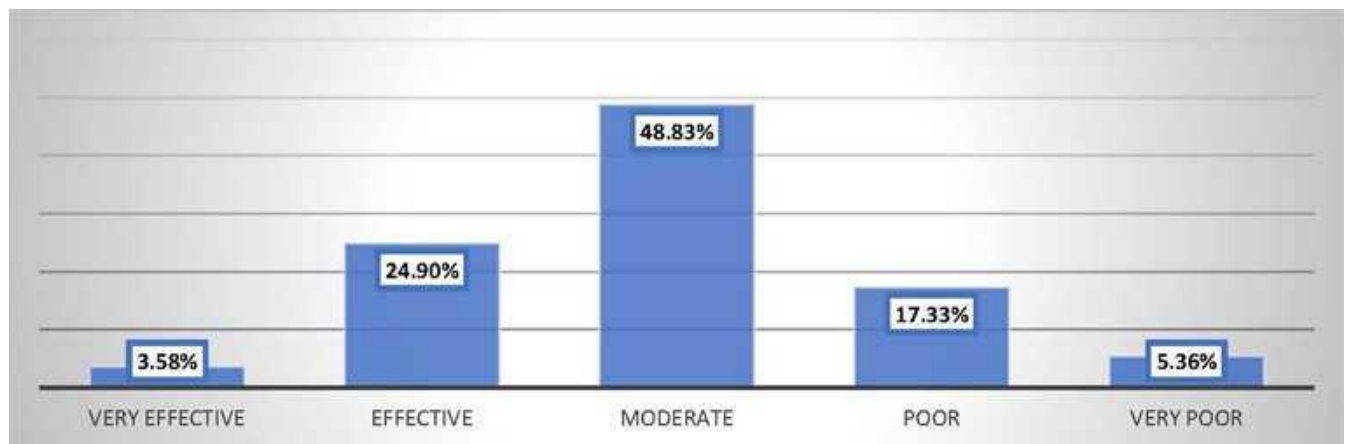


Table 55: Value for Money in Public Service Expenditures

Recommendations: To improve value for money (VfM) in public spending, institutions should focus on outcome-based budgeting, ensuring that funds are allocated with measurable impacts in mind. Enhancing public expenditure auditing and transparency, along with conducting cost-benefit analyses for major projects, can build trust and ensure efficient use of resources. Streamlining operations through process optimization and digital solutions can reduce waste and increase cost-effectiveness. Additionally, engaging the public in budgeting priorities will align spending with citizen expectations, improve perceptions of expenditure, and ensure that funds are directed toward areas that have the most meaningful impact.

b. Assessment of Cost-Effectiveness in Public Service Projects and Programs

This analysis reviews public perceptions regarding the cost-effectiveness of projects and programs within public service institutions. Cost-effectiveness is a critical metric for assessing how well public funds are utilized to maximize benefits for citizens and achieve strategic goals.

Perception Analysis: The predominance of "Fair" and negative responses indicates a clear need for improvement in cost-effectiveness within public service projects. Many respondents feel that better resource management could lead to greater value for money. Additionally, the feedback suggests a desire for enhanced transparency and accountability in public spending, with public institutions benefiting from more detailed cost management practices and clearer reporting on outcomes.

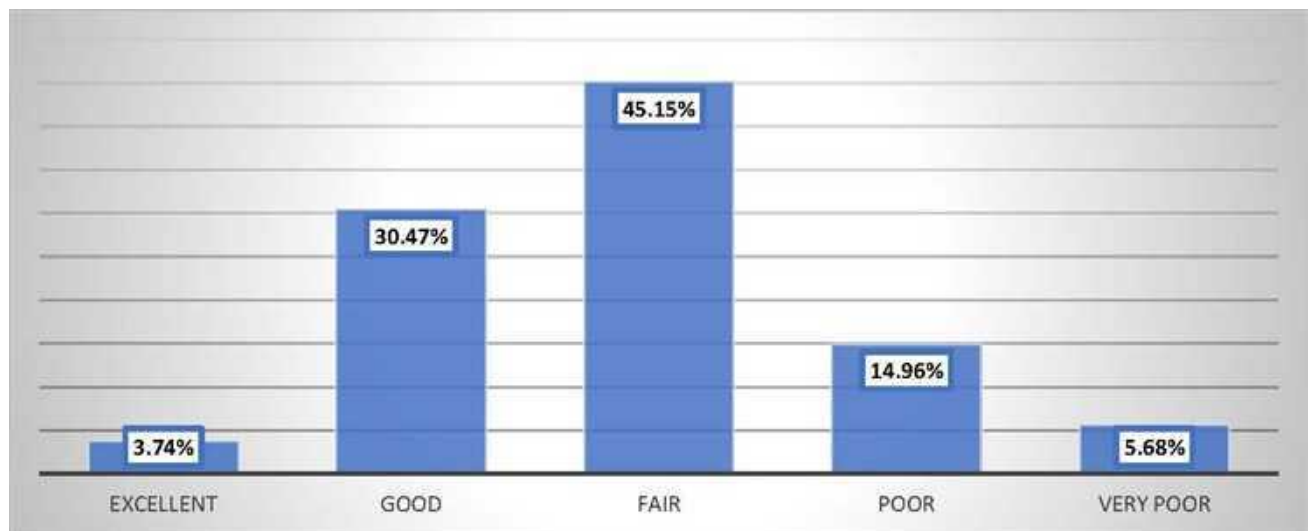


Table 56: Cost-Effectiveness in Public Service Projects and Programs

Recommendations

To improve cost-effectiveness in public service projects, institutions should adopt performance-based budgeting to ensure funds are allocated to initiatives with measurable outcomes. Conducting cost-benefit and impact analyses before project approval can clarify potential returns on investment and build public confidence. Strengthening project oversight and auditing will help identify inefficiencies early, while engaging the public in project planning ensures alignment with community needs. Additionally, investing in training for financial and project managers on best practices in cost management can enhance the overall efficiency and effectiveness of public service projects.

3.3.4 Transparency in financial management practices in the public service

a. Assessment of Transparency in Financial Management Practices within Public Service

This analysis examines the perceived transparency of financial management practices within public service institutions. Transparency in financial management is essential for ensuring accountability, maintaining public trust, and promoting efficient use of resources.

Perception Analysis: The high percentage of "Moderate" and negative responses indicates that current transparency efforts in public service institutions are insufficient, leaving many citizens uncertain about financial practices. There is a clear public desire for more accountability, with expectations for clear, accessible financial information, including regular disclosures and better clarity around budget allocations and expenditures. Enhancing transparency in these areas could help build greater public trust and reduce skepticism towards public service financial management.

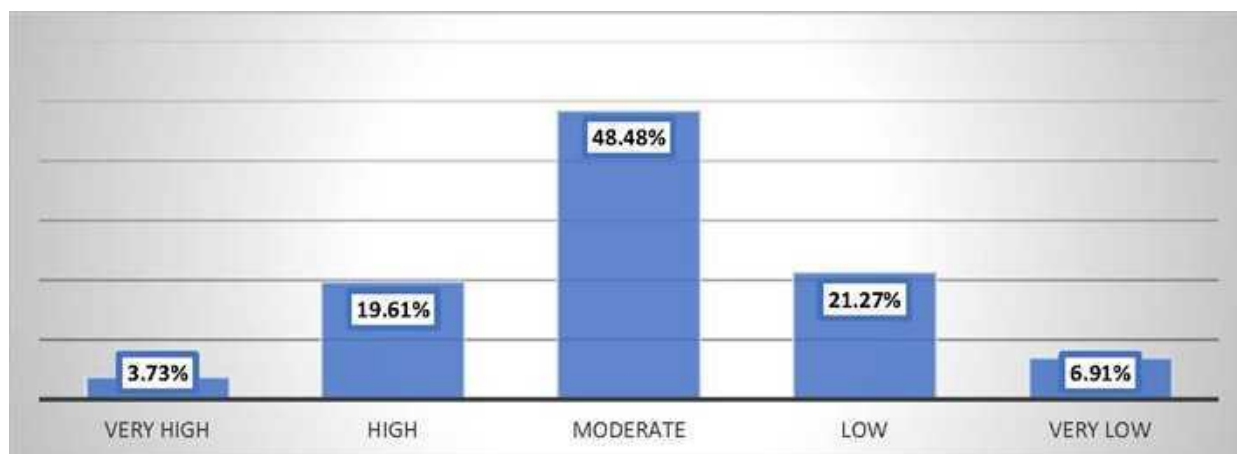


Table 57: financial management practices in the public service

Recommendations: To enhance transparency and accountability in public financial management, public service institutions should implement several measures. These include regularly publishing comprehensive financial reports, conducting independent audits, and offering citizen-focused financial summaries that simplify complex data. Additionally, leveraging digital platforms for real-time budget tracking and engaging citizen advisory groups in financial oversight can foster greater public participation and trust. These actions can empower citizens, improve understanding of financial decisions, and ensure more effective oversight of public resources.

b. Assessment of Disclosure Practices in Financial Decisions and Transactions within Public Service

This analysis evaluates public perceptions of how effectively financial decisions and transactions are disclosed by public service institutions. Transparency in financial disclosures is essential to building public trust, enhancing accountability, and ensuring informed citizen engagement.

Perception Analysis: The analysis in Table 58 reveals a significant need for enhanced transparency and accessibility in financial disclosures, as indicated by the high proportion of "Fairly Effective" and negative responses. Current practices may not meet the public's demand for detailed and easily accessible financial information, leading to perceptions of opacity in financial management. To address these concerns, more consistent, comprehensive, and user-friendly disclosures are essential to improve public trust and engagement in financial decision-making.

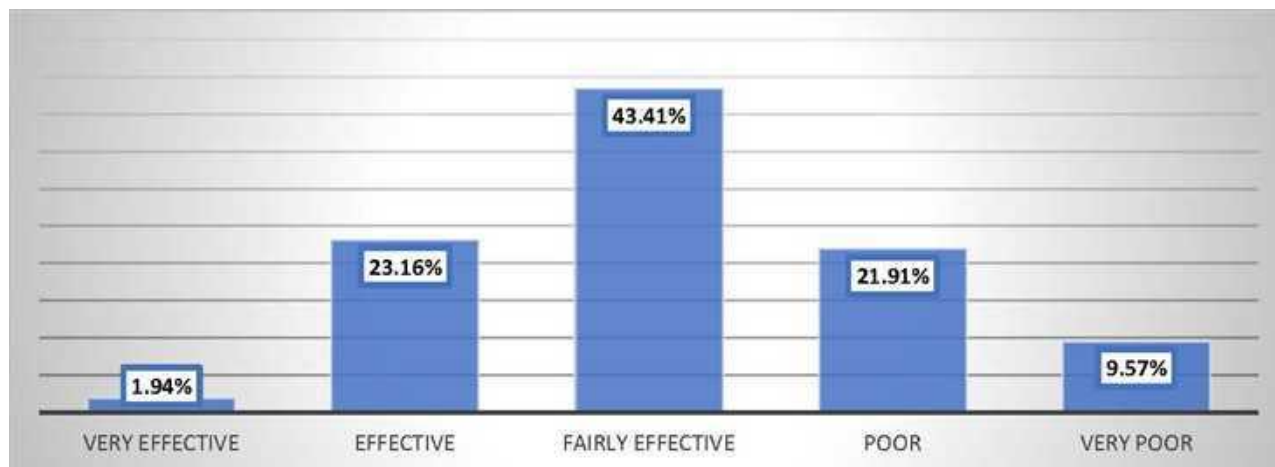


Table 58: Disclosure Practices in Financial Decisions and Transactions within Public Service

Recommendations

To improve transparency and public trust in financial disclosures, public service institutions should enhance the frequency and detail of financial updates, including regular reports on major decisions and budget changes. Simplified, user-friendly reports like infographics can make complex financial data more accessible to the public. Strengthening oversight through independent audits and providing real-time updates via digital platforms would further increase transparency and accountability. Additionally, encouraging public participation in financial oversight, such as through citizen advisory panels or forums, can ensure that financial practices align with community needs and foster greater engagement.

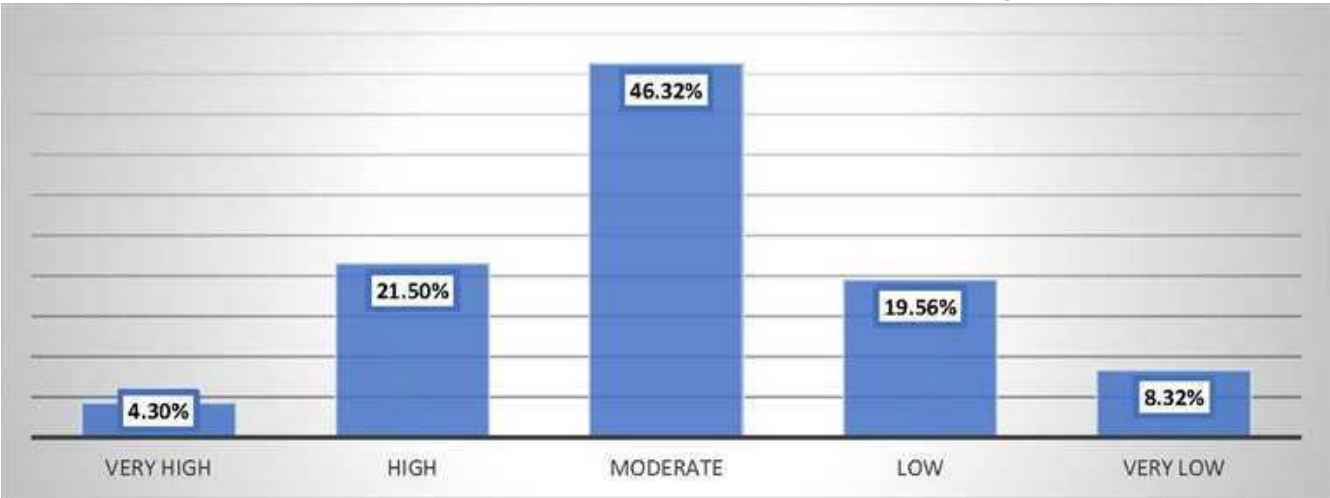
3.3.5 Accountability of public service officials

a. Assessment of Accountability of Public Service Officials in Financial Management and Resource Utilization

This assessment examines public perception of accountability among public service officials concerning financial management and resource utilization. Accountability is a critical factor in maintaining trust and ensuring that resources are managed effectively for public benefit.

Perception Analysis: The responses in Table 59 indicates that while some accountability mechanisms are in place, they are perceived as inconsistent and insufficient by a significant portion of the public. This suggests a need for stronger, more transparent oversight practices to meet public expectations. Additionally, the high percentage of "Moderate" and negative responses reflects a demand for greater transparency and clear consequences for financial mismanagement, including regular public reporting on officials' resource management to ensure accountability and build trust.

Table 59: Accountability of Public Service Officials in Financial Management and Resource



Utilization

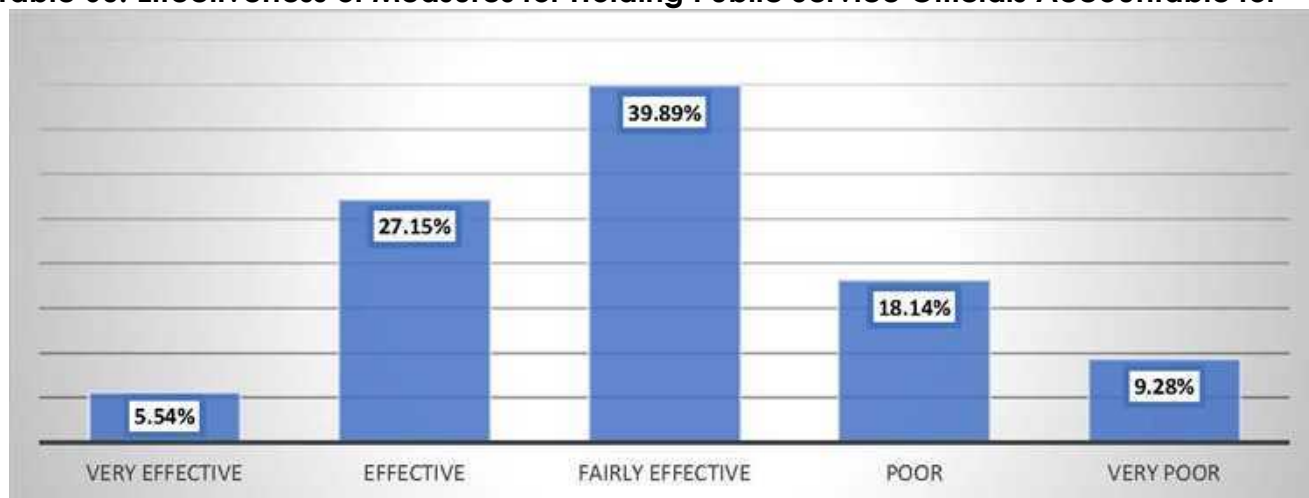
Recommendations: To strengthen accountability in public service, it is crucial to implement regular audits and publicly share their findings, ensuring transparency in financial management. Additionally, enforcing strict consequences for financial mismanagement, such as disciplinary actions for negligent officials, will help restore public confidence. Encouraging citizen engagement through community audit boards and feedback sessions can further improve trust and provide a direct line to governance. Simplifying financial summaries and increasing transparency initiatives will empower citizens to better assess public officials' accountability, while reinforcing whistleblower protections will encourage the reporting of financial malpractice without fear of reprisal.

b. Assessment of Effectiveness of Measures for Holding Public Service Officials Accountable for Financial Mismanagement

This assessment evaluates public perception of the effectiveness of existing measures to hold public service officials accountable for financial mismanagement. Accountability mechanisms are essential for building public trust, deterring malpractice, and ensuring responsible use of resources.

Perception Analysis: The analysis in Table 60 indicates a demand for stronger accountability systems, as many citizens perceive a gap in the enforcement and transparency of current measures. While a "Fairly Effective" rating suggests some acknowledgment of existing efforts, it also points to a need for improvements to ensure that accountability practices are both stringent and consistent enough to meet public expectations and effectively deter mismanagement.

Table 60: Effectiveness of Measures for Holding Public Service Officials Accountable for



Financial Mismanagement

Recommendations: To strengthen accountability in public service, it is essential to increase transparency by regularly reporting on actions taken against financial mismanagement and their outcomes. Enhanced monitoring and enforcement mechanisms, such as real-time audits and dedicated oversight bodies, can improve the detection and response to issues. Implementing clear consequence frameworks for misconduct will ensure that officials face proportionate accountability, reinforcing the system's integrity. Encouraging public involvement in oversight through advisory boards or committees can further elevate transparency and accountability standards. Lastly, strengthening whistleblower protections and providing secure reporting channels will empower individuals to report issues without fear of retaliation, promoting early issue identification and resolution.

