

DRAFT REPORT

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NATIONAL STRATEGY FOR PUBLIC SERVICE REFORM (NSPSR)

Revised 2023 Edition

¹ This edition National Strategy for Public Service Reform (NSPSR) was carried out by the Bureau of Public Service Reforms (BPSR) in 2022/23 as part of the efforts to update the earlier edition and capture the latest reforms in the Nigeria Public Service.

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LIST OF ABBREVIATIONS

ACTI	Anti-Corruption and Transparency Initiative
ACTU	Anti-Corruption and Transparency Unit
ADR	Alternative Dispute Resolution
AGF	Accountant General of Federation
ALGON	Association of Local Government of Nigeria
APER	Annual Performance Evaluation Review
ASCON	Administrative Staff College of Nigeria
AuGF	Auditor General of the Federation
ATRRS	Accounting Transaction Recording and Reporting System
BOF	Budget Office of Federation
BPE	Bureau of Public Enterprises
BPP	Bureau of Public Procurement
BPSR	Bureau of Public Service Reforms
BUDFOW	Business Development Fund for Women
CAC	Corporate Affairs Commission
CBN	Central Bank of Nigeria
CCB	Code of Conduct Bureau
CBO	Community Based Organization
CGS	Conditional Grant Scheme
CIDA	Canadian International Development Agency
CJN	Chief Justice of Federation
CMD	Centre for Management Development
CMO	Carrier Management Office
COFOG	Codification of Functions of Government
CPI	Corruption Perception Index
CS	Civil Service
CSA	Civil Service Administration
CSAR	Country Self-Assessment Report

CSC	Civil Service College
CSR	Civil Service Reform
CSO	Common Services Office
CSOs	Civil Society Organisations
DFE	Disability Friendly Environment
DFID	Department for International Development
DG	Director General
DISCO	Distribution Company
DMO	Debt Management Office
EBP	Evidenced Based Policy-making
ECM	Enterprise Content Management (ECM)
EDMS	Electronic Data Management System
EFCC	Economic and Financial Crimes Commission
EEG	Export Expansion Grant
EITI	Extractive Industries Transparency Initiative
EMT	Economic Management Team
EPIC	Efficient, Productive, Incorruptible and Citizen-centered
ERGP	Economic Recovery and Growth Plan
EU	European Union
FAAC	Federation Accounts Allocation Committee
FC	Federal Character
FCC	Federal Character Commission
FCMA	Finance (Control and Management) Act 1990
FCS	Federal Civil Service
FCSC	Federal Civil service Commission
FCT	Federal Capital Territory
FCTA	Federal Capital Territory Administration
FEC	Federal Executive Council
FG	Federal Government

FGN	Federal Government of Nigeria
FGD	Focus Group Discussion
FGN	Federal Government of Nigeria
FISH	Federal Integrated Staff Housing
FIRS	Federal Inland Revenue Service
FME	Federal Ministry of Education
FMFBNP	Federal Ministry of Finance Budget and National Planning
FMJ	Federal Ministry of Justice
FMWASD	Federal Ministry of Women Affairs and Social Development
FMT&I	Federal Ministry of Trade and Investment (Industry)
FOI	Freedom of Information
FOI Bill	Freedom of Information Bill
FRA	Fiscal Responsibility Act 2007
FRC	Federal Responsibility Commission
FRSC	Federal Road Safety Commission
FPSRP	Federal Public Service Reform Programme
FSP	Fiscal Strategy Paper
FSS	Functions, Structures and Staffing
GDP	Gross Domestic Product
GEEP	Government Enterprise and Empowerment Programme
GIFMIS	Government Integrated Financial Management Information System
GRF	Governance Reform Facility
HOS	Head of Service
HOSF	Head of Service of the Federation
HR	Human Resource
HRM	Human Resource Management
HSE	Health, Safety and Environment
ICAC	Independent Commission against Corruption
ICPC	Independent Corrupt Practices Commission

ICRC	Infrastructure Concession Regulatory Commission
ICT	Information Communication Technology
ID	Identity
IEC	Information, Education and Communication
IFEMIS	Integrated Financial Management Information System
IGR	Inter-Governmental Relations
ILO	International Labour Organization
IMF	International Monetary Fund
IMTT	Inter-Ministerial Technical Team
IPCR	Institute for Peace and Conflict Resolution
IPOs	Initial Public Offers
IPPIS	Integrated Personnel and Payroll Information System
IPSAS	International Public Sector Accounting Standards
IRC	Infrastructure Regulatory Commission
JSC	Judicial Service Commission
KPIs	Key Performance Indicators
LGAs	Local Government Authorities
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MDGs	Millennium Development Goals
MDI	Management Development Institute
MOF	Ministry of Finance
MOJ	Ministry of Justice
MRD	Ministry of Rural Development
MSMSEs	Micro, Small and Medium Scale Enterprises
MSTO	Mandatory Structured Training Project
MTEF	Medium Term Expenditure Framework
MTEF	Medium Term Fiscal Framework

MTSS	Medium Term Sector Strategy
MWA	Ministry of Women Affairs
NALDA	National Land Development Agency
NAPEG	National Action Plan on Employment Creation
NASS	National Assembly
NBS	National Bureau of Statistics
NCOA	National Chart of Accounts
NCP	National Council on Privatisation
NCS	National Council of States
NDDC	Niger Delta Development Commission
NDE	National Directorate of Employment
NEDC	North East Development Commission
NEEDS -2	National Economic Empowerment and Development Strategy - 2
NEITI	Nigeria Extractive Industries Transparency Initiative
NEMT	National Economic Management Team
NERC	Nigerian Electricity Regulatory Commission
NESG	Nigerian Economic Summit Group
NGO	Non-Governmental Organization
NHIS	National Health Insurance Scheme
NIP	National Implementation Plan
NIPC	Nigeria Investment Promotion Council
NRIC	National Research and Innovation Council
NRIF	National Research and Innovation Fund
NIRP	Nigeria Industrial Revolution Plan
NISER	Nigerian Institute for Social and Economic Research
NITDA	National Information Technology Development Agency
NJC	National Judicial Council
NMB	National Manpower Board
NOA	National Orientation Agency

NPC	National Planning Commission
NSA	Non-State Actors
NSCDC	National Security and Civil Defence Corps
NSIP	National Social Investment Programme
NSIWC	National Salaries, Income and Wages Commission
NSPSR	National Strategy for Public Service Reform
NV2020	National Vision 20:2020
NNPC	Nigeria National Petroleum Corporation
OAGF	Office of the Accountant General of the Federation
OAGF	Office of Auditor General of the Federation
OHCSF	Office of the Head of the Civil Service of the Federation
OGP	Open Government Partnership
OSGF	Office of the Secretary to the Government of the Federation
PAC	Public Accounts Committees
PAYG	Pay As You Go
PBB	Performance-Based Budgeting
PCC	Public Complaints Commission
PEs	Public Enterprises
PEM	Public Expenditure Management
PETSS	Public Expenditure Tracking Surveys
PFM	Public Financial Management
PFMR	Public Financial Management Reform
PIB	Petroleum Industry Bill
PHCN	Power Holding Company of Nigeria
PPA	Public Procurement Act
PPP	Public-Private Partnership
PS	Permanent Secretary
PSA	Public Service Administration
PSR	Public Service Reform

PTAD	Pension Transitional Arrangement Department
PSIN	Public Service Institute of Nigeria
PWDs	Persons with Disabilities
RBDAs	River Basin Development Authorities
R & D	Research and Development
SACs	Skills Acquisition Centres
SAIs	Standard on Auditing by Supreme Audit Institutions
SC	Steering Committee
SCR	Steering Committee on Reforms
SDG	Sustainable Development Goal
SDGs	Sustainable Development Goals
SDPs	State Development Programmes
SEEDS	State Economic Empowerment and Development Strategy
SERVICOM	Service Compact with All Nigerians
SGF	Secretary to the Government of the Federation
SJG	Security Justice and Growth
SME	Small and Medium-scale Entrepreneur
SMEs	Small and Medium Enterprises
SMEDAM	Small and Medium Enterprises Development Agency of Nigeria
SPARC	State Partnership for Accountability Responsive and Capacity
SPSO	Service Policies and Strategy Office
STI	Science, Technology, and Innovation
SURE-P	Subsidy Reinvestment Programme
TAM	Turn Around Maintenance
TI	Transparency International
TIN	Taxpayer Identification Number
TNA	Training Need Analysis
TSA	Treasury Single Accounts
TUGAR	Technical Unit on Governance and Anti-Corruption Reforms

UK DFID	UK Department for International Development
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
VFM	Value for Money
VSAT	Very Small Aperture Terminal
WOFEE	Women Fund for Economic Empowerment
ZBB	Zero-Based Budgeting

EXECUTIVE SUMMARY

Introduction and Context

The National Strategy for Public Service Reform (NSPSR) provides a common vision and a long-term agenda to guide the rebuilding and transformation of the federal Public Service. The NSPSR is comprehensive and long term and was initially designed to align with Nigeria's Vision 20:2020 with the objective of establishing the country among the world's top 20 economies by 2020. For the short to medium term, the NSPSR focused on providing the administrative capacity for implementing the Nigeria *Economic Recovery and Growth Plan (ERGP) 2017 - 2020* and ensuring consistency in service delivery across the Public Service. Unfortunately, due to the lack of legal backing from the Federal Executive Council (FEC), the draft NSPSR strategic document developed in 2017/2018 was not publicly published and delivered to Ministries, Departments, and Agencies (MDAs). As a result, this current NSPSR draws on the reviewed 2017/2018 draft NSPSR document, and the designed Monitoring and Evaluation framework that encapsulates data processing modalities and reporting protocols for the NSPSR.

The NSPSR's primary function is that of a coordinating mechanism. Numerous changes are underway throughout the public sector, but not all of them are known outside of the principal ministries, departments, and agencies (MDAs). Additionally, because there is no central monitoring or assessment of change, there is little feedback and improvement from lessons gained, as well as missed possibilities for efficient coordination of relevant reforms throughout government. The NSPSR connects all of the disparate strands of Public Service reform in order to improve links, ensure communication, and implement effective monitoring, reporting, and evaluation of changes.

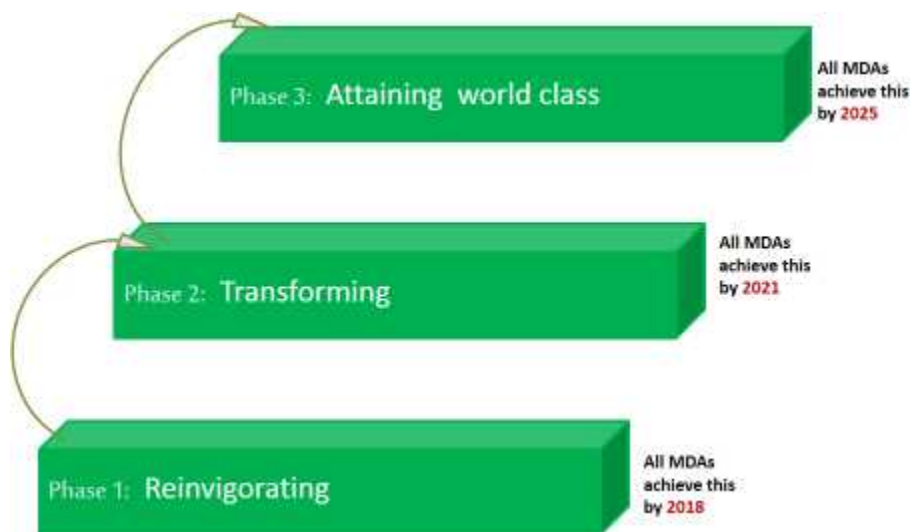
The NSPSR vision is **“A world-class Public Service delivering government policies effectively and implementing programmes with professionalism, integrity, excellence, and passion to secure sustainable national development”**.

The NSPSR is a long-term strategy with a phased implementation plan to achieve world-class Public Service. There are three main phases:

- **Reinvigorating** the Public Service with emphasis on critical institutional changes, restoring professionalism and client focus, and delivering effective basic services by 2018.
- **Transforming** the Public Service into an efficient, productive, incorruptible, and citizen-centred institution by 2021.
- Attaining **world-class** level of service delivery in the Public Service by 2028.

Figure 1 below presents the long term perspective of the NSPSR. The target dates set out the points when all MDAs should complete each phase. However, different parts of the Public Service are at different stages already and will move through the phases at a different pace.

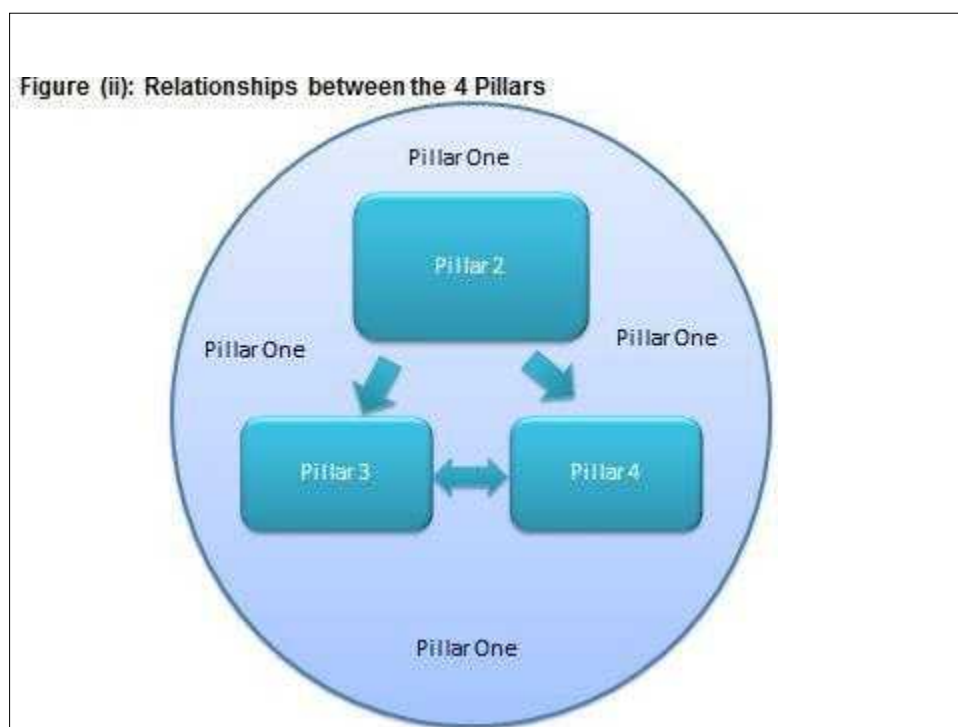
Fig 1: Long Term Perspective for the National Strategy for Public Service Reform



The NSPSR has four pillars namely: (a) an enabling governance and institutional environment; (b) an enabling socioeconomic environment; (c) public financial management reform; and (d) civil service administration reform. There are significant linkages within and across these pillars. Also, it is important to recognise that these pillars represent different aspects of the reform process, as set out in Figure (ii) below. Pillar 1 represents the wider governance and institutional environment in which Public Service reform is undertaken. Reforms under Pillar 1 are aimed at ensuring that the governance and institutional environment is conducive to reforms in the Public Service. Pillar 2 is the

core of the reform programme. It reflects the strategic thrust of Vision 20:2020 the ERGP (2017-2020) and the National Development Plan (NDP) 2021 – 2025, which has since superseded the ERGP and is focused on attaining Nigeria's total social and economic development through policies, programmes, and Public Service delivery. Pillars 3 and 4 are more internally focused on the workings of the Public Service namely public financial management in Pillar 3, and the management of the civil service (human resources and operational processes) in Pillar 4.

Reforms need to be taken forward in all four pillars, in a coordinated manner, if the overall vision of NSPSR is to be achieved.



For each of the four pillars of the strategy, there is a clearly stated development objective, as well as key target results to be achieved through a number of building blocks. The strategic features of each of the pillars are outlined below, including some illustrations of the defining characteristics envisaged by the end of each of the three phases.

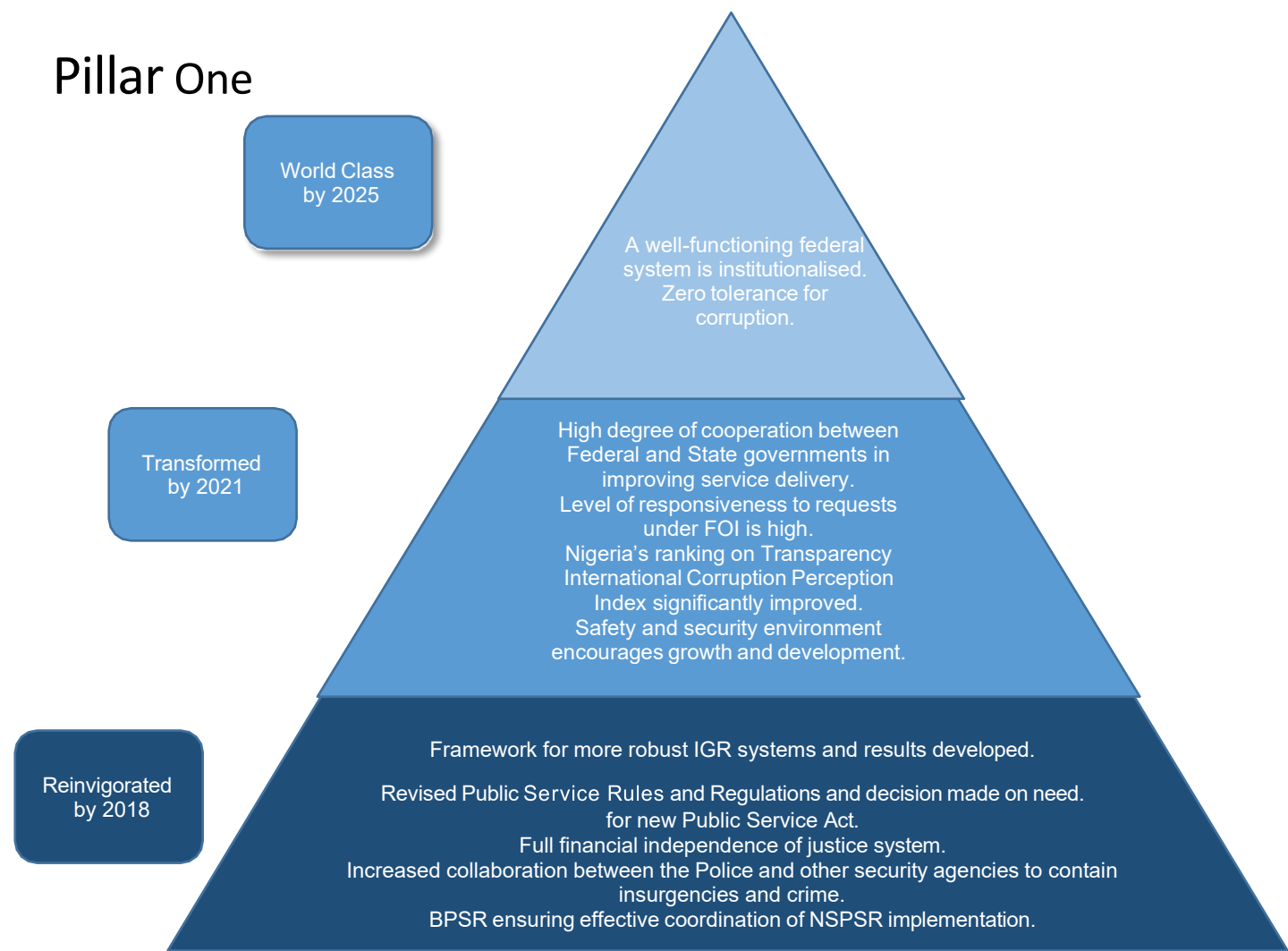
Pillar 1: An Enabling Governance and Institutional Environment

The development objective for this pillar is to create a governance and institutional environment that enables Public Service institutions to deliver public goods and services with integrity, transparency, and accountability and in accordance with their mandates. To achieve the objective, six key target results are envisaged: (i) clarity in governance architecture as it affects inter-governmental relations and Public Service administration; (ii) enhanced accountability and citizen participation; (iii) transparency and zero-tolerance for corruption; (iv) an efficient and predictable justice system; (v) the provision of safety and security and the prevention and management of conflict; and (vi) effective coordination of governance reforms.

There are nineteen building blocks for achieving the target results. For example, to achieve transparency and zero-tolerance for corruption, there are six building blocks namely: (a) maintain efficient and effective institutions responsible for anti- corruption and transparency; (b) revise and enforce ethical standards for the Public Service; (c) provide anti-corruption education with emphasis on ethics and integrity, (d) strengthen preventive mechanisms in the fight against financial frauds rather than focusing mainly on curative and punitive measures; (e) take steps to ensure full enforcement of National Anti-corruption strategy, and (f) institutionalise sustainable remuneration system and benefits for public servants to reduce space for corrupt and unethical practices.

Figure (iii) provides illustrations of the defining characteristics (key outputs and/or outcomes) of the changes at the end of each of the three phases of the NSPSR, under the first pillar.

Figure (iii) – Select Defining Characteristics of Pillar 1 at the end of Each Phase of the NSPSR



The following are some strategic priorities that will result in significant improvement in the governance and institutional environment of Public Service administration.

- Develop framework for more robust Intergovernmental relations (IGR) systems and results.
- Push strongly for enactment of pending Public Service Bill to ensure a more robust legal framework for Public Service management and professionalisation.
- Empower and support the capacity building of civil society organisations (CSOs) to better understand issues around policy-making, planning, and budgeting processes, and monitoring.
- Develop strategies and plans for progressive reduction of corruption and continue to promptly punish exposed corrupt officials.
- Develop and implement anti-corruption communication strategy based on the information, education, and communication (IEC) programme with emphasis on integrity and ethics.
- Improve strategic coherence between parent Ministries and parastatals, enhance oversight of parastatals and focus on improvements to parastatal delivery.
- Coordinate and share information and data among security institutions.
- Implement the provisions of Public Service Code of Conduct and Ethics to bring about change in the work culture.

Pillar 2: An Enabling Socio-Economic Environment

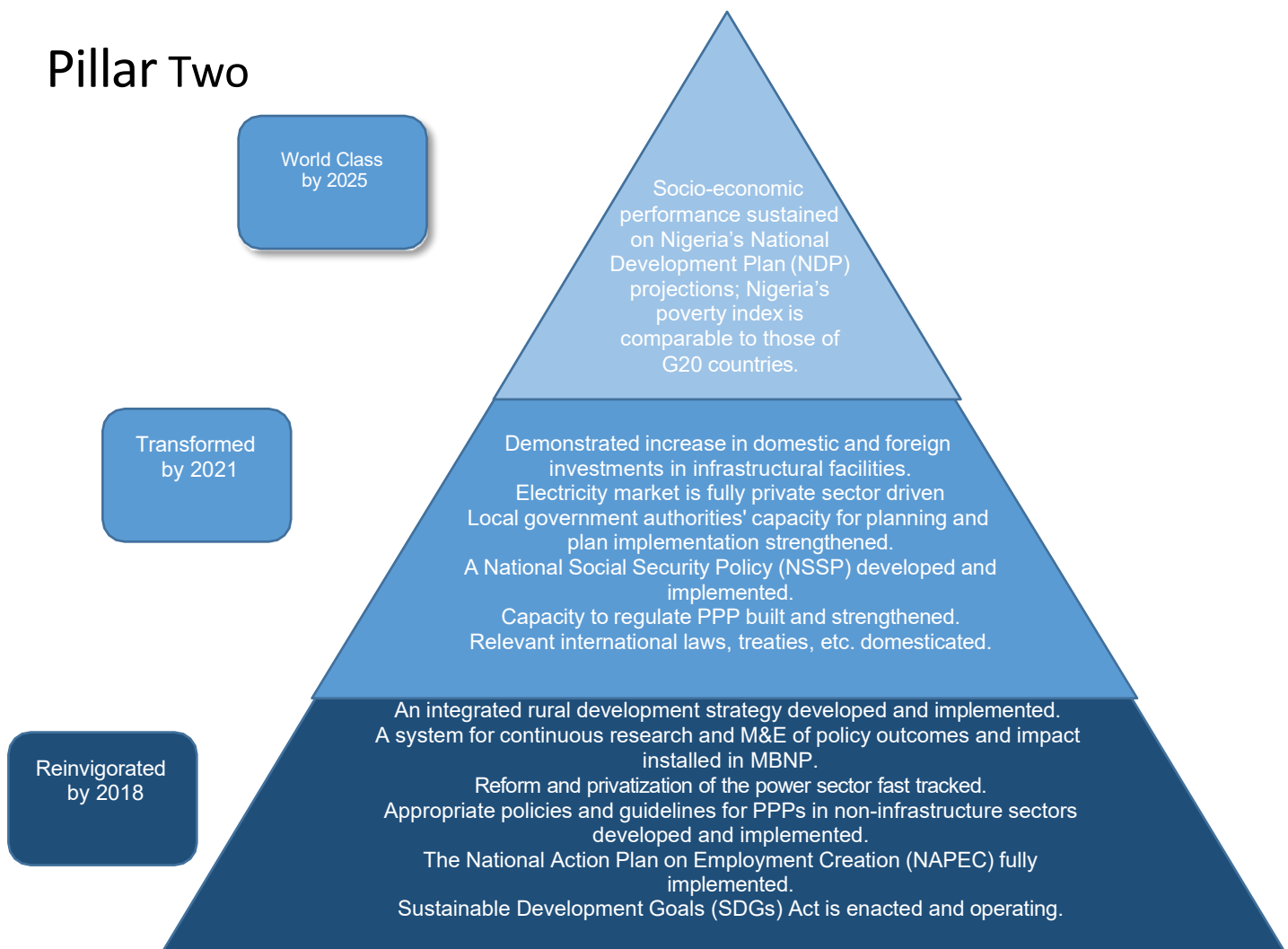
The development objective for this pillar is to create a socioeconomic environment that enables accelerated, inclusive and sustained economic growth and poverty reduction through institutional pluralism and inclusive participation of vulnerable groups (women, children, persons with disabilities, older persons, and family units) in decision-making and in the delivery of Public Services. Six key target results are envisaged: (i) enabling policy environment for accelerated and sustained high rate of economic growth; (ii) enabling policy environment for economic diversification and national security; (iii) enabling policy environment for poverty reduction; (iv) enabling policy environment for robust and sustainable employment generation; (v) enabling policy environment for optimal returns/benefits from government and private sector investments; and (vi) enabling policy environment for enhanced and diverse participation of non-state actors in the delivery of public goods and services. There are two to four building blocks aimed at achieving the respective target results and a total of 17 building blocks in all.

For example, the four building blocks for achieving the target result of creating an enabling policy environment for poverty reduction are: (a) create strong infrastructural base with emphasis on power/electricity, water, transportation, and pro-poor infrastructural facilities; (b) create environment for integrated rural development; (c) develop social protection policy and implement effective social safety-nets; and (d) promote sound management of the environment for optimal socioeconomic development.

Figure (iv) provides illustrations of the defining characteristics (key outputs and/or outcomes) of the changes at the end of each of the three phases of the NSPSR, under the second pillar.

Figure (iv) – Select Defining Characteristics of Pillar 2 at the end of Each Phase of the NSPSR

Pillar Two



The strategic priorities under this pillar include the following:

- Strengthening socioeconomic policy development, implementation and coordination and ensuring macroeconomic stability.
- Installation of a robust system for policy research, monitoring, evaluation, and reporting on development outcomes centred at the Ministry Finance, Budget and National Planning (MBNP).
- Building the capacity of officers for planning, budgeting, monitoring, and evaluation across MDAs.
- Promotion of economic diversification with emphasis on agriculture, manufacturing, and solid minerals development.
- Creation of a strong infrastructural base with emphasis on effective electricity supply, multimodal transportation system, and water supply.
- Development and implementation of appropriate policies and guidelines for public-private partnerships (PPPs) in non-infrastructure sectors.
- Development and implementation of a well-considered National Social Security Policy in terms of coverage, funding, and sustainability.
- Promote sound management of the environment for optimal socioeconomic development.
- Development and implementation of a policy framework and guidelines for women empowerment and for the promotion of diversity (especially women and other disadvantaged groups) in outsourced delivery of public goods and services; and
- Promotion of national security by bringing terrorists activities under control and restoring peace in the land.

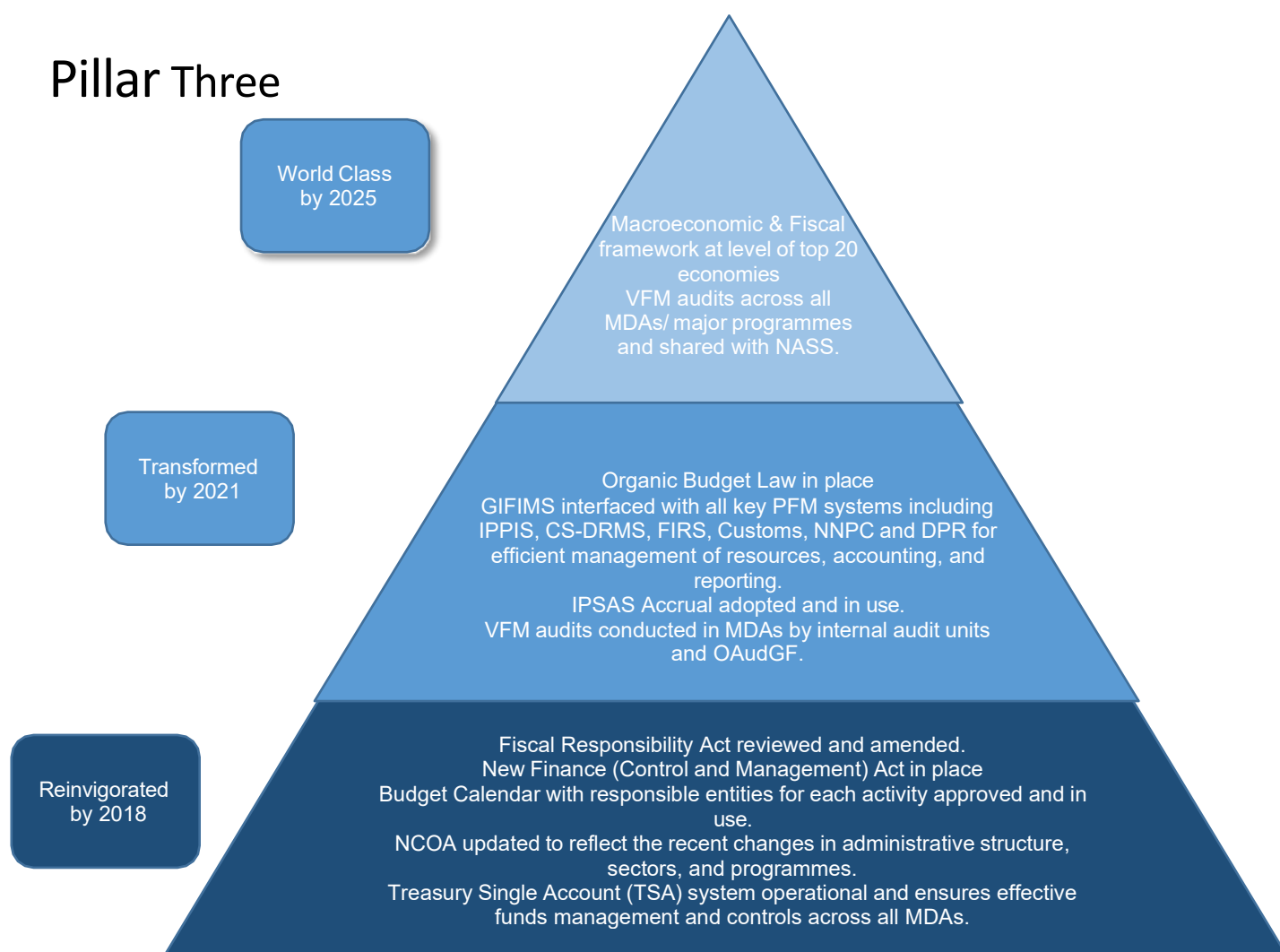
Pillar 3: Public Financial Management Reform

The development objective in public financial management reform is to achieve strategic, efficient, and effective mobilisation, allocation and use of public resources, fiscal discipline, transparency, integrity, and accountability through timely reporting. The pillar has four main target results: (i) sustained macro-economic stability; (ii) strategic allocation and results-based budgeting of funds; (iv) efficient management of resources, accounting, and reporting; and (v) integrity in the use of public funds. These target results will be achieved through 18 building blocks. For example, to effectively ensure integrity in the use of public funds, there are five building blocks: (a) implement fully the Public Procurement Act and subsidiary rules and procedures; (b) enforce Public Service rules, financial regulations, and extant circulars; (c) strengthen public expenditure oversight and watchdog institutions; (d) modernise internal audit function across all MDAs; and (f) strengthen the role of non-state actors in monitoring and evaluating public expenditure allocation, use, and accountability

Figure (v) provides the defining characteristics (outputs and/or outcomes) of the changes at the end of each of the three phases of the NSPSR, under the third pillar.

Figure (v) – Select Defining Characteristics of Pillar 3 at the end of Each Phase of the NSPSR

Pillar Three



The strategic priorities in public financial management (PFM) include:

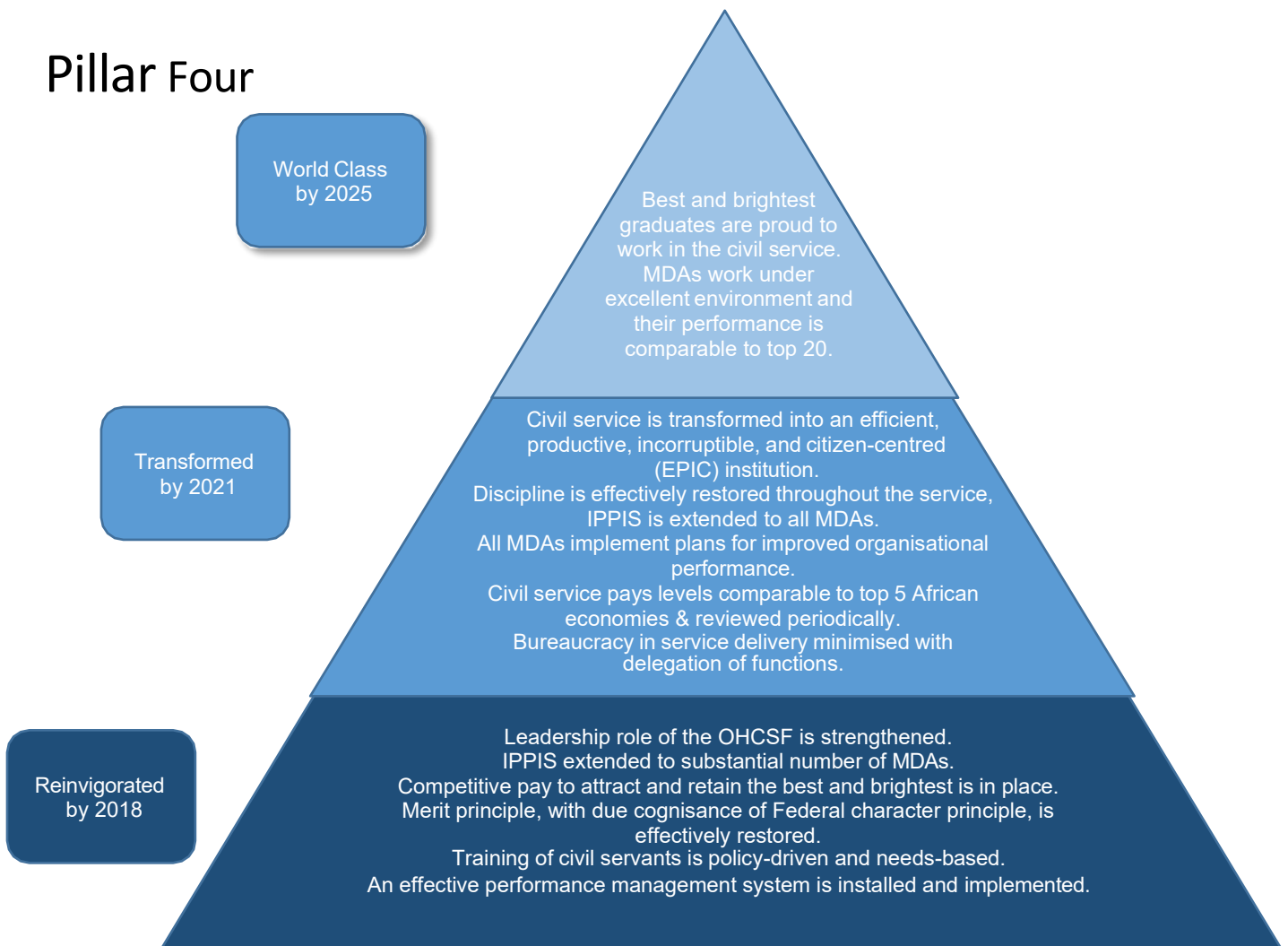
- Amending the Fiscal Responsibility Act to improve the existing provisions for fiscal transparency rules and to include measures to enforce compliance.
- Setting defined roles and responsibilities, providing information/documents from the Executive to the Legislature, and establishing timelines for performing specific activities of the budget process – Enact Organic Budget Law.
- Updating the NCOA to reflect the changes by the current administration on the administrative structure, sectors, and programmes.
- Developing comprehensive framework for administration and monitoring of waivers and exemptions.
- Strengthening and deepening the Nigeria Extractive Industries Transparency Initiative (NEITI) to continue to play its role of developing a framework to promote transparency and accountability in Nigeria's extractive industries (oil and gas sectors inclusive).
- Building capacity for planning, budgeting accounting, reporting, and auditing staff across MDAs.
- Making information on allocation and use of public funds more readily accessible to non-state actors.

Pillar 4: Civil Service Administration Reform

The development objective of the civil service administration reform is to reinvigorate and transform the civil service of the Federation into an efficient, productive, incorruptible, and citizen-centred (EPIC) institution with the capacity to deliver government policies and programmes. To this end, six key target results are envisaged: (i) effective governance and management of the civil service as an institution; (ii) organisational efficiency and effectiveness; (iii) professional and results-oriented civil service; (iv) well motivated civil servants; (v) improved competence of civil servants; and (vi) accountable and results focused workforce. There are 18 building blocks identified for accomplishing these target results. For example, to have professional and results-oriented civil service, there are four building blocks: (a) strengthening merit-based recruitment and promotions system with clear guidelines for implementing Federal Character principle; (b) promoting professionalisation of core cadres in the civil service; (c) installing an effective performance management system; and (d) undertaking a comprehensive job evaluation of the Public Service.

Figure (vi) provides the illustrations of the defining characteristics (key outputs and/or outcomes) of the changes at the end of each of the three phases of the NSPSR, under the Pillar 4.

Figure (vi) – Select Defining Characteristics of Pillar 4 at the End of Each Phase of the NSPSR



The strategic priorities in civil service administration reform will include:

- Reviewing and updating of Public Service Rules and Regulations.
- Institutionalising the performance management system.
- Developing comprehensive job evaluations.

- Strengthening work ethics and accountability and improving motivation.
- Ensuring mastery of basic information communication technology (ICT) skills, supported by appropriate equipment across the civil service.
- Deepening Integrated Personnel and Payroll Information System (IPPIS) by ensuring that it is rolled out in all MDAs and achieving a fully functional integrated personnel and payroll information system.

Monitoring and Evaluation Framework

The NSPSR Monitoring and Evaluation Framework is intended to support the effective delivery of the NSPSR and to enable achievement of its objectives through the deployment of an effective monitoring and evaluation strategy, tools, approaches, and methods that will ensure optimal delivery of the Strategy. The objectives of the framework include:

- Establish monitoring and evaluation accountabilities for the NSPSR stakeholders,
- Establish key results (outcomes and outputs) of the NSPSR that need to be monitored and evaluated to achieve the objectives of the strategy,
- Identify, agree, and present the performance indicators for each level of results with baseline values and targets to be achieved in respect of each indicator,
- Establish and present the data collection methods, reporting frequency and responsibility for the data collection,
- Identify and present the relevant evaluations that need to be conducted in the implementation of the NSPSR to learn “what works and what does not” in the course of the delivery process of the NSPSR and to guide the strategy implementation overtime.

Risks and Mitigation

An ambitious, comprehensive Public Service reform (PSR) strategy comes with many risks. Some risks are linked to the institutional and political environment, other risks are linked to leadership commitment, implementation capacity, financing of reforms, and reform fatigue. Two examples of ‘high’ risks are possible opposition and delay in the legislature in respect of institutional reforms that must be enacted into law and weak technical leadership and coordination of strategy implementation. The key mitigating measures for the risks identified include government ownership of the strategy development process, a realistic and affordable programme costing, and an implementation strategy that includes decentralised responsibilities and accountabilities, establishment of Reform Coordination Department in key MDAs, effective strategic and technical coordination, robust monitoring and evaluation (M&E) and reporting system, effective change leadership and management, and a strong information, education, and communication (IEC) programme.

Implementation Strategy

The overall NSPSR implementation leadership and management framework has the

Presidency as the locus of the overall leadership and coordination of the NSPSR implementation. The mandate of the Steering Committee on Reforms (SCR) includes providing technical leadership for reform in terms of planning, design, and implementation, and initiating reform activities across the Public Service. The Bureau of Public Service Reform (BPSR) coordinates Public Service reform. BPSR reports to the President through the Office of the Secretary to the Government of the Federation (OSGF) and provides the secretariat to the SCR.

Four senior government officials who head institutions at the centre of government will take on direct implementation responsibilities:

- The SGF chairs the SCR and will also lead and coordinate implementation of Pillar 1.
- The Minister, Federal Ministry of Finance, Budget, and National Planning (FMFBNP) will lead and coordinate implementation of Pillar 2. FMFBNP will ensure effective linkage to the MDAs leading sectoral reforms that contribute in particular to the Nigeria's National Development Plan (NDP).
- The Federal Ministry of Finance Budget and National Planning (FMFBNP), will lead and coordinate implementation of Pillar 3.
- The Office of the Head of the Civil Service of the Federation (OHCSF) will lead and coordinate implementation of Pillar 4.
- The National Bureau of Statistics (NBS) will lead and coordinate data collection, data quality assurance, data analysis, monitoring, and evaluation.

There are six key features of the implementation strategy of the NSPSR:

I. Decentralised Responsibilities and Accountabilities

Although the lead central institution for each pillar is set out above, MDAs remain responsible and accountable for delivery of each of the key outputs under the various building blocks. BPSR will monitor implementation and achievement of outputs, supported by a Reform Coordination function in each of the MDAs. National Bureau of Statistics (NBS) is statutorily responsible for primary data collection, data quality assurance, data analysis and any other issues that may arise regarding data gathering and dissemination. All the data that will be used in the M&E system shall pass the standard test defined by the NBS.

II. Rapid Capacity Building for Strategic and Technical Leadership and Coordination in MDAs

Rapid building of capacity for strategic and technical leadership and coordination in MDAs is a top priority in the implementation strategy.

III. Effective Change Management

Change management in the Public Service environment is complex. To secure the fundamental changes to which the NSPSR aspires requires development and implementation of change management to ensure the appropriate momentum and traction are attained. Change leaders and managers in senior positions in central institutions and MDAs will be empowered and supported to act. Moreover, results in defined change areas will be demanded from the change leaders and managers, including setting reform-related targets in performance contracts. Other actions will include specific capacity-building exercises in MDAs and BPSR; building NSPSR into the curricula of training centres; motivating public servants to change; and backing all the efforts with a strong IEC programme.

IV. Robust M&E and Reporting System

Monitoring and Evaluation are critical in assessing the wide, diverse range of interventions being implemented under the NSPSR and building a strong evidence base around achievement of planned NSPSR outputs and impact. BPSR has built in a Results M&E Framework and Strategy for the NSPSR. This framework will guide the BPSR and other key stakeholders in the monitoring and evaluation of key and intermediate outcomes of the NSPSR. This is key seeing that the timeline for the actualization of the NSPSR is thinning out. Some central government organisations such as the FMFBNP and NBS, are mandated to monitor and evaluate outcomes. BPSR will coordinate its M&E activities and outputs with these organisations with a view to ensuring inter-agency cooperation and synergy in the collection and utilisation of data.

BPSR will work with both FMFBNP and with Reform Coordination functions to collect, collate, and analyse primary data relating to PSR, and will partner with the M&E Department of FMFBNP and NBS to provide it with the technical infrastructure and expertise to fulfil its mandate. M&E instruments will include economic surveys, Public Service delivery surveys, budget implementation reports, and citizen satisfaction surveys. ICT will be used for data collection (where appropriate), storage and analysis. Finally, the regularity of M&E and reporting would be monthly, quarterly, annually, medium term or long term, as appropriate.

V. A Strong IEC Programme

The strategic objective of the IEC programme is to ensure that a wide spectrum of stakeholders has the right and timely information and knowledge about the NSPSR on a continuous basis. A cost-effective strategy for IEC will harness lessons of experience and take advantage of the platforms already developed to support ongoing and past reform programmes and activities. The IEC packages for the NSPSR will be tailored to specific target groups across the Public Service.

VI. Costing and Funding of Strategic Initiatives of the Building Blocks

The costing and funding of the strategic initiatives under each building block will be decentralised. Decentralisation of responsibilities and accountabilities is considered to be vital to ensuring coordinated implementation of the NSPSR. The Reform Coordination functions in the MDA responsible for coordinating each Pillar (i.e., OSGF, FMFBNP, NBS, and OHCSF) will coordinate the process of preparing a realistic indicative programme cost estimates and budgets summary for all strategic initiatives under their pillar, in liaison with the relevant lead MDAs for each intervention.

The costs of implementation of all parts of the reform programme will be funded through the Federal Government annual budget, or through donor-financed programmes agreed between the lead MDA and the donor. The realistic cost estimates of reform initiatives prepared by the responsible MDAs will be broken down into capital investment and recurrent costs.

When the cost estimates are prepared, they will take into consideration that some MDAs already have their own costed strategy documents, including initiatives fully or partially covered in the NSPSR. The Reform Coordination functions of each pillar coordinating MDA, with support of the BPSR, will ensure that these budgets for strategic initiatives are harmonised.

1. CONTEXT AND BACKGROUND

1.1. Introduction

The preparation of a comprehensive and long-term National Strategy for Public Service Reform (NSPSR) was a priority reform activity undertaken in 2008 and completed in January 2009. The Steering Committee on Reform (SCR) under the leadership of the Secretary to the Government of the Federation (SGF) commissioned the development of the Strategy. The Head of the Civil Service of the Federation (HCSF), Vice - Chairperson of the SCR, championed the Strategy development process. The Bureau of Public Service Reform (BPSR) facilitated the development of the Strategy. An Inter - Ministerial Team (IMTT) of senior public servants, with the support of internationally experienced advisers and consultants, were responsible for crafting the strategy.

The SCR did not convene in 2009 to discuss the NSPSR and send it to the Federal Executive Council for approval for a number of reasons. The strategy did, however, serve as the foundation for a number of reforms implemented since then. When the SCR was reconstituted in 2013, its duties included launching reform initiatives across the public sector and providing technical leadership for reform in terms of planning, design, and execution. The BPSR was reinstated as the organization in charge of coordinating Public Service reform concurrently. The reformed BPSR serves as the SCR's secretariat and reports to the President via the SGF. Unfortunately, execution and adoption of the revised strategic plan proved problematic because the amended version was not once more transmitted to the FEC.

There are many areas where significant changes have occurred since the NSPSR was developed, first under the Jonathan administration and secondly under the Buhari administration. Some of these changes include the progress in and expansion of the roll-out of the Integrated Payroll and Payroll Information System (IPPIS) in the Office of the Accountant General of the Federation, adoption of the Treasury Single Accounts in Public Financial Management, a new policy for the Agriculture sector, restructuring of Ministries, among many others.

At the first meeting of the re-constituted SCR held in November 2013, BPSR was mandated to update and refresh the NSPSR, so that it fully reflects the current Nigerian reform environment and priorities, with the objective of securing its formal adoption. This mandate was carried on when the BPSR was mandated to review and update the NSPSR in 2021. The process of refreshing the NSPSR has been participatory and inclusive (as was the original process of its development). Refreshing the NSPSR was undertaken by an Inter- ministerial technical team (IMTT), with senior representatives from key MDAs, supported by BPSR. This team was organised into smaller working groups, organised around the pillars of the NSPSR. Regular consultations were held with Permanent Secretaries' and with key MDAs involved in leading aspects of reform. The process of refreshing the NSPSR is set out in **Annex 2 Volume 2**

Again, with the coming of the Buhari administration, there was the need to carry out further

reviewing and updating of the NSPSR in 2017 to fully reflect the stronger reform focus particularly in the areas of anti-corruption, its socio-economic priorities through the Economic Recovery and Growth Plan (ERGP), and the imperatives of the Sustainable Development Goals (SDGs). The reviewing and updating process involved visits to the four lead agencies charged with the coordination of the four pillars and getting their fresh input. Furthermore, the BPSR gave the four pillar drivers the opportunity to read through the updated draft of the NSPSR for final validation. Some of the additional input from them proved very useful.

1.2. The Need for World Class Public Service

With its large population and reserves of natural resources, Nigeria has the potential to build a prosperous economy, significantly reduce poverty, and provide health, education, and infrastructure services to meet its population needs. However poor governance is rated as a key reason why Nigeria has not yet delivered on these goals. The 2021 Ibrahim Index of African Governance (IIAG) revealed that governance progress has stalled in Africa since the advent of COVID-19. Nigeria, despite an improvement in its ranking—30 out of 54 countries as opposed to 41 out of 52 in 2013—unfortunately continues to be listed among the countries with declining governance. However, a more secure, better administered, and prosperous Nigeria, which is able to deliver services effectively to its citizens, is feasible in a short amount of time. if governance is gotten right.de.

The Nigerian Public Service is the engine for delivering public goods and services and is central to promoting social and economic growth. Public Service institutions are critical in promoting sustainable and equitable social and economic growth. The administrative capacity of the Public Service is a key factor in effective implementation of Government's policies and programmes, such as the now ended Nigeria's Economic Recovery and Growth Plan (ERGP, 2017-2020). The Public Service sets the framework for economic and political interactions between the state and the citizen and within different parts of the state structure. The Public Service administration determines the decision making structures that select policies and priorities; it allocates the resources (financial, physical, and human) to address these priorities; it develops the frameworks, structures, and processes which priority services are delivered, and applies the rules and processes that enable service delivery to be managed.

As a result, the development challenges faced by Nigeria - poverty of many citizens, unemployment, security, and poor infrastructure - can all be largely attributed to weak performance of the Public Service. The Public Service plays an essential role in the delivery of public goods and services and in creating an enabling environment for the economic and social development of Nigeria. Dysfunctions in Public Service administration level undermine development and service delivery efforts at all levels of government, as well as in the private sector.

Changes to make systematic and sustainable improvement in the interrelated structures and processes of the Public Service machinery are critical. Public Service administration

defines what is to be done and how resources are allocated and accounted for, to increase efficiency, effectiveness, integrity, and responsiveness in the form of service delivery to the citizen. Better financial management and investment in infrastructure, public sector reform and an increase in accountability are required to leverage significant improvements in the quality of government, infrastructure, and socio-economic growth. They will create more jobs, raise incomes, and enhance development. This was the essence of the Nigeria's Economic Recovery and Growth Plan (ERGP, 2017-2020), which has since been replaced by the National Development Plan (NDP), as well as other major Government's policies and programmes the enabling environment of which the NSPSR seeks to promote through the creation of a world class Public Service.