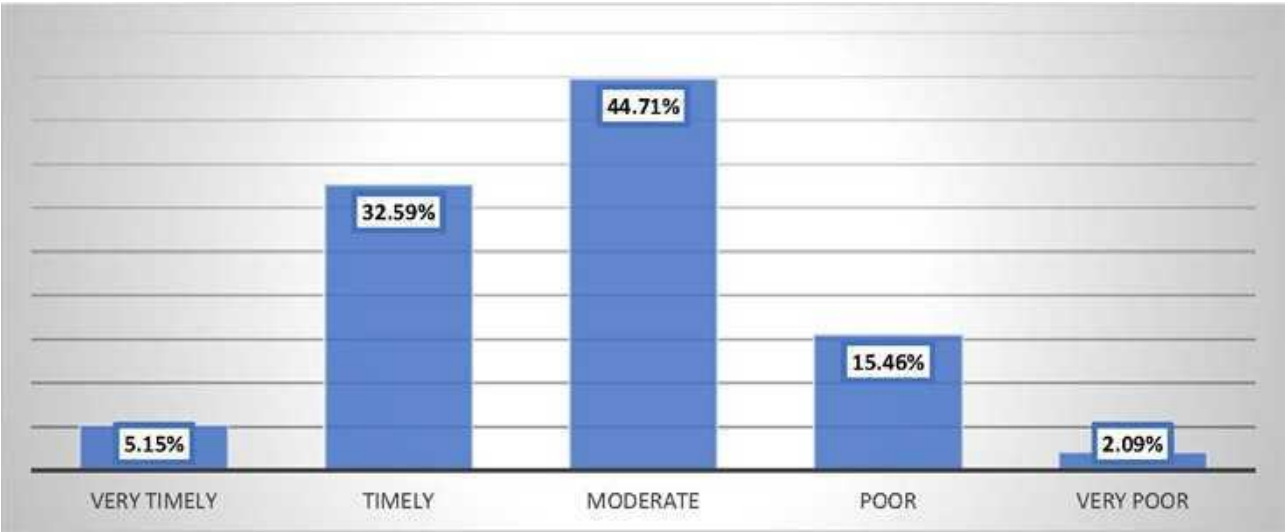
3.3.6 Timeliness of Financial Reporting in the public service

a. Timeliness of Financial Reporting in the Public Service

This assessment examines public perceptions regarding the timeliness of financial reporting within public service institutions. Timely financial reporting is crucial for ensuring transparency, building public trust, and enabling informed decision-making.

Perception Analysis: The analysis in Table 61 reveals significant concerns regarding the timeliness of financial reporting in public service. A large portion of respondents (44.71%) rated it as "Moderate," indicating that while financial reports are being produced, they may not always meet expectations in terms of timely delivery, potentially affecting stakeholders' decision-making processes. Furthermore, 15.46% of respondents rated the timeliness as "Poor," and 2.09% as "Very Poor," signaling a clear perception of delays or inefficiencies. These issues can undermine the credibility of financial information and erode public confidence in the government's ability to manage resources effectively.

Table 61: Timeliness of Financial Reporting in the public service



Recommendations: To improve the timeliness of financial reporting in public service, institutions should set clear reporting deadlines and ensure they are consistently met, enhancing the credibility and availability of financial data. Streamlining the reporting process through automation, better data management systems, and clearer guidelines can reduce bottlenecks. Investing in advanced financial management technology can further expedite report generation and provide real-time tracking of financial activities. Regular monitoring and accountability measures, such as reviews and audits, can help enforce adherence to deadlines, while proactively communicating any delays and providing revised timelines can maintain transparency and manage public expectations.

b. Accuracy and Comprehensiveness of Financial Reports in Public Service Institutions

This assessment evaluates how well public service institutions perform in terms of the accuracy and comprehensiveness of their financial reporting. Accurate and comprehensive financial reports are essential for fostering trust, accountability, and informed decision-making.

Perception Analysis: The analysis of financial reporting in Table 62 indicates that while a significant portion of respondents (43.53%) rated reports positively for their accuracy and comprehensiveness, there is still room for improvement. A large number of respondents (39.50%) rated the reports as "Fair," suggesting that while the reports are useful, they could benefit from more detailed analysis, clearer presentation, or broader coverage. Additionally, the 16.97% of respondents rating reports as "Poor" or "Very Poor" highlights a concern regarding the accuracy and thoroughness of the reports, which could undermine transparency and accountability in public service institutions.

institutions.

Table 62: Accuracy and Comprehensiveness of Financial Reports in Public Service Institutions

Recommendations: To improve financial reporting in public service institutions, several measures can be implemented. First, stronger data validation and quality assurance processes should be put in place to ensure accuracy. Additionally, reports can be enhanced by improving formatting and presentation, making them more detailed and easier to understand. Expanding the scope of reports to include key performance indicators (KPIs) would offer a more comprehensive view of financial health. Institutions should also provide clear explanations for any discrepancies found in the reports, promoting transparency. Lastly, incorporating stakeholder feedback into the reporting process ensures that reports meet the needs of all users and include relevant information, further increasing public trust.

a. Effectiveness of Budget Execution in Public Service

This assessment evaluates how effectively public service institutions execute their budgets. Effective budget execution is essential for ensuring that allocated funds are utilized efficiently to achieve the desired outcomes and objectives of public service programs.

Perception Analysis: The analysis of budget execution in public service institutions in Table 63 reveals mixed results. While 34.35% of respondents view budget execution as effective or very effective, indicating successful management and achievement of desired outcomes in some instances, a larger proportion (44.97%) considers it "Fairly Effective," suggesting room for improvement in fully realizing budget goals. Additionally, 20.69% of respondents rated budget execution as "Poor" or "Very Poor," pointing to concerns over mismanagement, inefficient allocation, and failure to meet targets, underscoring the need for better financial oversight and improved budget execution strategies.

reports, which could undermine transparency and accountability in public service

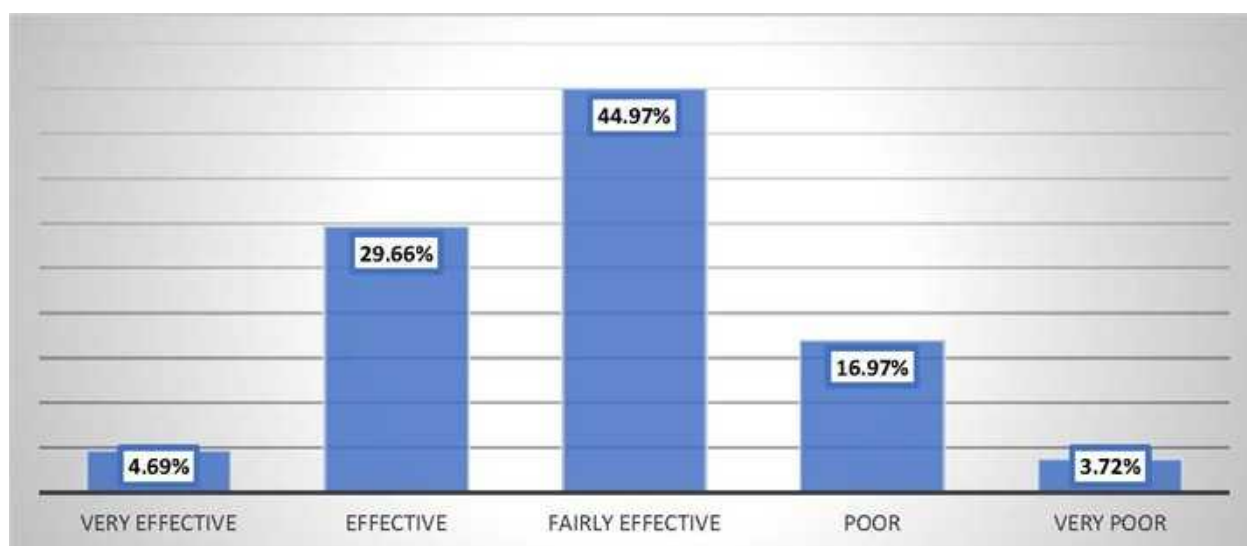


Table 63: Effectiveness of Budget Execution in Public Service

Recommendations: To improve budget execution in public service institutions, several measures can be taken. Strengthening financial monitoring and oversight through real-time tracking can help identify issues early and ensure efficient resource use. Increasing transparency and accountability by publicly sharing detailed budget reports will allow stakeholders to assess fund utilization. Regular audits, both internal and external, can ensure adherence to plans and detect inefficiencies. Additionally, investing in training for budget managers will enhance the efficiency of budget management. Finally, encouraging public participation in budget planning and execution ensures that funds are allocated to areas of greatest need, leading to more effective and efficient use of resources.

b. Alignment of Actual Expenditures with Approved Budget

This assessment evaluates how well actual expenditures in public service institutions align with the approved budget. Proper alignment ensures that public funds are spent as intended, avoiding waste and ensuring that the priorities set during the budgetary process are achieved.

Perception Analysis: The analysis in Table 64 indicates that while a portion of respondents (34.12%) feel that actual expenditures align well with the approved budget, suggesting effective financial management in some instances, the majority (44.48%) rated the alignment as "Fair," pointing to room for improvement in ensuring closer adherence to budget plans. Furthermore, a notable percentage of respondents (21.41%) expressed concerns with "Poor" or "Very Poor" alignment, highlighting issues like overspending, poor planning, or inefficient resource allocation that may hinder financial discipline and effectiveness in some public service institutions.

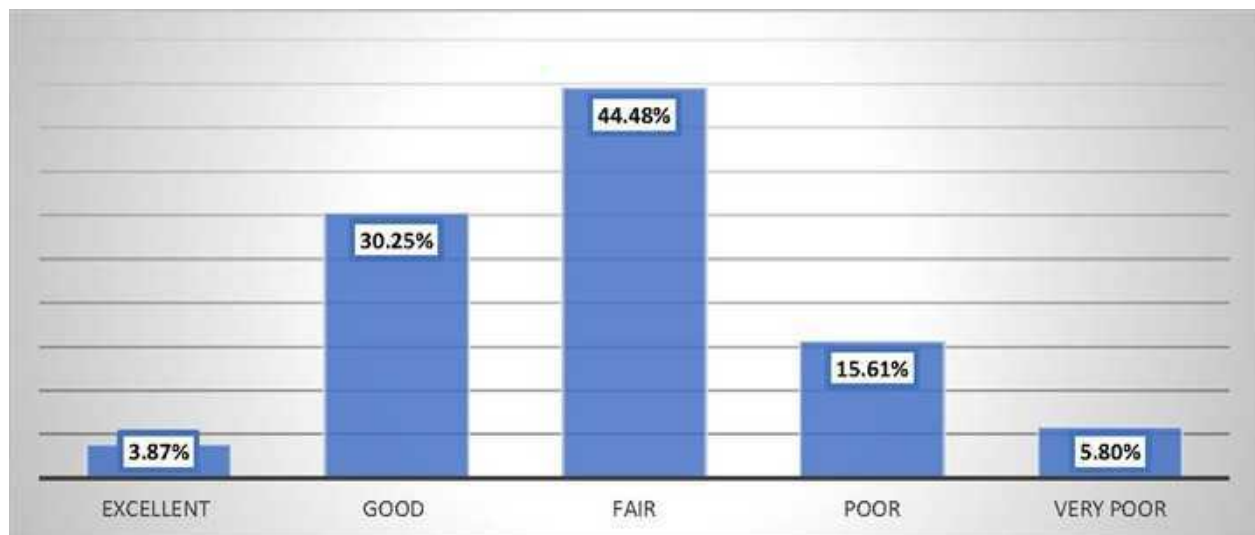


Table 64: Actual Expenditures with Approved Budget

Recommendations: To improve budget alignment and financial management, public service institutions should enhance monitoring systems to track actual spending in real-time, allowing for early identification of discrepancies. Effective budget planning and forecasting are essential to ensure that allocations are realistic and achievable, minimizing overspending or under-spending. Increasing transparency through regular, detailed expenditure reports will help build public trust and accountability. Additionally, capacity building for budget managers can improve budget execution and ensure better alignment between approved budgets and actual spending. Regular audits and evaluations should also be conducted to assess financial management practices and identify areas for improvement.

3.3.8 Quality of Internal Controls and Audits Systems of the Public Service

a. Effectiveness of Internal Controls in Detecting and Preventing Financial Mismanagement

This assessment measures how well internal controls in public service institutions are perceived to detect and prevent financial mismanagement. Effective internal controls are crucial for ensuring that public funds are spent appropriately, minimizing the risk of fraud, waste, and corruption.

Perception Analysis: The analysis in Table 65 reveals that while a portion of respondents (37.64%) view internal controls in public service institutions as effective, a larger percentage (39.44%) consider them to be "Fairly Effective," indicating that these controls may not be consistently reliable or robust across all situations. Additionally, the 22.91% of respondents who rated internal controls as "Poor" or "Very Poor" highlight significant concerns about weaknesses in the systems designed to detect and prevent financial mismanagement. This suggests a need for improvements in the effectiveness and reliability of internal controls to better safeguard public funds.

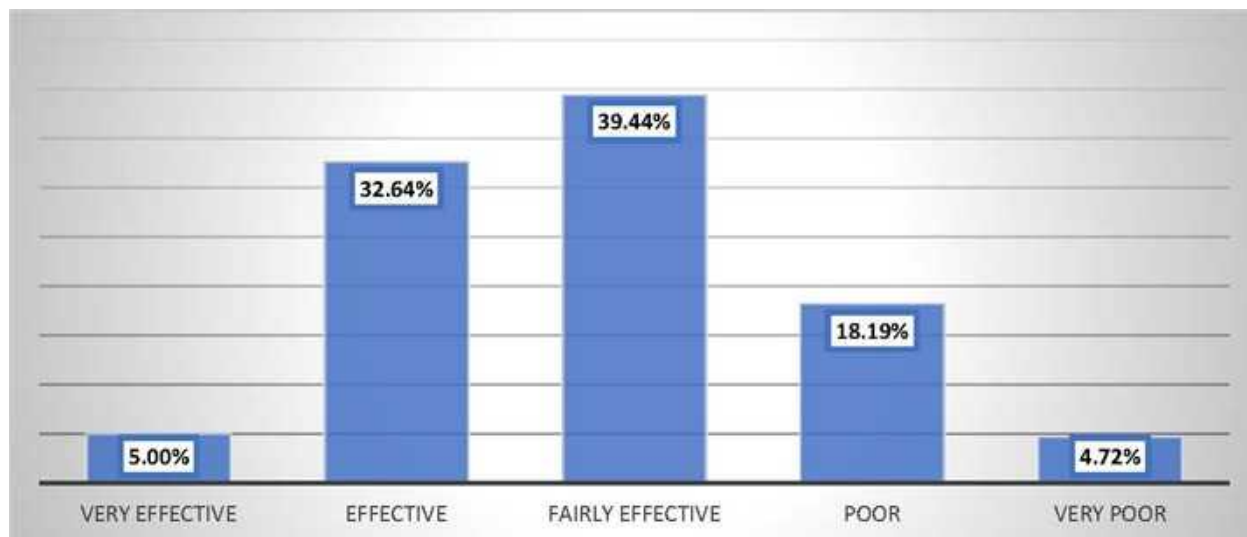


Table 65: Effectiveness of Internal Controls in Detecting and Preventing Financial Mismanagement

Recommendations: To improve internal controls in public service institutions, several measures should be taken. Strengthening monitoring and auditing mechanisms can help identify weaknesses and ensure effective controls. Investing in technology and automation can improve real-time detection of discrepancies, while regular staff training on financial management and ethical practices can enhance adherence to controls. Implementing stronger accountability structures and conducting periodic evaluations of internal controls will ensure their effectiveness over time. Additionally, strengthening whistleblower protections can provide an extra layer of oversight to uncover any financial mismanagement that may slip through the cracks. Together, these steps can bolster internal controls and reduce the risk of financial mismanagement.

b. Effectiveness of Internal and External Audits in Ensuring Financial Integrity

This assessment evaluates the perceived effectiveness of internal and external audits in maintaining financial integrity within public service institutions. Audits play a crucial role in ensuring transparency, identifying financial mismanagement, and enhancing accountability.

Perception Analysis: The analysis in Table 66 of audit effectiveness reveals a mix of strengths and areas for improvement. While 46.45% of respondents rated audits as "Excellent" or "Good," indicating that many believe audits are effective in maintaining financial integrity, nearly 40% rated them as "Fair," suggesting there are limitations in the process. Additionally, 13.77% of respondents rated audits as "Poor" or "Very Poor," reflecting concerns about their ability to detect and prevent financial irregularities or mismanagement. This highlights the need for improvements to make the audit process more thorough and reliable.

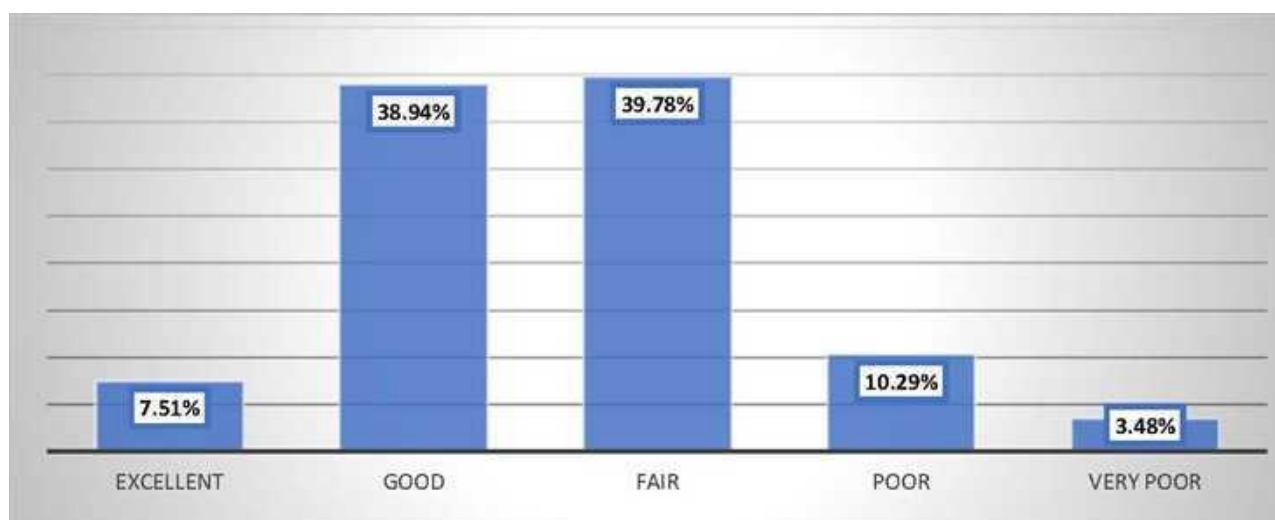


Table 66: Effectiveness of Internal and External Audits in Ensuring Financial Integrity

Recommendations: To improve audit effectiveness in public service institutions, several key actions can be taken. Expanding the scope of audits and increasing their frequency, especially in high-risk areas, can help detect financial discrepancies more promptly. Incorporating advanced audit tools, such as data analytics and AI-driven techniques, can enhance the ability to identify irregularities. Ensuring auditor independence, providing clear recommendations with follow-up processes, and maintaining transparency in audit reports will strengthen accountability. Additionally, ongoing capacity building for auditors will ensure they remain equipped to address emerging risks and financial challenges. These measures will collectively improve the robustness and reliability of the audit process.

3.3.9 Quality of Stakeholder Engagement in financial management processes

a. Effectiveness of Stakeholder Engagement in Financial Management Processes

This assessment evaluates how effectively stakeholders, including the public, are engaged in financial management processes within public service institutions. Stakeholder engagement in financial management is crucial for transparency, accountability, and ensuring that financial decisions reflect the interests of the broader community.

Perception Analysis: The interpretation of stakeholder engagement in financial management in Table 67 reveals both strengths and areas for improvement. While 33% of respondents rated the engagement as "Effective" or "Very Effective," indicating positive feedback and a belief in its contribution to transparency and inclusivity, a larger proportion (45.15%) rated it as "Fairly Effective," suggesting that the engagement may lack comprehensiveness or inclusivity. Additionally, 21.89% of respondents rated it as "Poor" or "Very Poor," highlighting concerns about the quality and reach of the engagement, pointing to potential gaps in public participation that need to be addressed.

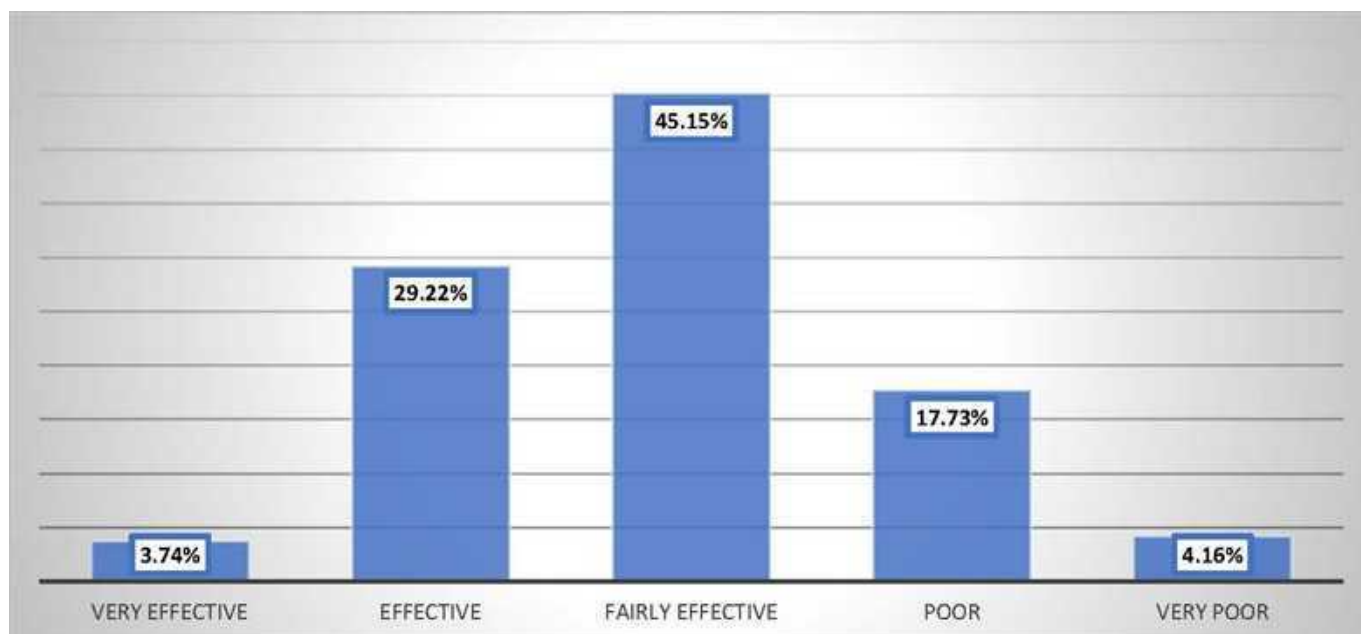


Table 67: Effectiveness of Stakeholder Engagement in Financial Management Processes

Recommendations: To improve stakeholder engagement in financial management, public service institutions should expand avenues for participation through public consultations, feedback mechanisms, and interactive platforms, ensuring broader input and diverse perspectives. Enhancing transparency by providing easy access to financial data will build trust and encourage active involvement. Strengthening communication channels, offering educational programs to improve financial literacy, and involving a broader range of stakeholders, including marginalized groups, will foster more inclusive decision-making. Additionally, institutions must demonstrate how stakeholder feedback influences decisions and conduct regular monitoring and evaluations of the engagement process to identify areas for improvement. Leveraging technology, such as digital tools for online surveys and virtual town halls, can also broaden participation and reach a wider audience.

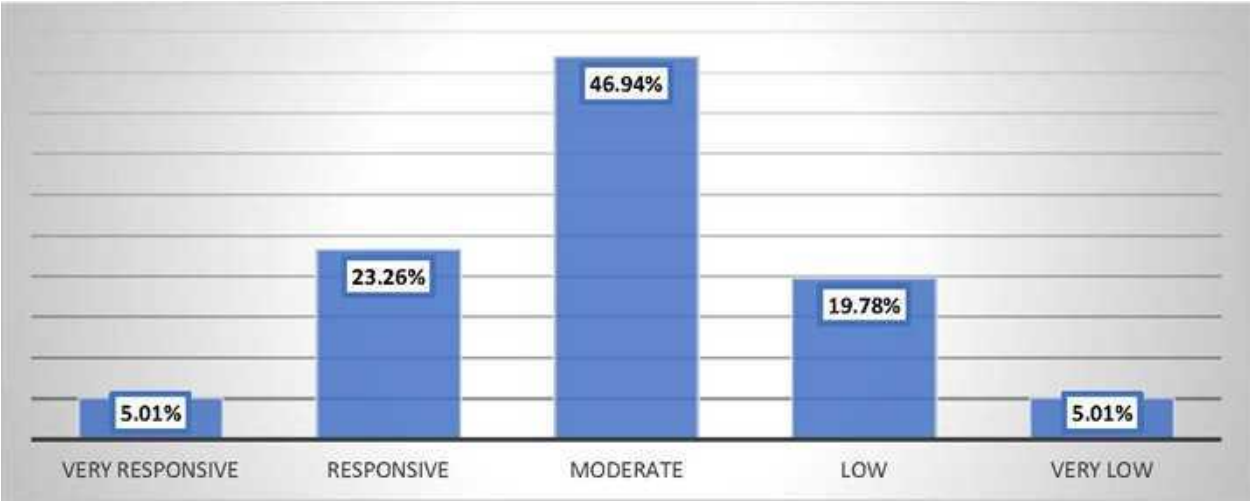
b. Responsiveness of Public Service to Stakeholder Feedback on Financial Management

This assessment focuses on evaluating how responsive the public service is to stakeholder feedback, particularly in relation to financial management. Effective responsiveness ensures that stakeholders' concerns and inputs are acknowledged and acted upon in a timely and meaningful manner.

Perception Analysis: The survey results in Table 68 shows mixed perceptions of responsiveness within public service institutions. While 28% of respondents view public service as responsive or very responsive, reflecting some efforts to address stakeholder feedback, the majority, 46.94%, rated responsiveness as moderate, suggesting that the impact of feedback is unclear or inconsistent. Furthermore, 24.79% of respondents felt that their feedback was either ignored or inadequately acted upon, highlighting a significant area for improvement. This indicates a need for stronger mechanisms to ensure stakeholder input is effectively considered and leads to tangible outcomes in financial management processes.

Table 68: Responsiveness of Public Service to Stakeholder Feedback on Financial Management

Recommendations: Public service institutions can enhance stakeholder engagement by



implementing clear feedback acknowledgment systems, ensuring timely responses, and increasing transparency on how feedback influences decisions. Regular engagement through meetings, surveys, and accessible feedback channels fosters participation and trust. Following up with stakeholders, training officials in effective communication, and continuously monitoring and evaluating feedback systems further strengthen responsiveness. By adopting these measures, institutions can build stronger relationships, improve financial management transparency, and create a more inclusive and accountable governance framework.

3.3.9 Quality of Capacity Building of public officials in financial management practices
a. Training of Public Service Officials in Financial Management Practices

This assessment focuses on evaluating how well public service officials are trained in financial management practices, which are crucial for ensuring that public funds are managed effectively and efficiently.

Perception Analysis: The analysis in Table 69 reveals that 38.75% of respondents view public service officials as well-trained in financial management, indicating a solid foundation. However, the largest group (46.39%) rates the training as "Moderate," suggesting that while training exists, it may lack depth, relevance, or consistency. Additionally, 14.86% rate it as "Poor" or "Very Poor," highlighting the need for significant improvements to prevent financial mismanagement and inefficiencies in public service delivery. Strengthening training programs with more comprehensive and adaptive content could enhance financial oversight and overall effectiveness.

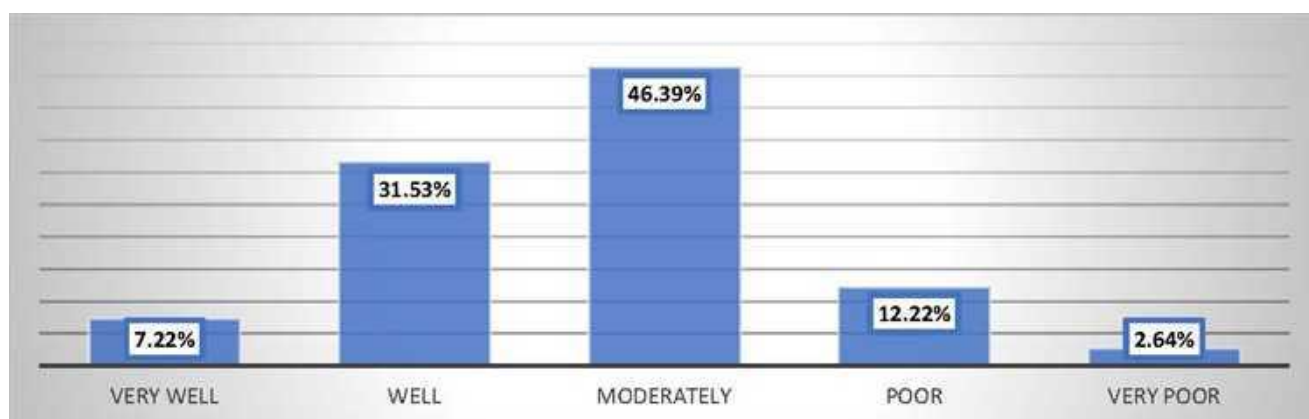


Table 69: Training of Public Service Officials in Financial Management Practices

Recommendations: To improve financial management in public service, training programs should be more comprehensive, covering both fundamental and advanced topics while being tailored to specific roles. Regular updates and refresher courses are essential to keep officials informed of evolving regulations and best practices. Practical, hands-on training with real-life case studies can enhance competence, while monitoring training outcomes ensures continuous improvement. Increased funding, cross-institutional collaboration, and a culture of continuous learning will strengthen training effectiveness. Additionally, leveraging technology through online platforms can enhance accessibility and flexibility, ensuring officials stay up to date with financial management best practices.

b. Effectiveness of Capacity-Building Programs in Improving Financial Management Skills within the Public Service

This assessment evaluates the effectiveness of capacity-building programs aimed at enhancing the financial management skills of public service officials, which is essential for ensuring better financial control, transparency, and accountability in the public sector.

Perception Analysis: The analysis of capacity-building programs in Table 70 shows that 39.99% of respondents find them effective, indicating that some institutions are successfully equipping officials with essential financial management skills. However, the largest group (45.17%) rates them as "Fairly Effective," suggesting gaps in design, implementation, or relevance. Additionally, 14.83% view the programs as "Poor" or "Very Poor," raising concerns about their effectiveness. Addressing these shortcomings through more targeted, comprehensive, and well-implemented training can enhance financial oversight, resource management, and decision-making in public service institutions.

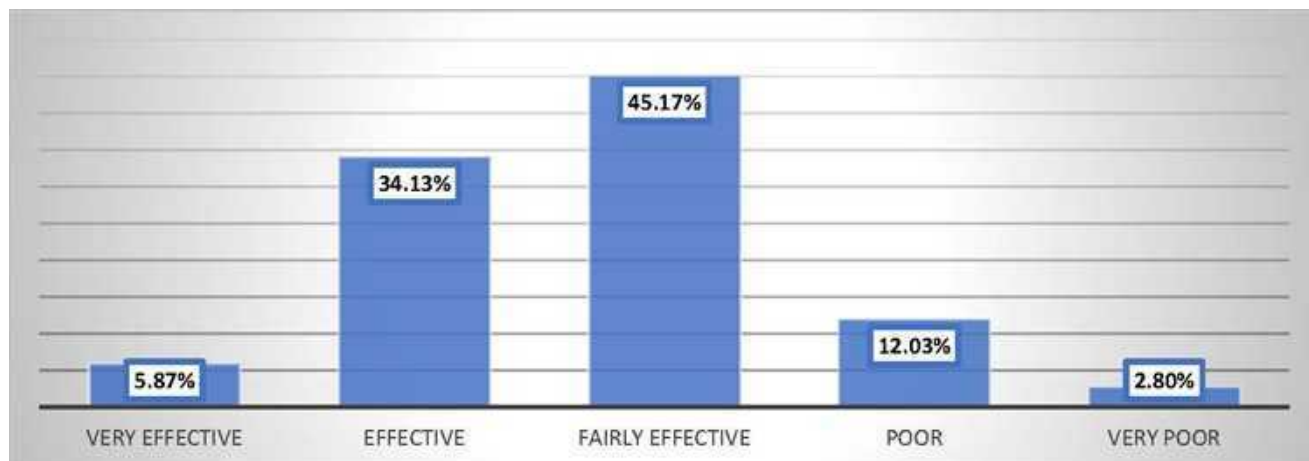


Table 70: Effectiveness of Capacity-Building Programs in Improving Financial Management Skills within the Public Service

Recommendations: To improve capacity-building programs, they should cover a broad range of financial management topics, be regularly updated, and tailored to different roles. Accessibility can be enhanced through online learning, while practical, hands-on training with real-life case studies can boost effectiveness. Regular assessments, feedback mechanisms, and increased funding will ensure quality and relevance. Continuous learning through follow-ups, refresher courses, and peer knowledge-sharing will help officials stay up to date. Robust monitoring and evaluation systems should track progress, while stakeholder engagement in program design can ensure alignment with real needs and national financial management priorities.

3.4 ASSESSMENT OF NSPSR PILLAR 4: CIVIL SERVICE ADMINISTRATION REFORM

Development objective is to re-invigorate and transform the civil service into an efficient, productive, incorruptible and citizen-centered institution with the capacity to deliver the government's policies and programmes.

a. Efficiency of Civil Service Institutions in Delivering Services

This assessment evaluates how efficiently civil service institutions operate in delivering services to the public. The efficiency of these institutions is critical for ensuring that government services are provided in a timely, cost-effective, and quality manner.

Perception Analysis: The assessment of civil service institutions in Table 71 reveals that 42.54% of respondents view them as efficient, indicating positive recognition of their service delivery. However, the largest group (45.86%) rates them as "Fairly Efficient," pointing to challenges such as bureaucratic delays, lack of innovation, or inconsistencies in service quality. Additionally, 11.60% express significant dissatisfaction, highlighting concerns about speed, quality, and accessibility of services. Addressing these issues through process improvements, innovation, and enhanced service delivery can help boost public confidence in civil service institutions.

Table 71: Efficiency of Civil Service Institutions in Delivering Services

Development objective is to re

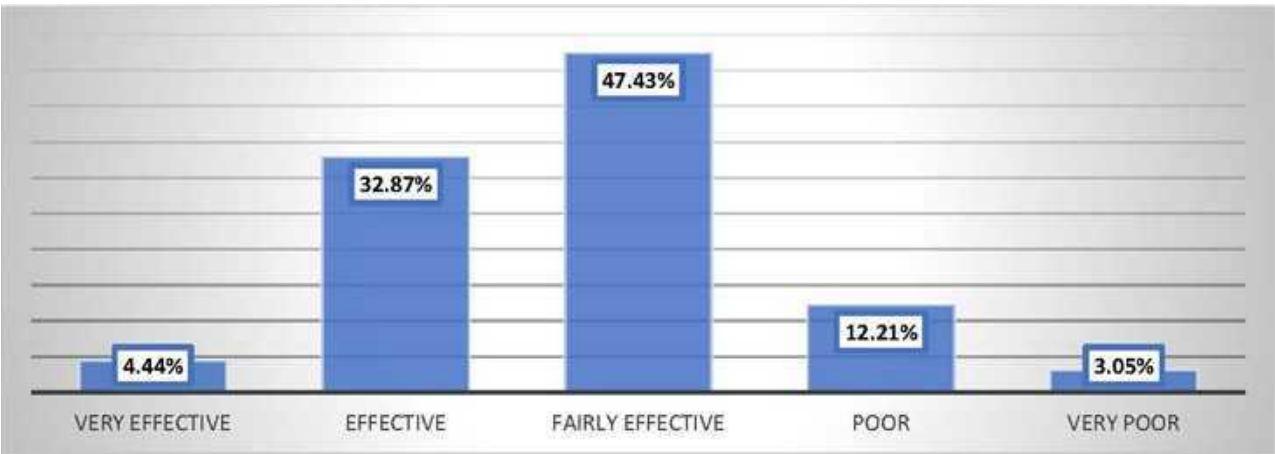
b. Effectiveness of Resource Utilization within the Civil Service

This assessment evaluates how effectively resources (e.g., human, financial, technological) are utilized within the civil service to achieve its objectives and deliver public services efficiently.

Perception Analysis: The assessment of resource utilization in the civil service in Table 72 shows that 37.31% of respondents view it as effective, indicating some success in budgeting and strategic allocation. However, the largest group (47.43%) rates it as "Fairly Effective," suggesting inefficiencies in personnel management, budget allocation, or infrastructure use. Additionally, 15.26% express significant concerns, pointing to potential issues such as waste, corruption, or lack of accountability. Addressing these challenges through better oversight, transparency, and optimization of resource distribution can enhance efficiency and public confidence in resource management.

Table 72: Effectiveness of Resource Utilization within the Civil Service

Recommendations: To improve resource utilization in the civil service, regular audits and



assessments should be conducted to identify inefficiencies, while enhanced training in resource management will equip staff with better decision-making skills. Strengthening budget planning and monitoring, increasing transparency in resource allocation, and leveraging technology can enhance efficiency and accountability. Performance-based resource allocation and fostering collaboration among institutions will help optimize available resources. Additionally, stronger internal controls, a culture of accountability, and long-term planning are essential to ensuring sustainable and strategic resource management, minimizing waste, and maximizing public service impact.

3.4.2 Productivity of the civil service

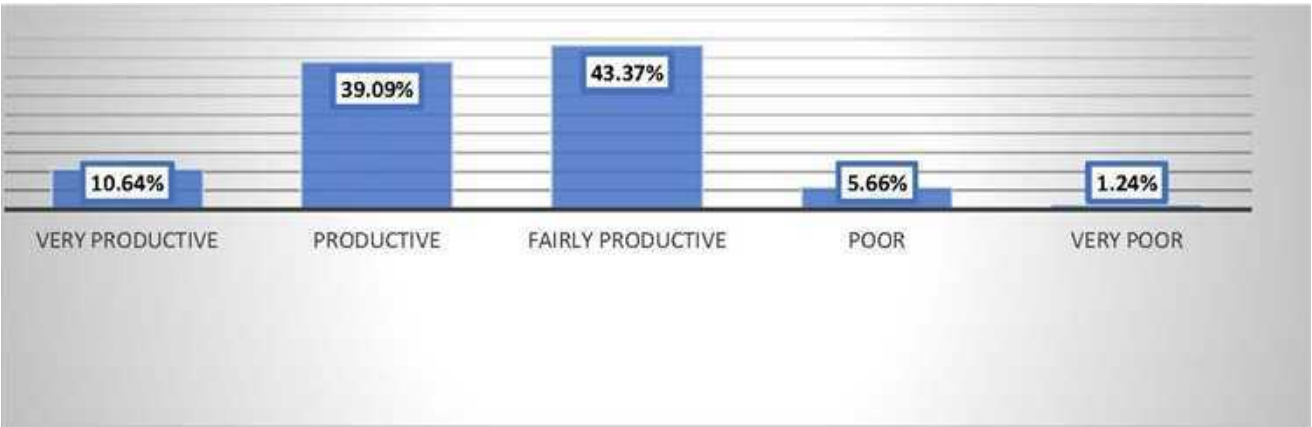
a. Assessment of Productivity of the Civil Service in Achieving Its Mandates

This analysis assesses the productivity of the civil service in fulfilling its responsibilities and achieving its goals.