1.3. The context of on-going Public Service Reforms

By 1999, the civil services at both the federal and state levels were widely perceived as weak, politicized, corrupt, demoralized, and inefficient. The following snapshot of the Public Service was in one of the policy briefing documents prepared for the civilian administration that assumed office in May 1999: *"[A Public Service that] had metamorphosed from a manageable, compact, focused, trained, skilled and highly motivated body into an over-bloated, lop-sided, ill-equipped, poorly paid, rudderless institution lacking in initiative and beset by loss of morale, arbitrariness and corruption ...Without being reformed, the Public Service was incapable of meaningfully responding to the challenge of reviving an ailing economy in the face of global competition"*. The specific features of the weak Public Service inherited by the new civilian Administration included: shortage of skills, lack of competencies in many critical areas; collapsing human resource management systems; stagnation and mediocrity, especially at higher levels of the service; and inefficiency in the delivery of services.

Faced with a weak Public Service that had the potential to undermine the new administration's commitment to deliver the "dividends of democracy" to the people, a diagnostic study of the condition of the Public Service was undertaken by the Office of the Head of the Civil Service of the Federation (OHCSF) during 2001-2002 and it culminated in a "Strategy Document for the Nigerian Public Service Reform Programme: Towards a Public Service that Works for the People" (July 2003). The core reform issues identified in the strategy document included developing the leadership of the Public Service, public expenditure management, human resource management, records management and information and communication technology (ICT), improved accountability, and adoption of a new civil service law and regulations.

In February 2004, BPSR was established as the central institutional platform for coordinating implementation of the various Public Service reform initiatives. The key reform thrusts at that time included: liberalization of the economy, including privatization and commercialization of public enterprises; improving public expenditure management and the overall efficiency of government; restructuring and right-sizing the service to eliminate ghost workers and ensure organizational effectiveness; and restoring the professionalism of the civil service.

In 2008 it was decided that there was a need for the NSPSR to be developed as a coordinating strategic document for Public Service reform, the major issues to be addressed were identified as:

- Leadership and management weaknesses at all levels.
- Human resource (HR) management deficiencies including the lack of a professional HR function; a flawed performance management system; inadequate capacity development and skills upgrading; poor remuneration and working conditions; and poor career management and succession planning.
- Capacity gaps in critical areas - for example, strategic management, policy analysis, ICT, and project management).
- Need for enhanced Public Service values and ethical standards.

The NSPSR:

- Provides a common vision and a long term agenda to guide the rebuilding and transformation of the Federal Public Service towards a world class institution.
- Provides the roadmap for Public Service reforms and acts as the enabler of other sectoral roadmaps.
- Considers lessons learned from the Public Service reform efforts undertaken since the return to Civilian Rule in 1999.
- Articulates a Public Service vision, mission statement and values.
- Acts as a coordination mechanism for delivering the key policies and programmes of the government in a coherent manner.
- Bridges the gap between the current reality and the longer term vision.
- Provides a focus for monitoring of reforms across the Public Service.

The NSPSR is primarily a coordinating mechanism. Many reforms are ongoing across the Public Service, but not all of them are known about outside the lead MDA. Furthermore, there is no central monitoring or evaluation of reform, which means limited feedback and learning of lessons and the loss of opportunities for effective coordination of related reforms across movement. The NSPSR brings all the separate strands of Public Service reform together, better to make linkages, ensures these are communicated and introduces effective monitoring, reporting and evaluation of reform.

Furthermore, the existence of a clear strategy for Public Service reform at the Federal level, its active monitoring and evaluation and the revitalised coordinating structures open the opportunity for exchange of ideas and lessons learned on reforms between Federal Government and state governments (some of which are ahead of Federal Government in their reforms).

1.4. Reform achievements – the compendium of reforms since 2009

In parallel with the refresh of NSPSR, the SCR commissioned a review of Public Service reform activities since 2009 which resulted into the publication of a compendium of reforms. The Compendium highlighted reform successes, major challenges, and next steps. The SCR also commissioned the National Bureau of Statistics (NBS) to undertake a perception survey of Nigerian households, private establishments, and public organisations to find out how Nigerians feel about the various reforms implemented between 2009 and 2014. The survey covered all 36 states of the Federation and the Federal Capital Territory and served as a baseline (together with the Compendium), which can be repeated annually to map trends. The underlying reasons why reforms in certain areas recorded appreciable successes include the following:

- **Increase in private sector investment** - As a result of creating an environment of policy certainty, healthy competition and facilitated domestic and international investment and trade, the private sector became a key partner of governments in the pursuit of inclusive economic growth. The private sector is also a key vehicle for job creation, and it has been recognised that inclusive growth can only take place through shared opportunities and the participation of a large part of the country's labour force.
- **A focus on infrastructure reform** - It has been recognised that wealth creation, long-term economic growth and infrastructure development are mutually reinforcing. To address this, the government brought private sector investments into infrastructure projects through public private partnerships (PPP). To date, this has been particularly evident in the power sector since the launch of the Road Map for Power Sector Reform in 2010. Although many of the gains from the reforms in the power sector are yet to be realised, the stage has been set for a future where Nigerians can derive benefits from the reforms.
- **A focus on human capital development** –To ensure that rapid economic growth translates into better quality of life for all Nigerians, the government has committed to a sharp focus on investment in education, health and youth and women's development. The need for reforms in these areas has been recognised as necessary but also to ensure that Nigeria has a good and healthy workforce, which can compete for global opportunities and ensure a better life for the next generation. In relation to *Women, Youth and Social Development*, there has been a realisation that development policy efforts that target women have a huge impact on poverty reduction and the government has demonstrated commitment to mainstreaming gender in policy making. Women are now more visible and involved in governance and decision making than ever before.
- **Signing into Law, the Petroleum Industry Bill, now Petroleum Industry Act (PIA)** – A 20-year campaign to reform Nigeria's oil and gas industry concluded with the PIA's signing into law. The campaign's goals were to improve the sector's

growth environment and address the valid complaints of the communities most impacted by the extractive industries. The PIA is an attempt by the top oil-producing nation in Africa to adapt to the shifting oil and gas environment. In 2019, the oil and gas industry contributed around 5.8% of Nigeria's real GDP, 95% of the country's foreign exchange earnings, and 80% of its budgetary income. The presence of a national petroleum company that is profit-driven and commercially oriented, the codification of transparency, good governance, and accountability in the administration of Nigeria's petroleum resources, the economic and social development of host communities, and environmental remediation are all aspects of the PIA that, if properly and vigorously implemented, can represent the gold standard of natural resource management.

- **Involvement of civil society:** Accountability, transparency and anti-corruption measures have been embedded in a comprehensive reform programme with improved consultative processes between public sector and all stakeholders including scrutiny by civil society organisations. Government remains committed to expanding civil space for democracy and civic participation with the belief that this contributes to good governance. This has given rise to a huge growth in civil society groups that are active in civil rights and engaged in political activism.

Despite these areas of progress, more needs to be done and reforms need to be faster, deeper and have a greater focus on citizens. Although evident progress has been made and reforms have been successful in establishing a reasonably firm foundation of basic institutions and procedures, many reforms remain invisible to citizens and poor households have been left behind. There have been some key challenges which cut across many sectors and many reform efforts, and these need to be addressed to have a world-class Public Service:

- Growing expectations from more educated citizens who are not seeing the benefits of reforms reaching them but rather reduced efficiencies and increased costs. Reform efforts need to have a stronger focus on targeting improvements in key services which are valued by citizens.
- A lack of private sector investment in certain sectors which is limiting the effects of reform efforts and is needed in order to create competition and contribute to economic growth.
- An unreasonably high cost of doing business remains in many sectors with multiple business regulations obstructing local businesses, limiting local production especially in the manufacturing sector.
- Weak regulation and inspection in many areas, which is a growing problem with the rapid increase in private sector investment. There is particularly weak oversight of private health care providers which is affecting the quality and effectiveness of service provided to citizens.
- A low level of infrastructure, despite the improvements seen, which is a major challenge for job creation, inclusive growth, and development.
- A lack of coordination and collaboration within the operating environment for many reform efforts, halting progress. For example, in the ICT sector, there have

been separate policy Implemented in silos, without necessary linkages across related sub-sectors.

- Inadequate accountability, transparency, and space for civil society involvement, despite the commitment of the government to these objectives. Local governments still act with a high level of secrecy making it difficult for CSOs to identify problems.
- Weak information systems within government, meaning many processes are still paper driven. This is making it both difficult to monitor and assess the shift in quantity and quality of service delivery and to implement any kind of performance contracts due to inadequate data.
- A lack of linkages between pay and performance, and wide disparities between salaries in the Public Service. There has also been strong resistance to changes in recruitment, promotion and transfers based on skills and performance. This is partly due to the lack of strong change management strategies at organisational and individual levels.

The achievements highlighted above are not deep enough to turn the Public Service into a well-performing institution, let alone a world-class Public Service and the challenges suggest that reinvigorating and transforming the Public Service is an urgent task. It has also been recognised that the on-going reform initiatives are fragmented, poorly coordinated, and lacking in long term and strategic focus. The result being that they will not institute a Public Service with the capability, ethos, and performance required to propel the country to achieve its Vision-2050. Therefore, Government decided to review and update the comprehensive and long-term national strategy for PSR, to address the current context and requirements.

The next steps identified across the reform efforts outlined in the Compendium can help turn the Nigerian Public Service into a world-class one includes:

- **Building public confidence:** Public confidence in government is needed, as in many cases it has been eroded. To build this confidence, citizens need to be informed of current reform activities, be involved in celebrating successes, and understand that Nigeria is no longer a place where government officials are able to act with impunity.
- **Promoting private sector investment:** Private sector investment needs to be encouraged in those areas where interest, to date, has been low. There is the need to encourage more private sector investment in healthcare, and the National Health Insurance Scheme (NHIS). Greater involvement of the private sector will create competition, lead to increased efficiency, lower the cost of operation, and ultimately lead to improved and affordable services. Additional investment is also required to fast-track the power sector revitalisation and infrastructure rehabilitation. All these will open up more job opportunities and improve transparency.
- **Ensuring customer focus:** With the increase in the privatisation, there is the need to ensure that the rights and interests of consumers are protected. For example,

it will be important in the power sector to ensure steady electricity supply for all Nigerians, and not just those who can pay premium rates. Also, strengthen the efforts of the Federal Consumer and Competition Protection Council (FCCPC), and create visibility for their activities to build public confidence, and encourage dissatisfied consumers to lodge complaints. Service providers should also be required to publish service charters, grievance procedure, monitor these and ensure feedback.

- **A focus on the policy environment and consistency:** This focus is needed to improve the ease of doing business to increase competition and force down prices. However, there is need for policy consistency to ensure the necessary enabling environment for enterprises to operate. Policy development needs to align with reform efforts, and Acts are needed in order to speed up the privatisation process with relevant regulatory bodies emplaced.
- **Guiding strategies and road maps:** Reform efforts need to be based on clear and comprehensive strategies and roadmaps to ensure all actors are working towards the same goals and objectives. These efforts should be supervised and coordinated for appropriate monitoring and evaluation. A clear roadmap will ensure gaps are filled with no duplication of efforts, considering the policy environment, resulting in a clear reform path. Many reform successes, highlighted in the Compendium, have been shown to be based on effective strategic plans such as in the education and health sectors.

The next steps need to be fleshed out by the respective MDAs and their progress needs to be monitored. The next generation of reforms also needs to target improvements in services that citizens value with a focus on the outcomes in terms of visible results of Public Services. For reforms to be successful, they must also address the strategic imperatives identified below which build on the key next steps identified above from the compendium.

1.5. Strategic Imperatives

Six key strategic imperatives are critical to the success of the PSR Strategy:

- Strong and committed leadership.
- Making a tangible impact on service delivery.
- Comprehensiveness, prioritization, and sequencing.
- Getting the basics right.
- Rapid building of implementation capacity.
- Stakeholder engagement.

1.5.1. Strong and Committed Leadership

For the NSPSR to achieve its objectives, Government will ensure strong and committed leadership at all levels of implementation. Government will accord priority to achieving clarity of a shared vision among political and administrative leaders. Political leaders will proactively champion the implementation of the NSPSR, and the leadership of the Public Service will take responsibility. The Secretary to the Government of the Federation, the Head of the Civil Service of the Federation, the Minister in charge of MFBNP, NBS, all Permanent Secretaries, Chief Executives of parastatals, and other Public Agencies will collectively champion, direct and oversee the implementation of the NSPSR.

Government will also promote the buy-in of the NSPSR by members of the National Assembly (NASS). Legislative support is important in appropriation to finance the reform and put in place the enabling legal framework for the NSPSR.

1.5.2. Making Tangible Impact on Service Delivery

The starting point and core objective for all Public Service reforms is to improve delivery of basic services, and all reform efforts must feed into this. Reforms should be focused on achieving results in terms of service delivery and not just on changing internal processes. Reforms must, in some way, achieve tangible improvement in service delivery, through improvements in quality, timeliness, access, equity, and client focus. The aim is that reforms have impact on service delivery. Given the focus of NSPSR at Federal level, some of this impact will be indirect. Specifically, at Federal Level, direct impact will mainly be achieved through improved performance in Parastatals, Agencies, and Commissions, as these are the bodies which undertake much of the actual delivery of services. It is important that the leaders of reform (whether at ministry level, in central agencies or in BPSR), focus on reforms and improved performance in service delivery in these bodies.

1.5.3. Comprehensiveness, Prioritization and Sequencing

Government is committed to PSR in the long term. This is consistent with widely-acknowledged good practice in the design of PSR strategies and programmes. And this means taking a comprehensive approach, rather than tackling reforms in a piecemeal manner. Nevertheless, it will be necessary - for management purposes - to package the implementation of the NSPSR into discrete programmes, which will remain under the leadership of the core MDA for the sector or function.

Phasing of the programme is necessary for two reasons. First, it allows for regular review and revision, for example to align target outputs, outcomes, and impacts to the priorities of successive democratic government regimes. Second, it makes it possible to develop a series of plans which are coherent, time bound and realistic in the current context, while keeping the longer-term vision and objectives of the NSPSR in mind.

1.5.4. Getting the Basics Right

“Getting the basics right” is the starting point for all reforms. At the heart of the NSPSR is

the need to improve delivery of basic services. If the reform efforts do not contribute to this, they will not be prioritised. The initial focus will be to ensure that the Public Service delivers a predictable level of basic service. Attention will be paid to the cycle of planning; budgeting; service delivery; and monitoring to ensure that agreed levels of service have been delivered. Plans must be executed, budgets linked, with client satisfaction being the focus of all plans, budgets, and monitoring. The key message for the initial phase of reform is that service delivery is pivotal, and MDAs must hold themselves accountable for the quality service.

1.5.5. Rapid Building of Implementation Capacity

For effective and sustained implementation of the NSPSR, the Federal Public Service will need to rapidly ramp-up the capability to implement the strategy, and to respond to new and emerging challenges. Capability will be important at three levels: first, the BPSR which has the responsibility to coordinate, monitor and support the reform programme as a whole; second, the central agencies which are critical to development and the implementation of particular components for which they require technical expertise; and finally, in the MDAs, which will be leading in some areas of reform and will be targets of a wider range of different initiatives. A core mechanism to assist in linking these different parts of the machinery of government will be a team of Reform Champions, at Director level in key MDAs, who will be supported by BPSR.

1.5.6. Stakeholder Engagement

NSPSR was originally developed in consultation with representatives of a wide spectrum of stakeholders, through:

- Involvement of a significant number of stakeholders in a strategy launch forum.
- In-depth consultations with critical stakeholders within MDAs, the private sector, civil society organizations, academia, and development partner institutions.
- Focus Group Discussion sessions with participants from various MDAs, civil society organizations, Public Service labour union, and the academia.
- Extensive review of the draft strategy by stakeholders.

The refresh exercise – although much shorter – was also consultative, involving an Inter-Ministerial Task Team representing most key central MDAs who developed much of the material. Workshops and meetings with the body of Permanent Secretaries and one to one meetings with individuals, and groups, in key central MDAs were held. Finally, at the instance of the SCR, a high-level retreat was organized in January 2015 to serve as the final stage of the consultation and validation process. Participants include members of the SCR, federal Permanent Secretaries, Chairman, and members of the Federal Civil Service Commission (FCSC), heads of other agencies and departments, international and donor agencies, and other relevant directorate level officers in the Federal Civil Service. With respect to the review and update in 2017, consultations with relevant stakeholders were undertaken. Finally, a stakeholder forum (comprising MDAs, members of civil society

organisations, development partners and consultants) was organised in July 2017 for the validation of the reviewed and updated NSPSR.

In 2021, an independent Mid-Term Review of the NSPSR was commissioned by the BPSR. Consultation involved an Inter-Ministerial Task Team representing the key MDAs. The mid-term review was precipitated, in part, by the need to ensure that the strategic reforms were on course, and if not, reviewed and re-aligned to meet the Strategic objective of reforming the Public Service to world-class.

1.6. Linkages between Reforms at Federal Level and at other Levels of Government

NSPSR is focused on reforms at the federal level. However, reform at the federal level can have an impact on services delivered by the subnational levels. The Federal Public Service sets the framework for economic and political interactions between the state and the citizen in all sub-national entities. The Public Service administration determines the decision-making structures that select policies and priorities. It also allocates the resources (financial, physical, and human) to address these priorities, develops the frameworks, structures and processes for which services are delivered. It applies the rules and processes that enable service delivery to be managed at all levels of government. In the longer term, actively managed reforms at this level will also provide impetus to reform at sub-national levels. Federal MDAs, and the BPSR need to actively lead the reform agenda, through monitoring, benchmarking, disseminating best practices, and documenting lessons learned.

1.7. The 2014 Refreshed NSPSR under the Jonathan Administration

The exercise to refresh and update the NSPSR was not an attempt to devise a wholly new strategy. Most of the key features of the NSPSR remained, and most of the work undertaken in 2008-9 were still valid. The four-pillar structure and its focus remained consistent. Many of the target results in the NSPSR have been validated as appropriate in 2014 via the refresh process. The updating has focused on the level of building blocks, revision, and new imperatives.

1.8. The 2017 Updated Edition of NSPSR under the Buhari Administration

The phased nature of NSPSR allows regular review and revision to align target outputs, outcomes, and impacts to the priorities of a new administration. This 2017 update is aimed at reflecting the priorities of the Buhari administration, particularly in Pillar 2 which focuses on creating an enabling socio-economic environment for accelerated and sustained economic growth, and poverty reduction. The administration's Economic Recovery and Growth Plan (ERGP, 2017-2020) is key to promoting an inclusive economic growth that 'leaves no one behind'. The administration's massive social investment programme readily

comes to mind here. In this updated version also, the essential aspects of the *Civil Service Transformation Strategy* (an in-house Strategy of the Office of the Head of the Civil Service of the Federation) were integrated into Pillar 4.

1.9. The 2021 Mid-term Review of the NSPSR

This strategic review of the NSPSR became a necessity to ensure that the reforms were on track. In addition, it provided an opportunity to develop a Monitoring and Evaluation Framework, that reduces the duration between assessments of the relevant progress metrics.

2. VISION, MISSION, GOALS, PRINCIPLES AND VALUES

Vision, and Mission statements both convey the direction of the reform process. Both statements have different focuses. The Vision statement defines the purpose of the Public Service in terms of its values. For public servants, it gives some direction about how they are expected to behave and exposes them with some of the key characteristics that the future Public Service will possess.

On the other hand, a Mission statement defines the purpose and primary objectives of the Public Service and has a more internal focus – defining what will constitute successful delivery of Public Service functions.

2.1 Vision Statement for the Public Service

A world-class Public Service delivering government policies effectively and implementing programmes with professionalism, integrity, excellence, and passion to secure sustainable national development.

2.2 Mission Statement for the Public Service

To ensure quality service delivery through efficient and effective implementation of government policies and programmes, working collaboratively and transparently with other stakeholders.

2.3 The Main Goals of the NSPSR

In the context of the vision and mission statements, and the long-term perspective that Government has adopted, the goals of the NSPSR are:

- **Reinvigorating** the Public Service with emphasis on critical institutional changes, installing management systems, and restoring professionalism, merit, competence, and client focus by 2018.
- **Transforming** the Public Service into a value-based, strong, and well-performing institution by 2021.

- Attaining **world class** levels of service delivery in the Public Service by 2025.

World class levels of service delivery in the Public Service will mean a lean and efficient service that is able to ensure services are delivered that improve the quality of the lives of citizens and achieve social justice, dignity, and economic welfare for all.

2.4 Values of the Public Service

In pursuit of the above vision, mission, and goals, the following are the underpinning values that all employees in the Public Service will be obliged to adhere to:

Professionalism Impartiality Client orientation Innovativeness	Discipline Integrity Transparency Loyalty

3. STRATEGIC THRUST, DEVELOPMENTAL OBJECTIVES AND PILLARS

3.1 Objectives of the NSPSR

The strategic objectives of the NSPSR are high level statements of what is going to be achieved by implementing the NSPSR, to fulfil its mission and achieve the vision. The first step is to break the mission of the Public Service into key priority areas and ensure that they are measurable, so that others can judge whether the objective has been achieved; are realistic in relation to available resources and capacity; and are critical in determining success or failure of the strategy.

The high-level cross cutting objectives of the NSPSR are to:

- Make a tangible improvement in services delivered to citizens and other stakeholders, through a focus on quality, timeliness, equity, and client orientation.
- Create a governance and institutional environment that enables good governance by strengthening public administration, promoting accountability and transparency, and tackling corruption at all levels across government.
- Improve planning, budgeting, monitoring, management, and accounting systems so that resources are more sharply focused on priorities, accountability is clear, spending is transparent and public expenditure is more efficiently and prudently controlled.
- Develop sustained economic growth, the generation of employment opportunities and to promote social and human development which will enhance the quality of life for all citizens.
- Ensure effective communication with all stakeholders and to promote participation by citizens in policy development, decision making and feedback on performance.
- Improve the recruitment, retention, development, performance management, motivation, and work ethos of public servants through restoration of primacy of the merit principle, ensuring adequate pay, and building capability of public servants at all levels.

These objectives also form a matrix for assessment of proposed reforms, to ensure that.

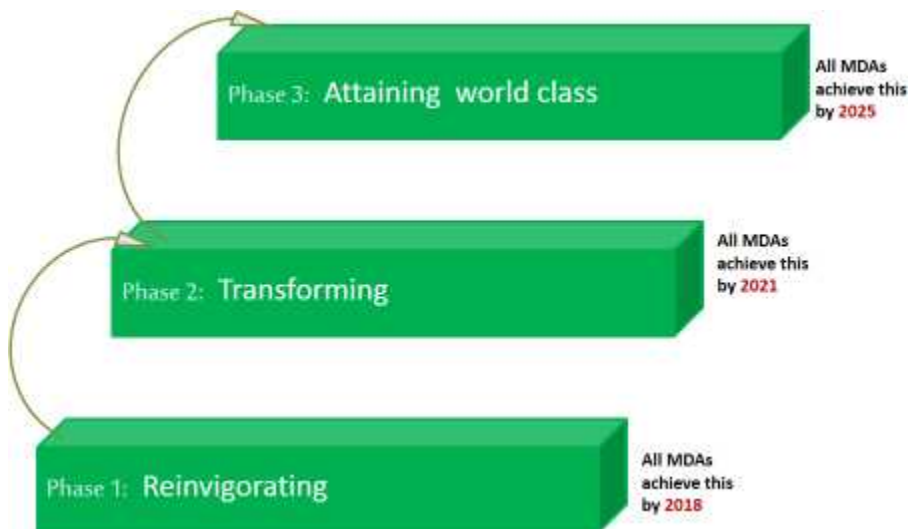
each reform intervention is appropriately focused on the direction of Public Service reform.

3.2. Strategic Thrust

The NSPSR is a long-term strategy with phased implementation plan to achieve world class Public Service. There are three main phases:

- **Reinvigorating** the Public Service with emphasis on critical institutional changes, restoring professionalism and client focus and delivering effective basic services by 2018.
- **Transforming** the Public Service into a value-based, strong, and well-performing institution by 2021.
- Attaining **world class** levels of service delivery in the Public Service by 2025.

Figure 3 (i): Long Term Perspective for the National Strategy for Public Service Reform



Although target dates are set out when all MDAs should have completed a specific phase, different parts of the Public Service are at different stages already and will move through the phases at a different pace. There are MDAs that have already moved into the transformation stage, where they are establishing themselves as strongly performing.

institutions – maybe even approaching world class status, such as the Debt Management Office (DMO), the Bureau of Public Procurement (BPP), the Federal Inland Revenue Service (FIRS), and the National Agency for Food and Drug Administration and Control (NAFDAC). There are others where there are considerable steps to be taken as part of the reinvigorating phase to make more basic institutional changes, install more effective management systems and processes, and restore professionalism, merit, competence, and client-focus in their work.

The three phases of the implementation of the NSPSR must be flexible to allow various agencies to proceed at their own pace rather than forcing everybody into a strait jacket pace, which would otherwise hold back those that are already performing well.

3.3. Development Objectives and Pillars of the Strategy

3.3.1. Development Objectives

The NSPSR has four pillars, each of which is shaped around one of these development objectives, which set out the purpose of the pillar. Within each pillar there are several building blocks, under which priority interventions will be identified as well as a set of target results for each objective. The four pillars of the strategy are:

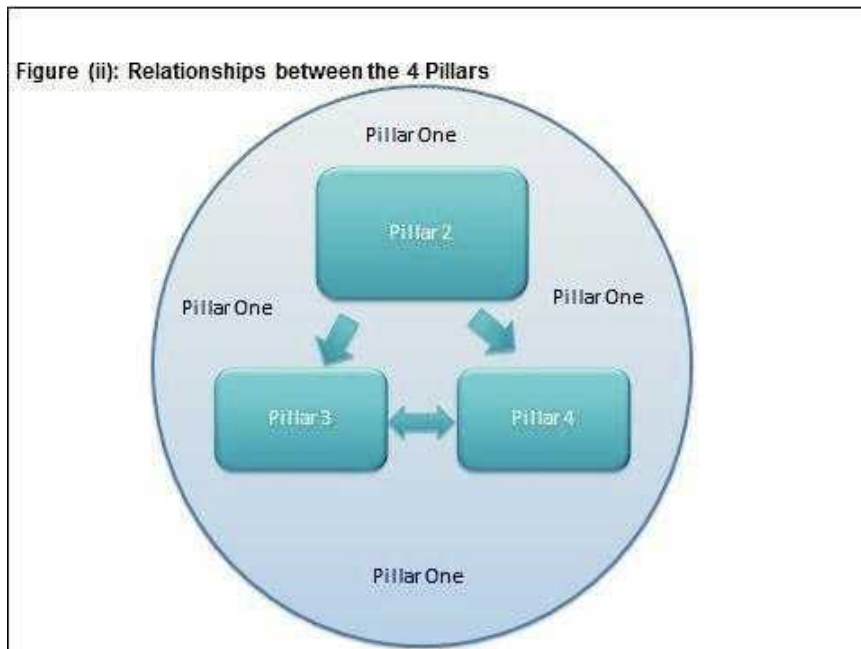
- Pillar One: An enabling governance and institutional environment.
- Pillar Two: An enabling socio-economic environment.
- Pillar Three: Public Financial Management Reform.
- Pillar Four: Civil Service Administration Reform.

Each of these four pillars of the NSPSR has a more defined development objective, which is:

- i. 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.
- ii. 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 the delivery of public goods and services.
- iii. 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.

- iv. 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.

It is important to stress that there are significant linkages within and across these pillars. Also, it is important to recognise that these Pillars represent different aspects of the reform process, as set out in figure 3 (ii) below.



Pillar 1 represents the wider governance and institutional environment in which Public Service reform is undertaken. Reforms under Pillar 1 are aimed at ensuring that the governance and institutional environment is conducive to reforms in the Public Service. Pillar 2 is the core of the reform programme. It reflects the strategic thrust of the then Economic Recovery and Growth Plan (ERGP), now National Development Plan (NDP) of the Buhari administration and is focused on achieving the overall social and economic development of Nigeria through policies, programmes, and service delivery initiatives by the Public Service. Pillars 3 and 4 are more internally focused on the workings of the Public Service: public financial management in Pillar 3 and the management of the civil service (human resources and operational processes) in Pillar 4. Reforms need to be taken forward in all four Pillars, in a coordinated manner, if the overall vision of NSPSR is to be achieved.

The building blocks, strategic interventions, outcomes, and outputs of each of the Pillars are described in successive chapters below.

3.4. Development of a Monitoring & Evaluation (M&E) Framework of the NSPSR

3.4.1. Purpose of the NSPSR M&E Framework

Previously, the NSPSR lacked a matrix to accurately measure and evaluate progress. It was thus imperative to create a framework that can support the effective delivery of strategic initiatives. This will enable the achievement of their objectives through effective monitoring and evaluation strategy, using tools, approaches, and methods that will ensure the NSPSR's optimal delivery.

3.4.2. Objective of the M&E Framework

The M&E Framework's primary goals include the following:

- Establish monitoring and evaluation accountabilities for the NSPSR stakeholders.
- Establish key results (outcomes and outputs) of the NSPSR that need to be monitored and evaluated to achieve the objectives of the strategy.
- Identify, agree, and present the performance indicators for each level of results with baseline values and targets to be achieved in respect of each indicator.
- Establish and present the data collection methods, reporting frequency and responsibility for the data collection.
- Identify and present the relevant evaluations that need to be conducted in the implementation of the NSPSR to learn “what works and what does not” during the delivery process and guide the strategy implementation over time.

4. PILLAR ONE: AN ENABLING GOVERNANCE AND INSTITUTIONAL ENVIRONMENT

Development Objective: 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.

4.1 Context

The governance and institutional context that led to modest achievements of the PSR activities implemented between 2009, 2015 and 2020 has remained largely unchanged. There are issues relating to the structures and machinery of government, exacerbated by weak political institutions, and issues around the interface between political and administrative leadership. The wider governance environment in which reform must take place is challenging.

The Federal Government system retains unitary features enshrined in extant laws inherited from three decades of military rule. These laws complicate inter-governmental relations (IGR), especially the assignment of functions and resources to the three tiers of government. Where responsibilities are clearly provided for, implementation is sometimes not as prescribed. Although some decisions of the Supreme Court between 2009 and 2013 have addressed aspects of the problem, many issues are unresolved. Federal public servants often have to deal with IGR-related challenges in their interface with state and local governments.

Five major initiatives aimed at improving the governance and institutional environment under the NSPSR have been undertaken between 2009 and 2016. First was the enactment of the Freedom of Information (FOI) Act 2011, a powerful tool in enforcing transparency and in fighting corruption. Secondly Nigeria joined the global Extractive Industries Transparency Initiative (EITI) and established the Nigerian Extractive Industries Transparency Initiatives (NEITI). The NEITI through its audit reports has promoted a culture and consensual framework for making the extractive sector more transparent and accountable, unlike in the past where information on revenue and physical flows of oil and gas in Nigeria was treated as confidential. Thirdly there was renewed focus on civic participation and broad consultation, as shown in the Presidential Retreat for Civil Society in 2012 which was attended by over 300 groups. The NV20:2020 and the First National Implementation Plan 2010-2013 were developed through broad stakeholders' consultations which involved over 8,000 stakeholders.

For the ERGP, 2017-2020, the Federal Ministry of Finance, Budget, and National Planning (FMFBNP) consulted with a wide range of stakeholders in its development. These include civil society groups, academic institutions, private sector, development partners, and the media. Fourthly, Nigeria joined the Open Governance Partnership (OGP) in 2016. Nigeria's membership of the OGP reaffirms the promise of the Buhari administration to intensify the fight against corruption, share more information about the way federal ministers are managing public resources, increase civil society engagement in decision

making and harness new technologies to strengthen governance. The fifth initiative was the repositioning of reform coordinating agencies for effective service delivery, including re-establishing the SCR, and reviving the BPSR.

Many parastatals in Nigeria do not deliver their mandates. Some duplicate the functions of existing parastatals and others are no longer relevant. In 2011, a committee was led by Stephen Oronsaye (a former Head of the Civil Service of the Federation) to look at restructuring and rationalization of Federal Government Parastatals, Commissions, and Agencies. In March 2014, the White Paper on the Report of the Presidential Committee on Restructuring and Rationalisation of Federal Government Parastatals, Commissions and Agencies, was published and it provides a way forward for improvements to parastatal management and service delivery.

The above initiatives will result in a more enabling governance and institutional environment within which to implement a refreshed NSPSR. However other specific governance and institutional issues remain, and appropriate initiatives to tackle them are highlighted below.

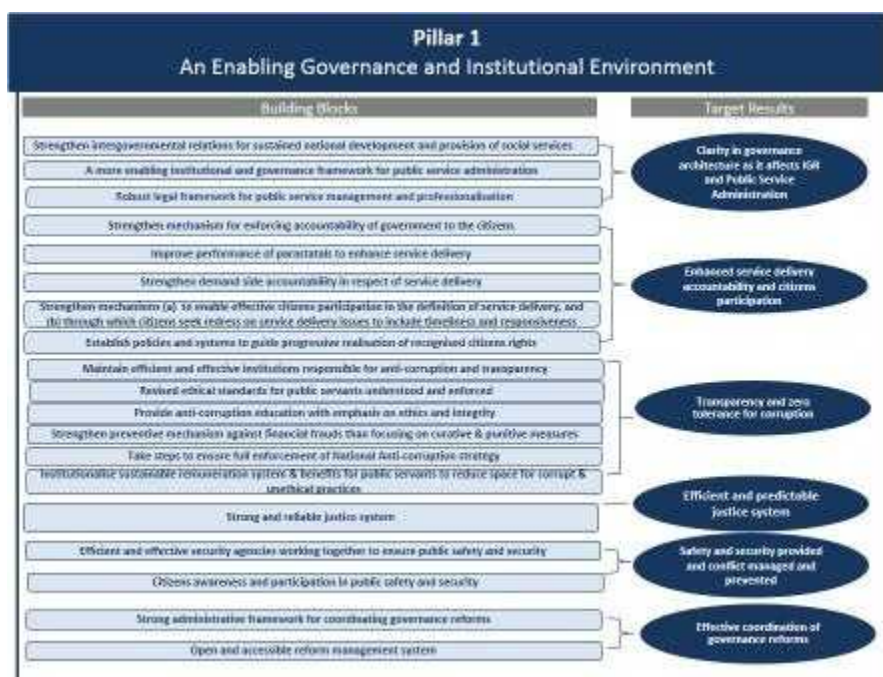
4.2 Building Blocks and Target Results

To achieve improvement in the governance and institutional environment for Public Service administration (PSA) in the short to medium-term, nineteen building blocks were identified to achieve the following six target results:

- (i) Clarity in governance architecture as it affects inter-governmental relations (IGR) and Public Service administration (PSA).
- (ii) Enhanced service delivery accountability and citizens participation.
- (iii) Transparency and zero tolerance of corruption.
- (iv) Efficient and predictable justice system.
- (v) Safety and security provided, and conflict managed and prevented.
- (vi) Effective coordination of governance reforms.

Linkage of each target result to specific building blocks is set out in **Figure 4.1**

Figure 4.1: An Enabling Institutional and Governance Environment



4.2.1. Clarity in Governance Architecture as it Affects IGR and PSA

The following three building blocks will achieve the target result:

- (i) Strengthen Intergovernmental relations (IGR) for sustained national development and provision of social services.
 - (ii) A more enabling institutional and governance framework for Public Service administration.
 - (iii) Robust legal framework for Public Service management and professionalization.
- (i) Strengthen Intergovernmental Relations (IGR) for sustained national development and provision of social services.**

One key governance issue that impacts significantly on implementation of government plans for sustainable economic growth and provision of social services is linked to existing constitutional provisions on inter-governmental relations. The lack of clarity over the scope and reach of Federal Government's policies, programmes and projects at the sub-national levels limit the extent to which the functions of federal MDAs can be clearly defined. Furthermore, the accountability of federal officials for results at subnational levels is also.

difficult to determine and measure. There are many areas of Public Service administration where the Federal Government and state (and local) governments should interact and these include economic planning, implementation of development agendas (such as ERGP and SDGs), and provision of social services. The mechanisms/processes for such IGR leave much room for improvement.

Consequently, the following interventions will be supported under NSPSR:

- Detailed review of the current mechanisms and processes for IGR in Nigeria.
- Develop robust framework for more robust IGR systems and results.

(ii) A More Enabling Governance and institutional Framework for PSA

The Federal Civil Service Commission (FCSC) and the Federal Character Commission (FCC) are enshrined in the 1999 Constitution. They are to assure respect for the 'federal character' principle and are assigned functions that impact on the quality of PSA. FCSC is responsible for the quality of PSA through recruitment, promotions and discipline, FCC is responsible for upholding Federal Character principle which requires that appointments in the Public Service must reflect the diversity within the federation. Section 10 of Part 1 of Third Schedule of the 1999 Constitution as amended provides that the FCSC shall comprise of a Chairman and not more than fifteen other members, who shall, in the opinion of the President, be persons of unquestionable integrity and sound political judgment. However, Section 7 of Part 1 of Third Schedule provides that the FCC shall comprise of a Chairman and person to represent each of the states of the Federation and the Federal Capital Territory, Abuja.

The sharp focus on the Federal Character principle by the two institutions while the merit principle, critical to achieving a well-performing PSA – does not have the same prominence. There is need to explicitly include merit protection in the mandate of the FCSC to ensure a PSA that will effectively deliver public goods and services.

The governance of parastatals is stated clearly in the laws that establish each of them, responsibility for coordinating and supervising them is shared between the Office of the Secretary to the Government of the Federation (OSGF), their respective ministries and the Office of the Head of Civil Service of the Federation (OHCSF). This can cause confusion and duplication of functions.

Furthermore, there is lack of alignment and gaps in legislation for the oversight of parastatals. The strategic direction of parastatal is not always aligned to that of the parent Ministry. Some parastatals have legal frameworks that conflict with Ministry mandates or with other existing legislation. This causes friction, gaps in coverage and even contradictions. Indeed, there is no clarity in the Public Service regulations about reporting lines of parastatals and their parent Ministries, and in many cases this does not happen effectively. Much legislation setting up parastatals does not define the supervisory role of the parent Ministry.

Based on these therefore, the following interventions will be supported under NSPSR:

- Drafting of guidelines to protect the merit principle in the federal Public Service with clear assignment of responsibilities amongst OSGF, OHCSF and FCSC.
- Clarification of institutional location of responsibility for assuring effective coordination and supervision of the Federal Government's parastatals which are responsible for implementation of strategies and plans to ensure the delivery of public goods and services: a key focus of these reforms.
- Review of the legislation for each parastatal, led by OSGF. The work should be done by the parent Ministry, working with the Ministry of Justice. This review should identify and resolve contradictions with other legislation and ensure compliance with core laws and principles.

(iii) Robust Legal Framework for Public Service Management and Professionalization

There are gaps in the legal framework for PSA. There is Constitutional provision for the Public Service, but it is brief. Key bodies at the centre of government (such as OHCSF, and FCSC) have identified the importance of a Public Service Bill to operationalise the high-level Constitutional provisions. Other parts of government believe that revision of Public Service Rules alone can accommodate any necessary amendments.

While commissions are established by the Constitution for the distinct services (for example, the civil service, judicial service, police service), not all of them are backed by Acts. The police service is an exception, established by the Police Service Commission Establishment Act of 2001. In the absence of a Federal Public Service Act, there has been a reliance on the Public Service Rules and Regulations which were last revised in 2008. Regular update of the Public Service Rules and Regulations must be institutionalised to reflect modern PSA practices. The updates should be every three to five years. Reliance on the current Public Services Rules and Regulation has resulted in burdensome legal challenges to the activities of both the FCSC and OHCSF. Government needs not only to review the current Public Service Rules, but to consider whether – as is the practice in many Commonwealth African countries - Nigeria needs a Federal Public Service Act that will specify the roles and responsibilities of the different organisations in the Public Service, which would give the required legal backing to the Public Service Rules and Regulations. The strategic interventions to be undertaken under NSPSR are:

- Review of the need to for enactment of a Federal Public Service Act to come to a decision whether this is required.
- Institutionalise the regular revision of the Public Service Rules and Regulations.

4.2.2. Enhanced Service Delivery, Accountability, and Citizens Participation

The key focus of these Public Service reforms is to improve service delivery. All aspects of reform must contribute to this goal. Reforms will make a tangible improvement in

services delivered to citizens and other stakeholders, whether through improvements in quality, timeliness, access, equity, and client focus. Although service delivery reforms are important in all parts of the Public Service, there will be a particular focus on reforms of parastatals, agencies, and commissions, as these are the bodies which undertake a key part of the actual delivery of services.

Service delivery and accountability are closely linked. Accountability relates to government responsibility for respecting, protecting, and fulfilling rights and citizen responsibility for making their needs and priorities known and working with government to establish processes to realise those rights. Accountability is key to making the Public Service capable of meaningfully responding to the challenges of improving service delivery. Only when public servants know that there are systems to monitor delivery, and that they will be held accountable for any failures to deliver, will there be improvement in delivery of basic services to citizens, enhanced professionalism, and reduced corruption.

Participation is a critical component of accountability: citizens should participate in government decision-making, implementation and monitoring of development programmes and projects. Through public participation and inclusive governance public officials can define service standards relevant to the people and to continually assess and improve the quality of service rendered by their agencies.

To institutionalise the framework for enhanced service delivery, accountability and citizens participation, the Nigerian Government in June 2016 joined the Open Government Partnership (OGP). The OGP is a multilateral initiative that aims to secure concrete commitments from national and subnational governments to promote transparency, empower citizens, fight corruption, and harness new technologies to strengthen governance. In the spirit of multi-stakeholder collaboration, OGP is overseen by a Steering Committee including representatives of governments and civil society organizations. The Nigerian National Action Plan 2017 – 2020, was finalised in November 2016 with four key thematic areas of fiscal transparency, anti-corruption, access to information, and citizen engagement. Some of the key deliverables are open budgeting, open contracting, revenue transparency, and a publication of a register of beneficial ownership especially in the extractive industry among others, which are still relevant till date.

The following are the five building blocks for achieving the target result:

- (iv) Improve the performance and accountability of parastatals to enhance service delivery.
- (v) Strengthen mechanisms for enforcing accountability of government to the citizens.
- (vi) Strengthen the demand-side of accountability in respect of service delivery.
- (vii) Strengthen mechanisms (a) to enable effective citizen participation in definition of service delivery, and (b) through which citizens seek redress on service delivery issues to include timeliness and responsiveness.
- (viii) Establish policies and systems to guide progressive realisation of recognised citizens' rights and improved Public Service delivery.

(i) Improve the performance and accountability of parastatals to enhance service delivery.

The 2014 White Paper on the Report of the Presidential Committee on Restructuring and Rationalisation of Federal Government Parastatals, Commissions and Agencies, set out a wide range of recommendations, which have been accepted by the Government. This concern improving Board governance; transferring functions; and auditing of management, staff, and activities. Parastatals must enhance their management, governance, and relevance. Although parastatals are central to service delivery, there remains a lack of customer focus, weak accountability to the public/customer and limited opportunities for redress. Parastatals need better management systems, more effective planning and much clearer targets and milestones.

A parastatal is an agent, not a principal: the parent Ministry/body needs to set the policy within which the parastatals operate, but this does not happen. Furthermore, some Ministries lack capacity for policy oversight of all their parastatals. Oversight and supervision of parastatals need to be improved. Checks and controls on parastatal management are also inadequate.

Some of these issues relate to a lack of Public Service understanding of their CEOs. CEOs typically come from outside the Public Service, and do not know the Public Service rules and ways of doing things. They also must be competent in Public Service administrative processes and rules and regulations.

The key point is that parastatals must retain good management, governance, and relevance to survive. The BPSR in 2015 prepared a guide on “how to manage and reform government agencies and parastatals”. The guide was prepared for heads of agencies and parastatals to advise them on methods to improve management and governance in their organisations. The guide is complemented by a self-assessment tool (SAT) with 117 (one hundred and seventeen) statements with which the agencies and parastatals can access themselves against local and international best practices.

The strategic interventions to be undertaken under the NSPSR are:

- Implement recommendations of Presidential Committee on Restructuring and Rationalisation of Federal Government Parastatals, Commissions and Agencies.
- All government agencies and parastatals to continually use the 117 good practice statements of SAT to undertake self-assessment and external reviews of the management, governance, and service delivery.
- Define the chain of communications for parastatal CEOs and clarify the respective roles of PS and Minister in relation to parastatal management and oversight.
- Strategically align parastatals to the work of their parent ministries/bodies.
- Review the appointment processes for CEOs to conduct ‘due diligence’ on candidates’ Public Service knowledge and understanding.
- Use the guide on “how to manage and reform government agencies and

parastatals” to develop induction and ongoing training for CEOs and top management of agencies and parastatals on leadership and Public Service management.

(ii) Strengthen mechanisms for enforcing accountability of government to the citizens.

Issues regarding ethical standards and accountability within the Public Service are closely linked to anti-corruption. For government to remain accountable to citizens, it must partner with and answer to:

- The NASS and its committees (for example the Public Accounts Commission) which have oversight responsibilities.
- A free media which acts as watchdog.
- An active civil society and other watchdog groups; and
- A vigilant and informed public.

These mechanisms: promote financial propriety; combat corruption; and ensure effective government, a responsible administration, and a culture of accountability and transparency. NSPSR will refocus Public Service on service delivery, enhance public confidence in public institutions and ensure government is close and responsive to the people it governs. The strategic interventions to be undertaken under the NSPSR are:

- Support the building of capacity of and empower journalists to enable them to perform their watchdog role in respect of government activities.
- Support the building of capacity of and empower the CSOs to better understand issues around policymaking, planning and budgeting processes, and monitoring.
- Identifying ways in which accountability processes can be speeded up, removing bureaucratic procedures on matters of accountability, so that public servants can rapidly be held to account for shortcomings.
- Support the strengthening of Public Accounts Committee in NASS to enable it to perform its oversight role effectively.
- Support the development and implementation of robust feedback and grievance mechanisms.

(iii) Strengthen demand side of accountability in respect of service delivery.

The NSPSR aims to achieve a world class Public Service delivering government policy effectively and implementing programmes with professionalism, integrity, excellence, and passion to secure sustainable development. A critical part of this is making government institutions open, accountable, and responsive to the needs of citizens.

In working to promote and ensure quality service delivery by MDAs, the government, through SERVICOM, has prepared and disseminated a Guide on Service Charters and is working with selected ministries to improve citizen access to information through the publication of service charters. SERVICOM is also leading the development of a Charter

Mark Scheme: an innovative way of achieving continuous improvement in service delivery, with a subtle introduction of competition among MDAs, rather than a punitive approach to evaluation of service delivery. This new approach will promote deliberate service improvement initiatives among MDAs.

Strengthened citizens' demand supports government efforts to deliver quality Public Service and ensures that rights to basic services are respected, protected, and fulfilled by government institutions. MDAs are encouraged to carry out stakeholder consultations and to work collaboratively with Civil Society Organisations to build platforms that enable individuals come together and create a representative voice for citizens, including women, youth, and vulnerable groups, in the demand for quality service. Access to Information services, as provided through FOI Act 2011, also provides a mechanism within which CSOs can operate. In addition, the commitments in the OGP Nigeria National Action Plan (NAP) 2017 – 2019 will strengthen the demand side of accountability in respect of service delivery. For example, commitment 12 of NAP is to “develop a permanent dialogue mechanism on transparency, accountability and good governance between citizens and government to facilitate a culture of openness”. This however requires that CSO must have certain knowledge, a level of expertise and strong skills for advocacy, in addition to being willing to devote the energy and time to engage with government institutions.

NSPSR will support expansion of existing, as well as new initiatives aimed at strengthening demand for Public Service to meet the needs of citizens:

- Empower CSOs to be a watchdog over Public Service delivery issues.
- Raise public awareness about government Public Service and provide equitable access to quality service and feedback and redress mechanisms.
- Support the development and implementation of a 'Charter Mark Scheme' which is a national recognition scheme for MDAs delivering good services to citizens.

(iv) Strengthen mechanisms (a) to enable effective citizen participation in definition of service delivery, and (b) through which citizens seek redress on service delivery issues to include timeliness and responsiveness.

It is important that mechanisms that enable effective citizen participation in defining service delivery are strengthened. Furthermore, citizens should use such mechanisms to seek redress on service delivery issues in terms of timeliness and responsiveness. Issues of timeliness and responsiveness are often ignored in the daily delivery of services to the citizens.

NSPSR will therefore support:

- (a) creation of avenues through which citizens participate effectively in the definition of service delivery; and
- (b) strengthening existing SERVICOM mechanisms through which citizens seek redress on service delivery failures on such issues as timeliness and responsiveness.

(v) Establish policies and systems to guide progressive realisation of recognised citizens' rights and improved Public Service delivery.

Citizens' rights to basic services are enshrined in international conventions and which has been adopted by Nigeria. In addition to providing basic services, government has a responsibility to ensure that public expenditure is to the benefit of the people, to take active measures to guarantee opportunities for citizens to access Public Services and provide redress mechanisms when service fails. Efforts have therefore been toward ensuring that specific laws, policies, and guidelines are in place ensure progressive improvement of Public Service and related infrastructure. In 2004 Government launched SERVICOM with the mandate to provide technical assistance to MDAs toward progressive improvement of Public Service delivery in consultation with their respective stakeholders.

Citizen participation is critical to progressive realisation of improved Public Service and as highlighted in government policies and programmes. The OGP Nigeria National Action Plan (NAP) 2017 – 2019 in addition to commitments on fiscal transparency, anti-corruption, access to information and citizens' engagement and empowerment, provided an elaborate dialogue mechanism for citizens and government to further review legislation around transparency and accountability issues and the adoption of a technology-based citizens' feedback on projects and programs. Broad based citizen participation in policy making and delivery processes is gradually being promoted across the government. Good example of citizen participation in policy making include the consultative process employed in the preparation of the Nigeria's National Development Plan 2021-2025, Economic Recovery and Growth Plan (ERGP) 2017 – 2020, Transformation Agenda 2011-2015, Nigeria Vision 20:2020 and its First National Implementation Plan 2010-2013, the NSPSR 2009 and 2015, and the medium-term sectoral strategies. Civil society has also been involved in some aspects of implementation and in monitoring of related programmes and projects.

To continue to generate consensus, demand reliable information and services, and provide a reality check for government, the NSPSR will continue to energize non-state actors including CSOs, informal youth and women groups and the press to widen public participation and contribute to policy debate. NSPSR will undertake these other strategic interventions:

- Support the actualisation of the commitments made in the OGP Nigeria National Action Plan (NAP) 2017 – 2019.
- Develop a citizen participation strategy to mainstream participation to achieve improved development results.

- Strengthen government-citizen interactions by promoting consultations, participation, collaboration and dialogue at the policy, budget programme and project levels.
- Develop and prioritise involvement of citizens/beneficiaries of government services in monitoring and evaluation of Public Service activities.
- Share information, communicate findings, and create access to information about entitlements and rights at the national and sub-national levels.
- Develop community-based monitoring, feedback, and grievance redress mechanisms to review government actions.

4.2.3. Transparency and zero tolerance for corruption

Over the years, Nigeria has been associated with a lack of transparency and pervasive corruption, which has adversely affected Public Service delivery and growth. Nigeria, despite all efforts, continues to fall short of the standards and requirements of an effective anti-corruption regime as embodied in regional and global anti-corruption Conventions, in particular the United Nations Convention against Corruption (UNCAC), which Nigeria ratified on the 14th of December 2004. However, the Buhari administration that came in on the mantra of 'change' has undertaken to combat diverse manifestations of corruption. The President promised to tame the hydra-headed scourge of corruption. The government has shown the political will to pursue a key element of the change mantra which is the war on corruption; it has also recovered considerable sums from suspected corrupt persons.