Perception Analysis: in Table 73, the civil service is perceived as productive by 49.73% of respondents, indicating effective policy implementation and service delivery in some areas. However, 43.37% rate it as "Fairly Productive," suggesting that inefficiencies such as bureaucratic delays, resource constraints, or policy challenges limit full effectiveness. Additionally, 6.90% express concerns about underperformance, pointing to issues like weak leadership, lack of accountability, or poor execution. Addressing these challenges through streamlined processes, better resource management, and stronger oversight can help enhance overall productivity and service delivery.

Table 73: Productivity of the Civil Service in Achieving Its Mandates

Recommendations: To enhance civil service productivity, processes should be streamlined to reduce bureaucracy and improve efficiency. Adequate resource allocation, including



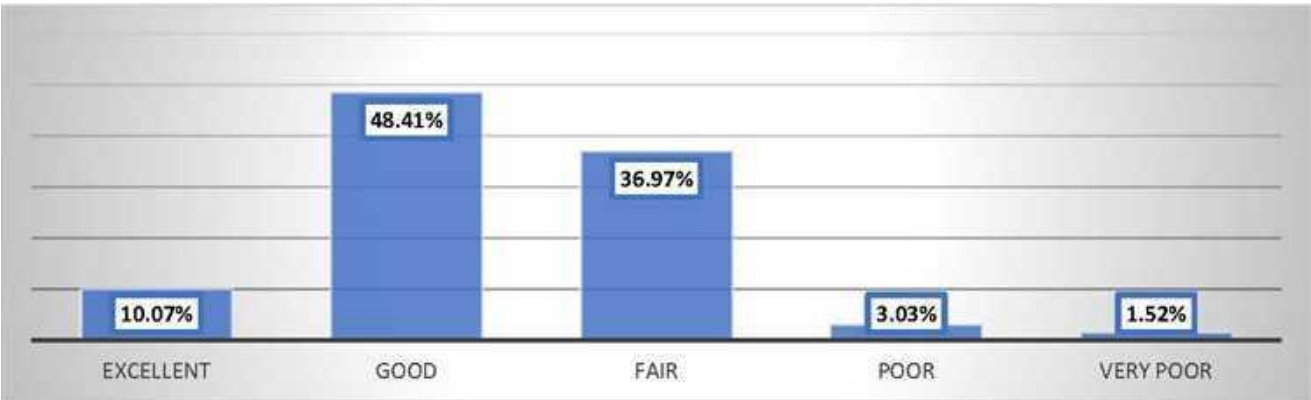
financial, human, and technological resources, is essential for effective service delivery. Strengthening accountability through performance evaluations and clear metrics can ensure civil servants meet their targets. Embracing technology and fostering a results-driven culture will further enhance productivity. Continuous training and stakeholder engagement will align civil service efforts with public needs, while increased transparency and communication will build trust. Regular monitoring and evaluation, along with inter-agency collaboration, will optimize operations and maximize impact.

b. Assessment of Overall Performance of Civil Service Employees

This analysis evaluates the general performance of civil service employees based on respondents' assessments.

Perception Analysis: in Table 74, A majority (58.48%) of respondents view civil service performance positively, recognizing the effectiveness of employees in fulfilling their duties. However, 36.97% rate performance as "Fair," indicating room for improvement in areas such as consistency, motivation, and support. A smaller but notable 4.55% express concerns about inefficiency and professionalism, which could impact public trust and service delivery. Addressing these challenges through better training, accountability, and resource allocation can help enhance overall civil service performance.

Table 74: Overall Performance of Civil Service Employees



Recommendations: To enhance civil service performance, performance-based incentives should be introduced to motivate employees, alongside regular training programs to develop leadership, communication, and technical skills. Clear performance expectations and regular evaluations will help employees understand their roles and improve through constructive feedback. Strengthened accountability mechanisms, such as audits and transparent reporting, will ensure responsibility in service delivery. Employee engagement in decision-making, adequate resource allocation, and fostering a culture of excellence will further boost motivation and efficiency. Strong leadership, professional development opportunities, and effective management training will also contribute to a more competent and high-performing civil service workforce.

3.4.3 Integrity and Incorruptibility within the civil service

Assessment of Effectiveness of Public Service Operations

Public service operations show notable strengths, with 40.08% of respondents rating them as "Effective" or "Very Effective," indicating positive perceptions of service accessibility, quality, and responsiveness. However, 41.74% rate them as "Fairly Effective," highlighting operational challenges, inefficiencies, or delays that hinder optimal performance. Additionally, 18.18% view public service operations as "Poor" or "Very Poor," pointing to serious concerns such as inadequate service delivery and bureaucratic inefficiencies that require urgent attention to prevent further decline in public trust and effectiveness.

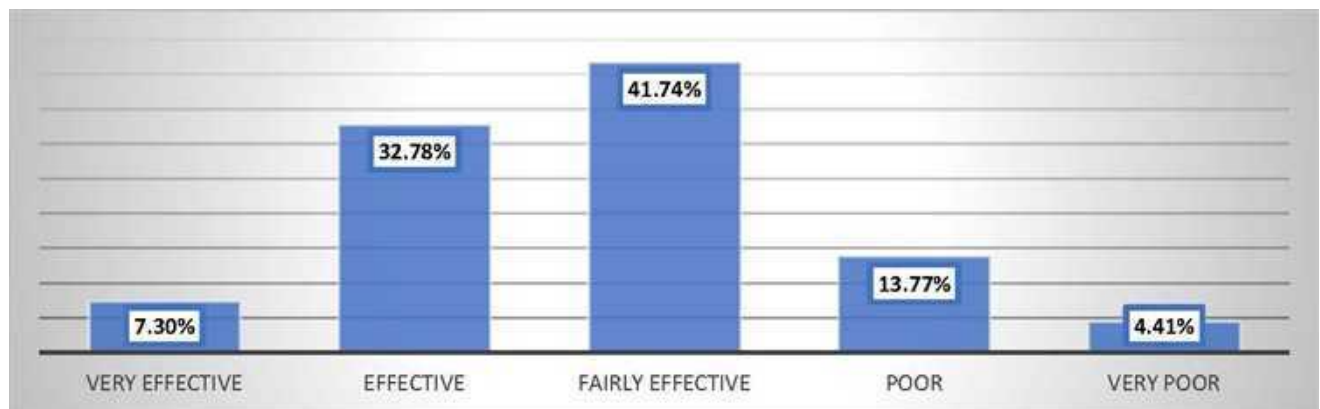


Table 75: Effectiveness of Public Service Operations

Recommendations: Improving public service effectiveness requires streamlining processes to eliminate inefficiencies, adopting digital solutions for faster service delivery, and strengthening monitoring mechanisms to identify and address underperformance. Citizen feedback integration and continuous training for employees can enhance service quality and responsiveness. Strong leadership, accountability, and transparency are essential for building public trust, while performance-based incentives can motivate employees to excel. Adequate resource allocation, collaboration with stakeholders, and increased public awareness about available services further ensure accessibility, efficiency, and the overall effectiveness of public service delivery.

b. Perception of Corruption within the Civil Service

This data evaluates respondents' perceptions of the frequency of corruption incidents within the civil service.

Public perception of corruption in the civil service is a significant concern, with 40.33% of respondents believing it occurs "Often" or "Very Often," indicating widespread distrust in the integrity of public institutions. Another 30.46% view corruption as occurring "Fairly Often," reflecting a moderate but persistent concern. Meanwhile, 29.21% perceive corruption as infrequent, suggesting that some citizens do not see it as a major issue, possibly due to personal experiences or regional differences. These findings highlight the need for stronger transparency, accountability, and anti-corruption measures to restore public confidence in civil service operations.

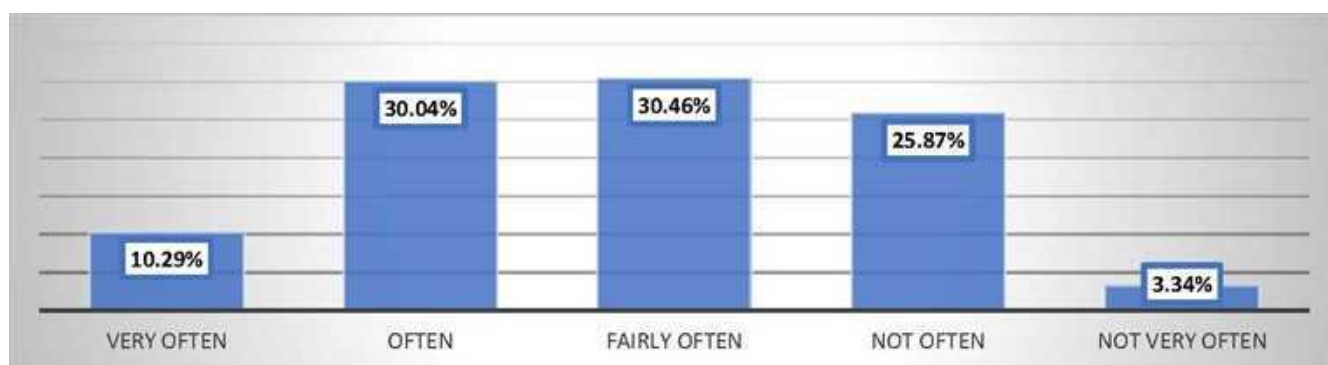


Table 76: Perception of Corruption within the Civil Service

Recommendations: Combating corruption in the civil service requires a multi-faceted approach, including strengthening anti-corruption measures through transparency, audits, and secure reporting channels. Strict enforcement of penalties and whistleblower protection can deter misconduct, while mandatory ethics training and ethical leadership promotion help instill integrity. Independent oversight bodies and civil society involvement enhance accountability, and citizen participation in decision-making fosters transparency. Offering competitive salaries can reduce financial incentives for corruption, while digital platforms can minimize human intervention in corruption-prone processes. Lastly, public awareness campaigns can educate citizens on corruption's impact and encourage whistleblowing, reinforcing a culture of accountability.

3.4.4 Extent of Citizen-Centeredness within the civil service

a. How Well the Civil Service Addresses the Needs and Concerns of Citizens

This data reflects how citizens perceive the effectiveness of the civil service in addressing their needs and concerns.

Perception Analysis: In Table 77, The civil service's responsiveness to public needs is perceived as moderate by the majority (51.10%), indicating that while services are somewhat effective, there is a considerable gap between delivery and public expectations. While 30.17% of respondents feel their needs are met well or very well, this figure is relatively low, highlighting the need for improvement. Meanwhile, 18.73% express dissatisfaction, suggesting that a significant portion of the population feels underserved, which could lead to frustration and diminished trust in government institutions. These findings emphasize the need for enhanced service delivery and greater responsiveness to citizen concerns.

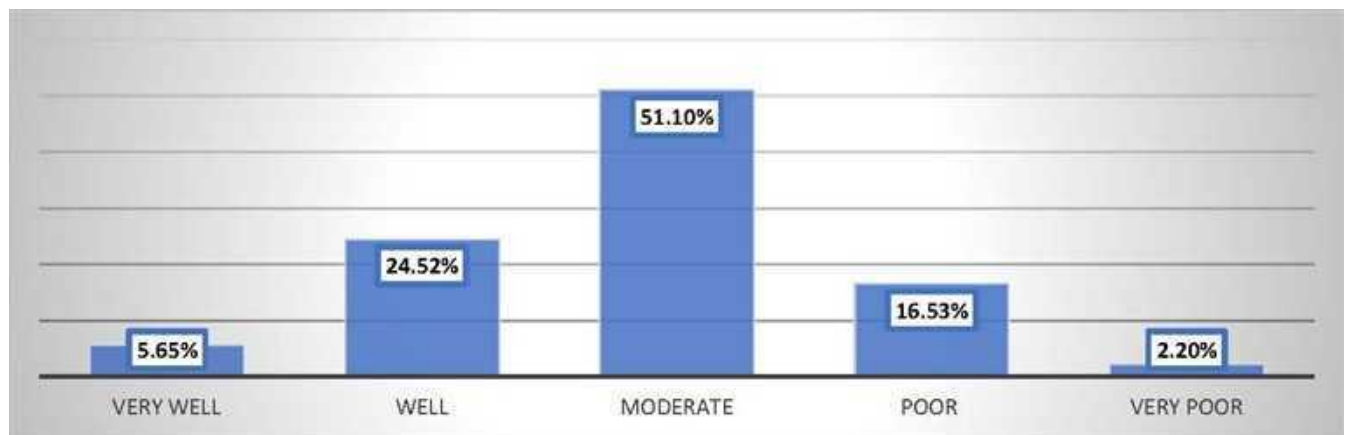


Table 77: Extent of Citizen-Centeredness within the civil service

Recommendations: To enhance civil service responsiveness, increasing public engagement through surveys and consultations can help address citizen concerns effectively. Improving service delivery channels by ensuring faster response times and utilizing diverse communication platforms can enhance accessibility. Capacity-building initiatives, including customer service training and adequate staffing, will improve service quality. Addressing resource gaps through equitable allocation and enhancing transparency in decision-making can build public trust. Collaborating with NGOs can expand outreach, particularly for vulnerable populations, while leveraging technology through digital and mobile platforms can streamline service delivery and improve citizen engagement.

• [How Responsive is the Civil Service to Public Inquiries and Requests?](#)

Perception Analysis: In Table 78, A significant portion of respondents (48.83%) perceive civil service responsiveness as "Moderate," indicating that while inquiries are being addressed, there is room for improvement in efficiency and timeliness. Meanwhile, 33.65% view the civil service as "Responsive" or "Very Responsive," reflecting some satisfaction but highlighting the need for further enhancements. However, 17.52% express dissatisfaction, feeling that their concerns are ignored or inadequately handled, which can diminish public trust. These findings suggest the need for improved response times, better communication, and increased efficiency in addressing public inquiries.

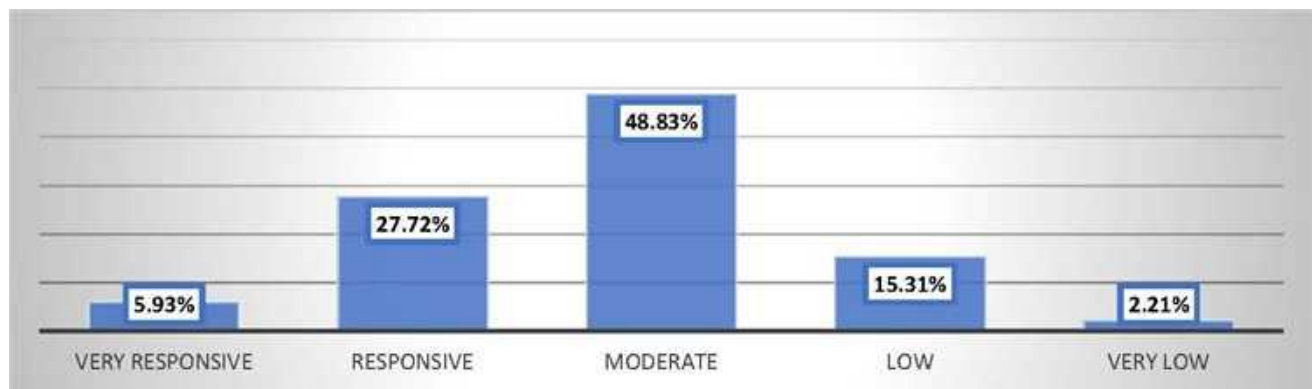


Table 78: Responsiveness of Civil Service to Public Inquiries and Request

Recommendations: To enhance civil service responsiveness, efforts should focus on increasing efficiency by streamlining inquiry-handling processes and implementing priority systems for quicker resolutions. Expanding and improving communication channels, including multichannel support and clear tracking mechanisms, will ensure better engagement. Regular training in customer service, problem-solving, and decision-making will equip civil servants to handle inquiries more effectively. Addressing resource gaps by ensuring adequate staffing and integrating automation can further improve efficiency. Setting clear response timelines and follow-up mechanisms will keep citizens informed, while public feedback collection and published performance metrics will enhance accountability. Additionally, providing FAQs, self-help resources, and public education campaigns will empower citizens with the knowledge to navigate services independently, reducing unnecessary inquiries.

3.4.5 Capacity to Deliver Government Policies and Programmes by the civil service

a. How Effective Does the Civil Service Implement Government Policies and Programs?

A significant majority (91.21%) perceive the civil service as "Fairly Effective" or "Effective" in implementing government policies, indicating a generally positive view. However, 42.17% rate it as only "Fairly Effective," highlighting concerns about consistency and timeliness, with some policies being well-executed while others face delays or inefficiencies. Meanwhile, 8.79% express dissatisfaction, pointing to issues such as mismanagement, bottlenecks, or gaps in execution. Addressing these challenges by improving efficiency and ensuring more consistent policy implementation will be key to strengthening public confidence in the civil service.

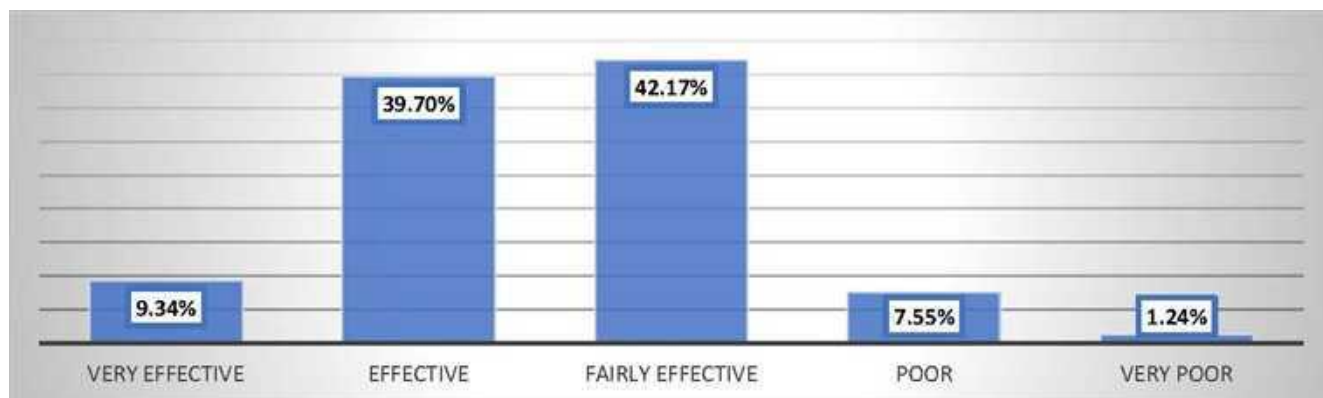


Table 79: Effectiveness civil service in the implementation of government Policies and Programs

Recommendations: To improve policy implementation, enhancing efficiency through clear plans and regular monitoring is essential to address inefficiencies early. Increasing capacity by investing in staff training and resource allocation can further strengthen execution. Improved coordination among stakeholders, including inter-agency collaboration and public-private partnerships, will enhance policy impact. Strengthening accountability and transparency by publishing progress reports and enforcing accountability mechanisms ensures responsible execution. Engaging citizens through consultations and feedback loops helps align policies with public needs, while analyzing challenges faced by dissatisfied respondents allows for targeted improvements in weaker areas.

b. How Well Does the Civil Service Align Its Activities with Government Priorities?