A draft National Strategy to Combat Corruption as prepared by inter-agency task team (i.e. anti-corruption agencies) promotes a multi-pronged approach with an initial focus on strengthening the capacities of the dedicated anti-corruption and public accountability bodies; Mainstreaming of anti-corruption and governance principles into the work of the MDAs at the federal level; Strengthening accountability, integrity and transparency at the State and local government levels; Establishing standards of integrity where they do not exist and improving enforcement where they exist within the private sector and the society at large.

Issues around transparency and corruption will be addressed by the following six building blocks which complement the strategies provided in the National Strategy to Combat Corruption:

- (i) Maintain efficient and effective institutions responsible for anti-corruption and transparency.
- (ii) Revised ethical standards for public servants understood and enforced.
- (iii) Provide anti-corruption education with emphasis on ethics and integrity.
- (iv) Strengthen preventive mechanisms in the fight against financial frauds rather than focusing mainly on curative and punitive measures.
- (v) Take steps to ensure full enforcement of National Anti-corruption strategy.

- (vi) Institutionalise sustainable remuneration system and benefits for public servants to reduce space for corrupt and unethical practices.

(i) Maintain efficient and effective institutions responsible for anti-corruption and transparency.

Since independence, there have been a vast number of institutions, laws, and other initiatives to combat diverse manifestations of corruption. Notwithstanding, these vast number of institutions, there are still challenges hindering successful tackling of corruption in Nigeria. The major challenges identified include ineffective and inefficient anti-corruption agencies and institutions; tolerance of impunity, including ethnic colouration of corruption; delays in the justice system; and abuse of judicial process.

The anti-corruption agencies inherited by the Buhari administration, (namely ICPC, EFCC and CCB) have been maintained. The same with the Public Complaints Commission (PCC) that interfaces with the three agencies through its work as the “citizens’ defender” that also contributes to the protection of citizens against corrupt practices. All four institutions, ICPC, EFCC, CCB and PCC, need to be adequately resourced – finance, staffing and equipment. Provision must be made for continuous education and training of their staff.

Above all, the institutions need honest, credible, and committed leaders with capacity creatively to network at both the national and international levels to advance the work of the agencies. The anti-corruption and transparency enhancing activities of the NEITI and Office of the Auditor General of the Federation (OAuGF) will interface significantly with the activities of ICPC, CCB, and EFCC. This interface is discussed further under Pillar 3. The Technical Unit on Governance and Anti-corruption Reforms (TUGAR) which has responsibility for promoting effective cooperation among the anti-corruption bodies needs to be resourced.

Another factor hindering successful tackling of corruption is that information on mismanagement or misappropriation of public funds and assets, financial malpractice or fraud, collecting/soliciting bribes, corruption, diversion of revenues, unapproved payments, splitting of contracts, procurement fraud, kickbacks and over-invoicing are not readily made available to enable the anti-corruption agencies investigate and prosecute defaulters. The FOI Act, and the commitments on the OGP Nigeria National Action Plan 2017 – 2019 provided the mechanism for establishment of framework to reward and protect whistle blower. The whistle blower protection and reward policy will reenergise the war on corruption.

Notwithstanding the progress recorded in the anti-corruption fight in the last few years, there is need to re-energize the fight against corruption. NSPSR will undertake the following strategic interventions:

- Develop detailed operational framework for implementing the whistle blower protection and reward policy.

- Support the implementation of the OGP Nigeria National Action Plan 2017 – 2019 initiatives particularly, establishment of a public beneficial ownership register, the development of a platform for sharing information between government MDAs to detect and prevent corrupt practices, and the strengthening of Nigeria's asset recovery legislation.
- Strengthen and resource ICPC, EFCC, CCB and PCC.
- Support ICPC to improve the effectiveness and efficiency of anti-corruption and transparency units (ACTUs) in MDAs.
- Creation of ACTUs in MDAs that operate as autonomous units with functional ties to the offices of the MDAs' Chief Executives.
- Improve coordination of the anti-corruption agencies to increase information sharing and reduce duplication of efforts.
- Support the establishment of special courts to handle corruption cases to accelerate prosecution of corruption cases and other mechanisms to avoid extended injunctions and adjournments, including as proposed by the Chief Justice of Nigeria.
- Resource TUGAR to enable it to discharge its coordination responsibilities and quickly respond to feedback.

(ii) Revised ethical standards for public servants understood and enforced.

Well performing civil services across the world have clear ethical standards for public servants. Such standards are variously called: Code of Ethics; Code of Conduct; or Ethical Code of Conduct. These codes of conduct carry with them sanctions for non-compliance. In Nigeria, a code of conduct exists to regulate the behaviour of public servants. However, this code of conduct appears to exist only on paper as it has not been able to promote good ethical conduct among civil servants. It has also failed to deter potential violators of Public Service rules. Ethical standards in the service need to be addressed and sanctions for non-adherence to the Public Service code of conduct and ethics must also be reinstated.

The NSPSR will support the revision of existing ethical standards to embed incentives for compliance and disincentives for breaches of ethics. The revised ethical standards will be properly publicised for easy comprehension and enforcement. The NSPSR will support:

- Implementation of the provisions of Public Service Code of Conduct and Ethics to bring about change in the work culture, including more effective working between enforcement and regulatory agencies and synergies between the code of Conduct and legal processes.

- Reviving ethical standards and compliance with the code of conduct in the Public Service.

(iii) Provide anti-corruption education with emphasis on ethics and integrity.

Issues regarding ethical standards and accountability within the Public Service are closely linked to issues of anti-corruption and transparency. A lesson from international experience in effective anti-corruption, for example from Hong Kong (China), Singapore and Botswana, is the critical role of education in achieving the goal of 'zero tolerance for corruption'. Education of the citizens with emphasis on ethics and integrity is linked to success in anti-corruption. In the longer term, citizen education can lead to change: in time, officials recruited have been educated to reject corruption, be accountable and commit to high ethical standards. Even though this process takes time, Nigeria must redouble its efforts to educate the public and regain the pre-2007 momentum on anticorruption awareness-raising.

An issue resulting from lack of education and awareness is ethnicization of corruption - citizens condoning corrupt practices along ethnic lines which erodes organisational and individual values.

NSPSR will undertake the following strategic intervention:

- Develop and implement an anti-corruption communication strategy with emphasis on integrity and ethics at all levels of education and in public institutions.
- Develop a robust training and re-training program for Nigerians in ethics, policy development, operational efficiency, management culture, and the skills required to lead a corrupt-free society.

(iv) Strengthen preventive mechanisms in the fight against financial frauds rather than focusing mainly on curative and punitive measures.

The over-emphasis on curative and punitive measures in the fight against financial frauds is flawed as it has left loopholes for corruption to go unfettered. There is therefore the need to strengthen preventive mechanisms in the fight against financial frauds.

Consequently, the NSPSR will support innovative ICT-based interventions that prevent financial frauds.

(v) Take steps to ensure full enforcement of National Anti-corruption strategy.

The adoption of an anti-corruption strategy by the Buhari administration would no doubt aid the fight against corruption. However, it can only make considerable impact if there is full enforcement of the strategy.

Therefore, the NSPSR will support synergy among anti-corruption agencies towards the full enforcement of National Anti-corruption strategy.

(vi) Institutionalise sustainable remuneration system and benefits for public servants to reduce space for corrupt and unethical practices.

A sustainable remuneration system and benefits for public servants constitute a strong disincentive to indulge in various types of corrupt and unethical practices. Pillar 4 in chapter 7 has interventions meant to actualise this.

4.2.4. Efficient and Predictable Justice System

A predictable justice administration system depends on laws and regulations that are clear, known in advance, and uniformly and efficiently enforced. There are issues in the justice sector of: delay in the delivery of justice; lack of citizens' awareness of their rights; and abuse of human rights. The justice system is constitutionally separate to the Public Service, to ensure its independence. As a result, justice sector reform is not a matter for NSPSR. A separate reform process is under way. However, given the importance of an equitable and effective justice system for the wider enabling justice environment, and considering the need for SCR and BPSR to ensure that PSR and justice sector reform are coordinated, an NSPSR building block relates to the justice system:

- (i) Strong and reliable justice system

(i) Strong and Reliable Justice System

A strong and reliable justice system is assured by the existence of laws, regulations and policies which regulate activities, and fair and consistent application of these through well-performing courts and other agencies dispensing justice. A reliable justice system settles disputes which arise in the relationships among citizens or between citizens and the state. Businesses that create employment and economic growth need a predictable justice system and efficient courts for the settlement of disputes.

Justice sector reform is necessary for the success of wider governance reforms. Some justice sector reforms are already on-going, including review and modernisation of federal laws, review of the Legal Aid Council and enhancement of access to justice. Some other reform initiatives include the introduction and spread of alternative dispute resolution (ADR).

Justice sector reforms must continue alongside the wider public sector reform to ensure their success. The strategic interventions will include:

- Support to effective coordination of organisations in the justice sector.
- Support to the coordination of justice reforms with other reform programmes.
- Support to development of organisational and individual capacity in the sector.

4.2.5. Provide safety and security and prevent and manage conflict.

The safety and security of persons and property is the primary concern of Nigeria's security agencies, in particular the police service. Safety and security were a prerequisite for attainment of the targets in ERGP 2017 – 2020, which did not meet its envisioned objectives. As part of the lessons learnt from the ERGP, the key challenges lie with poorly trained security and safety personnel, poor crime fighting tools and equipment, and insufficient statistics on security and safety issues which form the basis for decision making. Other challenges include the poor public perception of security and safety personnel, and persistence of robbery and kidnapping with high mortality rates. There are widespread conflicts which include terrorism (Boko Haram) that affect investment and economic development opportunities. Other conflicts include ethno-religious, intra-, and inter- community, and herdsmen-farmer conflicts.

The following are the two building blocks for attaining this target result:

- i) Efficient and effective security agencies working together to ensure public safety and security.
 - ii) Citizens' awareness and participation in public safety and security.
- (i) Efficient and effective security agencies working together to ensure public safety and security.**

Reforms to ensure the safety and security of lives and property have been piecemeal. They are not coordinated with a view to supporting good governance reforms. An example is the creation in recent years of different security agencies whose activities are not coordinated and who do not share intelligence. Similarly, private security agencies have limited synergies within and amongst the wide security agencies.

As is the case with justice sector reform, police reform is a stand-alone programme. Police reform includes community policing, being implemented in some parts of the country to promote joint working relationships between the police and communities focused on crime reduction, crime prevention and community safety issues. Another on-going programme to ensure the security of lives and property is the creation of the Nigeria Security and Civil Defence Corps (NSCDC) that was launched in 2003. It is specifically tasked to enhance the maintenance of peace and order and to protect and rescue the civil populace during periods of emergency. It also has responsibility for monitoring the activities of private guard companies. NSCDC works closely with the police and its activities will be integrated within the emerging police reform programme.

NSPSR will support the following strategic interventions:

- Promote joint working relationship between the police and other security institutions to share security intelligence focused on crime reduction, crime prevention, investigation, and community safety.
- Develop a multi-funding strategy to sustain delivery of services by security and safety institutions.

- Establish baseline data and data collection mechanisms as a platform for the development of a viable security and safety information system.
- Continue to deepen on-going partnerships with the local communities on security and safety and develop new partnerships.

(ii) **Citizens' awareness and participation in public safety and security**

The low level of citizens' awareness and participation in public safety and security is a key challenge, as is the lack of inclusiveness in the issues of safety and security, and insufficient public awareness of how to respond in the event of an emergency that threatens life and property. Until these issues are addressed, conflict resolution mechanisms have limited success.

The activities of Boko Haram have largely been checked as no part of Nigeria is under control of the insurgents. However, weak capacity for conflict resolution and management, compounded by lack of public awareness, has also been exposed in the poor handling of other conflicts of ethnic or religious character, or between communities, such as herdsmen- farmer conflicts in the Northern part of Nigeria, resulting in great loss of lives and property. Numerous killings and kidnappings across Nigeria and huge economic losses caused by attacks on oil producing companies mean that there is need for significant improvement in the capacity for conflict resolution and management in the immediate to short-term. NSPSR will:

- Support the implementation of the United Nations Resolution 1325 on Women, Peace, Conflicts and Security.
- Support the strengthening of the Institute for Peace and Conflict Resolution (IPCR) to enable it to take a lead in handling conflict prevention and resolution.
- Promote collaboration and dialogue between IPCR and other existing organisations and programmes focused on aspects of the subject.
- Support the development of an institutional framework at the state and local government levels for conflict resolution.

4.2.6. Effective coordination of governance reforms

Effective coordination of reforms is a key success factor in managing and institutionalising reforms. NSPSR needs to address inadequate funding of reform programmes coordination; and weak coordination of reform programmes including weak linkage between coordinating agencies. The following are the two building blocks to attain this target result:

- i. Strong administrative framework for coordinating governance reforms.
- ii. Open and accessible reform management system.

(i) Strong administrative framework for coordinating governance reforms

Assessments and evaluations of PSR reform between 2004 and 2007 identified inadequate coordination of reform activities as a key factor that limits achievements. Consistent with the Jonathan administration's emphasis on the imperative and urgency for rapid transformation of the Public Service so that it could effectively deliver government's development agenda, the SCR chaired by the SGF was given the task of policy coordination of governance reforms. The BPSR, as the secretariat to the SCR, and its operational arm was charged with the responsibility for the overall coordination of the NSPSR. BPSR is to produce quarterly review progress reports on the NSPSR implementation for the SCR as basis for briefing the President. The Director General (DG) BPSR, working through the SGF, will turn the President's overall leadership of NSPSR into action. Day-to-day coordination of implementation of reform at the MDA level are assigned to a Reform Coordination function, which each MDA will be required to establish. This is discussed further in Chapter 9: Implementation Strategy.

Consequently, the NSPSR will undertake the following strategic interventions:

- Strengthen capacity in Reform Coordination functions in key MDAs to discharge their responsibilities which include coordinating and monitoring the reforms specified under their respective Pillars.
- Strengthen organisational and individual capacity of BPSR and adequately resource BPSR effectively and efficiently to carry out all its functions, including coordination of NSPSR reforms, monitoring and evaluation, research and knowledge creation on governance and Public Service issues, innovation incubation, and support to leadership capacity development programmes.

(ii) Open and accessible Reform Management System

Information about reforms in the Public Service is not accessible, including to those in critical senior levels in the Public Service. The linkage between coordinating agencies and implementing MDAs is weak. One step towards increasing accessibility is BPSR's development of a compendium of all reforms in the Public Service since 2009. BPSR has been re-positioned to improve the linkage between reform coordinating agencies and implementing MDAs. NSPSR will undertake the following strategic interventions:

- Regular update and dissemination of the compendium on Public Service reforms.
- Development and implementation of a strong communication strategy to bridge the communication gap between the BPSR as the main coordinating agency and the other coordinating agencies on the one hand, and BPSR and the implementing MDAs on the other hand to ensure a sustained client-focused improvement in service delivery. This is discussed further in Chapter 9.

4.3 Long Term Perspective

The long-term perspective of the NSPSR is conceptualized in three phases: the reinvigoration phase, the transformation phase, and the phase that ushers in a world-class

Public Service. The defining characteristics (key outputs and/or outcomes) at the end of each phase of the NSPSR for Pillar 1 are provided in **Table 4.1** on the next page.

Table 4.1: PILLAR 1 – Enabling Governance and Institutional Environment

Defining Characteristics (Key Outcomes and/or outputs) at the End of Each Phase of the NSPSR

Phase 1: Reinvigorating 2017-2018		Phase 2: Transformation 2019-2021		Phase 3: World Class 2022-2025	
Clarity in governance architecture as it affects IGR and PSA					
Framework for intergovernmental relations (IGR) in place Clarify roles, structures, and accountabilities in Public Service management		High degree of cooperation between Federal Government and State governments in improving service delivery		A well-functioning federal system is institutionalised	
Revised Public Service Rules and Regulations is approved and is being used				Organisations at the centre of government have clarity of roles and responsibilities	
Need for a Federal Public Service Act is discussed, and a decision is made					
Enhance service delivery, accountability, and citizens participation					
Strengthened demand for accountability through functional and measurable public feedback mechanisms at the service delivery windows of MDAs		Level of responsiveness to requests for information under the Freedom of Information Act		Institutionalised transparency and accountability	
		Extent of resolution of citizens' complaints by Public Complaints Commission		Majority of citizens express satisfaction with responsiveness and conduct of services	
		Majority of citizens are satisfied with extent of their consultation in policymaking and budgeting			
White Paper on Restructuring and Rationalisation of Federal Government Parastatals, Commissions and Agencies recommendations implemented		Due diligence on CEO appointment exercised and regular CEO training on Public Service leadership and management undertaken		Improved accountability for service delivery in parastatals	
Reporting lines and supervisory responsibilities of parent Ministries communicated		Review of legislations for all parastatals undertaken to identify and resolve contradictions			

Phase 1: Reinvigorating 2017-2018		Phase 2: Transformation 2019-2021		Phase 3: World Class 2022-2025
Governance and management self-assessment of parastatals undertaken		with other legislation and ensure compliance with core laws and principles		
Transparency and zero tolerance for corruption				
Develop and implement anti-corruption communication strategy with emphasis on integrity and ethics		Nigeria's ranking on the Transparency International Corruption Perception Index significantly increased		Zero-tolerance for corruption
EFCC and other Anti-Corruption bodies have the competencies and facilities of well-performing investigative and prosecutorial agencies				
Efficient and predictable justice system				
Full financial independence of a justice system		An ICT based justice system that runs effectively and efficiently		A predictable justice system
Safety and security provided, and conflict managed and prevented				
Reduction in the levels of crime and insecurity in the country		Nigerian Police has the competencies, facilities, and behavioural orientation of a well-performing police service		Majority of citizens and residents are satisfied with the performance of the Police and security agencies in ensuring safety and security
		Baseline data established as a platform for a viable security and safety management system		
Increased collaboration of between the Police and other security agencies to contain insurgencies		Safety and security environment does not hamper growth and development		
Coordinating and sustaining governance reforms				
BPSR is ensuring effective coordination of NSPSR implementation		Effective M&E, and reporting on all pillars of the NSPSR by BPSR		A world class Public Service
MDA level service delivery reforms are stimulated		Reporting on service delivery is integrated into effective M&E processes,		

4.4 Strategic priorities and ‘Quick Wins’

The following are some strategic priorities and ‘quick wins’ that could result in some improvement in the governance and institutional environment of PSA in the immediate to short-term:

Strategic priorities

- Develop framework for more robust IGR systems and results.
- Push strongly for the enactment of the pending Public Service Bill that will help ensure a robust legal framework for Public Service management and professionalization.
- Improve the oversight, governance, and management of and service delivery competences of parastatals.
- Support the building of capacity of, and empowering CSOs to better understand issues around policymaking, planning and budgeting processes, and monitoring.
- Develop strategies and plans for progressive reduction of corruption and begin prompt action against exposed corrupt officials.
- Develop and implement anti-corruption communication strategy based on the IEC programme with emphasis on integrity and ethics.
- Develop a security and safety management information system.
- Coordinate and share information and data among security institutions.
- Implement the provisions of Public Service Code of Conduct and Ethics to bring about change in the work culture.

Quick wins:

- Detailed review of the current mechanisms and processes for IGR in Nigeria.
- Revise the Public Service Rules and Regulations and identify the need for and level of support (or otherwise) for of a Federal Public Service Bill.
- Revive ethical standards and compliance with the Code of Conduct in the Public Service.
- SCR to commission a joint study of anti-corruption institutions on corruption.
- Establish through SCR and BPSR an effective system for coordinating governance reforms.
- Initiate self-assessment reviews of governance and management of parastatals as an ongoing activity.
- Continue to support citizens to deepen their understanding of issues around policy-making, planning, and budgeting processes, and monitoring. Support the development!

and implementation of a “Charter Mark Scheme” which is a national accreditation scheme for MDAs delivering good services to citizens.

4.5 Monitoring & Evaluation Framework

The NSPSR Monitoring and Evaluation Framework is intended to support the effective delivery of the NSPSR and the achievement of its objectives by deploying an effective monitoring and evaluation strategy, tools, methodologies, and methods that will assure optimal delivery of the Strategy.

The Framework also depicts the many layers of "Results," namely the Impact Areas (Key Result Areas), Outcomes and Outputs expected under the NSPSR, as well as their Indicators, Baselines and Objectives for the Indicators, and Methods of Verification (MOV).

The Results Framework was designed in a participatory manner, with participants mostly drawn from the implementing agencies for the various Developmental objectives, Pillars, and Building Blocks, as shown below:

PILLAR ONE

RESULTS FRAMEWORK FOR THE DELIVERY OF THE NATIONAL STRATEGY FOR PUBLIC SERVICE REFORMS (NSPSR) PROJECT FOR THE BUREAU FOR PUBLIC SERVICE REFORMS BPSR 2021-2025

PILLAR 1		ENABLING GOVERNANCE AND INSTITUTIONAL ENVIRONMENT								
PILLAR DRIVER		OFFICE OF THE SECRETARY TO THE GOVERNMENT (OSGF)								
DEVELOPMENT OBJECTIVE		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								
KEY RESULT AREAS	KEY PERFORMANCE INDICATORS	UOM	BASELINE	ANNUAL TARGETS				DATA SOURCE/ MOV	REPORTING FREQUENCY	KEY RESPONSIBLE MDAs
			2021	2022	2023	2024	2025			
KRA11.1 Clarity in governance architecture as it affects IGR and Public Service Administration	Level of adherence to governance architecture implementation as it affects IGR stakeholders	percentage	N/A				100%	OSGF Reports BPSR Reports	Annually	OSGF, FCSC, FCC, OHCSF, BPSR and Ministry of Justice
	Level of adherence to governance architecture implementation as it affects PSA stakeholders	Percentage	N/A	25%			100%	OSGF Reports BPSR Reports	Annually	OSGF, NASS FCSC, FCC, OHCSF, BPSR and Ministry of Justice
OUTPUTS LEADING TO DELIVERY OF KRA 1.1										
1.1.0	Relevant Frameworks for inter-governmental	Number	1	1			1	OHCSF Reports	Annually	OSGF

Framework for intergovernmental relations (IGR) in place	relations developed (IGR)									OHCSF NASS
1.1.1 Framework with roles, structures and accountabilities in public service management developed	Relevant Frameworks with roles, structures and accountabilities for PSA developed	Number	N/A	1			1	OHCSF Reports	Annually	OHCSF NASS
1.1.2 Public Service Rules and Regulations revised, approved and in use	Public Service Rules and Regulations revised	Number	1	1			1	OHCSF Reports	Annually	OHCSF NASS
	Public Service Rules and Regulations approved	Number	1	1			1	OHCSF Reports	Annually	OHCSF BPSR MDAs
	Public Service Rules and Regulations in use	Level	1	1			1	OHCSF Reports	Annually	OHCSF NASS
	Percentage of civil servants aware of the revised PSR	Percentage	N/A	50%			100%	OHCSF Reports	Annually	OHCSF NASS
1.1.3 Federal Public Service Act decided and agreed	Number of review meetings on the public service Act held	Number	1				1	OHCSF Reports	Annually	OHCSF NASS

1.1.4 Modalities for improving service delivery between Federal and State governments agreed	# of bilateral cooperation meetings held between the Federal Government and State governments on improving service delivery (Disaggregated by MDAs)	Number	N/A	4			16	OSGF Reports Ministry of Special Duties Reports State Government Reports	Quarterly	OSGF Ministry of Special Duties BPSR Relevant MDAs SERVICOM
	# of MoU agreements on improving service delivery signed between the Federal government and State Governments. (Disaggregated by MDAs)	Number	N/A					OSGF Reports Ministry of Special Duties Reports State Government Reports	Annually	OSGF Ministry of Special Duties BPSR Relevant MDAs SERVICOM
	Number of MOU agreements implemented according to plan (Disaggregated by MDAs)	Number	N/A					OSGF Reports Ministry of Special Duties Reports State Government Reports	Annually	OSGF Ministry of Special Duties BPSR Relevant MDAs SERVICOM
KRA: 1.2 Enhanced service delivery, accountability and citizens participation	Level of service delivery in public service operations (Disaggregated by MDAs)	Percentage	N/A					OSGF Reports	Quarterly	OSGF BPSR MDAs

										Public Complaints Commission SERVICOM NHRC NOA
	Level of accountability in governance (Disaggregated by MDAs)	percentage	N/A	25%			100	OSGF Reports	Quarterly	OSGF BPSR MDAs Public Complaints Commission SERVICOM NHRC NOA
	Level of citizens participation in governance (Disaggregated by MDAs)	Percentage	N/A	50%			100%	OSGF Reports	Quarterly	OSGF BPSR MDAs Public Complaints Commission SERVICOM NHRC NOA
OUTPUTS LEADING TO DELIVERY OF KRA 1.2										
1.2.0	Number of MDAs with functional feedback mechanisms in place	Number	N/A					OSGF Reports	Annually	OSGF BPSR

public service feedback mechanisms at MDAs developed and functional										MDAs Public Complaints Commission SERVICOM NHRC
1.2.1 White Paper recommendations on Restructuring and Rationalisation of Federal Government Parastatals, Commissions and Agencies implemented	Number of white paper recommendations on restructuring and rationalization of FG parastatals, Commissions and Agencies implemented	Number	N/A					OSGF Reports	Annually	OSGF BPSR MDAs Public Complaints Commission SERVICOM NHRC
1.2.2 Reporting lines and supervisory responsibilities of parent Ministries communicated	Number of parent Ministries communicated on its reporting lines	Number	24		24			OHCSF Reports	Annually	OSGF BPSR MDAs Public Complaints Commission SERVICOM NHRC
	Number of parent Ministries communicated on their supervisory responsibilities	Number	24		24			OHCSF Reports	Annually	OSGF BPSR MDAs Public Complaints Commission

										SERVICOM NHRC
1.2.3 Governance management and self assessment of parastatals undertaken	Number of Parastatals carrying out governance self assessments	Number	30	20				OHCSF Reports	Annually	OSGF BPSR MDAs Public Complaints Commission SERVICOM NHRC
	Number of Parastatals carrying out management self assessments	Number	30	20				OHCSF Reports	Annually	OSGF BPSR MDAs Public Complaints Commission SERVICOM NHRC
1.2.4 Requests for information under the FOI Act by MDAs responded to	Number of MDAs responding to requests in line with the FOI Act.	Number	N/A					OHCSF Reports	Annually	FMoJ OSGF BPSR MDAs Public Complaints Commission SERVICOM NHRC

1.2.5 Citizens' complaints through Public Complaints Commission resolved	Satisfaction level of citizens with FOI Act implementation	percentage	N/A	50%			100%	OHCSF Reports	Annually	FMoJ OSGF BPSR MDAs Public Complaints Commission SERVICOM NHRC
	Percentage of citizens complaints resolved by public complaints commission	Number	N/A				100%	OHCSF Reports	Annually	OSGF BPSR MDAs Public Complaints Commission SERVICOM NHRC
1.2.6 Participation level of citizens in policy-making and budgeting enhanced	Satisfaction level of citizens in policy making	percentage	N/A				100%	OHCSF Reports	Annually	OSGF BPSR MDAs Public Complaints Commission SERVICOM NHRC
	Satisfaction level of citizens in budgeting	percentage	N/A	25%			100%	BPSR Reports	Annually	OSGF BPSR

										MDAs Public Complaints Commission SERVICOM NHRC
1.2.7 Due diligence on CEO appointment exercised and regular CEO training on public service leadership and management undertaken	percentage of CEO appointments complying with due diligence	percentage	N/A	50%			100%	BPSR Reports	Annually	OSGF BPSR MDAs Public Complaints Commission SERVICOM NHRC
	Number of trainings on public service leadership held for CEOs	Number	4	2			5	BPSR Reports	Annually	OSGF BPSR MDAs Public Complaints Commission SERVICOM NHRC
	Number of trainings on management held for CEOs	Number	4	2			5	BPSR Reports	Annually	OSGF BPSR MDAs Public Complaints Commission

										SERVICOM NHRC
1.2.8 Review of legislations for all parastatals to identify and resolve contradictions with other legislation and ensure compliance with core laws and principles undertaken	Number of legislations for all parastatals reviewed to ensure compliance with core laws and principles	Number	N/A					OHCSF Reports	Annually	FMoj OSGF BPSR MDAs Public Complaints Commission SERVICOM NHRC
SKRA 1.3 Transparency and zero tolerance for corruption	Ranking of Nigeria on corruption by transparency international	Ranking	N/A	150				FMoj EFCC ICPC	Annually	TUGAR, NASS, Judicial system, NETTI, ICPC, EFCC, CCB, OAuGF, BPP, FCSC, OSGF, OHCSF, FME, BPSR, KEY WATCHDOG BODIES, Media
	Independent financial audits of government MDAs carried out	Number	0	4				FMoj EFCC ICPC	Annually	FMoj EFCC ICPC Code of Conduct Bureau
	Corruption perception index (0=HIGHLY CORRUPT, 100= VERY CLEAN)	Number	N/A	24 POINTS				FMoj EFCC ICPC	Annually	FMoj EFCC ICPC

										Code of Conduct Bureau
OUTPUTS LEADING TO DELIVERY OF KRA 1.3										
1.3.0 Anti-corruption communication strategy with emphasis developed	Number of anti-corruption communication strategy developed	Number	2					FMoj EFCC ICPC	Annually	FMoj EFCC ICPC Code of Conduct Bureau
1.3.1 Competence level for investigations and prosecution by Anti-Corruption bodies enhanced	Number of Capacity building trainings on investigations and prosecutions conducted by Anti-Corruption bodies	Number	N/A					FMoj EFCC ICPC	Annually	FMoj EFCC ICPC Code of Conduct Bureau
	Number of Systems put in place for EFCC and other Anti-Corruption bodies for carrying out investigations and prosecutions	Number	N/A					FMoj EFCC ICPC	Annually	FMoj EFCC ICPC Code of Conduct Bureau
	Number of modern equipment's put in place by Anti-Corruption bodies for carrying out investigations and prosecutions	Number	N/A					FMoj EFCC ICPC	Annually	FMoj EFCC ICPC Code of Conduct Bureau
	Number of professional personnel recruited by	Number	N/A					FMoj EFCC	Annually	FMoj EFCC

	Anti-corruption Agencies.							ICPC		ICPC Code of Conduct Bureau
1.3.2 Transparency and Anti-corruption reforms enacted and institutionalized	Nigeria's ranking on the Transparency International	Ranking	N/A	150 TH				FMoj EFCC ICPC	Annually	FMoj EFCC ICPC Code of Conduct Bureau
	Nigeria's Corruption Perception Index	Number	N/A	24.00/100 POINTS				FMoj EFCC ICPC	Annually	FMoj EFCC ICPC Code of Conduct Bureau
	Number of transparency and anti-corruption reforms developed	Number	N/A					FMoj EFCC ICPC	Annually	FMoj EFCC ICPC Code of Conduct Bureau
KRA 1.4 Efficient and predictable justice system	Efficiency in operationalizing a predictable justice system enhanced	percentage	N/A					FMoj EFCC ICPC	Annually	NASS, NJC, JSC, Federal Ministry of Justice, Law Enforcement Agencies.
OUTPUTS LEADING TO DELIVERY OF KRA 1.4										
1.4.0		percentage	N/A					FMoj Reports	Annually	FMoj

Full financial independence of the justice system established	Completion level in establishment of the justice system									
	Amount of budgetary allocation to judiciary	Amount	N/A	₦120BN						
1.4.1 ICT based justice system established and functional	Level of completion in the deployment of ICT based justice system	percentage	N/A				100%	FMoJ Reports	Annually	FMoJ
KRA 1.5 Safety and security provided and conflicts managed and prevented	Crime rate in the country	Percentage	21.9%				5%	Security Agencies Report	Annually	DSS NSCDC Nig Immigration Service Fire Service FRSC NPF, Nigerian Military, Ministry of Interior Correction Service Min of Justice
	Satisfaction level of citizens with performance of Police and other security agencies in ensuring safety and security	percentage	0%	15%			100%		Annually	BPSR

	(Disaggregated by Agencies)									
OUTPUTS LEADING TO DELIVERY KRA 1.5										
1.5.0 Strategies and initiatives for reduction in the levels of crime and insecurity in the country put in place	Number of crime and insecurity reduction strategies developed	Number	N/A					FMoj EFCC ICPC	Annually	FMoj EFCC ICPC Code of Conduct Bureau
	Number of crime curbing facilities put in place	Number	N/A					FMoj EFCC ICPC	Annually	FMoj EFCC ICPC Code of Conduct Bureau
1.5.1 Conflict management and prevention strategies put in place.	Number of security strategies developed	Number	1					FMoj EFCC ICPC	Annually	FMoj EFCC ICPC Code of Conduct Bureau
	Number of trainings conducted on the strategies (disaggregated by strategy types)	Number	N/A					FMoj EFCC ICPC	Annually	FMoj EFCC ICPC Code of Conduct Bureau
1.5.2 Collaboration frameworks between the Police and	Number of security collaborative strategies developed	Number	N/A					FMoj EFCC	Annually	FMoj EFCC

other security agencies to contain insurgencies put in place								ICPC		ICPC Code of Conduct Bureau
	Number of coordination meetings held between the security Agencies on countering insurgency	Number	N/A	4			20	FMoJ EFCC ICPC	Quarterly	FMoJ EFCC ICPC Code of Conduct Bureau
1.5.3 Competencies, facilities, and behavioural orientation of a well-performing police service enhanced	Number of trainings held for the Nigerian Police (disaggregated by types)	Number	N/A	2				Ministry of Police Affairs	Annually	NPF
	Number of facilities provided for the Nigerian Police (disaggregated by category)	Number	N/A					Ministry of Police Affairs	Annually	NPF
1.5.4 Baseline data on security and safety management system established	Number of baseline studies on security and safety carried out	Number	2					Ministry of Police Affairs	Annually	NPF
1.5.5 Environmental Safety and Security measures put in place	Number of security and safety measures developed	Number	N/A					Ministry of Police Affairs	Annually	NPF
KRA 1.6	Number of governance reforms implemented	Number	5					OHCSF OSGF	Annually	OSGF, OHCSF BPSR

Effective Coordination of governance reforms								BPSR Reports		
	Number of coordination meetings on governance reforms implementation held by the BPSR	Number	5	1				BPSR Reports	Annually	OSGF, BPSR, OHCSF,
OUTPUT LEADING TO DELIVERY OF KRA 1.6										
1.6.0 Effective coordination mechanisms for NSPSR delivery institutionalized	Number of coordination meetings held by BPSR for MDAs on NSPSR implementation held	Number	N/A	4			20	BPSR Reports	Annually	BPSR
1.6.1 Service delivery reforms at MDAs stimulated	Number of governance reforms institutionalized	Number	N/A					BPSR Reports	Annually	BPSR
	Number of M&E reports produced on the NSPSR implementation	Number	0	4			20	BPSR Reports	Quarterly	BPSR
	Number of "Charter Mark Scheme" for MDAs delivering good services to citizens developed	Number	N/A	1			31	BPSR Reports	Annually	BPSR

5. PILLAR TWO: AN ENABLING SOCIO-ECONOMIC ENVIRONMENT

Development Objective: 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

5.1 Context

Creating an enabling socio-economic environment, the theme of Pillar 2, is at the heart of the Public Service Reform (PSR) process. This Pillar is closely linked to the now ended Nigeria's Economic Recovery and Growth Plan (ERGP) 2017-2020, which has been succeeded by the Nigeria's National Development Plan (NDP) 2021-2025. As a matter of fact, the Pillar deals with four of the five thematic areas in the ERGP and the NDP, viz, economic growth and diversification, macroeconomic stability, economic and business competitiveness (including ease of doing business and security), and social inclusion (including jobs creation and employment expansion).

Sectoral reforms are central to this Pillar. There are many of these that are ongoing and are being led from the appropriate sectoral MDAs. Some of the lessons learnt from the implementation of the ERGP, and contributed to the NSPSR vision have been identified as:

- Agricultural reorganisation and revolution are major elements of the economic diversification drive.
- Creating a strong infrastructural base, especially energy, integrated transportation, and water supply.
- Employment, job creation and productivity.
- Human capital development; especially education and health systems development.
- Effective exploitation of the nation's solid mineral resources (especially bitumen to reduce the cost of roads construction).
- Oil and gas sector reform.
- Social inclusion, including women affairs.

Reforms in many of these areas are ongoing - especially in the oil and gas sector - with leadership provided by the relevant sector MDAs. The focus of this Pillar is on the principles, systems and processes which will enable effective sectoral reforms to be undertaken. However, the ownership of the content of these reforms, and their direction, is the lead MDA.

BPSR, Federal Ministry of Finance, Budget, and National Planning (FMFBNP), and the National Bureau of Statistics (NBS) will work with the lead MDAs for these important sectoral reforms to incorporate the plans into the NSPSR implementation agenda, take responsibility for ensuring coordination of the reform programmes across sectors/MDAs, and – most importantly – ensure the

coordination of all reforms M&E. BPSR and FMFBNP will draw out milestones and benchmarks for the delivery of these key sectoral reforms from their key documentation, and will monitor the cohesion of the reform agenda and will ensure that reforms both conform to planned project timescales and content. However, rather than force pre-existing sectoral programmes into Pillar 2, the focus of the content of this Pillar, essentially, is on the principles, systems, and processes. These will enable effective sectoral reforms to be carried out with a view to ensuring effective and efficient delivery of public goods and services.

To fulfil the vision and core objectives of the NSPSR, and the strategic objectives of the NDP, taking lessons learned from the ERGP into account, Nigeria urgently needs to build an enabling socioeconomic environment. This is critical because of five major considerations. For the foreseeable future, Government will continue to face constraints of technical, organisational, and managerial capacity, and will lack investment resources needed to supply adequate public goods and services (infrastructure, education, health, agriculture, etc.) to citizens. Smart partnerships with non-state providers are needed to address gaps in supply, and the inevitable limitations in quality and effectiveness.

Second, it is important that private sector becomes the predominant player in Nigeria's economic space. This explains the policy agenda of creating a more attractive environment for investments by the private sector, and the quest for public, private partnerships (PPPs), especially for infrastructural development.

The third issue is the risk of poor-quality Public Service delivery. This will mean that the rate of economic growth and poverty reduction will be slow and unsustainable. Unless economic growth with employment creation is realised, social tensions are likely to be worsened. Nigeria will not achieve its overarching development agendas unless poverty reduction initiatives are impactful.

Fourthly, to accelerate economic growth and poverty reduction, there is need to improve the business environment to enhance efficiency, profitability, and growth of existing enterprises and to attract more investments, both domestic and foreign.

Finally, and most importantly, the achievement of the goals of the NDP hinge on creating an enabling social and economic environment through Public Service reform.

Accordingly, Pillar 2 sets out to achieve the following key objectives:

- Accelerated and sustainable economic growth for social inclusion, including gender issues.
- A strong infrastructural base, especially power supply, integrated transportation, housing development and water supply.
- Human capital development, increased employment, job creation and productivity.
- Economic diversification (Agricultural revolution; manufacturing, solid minerals, services, and downstream oil and gas development); and
- Effective exploitation of the nation's solid mineral resources (especially bitumen to reduce the cost of roads construction) and Oil and gas sector reform.

These objectives are in line with those of the Nigeria's National Development Plan (NDP), which are that by 2025 Nigeria:

- Will achieve average economic growth of 4.6 percent.
- Will lift 35 million people out of poverty, create 21 million full-time jobs; and
- Raise revenue to GDP ratio to 15 percent as well as improve health and education of the population.

In order to achieve these, three sets of Public Service Reform (PSR) measures are necessary, namely: (a) measures that rapidly enhance capacity for policy and strategy development; (b) effective regulatory frameworks in the MDAs responsible for promoting growth in investment by the private sector, and participation by other non-state actors in the supply of public goods and services; and (c) measures that strengthen the Federal Ministry of Finance, Budget, and National Planning (FMFBNP) and the National Bureau of Statistics (NBS) to perform the role of systematic and comprehensive research as well as M&E of development outcomes in all sectors.

5.2 Progress in Pillar 2 since 2009

Several elements of the NSPSR strategy have been implemented since 2009, and considerable achievements have been recorded, as evidenced by Compendium of Reforms (2014, 2017 and 2020). Sectoral reforms in several areas are starting to yield positive results: Agriculture; Power; Transportation – Aviation and Railways; Housing and the Financial Sector. These are sectors where ongoing reforms will continue during the life of NSPSR.

Specific progress towards creating an enabling socio-economic environment since 2009 also includes the following:

- FMFBNP is putting in place a robust system for policy research and M&E system with key indicators for the public sector; and some improvements in strategic analysis have started to manifest.
- The National Bureau of Statistics (NBS) has been restructured and reengineered to carry out its mandate of conducting socio-economic surveys and managing the nation's statistical base.
- Privatization of public enterprises is being sustained and consolidated by BPE; there have been achievements in energy reform through unbundling and privatisation of the Power Holding Company of Nigeria (PHCN), including the privatisation of electricity generating plants and distribution companies.

5.3 Building Blocks and Target Results

Pillar 2 of the reviewed and updated NSPSR comprises six target results and seventeen building blocks. The building blocks of the Pillar and the development outcomes targeted are presented in Figure 5.1. The description of the building blocks, strategic interventions and key outputs is set out below under the six target results of the Pillar.

Figure 5.1: Pillar 2 Building Blocks and Target Results



5.3.1. Enabling Policy Environment for Accelerated and Sustained High Rate of Economic Growth

Strong economic growth is critical to achieving Nigeria's national goals, and it is essential for Nigeria to re-establish economic growth after the past recessions, shocks of the COVID-19 pandemic, and fall in global crude oil prices. Robust economic growth is critical for poverty reduction and indispensable for attaining Nigeria's Agenda 2050. The National Development Plan, 2021-2025, aims at accelerated, sustained, inclusive, and private sector-led growth. Key macro-structural challenges such as the limited economic diversification, fiscal freedom to support increasing economic and social expenditures, and a stable macroeconomic environment continue to be critical.

An enabling policy environment is required to achieve high, accelerated, inclusive and sustained rate of economic growth. Structural reforms and improved management of both policy development and programme implementation are essential in most sectors of the economy and in Public Service delivery. In particular, the real sector which comprises economic growth drivers

such as agriculture, manufacturing, solid minerals, oil and gas, infrastructure, telecommunication, and construction should lead the way in instituting effective policies, strategies, and programmes, supported by appropriate regulatory frameworks to enhance growth, and contribute to the national economy.

The building blocks for creating an enabling policy environment for accelerated, inclusive and sustained high rate of economic growth will comprise the following:

- i. Strengthen socio-economic policy development, implementation, and coordination; and ensure macroeconomic stability.
- ii. Conduct long range strategic analysis, socio-economic policy research and planning; and
- iii. Institute clear policy and legal framework for effective exploitation of solid mineral resources and to attract private sector investment into infrastructure development.

(i) Strengthen Socio-Economic Policy Development, Implementation and Coordination and Ensure Macroeconomic Stability

Effective socio-economic policies are the most potent instruments for accelerating economic growth. The quality of such policies impacts not only government expenditure choices, but also the rate and quality of investment and enterprises by non-state actors in the economy. Accordingly, strengthening socio-economic policy development, implementation and coordination and ensuring macroeconomic stability are a priority of the updated NSPSR.

Key current issues in respect of socio-economic policy development, implementation, and coordination as well as macroeconomic stability in Nigeria include the following:

- Capacity for policy analysis, development, implementation, and review is generally weak, especially in MDAs.
- Lack of policy continuity and flexibility, arising from absence of legal backing for many of the policies; thus, policies can be changed at will with detrimental impacts on investment decisions.
- Policy formulation is frequently top-down, and generally not based on facts or credible evidence such as statistical data.
- Limited stakeholders' consultation and involvement in policy development, coordination, implementation, and evaluation; therefore, hindering policy relevance, acceptability, and implementation success.
- Poor coordination of policies, leading to policy conflict; and
- Worsening trends of key macroeconomic variables such as exchange rate, general price level, unemployment rate and GDP growth rate.

The strategic objective of strengthening policy development, implementation and coordination will be addressed by three distinct initiatives. First, measures to ensure a strong centre of government, as set out under Pillar 1, will be prioritised. Secondly, Government will work with private sector, think tanks and civil society in a strategic partnership in policy development, alignment, implementation, monitoring and evaluation, and coordination. Thirdly, the centre of Government will ensure that MDAs effectively undertake policy development. To achieve these:

- Government will produce a manual for policy development and coordination for use by all MDAs and will monitor compliance and quality of policy proposals.
- A systematic programme will be developed for Chief Executives, Permanent Secretaries (PSs) and senior policy officials to proactively build capacity in policy development.
- The strategic plans of MDAs will be required to drive policy initiatives. In other words, the plans will map out and schedule the respective MDAs' policy development initiatives. This ensures that ad hoc and reactive policy initiatives will be exceptions rather than the norm.
- The quality and policy content of MDAs' strategic plans will be enhanced through a more effective coordination by the Federal Ministry of Finance, Budget, and National Planning (FMFBNP); and
- Emphasis will be placed on public policy development, implementation, tracking and evaluation that are consistent with Sustainable Development Goals (SDGs) and which promote the achievement of SDGs.

To strengthen socio-economic policy development, implementation, and coordination and to ensure macroeconomic stability, the following specific interventions will be accorded priority under the refreshed NSPSR:

- Developing guidelines, building capacities, and providing support on a sustainable basis to standardize policy formulation, remediation, and review in the federal Public Service.
- Developing an institutional model for Federal Government of Nigeria (FGN) interaction with the private business sector, a take-off points of which will be the Nigeria Economic Summit Group (NESG).
- Developing and implementing a capacity building programme specifically targeted at policy consultation, both with civil society and specifically to ensure effective FGN interactions with private business sector in policy development, implementation, monitoring, and evaluation.
- Strengthening the national M&E system for effective management performance of Government policies, plans and programmes.
- Developing, embedding, and continuously seeking to improve M&E not only of implementation of projects, but also of core Public Service activities, to report on delivery of outputs and services.
- Developing and implementing a capacity building programme for the leadership of MDAs, especially the growth driver sectors (agriculture, manufacturing, oil & gas, telecommunications, solid minerals, infrastructure, and construction), to inculcate in them a proactive and strategic orientation to socio-economic policy development, implementation monitoring and evaluation.
- Institutionalising and enforcing stakeholders' consultation in socio-economic policy development, implementation, monitoring, and evaluation.
- Aligning Nigeria's monetary, trade and fiscal policies to promote general price stability,

exchange rate stability, rational interest rates, GDP growth, and other strategic interventions for ensuring macroeconomic stability provided in Pillar 3.

- Strengthening legislative backing for policy continuity so that policies will no longer be changed at will; in this connection, MBNP will ensure that the 'Project Continuity Bill' is passed into law as quickly as possible.
- Developing Nigeria Sustainable Development Goals (SDGs) Strategy; and
- Developing a Sustainable Development Goals (SDGs) Implementation Framework; and
- Creating an enabling investment climate to attract domestic and foreign investments into all sectors (but particularly infrastructural sectors), to generate employment and reduce poverty.

(ii) Conduct Long Range Strategic Analysis, Forecasting, Socio-Economic Policy Research and National Planning

At present, very few MDAs have systems for continuous research, M&E of development outcomes and impact as the basis for long-range strategic analysis, forecasting, planning and evidence-based policy making. Policy research, M&E of policy outcomes and impact are carried out intermittently by sector MDAs, SDGs' Office, and development partners in various sectors. The results of household surveys also provide trends in outcomes and impact indicators. However, in most sectors, there is neither the strategic focus nor rigour in the policy analyses, forecasting, socio-economic policy research and planning; and there are no institutional mechanisms for ensuring timely and coordinated application of the results to change policies and strategies. This means that there is no sound or reliable basis for policy decisions and strategic directions. Policy research is grossly underfunded: many research institutes and universities engage in research with little relevance to shaping national policies. Capacity for long range analysis and forecasting is limited. This means that there are fundamental weaknesses in evidence-based policy making. The business of national planning is conducted haphazardly with little emphasis on results-based planning, doubtful commitment to implementation, little stakeholders' engagement and weak implementation monitoring and evaluation.

The following interventions will be implemented to create the enabling environment for long-range strategic analysis, forecasting, socio-economic policy research and national planning:

- A system for research and M&E of policy outcomes and impact will be installed within the centre of Government. By its mandate, FMFBNP will lead and coordinate both the development and maintenance of this system, but other parts of the public sector, including sectoral MDAs will also contribute.
- Capacity at the centre of Government will be developed for long range strategic analysis, forecasting, policy development and planning. This will be led by the FMFBNP. However, M&E and analysis of intermediate development outcomes and outputs will be left to MDAs.
- The strengthening of the National Bureau of Statistics and national statistical system so as to ensure availability of credible and up-to-date data in a consistent format to improve the evidence basis for public policy.

- The strengthening of the research and statistics functions of MDAs to provide strong basis for policy and strategy development.
- Priority sectors of agriculture, manufacturing, solid minerals, oil and gas, infrastructure, construction, and telecommunication will be accorded special focus in policy research and planning to generate jobs, promote exports, boost growth and upgrade skills; and
- Focused and policy-based research will be accorded priority and adequately funded; specialised research institutes like the Nigerian Institute for Social and Economic Research (NISER) will be strengthened to live up to their responsibility as the nation's 'Think Tanks' Through the above interventions, it is anticipated that MBNP and specialised research institutes will regularly provide to MDAs:
 - Results of research, M&E of development outcomes by key indicators for various Public Services by different sectors.
 - Alternative scenarios and forecasts of economic trends and development outcomes in various sectors. In some instances, the MBNP will complement and in others provide an alternative perspective to that offered by other agencies such as CBN, think tanks, global development institutions and private corporations; and
 - Long range strategic directions to prompt and guide MDAs on the courses of action to take to improve outcomes performance by their respective sectors.

(iii) Institute Clear Policy and Legal Frameworks for Effective Exploitation of Solid Mineral Resources and to attract Private Sector Investment into Infrastructure Development

Clear and operational policy and legal frameworks are critical to effective exploitation of solid mineral resources. This will attract private sector investment and aid infrastructural development.

There are major concerns with the legal frameworks in Nigeria, especially as they relate to business undertakings and investment. Outdated legal frameworks abound and Bills to modernise frameworks are taking too long to be passed into law by the National Assembly. A typical example was the Petroleum Industry Bill (PIB) which had been with the National Assembly since 2007 and was only recently passed into law as the Petroleum Industry Act (PIA) 2021. Business dispute resolution mechanisms are also not effective. In 2013, Nigeria ranked 136th on 'Enforcing Contracts' out of 189 countries surveyed by the World Bank in its Ease of Doing Business Survey; by 2016, Nigeria's position has worsened to 139th of the 190 countries surveyed, and relatively improved as of 2020, ranking 131st worldwide, with a general score of 56.9.

NSPSR will support strategic interventions to institute clear policy and legal frameworks including the following:

- Legal frameworks relating to solid mineral resources and infrastructure development will be collated, reviewed, and modernised. This will include pushing forward a range of reform Bills in the infrastructure sector drafted by Bureau of Public Enterprises (BPE).
- The National Assembly will be encouraged to expedite passing into law all Bills relating to solid mineral resources and infrastructure development.

- Policies dealing with solid mineral resources and infrastructure development will be reviewed periodically to attract private sector investments.