Perception Analysis: In Table 80 A majority of respondents (50.62%) view the civil service as effectively aligning its activities with government priorities, indicating a generally positive perception of its strategic direction. However, 41.95% hold a moderate view, suggesting that while some alignment exists, there may be gaps due to execution delays or mismatches between civil service actions and government goals. Meanwhile, 7.42% express dissatisfaction, pointing to potential issues such as poor coordination or communication between the civil service and government leadership. Addressing these gaps can further enhance the civil service's effectiveness in supporting national priorities.

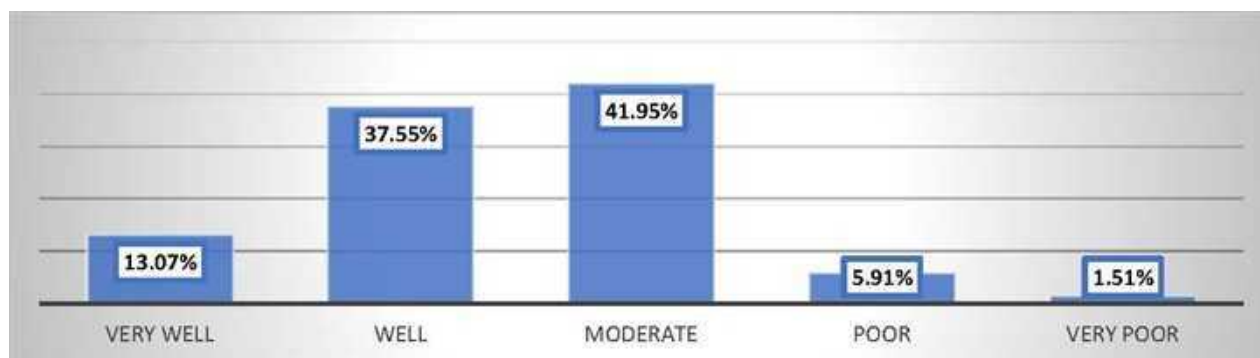


Table 80: Alignment of the civil service activities with government priorities

Recommendations: To enhance alignment between the civil service and government priorities, strengthening communication and coordination through clear channels and regular strategy reviews is essential. Strategic planning workshops and measurable objectives can ensure better goal-setting, while strategic resource allocation and periodic audits will support high-impact projects. Regular monitoring, performance assessments, and feedback mechanisms will help track progress and make necessary adjustments. Additionally, investing in training and leadership development will improve civil servants' understanding of government priorities, while engaging stakeholders in planning and decision-making will ensure policies reflect broader community needs.

3.4.6 Transparency and Accountability in Civil Service Operations

How Transparent Are the Operations and Decisions of Civil Service Institutions?

Perception Analysis: In Table 81, a mixed perception of transparency in civil service institutions is evident, with 32.96% of respondents viewing transparency as high, indicating that public information is relatively accessible. However, the majority, 50.21%, have a moderate perception, suggesting that while some transparency exists, there are gaps or barriers in accessing information. Meanwhile, 16.82% of respondents perceive transparency as low or very low, raising concerns about opacity in decision-making and potential trust issues in government institutions. Strengthening transparency efforts can help bridge these gaps and enhance public confidence in civil service operations.

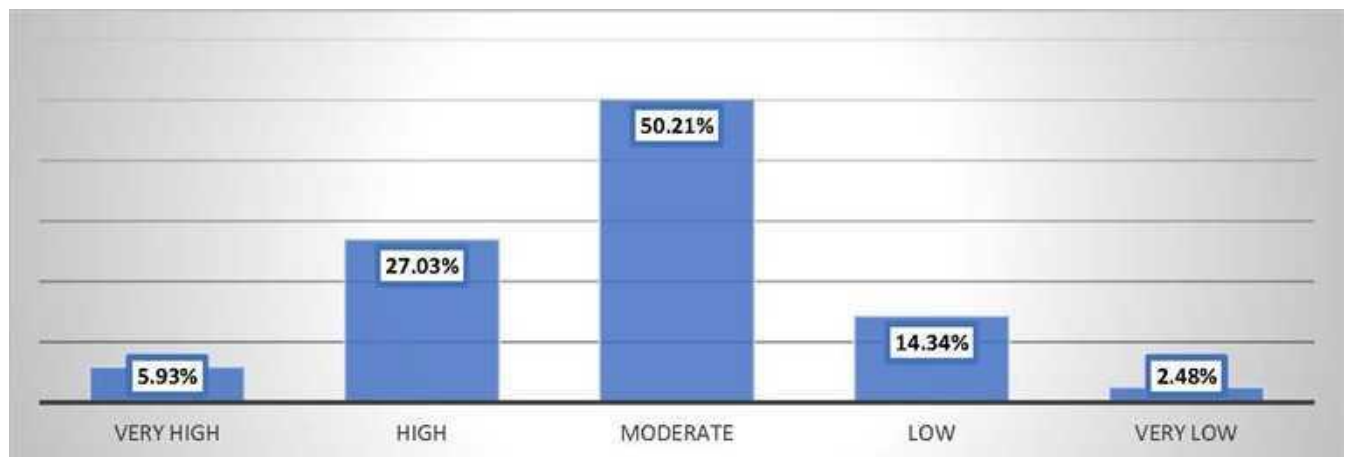


Table 81: Transparency are the operations and decisions of civil service institutions

Recommendations: Enhancing transparency in civil service institutions requires regular publication of key documents, open data initiatives, and clear information-sharing policies. Public engagement through briefings, media collaboration, and accessible online portals can improve trust and understanding. Transparent procurement processes, independent oversight bodies, and third-party audits are essential for accountability. Training civil servants on ethical standards and fostering a culture of openness will further embed transparency in daily operations. Additionally, strong anti-corruption measures must be enforced to detect and address misconduct, ensuring civil service institutions remain accountable and trustworthy

• [How Effective Are Civil Service Officials Held Accountable for Their Actions?](#)

Perception Analysis: In Table 82, public perception of accountability in the civil service is mixed. While 40.83% of respondents believe accountability mechanisms are effective, a nearly equal portion (39.31%) sees them as only moderately effective, indicating room for improvement. Concerns may stem from inconsistencies in enforcement or oversight. Meanwhile, 19.87% express a negative perception, suggesting a lack of trust in current accountability measures and potential weaknesses in enforcement. Strengthening and consistently applying accountability mechanisms could help address these concerns and improve public confidence in the civil service.

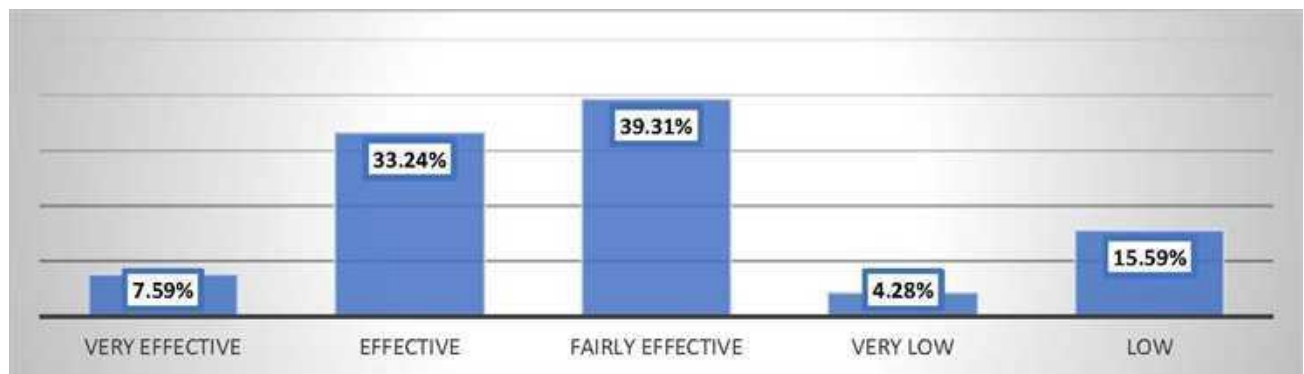


Table 82: effectiveness and accountability of civil service official's actions

Recommendations: To strengthen accountability in the civil service, independent oversight bodies should be empowered to investigate misconduct, supported by regular third-party audits. Transparency must be enhanced by making decisions and spending publicly accessible through open data platforms. Clear accountability standards should be established, alongside strong whistleblower protections to encourage reporting of misconduct. A culture of accountability can be fostered through ethical leadership, regular performance evaluations, and swift, transparent disciplinary actions against officials who fail to meet their duties. Additionally, increasing public engagement through consultations and accessible feedback channels will ensure citizens play an active role in monitoring civil service performance.

3.4.7 Service Delivery Quality by the Civil Service

a. How Would You Rate the Quality of Services Provided by the Civil Service?

Perception Analysis: In Table 83, a majority of respondents (54.27%) perceive civil service quality positively, indicating general public satisfaction. However, 36.91% have a neutral stance, suggesting that while services are functional, they may not always meet the highest standards. Meanwhile, 8.82% view service quality as poor, highlighting areas where improvements are needed to better meet public expectations and ensure consistent, high-quality service delivery.

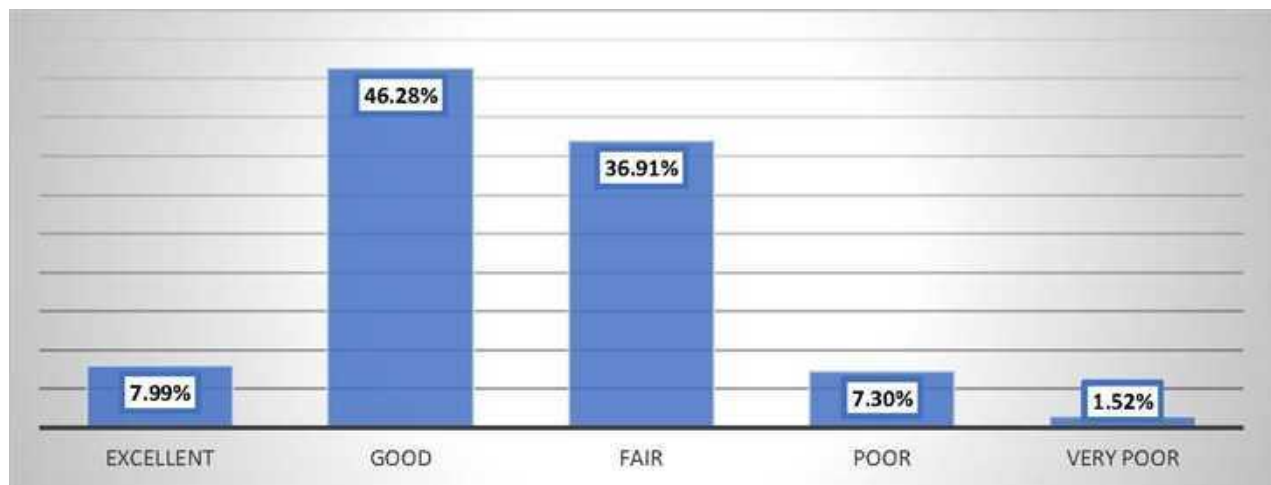


Table 83: Service Delivery Quality by the Civil Service

Recommendations: To improve civil service quality, ongoing training programs should enhance officials' skills, particularly in customer service. Efficiency can be increased by streamlining administrative processes, leveraging technology, and ensuring responsiveness. Clear service delivery standards, including performance metrics and SLAs, will help maintain consistency. Public feedback mechanisms, such as surveys and complaint systems, should be strengthened for continuous improvement. Ensuring equitable access to services, particularly for marginalized populations, is essential. Additionally, adopting global best practices and fostering collaborations with NGOs and private sector partners can further enhance service quality and effectiveness.

b. How Accessible Are Civil Service Services to the General Public?

Perception Analysis: In Table 84, nearly half (48.34%) of respondents find civil service services accessible, indicating a generally positive perception of service availability. However, 39.61% rate accessibility as moderate, suggesting that while services are available, improvements in ease of use, proximity, or efficiency may be needed. Meanwhile, 12.05% view services as difficult to access, highlighting barriers or inefficiencies that hinder a portion of the population from fully benefiting. These findings suggest the need for targeted improvements to enhance accessibility and ensure equitable service delivery.

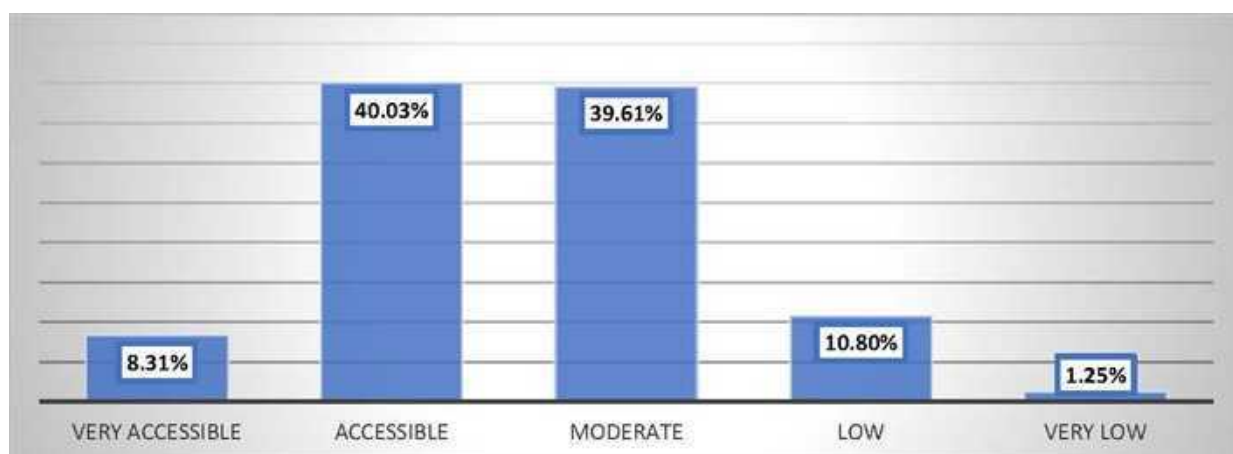


Table 84: Accessibility of civil service services to the general public

Recommendations: To improve accessibility, civil service institutions should expand digital platforms and ensure physical service centers are inclusive, particularly for underserved communities. Streamlining bureaucratic processes and establishing one-stop service centers can simplify access. Public awareness campaigns and outreach programs should educate citizens on available services, while digital literacy initiatives can help bridge the gap for less tech-savvy individuals. Enhancing customer support through helpdesks, call centers, and live chat features will ensure timely assistance. Special attention should be given to vulnerable groups, including people with disabilities and rural populations, by designing inclusive services. Regular accessibility audits and citizen feedback mechanisms should be implemented to identify barriers and drive continuous improvements.

3.4.8 Innovation and Adaptability in the Civil Service

Perception Analysis: In Table 85, a significant portion of respondents (36.99%) view the civil service as relatively innovative, indicating efforts to improve services through technology, streamlined operations, or new approaches. However, nearly half (49.59%) perceive innovation as moderate, suggesting that while progress is being made, there is still ample room for transformative change. Meanwhile, 13.40% believe the civil service lacks innovation, pointing to potential struggles in modernization and adapting to evolving needs. These findings highlight the need for stronger initiatives to drive meaningful innovation in service delivery and operational efficiency.

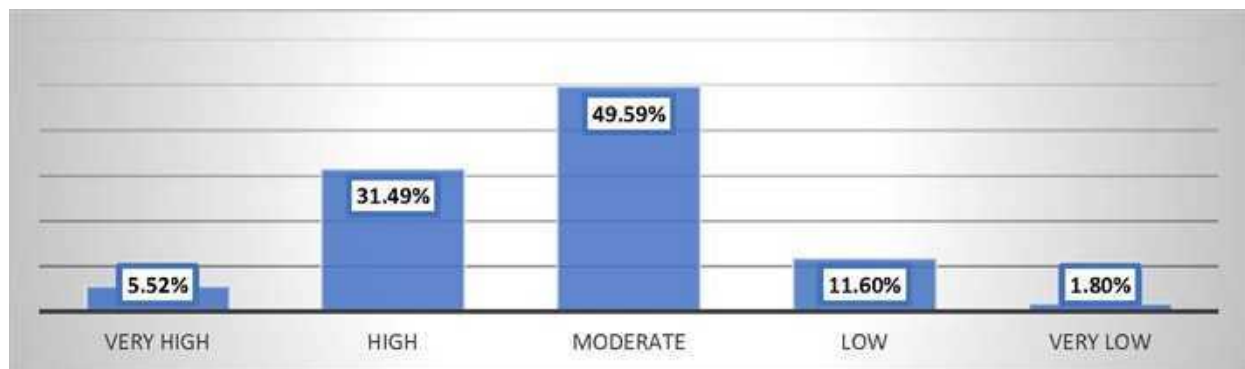


Table 85: innovation and improvement of civil services processes and services

Recommendations: To enhance innovation in the civil service, fostering a culture that encourages creativity, experimentation, and recognition of innovative ideas is crucial. Investing in technology, such as AI and automation, can streamline processes and improve service accessibility. Collaboration with the private sector and academia can introduce cutting-edge solutions, while continuous training equips civil servants with the skills needed for innovation. Strong feedback mechanisms and pilot projects help identify and refine improvements before full implementation. Cross-sector collaboration, innovation hubs, and lean management principles ensure efficiency and sustainability. Regular monitoring of innovation outcomes allows successful initiatives to be scaled, maximizing their impact on service delivery and public satisfaction.

• [How Well Does the Civil Service Adapt to Changes and New Challenges?](#)

Perception Analysis: In Table 86, nearly half (49.93%) of respondents view the civil service as adaptable to change, indicating a positive perception of its ability to respond to evolving needs and challenges. However, 38.34% rate its adaptability as only "Fair," suggesting that while some progress is evident, there is room for improvement in keeping pace with change. Meanwhile, 11.73% of respondents feel the civil service struggles to adapt, highlighting concerns about its agility and responsiveness. These findings suggest a need for stronger strategies to enhance flexibility, streamline processes, and ensure the civil service can effectively navigate shifting priorities.