5.3.2. Enabling Policy Environment for Economic Diversification and National Security

Economic diversification and national security are critical success factors for economic progress of any nation. Significant economic growth cannot take place in an insecure environment, let alone sustaining such growth. In the same vein, any economy that is monolithic will be highly vulnerable to shocks; the economy may experience momentary growth, but it may be difficult to sustain.

This updated NSPSR specifies three building blocks for creating an enabling policy environment for economic diversification and national security:

- i. Diversify the economy and achieve sustainable reforms in oil and gas sector.
- ii. Develop economic zones to harness the natural resources and comparative advantages of the regions; and
- iii. Ensure secured environment for socio-economic activities.

(i). Diversify the Economy and Achieve Sustainable Reforms in Oil and Gas Sector

Strategic economic diversification is critical for accelerating and sustaining the economic growth of any nation. Pertinent issues with respect to current Nigeria's economic situation and its oil and gas sector include the following:

- The economy has for too long depended on the oil sector; thus, making it susceptible to the volatility of the global oil market.
- Agriculture, which used to be the mainstay of the economy in terms of domestic food production, export earnings, and employment, experienced setbacks. Despite the recent progress in the sector, there is still considerable room for improvement.
- Manufacturing contributed 12.67% of the GDP in 2020, a 6.03% increase from 2019, according to CBN's 2020 Statistical Bulletin. Industrial capacity utilisation, however, did not exceed 56% (2015), recording a low of 43.8% in September 2020, while several industrial enterprises are either folding up or relocating to neighbouring countries like Ghana and Ivory Coast; and
- The full potentials of the solid minerals sector are not being exploited; Government's revenue earnings from the sector are minimal due to illegal mining and other malpractices while large mineral deposits remain untapped.

In a bid to create jobs, alleviate poverty and ensure accelerated and sustained economic growth, appropriate policy steps will be taken to diversify the Nigerian economy with emphasis on i)

Agricultural reorganisation and revitalisation; ii) Industrial development; iii) Solid minerals development; and iv) Oil and gas sector reform. Specific action steps to be taken in the respective sectors are as follows:

a). Agricultural Reorganisation and Revitalisation:

To promote integrated transformation of the agriculture sector, Government will:

- Modernize the agriculture sector and transform Nigeria from being a subsistence farming nation to a medium/large scale farming nation.
- Facilitate access to agricultural inputs, improve market access, provide equipment and storage as well as supporting the development of commodity exchanges.
- Maintain reform initiatives to revive the Nigerian fertilizer blending plants in line with the subsisting Nigeria - Morocco collaboration agreement.
- Create functional agricultural extension and nationwide food inspectorate divisions with a view to making professional services available to farmers and improving nutrition as well as eliminating food-borne hazards.
- Boost productivity in agriculture by facilitating access to inputs (e.g., agrochemicals), financing and extension services.
- Inject sufficient funds to the agricultural sector by way of loans at affordable interest rates for investment on medium and large-scale commercial cash crops production to create more agro-allied jobs, strengthening the Bank for Agricultural and Rural Development.
- Facilitate agricultural lending at single digit interest rate through the Anchor Borrowers Programme, Commercial Agricultural Credit Scheme and The Nigeria Incentive-Based Risk-Sharing System for Agricultural Lending
- Guarantee a minimum price for all cash crops and facilitate storage of agricultural products to overcome wastages and seasonal shortages of selected food crops.
- Promote all year-round farming through well-funded and coordinated integrative irrigation systems.
- Revive all the Agricultural Research Institutes that are comatose.
- Strengthen Veterinary practices nationwide; encourage commercial livestock and fisheries development as well as strengthen forestation and environmental protection schemes.
- Embark on massive agricultural land preparation in all states by restoring the National Land Development Agency (NALDA) to promote massive crop production.
- Increase acreage of cultivated land by fast-tracking land reform initiative.
- Implement a policy to encourage young people to go into agriculture by funding incentives and mechanisation techniques with a view to replacing the currently ageing generation of farmers who are too few to meet the nation's demands.
- Reinstate the farm settlements schemes and procure appropriate machinery both locally sourced and imported to enhance agricultural productivity; and
- Revamp the River Basin Development Authorities (RBDAs) to become effective vehicles for Nigeria's agricultural revival and expansion.

b). Industrial Development:

Industrialization is important for accelerating economic growth and social development in any country as it is crucial for job creation, technology development, wealth creation, exchange rate stability and poverty alleviation in general. Accordingly, Government will:

- Conduct a state-by-state census of ailing or comatose industrial enterprises, document their requirements and plan the institution of an industrial resuscitation fund as was done for aviation and banking sectors.
- Recapitalise and strengthen the Bank of Industry, and the Bank of Agriculture and mandate them to provide the much-required affordable credits for industrial growth. They will be particularly mandated to support the development of Micro Small and medium Scale Enterprises (MSMSEs).
- Implement an appropriate policy of import rationalization so that the products of local industries will find greater accommodation in preference to foreign goods.
- Fast track the implementation of the Nigeria Industrial Revolution Plan (NIRP) using Special Economic Zones.
- Grow agro-processing enterprises through Export Processing Zones and promote local contents.
- Revitalise and develop competitive industrial hubs to promote job creation in manufacturing (e.g., textiles).
- Develop new Export Processing Zones and Special Economic Zones to boost industrialization and support SMEs.
- Develop and implement effective strategy for non-oil exports through promotion of 11 export products under the “Zero Oil initiative”; revamping the Export Processing Zones; and improving export-enabling infrastructure at ports.
- Revive the Export Expansion Grant (EEG) to provide tax credits to companies with a view to enhancing the development of some agriculture and mining sectors production thereby bringing in more investments and creating more jobs.
- Promote private sector growth by formalising the economy and simplifying the regulations.
- Make doing business in Nigeria easier and more attractive to promote economic and business competitiveness.
- Vigorously promote "Buy Made in Nigeria Goods".
- Optimizing the use of local content and empowering local businesses; and
- Focus on facilitation of businesses and commerce as their major objective.

c). Solid Minerals Development

- Invest heavily in the exploitation of the abundant solid mineral resources in all parts of Nigeria.
- Prioritise and expedite the exploitation of Bitumen so as to drastically reduce the cost of road construction in Nigeria.
- Encourage private sector participation in solid minerals development and exploitation;

and

- Promote Federal-State partnership in solid minerals exploitation.

d). Oil and Gas Sector Reform

- Ensure the continuous awareness of the reforms contained in the new Petroleum Industry Act (PIA) 2021.
- Revive and reactivate the local Refineries to their optimum capacities so as to improve self-sufficiency in refined petroleum products; encourage the emergence of modern modular refineries products and reduce importation.
- Increase oil production back to 2.2 mbpd in 2017 and to 2.3 – 2.5 mbpd by 2025 by attracting new investments, by expanding development and production from existing reserves, and by implementing the MPR recommendations on funding Joint Venture (JV) Cash Calls as well as addressing the security challenge in the Niger Delta.
- Privatised selected oil assets, reduce government stake in JVs by 5% and divest other assets, e.g., refineries and pipelines; and
- Fully develop the sector's capacity to absorb more of the nation's new graduates in the labour market; the sector will be funded to produce more home-grown, but world class engineers, scientists, technologist.

e) Information, Communication, Science and Technology (ICST) Sector Development

- Build capacity and capabilities of relevant institutions and personnel to generate knowledge to adapt, utilize, replicate, and diffuse technologies in all areas of science and technology through research and development.
- Establish a National Research and Innovation Fund (NRIF) to ensure availability of adequate funding for the commercialization of research and development outputs.
- Entrench the concepts of the Triple Helix model of innovation to reinvigorate and focus on STI and R&D in tertiary institutions and research institutes to strengthen innovation and knowledge-based products development and services.
- Establish the Silicon Valley to develop the solar technology value chain in order to achieve a sustainable energy mix.
- Support, harness, promote and encourage the commercialization and diffusion of locally developed technologies for government activities.
- Popularise the inculcation of the culture of citizens utilizing indigenous technology.
- Inaugurate the National Research and Innovation Council (NRIC) in the revised National Science, Technology and Innovation Policy approved by the FEC which will coordinate the activities at various government levels.
- Support the development of biofuel by National Biotechnology Development Agency (NABDA) in collaboration with NARICT.
- Formulate policy on the development of mechanical plants and experimental farms for training and research, and development of raw materials.
- Expand the existing ICT & Business Process Outsourcing (BPO) clusters and establish new ones.

- Fast track the setup of broadband Internet policy.
- Grow the digital platforms to modernise the Nigerian economy, support innovation and improve productivity and competitiveness; and effectively implement measures to promote scientific and technological innovations.

(ii) Develop Economic Zones to Harness the Natural Resources and Comparative Advantages of the Regions as well as Promote Service Sector (ICT, Tourism, etc)

Development of the regions is core for sustainable development of any nation. It generates growth simultaneously in all the economic zones identifiable in a country. In the case of Nigeria, regions translate into the six geopolitical zones of North-West, North-East, North-Central, South-West, South-East and South-South.

The NSPSR therefore places top priority on ensuring the development of these zones to facilitate socio-economic activities and promote economic growth.

Key issues with the regions currently include the following:

- Poor road infrastructure and undeveloped waterways.
- Environmental degradation, soil leaching, landslides, erosion, flood etc. ;
- Desert encroachment.
- Inadequate industrial base.
- Undeveloped rural areas.
- Low agricultural productivity.
- Unplanned urbanization; and
- Weak internally generated revenue (IGR) base.

Past governments came up with policies to address these challenges as enshrined in Nigeria's NV20:2020 and Transformation Agenda. The implementation of the policy statements has been slow due partly to weak implementation coordination and weak integration with the national economy, inadequate legal framework, poor funding / resource allocation, and lack of integrated regional infrastructure clusters. Some interventions have been carried out or proposed such as:

- Establishment of River Basin Authorities.
- Development of Dams.
- Creation of the Ministry of Niger Delta and Niger Delta Development Commission (NDDC); and
- The proposed North-East Development Commission (NEDC).

With the hindsight of recent developments, it is expected that a robust regional development strategy will be put in place comprising the following action steps:

- Galvanise all existing regional development policies into a single integrated National Regional Development Policy / Framework.
- Each of the six geopolitical zones should have Development Commissions and the existing Niger Delta Development Commission (NDDC) and the North-East Development Commission (NEDC) should transform into economic diversification vehicles.
- There should be budgetary allocations to these Commissions for the development priorities of the respective regions based on their comparative advantages; and

(iii). Institute effective sub-national coordination mechanism to promote state and regional development. Ensure secured environment for socio-economic activities.

Security is of paramount importance in the life of a nation, without which economic growth and national development cannot take place. The refreshed NSPSR therefore places top priority on ensuring national security to facilitate socio-economic activities and promote economic growth.

Key issues with security currently include the following:

- Nigeria is currently rated a terrorist nation globally; an image which is not helpful for investment and economic growth.
- The fight against the insurgents by security agents is yielding good results but there is still a long way to go; security chiefs have been enjoined by the Government to find a speedy and lasting solution to the security situation.
- Women, children, and the elderly tend to suffer more in case of disasters such as are currently happening in parts of Nigeria.
- Lack of suitable legislation to protect vulnerable groups (women, children, disabled and elderly); in general, these vulnerable groups cannot sue if their rights are violated; and they have limited opportunity to participate in issues that affect them.
- Many Bills are currently pending with the National Assembly, the passage of which could be beneficial to vulnerable groups; an example being the “Gender and Equal Opportunity Bill”.

Among the necessary interventions are the following:

- (a) The insurgents will continue to be tackled with all available means until they are fully decimated; the search for peace in parts of the country where security has been compromised will continue using all reasonable means; and there will be zero tolerance to insurgency, violent crimes, kidnapping and corruption.
- (b) All efforts will be made to ensure that peace reigns in the Niger Delta so as to bring Nigeria’s oil production to the historical level of 2.2 mbpd and even more.
- (c) The United Nations Resolution 1325 on Women, Peace, Conflicts and Security will be fully implemented; and
- (d) Enactment of legislations and introduction of policies that protect vulnerable groups (women, children, persons with disabilities and other vulnerable groups) will be promoted.

5.3.3. Enabling policy environment for poverty reduction

Widespread poverty is one of the most serious development challenges currently facing Nigeria. There is widespread unemployment, and poor basic infrastructure, which further aggravates the incidence of poverty. Poverty reduction has been the goal of successive Nigerian Governments; and it is a priority target result of the refreshed NSPSR.

In the 2009 NSPSR, economic growth and poverty reduction were combined as a single policy target result. In this updated NSPSR however, sustainable economic growth and poverty reduction have been separated to ensure proper focus on the latter. Historically, Nigeria’s economic growth has not had significant impact on poverty reduction: for example, Nigeria’s relative poverty index rose from around 54% in 2004 to about 70% in 2012, even though the economic growth rate averaged over 6% per annum in real terms over the same period. More

recently, the Nigeria Multidimensional Poverty Index (2022) Report published by the Nigerian Bureau of Statistics revealed that Sixty-three percent of people (133 million) are multidimensionally poor. Moreover, the Nigeria MPI is 0.257, showing that poor people in Nigeria experience a quarter of all possible deprivations. The value ranges from 0 to 1, with 0 reflecting zero poverty and 1 universal poverty and deprivation. High deprivations are also apparent in sanitation, time to healthcare, food insecurity, and housing. Additionally, Multidimensional poverty is higher in rural areas, where 72% of people are poor, compared to 42% of people in urban areas. Approximately 70% of Nigeria's population live in rural areas, yet these areas are home to 80% of poor people; the intensity of rural poverty is also higher: 42% in rural areas compared to 37% in urban areas.

Thus, combating poverty in Nigeria requires challenging, well-targeted measures. These measures include provision of pro-poor infrastructural facilities; targeted cross-subsidy on the tariffs of public utilities, including electricity, water, and government-operated mass transport systems; integrated development of the rural areas where the majority of the poor live; and a phased-out implementation of mass-impact social safety-nets.

Accordingly, the priority interventions for creating an enabling policy environment for poverty reduction will comprise the following:

- i. Create a strong infrastructural base with emphasis on power/electricity, water, transportation, and pro-poor infrastructural facilities.
- ii. Create environment for integrated rural development.
- iii. Develop social protection policy and implement effective social safety nets; and
- iv. Promote sound management of the environment for optimal socio-economic development.

(i) Create a Strong Infrastructural Base with Emphasis on Power Supply, Integrated Transportation, Water and Pro-Poor Infrastructural Facilities

The deplorable state of basic infrastructure is a serious development challenge. The problem is most acute in power/electricity supply, transportation (roads, rail, and water transportation), housing and water supply for domestic, agricultural, and industrial uses. These are of critical importance for economic growth and poverty reduction.

Energy is vital for development; industrial, Small and Medium Enterprises (SMEs), micro enterprises and artisanal activities (e.g., welding, carpentry, furniture work, aluminium work and grinding activities), general economic and domestic activities. It shapes overall economic growth, and the general wellbeing of the people. The present erratic energy situation raises the cost of doing business and intensifies general poverty. The unbundling and privatisation of PHCN and the sale of some generating plants are steps in the right direction, although their impact on improved energy supply is yet to be felt.

A robust infrastructural base, especially one that is characterised by pro-poor focus and priorities, is an effective measure to reduce the incidence of poverty. Access to cheap mass transportation and affordable housing as well as improved energy and water supply, at potentially cross-subsidised rates, will not only help extend the few resources people have, but enable them to increase their income in the formal or informal economy. A strong focus on rapid development of

infrastructure, especially power, road, rail, and water are therefore imperative for poverty reduction.

The following strategic interventions will strengthen the infrastructural base:

- Review the enabling environment of Public Private Partnership (PPP) with a view to addressing the legal, regulatory, and operational bottlenecks that are challenging the effective administration of the system, by introducing enabling legislation; create a National Infrastructural Development Bank to provide loans at nominal / affordable interest rates, exclusively for the infrastructure sector.
- Introduce promissory notes / tradable bond programme for infrastructure financiers to ensure that upstream operators are promptly paid per contract.
- Provide legal and regulatory frameworks, establish an independent regulator, and provide effective incentives to accelerate public and private sectors investment in power, roads, water supply, seaports, railways, and inland waterways; and
- Expedite the passage of the pending Bills on transportation to facilitate Concessioning of critical rail-lines, selected Federal roads and airports to attract investment.

Infrastructural development efforts of Government will focus on i) Power supply; ii) Well-integrated multimodal transportation system; iii) Housing development; and iv) Public water supply. Specific strategic objectives and interventions with respect to each of these are as follows:

a). Power Supply:

Interventions in this sector will aim at providing stable and affordable power supply for domestic and commercial uses to reduce the cost of doing business in Nigeria, accelerate economic growth, create employment, and reduce poverty. Specific initiatives to improve power supply will be as follows:

- Vigorously pursue the expansion of electricity generation and distribution from the current 4,000 MW to 10,000 MW by 2020 and to 20,000 MW by 2025: by optimising non-operational capacity, encouraging small scale projects, pursuing long term capacity expansion, and completing the required gas infrastructure (e.g., the Escravos-Lagos Pipeline System² - ELPS²).
- Diversify energy sources to achieve an energy mix that promotes national security and sustainable development.
- Strengthen and increase transmission capacity, with immediate focus on the national backbone.
- Improve the efficiency and effectiveness of the distribution, generation and transmission networks and reduce distribution losses.
- Resolve all stalemates around the reform of the power sector and develop transparently agreed power generation and distribution milestones with clear timeliness and targets.
- Increased gas supply to the thermal stations to ensure increased and stable power

generation and supply.

- Ensure regular Turn Around Maintenance (TAM) of existing facilities to ensure steady and uninterrupted power supply.
- Pursue an aggressive and effective revenue recovery system; check all avenues of waste, corruption, and abuse; increase DISCO liquidity and resolve the problems of illiquidity in the power sector by resolving MDAs' arrears and ongoing non-payment to DISCO and Introduce cost reflective tariff for electricity supply.
- Prioritise rural electrification development to support agricultural and rural development.
- Improve management efficiency of the nation's distribution system; improve commitment to consumer service and promote a national energy conservation and maintenance culture on electricity consumption and supply.
- Liberalise the monopoly of the Federal Government in power generation and supply by devolving much of power and energy supply operations to the private sector.
- Create an electricity market that is private sector driven.
- Encourage large scale investment by the private sector across the power value-chain.
- Establish a robust monitoring mechanism to drive the goal and objectives of government in the privatised power sector.
- Ensure the development of renewable energy such as coal, solar, hydro, wind, and biomass to supplement power supply for domestic and industrial uses where viable.

b). Transportation System:

The strategic objective for this sector will be to evolve a well-integrated multimodal, affordable, and sustainable transport system, including mass transportation systems, entailing strategic investment in rail, road, and water transport infrastructures for effective and efficient movement of people and goods. Accordingly:

- i) Efforts to develop the railway system will focus on:
 - Providing adequate rail infrastructure for even economic development of the country.
 - Sustaining continued rail network rebuilding and expansion so that rail services are commercially viable, both passenger and freight.
 - Setting the base for urban rail transport.
 - Developing capacity to sustain and continuously improve the quality of rail infrastructure.
 - Creating an enabling environment for private sector participation in the provision of rail infrastructure.
 - Revising laws for the construction and management of rail infrastructure.
 - Modernization and rehabilitation of tracks, procurement of new rolling stock and improvement of all operational and management techniques; and
 - Completion of the medium steel section of Ajaokuta Steel Mill to facilitate rail track production and using the locally made track for the rail modernization programme.
- ii) Strategic intervention in the road transportation subsector will include:

- Developing, operating, and maintaining a safe, efficient, and effective road network.
- Facilitating economic and social development through efficient movement of people and goods.
- Enhancing connectivity between economic centres of the country.
- Improving linkages to other transport modes to enhance intermodal transportation.
- Securing funding from the private sector, multilateral agencies, and concessionary loans for highway development; and creating an enabling environment for private sector participation and PPP arrangement in the provision of road infrastructure.
- Undertaking a survey of the condition of the Federal highways and State roads, including rural feeder roads as a basis for embarking on appropriate reconstruction, rehabilitation, and maintenance works; and
- Reintroducing toll gates to generate revenue for optimal maintenance of roads network.

iii) Improvements in maritime and inland waterways transportation will focus on the following:

- Providing safe, efficient, and cost-effective maritime transport services for the country, ensuring all waterways are fully navigable.
- Significantly increasing the capacity of and emphasis on inland waterways transportation.
- Attaining enhanced performance and competitiveness of seaports; improved port productivity and competitiveness.
- Implementing a port management model that attracts full private sector involvement and promotes market principles.
- Renovation and modernization of the ports to enable them cope with growing traffic.
- Encouragement of Nigerian nationals to participate in international shipping and maritime trade.
- Local manufacture and maintenance of vessels for water transportation; greater utilization of inland waterways as alternative mode of moving goods and services in the country.
- Encouraging maritime cruises and pleasure boats for recreation and tourism.
- Completion of the dredging of River Niger; and
- Revising laws for the construction and management of maritime infrastructure.

iv) Key interventions to improve air transportation will include:

- Improvement and modernization of aviation infrastructure, compatible with international safety standards.
- Creation of an enabling environment for the operations of private airlines operators, subject to their meeting the required globally accepted conditions and safety standards.
- Provision of a Standard Hanger in partnership with the private sector for the maintenance of aircraft; and

- Revising laws for the construction and management of aviation infrastructure.

c). Housing Development:

Policy objective of the housing sector is to provide Nigerians with appropriate and affordable houses thereby significantly reducing the current housing deficit estimated at about 17 million units to bring relief and comfort to individuals and families currently facing housing challenges. Specific interventions will include the following:

- Producing and implementing unified and integrated housing infrastructure development with a target to produce 1 million housing units per annum both by direct social housing programmes and through support to private sector developers for construction of residential homesteads, university hostels, barracks for uniformed services, etc.; Implement the Family Homes Fund to kick start a new social housing programme and to stimulate construction activity throughout the country with a view to boosting employment; and building 2 million homes by 2025;
- Enacting an effective national mortgage system that will ensure availability of cheaper credit facilities to enhance the housing programme by lending at single digit interest rates for purchase of owner occupier houses; and
- Vigorously pursuing land allocation and infrastructural supports to enhance the housing programme.

d). Public Water Supply:

- Government will provide clean and hygienic water to majority of the population by ensuring sustainable and optimal performance of public water supply schemes and facilities.
- Water supply for domestic and commercial uses will be pursued on an effective cost recovery basis.
- Domestic and public sanitation will be accorded maximum priority.
- Equitable access to clean, safe, and hygienic water for the poor will be assured through appropriate policy steps.
- Government will adopt PPP in the planning, design, financing, implementation, and operation of water management to ensure greater transparency, efficiency, accountability to the consumer and self-sufficiency; and
- Government will adopt the principles of Integrated Water Resources Management (IWRM) to be implemented at River Basin Development Authorities (RBDA) levels to encourage effective water management and long-term water supply sustainability.

(ii) Create Environment for Integrated Rural Development

Majority of the poor in Nigeria live in rural areas. A larger proportion of the Nigerian population lives in the rural areas than in urban areas, and the poverty rate is higher in the rural than in the urban areas (Multidimensional poverty is higher in rural areas, where 72% of people are poor, compared to 42% of people in urban areas. Approximately 70% of Nigeria's population live in rural areas, yet these areas are home to 80% of poor people;

the intensity of rural poverty is also higher: 42% in rural areas compared to 37% in urban area). A programme of rural development is therefore a priority for poverty reduction in Nigeria.

Key issues with this building block include the following:

- Rural areas suffer gross shortages of basic facilities, including link roads, potable water supply, electricity, health, and educational facilities which, coupled with limited employment and other economic opportunities, encourage rural-urban migration.
- In some parts of Nigeria, women do not have access to land; yet many of them engage in farming and may have to live at the mercy of men to make a living.
- Rural dwellers do not have a concerted voice on issues affecting them and are therefore unable to attract economic benefits to their communities. Cooperative societies are either non-existent or are weakly operated.
- The capacity for planning and implementation at the local government level needs upgrading to focus on rural development.
- Rural communities are not well integrated with the urban centres to provide necessary synergy in economic activities. Many rural communities do not have good link roads to urban centres, leading to wastage of agricultural produce which could be sold in the urban centres.

The interventions to be implemented under the refreshed NSPSR to create an enabling environment for integrated rural development are as follows:

- Develop and implement an integrated rural development strategy (involving an integration of all efforts by Federal, States and LGAs).
- A mandate that all relevant MDAs develop plans to provide basic facilities in the rural areas (roads, water, electricity, health facilities, telecommunications, cottage industries and market outlets).
- Review of the Land Use Act to reflect the gender perspective and enhance women's access to land.
- Strengthening of cooperative societies in the rural communities through effective tutoring and monitoring.
- Strengthening of local government authorities' capacity for planning and implementation with emphasis on integrated rural development.
- Provision and operation of more effective and targeted initiatives to help people increase acquisition of practical and marketable skills in rural areas; and
- Development of strategies to link rural communities to urban centres through the provision of effective transportation systems (roads, rail, and water transportation).

(iii) Develop and Implement Effective Social Safety-Nets

Given the widespread poverty and high rate of unemployment in Nigeria, there is a need for

effective social safety nets. The Government is committed to providing such social safety-nets. For example, the Buhari administration established the National Social Investment Programme (NSIP) targeting the extremely poor and the vulnerable groups, unemployed graduates and others, market women, primary school pupils etc in Nigeria. In this connection, a sum of N549 billion was earmarked by the Government in the 2021 budget for the implementation of the NSIP.

The NSIP currently comprises four main components, namely:

- Home-grown School Feeding Programme which is targeted at 5.5 million primary school pupils in all the states of the federation from primaries 1-3.
- Job creation programme aimed at training 500,000 university graduates, who would be deployed to work in their local communities as teachers, agriculture workers and health support workers.
- Conditional Cash Transfer, whereby one million extremely poor Nigerians would be given N5,000 monthly for a period of two years; and
- Government Enterprise and Empowerment Programme (GEEP), which is essentially a loan scheme to be handled by the Bank of Industry, through which 1.66 million people, made up of market women, traders, artisans, small businesses operators, youths would be given loans ranging from N10,000 to N100,000 to run their businesses.

Under the updated NSPSR, government will aim to implement all the initiatives fully and effectively under NSIP and possibly scale them up. Furthermore, government will develop and deliver critical social surveillance and social protection systems, including innovation funds and revolving funds, to:

- reduce want and raise the minimum quality of life standards for the less privileged, thereby bridging social gaps and reducing their vulnerabilities and exposure to exploitation.
- reduce personal, family and community burden of care and demonstrating duty of care to afflicted, terrorized and vulnerable groups.
- protect the basic human rights needs of vulnerable citizens and ensuring that Nigeria attains the globally agreed ILO social protection floor.
- ensure compliance with national and global policy commitments in the social sector and providing effective regulation, standardisation, professionalisation, and oversight of service provision by relevant stakeholders including the private sector; and
- reduce the incidence of exploitation, recruiting, grooming and radicalisation of citizens especially children, the youth, and marginalised groups for terrorist and violent insurgent acts.

In addition to the foregoing, the following interventions which are directed at individuals will also be implemented:

- Emergency public works for unemployed youths.
- Timely payment of retirement benefits for all pensioned senior citizens and creation of poverty safety net for all aged citizens.
- Expand the implementation of the N-Power Job Creation Programme to include provision of loans for traders and artisans; and

- Implement the new Family Homes Fund (social housing scheme).

(vii) **Promote Sound Management of the Environment for Optimal Socio-economic Development**

Environment sustainability is critical to the development of the Nigerian economy and the socio-economic well-being of its citizenry. Proper management of the environment has the potential to support the growth and development of the other sectors of the economy. On the other hand, its improper management can result in poor performance of the economy, in addition to creating serious hazards and threats to human existence and survival.

This issue is at the heart of global discourse for human survival resulting in several agreements like the Sustainable Development Goals (SDGs) and COP21 Paris agreement 2015 on reduction of global warming to below 2°C above pre-industrial level. The Nigerian government is supportive of these initiatives and has agreed to implement the measures enunciated in the relevant policy documents. Key issues with poor environment management include:

- Loss of agricultural land as highlighted by Nigeria's Vision 2020 on Agriculture and Food Security.
- Increasing desertification which has consequences on arid / semi-arid lands thus reducing yield from rain-fed agriculture.
- Land degradation arising from increased erosion, flood and rising sea level affecting coastal areas.
- Incidence of diseases like the recent Lassa fever.
- Water shortages which have been linked directly or indirectly to poor management of the environment; and
- Outputs losses due to changes in climate which, according to the Federal Ministry of Environment, could result in a loss of between 2% and 11% of Nigeria's GDP by 2020, rising to between 6% and 30% by the year 2050.

In the updated NSPSR, the key development objective of the Nigerian Government will be to ensure compliance with national and global policy commitments in desertification and climate change, as well as providing effective regulation, standardisation, professionalisation, and oversight of service provision by relevant stakeholders including the private sector.

Specifically, the following interventions shall be implemented:

- Determination of national Contribution to climate change.
- Development of a National Biodiversity Action Plan.
- Designation of grazing farms for cattle Fulani to reduce incidence of conflict and death arising from the conflicts.
- Increasing Nigeria's forest cover from the present 6 percent to 10 per cent by year 2040; and
- Reducing losses and impacts due to flood, erosion, and drought by 10% by the year 2025 through the efforts of Nigeria Erosion Watershed Management Programme (NEWMAP).

5.3.4. Enabling Policy Environment for Robust and Sustainable Employment Generation

The issue of employment generation is so important that it has been singled out in the updated NSPSR to focus on desired outcomes. The unemployment situation has reached such a crisis dimension in Nigeria that robust and sustainable employment generation must be a priority.

In the past decade, Nigeria's economic growth and general price stability have not been accompanied by unemployment reduction: indeed, unemployment has risen. Nigeria's unemployment is characterised by the following:

- It is large and rising over time; even by official estimates, the national unemployment rate remained at double figures in the 12-year period of 2000 to 2011 and has been rising continuously since 2004, reaching 23.9% in 2011 and stood at 13.9% by September 2016 while underemployment was reported at 19.7% as at that date. According to the Nigerian Bureau of Statistics, the unemployment rate in Nigeria grew to 33.3% by the end of Q4 2020, meaning that Nigeria's unemployment rate has steadily increased in recent years.; and
- The problem is worst among youths (15 – 30 years old) and among graduates of tertiary educational institutions; youth unemployment/underemployment as reported by the National Bureau of Statistics (NBS) was 42.5% as at Q4 2020.

The scale and youthful demographic structure of unemployment in Nigeria has contributed to the increasing levels of crimes and social unrest as well as the general level of insecurity in parts of the country.

Priority interventions for creating an enabling policy environment for robust and sustainable employment generation under the updated NSPSR are to:

- i. Develop and implement policies for robust and sustainable employment generation; and
- ii. Promote result-oriented human capital development and build entrepreneurial capacity.

(i) Develop and Implement Policies for Robust and Sustainable Employment Generation

Employment generation is a key objective of the Change Agenda of the Buhari administration. Various policies are being implemented by various state Governments and the Federal Government to create more jobs and reduce unemployment. But the enormity of the problem has so far defeated them.

To make appreciable impact on the unemployment situation, employment generation must be robust and sustainable. The Nigerian population was estimated at 182.2 million in 2015. With some 56% of that population in the labour force and with the labour force growing at an average rate of 3.2% per annum, at least 3.3 million jobs need to be created annually just to accommodate

new entrants into the labour market.

Various sectors of the economy, particularly agriculture, manufacturing, construction, and telecommunications, will need to be supported to enhance their employment generating potentials. Specific interventions will include:

- Stimulate job creation through the private sector.
- Enforcing mandatory sub-contracting and partnering with locals by foreign construction companies; including mandatory skills transfer to Nigerians by foreign construction companies.
- Revamping the industrial sector and introduction of policies to enhance the international competitiveness of the Nigerian economy.
- Protecting, where needed, local industries from international competition to enhance their employment generating capability.
- Installing a policy framework and capacity for trade facilitation.
- Providing necessary incentives to the Communications Sector so it can continue to expand and generate more jobs.
- Building employment generation into infrastructure development plans.
- Implementing the National Action Plan on Employment Creation (NAPEC) targeted at creating 5 million new jobs annually within the next 3 years.
- Implementing Local Content Policy in all sectors, especially in the oil and gas industry, in order to boost job creation.
- Accelerating the expansion of the agricultural sector and provision of necessary incentives to attract labour into that sector and keep it there.
- Employment schemes of the National Directorate of Employment (NDE) to be pursued with stronger commitment in terms of finance and training.
- Governments at all levels will be encouraged to partner with the private sector and diversify the economy in order to create jobs.
- Embarking on vocational training, entrepreneurship, and skill acquisitions scheme for graduates, coupled with the creation of Small Business Loan Guarantee Scheme to create at least 1 million new jobs annually and at least 5 million new jobs by 2025.
- Creating a Small and Medium Enterprises Development Commission.
- Exploiting the potentials in sports, tourism, and creative industry for job creation.
- Effectively implementing the national housing programmes to constantly create jobs nationwide.
- Bringing the informal sector into the mainstream economy and prioritising the full implementation of the National Identification Scheme to generate the relevant data.
- Expanding domestic demand and public works programmes for massive job creation.
- Revising the Land Use Act to create freehold/leasehold interest in land to give right of land ownership to women; and provide matching grants for states to create a nationwide electronics land title register on a state by state basis.

- Encouraging State Governments to focus on employment creation by matching everyone job created in the same state; and
- Boost direct jobs creation and public works programmes by:
 - Rolling out the N-Power Volunteer Corps programme to create jobs for unemployed graduates (N-Power Teachers Corps; N-Power Knowledge; and N-Power Build).
 - Establishing a job matching programme for new graduates.
 - Fast tracking the implementation of Government Enterprise and Empowerment Programme (GEEP); and
 - Improving employability of labour to reduce the skills gap.

(ii) **Promote Results-Oriented Human Capital Development and Build Entrepreneurial Capacity**

Strategic human capital development is imperative for promoting employment, enhancing economic growth and reducing poverty. Result-oriented human capital development entails functional education to inculcate fundamental knowledge and skills in the workforce. This will be accompanied by strategic investment in health to ensure a fit and productive workforce. It also entails building entrepreneurial capacity, including graduates, so they become jobs creators as against job seekers.

Interventions to promote results-oriented human capital and develop entrepreneurial capacity will include:

- Developing policies to enhance productivity of teachers through training, capacity building, and motivation.
- Aligning the national human capital development programme to long term growth strategies, which should be a priority task for a revamped National Manpower Board (NMB).
- Reviewing universities' curricula to align them with job requirements, and promotion of apprenticeship and work experience programmes.
- Promoting entrepreneurship culture so graduates of tertiary institutions become jobs creators rather than jobs seekers.
- Prioritising investments in human capital development especially in education and health systems development.
- Expanding healthcare coverage through support to primary healthcare centres and expanding the National Health Insurance Scheme (NHIS).
- Investing in our people (Health and Education) by:
 - Revitalising primary health care system through the establishment of at least one functional Primary Health Care Centre per ward (10,000); and fully implementing the primary health care refinancing programme.
 - Constructing model mega health centres through partnership with the private sector in the development of at least one mega health care centre per region funded by Public Private Partnership and NHIS; and
 - Build best-in-class model vocational and technical institutes through the development

of incentive schemes to encourage private sector and state governments to invest in model technical and vocational education institutes to improve the skills of the labour force, especially young people.

5.3.5. Enabling Policy Environment for Optimal Returns/Benefits from Government and Private Sector Investments

The investment and business climate in Nigeria remains challenging. The procedures for business registration and licensing at the Corporate Affairs Commission (CAC) have improved, but there is still a considerable room for strategic interventions to develop a more enabling business environment. For instance, in the 2013 World Bank 'Ease of Doing Business' Rankings, Nigeria ranked 147 out of 189 countries surveyed. By 2016, Nigeria's ranking had worsened to 169 out of 190 countries surveyed. Areas of concern included: energy; registering properties; trading across borders; and paying taxes. Nigeria has a weak framework for working in partnership with the private sector (whether domestic or foreign) to increase returns and benefits from government and private sector investments.

Key building blocks for creating an enabling policy environment for optimal returns/benefits from government and private sector investments are to:

- i. Sustain strategic privatisation of public enterprises (PEs) and selected oil and non-oil assets; and
- ii. Ensure strong Public-Private Partnerships in the delivery of public goods and services and promote profitable performance and accountability in the management of Federal Government investments.

(i) Sustain Strategic Privatisation of Public Enterprises (PEs) and Selected Oil and Non-Oil Assets as well as Attracting Direct Foreign Investment

Nigeria's privatisation programme has gathered momentum over time. Major strides have been taken in the development of regulatory institutions (e.g., the establishment of the Nigerian Electricity Regulatory Commission – NERC) and important sector policies and laws have been introduced. Some progress has been made in energy reform, including the unbundling and privatisation of PHCN, establishment of NERC and privatisation of some electricity generating plants.

The current key issues with the privatisation programme include:

- Opposition from labour unions and resistance from some affected MDAs are delaying the privatisation process and weakening investors' confidence.
- The privatisation process is being delayed by the heavy cost associated with the transactions, especially severance pay to employees of the privatised enterprises as in the case of the privatisation of the PHCN; and
- Privatisation needs to be taken forward for some strategic enterprises (e.g., the refineries and the remaining electricity generation plants).

The FGN is committed to consolidation of the privatisation process. Strategic interventions under the updated NSPSR will include:

- Instituting an effective regulatory regime to protect public interests, especially where the privatised enterprises have a monopolistic position (as in the case of electricity supply).
- Intensification of post privatisation monitoring by the BPE to ensure that investors strictly comply with the terms of the sales of the enterprises they bought.
- Reviewing the Privatisation Act and the enterprises listed therein and completing the privatisation of the updated list of enterprises.
- Implementing outstanding initial public offers (IPOs).
- Privatising selected oil and non-oil assets, e.g., revamping, and privatising refineries and pipelines, which entail assessing all refineries, developing, and implementing refurbishment plans; and attracting private sector investment through improvements in the business environment; and
- Consolidating the privatisation reforms in relevant industries and sectors through:
 - Creation of enabling legislation, including an Anti-trust Commission.
 - Establishment of a Competition Commission.
 - Establishment of the National Transport Commission; and
 - Establishment of the Oil and Gas Regulatory Commission.

In addition to these, more efforts should be channelled toward attracting foreign direct investments (FDIs) which are critically needed in the country. The Executive Order issued by the Vice-President, while in acting capacity for the President on the Ease of Doing Business, is a step in the right direction, and its gains should be sustained to enhance the drive for FDIs. A good example of foreign investment is the SIEMANS energy deal².

(ii) Ensure Strong Public-Private Partnerships in the Delivery of Public Goods and Services and Promote Profitable Performance and Accountability in the Management of Federal Government Investments

Government has a clear policy to promote Public-Private Partnerships (PPPs) in the development of infrastructure. An enabling legal framework has been established for this through the Infrastructure Concession Regulatory Commission (ICRC). The updated NSPSR envisions PPPs in more than just the infrastructure sector especially given the declining public resources for

² On August 31, 2018, the Presidential Power Initiative (formerly the Nigeria Electrification Roadmap) was formed between Nigeria and Germany during a visit by the German Chancellor. The two nations agreed to explore cooperation in several areas. One of such area aims to resolve the challenges in the power sector and to expand the capacity for future energy needs. Siemens Energy will help to facilitate financing for the project through the German Export Credit Agency (Euler Hermes AG), other ECA's, and other financing Agencies. The goal of this deal is to upgrade the electricity network to achieve operational capacity of 25,000 megawatts (MW) from the current average of around 4,500 MW, through a series of projects spanning three phases. Hence, effective management, execution, monitoring, and evaluation strategies must be implemented to see to the success of this deal.

investment. Other sectors where PPPs may be appropriate include agricultural (e.g., dam construction and leasing irrigated land to farmers); education (e.g., hotels construction and letting to students) and health sectors (e.g., mobile clinics). Policy and guidelines for non-infrastructure PPPs are needed, as well as appropriate Information Education and Communication (IEC) to promote such PPPs.

The major concern with PPP is that the PPP concept is not yet fully understood by many public servants; and private sector operators do not have confidence in government's participation with them in business ventures. Many government business investments in Nigeria (including PPP, but also in other areas) are not profitable, do not deliver the anticipated benefits in service delivery and the levels of accountability in them is seriously questionable due to lack of interest in delivering services, weak management, and corruption.

In addition to addressing the capacity deficiency in the public sector, effective PPP development for Public Service delivery demands that selection of PPP partners should be based on competence and capacity of the partners as against patronage; that project should be selected, and their feasibility studies properly carried out; and that procurement processes should be transparent and competitive. These will be the hallmark of the PPP policy and guidelines to be developed as part of the updated NSPSR.

To strengthen PPP in the delivery of public goods and services, and to enhance the profitability and accountability in the management of Federal Government investments, the following strategic interventions will be prioritised:

- Institutionalise PPP in agriculture sector (dams' construction to lease out irrigated land to farmers at affordable cost); education sector (hostels construction and letting to services like public toilets and markets to students at affordable rent); health sector (mobile clinics business); and small scale.
- Developing the competencies and attitudes of public servants in PPP management through conscious investment in capacity building; including strategic investment to build the capacity of government investment managers.
- Building local capacities for monitoring the performance of PPPs.
- Developing the capacity of MDAs to manage PPP contracts; including provision of adequate funding for PPP units in MDAs to enable them carry out proper project development and PPP management.
- Carefully studying and applying success stories and case studies in PPP from other countries (e.g., India, Malaysia, Thailand, and Vietnam).
- Promoting the availability of long-term financing for PPP financing, for example through the use of pension funds; developing and implementing an effective IEC programme to promote and sustain PPPs.
- Introducing performance contracts for managers of FGN's investments and holding them accountable to such contracts.
- Enforcing regular reporting on the performance of government investments.

- Regular M&E of government investments and implementation of M&E recommendations; and
- Regular audit of government enterprises, addressing audit queries and effective implementation of audit reports.

5.3.6. Enabling Policy Environment for Enhanced and Diverse Participation of Non-State Actors in the Delivery of Public Goods and Services

Government lacks sufficient financial resources to respond to the rapidly escalating demand for public goods and services, especially in infrastructure. Hence, FGN has chosen to develop national infrastructure through PPPs. Besides the PPPs model however, there are other opportunities for non-state actors to participate in the supply of public goods and services. For example, many private sector entities and NGOs (including faith-based organisations) are interested in investing in education (at all levels) and health services. The Public Service role in promoting and enabling these investments is crucial. Therefore, participation of non-state actors in the supply of public goods and services is much wider than the PPPs.

All tiers of government in Nigeria (Federal, State and Local) are becoming more gender sensitive. However, there is room for improvement: a large proportion of the population, especially women and other vulnerable groups are still not empowered. This means that they are unable to make their contributions to Public Service delivery.

The building blocks to this target result are as follows:

- i. Ensure enhanced participation of communities and NGOs (international and local) in the delivery of public goods and services.
- ii. Mainstream social inclusion (women and all other disadvantaged groups) in the activities of all MDAs, in the delivery of outsourced Public Services; and
- iii. Implement national and international instruments, legislation and policies concerning women, persons with disabilities, senior citizens, and other vulnerable groups.

(i) Ensure Enhanced Participation of Communities and NGOs (international and local) in the Delivery of Public Goods and Services

Enhanced participation of communities and NGOs in the delivery of public goods and services will be pursued with a view to: (i) narrowing the gaps in public delivery of goods and services; and (ii) enabling innovative models of quality public goods and services delivery to evolve for the Public Service to roll out.

Key issues with the involvement of non-state actors in the delivery of public goods and services include:

- Communities and many NGO's currently do not have the financial and technical capability to deliver public goods and services.
- Communities are generally not organised (e.g., through cooperatives or registered associations) to have one voice; the lack of organisation also reduced their financial strengths to engage in the delivery of public goods and services.
- The security situation in parts of Nigeria limits the work of many NGOs; and
- Duplication by NGOs is common; many NGOs do the same thing in many communities without any prioritisation or visible specialisation.

Under the updated NSPSR, interventions for enhancing participation of non-state actors in the delivery of public goods and services will include:

- Developing policies, guidelines, and incentives for promoting participation of communities and NGOs in the delivery of public goods and services.
- Supporting MDAs to develop strategies and programmes for enabling and promoting participation of communities and NGOs in the delivery of public goods and services; the MBNP will support the development of the capacities of MDAs to develop such strategies.
- Maintaining budgetary provisions, grants and subventions to NGOs that deliver key services to vulnerable groups.
- Targeted capacity building and technical support to relevant NGOs and communities to enhance their participation in the delivery of public goods and services.
- Preparation and dissemination of a compendium of NGOs involved in delivery of public goods and services; this compendium will show address, activity areas, capacity of the NGO, action plan, impact, and funding sources among other information; and

- MFBNP to strengthen its coordinating role for NGOs and carry out more effective monitoring of NGO activities; including reviewing and coordinating the strategic plans of MDAs to enable it better to guide the coherent NGO partnerships, and interventions of development partners.

(ii) Mainstream Social Inclusion (women and all other disadvantaged groups) in the activities of all MDAs and in the Delivery of Outsourced Public Services

Social inclusion involves making conscious efforts to provide for the marginalised and vulnerable members of a society, giving them access to services, assets, and social justice and eliminating all forms of discrimination against them. Discrimination against vulnerable groups still occurs in public institutions, whether education and health services or legal systems. The private sector excludes them in many ways, and at a household level they are disadvantaged.

The Public Service needs to take a lead to correct existing imbalances in both employment and participation of such groups, and particularly women and the disabled in the Federal Civil Service (FCS). There is scope, for example, for affirmative action in the provision of outsourced services (e.g., lifts operation and offices cleaning) for persons with disabilities (PWDs).

The following interventions will be implemented under the updated NSPSR:

- Development and implementation of policy and guidelines for affirmative action to be implemented by all MDAs.
- Development and implementation of a policy framework for enabling and promoting diversity (especially women and other disadvantaged groups) in outsourced delivery of public goods and services.
- Instituting monitoring and evaluation of disadvantaged groups' participation in Public Service employment.
- Implementation of the Women Fund for Economic Empowerment (WOFEE) and Business Development Fund for Women (BUDFOW); the two micro-credit schemes set up to assist women.
- Ensure the rights of women are protected as enshrined in the Nigerian Constitution.
- Guarantee that women are adequately represented in government appointments; promote the concept of reserving a minimum number of seats in the States and National Assemblies for women; and provide greater opportunities for women in education, Job creation, and economic empowerment.
- Strengthen the institutional capacity of Women Commissions and Agencies at Federal and State levels to enable greater effectiveness in their co-ordination of women development matters in collaboration with the Federal Ministry of Women and Social Development.
- Take appropriate measures to empower and integrate women into the overall development process, including their participation in agriculture, handicraft, small-scale ventures, health and family life, industry, and commerce by building their capacity through training, skill acquisition and child orientation.

- Give special attention and effective support to recognized professional women organizations and encourage them to reach out to disadvantaged urban women in the informal Sector as well as rural women in the villages and communities.
- Increase and diversify formal education and training opportunities of women and girls; and combat illiteracy among women by providing functional literacy and adult education programmes in local languages.
- Support relevant Non-Government Organizations (NGOs) whose primary focus is on the development and advancement of women in Nigeria.
- Include gender as a component of Federal Character.
- Support the Nigerian Women's Charter that details policy expectations and commitment on issues related to the improvement of the lives of Nigerians women.
- Guarantee the protection of children, particularly of rights of the vulnerable like street children, trafficked children, children with disabilities, children infected and affected by HIV/AIDS, and criminalize child labour.
- Government will make sure that those who live with disabilities do not suffer unduly as a result of their disabilities and that no Nigerian suffers any form of discrimination as a result of disabilities.
- Conditions of disability will be considered when constructing public infrastructures, such as roads, bridges, railways, airports, marine transport facilities, public buildings, transport terminals, etc.; and when designing working tools and other equipment, including sporting equipment, to be used by the physically challenged; while the policy of assisting the mobility of Persons with Disabilities (PWDs) will be intensified; and
- Promote the creation of the National Commission for Persons with Disabilities in Nigeria.

(iii) Implement National and International Instruments, Legislation and Policies Concerning Women, Persons with Disabilities, Senior Citizens, and Other Vulnerable Groups.

There are a few domestic policies and legislation to protect the rights of women and other vulnerable groups. For instance, there is a National Gender Policy. However, the Gender and Equal Opportunity Bill should be enacted without further delay. Nigeria is a signatory to many international instruments. Examples include Convention on the Elimination of Discrimination against Women; United Nations Resolution 1325 on Women, Peace, Conflicts and Security. Many of these laws, treaties and conventions to which Nigeria is a signatory have not been domesticated; those that have been domesticated have not been faithfully implemented. Furthermore, several of the national policies have not been implemented. There is poor understanding of gender issues in Nigeria, and the rights and needs of other vulnerable groups are even less recognised.

Specific strategic interventions in this connection include:

- Effective implementation of the National Gender Policy (2006).
- Collation and updating of all national and international instruments, legislation and policies concerning women and other vulnerable groups and implementation of the instruments.
- Domestication of all international laws, treaties, conventions and policies and instruments to which Nigeria is a signatory and which are yet to be domesticated; and

- Awareness creation and sensitisation on the existing national and international instruments, legislations and policies concerning the vulnerable groups.

5.4 Long Term Perspective

The long-term perspective of the NSPSR is conceptualised in three phases: the reinvigoration phase, the transformation phase, and the phase that ushers in a world-class Public Service. The defining characteristics (key outputs and/or outcomes) at the end of each phase of the NSPSR for Pillar 2 are provided in **Table 5.1** below.

Table 5.1: PILLAR 2– An Enabling Socio-Economic Environment

Defining Characteristics (Key Outputs and/or Outcomes) at the End of Each Phase of the NSPSR

Phase 1: Transformation 2017-2018	Phase 2: Reinvigoration 2019-2021	Phase 3: World Class 2022-2025
Enabling policy environment for accelerated and sustained high rate of economic growth		
An institutional model for effective interaction between the Federal Government and private sector developed and put into operation.	Capacity of the leadership of MDAs developed for effective socio-economic policy analysis, development, implementation, monitoring, and evaluation.	Stakeholders' consultation in socio-economic policy development, implementation, monitoring, and evaluation institutionalised.
A manual for policy development and coordination produced and used by MDAs.	The national M&E system for effective management performance of Government policies plans and programmes strengthened.	
A system for continuous research and M&E of policy outcomes and impact installed in MBNP.	Capacity of MBNP for continuous long range strategic analysis, forecasting and planning strengthened.	Socio-economic performance sustained on Nigeria's Economic recovery and Growth Plan (ERGP) projections.
Legal framework for solid mineral resources updated and made investors friendly.	Legal framework for infrastructures reviewed and made investors friendly.	
All sectors have MBNP-validated policies and strategies to achieve SDGs	An enabling investment climate created to attract domestic and foreign investments into all growth driving sectors.	
Sustainable Development Goals (SDGs) Act is enacted and operating.		
The following Bills have been passed into laws: - Project Continuity Bill. - Petroleum Industry Bill (PIB); and All Bills relating to solid mineral resources and infrastructure development	Policies dealing with solid mineral resources and infrastructure development reviewed to make them investors friendly and to attract private sector investments.	