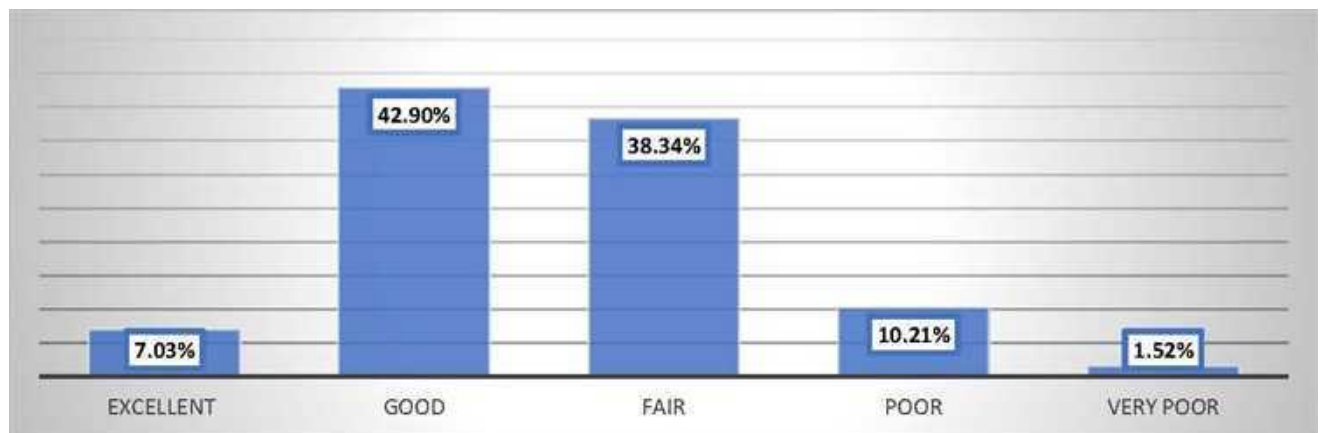


Table 86: The adaptability of the civil service to changes and challenges.

Recommendations: To enhance adaptability, the civil service should foster a culture of flexibility and innovation through change management training and adaptive leadership. Decision-making processes must be streamlined, with decentralized authority and risk management strategies to ensure swift responses. Investments in technology and data analytics can enhance responsiveness and proactive decision-making. Collaboration should be strengthened through improved interdepartmental coordination and public-private partnerships. Monitoring adaptability through key performance indicators (KPIs) and regular feedback can help identify areas for improvement. Continuous training programs will keep civil servants updated on emerging trends, while organizational agility can be improved by restructuring institutions, flattening hierarchies, and empowering employees. Strengthening crisis management capabilities through simulation drills and dedicated response teams will further ensure the civil service remains resilient in the face of challenges.

3.4.9 Professional Development in the Civil Service

Effectiveness of Training and Development Programs for Civil Service Employees

Perception Analysis: In Table 87, the perception of training and development programs in the civil service is generally positive, with 44.94% of respondents finding them effective, including nearly 10% who view them as very effective. However, a significant 40.92% rate them as only fairly effective, indicating that while some benefits are recognized, there is room for improvement in program design and execution. Meanwhile, 14.15% of respondents find these programs inadequate, suggesting that a portion of the workforce does not see them as relevant or impactful. These findings highlight the need for enhancements in training content, delivery methods, and alignment with employees' professional growth needs.

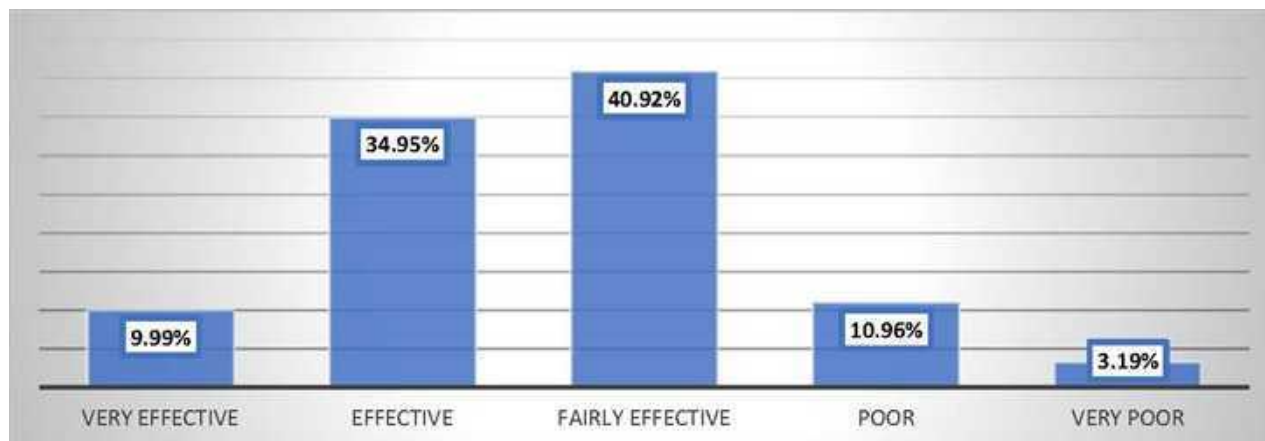


Table 87: Effectiveness of Training and Development Programs for Civil Service Employees

Recommendations: To enhance skill development among civil service employees, training programs should be tailored to specific roles and evolving needs through regular assessments. Practical skills development should be prioritized with hands-on training, mentorship, and job shadowing. A culture of continuous learning can be fostered through online platforms and flexible training opportunities. Regular evaluation and feedback loops should refine training effectiveness, while leadership involvement ensures alignment with strategic goals. Soft skills training, including communication and teamwork, is essential for effective service delivery. Accessibility should be improved through remote learning options, flexible schedules, and career incentives. Leveraging technology, such as e-learning tools and VR simulations, can make training more engaging and accessible, ensuring employees are well-equipped to meet modern civil service demands.

b. Equipping Civil Service Employees with Necessary Skills

This data provides insights into how well civil service employees are equipped with the skills they need to perform their duties.

Perception Analysis: The perception of skill equipping among civil service employees in Table 88 is mixed. While 37.03% of respondents believe employees are well-equipped with the necessary skills, this remains a relatively small proportion, indicating room for improvement. A larger segment (46.46%) views skill readiness as moderate, suggesting that while employees generally possess required competencies, there are still notable skill gaps. Meanwhile, 16.50% of respondents feel that employees are inadequately equipped, raising concerns about the effectiveness of training and development efforts. These findings highlight the need for targeted skill-building initiatives to enhance workforce capability and performance.

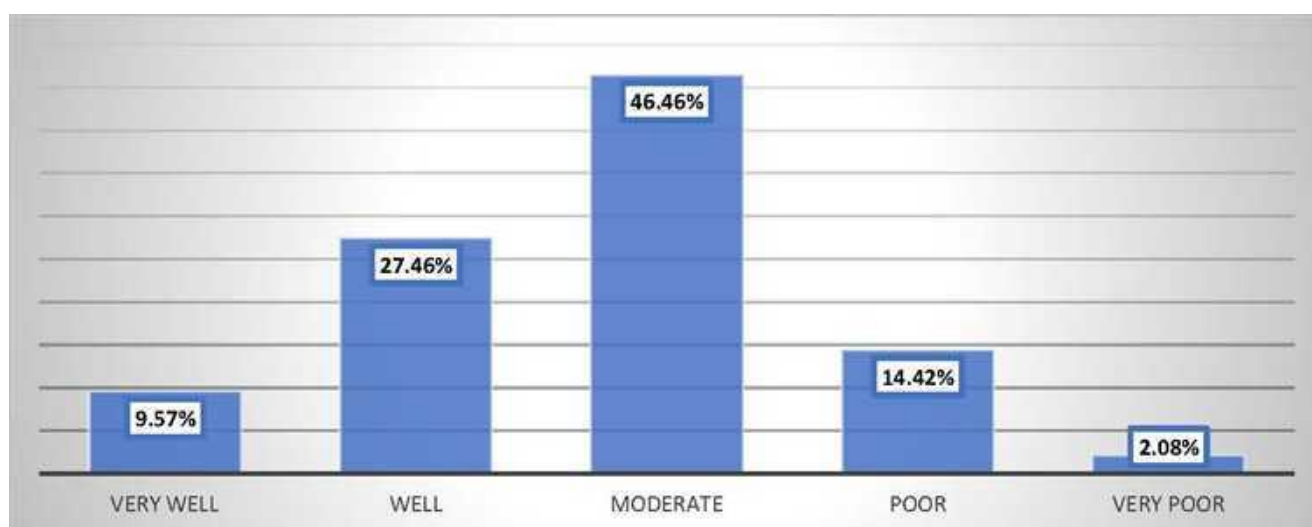


Table 88: Equipping Civil Service Employees with Necessary Skills

Recommendations: To enhance civil service employee skills, a comprehensive skills assessment should identify gaps through surveys and performance reviews, ensuring targeted training. Expanding professional development programs with courses, workshops, and cross-training improves adaptability. On-the-job training and mentorship provide practical learning opportunities, while digital platforms and emerging technology workshops enhance access to resources. Clear career pathways should define skill requirements, with recognition for employee growth. Targeted training should support underperforming employees through coaching and feedback. Strengthening onboarding ensures new hires gain essential skills early, while fostering a culture of knowledge sharing encourages collaboration through workshops and best practice exchanges.

3.4.10 Quality of Engagement with Stakeholders in the Civil Service

a. Engagement of the Civil Service with Stakeholders (Public and Private Sectors)

This data provides insights into how effectively the civil service engages with stakeholders, including both the public and private sectors.

Perception Analysis: Stakeholder engagement in the civil service in Table 89, receives mixed perceptions, with 42.85% of respondents viewing it as effective, indicating promising efforts but room for improvement. A significant 45.47% rate engagement as "Fairly Effective," suggesting that while some expectations are met, inconsistencies may hinder overall effectiveness. Meanwhile, 11.68% perceive engagement as poor or very poor, highlighting a gap in interaction and responsiveness. To build trust and collaboration, the civil service should enhance engagement strategies, ensuring consistency, inclusivity, and proactive communication with stakeholders.

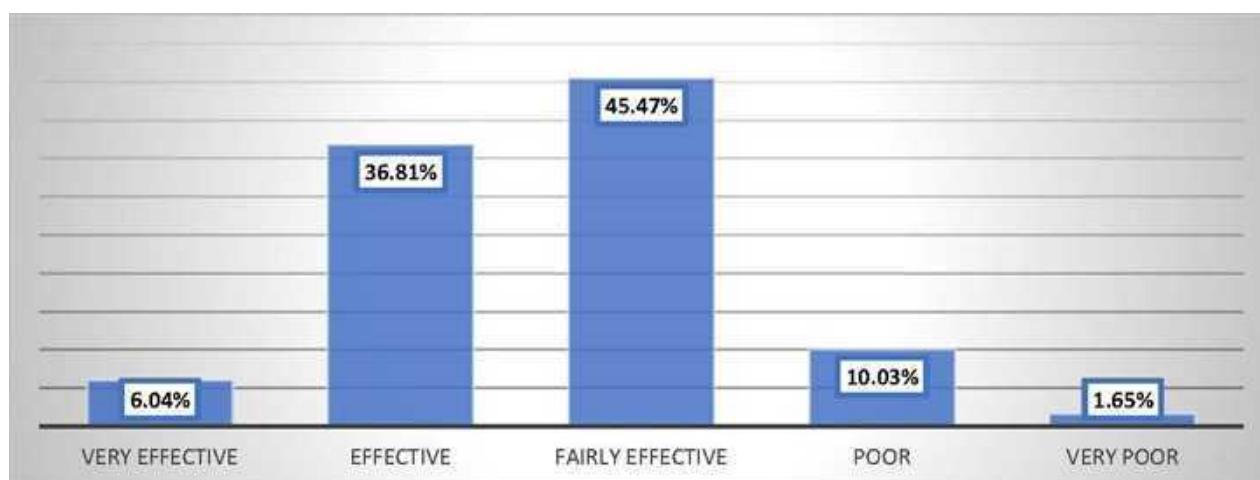


Table 89: Quality of Engagement with Stakeholders in the Civil Service

Recommendations to Improve Stakeholder Engagement: To improve stakeholder engagement, the civil service should enhance communication channels through digital platforms, newsletters, and regular updates. Strengthening feedback mechanisms via surveys, town halls, and advisory committees can help identify gaps and ensure continuous input. Collaboration with the private sector through public-private partnerships (PPPs) can enhance service delivery and align interests. Responsiveness to stakeholder needs should be prioritized by providing timely and tailored engagement approaches. Early stakeholder involvement in policy development fosters ownership and improves implementation. Training civil service employees in communication, conflict resolution, and public relations can enhance engagement effectiveness. Ensuring inclusivity through targeted outreach will amplify marginalized voices in decision-making. Regular monitoring and evaluation will help refine strategies and ensure continuous improvement in stakeholder engagement.

b. Inclusiveness of Decision-Making Processes within the Civil Service

This data provides insight into how inclusive decision-making processes within the civil service are perceived by the respondents.

Perception Analysis: In Table 90, while 33.01% of respondents view the decision-making process as highly inclusive, the majority believe there is room for improvement. A significant 50.41% perceive inclusivity as moderate, suggesting that while some stakeholder perspectives are considered, engagement may not be comprehensive. Meanwhile, 16.58% feel decision-making is not inclusive, raising concerns about fairness and representation. These findings highlight the need for greater efforts to ensure broader participation and transparency in decision-making processes to enhance legitimacy and effectiveness.

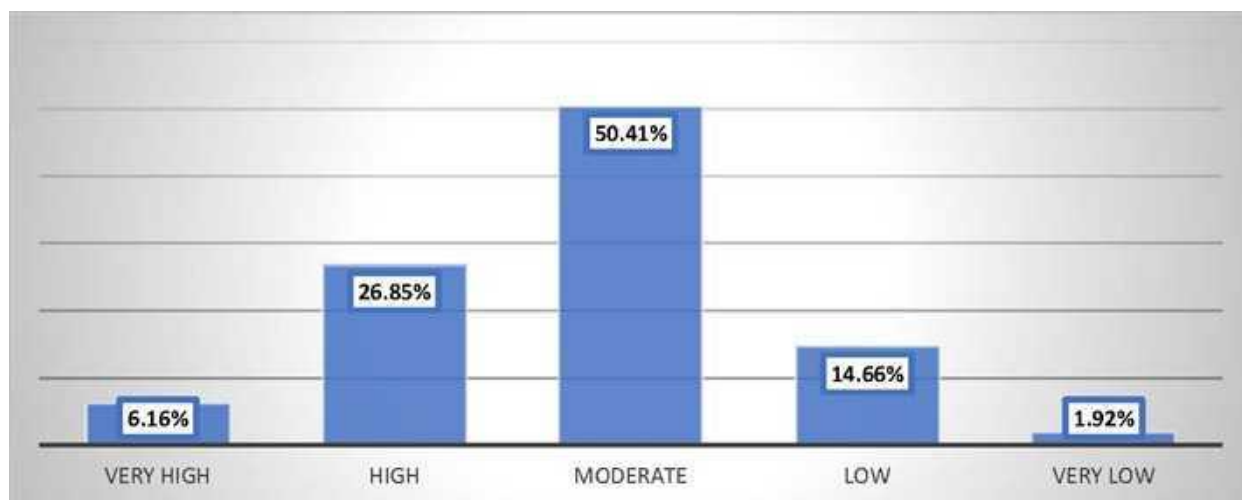


Table 90: Inclusiveness of Decision-Making Processes within the Civil Service

Recommendations: To enhance inclusivity in decision-making, broader stakeholder participation should be encouraged by engaging diverse social, economic, and demographic groups, particularly marginalized communities. Transparency must be increased by clearly outlining decision-making processes and how stakeholder input is considered. Collaborative decision-making should involve stakeholders early in policy development through joint committees and working groups. Technology can be leveraged for wider engagement via online consultations and forums. Ensuring inclusive representation in decision-making bodies requires targeted outreach to underrepresented groups. Formal feedback mechanisms should be established to hold decision-makers accountable for inclusivity. Lastly, training civil servants on stakeholder engagement and inclusivity best practices will help ensure diverse perspectives are effectively incorporated into decisions.

KEY FINDINGS AND RECOMMENDATIONS

This section presents the key findings and corresponding recommendations based on the survey analysis, structured according to the main pillars of the report. Each pillar represents a critical area of assessment, providing insights into stakeholder perceptions and areas for improvement.

NSPSR PILLAR 1: ENABLING GOVERNANCE AND INSTITUTIONAL ENVIRONMENT OF THE PUBLIC SECTOR IN NIGERIA

I Integrity and Ethical Standards

Key Finding: The integrity of public institutions is generally perceived positively, though a significant portion of respondents view it as only fair or poor. Ethical compliance is considered moderate, with some expressing concerns about inconsistencies.

Recommendations: Strengthening integrity requires reinforced accountability, transparency, and ethical governance. Improved communication on integrity efforts and stronger anti-corruption policies are necessary, alongside standardized ethical guidelines and stakeholder-driven reforms.

I Access to Information and Accountability

Key Findings: Access to information is perceived as moderately effective, though many believe it could be improved. Accountability mechanisms are viewed as fair overall, but weak enforcement remains a concern for some respondents.

Recommendations: Improving access requires enhancing digital platforms and simplifying information processes. Strengthening oversight with audits and disciplinary measures is essential, as well as providing training for officials in customer service and ethical conduct.

I Public Service Delivery and Institutional Efficiency

Key Finding: Public service delivery is generally seen as effective, though many acknowledge inefficiencies. Institutional efficiency varies across regions, with resource allocation challenges affecting service quality.

Recommendations: Efficiency can be improved by streamlining bureaucratic processes, reducing delays, and upgrading infrastructure in underserved areas. Strengthening feedback mechanisms and providing staff training in efficiency and resource management are also crucial.

I Regulatory Compliance and Effectiveness

Key Finding: While nearly half of respondents find public service regulations clear, many cite complexity and ambiguity as barriers to regulatory effectiveness. Public service institutions are generally compliant, though inconsistencies remain.

Recommendations: Regulations should be simplified and policy materials made more accessible. Enhanced training on compliance, stronger audits, and standardized guidelines will ensure consistency and effectiveness.

I Public Trust and Institutional Reliability

Key Finding: Public trust in institutions is moderate, with some viewing them as highly reliable, while others see them as only somewhat dependable. Concerns about inefficiency, corruption, and lack of transparency continue to impact confidence.

Recommendations: Restoring trust requires greater transparency in decision-making, strengthened oversight, and improved service efficiency. Public engagement through consultations and feedback mechanisms is necessary to rebuild confidence.

VI. Policy Implementation and Government Programs

Key Finding: Policy implementation is generally seen as effective, though many believe it is only moderately so. Some perceive significant challenges, including inefficiencies, miscommunication, and lack of adherence, which hinder effective execution.

Recommendations: Standardizing policies, improving employee training, and enhancing oversight through regular evaluations will ensure better implementation. Coordination across departments should be strengthened to improve execution and address resource constraints.

VII. Corruption Control and Frequency

Key Finding: Anti-corruption measures are viewed as only moderately effective, with many believing they fall short in addressing systemic issues. Corruption is widely perceived as frequent, raising concerns about enforcement and accountability.

Recommendations: Combating corruption requires stricter enforcement, independent oversight, and increased transparency in budgeting, procurement, and decision-making. Whistleblower protections and regular anti-corruption training for public servants are also essential.

VIII. Stakeholder Engagement and Public Consultations

Key Finding: Stakeholder engagement is generally viewed positively by some, while others see it as only fair or inadequate, indicating limited inclusivity. Public consultations are perceived as moderately effective, reflecting only partial inclusivity in decision-making processes.

Recommendations: Strengthening engagement requires reaching marginalized communities through town halls and digital platforms. Consultation methods should be diversified to include online, in-person, and multilingual options. Stakeholder input should be actively considered, with transparency on how feedback influences policies.