Phase 1: Transformation 2017-2018		Phase 2: Reinvigoration 2019-2021		Phase 3: World Class 2022-2025			
Enabling policy environment for economic diversification and national security							
Effective agricultural extension services put in place.		Bank for Agricultural and Rural Development and Bank of Industry recapitalised, strengthened and effectively functioning.		Agricultural value chain fully modernised (production, processing, and marketing).			
Farmers have unhindered access to agricultural inputs.		Agriculture mechanisation is greatly expanded and institutionalised.		Manufacturing sector contributes not less than 35% to GDP.			
Special Economic Zones developed to boost industrialization, support SMEs, and develop the regions.		Farm settlement schemes are reinstated and functioning.					
Minimum price guaranteed for all cash crops.		All year round faming institutionalised.					
National Land Development Agency (NALDA) restored and functioning.		Bank of Industry strengthened and effectively functioning.					
River Basin Development Authorities (RBDAs) revamped and effectively functioning.		Solid minerals development and exploitation is private sector driven.		Governments at all levels partner with the private sector to diversify the economy and create jobs			
The Nigerian fertilizer blending plants are revived and operating.		Local refineries meet domestic needs in petroleum products.					
Oil production back to 2.2 mbpd in 2017 and to 2.3 – 2.5 mbpd thereafter.		A robust regional development strategy developed and implemented.					
Land reform is fast-tracked and completed.		"Buy Made in Nigeria Goods" culture is entrenched.					
		Terrorist activities are fully decimated.		Information, Communication, Science and Technology (ICST) sector developed to World Class standard			
Enabling policy environment for poverty reduction							
.		Demonstrated increase in domestic and foreign investments in infrastructural facilities				24/7 electricity supply to all consumers guaranteed on a sustainable basis.	
Toll gates are reintroduced on major roads to generate revenue for roads maintenance.							

Phase 1: Transformation 2017-2018	Phase 2: Reinvigoration 2019-2021	Phase 3: World Class 2022-2025
Enabling policy and regulatory environment for effective functioning of Public Private Partnership (PPP) in infrastructures development is created.	Renewable energy fully is developed.	Equitable access to clean, safe, and hygienic water is guaranteed for all, including the poor.
An integrated rural development strategy developed and implemented (integrate all efforts by Federal, States and LGAs)	Local government authorities' capacity for planning and plan implementation strengthened.	Well integrated multimodal transportation system established.
Land Use Act is revised to reflect gender perspective and enhance women’s access to land.	Effective national mortgage system is in place to boost housing production.	National housing deficit is reduced to the barest minimum
Targeted social safety nets with wide coverage introduced and implemented.	A National Social Security Policy (NSSP) developed and implemented	Implementation of NSSP is routinized.
Grazing farms for cattle Fulani clearly designated across Nigeria.	All initiatives under the National Social Investment Programme (NSIP) are fully and effectively implemented and scaled up as necessary.	Full compliance with national and global policy commitments on sound environmental management.
A youth employment safety net involving conditional cash transfer and vocational training implemented.	National Infrastructural Development Bank created and functioning	Nigeria's poverty index is comparable to the average obtainable among G20 countries.
	Electricity market is fully private sector driven.	
Enabling policy Environment for robust and sustainable employment generation		
Local industries are effectively protected from international competition.	Manufacturing sector appreciably/ significantly expanded.	
The National Action Plan on Employment Creation (NAPEC) fully implemented.	Appropriate incentives provided to attract labour into Agriculture sector and keep it there.	International competitiveness of Nigerian industries at world class level.

Phase 1: Transformation 2017-2018	Phase 2: Reinvigoration 2019-2021	Phase 3: World Class 2022-2025
Effective vocational training and entrepreneurial programmes implemented.	Small and Medium Enterprises Development Commission (SMEDC) established and effectively functioning	A single digit national unemployment rate achieved.
Direct jobs creation and public works programmes are intensified.	Universities' curricula reviewed and aligned with industry job requirements.	
Policies to enhance productivity of teachers are developed and faithfully implemented, including training, capacity building, and motivation.	Appropriate supports/incentives provided to entrepreneurs to create jobs	
Primary health care system is revitalised and effectively functioning.	National human capital development programme aligned to long term growth strategies.	
Enabling policy environment for optimal returns / benefits from government and private sector investments		
Reform of the power sector fast tracked, and all stalemates resolved.	Post privatisation monitoring of privatised enterprises intensified by the BPE.	Effective regulatory regime instituted to protect public interest regarding privatised enterprises.
Performance contracts for Managers of FGN's investments are developed and managers are held accountable to the contracts.	Privatisation Act is revised to reflect government priorities.	
Regular M&E of government investments and implementation of M&E recommendations are institutionalised.	Privatisation of selected oil and non-oil assets is completed.	
Appropriate policies and guidelines for PPPs in non-infrastructure sectors developed and implemented.	Competencies and attitudes of public servants in PPP management developed.	Capacity of MDAs to manage PPP contracts measurably developed.
	Capacity to regulate PPP built and strengthened.	FG receives dividends from at least 66% of its Public Enterprises

Phase 1: Transformation 2017-2018	Phase 2: Reinvigoration 2019-2021	Phase 3: World Class 2022-2025
Regular audit of government enterprises and effective implementation of audit reports are institutionalised.	PPPs scaled up in key sectors of agriculture, education, health, and small-scale services.	
Enabling policy environment for enhanced and diverse participation of non-state actors in the delivery of public goods and services		
A policy framework for enabling and promoting diversity (especially women and other disadvantaged groups) in outsourced delivery of public goods and services developed and implemented.	Capacity of NGOs and Communities built, and technical support provided to them to enhance their participation in the delivery of public goods and services.	Capacity of MDAs to develop strategies for promoting participation of communities, NGOs, and other non-state actors in the delivery of public goods and services strengthened. M&E of disadvantaged groups' participation in Public Services at all levels instituted.
Relevant national and international instruments, legislation and policies concerning women and other vulnerable groups collated and updated.	Relevant international laws, treaties, conventions, policies, and instruments to which Nigeria is a signatory are domesticated.	
A compendium of NGOs involved in the delivery of public goods and services as well as advancement of women prepared and disseminated.	Women are commensurately represented in government appointments as well as in political and elected posts.	
Institutional capacity of Women Commissions and Agencies at Federal and State levels are strengthened.	The Women Fund for Economic Empowerment (WOFEE) and Business Development Fund for Women (BUDFOW) are implemented, and their progress is regularly tracked.	
A National Commission for Persons with Disabilities in Nigeria is created and effectively functioning.		

5.5 Strategic priorities and ‘Quick Wins’

The following are the strategic priorities and quick wins, implementation of which will result in an enabling socio-economic environment to achieve the target results under Pillar 2.

Strategic priorities

- Strengthening socio-economic policy development, implementation and coordination and ensuring macroeconomic stability.
- Installing a robust system for policy research, monitoring, evaluation, and reporting on development outcomes centred at the Ministry of Budget and National Planning (MBNP).
- Building the capacity of officers for planning, budgeting, monitoring, and evaluation across MDAs.
- Creating a strong infrastructural base with emphasis on effective electricity supply, multimodal transportation system and water supply.
- Developing and implementing an integrated rural development strategy (involving an integration of all efforts by Federal, States and LGAs)
- Promoting economic diversification with emphasis on agriculture, manufacturing, and solid minerals development.
- Improving regional development by establishing economic zones.
- Promote sound management of the environment for optimal socio-economic development.
- Reforming and modernising the country’s oil and gas sector, both the upstream and downstream.
- Developing and implementing a well thought out National Social Security Policy, in terms of coverage, funding and sustainability.
- Developing and implementing a policy framework and guidelines for women empowerment and for promoting diversity (especially women and other disadvantaged groups) in outsourced delivery of public goods and services.
- Sustaining strategic privatisation of public enterprises (PEs) and selected oil and non-oil assets.
- Creating a more enabling institutional, policy and regulatory environment for business enterprises.
- Producing and implementing a unified and integrated housing development programme.
- Scaling up PPP to include non-infrastructure PPPs supported by appropriate policy framework and guidelines and public servants that are competent in PPP management.

- Enhancing employment/job creation and labour productivity by boosting direct jobs creation and public works programmes.
- Promoting results oriented human capital development and building entrepreneurial capacity.
- Establishing and improving regulatory frameworks and policies for effective exploitation of the nation's solid minerals and other natural resources (oil, gas, bitumen, etc.).
- Promoting national security by bringing terrorists activities under control and restoring peace in the land, including in the Niger Delta.

Quick Wins

- Passing into law the 'Project Continuity Bill' currently with NASS to provide legislative backing for policies to strengthen policy continuity.
- Prevailing on the National Assembly to pass the longstanding Petroleum Industry Bill (PIB) to attract needed investments into the oil and gas sector.
- Strengthening the policy coordination role of the OSGF.
- Preparing and disseminating a compendium of NGOs involved with delivery of public goods and services as well as advancement of women.
- Collation and updating of all national and international instruments, legislation and policies concerning women and other vulnerable groups.
- Reviving the abandoned Nigerian fertilizer blending plants in line with the Subsisting Nigeria – Morocco collaboration agreement.
- Passing into law the 'Social Protection Policy' currently undergoing validation processes for a robust social inclusion for all.
- Inauguration of the National Research and Innovation Council (NRIC) contained in the revised National Science Technology and Innovation Policy approved by the FEC which will coordinate activities at various government levels.

5.6 Monitoring & Evaluation Framework

The NSPSR Results Framework shows the various levels of “Results” i.e., the Impact Areas (Key Result Areas), the Outcomes and Outputs that are expected under the NSPSR with their Indicators, Baselines and Targets for the Indicators and the Means of Verification (MoV).

The Results Framework was participatorily developed with the implementing agencies from the NSPSR Strategic thrusts, Developmental objectives, Pillars, and Building Blocks of the Strategy as contained in the strategy document. The NSPSR Results Framework is presented below:

PILLAR TWO

RESULTS FRAMEWORK FOR THE DELIVERY OF THE NATIONAL STRATEGY FOR PUBLIC SERVICE REFORMS (NSPSR) PROJECT FOR THE BUREAU FOR PUBLIC SERVICE REFORMS BPSR 2021-2025.

PILLAR 2			AN ENABLING SOCIO-ECONOMIC ENVIRONMENT								
PILLAR DRIVER			MINISTRY OF BUDGET AND NATIONAL PLANNING (MBNP)								
DEVELOPMENT OBJECTIVE			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								
KEY AREAS	RESULT	KEY PERFORMANCE INDICATORS	UOM	BASELINE	ANNUAL TARGETS				DATA SOURCE/ MOV	REPORTING FREQUENCY	RESPONSIBLE AGENCIES
				2021	2022	2023	2024	2025			
KRA 2.1	Enabling policy environment for accelerated and sustained high rate of socio-economic growth	Implementation level of socio-economic growth policies (Disaggregated by MDAs)	percentage	N/A	N/A			100%	FMFBNP Reports	Annually	FMT, MBNP, FMF, NBS, CBN, NMB, Key MDAs,
OUTPUTS LEADING TO DELIVERY OF KRA 2.1											
2.1.0	Model for Federal Government and private sector interaction	Number of models for FG/Private sector interaction developed	Number	N/A	N/A				Federal Ministry of Industry, Trade and Investment Reports	Annually	FMITI ICRC BPE FMFBNP

developed and operationalized										
	Number of models for FG/Private sector interaction put to use	Number	N/A	N/A				Federal Ministry of Industry, Trade and Investment Reports	Annually	FMITI ICRC BPE FMFBNP
2.1.1 Manual for policy development and coordination produced and put to use by MDAs.	Policy on development and coordination for MDAs developed	Number	N/A	1	1		1	FMFBNP Reports	Annually	FMFBNP BPSR
	Manuals for policy coordination developed	Number	N/A	1	1		1	FMFBNP Reports	Annually	FMFBNP BPSR
2.1.2 System for continuous research and M&E of policy outcomes and impact installed in MBNP	Number of monitoring visits embarked upon by the FMFBNP	Number	N/A	N/A				FMFBNP Reports	Annually	FMFBNP
	Number of evaluations carried out by the FMFBNP	Number	N/A	N/A				FMFBNP Reports	Annually	FMFBNP NBS

	Number of impact assessment studies carried out by the FMFBNP	Number	N/A	N/A				MFBNP Reports	Annually	FMFBNP NBS
2.1.3 Legal framework for solid mineral resources updated and made investors friendly	Number of reviews carried out on the legal framework for solid minerals resource	Number	N/A	N/A				MMSD Reports	Annually	MMSD
	Number of engagements carried out with investors on the legal framework for solid minerals	Number	N/A	N/A				MMSD Report OSGF Reports	Annually	MMSD OSGF
2.1.4 Sector policies and strategies to achieve SDGs validated by MBNP	Number of Sectors with policies and strategies to achieve SDGs validated by MBNP	Number	N/A	N/A				MFBNP Reports SDG Reports	Annually	FMFBNP OSGF SDG Office
2.1.5 Sustainable Development Goals (SDGs) Act enacted and operationalized	Enactment of SDG Act	Number	2	2				SDG Report OSGF Reports	Annually	SDG Office OSGF

	Level of operationalization of the SDG Act	percentage	60%	70%			100%	SDG Report OSGF Reports	Annually	SDG OSGF
2.1.6 Passage of relevant Bills into Law	Passage of the Project Continuity Bill into Law.	Number	N/A	N/A			1	FMFBNP Report OSGF Reports	Annually	FMFBNP OSGF
	Passage of the Petroleum Industry Bill (PIB) into Law	Number	1	1			1	NASS Report MPR Report	Annually	MPR
	Number of Bills on solid mineral resources passed into Law	Number	N/A	N/A				MMSD Reports	Annually	MMSD NASS
	Number of Bills on infrastructure development passed into law	Number	N/A	N/A				ICRC Report OSGF Reports	Annually	ICRC OSGF
2.1.7 Capacity of MDAs leadership developed	Number of trainings held for leadership of MDAs on socio-economic policy analysis	Number	N/A	N/A				FMFBNP Reports	Annually	FMFBNP
	Number of trainings held for leadership of MDAs on development	Number	N/A	N/A				OSGF Reports	Annually	OSGF

	Number of trainings held for leadership of MDAs on Implementation Monitoring and Evaluation	Number	N/A	N/A				FMFBNP Reports	Annually	FMFBNP
2.1.8 National system effective management performance of Government policies plans and programmes strengthened	Number of trainings held for staff of the MBNP on M&E	Number	N/A	N/A				FMFBNP Reports	Annually	FMFBNP
	Number of monitoring visits held	Number	N/A	N/A				MFBNP Reports	Annually	MFBNP MDAs
	Number of impact assessment studies carried out	Number	N/A	N/A				MFBNP Reports	Annually	MFBNP NBS MDAs
	Number of evaluations carried out	Number	N/A	N/A				MFBNP Reports	Annually	MFBNP NBS MDAs
2.1.9	Number of trainings held on long range	Number	N/A	N/A				MFBNP Reports	Annually	MFBNP

Capacity of MBNP for continuous long range strategic analysis, forecasting and planning strengthened.	strategic analysis for MBNP Staff									
	Number of trainings held on forecasting for MBNP Staff	Number	N/A	N/A				MFBNP Reports	Annually	MFBNP
	Number of trainings held on planning for MBNP staff	Number	N/A	N/A				MFBNP Reports	Annually	MFBNP
2.1.10 Legal framework for infrastructures reviewed	Number of reviews carried out on legal framework for Infrastructure	Number	N/A	N/A				ICRC Reports	Annually	ICRC
2.1.11 Enabling investment climate to attract domestic and foreign investments into all growth driving sectors created	Nigerias Ease of doing business ranking	Ranking	N/A	N/A				FMITI Report	Annually	FMITI
	Amount of Revenue generated through	Amount	N/A	N/A				FIRS Reports	Annually	MFBNP

	domestic investments									
	Amount of Revenue generated through foreign investments	Amount	N/A	N/A				FIRS Reports	Annually	MFBNP
2.1.12 Solid mineral resources and infrastructure development policies reviewed	Number of solid mineral resources development policies reviewed	Number	N/A	N/A				MMSD Reports	Annually	MMSD
	Number of solid minerals Infrastructure development policies reviewed	Number	N/A	N/A				MMSD Reports	Annually	MMSD
	Number of new private sector investors attracted in the solid minerals sector	Number	N/A	N/A				MMSD Reports	Annually	MMSD
	Number of new private sector investors attracted in the infrastructure sector	Number	N/A	N/A				ICRC Reports	Annually	ICRC

2.1.13 Policy environment for economic diversification and national security enabled	Contribution of the non-oil sector to GDP	Amount	N/A	N/A				FIRS Reports	Annually	FMFBNP
	security threat level	Level	N/A	N/A				MoD Report	Annually	MoD
2.1.14 Agricultural extension services put in place	Number of Agricultural extension programmes implemented	Number	N/A	N/A				FMARD Report	Quarterly	FMARD
2.1.15 Farmers having access to agricultural inputs	Number of farmers with access to Agricultural inputs	Number	N/A	N/A				FMARD Report	Quarterly	FMARD
Special Economic Zones to boost industrialization, support SMEs and develop the regions developed.	Number of special economic zones developed	Number	N/A	N/A				FMARD Report	Quarterly	FMARD
	Number of new industries set up	Amount	N/A	N/A				FMITI Report	Quarterly	FMITI
	GDP contribution by the		N/A	N/A			35% GDP	FIRS Report	Annually	FMFBNP

	manufacturing sector									
2.1.16 Minimum price guaranteed for cash crops	Number of price regulatory meetings on cash crops held	Number	N/A	N/A				FMARD Report	Quarterly	FMARD
2.1.17 National Land Development Agency (NALDA) restored	Number of functional NALDA offices	Number	17	17				FMARD Report	Quarterly	FMARD
2.1.18 River Basin Development Authorities (RBDAs) revamped	Number of River Basin Development Authority offices revamped	Number	12	12				FMARD Report	Quarterly	FMARD
2.1.19 Nigerian fertilizer blending plants revived	Number of fertilizer blending plants fully revived and operational.	Number	47	47				FMARD Report	Quarterly	FMARD
2.1.20 Oil production increased	Oil production	Number	2.2 Mbpd	1.336Mbpd			2.5 Mbpd	NBS Report NNPC Report	Monthly	NNPC
2.1.21 Land reform completed	Number of land reforms implemented	Number	N/A	N/A				FMARD Report	Annually	FMARD

2.1.22 Bank for Agricultural and Rural Development and Bank of Industry recapitalized	Amount allocated to the Bank of Agriculture and Rural Development	Amount	N/A	N/A				FMFBNP Report	Annually	FMARD
	Amount allocated to the Bank of Industry	Amount	N/A	N/A				FMFBNP Report	Annually	MFBNP
2.1.22 Agriculture mechanization expanded and institutionalized.	Number of equipment's bought for agricultural production mechanization	Number	N/A	N/A				FMARD Report	Annually	FMARD
	Number of equipment's bought for agricultural processing mechanization	Number	N/A	N/A				FMARD Report	Annually	FMARD
	Number of equipment's bought for agricultural marketing mechanization	Number	N/A	N/A				FMARD Report	Annually	FMARD
2.1.23 Farm settlement schemes	Number of farm settlement	Number	N/A	N/A				FMARD Report	Annually	FMARD

reinstated and functioning	schemes operational									
2.1.24 Year round faming institutionalized	Number of farms doing all year round farming	Number	N/A	N/A				FMARD Report	Annually	FMARD
Bank of Industry strengthened	Amount of money allocated to BOI	Amount	N/A	N/A				MFBNP Report BOI Report	Annually	BOI
	Number of trainings held for staff of BOI	Number	155	210				MFBNP Report BOI Report	Annually	BOI
2.1.25 Private Sector driven Solid minerals development and exploitation enhanced	Number of public private partnerships on solid minerals entered into	Number	N/A	N/A				MMSD Report	Quarterly	MMSD
2.1.26 Domestic needs of petroleum products production met through Local refining	Barrels of crude produced daily through local refining	Number	N/A	N/A				NUPRC Report MPR Report	Monthly	NUPRC MPR
2.1.27	Number of sensitizations carried out on	Number	3	25% In the 3 rd Quarter, the	50%		100%	NOA Reports of the programme, communiqué,	Quarterly	FMoIC NOA

Culture of "Buy Made in Nigeria Goods" entrenched	buy made in Nigeria goods.			Agency carried out sensitization programme on buy made in Nigeria goods in the National Headquarters and was eventually cascaded down to the 36 states of the Federation and FCT; including the 774 Local Government Areas of the Federation.				flyers and the attendance sheet.		
2.1.28 Terrorist activities fully decimated.	Number of terrorist attacks reported	Number	N/A	N/A				MoD Report	Annually	MoD

KRA 2.2 Enabling Policy environment for economic diversification and National Security	Contribution of the non-oil sector to GDP	percentage	N/A	N/A				FMFBNP Report NBS Report		FMFBNP
	Crime Rate	percentage	N/A	N/A				Security Agencies Reports		Security Agencies
OUTPUTS LEADING TO THE DELIVERY OF KRA 2.2										
2.2.0 Diversify the economy and achieve sustainable reforms in the oil and gas sector	Number of reforms on reorganization and revitalization initiated and implemented in the Agricultural sector	Number	N/A	N/A				FMARD Report	Bi-Annually	FMARD BPSR
	Number of reforms on reorganization and revitalization initiated and implemented in the Industrial sector	Number	N/A	N/A				FMITI Report	Bi-Annually	FMITI BPSR
	Number of reforms on reorganization and	Number	N/A	N/A				MMSD Report	Bi-Annually	MMSD BPSR

	revitalization initiated and implemented in the Solid Minerals sector									
	Number of reforms on reorganization and revitalization initiated and implemented in the Oil and Gas sector	Number	N/A	N/A				MPR Report	Bi-Annually	MPR BPSR
	Number of reforms on reorganization and revitalization initiated and implemented in the ICST sector	Number	N/A	N/A				FMCDE Report	Bi-Annually	FMCDE BPSR FMST
	Number of National Security coordination meetings held	Number	N/A	N/A				NSA Report	Quarterly	NSA, DSS, NPF, NIS, NSCDC,
	Percentage of National security coordination meeting recommendations implemented	Percentage	N/A	N/A				NSA Report	Quarterly	NSA, DSS, NPF, NIS, NSCDC,

KRA 2.3 Enabling policy environment for poverty reduction	Poverty rate	percentage	N/A	N/A				NBS Report	Annually	FMHASD, FMARD, FMWA, MDAs
	Number of policies on poverty implemented	Number	N/A	N/A				FMHASD Report	Annually	FMHASD
OUTPUTS LEADING TO DELIVERY OF KRA 2.3										
2.3.0 Reintroduction of Toll gates on major roads to generate revenue for roads maintenance	Amount of money generated from toll gates	Amount	N/A	N/A				FIRS Report	Annually	FMFBNP
	Number of major roads tolled	Number	N/A	N/A				FMWH Report	Annually	FMWH
2.3.1 Policy and regulatory environment for Public Private Partnership (PPP) in infrastructures created	Number of policies on Public Private Partnership (PPP) in infrastructure development developed	Number	N/A	N/A				ICRC Report	Annually	ICRC
2.3.2	Development of integrated rural development strategy	Number	N/A	N/A				FMARD Report	Annually	FMARD

Integrated rural development strategy developed										
2.3.3 Land Use Act revised to reflect gender perspective developed	# of reviews carried out on the Land Use Act to reflect gender perspective and access to land		N/A	N/A				FMARD Report	Annually	FMARD
2.3.4 Social safety nets programmes implemented	Nigeria's poverty index	Percentage	N/A	N/A				NBS Report	Annually	NBS
2.3.5 Grazing farms for cattle Fulani across Nigeria designated	Number of Grazing farms for cattle Fulani clearly designated across Nigeria	Number	N/A	N/A				FMARD Report	Annually	FMARD
2.3.6 youth employment safety net involving conditional cash transfer and vocational training implemented.	Number of youths employed under the Safety Net Programme	Number	N/A	N/A			100%	Ministry of Labour and Employment Report	Annually	MoLE
	Number of youths trained under the vocational	Number	8	10	10			Ministry of Labour and Employment Report	Annually	MoL&E

	training Programme									
2.3.7 Renewable energy fully developed	Development of renewable energy strategic plan		N/A	N/A						
2.3.8 Local government authorities' capacity for planning and plan implementation strengthened.	Number of trainings held for Local Government Authorities on planning		N/A	N/A				MFBNP Report	Annually	MFBNP
2.3.9 National mortgage system to boost housing production in place.	Number of houses built through mortgage		N/A	N/A				OHCSF Report	Annually	OHCSF
	National housing deficit	Percentage	N/A	N/A				NBS Report	Annually	NBS
2.3.10 National Social Security Policy (NSSP) developed and implemented	Development of National Social Security Policy (NSSP)	Number	1	1	-	-		FMHASD Report	Reviewed every 5 years	FMHASD
2.3.11 Initiatives under the National Social	Number of Social Investment	Number	Three hundred (300) social investment initiatives	Five Hundred (500) social	600	700	800	FMHASD Report	Quartely	FMHASD

Investment Programme implemented	initiatives implemented		implemented across six geo-political zones specifically in state such as (Kano, Yola, Lagos, Bauchi & Enugu)	investment initiative implemented across six geo-political zones specifically in states such as; (Plateau, Asaba, Ogun, Imo, Gombe, Jigawa, Kano, Yola, Lagos, Bauchi, Enugu & Anambra)						
	percentage of Nigerians benefitting from the NSIP	percentage	N/A	N/A	-	-	-	NSIP Report	Annually	NSIP Office
Social Safety net Programme implemented	Poverty index	percentage	0.257 with about 133 million people being multidimensionally poor.		-	-	-			

2.3.12 National Infrastructural Development Bank created	Creation of National Infrastructural Development Bank	Number	N/A	N/A			1	NASS Report CBN Report HOS Report	Annually	FMWH ICRC
2.3.13 Electricity market fully privatized	percentage completion in the privatization of electricity market	percentage	N/A	N/A				BPE Report	Annually	BPE
KRA 2.4 Enabling policy Environment for robust and sustainable employment generation	Unemployment rate	percentage	N/A	74.6%				FMoL&E Report NBS Report		Ministry of Labour and Productivity, NMP, NPC, Ministry of Trade and Investment, NIPC
OUTPUTS LEADING TO DELIVERY OF 2.4										
2.4.0 Enabling policies on employment generation passed and operationalized	Passage of employment policies	Number	1	N/A			1	NASS Report MoLE Report	Annually	NASS
	Operationalizati on of	percentage	60%	70%			100%	Ministry of Labour and	Annually	MoLE

	employment policies							Employment Report		
2.4.1 Local industries protected from international competition	International competitiveness rating of Nigerian industries	Rating	N/A	N/A				NBS Report Global Report	Annually	Ministry of Trade and Investments
2.4.2 National Action Plan on Employment Creation (NAPEC) implemented.	% Completion in the implementation of NAPEC	Percentage	N/A	N/A			100%	FMoL&E Report	Annually	Federal Ministry of Labour and Employment
	National unemployment rate	Percentage	N/A	N/A				NBS Report	Annually	
2.4.3 Vocational training and entrepreneurial programmes implemented.	# of vocational training programmes implemented.	Number	8	10	10			FMoL&E Report SMEDAN Report	Quarterly	SMEDAN
	# of entrepreneurial programmes implemented.	Number	5	7	8	9	10	FMoL&E Report SMEDAN Report	Quarterly	SMEDAN
2.4.4 Direct creation jobs and	# of Direct jobs created under	Number	N/A	N/A				NBS Report SMEDAN Report	Quarterly	SMEDAN

public works programmes intensified.	the public works programmes									
	# of public works programmes implemented	Number	N/A	N/A				FMWH Report	Quarterly	Federal Ministry of Works and Housing SMEDAN
2.4.5 Policies to enhance productivity of teachers are developed and faithfully implemented, including training, capacity building, and motivation.	Number of Policies to enhance productivity of teachers developed and implemented	Number	N/A	N/A				FME Report	Annually	Federal Ministry of Education
	Number of trainings for teacher productivity implemented	Number	N/A	N/A				FME Reports	Annually	NTI
2.4.6 Primary health care system revitalized and functioning	% Completion in the revitalization of primary healthcare system	percentage	N/A	N/A				FMoH Report	Annually	NPHCDA
2.4.7	Establishment of the Small and	Number	N/A	N/A			1	NASS Report	Annually	SMEDAN

Small and Medium Enterprises Development Commission (SMEDC) established	Medium Enterprises Development Commission (SMEDC)							SMEDAN Report		
2.4.8 Universities' curricula reviewed and aligned with industry job requirements.	# of reviews carried out on Universities' curricula to align with industry job requirements	Number	N/A	1			2	FME Report NUC Report	Quarterly	Federal Ministry of Education
2.4.9 Incentives for entrepreneurs to create job provided	Number of jobs created	Number	25,000	27,5000			40,000	NBS Report FMoL&E Report	Annually	Federal Ministry of Labour and Employment
	Number of entrepreneurs benefitting from incentives to create jobs	Number	24,000					FMoL&E Report SMEDAN Report	Annually	SMEDAN
2.4.10 National human capital development Programme aligned to long term growth strategies.	Alignment of National Human capital development Programme to long term growth strategies	percentage						FMFBNP Report	Annually	FMFBNP

KRA 2.5 Enabling policy environment for optimal returns / benefits from government and private sector investments	Amount of money generated from private sector investment	Amount						FIRS Report	Annually	FMFBNP
OUTPUTS LEADING TO DELIVERY OF KRA 2.5										
2.5.0 Enabling policies on private sector investments passed and operationalized	Number of policies on private sector investments passed	Number						NASS Report BPE Report	Annually	BPE
	Number of policies on private sector investments operationalized	Number						NASS Report BPE Report	Annually	BPE
2.5.1 Reform of power sector completed and all stalemates resolved.	Number of reforms introduced in the power sector	Number						FMP Report	Annually	FMP
	Percentage completion in the	percentage						FMP Report	Annually	FMP

	implementation of power sector reforms									
	Number of stalemates in reforming the power sector resolved	Number						FMP Report	Annually	FMP
2.5.2 Performance contracts for Managers of FGN's investments developed	Performance contracts accountability document for managers of FGNs investments developed	percentage						FMFBNP Report	Annually	FMFBNP
	Number of FGN managers of investments signing performance contracts	Number						FMFBNP Report	Annually	FMFBNP
2.5.3 Regular M&E of government investments and implementation of M&E recommendations institutionalised	Number of M&E exercises carried out on government investments	Number						FMFBNP Report	Annually	FMFBNP

	Number of M&E recommendations implemented	Number						FMFBNP Report	Annually	FMFBNP
2.5.4 Appropriate policies and guidelines for PPPs in non-infrastructure sectors developed and implemented.	# of policies for PPPs in non-infrastructure sectors developed and implemented	Number					1	BPE Report	Annually	BPE
	# of guidelines for PPPs in non-infrastructure sectors developed and implemented.	Number					1	BPE Report	Annually	BPE
2.5.5 Post privatization monitoring of privatized enterprises by the BPE intensified.	# of Post privatization monitoring held to privatized enterprises by the BPE	Number		4			16	BPE Report	Quarterly	BPE
2.5.6 Privatization Act to reflect government priorities revised.	# of reviews carried out on the Privatization Act to reflect government priorities	Number		1			2	BPE Report	Annually	BPE
2.5.7	# of selected oil assets privatized.	Number						BPE Report	Annually	BPE

Privatization of selected oil and non-oil assets completed.										
	# of selected non-oil assets privatized.	Number						BPE Report	Annually	BPE
2.5.8 Competencies and attitudes of public servants in PPP management developed	# of capacity building programmes held for public servants on PPP management	Number		2				BPE Report	Bi-Annually	BPE
2.5.9 Capacity to regulate PPP built and strengthened	Number of trainings held on PPP regulation and compliance							BPE Report	Bi-Annually	BPE
	Number of M&E reports produced on PPP regulation and compliance							BPE Report	Bi-Annually	BPE
2.5.10 Regular audit of government enterprises and effective implementation of audit reports are institutionalised.	# of MDAs audited regularly	Number						OAuGF Report	Annually	OAuGF

	# of MDAs audit reports produced	Number						OAuGF Report	Annually	OAuGF
	# of MDAs audit report recommendations implemented	Number						OAuGF Report	Annually	OAuGF
2.5.11 PPP in key sectors of agriculture, education, health and small-scale services scaled up.	Number of PPPs entered into in agriculture	Number						BPE Report	Annually	BPE ICRC FMARD
	Number of PPPs entered into education.	Number						BPE Report	Annually	BPE ICRC FMOE
	Number of PPPs entered into health and small-scale services.	Number						BPE Report	Annually	BPE ICRC FMOH
	Number of PPPs entered into in small scale services.	Number						BPE Report	Annually	BPE ICRC
KRA 2.6 Enabling policy environment for enhanced and diverse	Enabling policies on non-state actors' participation in the delivery of public goods and	Number						FMHADMSD Report	Annually	FMHADMSD Ministry of Women Affairs

participation of non-state actors in the delivery of public goods and services	services developed							Ministry of Women Affairs Report		
OUTPUTS LEADING TO DELIVERY OF KRA 2.6										
2.6.0 participation in delivery of goods and services passed and operationalized	Number of policy framework for enabling and promoting diversity (especially women and other disadvantaged groups) in outsourced delivery of public goods and services developed	Number					1	FMHADMSD Report Ministry of Women Affairs Report	Annually	FMHADMSD Ministry of Women Affairs
	Number of policy framework for enabling and promoting diversity (especially women and other disadvantaged groups) in outsourced delivery of public goods and services implemented	Number						FMHADMSD Report Ministry of Women Affairs Report	Annually	Ministry of Women Affairs

2.6.1	Number of reviews carried out on relevant national and international instruments, legislation and policies concerning women and other vulnerable groups collated and updated	Number		1			2	FMHADMSD Report Ministry of Women Affairs Report	Bi-Annually	Ministry of Women Affairs
	Number of updates carried out on relevant national and international instruments, legislation and policies concerning women and other vulnerable groups							FMHADMSD Report Ministry of Women Affairs Report	Bi-Annually	Ministry of Women Affairs
2.6.2	Compendium of disadvantaged group focused NGOs involved in delivery of public goods and services as well as advancement of women prepared and disseminated.	Number		1			4	FMBNP Report	Annually	FMBNP Ministry of Women Affairs
	Compendium of disadvantaged	Number						FMBNP Report	Bi-Annually	FMBNP

	group NGOs involved in delivery of public goods and services disseminated									FMHADMSD Ministry of Women Affairs
2.6.3 Institutional capacity of Women Commissions and Agencies at Federal and State levels strengthened	Number of capacity building programmes held for Women Commissions and Agencies at Federal and State levels.	Number		4			16	Ministry of Women Affairs Report	Quarterly	Ministry of Women Affairs
2.6.4 National Commission for Persons with Disabilities in Nigeria established and functional.	Establishment of a functional National Commission for Persons with Disabilities in Nigeria	Number					1	FMHADMSD Report	Annually	Ministry of Humanitarian Affairs, Disaster Management and Social Development
	National Commission for Persons with Disabilities in Nigeria operational	Number					1	FMHADMSD Report	Annually	Ministry of Humanitarian Affairs, Disaster Management and Social Development
2.6.5 Capacity of NGOs and Communities built and technical	Number of capacity building exercises held for NGOs to enhance delivery of public	Number						Ministry of Women Affairs Report	Bi-Annually	Ministry of Women Affairs

support provided to enhance participation in the delivery of public goods and services.	goods and services									
	Number of capacity building exercises held for Communities to enhance delivery of public goods and services	Number						Ministry of Women Affairs Report	Bi-Annually	Ministry of Women Affairs
	Number of technical supports provided in the delivery of public goods and services	Number						Ministry of Women Affairs Report	Bi-Annually	Ministry of Women Affairs
2.6.6 Relevant international laws, treaties, conventions, policies and instruments to which Nigeria is a	Number of international laws Nigeria is a signatory to domesticated	Number					1	NASS Report Federal Ministry of Justice Reports	Annually	FMoj

signatory are domesticated										
	Number of treaties Nigeria is signatory to domesticated	Number					1	NASS Report Federal Ministry of Justice Reports	Annually	FMoj
	Number of conventions to which Nigeria is a signatory domesticated	Number					1	NASS Report Federal Ministry of Justice Reports	Annually	FMoj
	Number of policies to which Nigeria is a signatory domesticated	Number					1	NASS Report Federal Ministry of Justice Reports	Annually	FMoj
	Number of instruments to which Nigeria is a signatory domesticated	Number						NASS Report Federal Ministry of Justice Reports	Annually	FMoj
2.6.7 Women are commensurately represented in government appointments as well as in political and elected posts	Number of women in political positions	Number						Ministry of Women Affairs Report	Annually	Ministry of Women Affairs

	Number of women in elective positions	Number						Ministry of Women Affairs Report	Annually	Ministry of Women Affairs
2.6.8 Women Fund for Economic Empowerment (WOFEE) and Business Development Fund for Women (BUDFOW) implemented	Volume of Women Fund for Economic Empowerment (WOFEE) accessed by stakeholders	Amount					100%	Ministry of Women Affairs Report	Annually	Ministry of Women Affairs
	Amount of Development Fund for Women (BUDFOW) accessed by stakeholders	Amount						Ministry of Women Affairs Report	Annually	Ministry of Women Affairs

6. PILLAR THREE: PUBLIC FINANCIAL MANAGEMENT REFORM

Development Objective: 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.

6.1. Context

The launch of a prudent fiscal management policy in Nigeria by successive civilian administrations brought about major strides in macroeconomic stabilisation. In 2013, Nigeria's Gross Domestic Product (GDP) growth rate was 5.49%, inflation rate was 8.5%, external reserve was US\$44.11 billion (September 2013), and the debt burden was US\$64.509 billion (US\$55.68 Domestic debt stock and US\$8.821 External debt stock). By the fourth quarter of 2021, much of these advances had been undone because of the triple shocks of the pandemic, the decline in the price of crude oil globally, societal unrest, and two economic recessions. The GDP growth rate dropped to as low as -2.24% in 2016 before it grew by 3.98% (year-on-year) in real terms in the fourth quarter of 2021, showing a sustained growth for the fifth quarter since the recession. Food inflation rate recorded in November 2021 stood at 17.21%, external reserves (December 31, 2021) stood at US\$40.52bn, and public debt stock in 2021 climbing to N39.556 trillion (US\$95.779 billion), as against N32.915 trillion in the previous year debt burden (N22.4 trillion) Domestic debt by Q4 2021.

Furthermore, since 2003, the FGN has implemented a number of key reforms envisioned to: (i) enhance transparency and strategic orientation of the budget process; (ii) enhance efficient cash management; (iii) improve integrity of public procurement process; (iv) boost the implementation of a computer-based Accounting Transaction Recording and Reporting System (ATRRS); (v) implement the Government integrated financial management information system (GIFMIS); and (v) strengthen monitoring and evaluation (M&E). Consequently, there is today: more reliable budget; elimination of huge pensions' arrears; and considerable reduction of subsidies to commercial public enterprises (PEs). These reform initiatives fall within what is conventionally described as Public Financial Management Reform (PFMR). They form the third pillar of the NSPSR.

Pillar 3 sets out the PFMR initiatives that will seek to deliver three key objectives, namely to:

- maintain fiscal discipline - keeping spending within limits created by the ability to raise revenue and keeping debt within levels that are not prohibitively expensive to service.
- promote strategic priorities - allocating and spending resources in those areas that make the greatest contribution to the government's objectives; and
- deliver value for money - efficient and effective use of resources in the implementation of strategic priorities.

The momentum for PFMR is sustained by several projects at federal and state levels, sponsored by an array of development partners. These projects are making good contributions to PFMR, but there are doubts that they can alone achieve the Government's development objectives in a full and sustainable manner. This is because the scope and implementation strategies of these disparate projects are not anchored in a comprehensive reform strategy. There are gaps in the interventions, limited harnessing of synergy and the implementation of the projects is neither coordinated nor synchronised. Furthermore, there is no articulated long-term strategy to ensure continuity and sustainability of the mid-term outputs and outcomes in the PFMR area. This is what Pillar 3 sets out to do.

The target results of Pillar 3 in the NSPSR prepared in 2008 were generally linked to the conventionally accepted three-level modular framework for PFMR, with clearly linked building blocks to ensure coordination, continuity and sustainability of outputs and outcomes. Even though the NSPSR was not formally adopted by the Federal Government in 2009, there has been progress in each of the target results areas from 2009 until today. As a means of strengthening the institutional framework and capacity for macro-economic stability, the Ministry of Finance has operationalised the Fiscal Responsibility Act (FRA) 2007, with the preparation of Medium Term Expenditure Framework (MTEF) and Fiscal Strategy Paper (FSP) which are approved by the Federal Executive Council and the National Assembly. The Debt Management Office prepared the country's National Medium Term Debt Management Strategy. As a precursor for implementation of performance-based budgeting, the Federal Government developed a robust National Chart of Accounts (NCOA) with six (6) segments of administrative, economic, functional, programme, fund, and location. Implementation of the new NCOA commenced with the 2011 budget.

To ensure efficient Treasury management of resources, accounting and reporting, the Federal Government has also started implementing some of the initiatives set out in the original Pillar 3 of the NSPSR. The GIFMIS has been extended to 447 MDAs. In July 2010, the Federation Account Allocation Committee (FAAC) approved the adoption of the International Public Sector Accounting Standards (IPSAS). The FAAC IPSAS Technical Sub Committee has produced a harmonised format for both cash and accrual IPSAS basis of accounting. Adoption of IPSAS Cash commenced in 2014 while IPSAS Accrual that was planned to take effect from 2016 is yet to take off. The implementation of the Treasury Single Account (TSA) commenced with 92 MDAs and 447 MDAs are operating TSA. The updated NSPSR will consolidate and sustain the reforms attained and will build on existing initiatives to develop an integrated public financial management reform programme.

6.2. Building Blocks and Target Results

The building blocks for Pillar 3 and the target results (i.e., development outcomes targeted) are illustrated in **Figure 6.1**. The target results are:

- Macro-economic stability.
- Strategic allocation and result-based budgeting of funds.
- Efficient management of resources, accounting, and reporting; and
- Integrity in the use of public funds

Figure 6.1: Pillar 3 Building Blocks and Target Outcomes



6.2.1. Macro-Economic Stability

Nigeria's macroeconomic outlook in 2021 showed that the economy grew by 3.6%, from a 1.8% contraction in 2020. This was largely driven by a 4.4% expansion in the non-oil sector as against the 8.3% contraction in the oil sector. The non-oil sector growth driver was agriculture (2.1%) and services (5.6%). Public debt stood at approximately \$95.8 billion in 2021, or about 22.5% of GDP.

Annual average inflation in 2021 was 17.0%, up from 13.2% the previous year, and much beyond the central bank's 6-9% target. Poverty and unemployment remained high, broadly unchanged from 40% and 33.3%, respectively, in 2020. To restore the macroeconomic stability achieved from 2004 to 2013 is a prerequisite to restoring growth. To this end, there

are three objectives that the NSPSR will pursue. These are to:

- a) ensure that there is capacity and a policy framework to attain macro-economic stability.
 - b) increase domestic revenue by expanding the tax base for non-oil revenue whilst ensuring transparent and efficient collection of oil and gas revenue; and
 - c) reduce the increasing domestic national debt stock.
- i. Strengthen institutional framework and capacity for effective macro-economic fiscal and monetary management.
 - ii. Ensure strategic and efficient management of the national debt; and
 - iii. Strengthen revenue administration reform.

(i) Strengthen Institutional Framework and Capacity for Effective Macroeconomic, Fiscal and Monetary Management

While implementing this NSPSR, great emphasis will be placed on effective fiscal and monetary management as well as their proper alignment in order to promote the desired improvements in macroeconomic performance. Fiscal management will, as much as practicable, be expansionary; with Government expanding current expenses and ensuring exceptional allocations to capital projects while still achieving small fiscal surpluses and satisfying all critical debt sustainability indicators.

Government will use all fiscal and monetary policy tools at its disposal to encourage lending by deposit money banks, increase private sector investment, reduce wastages and corruption, expand export promotion, enhance non-oil revenue generation, promote economic diversification, ensure general price stability, promote exchange rate stability, ensure investment-friendly interest rates, expand employment, and accelerate economic growth.

To speed up the reform of fiscal management, a previous civilian administration enacted the Fiscal Responsibility Act (FRA) in 2007. The FRA provides for prudent management of the nation's resources to ensure long-term macroeconomic stability of the national economy; secure greater accountability and transparency in fiscal operations within the Medium Term Fiscal Policy Framework; and to establish a Fiscal Responsibility Commission (FRC) to foster the achievement of the nation's economic objectives.

Notwithstanding the recent improvements in the institutional framework - particularly through the FRA - there are still challenges. A major challenge is inadequacies of the provisions of some of the existing Public Finance Management Acts and Regulations. In addition, the systems, competences, and capacity in critical technical, professional, and managerial areas needed for the formulation and analysis of effective fiscal and monetary policies are still weak.

The strategic interventions for this building block will therefore include the following:

- Review and amend the Fiscal Responsibility Act to improve the existing provisions for fiscal transparency rules and to include measures to enforce compliance (particularly penalties for offenders). It is also necessary to prepare supporting regulations, rules, or standards to guide the operationalisation of the Fiscal Responsibility Act. Absence of such compliance measures and supporting regulations, rules or standards makes it impossible for the Fiscal Responsibility Commission to function effectively.
- Review and re-enact (replace) the Finance (Control and Management) Act (FCMA). The FCMA was initially enacted in 1958 prior to independence in 1960, when Nigeria was operating a parliamentary form of government. Therefore, some of the provisions are obsolete and no longer reflect the realities of a Presidential form of government. It is significant to highlight that the 1958 Act is currently being revised while acknowledging that a new Act that takes into cognizance present realities will further deepen fiscal and financial responsibilities.
- Build capacity in the institutions responsible for national economic planning as well as fiscal and monetary policies and reporting. This will commence with a Training Needs Analysis (TNA) for the core functions of data gathering, analysis, forecasting, reviews, and planning; followed by development/implementation of a staff development plan.
- Establish systems for macro-economic policy analysis; comprising fiscal and monetary policies analyses (See further details in Section 5.3.1(ii) of Pillar 2).
- Establish a mechanism for ensuring flexible and appropriate foreign exchange regime that promotes viable international trade and is consistent with Nigeria's long-term developmental aspirations; as well as to ensure the attainment of the desired convergence of currency markets to reduce arbitrage activities and currency speculation.
- Implement suitable public financial management reforms and strategically apply key fiscal, monetary and trade policies tools.
- Improve tax/revenue administration, broadening the tax net and exploring ways of raising non-tax revenues as well as enhancing the capacity for mobilization of finance for development.
- Build capacity for ensuring effective alignment / harmonisation between fiscal and monetary management to minimise policy conflicts; and
- Identify institutional needs and to keep track of global economic trends in real time and the differing policy thrusts which often cause confusion.

(ii) Ensure Strategic and Efficient Management of National Debt

Past civilian administrations introduced innovative measures aimed at improving Nigeria's national debt management. The innovations included: establishment of Debt Management Office (DMO) in 2000 to coordinate the management of Nigeria's debt, both internationally

and locally which was hitherto done by myriads of establishments in an uncoordinated fashion; negotiation of significant debt relief from the Paris Club and settlement of outstanding amount in 2005; full payment of London Club debts; preparation of the country's first-ever National Medium Term Debt Management Strategy 2012 – 2015; and provision in the 2013 budget of a sinking fund to retire part of the Federal Government's maturing domestic debt.

The country has in recent years witnessed increasing level and growth of domestic debt. Nigeria's total public debt stock increased by 17 per cent to N46.25 trillion or \$103.11 billion as of December 2022 from N39.56 trillion or \$95.77 billion in 2021. This means that the country's debt profile precisely increased by 16.9 per cent or N6.69 trillion or \$7.34 billion within one year, as the government borrow funds from various quarters for its budget deficits. However, these figures comprise the domestic and external total debt stocks of the Federal Government and the sub-national governments (36 state governments and the Federal Capital Territory).

There is need to ensure strategic and efficient management of national debt by reversing the trend in rapid growth of domestic debt. This will be achieved by:

- Reviewing the Fiscal Responsibility Act (as noted above) and the Finance (Control and Management) Act. In addition to the activities proposed above to strengthen institutional framework and capacity for macro-economic and fiscal management, new provisions should be added to reinforce budget implementation processes to address issues of accumulating contractors', suppliers', and service providers' liabilities.
- Rebalancing public debt portfolio with more external borrowing to avoid crowding out domestic private sector as well as reducing the overall cost of borrowing of the government through external financing.
- Continuing to produce debt sustainability analysis in line with the National Medium Term Debt Management Strategy.
- Continuing to strengthen the capacity of the staff in the Debt Management Office and to provide the Office with the necessary equipment, tools, and funds for its mandate.
- Continuing to present to the NEMT and Federal Executive Council updated and regular reports on the state and profile of the national debt.
- Achieving strategic and effective management of national debt by reversing the trend of high domestic debt increase through developing alternative funding sources, especially, through strengthening and deepening the domestic financial market.

(iii) Strengthen Revenue Administration Reform

Tax administration in Nigeria changed dramatically in 2007 with the granting of financial

and administrative autonomy to the Federal Inland Revenue Service (FIRS) through the Federal Inland Revenue Service (Establishment) Act 2007. From 2007, a series of reforms have been implemented that have led to rapid increase in non-oil revenue. However, there are still limitations in revenue administration processes. The main challenges are the inadequate framework for administration of waivers and exemptions, a weak monitoring system for waivers and exemptions and lack of transparency around oil and gas revenue.

The key measures proposed to strengthen revenue administration reform are to:

- Strengthen and deepen FIRS and operationalise the Taxpayer Identification Number (TIN) – linked to other national registration systems (Corporate Affairs Commission (CAC) requirement for opening business bank accounts, social security numbers, payroll ID) - by FIRS and State Board of Internal Revenue.
- Improve capacity for tax policy analysis.
- Improve processes for imposing sanctions/penalties for tax defaulters.
- Review revenue rates to be in conformity with existing price levels.
- Work out modalities to increase VAT rate particularly for luxury goods.
- Improve administration of CIT and VAT through major audit campaigns and use of technology to drive collection.
- Develop and approve a comprehensive framework for administration and monitoring of waivers and exemptions.
- Develop and approve guidelines/templates for operationalising Sections 20, 21 and 22 of FRA 2007.
- Further develop and strengthen the “Tax Appeal Tribunal” established under section 59 of FIRS Establishment Act 2007.
- Increase public awareness around Petroleum Industry and the oil and gas industry reform.
- Consolidate and expand NEITI to continue to play its role of promoting transparency and accountability in Nigeria’s extractive industries (including the oil and gas sectors); and
- Develop, and adopt a complete framework for the administration of waivers and exemptions, as well as guidelines and templates for implementing sections 20, 21, and 22 of FRA 2007.

6.2.2. Strategic Allocation and Results-Based Budgeting of Funds

The introduction of a Medium Term Expenditure Framework (MTEF) and a fiscal strategy paper (FSP) are the first concrete steps in improving the strategic allocation of public resources in the budget. However, it is evident that the budget is not yet a reliable tool for strategic management of funds or an effective tool for ensuring that results are achieved from public spending. This is mainly because of the huge variance between actual

expenditure and approved budget at the end of each financial year.

The current administration in 2015, adopted the Zero-Based Budget (ZBB) approach for 2016 federal budget. The ZBB approach was adopted to promote needs and benefits-based resource allocation, in response to dwindling oil revenue, provide incentive to improve MDA operations through cost effectiveness, and encourage prioritization and linking initiatives/activities to broad government policy goals and objectives. ZBB focuses of the coordinating agency of pillar 3 (i.e., Federal Ministry of Finance), the issues are nevertheless under PFM which the Ministry serves as the coordinating agency. But in the context of NSPSR, the Ministry of Budget and National Planning (MBNP) is the coordinating agency for Pillar 2, in addition to having the responsibilities for achieving the mentioned target result and its four building blocks as rightly captured in Chapter 9 on project justification as opposed to incremental budgeting approach used in previous budgets. The ZBB web-based application was used in preparing the 2017 budget. Notwithstanding the recent reforms, many of the challenges of the budgeting process persist.

Against this backdrop, four building blocks under the NSPSR have been identified, which are to:

- i. Enhance compact between the National Assembly and Executive in budget process.
- ii. Sustain improvements in budget formulation and monitoring of execution.
- iii. Implement performance-based budgeting (PBB) system; and
- iv. Enhance capacity for result-based budgeting.

(i) Enhance Compact between the National Assembly and Executive in Budget Process

The 'Financial year' means any period of twelve months beginning on the first day of January in any year or such other date as the National Assembly may prescribe. The laying of Appropriation Bills before the National Assembly and their subsequent enactment is often significantly delayed. The budget process has been ill-defined, occasionally leading to accusations and conflict between the executive and the legislature. In some years, the legislature changed the budget parameters (assumptions), allocations to specific projects and MDAs as well as inserted the so-called constituency projects during the process of approval. Delays in approval of budget and arbitrary changes in allocations have been identified as major causes of variation between budget and actuals.

To address these challenges and to enhance the compact between the National Assembly and Executive in budget process, the NSPSR will support:

- Preparation and approval of a more appropriate, and binding Budget Calendar. Once this is achieved, then progress can be made for the National Assembly to enact

Organic Budget Law.

- The Organic Budget Law will specify the schedules and procedures by which the budget should be prepared, approved, and executed. The Law will clearly define roles and responsibilities, information/documents to be provided by the Executive to the Legislature and timelines for performing specific activities of the budget process.
- Educate MDAs on the new budgeting calendar and better stakeholder engagements between NASS and Executive.
- An independent body of experienced professionals established and charged with the responsibility to determine appropriate benchmark oil price annually to avoid politicisation in the process of setting the oil benchmark.

(ii) Sustain improvements in budget formulation and monitoring of execution.

The recent improvements in budget formulation and monitoring of execution need to be sustained. Additional reform measures are required to address the prioritisation of allocation to administration over service delivery and infrastructure, and level of variance between budgeted amount and actual expenditure. The measures needed to achieve a credible budget and ensure that results are achieved from public spending are:

- Effective preparation and utilisation of MTFF, MTEF and FSP for the annual budgets.
- Use of Medium Term Sector Strategies (MTSSs) and MDAs' Rolling Plans to ensure coherence between the National Vision and the Policy thrusts (as provided in ERGP and subsequent national documents) and the annual budgets. This will also make the budget system more efficient and transparent.
- Introduction of measures to reduce budgetary allocation to administration and refocus on service delivery. This will be assisted, for example, by implementing key recommendations of the Presidential Committee on Restructuring and Rationalisation of Federal Government Parastatals, Commissions and Agencies.
- Development and utilisation of key performance indicators (KPIs) and result indicators alongside the MTEF and annual budgets.
- Development of Public Expenditure Tracking Surveys (PETs) for better monitoring of results of critical programmes in major sectors. This process will help to trace the flow of resources from origin to destination and determine the location and scale of any anomalies. PETs will also promote support to the budget reports prepared by Budget Office and Office of the Accountant General of the Federation.
- Increase internet capacity by publicising and broad, in-year budget performance report and budget monitoring reports; including uploading such reports onto the website of relevant agencies; and
- Development of a service-wide strategic performance management framework (as set out under Pillar 4). This will be driven primarily from Pillar 4 and will target both organisational and individual staff appraisal. Pillar 3 will support this effort and ensure

that budget execution is linked to these processes (including appraisals and any complementary incentive framework).

(iii) Implement Performance-Based Budgeting System

Federal Government needs to adopt a budget system that will help in achieving strategic allocation of resources and delivery of results. The Federal Government in 2015, as a first step for improving the budgeting system introduced the ZBB approach. The ZBB approach has been very useful, but the ZBB approach is not designed to be a permanent budgeting approach. The government will continue to improve the ZBB approach as a prelude to adopting a performance-based budgeting system that will ensure better strategic allocation and utilisation of resources. Performance-based budgeting is not an isolated initiative. It is part of a set of broader reforms often referred to as managing-for-results designed to focus public management more on results delivered and less on internal processes or inputs. Performance-based budgeting therefore will not be achieved by a specific initiative but through a combination of initiatives both in public financial management and civil service administration reforms. The Federal Government in the last five years has introduced some initiatives particularly through ZBB that will aid the introduction of a performance-based budgeting system. The initiatives required to operationalise performance-based budgeting include:

- Improved macro fiscal policy management which has commenced and will continue as provided under target result – macro-economic stability explained above.
- Proper classification of expenditure in the budget, which has been achieved through the NCOA and will need further improvement with full development of the programme segment clearly defining policy, programme, project, objective, and activity and assigning codes.
- Provision of budgetary rules and procedures which is proposed in Section 6.2.2. (i) above to enhance compact between National Assembly and Executives in budget process.
- Better harmony between planning and budgeting processes that is critical for linking policy, plan, and budget.
- Using a web-based budget preparation application to accommodate Performance-based budgeting systems. This has been designed and was used to prepare the 2017 budget. The application made provision for budget preparation based on pillars, priority programmes, projects, activities, and sub activities.
- Improved budget formulation and monitoring of implementation through effective use of MTSS, MTFF, MTEF and FSP. These were documents produced and used for the preparation of the 2017 budget.
- Development and utilisation of KPIs and other initiatives explained in (ii) above.

- Efficient management and utilisation of funds in MDAs, particularly by extending GIFMIS to all MDAs, adoption of IPSAS cash in 2014 and IPSAS accrual to take effect from 2019, as explained below under efficient management of resources, accounting, and reporting.
- Upgrade the GIFMIS to be used to prepare budget using web-based Performance-based budget templates.
- Broader civil service administration reforms to increase the motivation and incentives of public employees to strengthen public accountability for performance, as explained further under Pillar 4.

Design of the performance-based budget system is an inclusive approach. Once the above outputs are attained, the system will be ready for implementation.

(iv) Enhance Capacity for Results-based Budgeting and improve citizen's education on budgeting including preparation, implementation, and monitoring.

There is inadequate capacity for results-based budgeting. This will be addressed through the following:

- Performing a comprehensive training needs analysis for results-based budgeting.
- Developing training programmes and modules; and
- Training relevant staff of MDAs using developed modules.

In addition, efforts should also be made to improve citizen's education on budgeting with respect to budget preparation, implementation, and monitoring to enable them to make meaningful input in the budget process.

The NSPSR will therefore encourage relevant agencies to carry out activities towards the education of citizens on budgetary issues.

6.2.3. Efficient Management of Resources, Accounting and Reporting

The building blocks for efficient and accountable management of public resources are:

- i. Ensure efficient treasury management and utilization of funds in MDAs.
- ii. Provide ICT applications to enable rapid improvements in financial management, accounting, auditing, and reporting.
- iii. Strengthen efficient management of the wage bill and payroll.
- iv. Provide a system for efficient and effective management and maintenance of public assets.
- v. Institutionalize timely accounting and reporting in line with International Public Sector Accounting Standards (IPSAS); and

- vi. Enhance capacity for accounting and reporting.

(i) Ensure Efficient Treasury Management and Utilisation of Funds in MDAs

Efficient treasury management of public funds is important for three reasons. First, it ensures safe custody and proper accountability for the resources. Second, it enables the Government to have a complete picture of its resources and where they are. This means, for example, that Government does not risk running out of resources or resorting to unnecessary borrowing. Third, it enables the government to ensure effective budget execution through predictable and timely disbursement of funds.

Three key initiatives under this building block will be to:

- Extend the Treasury Single Account (TSA) system to cover all MDAs. This will facilitate timely reconciliation of cash balances, which is a top priority target result.
- Extend the GIFMIS to cover all MDAs; and
- Institutionalise predictable and timely disbursement of budgeted funds to MDAs. This will entail regular and reliable forecasting of revenues and cash flows, cash planning and preparation and use of funds disbursement schedules.

(ii) Provide ICT Applications to Enable Rapid Improvements in Financial Management, Accounting, Auditing and Reporting

Over the past 15 years, Federal Government has developed the use of information and communication technologies (ICT) to support transformation of the Public Service. To sustain the use of ICT, the government established the National Information Technology Development Agency (NITDA) to provide leadership and coordination of ICT applications across all MDAs. The government also directed MDAs to partner with Galaxy Backbone Plc to provide internet connectivity, VSAT and platform for website and web portals.

Most of the ongoing reforms such as GIFMIS, IPPIS, e-payment and e-remittance of revenue operate on ICT platforms. There are, however, ICT challenges which are constraining efficient management of resources, accounting, and reporting. The two major challenges are: (i) inadequate systems and capacity to perform ICT-based operations, and (ii) connectivity challenges arising from Galaxy Backbone Plc's monopoly of connectivity, VSAT and platform for website and web portals.

The key initiatives to address the challenges are:

- Needs Assessment to identify ICT constraints (systems, programmes, connectivity, capacity, etc.) which are holding back full implementation of PFM reforms across the MDAs.
- A requirement that each MDA makes budgetary provisions for the necessary systems, programmes, and connectivity to enable the ICT framework for PFM

reforms to be established and maintained.

- Based on the PFM ICT needs assessment, development by NITDA of training programmes and modules, linked to overall capacity development discussed in (v) below.
- Training by NITDA of relevant MDA staff using these programmes and modules. Improvements of the technical and operational capacity of Galaxy Backbone Plc to ensure that MDAs receive the levels of service required, in line with its monopoly rights.

(iii) Strengthen System for Management of the Wage Bill and Payroll

The wage bill is the single largest item in the Federal Government budget. IPPIS - the initiative ensuring efficient management of the wage bill and payroll - is discussed fully under Pillar 4. In addition to the initiatives discussed under Pillar 4, efficiency in the management of the wage bill and payroll will be further enhanced through:

- Roll-out of the IPPIS to all MDAs (including Health, Education, Military and Para-Military Institutions).
- Regular internal audit of the payroll; and
- Integrating IPPIS into the GIFMIS.

(iv) Provide a System for Efficient and Effective Management and Maintenance of Public Assets

The reforms under this building block have faced challenges but efficient and effective management and maintenance of public assets will be achieved through the following initiatives:

- Adequate funding, capacity building and change management process.
- Conduct a survey for all government assets (land and buildings, vehicles, computers) and implementing a Management Information System (MIS) for assets and stock management supported by the GIFMIS.
- Establish an inventories control system to improve assessment of government's assets; and
- Upload the assets records to GIFMIS asset inventories module.

(v) Institutionalise Timely Accounting and Reporting in Line with International Public Sector Accounting Standards

In July 2010, the Federal Government approved the adoption of the International Public

Sector Accounting Standards (IPSAS). Subsequently, on 13th June 2011, the Federation Accounts Allocation Committee (FAAC) set up a Technical Sub Committee for implementation of IPSAS in the three tiers of government in Nigeria. The IPSAS Technical Sub Committee produced a harmonised format for both Cash and Accrual IPSAS basis of accounting. IPSAS Cash started in 2014 while IPSAS Accrual which was scheduled to commence from 2016 is yet to take off. Notwithstanding the work by the Technical Sub Committee to develop road map for adoption of IPSAS, there are still challenges to seamless adoption of these reporting standards both at federal and sub-national government levels. The main challenges at Federal Government level are: (i) limited awareness of the need for adoption of IPSAS; format of IPSAS (cash and accrual) and the potential impact of IPSAS financial reporting; (ii) the IMF Government Finance Statistics (GFS) requirements not fully incorporated in the NCOA, (ii) capacity constraints across MDAs for IPSAS implementation and (iv) inadequate funding, capacity, and ICT infrastructure. However, steps should be taken to conduct comprehensive training needs analysis; Develop training programmes and modules to train relevant staff of MDAs.

The IPSAS Technical Sub Committee nevertheless needs to continue with the roll out of IPSAS Cash and schedule a new date for the commencement of IPSAS Accrual (for example 2019). The Sub Committee will continue to create awareness, build capacity for IPSAS implementation across government and revise the NCOA to fully incorporate the GFS requirements.

(vi) Enhance Capacity for Accounting and Reporting

There is inadequate capacity for treasury management of resources, accounting, and reporting within the system and this will be addressed through the following:

- Performing comprehensive training needs analysis.
- Developing training programmes and modules; and
- Training relevant staff of MDAs using developed modules.

6.2.4. Integrity in the use of Public Funds

The building blocks to ensure probity in the use of public funds are to:

- (i) Implement fully the Public Procurement Act and subsidiary rules and procedures.
- (ii) Enforce Public Service Rules, Financial Regulations, and extant circulars.
- (iii) Strengthen public expenditure oversight and watchdog institutions; & budget information should be made available to the public.
- (iv) modernize the internal audit function across all MDAs; and

- (v) Strengthen the role of non-state actors in monitoring and evaluating public expenditure allocation, use, and accountability.

(i) Implement fully the Public Procurement Act and Subsidiary Rules and Procedures

The activities to be performed under this building block will involve:

- The inauguration of the National Procurement Council and empowering it to function in line with provision of Sections 1 and 2 of the Public Procurement Act 2007.
- The Bureau of Public Procurement (BPP) to sustain ongoing improvements in procurement process which has resulted in improved competitiveness in the award of public contracts and some reduction in public expenditure.
- The BPP to design and implement a procurement system that ensures public access to complete, reliable, and timely procurement information to enhance both transparency and accountability; and
- The BPP will intensify efforts to raise awareness and understanding of the provisions of the Public Procurement Act 2007.

(ii) Enforce Public Service Rules, Financial Regulations and Extant Circulars

Public Service Rules and Financial Regulations govern the conduct of public servants in the use of public resources. Over the years the rules, regulations and extant circulars that are consistent with prudent financial management have been neglected and are not fully enforced.

The NSPSR will support effective and uniform enforcement of the rules and regulations, particularly the sanction mechanisms contained in the Public Service Rules, Financial Regulations, and extant circulars.

(iii) Strengthen Public Expenditure Oversight and Watchdog Institutions; and Budget information should be made available to the Public.

Public expenditure oversight and watchdog institutions need to be strengthened to reinforce the drive for integrity in the use of public funds. They include the OAuGF, PACs, ICPC and EFCC. Besides conventional capacity building measures (some of which are discussed under Pillar 1), the interventions which are to be implemented under this building block are:

- Enactment of a law that provides for the full autonomy of the Auditor-General.
- Adoption of the International Standards of Supreme Audit Institutions (ISSAI).

- Enhance capacity of staff of Office of the Accountant General of the Federation on implementation of International Standards of Supreme Audit Institutions.
- Establishment of a mechanism for follow-up of audit queries and Public Accounts Committee (PAC) recommendations.
- Establishment of mechanisms for collaboration among OAuGF, PAC, ICPC and EFCC.
- Review and enhancement of accounting, internal control systems and audit processes for parastatals, and considering of additional regular audits by the OAuGF with a focus on compliance with Public Service rules and regulations; and
- Strengthening of the OAuGF, PAC, ICPC and EFCC.

In addition to all these, budget information should be made available to the public to also empower them to act as effective watchdog against profligacy in the implementation of budgeted resources.

(iv) Modernise Internal Audit Across All MDAs

The internal audit function is important as it fosters the integrity of systems and efficient and proper use of funds within an MDA. The internal audit function exists in all central government agencies, but it is preoccupied with audit of prepayment and transactions. There is no emphasis on systems, and risk-based audit is weak. Most internal audit reports do not include findings. Consequently, the NSPSR, will support activities to:

- Continue with the ongoing modernization of the internal audit function across government.
- Extend the access of internal audit to GIFIMIS across all MDAs.
- Adopt Risk-Based Internal Auditing.
- Finalise Internal Audit Manual for use across all MDAs.
- Establish Audit Committees in MDAs; and
- Train internal audit staff in modern audit techniques.

(v) Strengthen the role of Non-State Actors in Monitoring and Evaluating Public Expenditure Allocation, Use and Accountability

The key interventions in strengthening the role of non-state actors and enabling them to monitor public expenditure allocation, use and accountability are to:

- Ensure engagement of citizens (through CSOs, FBOs, CBOs and professional organisations) in the budget process.
- Continue to make available key budget information to members of the public in readily accessible medium.
- Promote the practice of the representatives of the mass media, CSOs, FBOs,

CBOs and other relevant non-state actors undertaking independent budget analysis.

- Provide support to social audits to ensure 'follow your money principle'; and
- Continue to make available information on the use of public funds in readily accessible medium.

6.3. Long Term Perspective

The defining characteristics (key outputs and/or outcomes) at the end of each of the three phases of the NSPSR for Pillar 3 are provided in Table 6.1 below.

Table 6.1: PILLAR 3 – Public Financial Management Reform

Defining characteristics (key outcomes and/or outputs) at the end of each phase of the NSPSR

Phase 1: Reinvigorating 2017-2018		Phase 2: Transformation 2019-2021		Phase 3: World Class 2022-2025	
Macro-Economic Stability					
Fiscal Responsibility Act (FRA) reviewed and amended.		FG and 60% + of State Governments satisfactorily comply with the FRA.	Macroeconomic and fiscal frameworks are at the level of top 20 economies		
New Finance Control and Management Act in place.					
2nd National Medium Term Debt Management Strategy produced.					
Annual production of debt sustainability analysis and updated reports on the state and profile of National Debt.		National debt reduced to levels consistent with long term fiscal and macroeconomic stability, and high rate of economic growth.			
Taxpayer Identification Number (TIN) linked to other national registration systems (Corporate Affairs Commission, CAC, requirements for opening accounts, social security numbers, payroll ID).					
Comprehensive framework for administration and monitoring of waivers and exemptions produced and approved.					
Petroleum Industry Act in place to assist rapid reform of Oil and Gas sector.		Significant improvement in contribution of non-oil revenues to FG budget (50%+).			
NEITI – full accounting and transparency for revenues from oil and other mineral resources – is fully implemented.					
Strategic Allocation and Result-Based Allocation of Funds					
Budget Calendar with responsible entities for each activity approved and in use.					
Organic Budget Law enacted.					
Use of Medium Term Sector Strategies (MTSSs) and MDAs’ Rolling Plans as well as analysis of past performance institutionalized to make the budget system more efficient and transparent					
Performance-based budgeting is institutionalised					

Phase 1: Reinvigorating 2017-2018	Phase 2: Transformation 2019-2021	Phase 3: World Class 2022-2025
Programme Segment of the NCOA completed and in use. An independent body of experienced professionals established and charged with the responsibility to determine appropriate benchmark oil price annually to avoid politicisation in the process of setting the oil benchmark Effective utilisation of MTEF and FSP for annual budget. MDAs have capacity to plan and budget in a participatory and transparent manner. Budgetary allocation to administration sector reduced and allocation to economic and social sectors increased considerably. Public Expenditure Tracking Surveys commenced	Key PFM reforms for implementation of Performance-Based Budgeting completed. Increase capital budget performance to (80%+) level.	Increase capital budget performance to (90%+) level
Efficient Management of Resources, Accounting and Reporting		
Treasury Single Account (TSA) system operational and ensures effective funds management and controls across all MDAs. Government Integrated Financial Management Information System (GIFMIS) installed in all MDAs. Public assets register system installed in all MDAs. Roll-out of the IPPIS to extensive number of MDAs (including Health Institutions and Police Commands). Accounting and reporting in line with IPSAS cash implemented. MDAs have the capacity for treasury management of resources, accounting, and reporting.	GIFMIS interfaced with IPPIS for efficient payroll management and performance management. GIFMIS interfaces with key PFM systems including CS-DRMS, FIRS, Customs, NNPC, DPR and BPP Procurement platform Roll-out of the IPPIS to all MDAs (including Education, Military, and other para- military institutions). Accounting and reporting in line with IPSAS accrual implemented.	Timely and comprehensive accounting and reporting in line with IPSAS accrual in all MDAs.

Phase 1: Reinvigorating 2017-2018	Phase 2: Transformation 2019-2021	Phase 3: World Class 2022-2025
Integrity in the use of Public Funds		
Public expenditure in MDAs is predominantly consistent with provisions of the Public Procurement Act (PPA), to enable speedy implementation of development programmes and projects (including inauguration of Procurement Council).	Effective Internal audit units operational in all MDAs.	Value for money (VFM) audits institutionalised across all MDAs and major expenditure programmes are shared with NASS.
Legal and reporting frameworks for strengthening internal audit function are in place and implementation launched.		
Capacity for internal audit function reflecting international good practice is installed in all MDAs.		
OAuGF has autonomy, enabling legal framework, qualified staff, and facilities to discharge its constitutional responsibilities		
OAuGF pilots value for money (VFM) audits.		
Regular sharing of information between the BOF, BPP, OAGF, CBN, FMF, OAuGF, PACs, EFCC and ICPC.		
Information on allocation and use of public funds more readily accessible to non-state actors.		
Regular social audit by CSOs.		
Enforcement of sanctions for non-compliance to procurement rules and procedures are strengthened by BPP in collaboration with law enforcement agencies (EFCC, ICPC, NPF)		
	VFM audits conducted in MDAs by both internal audit units and OAuGF.	

6.4. Strategic Priorities and Quick-Wins

The strategic priorities and quick wins in the PFM pillar will include:

Strategic Priorities

- Amending the Fiscal Responsibility Act to improve the existing provisions for fiscal transparency rules and to include measures to enforce compliance.
- Setting defined roles and responsibilities, information/documents to be provided by the Executive to the Legislature and timelines for performing specific activities of the budget process.
- Developing comprehensive framework for administration and monitoring of waivers and exemptions.
- Strengthening and deepening the Nigeria Extractive Industries Transparency Initiative (NEITI) to continue to play its role of developing a framework for promoting transparency and accountability in Nigeria's extractive industries (oil and gas sectors inclusive).
- Building capacity for planning, budgeting accounting, reporting, and auditing staff across MDAs.
- Making information on allocation and use of public funds more readily accessible to non-state actors.

Quick Wins

- Prepare and approve Budget Calendar in consultation with the National Assembly and enact Organic Budget Law
- Roll out the Treasury Single Account (TSA) to all MDAs.
- Complete the 'programme' segments of NCOA.
- Improve financial reporting by using the cash model of the International Public Sector Accounting Standard (IPSAS).
- Inaugurate the National Procurement Council and empower it to function in line with provision of Sections 1 and 2 of the Public Procurement Act 2007.

6.5. Monitoring & Evaluation Framework

The M&E Framework shows the various levels of "Results" i.e., the Impact Areas (Key Result Areas), the Outcomes and Outputs that are expected under the NSPSR with their Indicators, Baselines and Targets for the Indicators and the Means of Verification (MOV).

The Results Framework was participatorily developed with the implementing agencies from the NSPSR Strategic thrusts, Developmental objectives, Pillars, and Building Blocks of the Strategy as contained in the strategy document. The NSPSR Results Framework is presented below

PILLAR THREE

RESULTS FRAMEWORK FOR THE DELIVERY OF THE NATIONAL STRATEGY FOR PUBLIC SERVICE REFORMS (NSPSR) PROJECT FOR THE BUREAU FOR PUBLIC SERVICE REFORMS BPSR 2021-2025

PILLAR 3		PUBLIC FINANCIAL MANAGEMENT								
PILLAR DRIVER		FEDERAL MINISTRY OF FINANCE BUDGET AND NATIONAL PLANNING								
DEVELOPMENT OBJECTIVE		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								
RESULT AREAS	KEY PERFORMANCE INDICATORS	UOM	BASLINE	ANNUAL TARGETS				DATA SOURCE/ MOV	REPORTING FREQUENCY	RESPONSIBLE AGENCIES
			2021	2022	2023	2024	2025			
KRA 3.1 Macro-Economic Stability	GDP growth rate	Percentage	13.11%	15.82%				NBS Report	Annually	FMFBNP, OAGF, DMO, BOF, FIRS, NEITI, CBN, FMJ, NNPC, FMT&I, NASS, FRC and BPSR
	Inflation rate	Percentage	15.63%	21.34%				NBS Report		FMFBNP, OAGF, DMO, BOF, FIRS, NEITI, CBN, FMJ, NNPC, FMT&I, NASS, FRC and BPSR
	Unemployment rate	Percentage	9.79%	33.3%				NBS Report		FMFBNP, OAGF, DMO, BOF, FIRS, NEITI, CBN, FMJ, NNPC, FMT&I,

										NASS, FRC and BPSR
	GDP to DEBT Ratio	Ratio	36.63	37-35				NBS Report		FMFBNP, OAGF, DMO, BOF, FIRS, NEITI, CBN, FMJ, NNPC, FMT&J, NASS and BPSR
OUTPUTS LEADING TO DELIVERY OF KRA 3.1										
3.1.0 Fiscal Responsibility Act (FRA) reviewed and amended	Number of reviews carried out on the FRA	Number	NIL					FRC Reports	Annually	Fiscal Responsibility Commission
	Number of amendments carried out on the FRA	Number	NIL					FRC Reports	Annually	Fiscal Responsibility Commission
	Percentage of MDAs complying with the FRA satisfactorily.	Number	NIL				60%	FRC Reports	Annually	Fiscal Responsibility Commission
3.1.1 New Finance Control and Management Act in place.	Finance Control and Management Act developed.	Number	NIL				1	QAuGF Reports OAGF Report	Annually	MFBNP
3.1.2 2nd National Medium Term Debt Management Strategy produced	2nd National Medium Term Debt Management Strategy developed.	Number	One (1) Nigeria's Debt Management Strategy 2020-2023 development.	NIL			1	DMO Report	Annually	DMO
	Level of implementation of the debt management strategy	percentage	25.5%					DMO Report	Annually	DMO

3.1.3	National debt profile	Amount	N39,556,032.50 in Million (39.56Trillion)	N44,064,310.79 Million (44.06Trillion)				DMO Report NBS Report	Annually	DMO
	# of debt sustainability analysis report produced annually.	Number		1			4	DMO Report	Annually	DMO
3.1.4	# of national registration systems linked to Taxpayer Identification Number (TIN)	Number					1	FIRS Report	Annually	FIRS
	Level of compliance of linking the national registration systems to Taxpayer Identification Number (TIN)	percentage	NIL					FIRS Report	Annually	FIRS
3.1.5	Comprehensive framework for administration of waivers exemptions developed	Number					1	FMFBNP- Technical Services Department (TSD)	Annually	FMFBNP (TSD)
	# of Comprehensive framework for	Number					1	FMFBNP- Technical	Annually	FMFBNP

[illegible]

3.2.0 Organic Budget Law enacted	Enactment of organic budget law	Number	NIL					BOF Report	Annually	BOF
3.2.1 Medium Term Sector Strategies (MTSSs) and MDAs' Rolling Plans as well as analysis of past performance institutionalized	Number of MDAs with Medium Term Sector Strategies (MTSSs)	Number	14					BOF Report	Annually	BOF
	# of MDAs with MDAs' Strategic Plans	Number	1					MFBNP Report (National Planning Arm)	Annually	MFBNP (National Planning Arm)
	Capital budget performance	Percentage					90%	BOF Report	Annually	BOF
3.2.2 Programme Segment of the NCoA completed and in use	# of MDAs using the New Chart of Accounts (NCoA)	Number	NIL					OAGF Report	Annually	OAGF
3.2.3 Independent body of experienced professionals charged with the responsibility to determine Appropriate	Body of professionals to determine oil benchmark price established	Number	NIL					NUPRC Report		NUPRC MPR

benchmark of oil price established										
	Oil benchmark price	Amount	NIL					NUPRC Report	Annually	NUPRC
3.2.4 MTEF and FSP for annual budget utilised.	# of MDAs using MTEF and FSP for annual budgeting.	Number	5					BOF Report	Annually	BOF
3.2.5 Capacity to plan and budget in a participatory and transparent manner by MDAs enhanced.	Number of trainings on participatory budgeting held for MDAs	Number	NIL					MFBNP (National Planning Arm) BOF Report	Annually	BOF
3.2.6 Budgetary allocation to administration sector reduced and allocation to economic and social sectors increased considerably	Proportion of Budgetary allocation to administration sector vs economic sector	Proportion	NIL					BOF Report	Annually	BOF
	Proportion of Budgetary allocation to administration sector vs social sectors	Proportion	NIL					MFBNP Report	Annually	BOF
3.2.7 Public Expenditure Tracking Surveys commenced	Number of Public Expenditure Tracking Surveys held	Number	1					MFBNP (National Planning Arm) BOF Report	Annually	MFBNP (National Planning Arm) BOF

KRA 3.3 Efficient Management of Resources, Accounting and Reporting	Number of Accounting Reports produced	Number	1					OAGF Report	Monthly	OAGF
	Annual Budget implementation level	percentage	18.50%					OAGF Report	Annually	OAGF
OUTPUTS LEADING TO THE DELIVERY OF KRA 3.3										
3.3.0 Efficiency level in managing resources system in place	Number of MDAs receiving budgeted funds timely	Number	NIL					OAGF Report	Annually	OAGF MDAs
3.3.1 Treasury Single Account (TSA) system operational and ensures effective funds management and controls across all MDAs.	Number of MDAs linked to the Treasury Single Account (TSA) system	Number	NIL					OAGF Report	Annually	OAGF
	Percentage level of TSA implementation	percentage	NIL				100%	OAGF Report	Annually	OAGF
3.3.2 Government Integrated Financial Management Information System (GIFMIS) installed in all MDAs	Number of MDAs linked to the Government Integrated Financial Management Information System (GIFMIS)	Number	NIL					OAGF Report	Annually	OAGF

3-3-3 Public assets register system installed in all MDAs.	Number of MDAs that have installed the Public assets register system	Number	1					OAGF Report	Annually	OAGF
3-3-4 Roll-out of the IPPIS to extensive number of MDAs (including Health Institutions and Police Commands).	Number of MDAs linked to IPPIS (including Health, Education, Military and other para-military institutions)	Number	558					OAGF Report OHCSF Report	Annually	OHCSF OAGF
3-3-5 Accounting and reporting in line with IPSAS cash implemented.	# of MDAs Accounting and reporting in compliance with IPSAS accrual standards	Number	NIL					OAGF Report	Annually	OAGF
3-3-6 MDAs have capacity for treasury management of resources, accounting and reporting system in place	Number of MDAs trained on treasury management of resources	Number	NIL					OAGF Report	Annually	OAGF
	Number of MDAs trained on treasury Accounting	Number	NIL					OAGF Report	Annually	OAGF
	Number of MDAs trained on treasury reporting	Number						OAGF Report	Annually	OAGF
3-3-7	Number of MDAs complying with provisions of the	Number	NIL					OAGF Report	Annually	OAGF

Public expenditure in MDAs consistent with provisions of the Public Procurement Act PPA and Procurement Council inaugurated	public procurement Act on public expenditure									
	Procurement Council inaugurated	Number	1					BPP Report	Annually	BPP
3.3.8 Legal and reporting frameworks for strengthening internal audit function launched.	Number of legal frameworks for strengthening internal Audit functions developed	Number	1					OAGF Report	Annually	OAGF
	Number of reporting frameworks for strengthening internal Audit function developed	Number	NIL					OAGF Report	Annually	OAGF
3.3.9 Capacity for internal audit function reflecting international good practice entrenched in all MDAs.	Number of MDAs trained on international good practice for internal Audit function	Number	NIL					OAGF Report OAuGF Report	Annually	OAGF OAuGF
3.3.10 OAuGF autonomy on enabling legal framework, qualified staff and facilities to	Percentage completion in implementing enabling legal framework for OAuGF autonomy	percentage	NIL					OAGF Report	Annually	OAGF

discharge its constitutional responsibilities put in place										
3.3.11 OAuGF pilots value for money (VFM) audits	Number of MDAs conducting VFM audits	Number	NIL					OAuGF Report	Annually	OAuGF
3.3.12 sharing of information between the BOF, BPP, OAGF, CBN, FMF, OAuGF, PACs, EFCC and ICPC held regularly on PFM	Number of bilateral meetings held between the BOF, BPP, OAGF, CBN, FMF, OAuGF, PACs, EFCC, ICPC, NFIU etc.	Number	NIL	2			8	OAGF Report	Bi-Annual	OAGF
	Framework for information sharing on PFM implementation developed	Number	NIL					OAGF Report	Bi-Annual	OAGF
	Number of information dissemination meetings held between the BOF, BPP, OAGF, CBN, FMF, OAuGF, PACs, EFCC and ICPC.	Number	NIL				12	MFBNP Report	Quarterly	MFBNP
3.3.13 Information on allocation and use of public funds readily	Number of public presentations on budget allocation and use held	Number	NIL				4	BOF Report	Annually	BOF

accessible to non-state actors.										
3.3.14 Regular social audit by CSOs.	Number of Social Audits held by CSOs	Number	NIL					MFBNP (National Planning Arm) Report	Annually	MFBNP
3.3.15 Enforcement of sanctions for non-compliance to procurement rules and procedures strengthened by BPP in collaboration with law enforcement Agencies (EFCC, ICPC, NPF)	Number of MDAs complying to procurement rules	Number	1					BPP Report	Annually	BPP
	Number of mis-procurement infractions reported	Number	NIL					BPP Report	Annually	BPP
	Number of MDAs sanctioned for non-compliance to procurement rules	Number	NIL					BPP Report	Annually	BPP
KRA 3.4 Integrity in the use of Public Funds	Enactment of a law that provides for the full autonomy of the Auditor-General	Number	1					OAuGF Report NASS Report	Annually	FMF, OAGF, OAuGF, BPP, PAC, EFCC, ICPC, OHCSF, FCSC, NASS and BPSR

OUTPUTS LEADING TO THE DELIVERY OF KRA 3.4										
KRA 3.4.0 Enforce Public Service Rules, Financial Regulations and extant circulars	Number of MDAs adhering to the rules and regulations contained in the PSR	Number	NIL					OHCSF Report	Annually	OHCSF
	Number of MDAs adhering to the rules and regulations contained in the Financial Regulations	Number	1					OHCSF Report	Annually	OHCSF
	Number of MDAs adhering to the rules and regulations contained in the Extant circulars	Number	NIL					OHCSF Report	Annually	OHCSF
KRA 3.4.1 Strengthen Public Expenditure Oversight and Watchdog institutions	Number of MDAs adopting international standards on Auditing by supreme Audit institutions (SAIs)	Number	3					OAuGF Report	Annually	OAuGF
	Percentage of Audit queries and public account recommendations implemented	percentage	NIL					OAuGF Report	Annually	OAuGF
	Number of coordination meetings held between the	Number	1					OAuGF Report	Annually	OAuGF

	OAuGF, PAC, ICPC and EFCC									
KRA 3.4.2 Modernize Internal Audit function across all MDAs	Percentage completion in the modernization of internal audit function across Government	percentage	NIL					OAuGF Report	Annually	OAuGF
	Number of MDAs using modern internal audit functions to operate	Number	NIL					OAuGF Report	Annually	OAuGF
	Number of MDAs accessing and performing Internal Audit functions through GIFMIS	Number	NIL					OAuGF Report	Annually	OAuGF
	Number of MDAs with Audit Committees established	Number	NIL					OAuGF Report	Annually	OAuGF
	Number of trainings held for audit staff on modern audit techniques (Disaggregated by MDAs)	Number	NIL					OAuGF Report	Annually	OAuGF
KRA 3.4.3 Strengthen the role of non-state actors in monitoring and evaluating public expenditure allocation, use and accountability	Number of engagements held with citizens on the budget process		NIL					FMFBNP Report	Quarterly	FMFBNP

	Number of CSOs, FBOs, CBOs and professional groups attending the budget process engagements		NIL					FMFBNP Report	Quarterly	FMFBNP
	Number of public dissemination meetings held on the budget and use of public funds		NIL					FMFBNP Report	Quarterly	FMFBNP
	Number of independent budget analysis report produced by the Mass Media, CSOs, FBOs, CBOs and other relevant non-state actors		NIL					FMFBNP Report	Quarterly	FMFBNP
	Number of social audits carried out by CSOs, FBOs, CBOs and other relevant non-state actors		NIL					FMFBNP Report	Quarterly	FMFBNP

7. PILLAR FOUR: CIVIL SERVICE ADMINISTRATION REFORM

Development Objective: 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.

7.1. Context

Many public sector reform initiatives were implemented under the regime of President Olusegun Obasanjo. The perceived main thrust of civil service administration (CSA) reform (in the minds of both civil servants and the public) was retrenchment. The other elements of the CSA reform programme in that period - notably restructuring of MDAs and an emphasis on training and capacity building - were mostly on a pilot basis, in contrast to the service-wide reach of the retrenchment exercise. Significantly, this means that CSA reform is often equated to retrenchment. This perceived notion is far from the essence of CSA reform programme, as it goes much deeper than retrenchment. This notion also creates a major challenge of sequencing CSA reform interventions. It also highlights the challenge of choosing between piloting and comprehensiveness in the design and execution of reforms, which is a common phenomenon in CSA reform programmes in many countries across continents.

Another important dimension to CSA reform (one that was arguably neglected in the Nigerian PSR programme of 2004-2007) is the need to develop the civil service as an institution. In most countries committed to democratic politics, the civil service is an institution whose officials are permanent and are available to serve successive governments that emerge from periodic competitive free and fair elections. In other words, career civil servants help to assure the continuity of the state while governments come and go. Nurturing the civil service as an institution normally involves the protection of the tenure of the civil servants, assurance of their political neutrality - including careful management of their interface with elected officials, and continuous attention to the health of the institution (covering such issues as adequacy of pay, performance management, ethical standards, and capacity development). This is the context within which the NSPSR was developed in 2008. Since 2009, a number of the initiatives that were set out in the NSPSR have been taken forward, but the implementation has been characterised by a piecemeal approach, rather than coordination and coherence in focus.

The Jonathan administration continued implementation of the reforms that were started on a pilot basis by his predecessors. It went further to adopt a comprehensive approach to reform implementation. More importantly, it strengthened its efforts towards nurturing of the civil service as an institution. Consequently, between 2009 and 2013, many civil service administration reform initiatives have been implemented which have contributed to Pillar 4. The following are some of the key initiatives which constitute significant recent development:

- Restructuring of OHCSF, resulting in consolidation of 26 departments led by 6 Permanent Secretaries to a fit-for-purpose 13 departments and 3 Permanent Secretaries. This was a part of an ongoing Institutional Strengthening Programme of the OHCSF.
- Establishment of the Pension Transitional Arrangement Department (PTAD) and the appointment of a Director-General to manage the pension liabilities in the old pension scheme as required by the Pension Reform Act of 2014 and to enhance efficiency.
- Appointment of a Director-General for the BPSR to enhance coordination of and ensure more effective delivery of reforms.

- Introduction of the Permanent Secretary Peer Review Exercise so that top level management can continuously assess performance and propagate best practices.
- Development of proposals for an Employee Mobility Policy for the civil service to provide structured movement of human resources across MDAs.
- Implementation of new records management policy (automation of records) through the Electronic Data Management System (EDMS).
- Significant improvement in the national statistical system.
- Major improvement in IPPIS coverage; and
- Resuscitation of the moribund SERVICOM Initiative with a new strategic direction.

Again, under the Buhari administration, ministries were restructured, and their number significantly reduced. Secondly, the Head of the Civil Service of the Federation (HCSF) developed the Civil Service Transformation Strategy 2017-2020 (an in-house Strategy document with many provisions for implementing Pillar Four of the NSPSR).

The strategy has four cardinal goals namely:

- Goal 1: Develop and Institutionalise an efficient, productive, incorruptible and citizen-centred (EPIC) culture in the Civil Service.
- Goal 2: Develop and Implement an enterprise content management system (ECM).
- Goal 3: Develop entrepreneurship culture and commercial orientation in the Civil Service; and
- Goal 4: Improve Welfare and Benefit Packages for Civil Servants.

Pillar 4 focuses specifically on improvement to the management of the civil service, rather than the whole of the wider Public Service. That does not mean that improvements to the wider Public Service are not also important. Reforms of the civil service set out in Pillar 4 will have an impact on the management of the wider Public Service. Parastatals and agencies generally report to ministries or other central government bodies and need to be strategically aligned to the work of those ministries and bodies, and therefore the work of civil servants. The civil service needs to be seen to set a lead to the rest of the Public Service.

The refreshing of Pillar 4 in 2014 captured the developments under the Jonathan administration, while the updating in 2017 accommodates developments under the Buhari administration. Specifically, the 2017 refreshing exercise integrates the in-house strategy of the HOS into the NSPSR. Fortunately, there is convergence between the NSPSR and the in-house strategy of the HOS. For example, the Initiatives and Activities contained in the in-house strategy constitute what is called Building Blocks in the NSPSR.

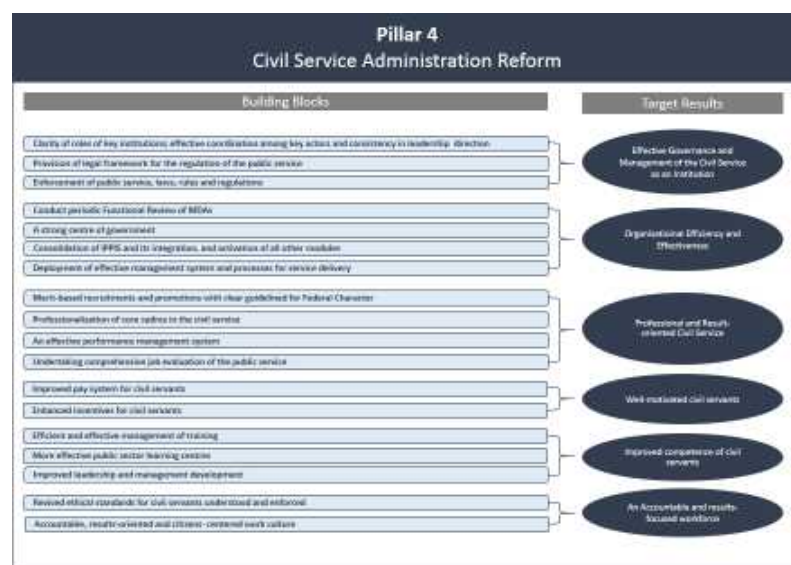
7.2. Building Blocks and Target Results

This updated NSPSR is designed to effect simultaneous, coordinated implementation of several reform initiatives. Six key target results that have been identified are:

- i. Effective governance and management of the civil service as an institution.
- ii. Organizational efficiency and effectiveness.
- iii. Professional and Results-oriented civil service.
- iv. Well-motivated civil servants.
- v. Improved competence of civil servants.
- vi. An accountable and results-focused workforce.

The target results and their updated eighteen building blocks are illustrated in **Figure 7.1**.

Figure 7.1: Pillar 4 – Building Blocks and Target Results



A detailed description of the six target results and their eighteen building blocks now follows:

7.2.1. Effective Governance and Management of the Civil Service as an Institution

(i) Promote Clarity of Roles of Key Institutions and Effective Coordination Among Key Actors and Consistency in Leadership Direction

The key institutions responsible for the governance of the civil service (CS) are the FCSC, OSGF, the National Salaries Incomes and Wages Commission (NSIWC), the FCC and OHCSF.

The NSPSR will continue the ongoing efforts to strengthen the smooth working relationship between the FCSC and the OHCSF in the discharge of their responsibilities of course, there are issues of Coordination between all the other Federal agencies, and possibly also between Ministries and their Agencies. The HCSF has a key role in addressing this to ensure that there is effective coordination and consistency in direction.

Strategic Interventions

- Support the strengthening of both the FCSC and OHCSF to enable them better champion the nurturing of the civil service as an institution.
- Further cooperation and collaboration between the OHCSF and the FCSC; and between OHCSF and the National Salaries champion the nurturing of the civil service as an institution., Incomes and Wages Commission (NSIWC) with respect to job evaluations and the harmonization of salaries and remuneration, to establish a compensation structure which links pay to the relative worth of a job; and
- Continue with the joint implementation mechanism that links the strategic plans of OHCSF and FCSC.

(ii) Provide Legal Framework for the Regulation of the Public Service

As noted in section 4.2.1 (iii), the 1999 Constitution has not provided an adequate legal framework to regulate the Public Service. The Public Service Rules no longer reflect the Constitution, and these gaps make them both ineffective in regulating the Public Service. This gap needs to be closed by fast tracking the enactment of the draft Public Service Bill. Once this is done, Public Service Rules need to be revised. It is necessary to carry out a regular review of Public Service Rules, and Financial Regulations every five years going forward).

(iii) Enforce Public Service Rules and Regulations

Public Service Rules and Regulations are weakly - and sometimes selectively - enforced with different standards applied across the Public Service. Effective enforcement of the revised Public Service Rules and Regulations will restore discipline in the civil service.

It is therefore imperative that the Ethics and Compliance Division in the newly created Civil Service Transformation Department (Service Policies and Strategy Office of the OHCSF) develops a framework to address the issue of uniform enforcement of Public Service Rules. The NSPSR will support the development of mechanisms and incentives for enforcing discipline in MDAs, including emphasis on the accountability for discipline by PSs.

7.2.2. Organizational Efficiency and Effectiveness

(i) Conduct periodic Functional Review of MDAs

Although there is periodic merging and demerging of MDAs by incoming administrations – as is their prerogative - it is important to undertake rigorous and thorough functional reviews focused on mandates on a regular basis. Such an exercise should link approved functions and structures with staffing levels as approved by the Head of Service with staff job descriptions implemented across government organizations. And more importantly, staff deployment should be based on needs, skills, and experience, and properly guided by career management initiatives.

Clear guidelines are needed for all MDAs to use when undertaking their own reviews of functions, structures, and staffing (FSS). These guidelines should emphasise alignment with approved Medium Term Sector Strategies (MTSS) and MDA strategic plans as the foundation for staff development and improved organizational performance. Incentives need to be agreed upon in advance for MDAs that achieve a fit-for-purpose functional review of organisations (for example, an increase in the budget vote for training and capacity building for 1-2 years).

Under the NSPSR, the following Strategic Interventions are to be supported:

- BPSR to develop guidelines on functional reviews of MDAs.
- Develop, validate, approve, and implement Job Descriptions for sub-directorate cadre in the OHCSF.
- Review and redesign the structures of MDAs.
- Develop, validate, approve, and implement agreed Manning Levels.
- Carry out manpower audit and survey of MDAs.
- Monitor and evaluate progress of activities.
- Develop and implement Employee Mobility Policy in the OHCSF.
- Ongoing implementation of decision relating to restructuring and improvements in performance of parastatals; and

- Develop and implement strategic plan in FCSC and some other key central institutions.

(ii) Create a Strong Centre of Government

The 'centre of government' in Nigeria's presidential system is the Presidency which includes: State House Administration directly serving the President; OSGF; OHCSF; and several bureaux including BPSR and BPP. There is also the Office of Chief Economic Adviser to the President. Other organisations have cross-cutting responsibilities that are critical to the successful working of centre of government, including FCSC, FCC, NSIWC, FMF, Ministry of Budget and National Planning (MBNP) and FMJ.

International experience suggests that countries with a strong centre of government are more likely to achieve results from PSR that enhance their capability to perform core functions, including the provision of quality services to the citizens. In Nigeria, implementation capacity at the centre remains weak. There is need not only to strengthen the central institutions, but also to focus on ensuring effective coordination among them. Two recent initiatives will provide enhanced coordination, at least of the reform process: the Steering Committee on Reform, which is chaired by the SGF with the HCSF as the vice-chair; and the BPSR which will coordinate governance reform efforts in general (covering the justice, police, legislature, and others) and the Public Service, in particular.

There is an urgent need to ensure that the Public Service can implement government policies as well as facilitate implementation of the reforms, and to assure steady progress towards achieving the objectives of the Nigeria's National Development Plan (NDP) 2021-2025. To this end, the staff of the new Reform Coordination Departments created in key MDAs by the OHCSF will drive reform coordination and improve service delivery and will be change agents to support Permanent Secretaries to lead this change.

(iii) Implement a Service-Wide Roll Out of IPPIS and Activation of Remaining Modules

The need to deepen the Integrated Personnel and Payroll Information System (IPPIS) by ensuring that it is rolled out in all MDAs, cannot be over-emphasised. The aim is to achieve a fully functional integrated personnel payroll information system beyond what has been existing over the years. One of the PSR success stories during the 2004-2007 period was the implementation of IPPIS. The integration of pay roll and personnel information was first piloted in about one half-dozen MDAs. Progressively it has been rolled out to 292 MDAs as at March 2014 and to 453 MDAs as at December 2016. The successful removal of both "ghost workers" and "ghost pensioners" was reported to have saved N120 billion as at August 2013. And as at March 2014, IPPIS is also reported to have saved about N140 billion.

One key issue in the past was that only the payroll module of IPPIS was implemented. Currently, efforts have reached advanced stage to implement the HR modules. Specific activities for actualizing this include the engaging of a project manager for IPPIS, and complete configuration of IPPIS HRM processes.

The obvious next step is to continue to roll out IPPIS service-wide and to activate all other modules. It is important to continue mapping and validating HR processes to go into IPPIS platform, and this will require the assessment of existing skills and capabilities of civil servants, and thereafter provide requisite training to them for full take-over from the IPPIS Vendor. It is equally essential to ensure effective coordination on a continuous basis between OAGF and OHCSF to ensure that payroll and personnel data respectively are quality assured and updated.

Consequently, the NSPSR will support:

- The HR integration to IPPIS project.
- Provision of requisite training to civil servants for full take-over from Vendor.
- Establishment of functional IPPIS Unit in all MDAs; and
- Monitoring and Evaluation to ascertain the full functionality of the new HR IPPIS platform.

(iv) Deploy Effective Management Systems and Processes for Service Delivery

Some of the MDA reform efforts between 2004 -2007 featured business process re-engineering. Processes examined include: the policy process; planning; and monitoring. Data collection and records management were identified areas of weakness that some MDAs tried to remedy. However, conduct of government business remains bureaucratic and ineffective. Delegation of functions and mandates in the hierarchies of MDAs is necessary to address this.

It is also important to ensure that the work environment, facilities, and tools available within MDAs are conducive to efficient and effective performance. Almost every MDA focused on ICT between 2004 and 2007, with some MDAs moving forward with e-government in some aspects of their work. By November 2008, the introduction of e-payment was under consideration in FMF and later became a reality. However, by the end of November 2008, few business processes across the civil service had changed from 2004. The penetration and use of ICT applications in the conduct of government business was still at a low level. Even by the first quarter of 2014, limited progress had been made in this area. Computer density needs to be improved across the Public Service so that the penetration and use of ICT to enhance service delivery can also improve.

Given the poor state of ICT infrastructure in the Service, it is imperative to:

- (a) conduct an ICT infrastructure needs assessment.
- (b) implement the results of the assessment.
- (c) conduct ICT training on automation of Civil service Content, and thereafter.
- (d) deploy ICT infrastructure for service content automation.

There is also the need to develop and implement Career Management Information System, develop, and implement Service Policy Information System, upgrade e-library infrastructure and content, develop and implement Project Tracking Systems, and finally monitor and evaluate progress to ascertain the level of compliance towards achieving automation of Civil Service Content.

Consequently, the NSPSR will support:

- All these identified key ICT-based projects towards the full automation of Civil Service Content.
- Digitalisation and automation project at the National Records Centre, Karu, towards upgrading manual records service-wide; and
- E-government project.