NSPSR PILLAR 2: ENABLING SOCIO-ECONOMIC ENVIRONMENT

The assessment of Nigeria's NSPSR Pillar 2, focusing on fostering an enabling socio-economic environment, reveals mixed public perceptions regarding the effectiveness of policies, programs, and institutions in promoting inclusive economic growth, poverty reduction, and social protection for vulnerable groups. While some areas show positive feedback, the findings underscore several gaps and areas needing substantial improvement.

I Inclusive Economic Growth

Key Finding: Public perception of Nigeria's socio-economic environment is mixed, with many vulnerable groups excluded from growth.

Recommendations: Target vulnerable groups, provide financial support, enhance market access, and foster entrepreneurship. Improve education, healthcare, and monitoring.

I Government Policies for Economic Growth

Key Finding: Public views on policies are varied, showing gaps between intentions and outcomes.

Recommendations: Strengthen policy coordination, focus on key sectors, remove regulatory barriers, and enhance public-private partnerships.

I Poverty Reduction Strategies

Key Finding: Policies fail to translate into effective poverty reduction.

Recommendations: Focus on vulnerable groups, promote sustainable economic empowerment, and enhance transparency.

I Resource Allocation for Poverty Reduction & Vulnerable Groups

Key Finding: Resource allocation is widely seen as inefficient.

Recommendations: Use data-driven funding, increase transparency, streamline bureaucracy, and invest in long-term solutions.

I Effectiveness of Institutional Pluralism

Key Finding: Institutions lack effectiveness in socio-economic development and decision-making.

Recommendations: Strengthen coordination, improve inclusivity, and enhance transparency and accountability.

I [Citizen Participation in Decision-Making](#)

Key Finding: Citizens feel excluded due to corruption and lack of transparency.

Recommendations: Improve accessibility, increase consultations, and enhance anti-corruption efforts.

I [Public Service Accessibility](#)

Key Finding: Services are difficult to access, especially for marginalized groups.

Recommendations: Expand service centers, use digital platforms, and lower costs.

I [Women's Participation in Decision-Making](#)

Key Finding: Women's involvement remains low.

Recommendations: Implement quotas, leadership programs, and gender-sensitive policies.

I [Services for Persons with Disabilities & Older Persons](#)

Key Finding: Services are largely inaccessible.

Recommendations: Improve physical accessibility, offer tailored services, and strengthen agency coordination.

I [Transparency in Public Service Decision-Making](#)

Key Finding: Decision-making is opaque, limiting trust.

Recommendations: Implement participatory budgeting, digital consultations, and better communication.

I [Economic Opportunities & Government Initiatives](#)

Key Finding: Economic opportunities are insufficient, particularly for vulnerable groups.

Recommendations: Support SMEs, improve vocational training, enhance financial access, and address systemic barriers.

I [Social Protection Programs](#) [Resource Allocation Efficiency in Public Service](#) [Fiscal Discipline in Public Service](#)

I [Value for Money in Public Service Expenditure](#)

I Transparency in Financial Management

I Disclosure Practices in Financial Decisions

I Accountability of Public Service Officials

I Effectiveness of Accountability Measures

I Timeliness of Financial Reporting

I Accuracy and Comprehensiveness of Reports

I Effectiveness of Budget Execution

I Alignment of Expenditures with Budget

I Quality of Internal Controls and Audit Systems in Public Service

I Effectiveness of Internal and External Audits in Ensuring Financial Integrity

I Quality of Stakeholder Engagement in Financial Management Processes

I Responsiveness of Public Service to Stakeholder Feedback on Financial Management

I Quality of Capacity Building for Public Officials in Financial Management

I Effectiveness of Capacity-Building Programs in Improving Financial Management Skills

I
I
I

Key Finding: Programs are moderately effective but lack accessibility.

Recommendations: Expand coverage, simplify processes, and improve monitoring for efficiency.

NSPSR PILLAR 3: PUBLIC FINANCIAL MANAGEMENT REFORM

The development objective of the Public Financial Management (PFM) reform under the National Strategic Public Service Reform (NSPSR) is to ensure the strategic and efficient allocation and use of resources, fiscal discipline, and value for money in a transparent and accountable manner through timely reporting.

Key Findings and Recommendations:

Key Finding: Resource allocation is somewhat effective but suffers from inefficiencies and lack of transparency, leading to inequitable distribution.

Recommendation: Improve transparency, adopt data-driven allocation, address sectoral imbalances, engage stakeholders, and enhance monitoring.

Key Finding: Fiscal management is inconsistent, with concerns over transparency, accountability, and weak budget controls.

Recommendation: Strengthen oversight, enhance transparency, implement data-driven budgeting, train public servants, and enforce accountability.

Key Finding: Public spending lacks consistency in delivering expected benefits, with concerns over inefficiency and cost-effectiveness.

Recommendation: Adopt outcome-based budgeting, improve transparency, conduct audits, optimize processes, and strengthen oversight.

Key Finding: Public service financial transparency is inadequate, leading to uncertainty and reduced trust.

Recommendation: Publish reports, conduct audits, simplify financial data, and use digital platforms for real-time tracking.

Key Finding: Financial disclosures are inconsistent and not easily accessible to the public.

Recommendation: Increase report frequency, use simple formats, strengthen audits, and enhance public involvement.

Key Finding: Officials are not held consistently accountable for financial management.

Recommendation: Enforce audits, impose strict penalties, engage citizens, simplify reports, and protect whistleblowers.

Key Finding: Existing accountability measures are weak and inconsistently applied.

Recommendation: Improve transparency, conduct real-time audits, set clear penalties, and encourage public oversight.

Key Finding: Reports are often delayed, affecting decision-making and trust.

Recommendation: Set deadlines, automate reporting, improve oversight, and communicate delays transparently.

Key Finding: Reports lack detail and are sometimes unclear to the public.

Recommendation: Strengthen data validation, improve presentation, expand key indicators, and integrate stakeholder feedback.

Key Finding: Budget execution is inconsistent, with concerns over fund mismanagement.

Recommendation: Enhance monitoring, increase transparency, conduct audits, and train budget managers.

Key Findings: Spending does not always match the approved budget, leading to inefficiencies.

Recommendation: Track spending in real-time, improve forecasting, increase transparency, and conduct regular audits.

Key Findings: Internal controls are inconsistently effective, with some respondents finding them reliable while others raise concerns about their ability to detect and prevent financial mismanagement.

Recommendations: Strengthen monitoring and oversight, invest in real-time financial tracking technology, provide regular staff training, enforce accountability measures, and enhance whistleblower protections.

Key Findings: While audits are generally perceived as effective, gaps remain in their thoroughness and ability to detect financial irregularities.

Recommendations: Expand audit scope, use advanced tools like AI, ensure auditor independence, enhance transparency in audit reporting, and provide continuous auditor training.

Key Findings: Stakeholder engagement in financial management is inconsistent, with concerns about inclusivity and public participation.

Recommendations: Improve stakeholder participation through consultations, enhance transparency in financial data, strengthen communication channels, include marginalized groups, and demonstrate how feedback influences decisions.

Key Findings: The public service is moderately responsive to stakeholder feedback, but many feel their input is not adequately considered or acted upon.

Recommendations: Establish clear feedback acknowledgment systems, increase transparency in decision-making, engage stakeholders regularly, train officials in responsiveness, and monitor feedback effectiveness.

Key Findings: Training for public officials is inconsistent, with some receiving adequate preparation while others lack comprehensive financial management skills.

Recommendations: Expand financial management training, provide refresher courses, increase funding, encourage continuous learning, and leverage technology for online training.

Key Findings: Capacity-building programs are generally beneficial, but there are concerns about their design, accessibility, and long-term impact.

Recommendations: Tailor training programs to specific roles, improve accessibility, implement regular assessments, increase funding, and involve stakeholders in program design to align with financial management needs.

NSPSR PILLAR 4: CIVIL SERVICE ADMINISTRATION REFORM

The assessment of NSPSR Pillar 4, which focuses on reforming civil service administration, reveals a complex mix of achievements and challenges as Nigeria works towards creating a responsive, efficient, and citizen-centered public sector. This analysis, informed by various stakeholder feedback, points to substantial strengths within the civil service but also highlights critical areas requiring focused improvement to meet national goals effectively.

I Efficiency of the Civil Service in Delivering Services to Citizens

Key Finding: Civil service institutions perform well in some areas, but inefficiencies such as bureaucratic delays and inconsistent service quality remain.

Recommendation: Streamline processes, adopt technology, and enhance accountability to improve efficiency and service delivery.

I Effectiveness of Resource Utilization within the Civil Service

Key Finding: Resource allocation is moderately effective, but inefficiencies and concerns about waste and accountability persist.

Recommendation: Strengthen oversight, improve budget planning, and enhance transparency to optimize resource use.

I Productivity of the Civil Service

Key Finding: The civil service is productive in implementing policies but faces limitations due to bureaucratic inefficiencies and resource constraints.

Recommendation: Improve efficiency, enhance resource management, and strengthen accountability to boost productivity.

I Assessment of Overall Performance of Civil Service Employees

Key Finding: Civil servants are generally effective, but issues with consistency, motivation, and professionalism need improvement.

Recommendation: Introduce performance incentives, provide training, and strengthen accountability measures.

I Integrity and Incorruptibility within the Civil Service

Key Finding: Public service operations are effective in some areas but suffer from inefficiencies and inadequate responsiveness.

Recommendation: Improve service processes, integrate feedback mechanisms, and enhance accountability.

I Perception of Corruption within the Civil Service

Key Finding: Corruption is widely perceived as a major issue, undermining trust in public institutions.

Recommendation: Strengthen anti-corruption measures, enforce transparency, and protect whistleblowers to improve integrity.

I Citizen-Centeredness in the Civil Service

Key Finding: Service responsiveness is moderate, with many citizens feeling underserved due to inefficiencies and slow service delivery.

Recommendation: Enhance public engagement, improve service efficiency, and utilize technology for better accessibility and responsiveness.

I [Responsiveness to Public Inquiries](#)

Key Finding: Civil service response times are inconsistent, with many inquiries poorly handled, affecting public trust.

Recommendation: Streamline inquiry processes, improve customer service training, and establish clear response timelines with tracking mechanisms.

I [Capacity to Deliver Government Policies](#)

Key Finding: While the civil service is generally effective, policy implementation suffers from delays, mismanagement, and inefficiencies.

Recommendation: Improve planning, monitoring, and accountability. Invest in staff training and strengthen coordination between agencies.

I [Alignment with Government Priorities](#)

Key Finding: There are gaps in aligning civil service activities with government priorities due to poor coordination and delays.

Recommendation: Enhance strategic planning, communication, and resource allocation to ensure better alignment with national priorities.

I [Transparency and Accountability](#)

Key Finding: Access to government information is limited, raising concerns about transparency and public trust.

Recommendation: Publish key documents regularly, strengthen oversight mechanisms, and promote open data initiatives.

I [Accountability of Civil Service Officials](#)

Key Finding: Accountability mechanisms exist but are inconsistently enforced, leading to weak oversight and trust issues.

Recommendation: Empower oversight bodies, enforce disciplinary actions, and ensure greater transparency in civil service operations.

I Service Delivery Quality

Key Finding: While service quality is generally positive, inefficiencies and bureaucratic hurdles create inconsistencies.

Recommendation: Enhance staff training, streamline processes, and integrate technology for more efficient service delivery.

I Accessibility of Services

Key Finding: Most services are accessible, but rural and vulnerable populations face barriers to reaching them.

Recommendation: Expand digital platforms, simplify processes, and improve outreach to underserved communities.

I Innovation and Adaptability in the Civil Service

Key Finding: The civil service is making efforts to adopt technology and improve processes, but innovation remains moderate, with some areas still lacking modernization.

Recommendation: Encourage creativity, invest in AI and automation, and collaborate with private and academic sectors. Establish innovation hubs, pilot projects, and feedback mechanisms to enhance efficiency.

I Adaptability to Change

Key Finding: While the civil service shows adaptability, concerns remain about its ability to respond quickly to change.

Recommendation: Enhance change management training, streamline decision-making, and utilize data analytics for proactive responses. Improve collaboration and crisis management capabilities.

I Professional Development in the Civil Service

Key Finding: Training programs are beneficial but need improvements in content, delivery, and accessibility.

Recommendation: Tailor programs to specific roles, integrate digital learning, and enhance evaluation mechanisms. Improve accessibility and prioritize soft skills training.

I Equipping Civil Servants with Skills

Key Finding: Skill readiness is moderate, with some competency gaps affecting efficiency.

Recommendation: Conduct regular skills assessments, expand professional development programs, and integrate mentorship and knowledge-sharing initiatives.

I Quality of Engagement with Stakeholders

Key Finding: Engagement efforts exist but are inconsistent, limiting overall effectiveness.

Recommendation: Enhance communication through digital platforms, improve feedback mechanisms, and strengthen collaboration with stakeholders.

I Inclusiveness in Decision-Making

Key Finding: Decision-making is somewhat inclusive but needs broader participation and transparency.

Recommendation: Engage diverse stakeholders in policymaking, increase transparency, and use technology to promote inclusivity.

I Public Trust and Institutional Reliability

Key Finding: Public trust in institutions is moderate, with concerns about corruption and inefficiency affecting confidence.

Recommendation: Improve transparency, strengthen oversight, and enhance public engagement.

I Policy Implementation and Government Programs

Key Finding: Policies are implemented effectively in some areas, but inefficiencies and miscommunication hinder success.

Recommendation: Standardize policies, enhance training, and improve coordination among departments.

I Corruption Control and Enforcement

Key Finding: Anti-corruption measures exist but are weakly enforced, with corruption remaining a concern.

Recommendation: Strengthen enforcement with stricter penalties and independent oversight. Increase transparency in budgeting and procurement.

I [Stakeholder Engagement and Public Consultations](#)

Key Finding: Stakeholder engagement is positive, but public consultations lack inclusivity.

Recommendation: Expand outreach to marginalized communities, diversify consultation methods, and ensure stakeholder input shapes policy decisions.

CONCLUSION

The National Strategy for Public Service Reform (NSPSR) in Nigeria presents a comprehensive framework aimed at strengthening governance, socio-economic development, financial management, and civil service administration. While notable progress has been achieved in policy implementation, institutional frameworks, and stakeholder engagement, significant challenges persist across all four pillars.

Governance and institutional reforms (Pillar 1) have improved integrity and regulatory compliance, but corruption, inefficiencies, and lack of transparency undermine public trust. Socio-economic reforms (Pillar 2) have supported economic growth and social protection, yet poverty reduction efforts, resource allocation, and citizen participation remain inadequate, particularly for marginalized groups. Financial management reforms (Pillar 3) have enhanced budget execution and oversight mechanisms, but inefficiencies, weak fiscal discipline, and limited financial transparency hinder progress. Civil service administration reforms (Pillar 4) have led to improvements in productivity and service delivery, but bureaucratic inefficiencies, corruption, and accountability gaps continue to obstruct optimal performance.

To ensure long-term success, Nigeria must prioritize stronger anti-corruption enforcement, improved policy coordination, digital transformation, inclusive governance, and enhanced transparency in financial and administrative processes. A more citizen-centered approach, combined with institutional accountability and stakeholder engagement, will be key to achieving a more efficient, responsive, and trustworthy public sector.

STAKEHOLDERS PERCEPTION SURVEY ON THE IMPLEMENTATION OF PUBLIC SERVICE REFORMS BY NIGERIA'S BUREAU OF PUBLIC SERVICE REFORMS

Perception Survey Questionnaire

SURVEY OVERVIEW AND OBJECTIVES

The Bureau of Public Service Reforms (BPSR) would like to express its heartfelt gratitude for your continuous support. The purpose of this questionnaire is to assess your awareness and understanding of the key policy reform initiatives being coordinated by the Bureau under the 4 Pillars of the National Strategy on Public Sector Reforms (NSPSR) namely: Enabling Governance and Institutional Environment, Enabling Socio-Economic Environment, Public Financial Management Reform and Civil Service Administration Reform, evaluate your perceptions of their effectiveness and impact on public service delivery and governance, identify areas of success and challenges in the implementation process faced by stakeholders in the implementation of the policy reforms and gather feed back and suggestions for enhancing the effectiveness of future policy reforms initiatives. Thank you for spending your precious time to complete this questionnaire.

MODULE I

STAKEHOLDERS IDENTIFICATION

What is your relation to BPSR? (Tick appropriate)

- | | |
|----------------------------------|--------|
| Public Servant working with MDAs | [] |
| Civil Society Organizations/NGOs | [] |
| Organized Private Sector Actor | [] |
| Development Partners | [] |
| Media Practitioners | [] |
| Participating States | [] |
| Others | [] |

STAKEHOLDERS AWARENESS OF GOVERNMENT REFORMS INITIATIVES

A. Are you aware of any Government Initiatives/Reforms/Policies for Public Service?

Yes []

No []

B. Please identify all government initiatives, reforms, or policies related to public service that you are familiar with

- i. The Creation of the Central Delivery and Coordinating Unit (CDCU) under the Office of the Secretary to the Government of the Federation []
- ii. Housing Reform (Coordinated by the Federal Ministry of Housing and Urban Development) []
- iii. Renewed Hope Agenda (8 Priorities of Government) []
- iv. Budget Reform []
- v. Procurement Reform []
- vi. E-Payment Reform (GIFMIS) []
- vii. Federal Civil Service Strategy Implementation Plan (FCSSIP) Under the Office of the Head of Civil Service of the Federation []
- viii. The New Performance Management System []
- ix. The Innovation Initiative []
- x. The Digitalization of the Civil Service Processes []
- xi. Others (Specify)

MODULE II

KEY REFORMS INITIATIVES IN FOCUS

NSPSR PILLAR 1: Enabling Governance and Institutional Environment of the Public Sector in Nigeria. *(development objective is “to create a governance and institutional environment that enables public service institutions to deliver public goods and services in accordance with their mandates, and with integrity, transparency and accountability.”)*

- **Reform Initiative:** The Creation of the Central Delivery and Coordinating Unit (CDCU) under the Office of the Secretary to the Government of the Federation.

NSPSR PILLAR 2: Enabling Socio-Economic Environment. *(development objective is “to create a socio-economic environment that enables accelerated, inclusive and sustained economic growth and poverty reduction, through institutional pluralism, and inclusive participation of vulnerable groups (women, children, persons with disabilities, older persons and family units) in decision making and in the delivery of public services”).*

- **Reform Initiatives:**

- ☐ Housing Reform (Coordinated by the Federal Ministry of Housing and Urban Development)
- ☐ Renewed Hope Agenda (8 Priorities of Government)

NSPSR PILLAR 3: PUBLIC FINANCIAL MANAGEMENT REFORM (development objective is “to ensure strategic and efficient allocation and use of resources, fiscal discipline and value for money in a transparent and accountable manner through timely reporting”).