7.2.3. Professional and Results-Oriented Civil Service

The PSR reforms initiated in 2004 tried to address the limited implementation capacity of the civil service. However, this issue persists today. There is broad agreement that the following are four of the root causes: (i) lack of emphasis on the merit principle and strong emphasis on the implementation of the Federal Character (FC) principle, leading to a state-based quota.

system in appointments and promotions; (ii) limited attention to professionalization within the service; (iii) a weak performance management system; and (iv) poor pay and incentives, especially in comparison to the rewards of political appointees and employees in the private sector. Given the seriousness of the last factor (poor pay and incentives) it is examined in detail under 7.2.4 below. Solutions to address the other factors are examined below.

(i) Strengthen Merit-Based Appointment and Promotion with Clear Guidelines for the 'Federal Character' Principle

All civil service systems – in both developed and developing countries – seek to balance respect for the merit principle with attention to diversity. In broad terms, diversity in civil service human resource management involves assuring fair representation for ethnic or racial groups, geographical areas, women, and persons with physical disability. Good practice is to spell out clear guidelines (including percentage targets in some cases) on how to ensure fair representation within the civil service. But every well-performing civil service in the world relies on the merit principle as the primary criterion for appointments and promotions.

Nigeria is some way from this good practice. Although recruitments and promotions are largely merit-based, the existence of a patronage culture also reduces their transparency. In the area of recruitment for example, a stricter enforcement of the merit principle (which requires minimising the high level of political and other considerations) is necessary. There is a need for more transparency in the recruitment and promotion processes. This may require reviewing the functions of the commissioners in the recruitment and promotion processes in FCSC.

NSPSR will therefore support:

- Institutionalisation of a merit-based assessment model through developing guidelines for the protection of the merit principle with clear responsibilities amongst OSGF, OHCSF and FCSC; and
- Development and implementation of clear and transparent guidelines on enforcement of the federal character principle as well as the preparation of a list of exceptions (for example, aspects of aviation sub-sector and health sector).

(ii) Promote Professionalisation of Core Cadres Within the Civil Service

Under the 1988 Civil Service Reform, an attempt was made to extend professionalisation within the civil service beyond the traditional groups of engineers, accountants, doctors, and lawyers. It was envisaged that the finance function would be entrusted to finance professionals while planning and research experts would lead newly created Planning, Research and Statistics Departments. This professionalisation effort was not sustained, and only the traditional professional groups were recognised in the civil service that the military left behind in 1999. Evidence from well-performing civil services in developed and developing countries suggests that increased professionalisation in civil service management is desirable. Some of the functions that have been professionalised elsewhere include those of policy analysts, economists, and human resource managers. In the Nigerian situation, broadening and sustaining professionalisation will require introduction of professional certification or its equivalent in the medium term.

Professionalisation will improve the relationships between political office holders and the civil service. There are concerns about the current practice of recruiting aides to political office holders from outside the civil service – politicians do not believe that civil servants have appropriate competences, but if civil servants are excluded from providing close support to

political office holders, the Public Service can be politicised. Improving the skills of civil servants in policy analysis and development, research, and evaluation and in communications will assist in addressing this issue.

NSPSR will support:

- Development of policies and strategies for the professionalisation of some key service cadres across the civil service.
- Staffing of human resource management (HRM) departments in all MDAs by HRM professionals.
- Development and implementation of a comprehensive career management framework which is being led by OHCSF; and
- Development by OHCSF of a competency directory for the civil service.

(iii) Install an Effective Performance Management System

An official government document aptly observed, more than a decade ago, that 'the Federal Civil Service of Nigeria currently has no effective performance management system that motivates excellence, result achievement and accountability, whether at corporate or individual levels. The only element of it is the staff appraisal report called the Annual Performance Evaluation Report (APER), which itself has been rendered unreliable as an appraisal instrument. The inherent weaknesses of the current systems are recognised as follows:

- Performance appraisal is not aligned to federal Public Service targets or national objectives.
- At institutional and individual levels, there are no clearly defined performance measures of service delivery outcomes.
- Targets set by the current performance management tool, APER, are often not clearly linked to the MDA mandates or objectives.
- Poor recognition of employees' performance.
- Lack of monitoring and evaluation of institutional or departmental performance; and
- Perceived inequity, opaque, and subjective judgment – due to the absence of a systematic link between performance rating and results.

There have been past efforts at improving the performance management system of the Civil Service, including the Udoji Report of 1974 and the 1988 Civil Service Reforms. However, the developments since the last change now point to a serious need for comprehensive change. Among the consequences of this deficiency is the unsatisfactory level of institutional performance and service delivery. The development and institutionalisation of an effective and credible performance management system is therefore considered imperative for the Civil Service going forward.

In 2010 the President mandated the OHCSF to develop the structures, processes, and procedures for managing result-oriented performance at the sectoral, institutional, and individual levels within the Federal Public Service. In 2011 the FEC approved a proposal by the FCSC to replace examinations with performance contracts as an instrument for assessment and promotion. In 2012 the Federal Government adopted 'Performance Contracting' as a framework for performance reporting, after the NPC articulated national and sectoral key performance indicators (KPIs) derived from NV 20:2020 and MDA mandates. Several agencies are involved in the area of performance management (FMBNP,

OHCSF and FCSC) and to implement an effective performance management system, these three bodies need to work in a coordinated and harmonised way to revise and implement performance management system in the longer term to align remuneration and reward with improved performance.

There is therefore the need to continue with efforts to (a) launch and pilot rollout of PMS policy, (b) automate the PMS, (c) carry out service-wide continuous sensitization and monitor and evaluate progress on PMS operation.

Consequently, the NSPSR will support:

- Securing FEC approval for PMS policy and implementation framework.
- Developing work plan with budget for each phase of PMS Implementation.
- Strengthening institutional capacity for PMS implementation.
- Aligning the performance management system to the reform change management framework.
- Building linkage between institutional, departmental, and individual performance measures.
- Setting KPIs and measures cascaded through Ministers, Permanent Secretaries, and Directors to staff.
- Supporting manager and staff to consult, agree and work together in meeting targets, to reduce patronage and favouritism:
- Making individual staff appraisals central to employee career mobility in the service – rather than a routine or voluntary exercise informed by promotion manoeuvres; and
- Building a culture of compliance and sustainability.

The new approach to performance management will align the work of civil servants with the Federal Government's strategic vision and goals. It will show how their work fits into and how they contribute to the achievement of the FGN's vision and the objective of the MDA in which they work. The implementation of the revised performance management system will ensure there is a clear understanding of job expectations, regular feedback about performance, advice, and steps for improving performance. Through this, it will increase engagement of civil servants and improve the delivery of goods and services to the citizen.

NSPSR will therefore support implementation of a performance management system including the design and introduction of an effective performance assessment instrument.

(iv) Undertake a Comprehensive Job Evaluation in the Public Service

A comprehensive job evaluation of the Public Service is long overdue. The previous one was carried out by the Udoji Commission in 1972-1974, over-forty years ago. The existing job evaluation system is outdated, especially because of changes in jobs, economic developments, technology that affect business processes, and in the job skills in the labour market. Job evaluation can be a very complex, expensive, and time-consuming exercise, so time will be invested in its planning, as well as the development of the capacity of the National Salaries, Incomes and Wages Commission (NSIWC) to manage the process. The current job evaluation scheme has become obsolete and is inadequate for the task. It needs to be redesigned.

NSPSR will support:

- Development of the capacity of the NSIWC effectively and efficiently to manage job evaluations; and
- Development and implementation of a strategy for comprehensive job evaluation, to be approved by President and FEC. The starting point will be a redesign of the current job evaluation scheme, followed by a comprehensive job evaluation across the Public Service.

7.2.4. Well-Motivated Civil Servants

(i) Improve Pay System for Civil Servants

Over the past 40 years, there have been many efforts to reform pay in the civil service - from the Udoji Commission Report in 1974 to the Shonekan Committee Report in 2006. However, a system of pay and incentive reviews that will ensure the attraction and retention of quality staff into the civil service has proved elusive. The situation is made worse by the lack of transparency in determining the salaries and emoluments of political office holders who work alongside civil servants. The pay and allowances of Permanent Secretaries, the most senior career civil servants, have been aligned with those of political office holders since early 2008. But this has resulted in huge gaps between PSs and the next level of career officials. The budget cannot support alignment of the pay and allowances of all civil servants with those of political officeholders; nevertheless, this issue needs to be addressed.

The situation is made worse by the lack of transparency in determining the salaries and emoluments of political office holders who work alongside civil servants. Furthermore, there is wide disparity between the remuneration of the officers of the Federal Civil Service and those of other Federal Agencies. This needs to be addressed.

Evidence from other countries indicates that there are high opportunity costs and perverse consequences of maintaining a low pay regime for technical, professional, and executive civil servants. These include (a) inability to recruit, retain and motivate adequate numbers of technical and professional staff; (b) loss of professional and technical personnel from the civil service to other sectors and outside the country; (c) temptations for lowly paid technical and professional staff to engage in moonlighting, absenteeism, and corrupt practices; (d) over-concentration of technically and professionally skilled personnel in urban centres where there are better opportunities for alternative income generation; (e) sustained socio-political pressure for Government to absorb unskilled and semi-skilled school leavers into its employment; and (f) civil servants supplementing their incomes through non-wage budgeted resources, accessing allowances and in-kind benefits.

The civil service needs to develop and adopt a medium term pay reform policy that will make some impact on recruitment, retention, and motivation of quality technical and professional staff. Under NSPSR, a medium term pay policy will be developed and implemented drawing on the Shonekan Committee Report, the White Paper on this report and international good practices in pay reform.

The NSPSR will support:

- A framework for collaboration between the respective institutions responsible for determination of the pay of career public servants and political office holders to

ensure relativity and harmony.

- The Salary and Compensation Review Project which involves a multi-level activity of (a) conducting a benchmark study on salary and compensation, (b) reviewing salary and compensation in line with benchmark outcomes, proposing a salary and compensation framework for the Public Service, among others.
- Development of a medium term pay reform policy that will enable government recruit and motivate quality and professional staff; and
- Periodical review of pay (3-5years) based on inflation rate and comparative studies.

(ii) Enhance Incentives for the Civil Servants

Federal civil servants perceived that the incentive system has collapsed. The implementation of the monetisation policy led to loss of fringe benefits, which is seen to have reduced incentives and therefore caused low morale in the service. The monetisation policy did not, for example, make sustainable provision for new entrants into the Public Service to acquire their own houses. Although the monetisation policy may have taken care of this issue for existing workers, new employees who enter the service are faced with similar housing problems. The problem was compounded as many public servants as possible who lost their official quarters were forced to find accommodation that was less convenient in location. There are reports that such workers get to the office late every day. The lack of effective transport system makes matters worse for those who do not have personal means of transportation.

The provision of residential accommodation to public servants remains a huge problem that needs to be addressed. There is need to improve access to acquisition of real estate property by public servants. There is need to think out of the box here to ensure that public servants are not short-changed in the usual way estate developers execute collaborative projects with government agencies. This will involve developing and adopting a new policy framework for delivery affordable housing to public servants.

Development of a new incentive policy appears to be the way forward. The NSPSR will therefore support:

- Development of incentives reform policy that will enable the government recruit and motivate quality and professional staff.
- Review of incentives periodically (3-5years) based on comparative studies.
- Continuation of the implementation of the promising Federal Integrated Staff Housing (FISH) Programme, which involves (a) developing a viable operating model for FISH, (b) identifying and strengthening relevant government agencies to provide complementary service for housing provision, (c) rolling out the programme, and (d) monitoring and evaluating progress of the programme; and
- Development of post-retirement information system for pensioners of the civil service.

Of course, increased pay and incentives are not the only interventions that can increase motivation of civil servants. Improved competence - including though training - better leadership and management (discussed in section 7.2.5 below) are also critical. And the implementation, for example, of an effective system of performance management as set out in section 7.2.3 (iii) is also essential to improving motivation. Regularly tracking of progress against performance goals and objectives can provide the opportunity to recognise and reward staff based on performance and exceptional effort, contributing to their job satisfaction and productivity. Civil servants want to do well at their job and feel they are making a valuable contribution. To ensure this happens, they need a clear understanding of individual goals and how they fit into the larger goals and plans of government.

iii. Promote Health and Safety Environment

The environment in which civil servants carry out their daily duties is very important for maintaining their health and safety necessary for improved productivity. Promoting health and safety environment (HSE) is therefore a very important objective as it falls within the wider conception of improved measures for enhancing the welfare of civil servants. There is need to assess the status of health and safety environment management system which involves issues as emergency response plan, accident-free and healthy work environment, sanitation, sport and recreation, job-related hazards, personnel HSE knowledge among others.

- The NSPSR will therefore support: Assessment of the status of HSE management system.
- Development, validation, and approval of Civil Service HSE Policy and Safety Management Guidelines.
- Implementation of HSE Policy and Safety Guidelines; and
- Monitoring and evaluation of progress.

7.2.5. Improved Competence of Civil Servants

Training and capacity building in the civil service was neglected for decades. This was identified as a major explanatory factor for its weakness in 1999. But as soon as a civilian administration assumed power in 1999, attention was paid to training and capacity building, which was accelerated during the 2004-2007 PSR implementation period. However, the ongoing objective of improving competence of civil servants means further efforts in training and capacity building. Training programmes have rarely been based on identified needs. More importantly, training has been used as an instrument of patronage and has served more as welfare than as a tool for building capacity for performance. This needs to be addressed.

There is a need to focus more on leadership and management development and on increasing the effectiveness of Public Service learning centres, all of which are necessary for building a knowledge effusive work environment considered an important strategic objective of the OHCSF. Knowledge Management of the OHCSF entails (among others) (a) conducting a knowledge capability assessment, (b) developing and implementing a knowledge management strategy, and (c) incorporating e-learning into learning and knowledge management processes service-wide.

There are three building blocks for improving the competence of civil servants, namely:

- i. Institutionalise a structured mandatory continuous training.
- ii. Strengthen Public Service learning centres; and
- iii. Improve leadership and management development.

(i) Institutionalise a Structured Mandatory Continuous Training

To ensure that the civil service has appropriately skilled and knowledgeable staff, it is essential that staff training is based on identified needs. This will also make training to be more efficient and effective. The identification of training needs – through systematic training needs analysis – must be the initial step in development of a training policy. OHCSF will develop a broad training policy for the entire civil service. This will be accompanied by a training budget. There will also be MDA-specific training policies and programmes, supported by allocated training budgets. The training policies, programmes and budgets will need to be reviewed periodically – at three- or five-year intervals. It is expected that these policies and programmes will cover the range of on-the- job training as well as formal training courses; given how central on the job training is, responsibility for this lies at MDA level, and is, in terms of capacity development.

This systematic approach to training will ensure that civil servants attend training programmes that are relevant to the jobs they do. It will also help reduce the current ad hoc approaches to training where some staff have more than one opportunity a year, while a large number spend four or more years without attending any training programme. The good practice model of preparing a training calendar and roster for all targeted staff in a year will be encouraged.

All these is to say that there is need to institutionalise a structured mandatory continuous training to build competencies of civil servants. This will first require the implementation of pilot mandatory structured training project (MSTP), the outcome of which will lead to the refinement of the exercise. There is also the need to explore international support for implementing effective and targeted capacity building to support national plans with the Sustainable Development Goals (SDGs 17:9).

Expenditure on human capital development, in the recent past, has not closed the capacity gaps in the Public Service. In addition to the approaches above, there is a need to 'go back to basics' to ensure that public servants have the foundation to benefit from the more formal capacity development opportunities. The responsibility for this more basic training lies at MDA level, and MDAs will be supported by OHCSF and BPSR to develop in-house basic training and mentoring of staff at all levels, and in particular newer entrants.

The NSPSR will support:

- Implementation of a pilot mandatory structured training project (MSTP) through its various stages namely a pilot, refinement, roll out, and monitory and evaluation.
- Training and exchange programmes to build capacity for implementing National Plans.
- Conducting of training needs assessment and analysis.
- Alignment of capacity development programmes with job requirements and performance; and
- Regular review of training policies, programmes, and budgets.

(ii) Strengthen Public Service Learning Centres

The capability of Public Service training institutions has been neglected, in parallel with the decades of neglect of staff training and capacity building in the Public Service. The most glaring evidence of this was the decline of the Administrative Staff College of Nigeria (ASCON) in Badagry, with deteriorating facilities and underutilised capacity. The establishment of Civil Service College (CSC) in Abuja - renamed Public Service Institute of Nigeria (PSIN) – is evidence of more recent commitment to quality Public Service learning institutions, as is the effort to re-position ASCON. However, PSIN requires a legal framework and formal establishment by an Act of the National Assembly: delays in this have prevented its full and effective functioning.

The need therefore to strengthen relevant Public Service learning centres for building capacity at all levels cannot be underscored. This strengthening may also require international cooperation and collaboration. In specific terms, these require building capacity of the Management Development Institutes (MDIs), and Federal Training Centres (FTCs) in appropriate training programmes. It will require upgrading infrastructure (MDIs) and FTCs. All these may entail building collaboration amongst OHCSF/Universities/MDIs/FTCs., and more importantly establishing Centres of Excellence in Nigerian Universities on Public Service affairs.

Consequently, the NSPSR will support:

- Building capacity of the MDIs and FTIs.

- Upgrading infrastructure in MDIs and FTCs.
- Building collaboration amongst OHCSF/Universities/MDIs/FTCs; and
- Monitoring and evaluation of progress.

(iii) Improve Leadership and Management Development

Managers – top level managers and indeed those at middle management levels – are at the heart of reform. Managers need to manage both to deliver on their objectives and key performance indicators and to help their staff build capability and improve their performance. Managers have a role in monitoring achievement of service delivery standards but are also involved in getting their part of the wider Public Service to achieve those standards. These may require developing and implementing succession planning and mentoring policy.

Leadership and management development is thus a key dimension to staff development in well-performing civil service systems. The initial effort made in 1999/2000 has not been sustained. Rolling two- or three-year programmes are needed to develop the competences of chief executives, permanent secretaries, and other senior civil service executives. This is critical, given the high turn-over rate of Permanent Secretaries in the last few years. Some programmes will be conducted exclusively for civil service senior managers, others will involve participation by senior executives from the wider Public Service. It is possible that occasional leadership and management development programmes could also involve senior executives from the private and voluntary sectors.

Under NSPSR:

- To address current leadership and succession planning challenges, the newly created Leadership, Management and Succession Planning Department in OHCSF will identify and implement plans to develop critical mass of competent leaders to drive the ongoing and future transformation of the civil service.
- A service-wide training needs analysis will be conducted focusing on definition of required leadership and management competences for senior cadres in the service (directorate-level staff and permanent secretaries).
- A service-wide training policy will be developed to match training programmes with clusters of competences as well as developing guidelines on post-training utilization of staff.
- A service-wide training policy to develop the capacity of middle managers to deliver their roles and responsibilities will be formulated, including on-the-job training, and mentoring which will be led primarily by their senior managers in the service, and for which capacity will be built in the senior management training.
- The capabilities of ASCON and the new Public Service Institute of Nigeria will be aligned with the capacity needs of the Public Service. The objective will be to ensure synergy and complementarity between the two institutions, avoiding duplication and overlap. Possible contributions from other providers of education and training in both the public and private sectors will also be identified.
- Conduct a knowledge capability assessment, and develop and implement a knowledge management strategy, as well as incorporate e-learning into learning and knowledge management processes service-wide.

7.2.6. An Accountable and Results-focused Workforce

(i) Promote Accountability, Result-Oriented and Citizens-Centred Work Culture

The issue of accountability and results focus within the civil service are closely linked to the issues of anti-corruption and transparency discussed under Pillar 1. Success with anticorruption education with emphasis on ethics and integrity will mean in time that officials recruited into the service will be Nigerian men and women who abhor corruption, are accountable and are committed to high ethical standards. All this will result in a work culture that is oriented towards achieving high productivity and quality service delivery. However, to achieve this will take time.

As a long-time objective, there is need to institute a culture change programme. This programme which is in line with the *development objective* of pillar 4 stated earlier is aimed at developing and institutionalising an 'efficient, productive, incorruptible and citizen-centered' (EPIC) culture necessary for creating an 'EPIC public servant'.

Furthermore, in line with the government's overarching framework for fighting corruption, Pillar. 4 will specifically focus on the implementation of an Anti-Corruption and Transparency Initiative (ACTI) which *inter alia* involves (a) promoting adherence to rules and regulations of Anti-Corruption and Transparency Unit (ACTU), (b) promoting compliance and Ethics in the work place, (c) developing anti-corruption framework, (d) carrying out service-wide sensitisation and awareness creation, (e) organising a peer review forum for ACTU heads, (f) carrying out capacity building for ACTU, (g) instituting a special rewards and incentive package to enhance engagement and motivation, and (h) carrying out monitoring and evaluation of the entire initiatives.

The discussion earlier of improvements in performance management will address initial issues of accountability: until a performance management framework is in place to cover officials at all levels and all Public Service organisations, accountability mechanisms will continue to be less efficacious. Another key current issue that needs to be addressed is the existence of weak demand side of accountability, which is also discussed under Pillar 1 and (in relation to the budgeting process) under Pillar 3. The proposals set out in section 4.2.2 (ii) for: enforcing accountability; strengthening the demand side through empowering citizens, working with CSOs, and developing service charters; and building citizen partnership in core government activities will all contribute to this.

NSPSR will support:

- Building the demand side of accountability (for example CSOs) into all policies, reform plans and core activities.
- Providing clear statements of service delivery standards and public reporting of achievement.
- Development of systems (including records management and IPPIS) to provide real time information on service delivery.
- Development of an EPIC culture change management strategy.
- Implementation of Anti-Corruption and Transparency Initiative (ACTI); and
- Promotion of collaboration between OHCSF and SERVICOM towards enthroning a citizen-centered culture of service delivery.

7.3. Long Term Perspective

The defining characteristics (key outputs and/or outcomes) at the end of each of the three phases of the NSPSR for Pillar 4 are provided in Table 7.1 below.

Table 7.1: PILLAR 4 – Civil Service Administration Reform

Defining characteristics (key outcomes and/or outputs) at the end of each phase of the NSPSR

Phase 1: Reinvigorating 2017-2018	Phase 2: Transformation 2019-2021	Phase 3: World Class 2022-2025
Effective Governance and Management of the Civil Service as an Institution		
Leadership role of the OHCSF in leading the implementation of Pillar 4 is strengthened	Discipline is effectively restored throughout the entire civil service	Majority of MDAs deliver services of quantity and quality stated in well published service delivery charters.
Professional role of the FCSC in HRM is strengthened		Performance by MDAs in Public Service delivery matches that of several select countries among the top 20 economies.
Reinforced system for restoring discipline in MDAs and ensuring accountability for discipline. by PS is in Place	Annual evaluation of the performance of MDAs and their senior management is institutionalised, and results are widely publicised.	Citizens have access to inform performance of the Government.
Organizational Efficiency and Effectiveness		
FG ministries have the capacity to strategically lead and coordinate stakeholder/key players in the development of sectors in trajectories consistent with ERGP, Vision 20-2020 and SDGs.	Bureaucracy in delivery of services is minimised and there is enhanced delegation of functions and mandates in the hierarchies of MDAs.	At least 75% of MDAs have the work environment, facilities and tools that are needed for efficient and effective performance.
	All MDAs are systematically implementing strategic plans for staff development and improved organisational performance (where appropriate, after a functional review).	
	Majority of MDAs deliver services of quantity and quality stated in widely disseminated service delivery charters.	
	A performance management and staff development system on the IPPIS platform is fully operational in all MDAs.	

IPPIS extended to substantial number of MDAs (including health institutions, and Police Command).	IPPIS extended to all MDAs (including education, military, and paramilitary institutions).	Majority of civil servants strongly motivated to serve and transform Nigeria.
Professional and Results-Oriented Civil Service		
Merit principle, with due cognisance of the Federal Character (FC) principle, is effectively restored as the primary criterion for recruitment and promotions in the Public Service.	Policy and strategy for the professionalization of all core service cadres across the civil service are in place and implementation launched	The civil service becomes an employer of choice for brightest and best graduates of tertiary institutions and mid-career professionals in the country.
An effective performance management system for all civil servants installed and in use.	Civil service pay levels are comparable to those prevailing in Public Services of top 5 African economies	There is an institutionalised system for continuous pursuit of excellence in the quality of the civil service and its performance.
Well-Motivated Civil Service		
Competitive pay to attract and retain the best and brightest is in place.	Pay system is reviewed periodically based on comparative studies.	Civil Service becomes a destination of choice.
Incentives reform policy is developed.	Periodical review of incentives reform policy.	Best and brightest graduates are proud to work in the civil service
Improved Competence of Civil Servants		
Training of civil servants is policy-driven and needs-based.	Substantial and satisfactory implementation of a robust three-year programme to develop competencies of chief executives, PSs, and other senior civil service executives.	PSs and other senior executives have competencies of similar cadres in the top 20 economies.
Capabilities and performance of ASCON and the new Public Service Institute of Nigeria (PSIN) are aligned to the capacity needs of the Public Service.		
An Accountable and Results-focused Workforce		
Demand side of accountability is built into policies, reform plans, and core activities.	Clear statements of service delivery and public reporting of achievements are provided.	Development of systems (including management records and IPPIS) to provide real time information on service delivery is in place



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Annexes

7.4. Strategic Priorities and Quick wins

The long-term strategic priority in CSA reform is ensuring that the civil service is capable of providing world-class levels of service delivery. From the possible NSPSR interventions identified in different sections of the Chapter, the following are some strategic priorities and “quick wins”.

Strategic Priorities

- Review and updating of Public Service Rules and Regulations.
- Institutionalisation of performance management system.
- Development of comprehensive job evaluations.
- Strengthening work ethics and accountability and improving motivation.
- Ensuring mastery of basic ICT skills, supported by appropriate equipment across the civil service.
- Deepening IPPIS by ensuring that it is rolled out in all MDAs and achieving a fully functional integrated personnel and payroll information system.

Quick Wins

- Implement fully the in-house strategy of the HOS.
- Develop and implement Strategic Plan in the FCSC.
- Finalise and begin implementation of the Strategic Plan being developed in the OSGF.
- Map and validate HR processes to go into IPPIS; Harmonise various Performance management templates and set out a clear IPPIS roll out plan.
- All MDAs develop a strategic plan that align to national vision and priorities; and identifies indicators for tracking sector results that will over time form the basis for individual targets.
- Review recent impact assessments and evaluations of recent CSR interventions and develop action plans to implement the recommendations.
- Implement comprehensive Career Management Framework.
- Develop Competency Directory for the Civil Service.
- Fast track work on the review of Public Service Rules and Regulations.
- Strengthen the National Records Centre, Karu, for enhanced Automation of Records.

7.5. Monitoring & Evaluation Framework

The NSPSR Monitoring and Evaluation Framework is intended to support the effective delivery of the NSPSR and the achievement of its objectives by deploying an effective monitoring and evaluation strategy, tools, methodologies, and methods that will assure optimal delivery of the Strategy.

The Framework also depicts the many layers of "Results," namely the Impact Areas (Key Result Areas), Outcomes and Outputs expected under the NSPSR, as well as their Indicators, Baselines and Objectives for the Indicators, and Methods of Verification (MOV).

The Results Framework was designed in a participatory manner, with participants mostly drawn from the implementing agencies for the various Developmental objectives, Pillars, and Building Blocks, as shown below:

PILLAR FOUR

RESULTS FRAMEWORK FOR THE DELIVERY OF THE NATIONAL STRATEGY FOR PUBLIC SERVICE REFORMS (NSPSR) PROJECT FOR THE BUREAU FOR PUBLIC SERVICE REFORMS BPSR 2021-2025

PILLAR 4		CIVIL SERVICE ADMINISTRATION REFORM									
PILLAR DRIVER		OFFICE OF THE HEAD OF CIVIL SERVICE FOR THE FEDERATION (OHCSF)									
DEVELOPMENT OBJECTIVE		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									
RESULT AREAS	KEY PERFORMANCE INDICATORS	UOM	BASELINE	ANNUAL TARGETS					DATA SOURCE/ MOV	REPORTING FREQUENCY	RESPONSIBLE AGENCIES
			2021	2022	2023	2024	2025				
KRA 4.1 Effective Governance and Management of the Civil Service as an Institution	Development of a governance framework on clarity of roles and responsibilities for the civil service (Refer to the document) FCSSIP 2021-2025	Number	1	1			1	OHCSF Report FCSC Report	Annually	OHCSF, FCSC, OSGF, MDAS, BPSR, NWISC, OAGF, MoJ	
	Development of a management framework on clarity of roles and responsibilities for the civil service	Number	1	1			1	OHCSF Report FCSC Report	Annually	OHCSF, FCSC	

OUTPUT INDICATORS LEADING TO DELIVERY OF KRA 4.1										
4.1.0 Clarity of roles of key institutions; and effective coordination among key actors and consistency in leadership direction	Number of trainings held for FCSC and OHCSF staff on performance management	Number	1	1			3	OHCSF Report	Annually	OHCSF, FCSC
	Number of collaborative meetings on job evaluations held between the OHCSF, FCSC, NSIWC	Number	4	2				OHCSF Report	Quarterly	OHCSF, FCSC, NSIWC
4.1.1 Provide Legal Framework for the regulation of the public service	Enactment of the Public Service Bill	Number	1	1			1	OHCSF Report	Annually	OHCSF NASS
4.1.2 Enforce Public Service rules and regulations	Development of an Incentive mechanism for enforcing discipline in MDAs	Number	1	1			1	OHCSF Report	Annually	OHCSF
KRA 4.2 Organizational Efficiency and Effectiveness	Civil servants perception of the civil service on efficiency and effectiveness in the delivery of services	percentage	100%				100%	OHCSF Report	Annually	OHCSF, SERVICOM, BPSR, NOA

OUTPUTS LEADING TO THE DELIVERY OF KRA 4.2										
4.2.0 Conduct periodic functional review of MDAs	Development of guidelines on functional reviews of MDAs	Number	1	-				BPSR Report	Annually	BPSR
	Development of guidelines on job descriptions for sub-directorate cadre in the OHCSF	Number	1	-				BPSR Report	Annually	BPSR OHCSF
	Number of reviews carried out on the structure of MDAs	Number	5	3				BPSR Report	Annually	BPSR OHCSF
	Development of agreed Manning levels	Number						BPSR Report	Annually	BPSR OHCSF
	Number of Manpower Audits and surveys carried out on MDAs	Number	1	1				BPSR Report	Annually	BPSR OHCSF
	Development of Employee Mobility Policy in the OHCSF	Number	1	-				BPSR Report	Annually	BPSR OHCSF
	Implementation level of Employee Mobility Policy in the OHCSF	Percentage	100%	60%				BPSR Report	Annually	BPSR OHCSF

4.2.1 Create a strong centre of Government	Number of capacity building trainings held for MDAs at the center of Government	Number	4	2				OHCSF Report	Quarterly	OHCSF OSGF
4.2.2 Implement a service-wide roll out of IPPIS and activation of remaining modules	Percentage level of completion of HR integration to IPPIS	percentage	100%	70%				OAGF Report	Annually	OAGF OHCSF Galaxy Backbone MDAs
	Number of requisite hand holding trainings held for civil servants on the use and management of the HR module in IPPIS	Number	4	1				OAGF Report	Quarterly	OAGF OHCSF Galaxy Backbone MDAs
	Number of MDAs with functional IPPIS Units	Number	943	943 (All MDAs)			943	OAGF Report	Quarterly	OAGF OHCSF Galaxy Backbone MDAs
	Number of Monitoring and Evaluation visits held to ascertain the full functionality of the new HR IPPIS platform	Number	4	3				OAGF Report	Quarterly	OAGF OHCSF Galaxy Backbone MDAs

4.2.3 Deploy effective management system and processes for service delivery	Level of implementation of the strategic plan of the OHCSF	percentage	25%	75%			100%	OHCSF Report	Quarterly	OHCSF
	Percentage completion in the digitalization and automation of manual records service-wide at the records centre karu	percentage	25%	75%			100%	OHCSF Report	Quarterly	OAGF OHCSF Galaxy Backbone MDAs
KRA 4.3 Professional and Result oriented civil service	Civil servants perception of the civil service on professionalism and result oriented delivery of services	percentage	100%	90%			100%	OHCSF Report	Annually	OHCSF, SERVICOM, BPSR, NOA
OUTPUTS LEADING TO THE DELIVERY OF KRA 4.3										
4.3.0 Strengthen Merit-Based appointments and promotions with clear guidelines for Federal Character	Development of a merit-based assessment model/guidelines for the protection of the merit-based principle	Number	1	1			1	OHCSF Report	Quarterly	OHCSF
	Development of guidelines on enforcement of the Federal character principle	Number	4	2				OHCSF Report	Quarterly	OHCSF

4.3.1 Promote professionalization of core cadres in the civil service	Development of policy for the professionalization of all core service cadres across the civil service	Number	1	1				OHCSF Report	Annually	OHCSF
	Development of strategy for the professionalization of all core service cadres across the civil service	Number	1	1			1	OHCSF Report	Annually	OHCSF
	Number of MDAs with professional staffing for HRM Department	Number	900 MDAS	900 MDAs			943	OHCSF Report	Annually	OHCSF, FCSC, FCC, MDAs
	Development of a comprehensive career management framework	Number	1	1			1	OHCSF Report	Annually	OHCSF, FCSC, FCC, MDAs
	Level of implementation of the Career Management Framework	Percentage	90%	90%			100%	OHCSF Report	Annually	OHCSF, FCSC, FCC, MDAs
	Development of a competency directory for the civil service	number	1	1			1	OHCSF Report	Annually	OHCSF, FCSC, FCC, MDAs
4.3.2 Install an effective performance management system	Approval of the PMS policy by FEC	Number	1	1			1	OHCSF Report	Annually	OHCSF, FCSC, MDAs
	Development of an implementation framework for the PMS policy	Number	2	2				OHCSF Report	Annually	OHCSF, FCSC, MDAs

	Development of costed work plan for PMS implementation	Number	3	1				OHCSF Report	Annually	OHCSF, FCSC, MDAs
	Number of MDAs trained on PMS implementation	Number	400	400			943	OHCSF Report	Annually	OHCSF, FCSC, MDAs
	Percentage implementation of PMS for targeted categories of staff in MDAs	percentage	45%	45%				OHCSF Report	Annually	OHCSF, FCSC, MDAs
4-3-3 Undertake comprehensive job evaluation of the public service	Number of trainings held for NSIWC on monitoring and evaluation	Number	4	1				NSIWC Report	Quarterly	NSIWC
	Development of a strategy to guide the process for developing a comprehensive job evaluation	Number	1	-				OHCSF Report	Annually	OHCSF
KRA 4-4 Well Motivated Civil Service	Competitive pay framework developed in the civil service	percentage	65%	65%				NSIWC Report	Annually	OHCSF, NSIWC
	Number of MDAs adopting the competitive pay framework in the civil service	Number	520 MDAs	520 MDAs			943	NSIWC Report	Annually	NSIWC, OHCSF
OUTPUTS LEADING TO THE DELIVERY OF KRA 4-4										
4-4-0	Development of a framework for collaboration on determining pay	Number	1	1			1	NSIWC Report	Annually	NSIWC, OHCSF, MDAs

Improve pay system for the civil servants	of career public servants and political office holders										
	Number of benchmark study on salary and compensation carried out	Number	1	1			1	NSIWC Report	Annually	NSIWC, MDAs	OHCSF,
	Number of reviews carried out on salary and compensation package in line with salary and compensation package	Number	1	1			1	NSIWC Report	Annually	NSIWC, MDAs	OHCSF,
	Development of a medium term pay reform policy	Number	1	1			1	NSIWC Report	Annually	NSIWC, MDAs	OHCSF,
	Number of reviews carried out on pay based on inflation rate and comparative studies	Number	1	1			3	NSIWC Report	Annually	NSIWC, MDAs	OHCSF,
4-4.1 Enhance Incentives for the civil servants	Number of periodic reviews carried out on incentives of civil servants	Number	1	1			3	NSIWC Report	Annually	NSIWC, MDAs	OHCSF,
	Development of incentives reform policy for recruitment and motivation of quality and professional staff	Number	1	1			1	NSIWC Report	Annually	NSIWC, MDAs	OHCSF,
	Development of post-retirement information system for pensioners of the civil service	Number	1	1			1	NSIWC Report	Annually	NSIWC, MDAs	OHCSF,

4-4.2 Promote Health and Safety Environment	Number of assessments carried out on the status of HSE management system	Number	1	1			1	NSIWC Report	Annually	NSIWC, MDAs	OHCSF,
	Development of civil service HSE policy	Number	1	1				NSIWC Report	Annually	NSIWC, MDAs	OHCSF,
	Development of HSE safety management guidelines	Number	1	1				NSIWC Report	Annually	NSIWC, MDAs	OHCSF,
	Percentage completion in the implementation of HSE policy	percentage	90%	90%			100%	NSIWC Report	Annually	NSIWC, MDAs	OHCSF,
	Percentage completion in the implementation of HSE safety guidelines	percentage	80%	80%			100%	NSIWC Report	Annually	NSIWC, MDAs	OHCSF,
	Number of Monitoring and evaluation visits carried out	Number	3	4				NSIWC Report	Annually	NSIWC, MDAs	OHCSF,
KRA 4-4 Improved competence of civil servants	Competence level of Civil servants	percentage	85%	85%			100%	OHCSF Report		OHCSF, ASCON, CMD, Public Service Training Institute	
OUTPUTS LEADING TO THE DELIVERY OF KRA 4-4											
4-4.0 Institutionalize structured mandatory continuous training	Number of MDAs benefitting from the structured mandatory continous training program (MSTP)	number	350 MDAs	350 MDAs			943	OHCSF Report	Quarterly	OHCSF	

	Percentage of civil servants trained on (MSTP)	percentage	50%	50%			100%	OHCSF Report	Quarterly	OHCSF
	Number of exchange programmes held towards the implementation of National Plans	Number	4	4				MFBNP (National Planning) Report	Quarterly	MFBNP
	Number of trainings held for MDAs on the National plans	Number	4	2				MFBNP (National Planning) Report	Quarterly	MFBNP CMD ASCON, PSI
	Number of training needs assessments carried out	Number	1	1			3	OHCSF Report	Annually	OHCSF
	Number of reviews carried out on training policies, programmes and budgets	Number	1	1			3	OHCSF Report	Annually	OHCSF
4-4.1 Strengthen public service learning centres	Number of trainings held for MTIs and FTIs	Number	1	1			3	OHCSF Reports	Annually	OHCSF
	Level of infrastructure upgrade in MDIs and FTIs	percentage	70%	70%			100%	OHCSF Report	Annually	OHCSF
	Number of collaboration meetings held amongst OHCSF/Universities/MDIs/ FTCs	Number	3	4				OHCSF Report	Quarterly	OHCSF

	Number of Monitoring and Evaluation visits held	Number	2	4				MFBNP Report	Quarterly	MFBNP
4-4-2 Improved Leadership and management development	Number of service wide training needs assessments carried out	Number	2	4				OHCSF Report	Quarterly	OHCSF
	Development of service wide training policy	Number	1	1			1	OHCSF Report	Quarterly	OHCSF
4-4-3 An Accountable and Results-focused Workforce	Development of records management System	Number	1	1			1	OHCSF Report	Quarterly	OHCSF
	Development of IPPIS system	Number	1	1			1	OAGF Report	Annually	OAGF
	Development of EPIC culture change management strategy	Number	1	1			1	OHCSF Report	Quarterly	OHCSF
	Level of implementation of the Anti-Corruption and Transparency Initiative (ACTI)	percentage	50%	50%			100%	OSGF Report	Annually	EFCC, ICPC, Security Agencies
	Number of collaborations held between the OHCSF and SERVICOM in enthroning citizen centered culture of service delivery	Number	4	4				SERVICOM Report	Quarterly	SERVICOM, OHCSF

8. RISKS AND MITIGATION

8.1. Context

The NSPSR is a comprehensive reform agenda and is without question, an ambitious undertaking. What factors will make it succeed when previous reform programmes have failed to record significant positive results?

Strong and strategic commitment of the top political and administrative leadership can ensure effective and sustained efforts to realise the vision and objectives of the NSPSR. Although NSPSR is wide-ranging, it has paid adequate attention to prioritisation and sequencing. International experience in PSR implementation is that public servants and citizens need to see some quick results within the first six to twelve months – evidence that the reinvigorating and eventual transformation of the Public Service is taking place. NSPSR interventions are packaged around target outcomes/results and building blocks within four Pillars that make possible simultaneous progress on different fronts.

The implementation strategy for NSPSR considers lessons learned from previous reform efforts, especially about why reforms were never implemented or only partially implemented. IEC efforts will seek to disseminate information about different reform initiatives and change management activities will assist the leaders and managers of reform as they introduce and implement the new structures, systems, procedures, and attitudinal changes required under the NSPSR. The focus of M&E is to ensure continuous monitoring and feedback on implementation progress: pointing out things that are working and those that are not working, thereby drawing the attention of reform managers and coordinators to the need for corrective measures.

Ownership and participation were the hallmarks of NSPSR development. In preparing the NSPSR, ownership and participation were both broadened and deepened. This included workshops and presentations to permanent secretaries, regular IMTT meetings, and one-to-one meetings and focus group discussions in selected MDAs for each Pillar. These allowed many to participate and deepen their general understanding of reform. It is expected that this approach will help mitigate the challenges and risks to the implementation of the strategy.

Political ownership of the NSPSR will be obtained through the SCR and the approval of the NSPSR by the FEC.

8.2. Risks, Mitigation and Rating

The following table presents details of the identified risks, their mitigation measures and rating as envisaged under the period of implementation of the NSPSR.

Table 8.1: Risks, Mitigation and Rating

RISK	MITIGATION MEASURES IN THE NSPSR	RISK RATING
1. Political environment constrains FGN in taking hard and strategic decisions needed for structural reforms and sustaining results.	• There is active SCR whose broad-based membership will facilitate buy-in at the implementation stage. • FEC will endorse the strategy, and the President will launch it. • The DG BPSR will have responsibility for enabling political and technical interface in the coordination and facilitation of implementation.	Low
2. Political environment may affect the commitment and support of the Presidency to the implementation of the reform.	• With the general elections drawing near, and the second stint of the Buhari administration coming to an end, the effects of the politics are not likely to be so domineering. • Moreover, much depends on the main champions of the four Pillars. Once broad political support is given in 2017, the Pillar champions can take reforms forward. • Adequate funding must be made available to enable the champions drive the reform in the most professional manner.	Low
3. The possibility of reform discontinuity in case of regime change in 2023.	• If the NSPSR continues to be professionally managed under the BPSR, the risk posed by regime change will be reduced. • A restructured and reform-conscious OHCSF, combined with reform-minded leadership through BPSR will provide sustainability and professional leadership in the implementation of the reform.	High
4. Low interest and strong opposition in the Legislature to some important aspects of the reform agenda, which may derail the necessary institutional and legislative measures.	• A strong advocacy programme should be carried out with members of NASS	High

5. Weak technical leadership and coordination of the implementation because there is paucity of technical capacity and/or enthusiasm and commitment to the reform agenda among PSs	• SCR must be the strong coordinating body with regular scheduled meetings and a clear agenda to exercise oversight and M&E of the implementation progress. • Technical capacity of present corps of PSs must be improved through appropriate capacity development programmes, including through the rigorous nature of their appointment.	Modest
6. Inertia and/or resistance to the reform implementation in MDAs	• MDAs, and their PSs and chief executives, will be explicitly held responsible and accountable for results in their areas of mandate and sectors that they lead. The NSPSR system of M&E will feed into performance contracts and other senior staff appraisal. • Effective establishment of Reform Coordination functions in key MDAs will reduce this risk. • Effective change management programme will be introduced across key MDAs to monitor and manage resistance.	Modest
7. Adequate resources are not available for effective implementation of the NSPSR	• In approving the NSPSR, FEC explicitly endorses its implementation as a top priority for budgetary allocations, across all Pillars. • Government will aim to have a dedicated reform budget line from the 2018 budget. • Development partners will be encouraged to provide flexible co-financing	Modest
8. Morale, commitment, and performance of Public Service executives is undermined by failure or delays in the implementation of pay enhancement and complementary motivational incentives, including restoration of meritocracy and open and objective staff appraisal as the basis for appointments and promotions.	• Implementation of more effective performance management and incentives systems, and restoration of meritocracy in appointments will be accorded high priority in strategy implementation. • A stick and carrot approach to personnel management will be adopted, whereby poor performances are sanctioned, and exceptional / outstanding performances are recognised and rewarded.	High

9. Failure by state and local governments to reform and improve performance, especially in essential Public Services undermines credibility of the FG and demoralises FG Public Service managers in policy development, regulation and NSPSR implementation.	• The implementation of Pillar 1 of the NSPSR coupled with a strong IEC and SERVICOM programmes will serve to put pressure for improved performance in state and local governments. • Institutions at the centre of government as well as other MDAs through participatory sector development initiatives will promote and support reforms and improvements in Public Service delivery by the State and Local Governments.	High
10. Scepticism and apathy among the citizenry, especially arising from slow progress in the anti-corruption and rule of law drives, demoralise senior Public Servants in the implementation of the reforms.	• Key 'quick wins' will be implemented, and the associated success stories will be widely publicised. • A strong IEC programme will reinforce that of SERVICOM in sustaining public interest in the reform agenda, and in enhancing and sustaining the demand side of accountability. • The anti-corruption and rule of law programmes will be strengthened in the implementation of the NSPSR.	High
11. Reform fatigue: by the time NSPR becomes fully effective; both civil servants and outside observers may wonder what is different to other attempts at PSR, given the patchy modest results recorded over the years in previous reform efforts.	• A sharp focus on successful implementation of carefully selected 'quick wins' as well as attention to incentives for public servants will help ensure buy-in and sustained commitment to NSPSR. • A strong IEC programme supported by a robust M&E will keep all stakeholders aware of the vision, objectives, progress made and the gaps to be covered. • A new and vibrant implementation approach by BPSR will make a difference in minimising reform fatigue.	Low
12. Disease outbreak that may hinder implementation. This was seen during COVID-19, with a major part of the PHC getting overwhelmed with healthcare demands.	• Improve the state of PHCs in Nigeria, in line with the NSPSR. • Implementing the Abuja Declaration by increasing the national budgetary allocation to healthcare. • Focus of implementing some quick wins such as re-equipping PHC and re-strategize on the allocation of funding and resources for their maintenance.	Modest

9. IMPLEMENTATION STRATEGY

9.1. Overview of Challenges

There are many challenges regarding the implementation of the refreshed and updated NSPSR. The most critical challenges are inherent in the current shortcomings of the Public Service. The service has serious gaps in the managerial, technical, and professional skills for programme and project management, and there are further gaps in change management. The weak incentive system - especially low salaries for all cadres at directorate level and below - exacerbates the low capacity and seriously undermines the morale of the Service. Furthermore, the risks outlined in the previous chapter underscore the size of the implementation challenges of NSPSR. The NSPSR directly responds to some of these challenges in terms of, for example, capacity building in MDAs, pay reform and improved performance management. Nonetheless, a detailed implementation strategy is needed to set out the leadership and management framework, the key drivers of change and the strategic interventions that will build and maintain the momentum of change. These are presented below.

9.2. Overall implementation, leadership, management, and Monitoring and Evaluation Framework

The overall NSPSR implementation leadership and management framework is illustrated in Figure 9.1. The Presidency is the locus of the overall leadership and coordination of the NSPSR implementation. To this end, BPSR will assist the SCR and the President in the leadership, coordination, and monitoring and evaluating of NSPSR implementation.

The President has reconstituted the SCR, which is chaired by the SGF, to support the President in the political leadership and policy coordination of the implementation. The President has also appointed an experienced and highly qualified public sector management expert as DG BPSR and re-positioned BPSR to act as the Secretariat to and operational arm of the SCR. The members of the SCR are drawn from the Ministers responsible for the top priority programmes in the government. The SCR meets quarterly to receive briefing on PSR implementation progress from the BPSR.

Four senior government officials who head institutions at the centre of government will take on direct implementation responsibilities:

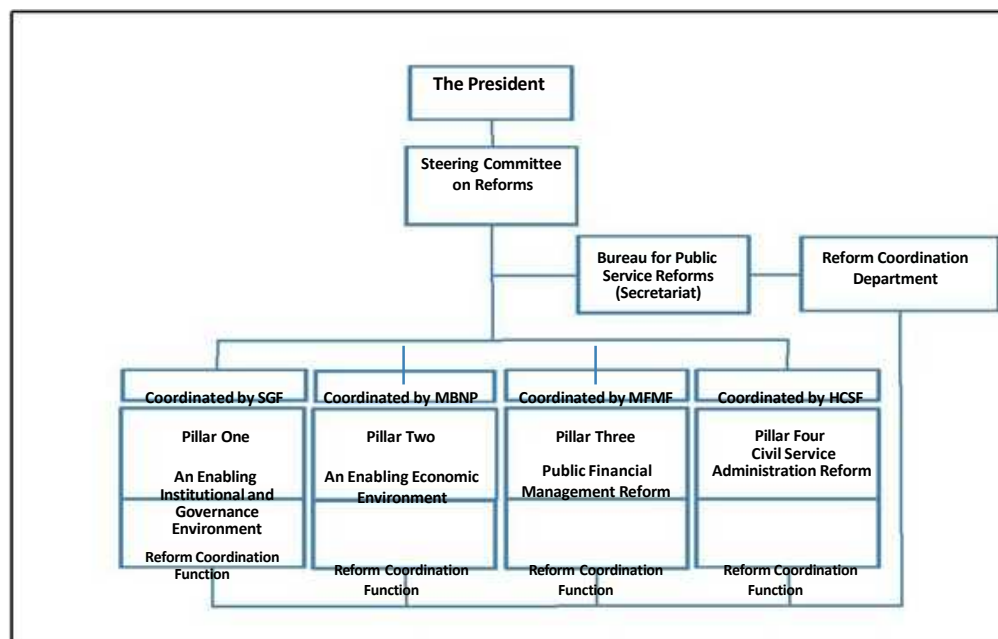
- The SGF chairs the SCR, whose membership includes those leading key governance and institutional reform initiatives across the entire Public Service. As practiced, the SCR will meet quarterly to review progress reports on the implementation of the NSPSR. SGF will lead and coordinate implementation of Pillar 1 of the Strategy on 'An Enabling Governance and Institutional Environment'.
- The Minister, FMFBNP, will lead and coordinate implementation of Pillar 2, 'An Enabling Socio-Economic Environment', and will ensure effective linkage to the key sectoral ministries and agencies leading sectoral reforms.
- The Minister, FMFBNP, will lead and coordinate implementation of Pillar 3, 'Public Financial Management Reform'. FMFBNP will coordinate the PFM reform initiatives within the key institutions responsible for public finance to ensure effective linkage between the different PFM reform initiatives to be implemented within FIRS, BPP, and OAuGF. The Minister will, together with the National Planning arm, coordinate the reform initiative of target result 2 titled: 'Strategic allocation and results-based budgeting of funds' as well as its four building blocks contained in sections 6.2.2 (i) – (iv).
- The HCSF will lead and coordinate implementation of Pillar 4 on "Civil Service Administration Reform" and collaborate with the FCSC on areas of its mandate. The OHCSF will ensure effective implementation of NSPSR within the MDAs.
- The NBS is statutorily responsible for primary data collection, data quality assurance, data analysis and any other issues that may arise regarding data gathering and dissemination. This will remain so. All the data that will be used in the M&E system shall pass the standard test defined by the NBS.