• **Reform Initiatives:**

- ☐ Budget Reform
- ☐ Procurement Reform
- ☐ E-Payment Reform (GIFMIS)

NSPSR PILLAR 4: CIVIL SERVICE ADMINISTRATION REFORM (development objective is “to re-invigorate and transform the civil service into an efficient, productive, incorruptible and citizen-centred institution with the capacity to deliver the government’s policies and programmes”)

• **Reform Initiatives:**

- ✓ Federal Civil Service Strategy Implementation Plan (FCSSIP) Under the Office of the Head of Civil Service of the Federation:
 - The New Performance Management System
 - The Innovation Initiative
 - The Digitalization of the Civil Service Processes

MODULE III

ASSESSMENT OF NSPSR PILLAR 1: ENABLING GOVERNANCE AND INSTITUTIONAL ENVIRONMENT OF THE PUBLIC SECTOR IN NIGERIA (development objective is “to create a governance and institutional environment that enables public service institutions to deliver public goods and services in accordance with their mandates, and with integrity, transparency and accountability.”)

I. Integrity of Public Institutions

How would you rate the overall integrity of public service institutions in Nigeria?

	Excellent	Good	Fair	Poor	Very Poor
(Tick Appropriate)	[]	[]	[]	[]	[]

To what extent do public service institutions adhere to ethical standards?

	Very High	High	Moderate	Low	Very Low
(Tick Appropriate)	[]	[]	[]	[]	[]

II. Transparency of Public Service Institutions

How transparent are the activities and decisions of public service institutions?

	Very High	High	Moderate	Low	Very Low
(Tick Appropriate)	[]	[]	[]	[]	[]

How effectively do public service institutions provide access to information?

	Very Effective	Effective	Fairly Effective	Poor	Very Poor
(Tick Appropriate)	[]	[]	[]	[]	[]

VII. Level of public trust with the Public Service Institutions					
<i>What is the level of public trust in public service institutions?</i>					
	Very High	High	Moderate	Low	Very Low
(Tick Appropriate)	[]	[]	[]	[]	[]
<i>How reliable and trustworthy are public service institutions perceived to be?</i>					
	Very High	High	Fair	Low	Very Low
(Tick Appropriate)	[]	[]	[]	[]	[]

VIII. Quality of policy implementation across public service institutions					
<i>How consistent is the implementation of policies across public service institutions?</i>					
	Very Effective	Effective	Fairly Effective	Poor	Very Poor
(Tick Appropriate)	[]	[]	[]	[]	[]
<i>How effective are public service institutions in implementing government policies?</i>					
	Very Effective	Effective	Fairly Effective	Poor	Very Poor
(Tick Appropriate)	[]	[]	[]	[]	[]

IX. Measures for corruption control within public service institutions					
<i>How effective are the measures in place to prevent and combat corruption within public service institutions?</i>					
	Very Effective	Effective	Fairly Effective	Poor	Very Poor
(Tick Appropriate)	[]	[]	[]	[]	[]
<i>How frequently does corruption occur in public service activities?</i>					
	Very High	High	Fair	Low	Very Low
(Tick Appropriate)	[]	[]	[]	[]	[]

X. Quality of Stakeholder Engagement within public service processes					
<i>How well are stakeholders, including the public, engaged in the governance processes of public service institutions?</i>					
	Excellent	Good	Fair	Poor	Very Poor
(Tick Appropriate)	[]	[]	[]	[]	[]
<i>How effective are public consultations and engagements in being inclusive and comprehensive?</i>					
	Very High	High	Moderate	Low	Very Low
(Tick Appropriate)	[]	[]	[]	[]	[]

IV. Participation of Citizens in socio-economic decision making					
<i>How effectively are the citizens involved in decision-making processes related to socio-economic development?</i>					
	Very High	High	Moderate	Low	Very Low
(Tick Appropriate)	[]	[]	[]	[]	[]
<i>To what extent are the general masses included in public service delivery?</i>					
	Very High	High	Moderate	Low	Very Low
(Tick Appropriate)	[]	[]	[]	[]	[]

V. Participation of Vulnerable Groups in socio-economic decision making					
<i>How effectively are women involved in decision-making processes related to socio-economic development?</i>					
	Very High	High	Moderate	Low	Very Low
(Tick Appropriate)	[]	[]	[]	[]	[]
<i>To what extent are children, persons with disabilities, older persons, and family units included in public service delivery?</i>					
	Very High	High	Moderate	Low	Very Low
(Tick Appropriate)	[]	[]	[]	[]	[]

VI. Accessibility to service delivery by the citizens					
<i>How would you rate the accessibility of public services for the citizens?</i>					
	Very High	High	Moderate	Low	Very Low
(Tick Appropriate)	[]	[]	[]	[]	[]
<i>How effective are the services provided to the general public?</i>					
	Very Effective	Effective	Fairly Effective	Poor	Very Poor
(Tick Appropriate)	[]	[]	[]	[]	[]

VII. Accessibility to service delivery by Vulnerable Groups					
<i>How would you rate the accessibility of public services for persons with disabilities?</i>					
	Very High	High	Moderate	Low	Very Low
(Tick Appropriate)	[]	[]	[]	[]	[]
<i>How effective are the services provided to older persons and family units?</i>					
	Very Effective	Effective	Fairly Effective	Poor	Very Poor
(Tick Appropriate)	[]	[]	[]	[]	[]

MODULE IV					
ASSESSMENT OF NSPSR PILLAR 2: ENABLING SOCIO-ECONOMIC ENVIRONMENT (development objective is “to create a socio-economic environment that enables accelerated, inclusive and sustained economic growth and poverty reduction, through institutional pluralism, and inclusive participation of vulnerable groups (women, children, persons with disabilities, older persons and family units) in decision making and in the delivery of public services”).					
I. Extent of Inclusive Economic Growth within the public sector					
<i>How effectively does the socio-economic environment support inclusive economic growth?</i>					
	Excellent	Good	Fair	Poor	Very Poor
(Tick Appropriate)	☐	☐	☐	☐	☐
<i>To what extent do government policies promote accelerated economic growth?</i>					
	Very High	High	Moderate	Low	Very Low
(Tick Appropriate)	☐	☐	☐	☐	☐

II. Extent of poverty reduction within the country					
<i>How effective are the current strategies in reducing poverty in the country?</i>					
	Very Effective	Effective	Fairly Effective	Poor	Very Poor
(Tick Appropriate)	☐	☐	☐	☐	☐
<i>How well are resources allocated to target poverty reduction among the citizens?</i>					
	Excellent	Good	Fair	Poor	Very Poor
(Tick Appropriate)	☐	☐	☐	☐	☐
<i>How well are resources allocated to target poverty reduction among vulnerable groups?</i>					
	Excellent	Good	Fair	Poor	Very Poor
(Tick Appropriate)	☐	☐	☐	☐	☐

III. Effectiveness of Institutional Pluralism in socio-economic development and decision making					
<i>How effectively are different institutions involved in socio-economic development and decision-making?</i>					
	Very Effective	Effective	Fairly Effective	Poor	Very Poor
(Tick Appropriate)	☐	☐	☐	☐	☐
<i>How well does institutional pluralism contribute to inclusive participation and representation?</i>					
	Excellent	Good	Fair	Poor	Very Poor
(Tick Appropriate)	☐	☐	☐	☐	☐

VIII. Public Engagement and involvement of vulnerable groups in decision-making					
<i>How well are citizens, particularly vulnerable groups, engaged in public decision-making processes?</i>					
	Excellent	Good	Fair	Poor	Very Poor
(Tick Appropriate)	[]	[]	[]	[]	[]
<i>How transparent and inclusive are the decision-making processes in public service institutions?</i>					
	Very High	High	Moderate	Low	Very Low
(Tick Appropriate)	[]	[]	[]	[]	[]

IX. Access to Public Services by citizens					
<i>How would you rate the overall accessibility of public services in your area?</i>					
	Excellent	Good	Fair	Poor	Very Poor
(Tick Appropriate)	[]	[]	[]	[]	[]
<i>How equitable is the access to public services for different socio-economic groups?</i>					
	Very High	High	Moderate	Low	Very Low
(Tick Appropriate)	[]	[]	[]	[]	[]

X. Quality of Public Services provided to the citizens					
<i>How would you rate the quality of public services provided to the citizens</i>					
	Excellent	Good	Fair	Poor	Very Poor
(Tick Appropriate)	[]	[]	[]	[]	[]
<i>How satisfied are you with the efficiency and effectiveness of public service delivery?</i>					
	Very Satisfied	Satisfied	Moderate	poorly	Very Poor
(Tick Appropriate)	[]	[]	[]	[]	[]

XI. Quality of Public Services provided to vulnerable groups					
<i>How would you rate the quality of public services provided to vulnerable groups?</i>					
	Excellent	Good	Fair	Poor	Very Poor
(Tick Appropriate)	[]	[]	[]	[]	[]
<i>How satisfied are you with the efficiency and effectiveness of public service delivery?</i>					
	Very Satisfied	Satisfied	Moderate	poorly	Very Poor
(Tick Appropriate)	[]	[]	[]	[]	[]

IV. Participation of Citizens in socio-economic decision making					
<i>How effectively are the citizens involved in decision-making processes related to socio-economic development?</i>					
	Very High	High	Moderate	Low	Very Low
(Tick Appropriate)	[]	[]	[]	[]	[]
<i>To what extent are the general masses included in public service delivery?</i>					
	Very High	High	Moderate	Low	Very Low
(Tick Appropriate)	[]	[]	[]	[]	[]

V. Participation of Vulnerable Groups in socio-economic decision making					
<i>How effectively are women involved in decision-making processes related to socio-economic development?</i>					
	Very High	High	Moderate	Low	Very Low
(Tick Appropriate)	[]	[]	[]	[]	[]
<i>To what extent are children, persons with disabilities, older persons, and family units included in public service delivery?</i>					
	Very High	High	Moderate	Low	Very Low
(Tick Appropriate)	[]	[]	[]	[]	[]

VI. Accessibility to service delivery by the citizens					
<i>How would you rate the accessibility of public services for the citizens?</i>					
	Very High	High	Moderate	Low	Very Low
(Tick Appropriate)	[]	[]	[]	[]	[]
<i>How effective are the services provided to the general public?</i>					
	Very Effective	Effective	Fairly Effective	Poor	Very Poor
(Tick Appropriate)	[]	[]	[]	[]	[]

VII. Accessibility to service delivery by Vulnerable Groups					
<i>How would you rate the accessibility of public services for persons with disabilities?</i>					
	Very High	High	Moderate	Low	Very Low
(Tick Appropriate)	[]	[]	[]	[]	[]
<i>How effective are the services provided to older persons and family units?</i>					
	Very Effective	Effective	Fairly Effective	Poor	Very Poor
(Tick Appropriate)	[]	[]	[]	[]	[]

VIII. Public Engagement and involvement of vulnerable groups in decision-making					
<i>How well are citizens, particularly vulnerable groups, engaged in public decision-making processes?</i>					
	Excellent	Good	Fair	Poor	Very Poor
(Tick Appropriate)	[]	[]	[]	[]	[]
<i>How transparent and inclusive are the decision-making processes in public service institutions?</i>					
	Very High	High	Moderate	Low	Very Low
(Tick Appropriate)	[]	[]	[]	[]	[]

IX. Access to Public Services by citizens					
<i>How would you rate the overall accessibility of public services in your area?</i>					
	Excellent	Good	Fair	Poor	Very Poor
(Tick Appropriate)	[]	[]	[]	[]	[]
<i>How equitable is the access to public services for different socio-economic groups?</i>					
	Very High	High	Moderate	Low	Very Low
(Tick Appropriate)	[]	[]	[]	[]	[]

X. Quality of Public Services provided to the citizens					
<i>How would you rate the quality of public services provided to the citizens</i>					
	Excellent	Good	Fair	Poor	Very Poor
(Tick Appropriate)	[]	[]	[]	[]	[]
<i>How satisfied are you with the efficiency and effectiveness of public service delivery?</i>					
	Very Satisfied	Satisfied	Moderate	poorly	Very Poor
(Tick Appropriate)	[]	[]	[]	[]	[]

XI. Quality of Public Services provided to vulnerable groups					
<i>How would you rate the quality of public services provided to vulnerable groups?</i>					
	Excellent	Good	Fair	Poor	Very Poor
(Tick Appropriate)	[]	[]	[]	[]	[]
<i>How satisfied are you with the efficiency and effectiveness of public service delivery?</i>					
	Very Satisfied	Satisfied	Moderate	poorly	Very Poor
(Tick Appropriate)	[]	[]	[]	[]	[]

XII. Economic Opportunities for the citizens					
<i>How would you rate the availability of economic opportunities for the citizens</i>					
	Excellent	Good	Fair	Poor	Very Poor
(Tick Appropriate)	[]	[]	[]	[]	[]
<i>To what extent do government initiatives support the creation of economic opportunities for the general masses?</i>					
	Very High	High	Moderate	Low	Very Low
(Tick Appropriate)	[]	[]	[]	[]	[]

XIII. Economic Opportunities for women and other vulnerable groups					
<i>How would you rate the availability of economic opportunities for women and other vulnerable groups?</i>					
	Excellent	Good	Fair	Poor	Very Poor
(Tick Appropriate)	[]	[]	[]	[]	[]
<i>To what extent do government initiatives support the creation of economic opportunities for disadvantaged populations?</i>					
	Very High	High	Moderate	Low	Very Low
(Tick Appropriate)	[]	[]	[]	[]	[]

XIV. Effectiveness of social protection programs in supporting vulnerable groups					
<i>How effective are the social protection programs in supporting vulnerable groups?</i>					
	Very High	High	Moderate	Low	Very Low
(Tick Appropriate)	[]	[]	[]	[]	[]
<i>How accessible are social protection benefits for those in need?</i>					
	Very High	High	Moderate	Low	Very Low
(Tick Appropriate)	[]	[]	[]	[]	[]

MODULE V					
ASSESSMENT OF NSPSR PILLAR 3: PUBLIC FINANCIAL MANAGEMENT REFORM					
<i>(development objective is "to ensure strategic and efficient allocation and use of resources, fiscal discipline and value for money in a transparent and accountable manner through timely reporting").</i>					
I. Resource Allocation Efficiency in the public service					
<i>How effectively are resources allocated to different sectors in the public service?</i>					
	Very Effective	Effective	Fairly Effective	Poor	Very Poor
(Tick Appropriate)	[]	[]	[]	[]	[]
<i>How strategic is the allocation of resources in achieving public service goals?</i>					

	Excellent	Good	Fair	Poor	Very Poor
(Tick Appropriate)	[]	[]	[]	[]	[]

II. Fiscal Discipline in the public service

How well does the public service adhere to fiscal discipline?

	Excellent	Good	Fair	Poor	Very Poor
(Tick Appropriate)	[]	[]	[]	[]	[]

How effective are the mechanisms in place to ensure budgetary control and avoid overspending?

	Very Effective	Effective	Fairly Effective	Poor	Very Poor
(Tick Appropriate)	[]	[]	[]	[]	[]

III. Value for Money in public service expenditure

How effectively does the public service ensure value for money in its expenditures?

	Very Effective	Effective	Fairly Effective	Poor	Very Poor
(Tick Appropriate)	[]	[]	[]	[]	[]

How would you rate the cost-effectiveness of public service projects and programs?

	Excellent	Good	Fair	Poor	Very Poor
(Tick Appropriate)	[]	[]	[]	[]	[]

IV. Transparency in financial management practices in the public service

How transparent are the financial management practices in the public service?

	Very High	High	Moderate	Low	Very Low
(Tick Appropriate)	[]	[]	[]	[]	[]

How effectively are financial decisions and transactions disclosed to the public?

	Very Effective	Effective	Fairly Effective	Poor	Very Poor
(Tick Appropriate)	[]	[]	[]	[]	[]

V. Accountability of public service officials

How accountable are public service officials for financial management and resource utilization?

	Very High	High	Moderate	Low	Very Low
(Tick Appropriate)	[]	[]	[]	[]	[]

III. Integrity and Incorruptibility within the civil service					
<i>How effective are measures to ensure integrity and prevent corruption in the civil service?</i>					
	Very Effective	Effective	Fairly Effective	Poor	Very Poor
(Tick Appropriate)	[]	[]	[]	[]	[]
<i>How often do you perceive incidents of corruption within the civil service?</i>					
	Very Often	Often	Fairly Often	Not Often	Not Very Often
(Tick Appropriate)	[]	[]	[]	[]	[]

IV. Extent of Citizen-Centeredness within the civil service					
<i>How well does the civil service address the needs and concerns of citizens?</i>					
	Very well	Well	Moderate	Poor	Very Poor
(Tick Appropriate)	[]	[]	[]	[]	[]
<i>How responsive is the civil service to public inquiries and requests?</i>					
	Very Responsive	Responsive	Moderate	Low	Very Low
(Tick Appropriate)	[]	[]	[]	[]	[]

V. Capacity to Deliver Government Policies and Programmes by the civil service					
<i>How effectively does the civil service implement government policies and programmes?</i>					
	Very Effective	Effective	Fairly Effective	Poor	Very Poor
(Tick Appropriate)	[]	[]	[]	[]	[]
<i>How well does the civil service align its activities with government priorities?</i>					
	Very well	Well	Moderate	Poor	Very Poor
(Tick Appropriate)	[]	[]	[]	[]	[]

VI. Transparency and Accountability in Civil Service Operations					
<i>How transparent are the operations and decisions of civil service institutions?</i>					
	Very High	High	Moderate	Low	Very Low
(Tick Appropriate)	[]	[]	[]	[]	[]
<i>How effectively are civil service officials held accountable for their actions?</i>					
	Very Effective	Effective	Fairly Effective	Poor	Very Poor
(Tick Appropriate)	[]	[]	[]	[]	[]

VII. Service Delivery Quality by the Civil Service					
<i>How would you rate the quality of services provided by the civil service?</i>					
	Excellent	Good	Fair	Poor	Very Poor
(Tick Appropriate)	☐	☐	☐	☐	☐
<i>How accessible are civil service services to the general public?</i>					
	Very accessible	Accessible	Moderate	Low	Very Low
(Tick Appropriate)	☐	☐	☐	☐	☐

VIII. Innovation and Adaptability in the Civil Service					
<i>How innovative is the civil service in improving its processes and services?</i>					
	Very High	High	Moderate	Low	Very Low
(Tick Appropriate)	☐	☐	☐	☐	☐
<i>How well does the civil service adapt to changes and new challenges?</i>					
	Excellent	Good	Fair	Poor	Very Poor
(Tick Appropriate)	☐	☐	☐	☐	☐

IX. Professional Development in the Civil Service					
<i>How effective are the training and development programs for civil service employees?</i>					
	Very Effective	Effective	Fairly Effective	Poor	Very Poor
(Tick Appropriate)	☐	☐	☐	☐	☐
<i>How well are civil service employees equipped with the skills needed to perform their duties?</i>					
	Very well	Well	Moderate	Poor	Very Poor
(Tick Appropriate)	☐	☐	☐	☐	☐

X. Quality of Engagement with Stakeholders in the Civil Service					
<i>How effectively does the civil service engage with stakeholders, including the public and private sectors?</i>					
	Very Effective	Effective	Fairly Effective	Poor	Very Poor
(Tick Appropriate)	☐	☐	☐	☐	☐
<i>How inclusive are the decision-making processes within the civil service?</i>					
	Very High	High	Moderate	Low	Very Low
(Tick Appropriate)	☐	☐	☐	☐	☐

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APPENDIX 2: ATTENDANCE LIST FOR A WORKSHOP ON A STAKEHOLDERS PERCEPTION SURVEY ON PUBLIC SERVICE REFORMS HELD ON THE 21ST OCTOBER, 2024.