SIN	STAKEHOLDER	RESPONSIBILITY
1	The Presidency	The Presidency is the locus of the overall leadership and coordination of the NSPSR implementation
2	Steering Committee on Reforms (SCR)	The Steering Committee on Reforms (SCR) will provide leadership, coordination, and monitoring and evaluating of NSPSR implementation. The re- SCR chaired by the SGF will support the President in the political leadership and policy coordination of the implementation. The members of the SCR are drawn from the Ministries, Departments and Agencies responsible for delivering the reform focused programmes of government. The SCR will meet quarterly to receive and review the briefing on PSR implementation progress submitted by the BPSR.
3	Office of the Secretary to the Government of the Federation (OSGF)	The OSGF under the leadership of the SGF will lead and coordinate implementation of Pillar 1 of the Strategy on 'An Enabling Governance and Institutional Environment'
4	Bureau for Public Service Reforms (BPSR)	The BPSR will act as the Secretariat and operational arm of the SCR. The DG, BPSR has responsibility for the overall coordination and monitoring and evaluation of the reform programmes and projects under the NSPSR. The BPSR will prepare annual NSPSR implementation progress reports using the quarterly progress reports from the Reform Coordination Departments of the implementing MDAs. BPSR will have primary responsibility for ensuring that monitoring and evaluation (M&E), change management, and the information, education, and communication (IEC) programme are effectively used as implementation tools for NSPSR.
5	Federal Ministry of Finance, Budget, and National Planning (FMFBNP) (National Planning Arm)	The Minister will lead and coordinate implementation of Pillar 2, 'An Enabling Socio-Economic Environment', and will ensure effective linkage to the key sectoral ministries and agencies leading sectoral reforms. He will also work closely with the BPSR in evolving a robust performance management system for the NSPSR implementation
6	Federal Ministry of Finance, Budget, and National Planning (FMFBNP) (Finance Arm)	The Minister will lead and coordinate implementation of Pillar 3, 'Public Financial Management Reform'. FMF will coordinate the PFM reform initiatives within the key central institutions responsible for public finance to ensure effective linkage between the different PFM reform initiatives to be implemented within FIRS, BPP, and OAuGF. However, the Minister of Finance, Budget, and National Planning will coordinate the reform initiative of target result 2: 'Strategic allocation and results-based budgeting of funds' as well as its building blocks

7	Office of the Head of Civil Service of the Federation (OHCSF)	The HCSF will lead and coordinate implementation of Pillar 4 on "Civil Service Administration Reform" and collaborate with the FCSC on areas of its mandate. The OHCSF will ensure effective implementation of NSPSR within the MDAs
8	Implementing Ministries, Department and Agencies (MDAs)	The Reform Coordination Departments of the MDAs will handle the day-to-day coordination of implementation of the reform interventions under each of the four pillars of the NSPSR. The Reform Coordination function will provide feedback on implementation progress to BPSR during the quarterly meetings and will form a community of practice to share experiences and information.
9	The National Monitoring & Evaluation Department (FMFBNP)	The NM&E will provide overall technical support to BPSR on the design and operationalization of the NSPSR M&E framework
10	National Bureau of Statistics (NBS)	The National Bureau of Statistics (NBS) is statutorily responsible for primary data collection, data quality assurance, data analysis and any other issues that may arise regarding data gathering and dissemination. All the data that will be used in the M&E system shall pass the standard test defined by the NBS.

The DG, BPSR has responsibility for the overall coordination and monitoring and evaluation of the reform programmes and projects under the NSPSR. BPSR will prepare annual NSPSR implementation progress reports using the quarterly progress reports from the Reform Coordination functions.

Figure 9.1: Implementation, Leadership and Management Framework



Hands-on and day-to-day coordination of implementation of the reform interventions under each of the four pillars of the NSPSR is the responsibility of Reform coordination functions established in MDAs. At the start of the implementation of the NSPSR, this function may be carried out by the Reform Coordination Departments which were created in some key ministries and agencies in 2014. However, each MDA will be able to decide about the best approach to establishing its own reform coordination function. The important issue is that this reform coordination function is established, in liaison with BPSR, in all MDAs. The Reform Coordination function will be appropriately staffed and resourced to discharge its responsibilities and will provide feedback on implementation progress to BPSR during the quarterly meetings and will form a community of practice to share experiences and information.

By their very nature structures to support the implementation of reforms will change to adapt to the evolving reform context. New challenges require revised support structures. And as gains are made, different types of focus will be required – moving from the monitoring of reform compliance to consolidating and supporting reform gains. As a result, these structures will be adapted over the life of the NSPSR.

As the overall coordinating institution, BPSR will have primary responsibility for ensuring that monitoring and evaluation (M&E), change management, and the information, education, and communication (IEC) programme are effectively used as implementation tools for NSPSR. BPSR will also be responsible for two important reform activities whose results will enhance the implementation of NSPSR across the Public Service namely: (i) strategy, innovation, and research; and (ii) leadership capacity development programmes.

- **Strategy, Innovation and Research:** This new department in BPSR will focus on research and knowledge creation. The department will have a small staff. One of its staff members will focus on research and preparation of reports on innovative practices in PSR.

The following are some examples of areas of potential research focus: public sector governance; institutional arrangements for Public Service delivery; anti-corruption policies and practices; quality of budget and public investment process; and accountability and transparency of the Public Service. Reports from research will be disseminated widely by BPSR. Another task of the department will be to incubate innovation in PSR. This will include designing new approaches and working collaboratively at MDA level to pilot new approaches.

- **Leadership capacity development programmes:** The Corporate Services Department in BPSR, which deals with human development and capacity building, will ensure that adequate attention is paid to leadership development across the Public Service. BPSR will liaise with both ASCON, and PSIN to ensure that their leadership capacity development programmes are appropriate. BPSR will ensure that all leadership capacity development programmes financed by development partners are captured in its M&E reports.

BPSR will also take a lead in ensuring that all donor programme on PSR tailor their support on PSR so that it is guided by the Strategy.

9.3. Key features of the implementation strategy

The main features of the implementation strategy for the refreshed and updated NSPSR are described below under the following headings:

- Evaluation plan.
- Decentralised responsibilities and accountabilities.
- Rapid capacity building for strategic and technical leadership and management in MDAs.
- Effective change management.
- Robust M&E and reporting systems; and
- A strong IEC programme.

9.3.1. Evaluation Plan

The NSPSR Evaluation is another important component of the M&E framework and shows all those evaluations that are critical for learning “what is working” under the strategy at some critical intervals and “what is not” so that decision and re-strategizing can be undertaken.

Some of the critical evaluations that are identified for delivery under the NSPSR are shown in the Table below.

NSPSR EVALUATION PLAN (2023-2025)

Evaluation Title	Strategic Plan Results Area	Key Evaluation Stakeholders	Planned Start Date	Planned Completion Date	Source of Funding for Evaluation	Mandatory Evaluation (Yes/No)
Impact of NSPSR reforms implementation on the socio-economic development of Nigeria	Enabling socio-economic environment	BPSR MDAs Development Partners Donors	TBD	TBD	MDA Budget Grant	Yes
Citizens perception of Reform performance in Nigeria	Civil service Administration reform	BPSR MDAs SERVICOM Development Partners Donors	TBD	TBD	MDA Budget Grant	Yes
Impact of Self-Assessment Tool (SAT) deployment on reform implementation in MDAs	Enabling governance and institutional environment	BPSR MDAs Development partners Donors	TBD	TBD	MDA Budget Grant	Yes

Compliance level of reform implementation in Nigeria		BPSR OHCSF SERVICOM MDAs Development partners Donors	TBD	TBD	MDA Budget Grant	Yes
Impact of reforms on Public Financial Management implementation in Nigeria	Public Financial Management	BPSR OHCSF MDAs OAGF Development partners Donors	TBD	TBD	MDA Budget Grant	Yes

9.3.2. Decentralised responsibilities and accountabilities

Decentralisation of responsibilities and accountabilities is vital to ensure that the NSPSR is effectively implemented. To this end, the NSPSR, and its implementation plans – which are revised and updated on a regular basis – identifies which MDA is responsible and accountable for the delivery of outputs under the various building blocks, as laid down in the chapters describing the various Pillars. Chief Executives and Permanent Secretaries of MDAs will be the primary drivers of reform in their respective organisations.

Sectoral reform programmes are at the core of Pillar 2. MDAs which are leading critical sectoral reform programmes will be expected to integrate these sector development programmes with NSPSR. MDAs have the role, mandate, and the policy and regulatory instruments to facilitate this coordination and integration of sectoral strategies with NSPSR and will lead the participatory development of current and future sector development strategies and programmes that are consistent with both the Vision 20:2020 and the NDP (2021-2025) and updated NSPSR. NSPSR will, in many instances, create the enabling environment for smooth, efficient, and effective implementation of the sector development programmes, as well as delivering direct improvements in the quality of Public Service delivery. Sustained improvement in Public Service delivery demands integration of the reforms at the MDA and sector levels.

A readily available and reliable opportunity for MDAs effectively to coordinate implementation of the NSPSR interventions with those of sectoral reforms is the preparation of plans and budgets, that is, in the MTSS, MTEFs and annual budget processes. The integration of the NSPSR implementation activities with those of other strategic and sector reforms led by MDAs will be an important criterion in evaluating the quality of the plans, budgets, and performance of each MDA. Cooperation, coordination, and collaborative efforts among key actors are critical to achieving the target results and impact of the NSPSR effectively and sustainably.

9.3.3. Rapid capacity building for strategic and technical leadership and coordination in MDAs

MDAs have the twin challenges of reforming themselves and leading and coordinating other actors (including non-state actors), in the process of reform and service delivery improvements. However, MDAs generally do not have adequate requisite strategic and technical competencies. Low morale, lack of discipline and poor human resource management practices (for example, in respect of deployment and promotions) impact negatively on effective utilization of available capacity. Therefore, rapid building of capacity for strategic and technical leadership and coordination in MDAs and BPSR is a top priority in the implementation strategy. The Reform Coordination function in each MDA will provide some capacity in these topics and will take a lead role at the MDA level, but it will also be crucial to ensure the competency and performance of the chief executives and permanent secretaries of MDAs. To this end, the following measures will be accorded top priority in the implementation of the NSPSR:

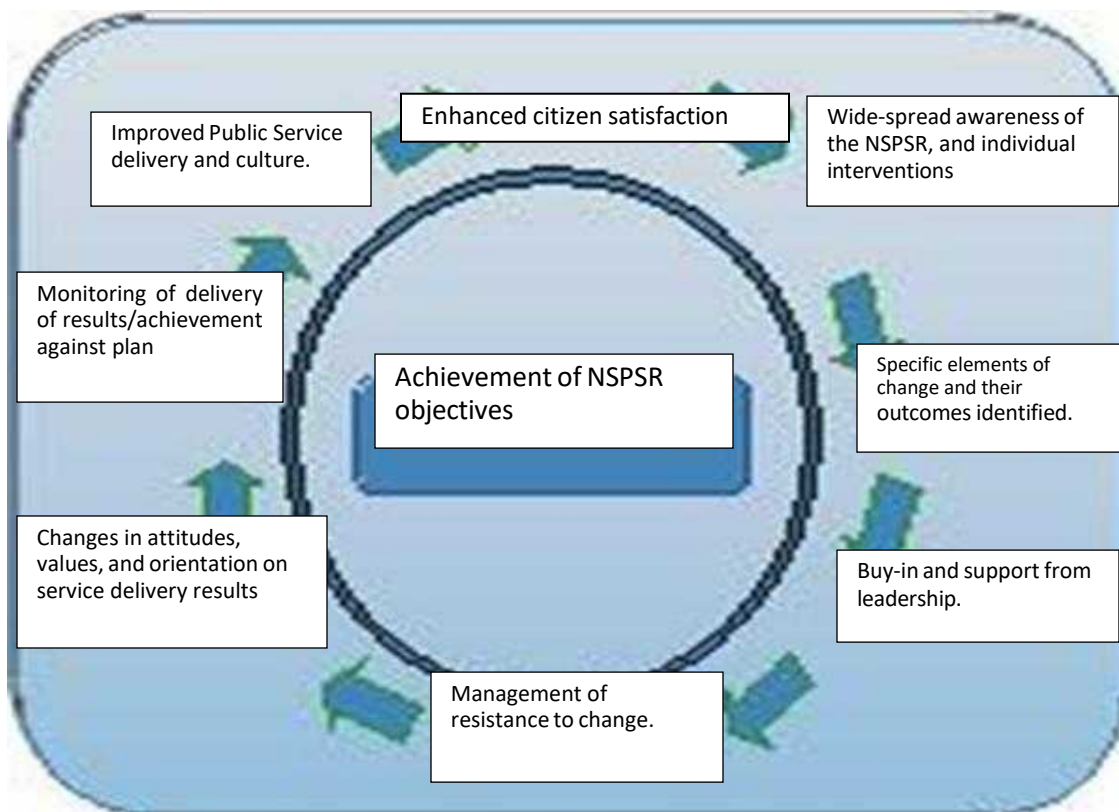
- Competencies for PSs will be defined in the context of reform challenges and gaps will be determined.
- Strategy and programmes to close the gaps will be developed and implemented.

- PSs and chief executives in Federal Government administration will sign realistic performance contracts, which will include reform targets.
- The Peer Review process will include a focus on reform implementation.
- A scheme for annual rewards and commendation of star performers in reform implementation among MDAs, PSs and chief executives by the President will be implemented.

9.3.4. Effective Change Management

Change management in the Public Service environment is complex. The wide range of simultaneous change processes outlined in the NSPSR makes it necessary to establish an appropriate change management framework. Systems and processes can be changed by edict. But to embed the fundamental changes to which the NSPSR aspires requires application of change management tools and approaches to ensure the appropriate momentum and traction are attained. The dynamic model required to build and sustain momentum for change is conceptualised in the change management cycle presented in **Figure 9.2**.

Figure 9.2: The NSPSR Change Management Cycle



Change management is an ongoing process – each specific element of the NSPSR, and each key interviewing need to be considered to identify:

- What sort of change is required?
- How will that change be secured?

The change management cycle outlined above will need to be planned and implemented for each key intervention. BPSR and the lead MDA for each intervention area will need to define:

- The desired outcome of the change.
- How to define the desired new way of doing things.
- The attitudes and values that need to change.
- Steps to secure buy in from key leaders and other stakeholders.
- How the process of change will be implemented and coordinated.

The NSPSR incorporates a strong governance model for implementing reforms, with leadership vested in the SCR and the BPSR dedicated to delivery of reforms. It will also facilitate management of change. The governance model provides an effective platform to enable an integrated approach to change and to ensure that the Nigerian Public Service evolves into a modern institution that continually improves. BPSR will also ensure learning from reform programmes and provide required technical support to strengthen capability for reform implementation and change management.

Much will depend on effective knowledge management and on enabling the change leaders and managers (see **Table 9.1** below) to act. It will be necessary to demand results in defined change areas from the leaders and managers, including setting targets in performance contracts.

Table 9.1: Specific Interventions to enabling Leaders and Managers of Change

LEADERS & MANAGERS	ENABLING INTERVENTIONS
Members of the FEC/ Chief Executives	• Full knowledge of the NSPSR • Relevant information and technical advice from PSs and senior officers • Appropriate communication messages and Channels
Permanent Secretaries	• Full knowledge of the NSPSR • Clarity of roles, responsibilities, and accountability • Regular relevant information (M&E results) • Linkage between NPSR activities and performance Contracts • Inclusion of reform monitoring and evaluation into Peer Review process • Technical advice from experts and consultants on implications for MDA • Appropriate communication messages and channels

Directors and other senior management Staff	• Full knowledge of the NSPSR • Clarity of roles, responsibilities, and accountability • Regular relevant information (M&E results) • Technical advice from experts and consultants on implications for MDA • Appropriate communication messages and Channels

Other actions will be necessary, including:

- Specific capacity building exercises in MDAs and BPSR.
- Building NSPSR into the curricula of training centres.
- Motivating public servants to change (including through interventions under Pillar 4).
- Backing all the efforts with a strong IEC programme as outlined below.

BPSR owns the overall NSPSR document and has a clear role to play in initiating change and managing plans for specific interventions. BPSR also has an important role in supporting Reform Coordinators to get buy-in in their MDAs. The role of Reform Coordination functions in key ministries is to translate the NSPSR for their own MDAs, to identify the relevant intervenes, work with senior officials in their ministry and at departmental and agency levels to plan both for implementation of these interventions and to develop detailed change plans. They are the Change Agents in their ministries. They will ensure that senior officials in their MDAs understand NSPSR and the relevant aspects of NSPSR. This responsibility includes working with the Parastatals under their Ministry. They must also take a lead in communications to staff in their MDAs at all levels.

As noted above, central agencies across the federal Public Service will take responsibility for coordination of reforms in relevant pillars, and the appropriate SCR member will be accountable for achievement of this coordination. All these central agencies therefore have change management responsibilities for ensuring buy-in, through changes in systems and processes supportive of reforms, across the Public Service. As part of the change process, provisions will be made for managing the complex environment for implementing reforms and specific attention will be paid to stakeholder relationship management. NSPSR must be built into the curriculum of all Public Service training institutions and knowledge of NSPSR needs to be included in the promotion processes.

Table 9.2 sets out how different change management activities will address different stakeholder groups.

Table 9.2: Change Management activities

Change requirement	NSPSR approach
Securing high-level support for change	• Systematic engagement through SCR to ensure smooth approval. • Engagement with officials leading key institutions with coordination mandates (e.g., SGF/HCSF/Minister MFBNP/Director NBS) as well as PSs and CEOs
Broad/horizontal cross-institutional/Governmental engagement	• Bring key stakeholders together in consultative retreats to create conversations around need for and urgency for change, implications for not changing, using data and evidence in support. • Continue to hold seminars and workshops on reform issues. • Agree with stakeholders' joint change management strategies to build support for change and secure high-level buy-in • Work with MDAs leading reforms to ensure coherence and coordination. • Use M&E outputs to communicate progress and success.
Deep/vertical engagement within Public Service	• Work through Reform Coordination functions to engage PSs and senior officials. • Support Reform Coordination functions to work with Parastatals linked to their Ministry. • Ensure that reform coordination mechanisms are established in key Parastatals. • Work with institutions and stakeholders to build capacity for change. • Build NSPSR into curricula and into promotions process. • Develop and deliver a coherent communication plan. • Undertake regular stakeholder surveys focused on reform impact
Build external support for change	• Create demand-side interventions to encourage support for targeted reforms. • Work with International donors to develop change synergies
Strategic communication	• Communicate vision for change and change successes to build momentum and energy around reforms, empower and encourage replication

9.3.5. A robust monitoring and evaluation, and reporting system

Within the context of the NSPSR, the M&E Framework is the set of monitoring and evaluation processes that are critical for tracking the delivery of the strategy to enable the government of Nigeria achieve its cardinal objectives of supporting reforms to governance in Nigeria.

The NSPSR monitoring system refers to the arrangement that the BPSR will set up to ensure systematic, continuous, and scientific data collection process on specific indicators of performance for the Strategic document, analysis of the collected data, reporting, and

reviewing as the implementation of the NSPSR progresses. The primary goal for this is to provide management and the primary stakeholders of the NSPSR with information on:

- indications of the extent of progress and achievement of the objectives of the NSPSR,
- understanding of whether things are on track or not, and
- whether BPSR is doing what it plans to do or not for the implementation of the NSPSR.

The evaluation process will be a part of the framework for the periodic in-depth studies that will be carried out to evaluate the strategy's applicability to the Public Service system, its coherence and alignment with other Public Service strategies, the effectiveness of implementation in terms of achieving objectives, the efficiency of the strategy in terms of its "value for money," the impact of the strategy on public sector management and on Nigerians, and more.

In terms of the result chain, the causative sequence specified in the NSPSR design document clearly defines the needed development from inputs to actions and outputs to outcomes, and impact regions, that are required to achieve desired objectives. The Performance Indicators as outlined in the M&E will be Information that is quantifiable or qualitative in nature and offers a straightforward and dependable means of measuring success to represent the changes associated with the implementation of the NSPSR by the respective MDAs.

The process of the indicator selection under the NSPSR should consider the following questions:

- How can we measure that the expected results of NSPSR are being achieved?
- What type of information can demonstrate a positive change under the NSPSR?
- What can be feasibly monitored with given resource and capacity constraints in the implementation of NSPSR?
- Will timely information be available for the different monitoring exercises of the NSPSR?
- What will the system of data collection be and who will be responsible under the NSPSR?

The Indicators under NSPSR should also be "S.M.A.R.T" i.e.

- Specific – Indicator must be clear and unambiguous.
- Measurable – Indicator must establish clear criteria for measuring progress.
- Attainable – Indicator must be linked to a set and achievable objective of the NSPSR.
- Relevant – Indicator must relate to the NSPSR strategy, mandate, or responsibilities of organization being monitored.
- Time bound – Indicator must specify a timeframe for achieving results under the NSPSS.

The earlier benchmark data to measure change created for the NSPSR, which served as a basis for measurement, was set at 2017/2018, the planned start time for the revised and updated NSPSR. However, due to the inability to secure FEC approval, the strategic Document did not get the necessary ownership it required to achieve desired objectives. Data from the mid-term review indicate that a significant number of the Strategic Document's recommendations/interventions have yet to be implemented. This clearly indicates that the intended 2025 date may not be met. However, with ownership and commitment from stakeholders (more so responsible MDAs), as well as a new baseline of 2021, the BPSR can measure changes documented from interventions applied under the new revised NSPSR, thereby establishing a solid evidence basis around the achievement of intended outputs and impact.

Some of the goals used in the M&E Framework were taken from the proposed 2017/2018 NSPSR strategy plan and the National Development Plan, with the baseline set at 2021. The remaining goals on the indicators will be determined methodically by key implementing MDAs and the BPSR in accordance with the Government's aspirations.

The means of verification (MoV) specifies where to acquire the data required to demonstrate that the indicator's objectives have been met. Much of the data would come from network reports, progress reports, survey reports, and monitoring and evaluation reports. MoVs can be acquired from current and easily available sources, such as statistical reports and statutory reports. This is referred to as Secondary Source, or through the collection of special data, such as a monitoring visit to collect data using scientific instruments such as surveys, interviews, GPS, Camera, Radio, Drones, Satellites, and so on, or Surveys- using survey methods, and so on. This is known as primary source.

In general, the objectives of the M&E are to:

- Support reform implementation with accurate, evidence-based reporting to inform management and decision-making to guide and improve reform implementation.
- Contribute to learning and knowledge sharing about reform implementation by reflecting upon and sharing experiences and lessons.
- Uphold accountability by demonstrating whether reforms are being carried out as agreed.
- Provide opportunities for feedback from public servants and citizens.
- Promote and celebrate reform successes of the M&E work by highlighting accomplishments and achievement, building morale and commitments.

Some central government organisations such as the MFBNP and NBS, are mandated to monitor and evaluate outcomes. These organisations also collect, collate, and analyse data and use primary data provided by MDAs, as well as available secondary data as the need arises. BPSR will work with both MFBNP and the NBS, together with Reform Coordination functions to collect, collate and analyse primary data relating to PSR. In addition, BPSR will monitor progress towards planned activities and outputs and evaluate more rigorously, progress towards intermediate outcomes of reform activities and longer-term outcomes of the NSPSR.

The M&E framework will guide the BPSR in the monitoring and evaluation of key and intermediate outcomes of the NSPSR. Results monitoring and evaluation frameworks for each of the Pillars, which focus on comparative detail on intermediate outcomes and outputs are produced as a part of the overall M&E framework.

As earlier stated, M&E of the NSPSR will not just be a matter of tracking implementation. It will also be about establishing the positive impact of PSR. To do this, the NSPSR seeks to identify the critical areas of reform where progress is needed, and BPSR will – through the M&E framework – measure these outcomes. BPSR will adopt international practice on reform programme monitoring, which sets out M&E at four levels:

- *Monitoring and tracking reform implementation and outputs.* This is critical, and forms the bulk of regular monitoring by Reform Coordination functions and BPSR, reporting to SCR. However, it has a largely internal significance. Measuring progress at this level is important but will not be enough to communicate success or to build momentum of support for reform or wider change.
- *M&E on system outputs* (kilometres of roads constructed against planned number, number of schools built, number of cases treated within deadline etc.). This form of M&E is the mandate of MFBNP. Output based reform monitoring tools are, in principle, the next step from the previous level, which mainly measures the introduction and improvement of processes. Output measurement is something that needs wider communication and publication as little is gained if this is retained internally in government.
- *M&E on relative performance.* This uses recognised indicators to assess performance, focusing on improvements in key sectors over time. These may be internationally recognised indicators (such as the multi-donor Public Expenditure and Financial Accountability (PEFA) indicators on budget management) or result oriented measuring such as scorecards and surveys. BPSR will build the former into the M&E framework and will identify or design and implement the latter.
- *M&E on development outcomes:* to assess the long-term impact and relevance of reforms. Outcome-based M&E is particularly suited for taking a long-term perspective and measuring real impact. As a result, a connection is formed between the M&E framework and long-term sector strategic indicators collected by MFBNP and other key parts of governments (particularly in the Presidency).
- *M&E of Staff Performance:* The FCSC and OHCSF monitoring role on individual staff performance will be clearly defined in line with the essential elements of the harmonized PMS.

The key to strategic and effective management of the M&E and reporting functions will be clear demarcation of the roles, functions and mandates close collaboration and key performance indicators, along the lines indicated in **Table 9.3**

Table 9.3: Key Performance Indicators for the delivery of the NSPSR

COMPENDIUM OF KEY PERFORMANCE INDICATORS FOR THE DELIVERY OF THE NSPSR FOR THE BPSR

NSPSR PILLAR ONE

PILLAR 1	ENABLING GOVERNANCE AND INSTITUTIONAL ENVIRONMENT			
KRA/BUILDING BLOCK	KEY PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	DATA COLLECTION METHODOLOGY	DEFINITION OF INDICATOR
KRA:1.1 Clarity in governance architecture as it affects IGR and Public Service Administration	Level of adherence to governance architecture implementation as it affects IGR stakeholders	percentage	• Survey • Administrative records	This indicator measures the completion level of adherence to governance architecture implementation as it affects IGR stakeholders
	Level of adherence to governance architecture implementation as it affects PSA stakeholders	Percentage	• Survey • Administrative records	This indicator measures the level of adherence to governance architecture implementation as it affects IGR PSA stakeholders
1.1.0 Framework for intergovernmental relations (IGR) in place	Relevant Frameworks for inter-governmental relations (IGR) developed	Number	• Administrative records	This indicator measures the number of Relevant Frameworks for inter-governmental relations (IGR) developed
1.1.1 Framework with roles, structures and accountabilities in public service management developed	Relevant Frameworks with roles, structures and accountabilities for PSA developed	Number	• Administrative records	This indicator measures the total number of Relevant Frameworks with roles, structures and accountabilities for PSA developed
1.1.2	Public Service Rules and Regulations revised	Number	• Survey • Administrative records	This indicator measures the total number of public service rules and regulations revised

Public Service Rules and Regulations revised, approved and in use				
	Public Service Rules and Regulations approved	Number	Administrative records	This indicator measures the total number of public service rules and regulations Approved
	Public Service Rules and Regulations in use	Number	- Survey - Administrative records	This indicator measures the total number of public service rules and regulations in use
	Percentage of civil servants aware of the revised PSR	Percentage	Survey	The indicator measures the Percentage of civil servants aware of the revised PSR
1.1.3 Federal Public Service Act decided and agreed	Number of review meetings on the public service Act held	Number	Administrative records	This indicator measures the total number of review meetings on the public service Act held
1.1.4 Modalities for improving service delivery between Federal and State governments agreed	# of bilateral cooperation meetings held between the Federal Government and State governments on improving service delivery (Disaggregated by MDAs)	Number	Administrative records	This indicator measures the total number of bilateral cooperation meetings held between the Federal Government and State governments on improving service delivery
	# of MoU agreements on improving service delivery signed between the Federal government and State Governments. (Disaggregated by MDAs)	Number	Administrative records	This indicator measures the number of MoU agreements on improving service delivery signed between the federal and State Governments.
	Number of MOU agreements implemented according to plan (Disaggregated by MDAs)	Number	- Survey - Administrative records	This indicator measures the number of MoU agreements implemented according to the plan

KRA: 1.2 Enhanced service delivery, accountability and citizens participation	Level of service delivery in public service operations (Disaggregated by MDAs)	Percentage	Survey	This indicator measures the percentage Level of service delivery in public service operations (Disaggregated by MDAs)
	Level of accountability in governance (Disaggregated by MDAs)	percentage	Survey	This indicator measures the percentage Level of accountability in governance (Disaggregated by MDAs)
	Level of citizens participation in governance (Disaggregated by MDAs)	Percentage	- Survey - Administrative records	This indicator measures the percentage Level of citizens participation in governance (Disaggregated by MDAs)
1.2.0 public service feedback mechanisms at MDAs developed and functional	Number of MDAs with functional feedback mechanisms in place	Number	- Survey - Administrative records	This indicator measures the total number of MDAs with functional feedback mechanisms in place
1.2.1 White Paper recommendations on Restructuring and Rationalisation of Federal Government Parastatals, Commissions and Agencies implemented	Number of white paper recommendations on restructuring and rationalization of FG parastatals, Commissions and Agencies implemented	Number	- Survey - Administrative records	This indicator measures the total number of white paper recommendations on restructuring and rationalization of FG parastatals, Commissions and Agencies implemented
1.2.2 Reporting lines and supervisory	Number of parent Ministries communicated on its reporting lines	Number	Administrative records	This indicator measures the total number of parent Ministries communicated on its reporting lines

responsibilities of parent Ministries communicated				
	Number of parent Ministries communicated on their supervisory responsibilities	Number	Administrative records	This indicator measures the total number of parent Ministries communicated on their supervisory responsibilities
1.2.3 Governance and management self assessment of parastatals undertaken	Number of Parastatals carrying out governance self-assessments	Number	Administrative records	This indicator measures the total number of Parastatals carrying out governance self-assessments
	Number of Parastatals carrying out management self-assessments	Number	Administrative records	This indicator measures the total number of Parastatals carrying out management self-assessments
1.2.4 Requests for information under the FOI Act by MDAs responded to	Number of MDAs responding to requests in line with the FOI Act.	Number	Journals, Reports, Survey	This indicator measures the number of MDAs responding to requests in line with the FOI Act
1.2.5 Citizens' complaints through Public Complaints Commission resolved	Satisfaction level of citizens with FOI Act implementation	percentage	Survey Opinion poll	This measures the level of citizen satisfaction with FOI implementation in the MDAs
	Percentage of citizens complaints resolved by public complaints commission	Number	Administrative records	This indicator measures the number of citizens complaints resolved by the public complaints commission
1.2.6 Participation level of citizens in policy-making and	Satisfaction level of citizens in policy making	percentage	Jonals, Reports, Survey	This indicator measures the percentage level of citizen satisfaction in policy making

budgeting enhanced				
	Satisfaction level of citizens in budgeting	percentage	Journals, Reports, Survey	This indicator measures the percentage level of citizen satisfaction with budgeting
1.2.7 Due diligence on CEO appointment exercised and regular CEO training on public service leadership and management undertaken	percentage of CEO appointments complying with due diligence	percentage	- Survey - Administrative records	This indicator measures the percentage number of CEO appointments complying with due diligence.
	Number of trainings on public service leadership held for CEOs	Number	Administrative records	This indicator measures the total number of trainings on public service leadership held for CEOs
	Number of trainings on management held for CEOs	Number	Administrative records	This indicator measures the total number of trainings on management held for CEOs
1.2.8 Review of legislations for all parastatals to identify and resolve contradictions with other legislation and ensure compliance with core laws and principles undertaken	Number of legislations for all parastatals reviewed to ensure compliance with core laws and principles	Number	Administrative records	This indicator measures the number of legislations for all parastatals reviewed to ensure compliance with core laws and principles
KRA 1.3 Transparency and zero tolerance for corruption	Ranking of Nigeria on corruption by transparency international	Ranking	Journals, Reports, Survey	Nigeria Ranking on corruption by transparency international

	Independent financial audits of government MDAs carried out	Number	Administrative records	This indicator measures the number of anti-corruption communication strategies developed
	Corruption perception index	Ranking	Administrative records	Ranking of Nigeria on the Corruption perception index
1.3.0 Anti-corruption communication strategy with emphasis developed	Number of anti-corruption communication strategy developed	Number	Administrative records	This indicator measures the Number of anti-corruption communication strategies developed
1.3.1 Competence level for investigations and prosecution by Anti-Corruption bodies enhanced	Number of Capacity building trainings on investigations and prosecutions conducted by Anti-Corruption bodies	Number	Administrative records	This indicator measures the Number of Capacity building trainings on investigations and prosecutions conducted by Anti-Corruption bodies
	Number of Systems put in place for EFCC and other Anti-Corruption bodies for carrying out investigations and prosecutions	Number	Administrative records	This indicator measures the Number of Systems put in place for EFCC and other Anti-Corruption bodies for carrying out investigations and prosecutions
	Number of modern equipment's put in place by Anti-Corruption bodies for carrying out investigations and prosecutions	Number	Administrative records	This indicator measures the number of modern equipment put in place by Anti-Corruption bodies for carrying out investigations and prosecutions
	Number of professional personnel recruited by Anti-corruption Agencies.	Number	Administrative records	This indicator measures the total Number of professional personnel recruited by Anti-corruption Agencies
1.3.2 Transparency and Anti-corruption reforms enacted and institutionalized	Nigeria's ranking on the Transparency International	Ranking		

	Nigeria's Corruption Perception Index	Number		
	Number of transparency and anti-corruption reforms developed	Number	Administrative records	This indicator measures the number of transparency and anti-corruption reforms developed
KRA 1.4 Efficient and predictable justice system	Efficiency in operationalizing a predictable justice system enhanced	percentage	- Survey - Administrative records	This indicator measures the percentage level of Efficiency in operationalizing a predictable justice system enhanced
1.4.0 Full financial independence of the justice system established	Completion level in establishment of the justice system	percentage	Administrative records	This indicator measures the percentage level of completion in the establishment of the justice system
	Amount of budgetary allocation to judiciary	Amount	Budget Document	This indicator measures the Amount of budgetary allocation to the judiciary
1.4.1 ICT based justice system established and functional	Level of completion in the deployment of ICT based justice system	percentage	- Survey - Administrative records	This indicator measures the percentage level of completion in the deployment of ICT based justice system
KRA 1.5 Safety and security provided and conflicts managed and prevented	Crime rate in the country	Percentage	- Survey - Administrative records	This indicator measures the percentage rate of crime in the country
	Satisfaction level of citizens with performance of Police and other security agencies in ensuring safety and security (Disaggregated by Agencies)	percentage	Survey	This indicator measures the level of satisfaction by the citizens with performance of Police and other security agencies in ensuring safety and security (Disaggregated by Agencies)
1.5.0	Number of crime and insecurity reduction strategies developed	Number	Administrative records	This indicator measures the Number of crime and insecurity reduction strategies developed

Strategies and initiatives for reduction in the levels of crime and insecurity in the country put in place				
	Number of crime curbing facilities put in place	Number	• Survey • Administrative records	This indicator measures the number of crime-curbing facilities put in place
1.5.1 Conflict management and prevention strategies put in place.	Number of security strategies developed	Number	Administrative records	This indicator measures the number of security strategies developed
	Number of trainings conducted on the strategies (disaggregated by strategy types)	Number	Administrative records	This indicator measures the Number of trainings conducted on the strategies (disaggregated by strategy types)
1.5.2 Collaboration frameworks between the Police and other security agencies to contain insurgencies put in place	Number of security collaborative strategies developed	Number	Administrative records	The indicator measures the number of security collaborative strategies developed
	Number of coordination meetings held between the security Agencies on countering insurgency	Number	Administrative records	The indicator measures the Number of coordination meetings held between the security Agencies on countering insurgency
1.5.3 Competencies, facilities, and behavioural	Number of trainings held for the Nigerian Police (disaggregated by types)	Number	Administrative records	The indicator measures the Number of trainings held for the Nigerian Police (disaggregated by types)

orientation of a well-performing police service enhanced				
	Number of facilities provided for the Nigerian Police (disaggregated by category)	Number	Administrative records	The indicator measures the number of facilities provided for the Nigerian Police (disaggregated by category)
1.5.4 Baseline data on security and safety management system established	Number of baseline studies on security and safety carried out	Number	Administrative records	The indicator measures the Number of baseline studies on security and safety carried out
1.5.5 Environmental Safety and Security measures put in place	Number of security and safety measures developed	Number	Administrative records	The indicator measures the Number of security and safety measures developed
KRA 1.6 Effective Coordination of governance reforms	Number of governance reforms implemented	Number	• Survey • Administrative records	The indicator measures the Number of governance reforms implemented
	Number of coordination meetings on governance reforms implementation held by the BPSR	Number	Administrative records	The indicator measures the Number of coordination meetings on governance reforms implementation held by the BPSR
1.6.0 Effective coordination mechanisms for NSPSR delivery institutionalized	Number of coordination meetings held by BPSR for MDAs on NSPSR implementation held	Number	Administrative records	The indicator measures the Number of coordination meetings held by BPSR for MDAs on NSPSR implementation held

1.6.1 Service delivery reforms at MDAs stimulated	Number of governance reforms institutionalized	Number	Administrative records	The indicator measures the total number of governance reforms institutionalized
	Number of M&E reports produced on the NSPSR implementation	Number	Administrative records	The indicator measures the total number of M&E reports produced on the NSPSR implementation
	Number of "Charter Mark Scheme" for MDAs delivering good services to citizens developed	Number	Administrative records	This indicator measures the Number of "Charter Mark Schemes" for MDAs delivering good services to citizens developed

COMPENDIUM OF KEY PERFORMANCE INDICATORS FOR THE DELIVERY OF THE NSPSR FOR THE BPSR

NSPSR PILLAR 2

PILLAR 2				
AN ENABLING SOCIO-ECONOMIC ENVIRONMENT				
KRA/BUILDING BLOCK	KEY PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	DATA COLLECTION METHODOLOGY	DEFINITION OF INDICATOR
KRA 2.1 Enabling policy environment for accelerated and sustained high rate of socio-economic growth	Implementation level of socio-economic growth policies (Disaggregated by MDAs)	percentage	Administrative Reports MDA reports	This indicator measures the level of implementation of socio-economic growth policies by implementing MDAs.
2.1.0 Model for Federal Government and private sector interaction developed and operationalized	Number of models for FG/Private sector interaction developed	Number	OHCSF Reports OSGF Reports BPSR Reports MDA Reports	This measures the total number of models developed for FG/Private sector interactions.
	Number of models for FG/Private sector interaction put to use	Number	Administrative Reports MDA Reports BPSR Reports	This measures the total number of models developed utilised for FG/Private sector interactions.
2.1.1 Manual for policy development and coordination produced and put to use by MDAs.	Policy on development and coordination for MDAs developed	Number	Administrative Reports MDA Reports	This measures the total number of policies on development and coordination developed.
	Manuals for policy coordination developed	Number	Administrative Reports MDA Reports MFBNP Report	This measures the total number of manuals for policy coordination developed.
2.1.2 System for continuous research and M&E of policy	Number of monitoring visits embarked upon by the FMFBNP	Number	MFBNP Report	This measures the number of monitoring visits embarked upon within a reporting year FMFBNP.

PILLAR 2		AN ENABLING SOCIO-ECONOMIC ENVIRONMENT		
KRA/BUILDING BLOCK	KEY PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	DATA COLLECTION METHODOLOGY	DEFINITION OF INDICATOR
outcomes and impact installed in MBNP				
	Number of evaluations carried out by the FMFBNP	Number	MFBNP Reports MDA Reports	This measures the number of Evaluations carried out within a reporting period FMFBNP.
	Number of impact assessment studies carried out by the FMFBNP	Number	MFBNP Reports MDA Reports	This measures the number of impact assessment studies carried out within a reporting period by FMFBNP.
2.1.3 Legal framework for solid mineral resources updated and made investors friendly	Number of reviews carried out on the legal framework for solid minerals resource	Number	MMSD Reports Ministry of Justice Report	This measures the number of reviews carried out on the legal framework for solid minerals resource
	Number of engagements carried out with investors on the legal framework for solid minerals	Number	MMSD Reports Ministry of Justice Report	This measures the number of engagements carried out with investors on the legal framework for solid minerals.
2.1.4 Sector policies and strategies to achieve SDGs validated by MBNP	Number of Sectors with policies and strategies to achieve SDGs validated by MBNP	Number	SDG Office Reports Monitoring Reports	This measures the Number of Sectors with policies and strategies to achieve SDGs validated by MBNP
2.1.5 Sustainable Development Goals (SDGs) Act enacted and operationalized	Enactment of SDG Act	Number	SDG Office Report	This measures the one-off Enactment of SDG Act by the National Assembly
	Level of operationalization of the SDG Act	percentage	SDG Office Report	This measures the level of operationalization of the SDG Act by implementing MDAs
2.1.6	Passage of the Project Continuity Bill into Law.	Number	OSGF Report OHCSF Report MFBNP Report	This measures the level of passage of the project continuity bill into law by the National Assembly

PILLAR 2		AN ENABLING SOCIO-ECONOMIC ENVIRONMENT		
KRA/BUILDING BLOCK	KEY PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	DATA COLLECTION METHODOLOGY	DEFINITION OF INDICATOR
Passage of relevant Bills into Law				
	Passage of the Petroleum Industry Bill (PIB) into Law	Number	NASS Report Ministry of Petroleum Report	This measures the level of passage of the Petroleum Industry bill into law by the National Assembly
	Number of Bills on solid mineral resources passed into Law	Number	NASS Report OSGF Report	This measures the number of bills on solid minerals passed into law by the National Assembly
	Number of Bills on infrastructure development passed into law	Number	ICRC Report OSGF Report	This measures the number of bills on Infrastructure Development passed into law by the National Assembly
2.1.7 Capacity of MDAs leadership developed	Number of trainings held for leadership of MDAs on socio-economic policy analysis	Number	OHCSF Report BPSR Report	This measures the Number of trainings held for leadership of MDAs on socio-economic policy analysis
	Number of trainings held for leadership of MDAs on development	Number	OHCSF Report BPSR Report	This measures the Number of trainings held for leadership of MDAs on development
	Number of trainings held for leadership of MDAs on Implementation Monitoring and Evaluation	Number	OHCSF Report FMFBNP Report	This measures the Number of trainings held for leadership of MDAs on Implementation Monitoring and Evaluation
2.1.8 National M&E system for effective management of Government policies plans and programmes strengthened	Number of trainings held for staff of the MBNP on M&E	Number	FMFBNP Report	This measures the Number of trainings held for staff of the MBNP on M&E

PILLAR 2		AN ENABLING SOCIO-ECONOMIC ENVIRONMENT		
KRA/BUILDING BLOCK	KEY PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	DATA COLLECTION METHODOLOGY	DEFINITION OF INDICATOR
	Number of monitoring visits held	Number	Desk review (Training reports) and spot checks	This measures the Number of monitoring visits held
	Number of impact assessment studies carried out	Number	Desk review (Training reports) and spot checks	This measures the Number of monitoring visits held
	Number of evaluations carried out	Number	Desk review (Training reports) and spot checks	This measures the Number of evaluations carried out
2.1.9 Capacity of MBNP for continuous long range strategic analysis, forecasting and planning strengthened.	Number of trainings held on long range strategic analysis for MBNP Staff	Number	Desk review (Training reports) and spot checks	This measures the Number of trainings held on long range strategic analysis for MBNP Staff
	Number of trainings held on forecasting for MBNP Staff	Number	Desk review (Training reports) and spot checks	This measures the Number of trainings held on forecasting for MBNP Staff
	Number of trainings held on planning for MBNP staff	Number	Desk review (Training reports) and spot checks	This measures the Number of trainings held on planning for MBNP staff
2.1.10 Legal framework for infrastructures reviewed	Number of reviews carried out on legal framework for Infrastructure	Number	Desk review (Training reports) and spot checks	This measures the Number of reviews carried out on legal framework for Infrastructure
2.1.11 Enabling investment climate to attract domestic and foreign investments into all growth driving sectors created	Nigerias Ease of doing business ranking	Ranking	Desk review (World Ranking on Ease of doing Business)	This indicator looks at position of Nigeria on the ranking of doing business index

PILLAR 2		AN ENABLING SOCIO-ECONOMIC ENVIRONMENT		
KRA/BUILDING BLOCK	KEY PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	DATA COLLECTION METHODOLOGY	DEFINITION OF INDICATOR
	Amount of Revenue generated through domestic investments	Amount	Desk Review and Spot Checks	This indicator measures the Amount of Revenue generated through domestic investments
	Amount of Revenue generated through foreign investments	Amount	Desk Review and Spot Checks	This indicator measures the Amount of Revenue generated through foreign investments
2.1.12 Solid mineral resources and infrastructure development policies reviewed	Number of solid mineral resources development policies reviewed	Number	Desk Review and Spot Checks	This indicator measures the Number of solid mineral resources development policies reviewed
	Number of solid minerals Infrastructure development policies reviewed	Number	Desk Review and Spot Checks	This indicator measures the Number of solid minerals Infrastructure development policies reviewed
	Number of new private sector investors attracted in the solid minerals sector	Number	Desk Review and Spot Checks	This indicator measures the Number of new private sector investors attracted in the solid minerals sector
	Number of new private sector investors attracted in the infrastructure sector	Number	Desk Review and Spot Checks	This indicator measures the Number of new private sector investors attracted in the infrastructure sector
2.1.13 Policy environment for economic diversification and national security enabled	Contribution of the non-oil sector to GDP	Amount	Desk Review	This indicator looks at the Contribution of the non-oil sector to GDP
	security threat level	Level	Desk Review and Spot Checks	This indicator measures the security threat level of the nation
2.1.14 Agricultural extension services put in place	Number of Agricultural extension programmes implemented	Number	Desk Review and Spot Checks	This indicator measures the Number of Agricultural extension programmes implemented

PILLAR 2		AN ENABLING SOCIO-ECONOMIC ENVIRONMENT		
KRA/BUILDING BLOCK	KEY PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	DATA COLLECTION METHODOLOGY	DEFINITION OF INDICATOR
2.1.15 Farmers having access to agricultural inputs	Number of farmers with access to Agricultural inputs	Number	Desk Review and Spot Checks	This indicator measures the Number of farmers with access to Agricultural inputs
Special Economic Zones to boost industrialization, support SMEs and develop the regions developed.	Number of special economic zones developed	Number	Desk Review and Spot Checks	This indicator measures the Number of special economic zones developed
	Number of new industries set up	Number	Desk Review and Spot Checks	This indicator measures Number of new industries set up
	GDP contribution by the manufacturing sector	Amount	Desk review	This indicator measures the GDP contribution by the manufacturing sector
2.1.16 Minimum price guaranteed for cash crops	Number of price regulatory meetings on cash crops held	Number	Desk review and Spot Check	This indicator measures the Number of price regulatory meetings on cash crops held
2.1.17 National Land Development Agency (NALDA) restored	Number of functional NALDA offices	Number	Desk review and Spot Check	This indicator measures the Number of functional NALDA offices
2.1.18 River Basin Development Authorities (RBDAs) revamped	Number of River Basin Development Authority offices revamped	Number	Desk review and Spot Check	This indicator measures the River Basin Development Authorities (RBDAs) revamped
2.1.19 Nigerian fertilizer blending plants revived	Number of fertilizer blending plants fully revived and operational.	Number	Desk review and Spot Check	This indicator measures the Number of fertilizer blending plants fully revived and operational.
2.1.20 Oil production increased	Oil production	Volume	Desk review and Spot Check	This indicator measures the volume of Oil barrels Produced per day

PILLAR 2		AN ENABLING SOCIO-ECONOMIC ENVIRONMENT		
KRA/BUILDING BLOCK	KEY PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	DATA COLLECTION METHODOLOGY	DEFINITION OF INDICATOR
2.1.21 Land reform completed	Number of land reforms implemented	Number	Desk review and Spot Check	This indicator measures the Number of land reforms implemented
2.1.22 Bank for Agricultural and Rural Development and Bank of Industry recapitalized	Amount allocated to the Bank of Agriculture and Rural Development	Amount	Desk review and Spot Check	This indicator measures the Amount allocated to the Bank of Agriculture and Rural Development
	Amount allocated to the Bank of Industry	Amount	Desk review and Spot Check	This indicator measures the Amount allocated to the Bank of Industry
2.1.22 Agriculture mechanization expanded and institutionalized.	Number of equipment's bought for agricultural production mechanization	Number	Desk review and Spot Check	This indicator measures the Number of equipment's bought for agricultural production mechanization
	Number of equipment's bought for agricultural processing mechanization	Number	Desk review and Spot Check	This indicator measures the Number of equipment's bought for agricultural processing mechanization
	Number of equipment's bought for agricultural marketing mechanization	Number	Desk review and Spot Check	This indicator measures the Number of equipment's bought for agricultural marketing mechanization
2.1.23 Farm settlement schemes reinstated and functioning	Number of farm settlement schemes operational	Number	Desk review and Spot Check	This indicator measures the Number of farm settlement schemes operational
2.1.24 Year round farming institutionalized	Number of farms doing all year round farming	Number	Desk review and Spot Check	This indicator measures the Number of farms doing all year round farming

PILLAR 2	AN ENABLING SOCIO-ECONOMIC ENVIRONMENT				
KRA/BUILDING BLOCK	KEY PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	DATA COLLECTION METHODOLOGY	DEFINITION OF INDICATOR	
Bank of Industry strengthened	Amount of money allocated to BOI	Amount	Desk review and Spot Check	This indicator measures the Amount of money allocated to BOI	
	Number of trainings held for staff of BOI	Number	Desk review and Spot Check	This indicator measures the Number of trainings held for staff of BOI	
2.1.25 Private Sector driven Solid minerals development and exploitation enhanced	Number of public private partnerships on solid minerals entered into	Number	Desk review and Spot Check	This indicator measures the Number of public private partnerships on solid minerals entered into	
2.1.26 Domestic needs of petroleum products production met through Local refining	Barrels of crude produced daily through local refining	Number	Desk review and Spot Check	This indicator measures the Barrels of crude produced daily through local refining	
2.1.27 Culture of "Buy Made in Nigeria Goods" entrenched	Number of sensitizations carried out on buy made in Nigeria goods.	Number	Desk review and Spot Check	This indicator measures the Number of sensitizations carried out on buy made in Nigeria goods.	
2.1.28 Terrorist activities fully decimated.	Number of terrorist attacks reported	Number	Desk review and Spot Check	This indicator measures the Number of terrorist attacks reported	
KRA 2.2 Enabling Policy environment for economic diversification and National Security	Contribution of the non-oil sector to GDP	percentage	Desk review and Spot Check	This indicator measures the Contribution of the non-oil sector to GDP	
	Crime Rate	percentage	Desk Review	This indicator measures the crime rate in a given location	
2.2.0	Number of reforms on reorganization and revitalization initiated	Number	Desk review and Spot Check	This indicator measures the Number of reforms on reorganization and revitalization initiated and implemented in the Agricultural sector	

PILLAR 2		AN ENABLING SOCIO-ECONOMIC ENVIRONMENT		
KRA/BUILDING BLOCK	KEY PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	DATA COLLECTION METHODOLOGY	DEFINITION OF INDICATOR
Diversify the economy and achieve sustainable reforms in the oil and gas sector	and implemented in the Agricultural sector			
	Number of reforms on reorganization and revitalization initiated and implemented in the Industrial sector	Number	Desk review and Spot Check	This indicator measures the Number of reforms on reorganization and revitalization initiated and implemented in the Industrial sector
	Number of reforms on reorganization and revitalization initiated and implemented in the Solid Minerals sector	Number	Desk review and Spot Check	This indicator measures the Number of reforms on reorganization and revitalization initiated and implemented in the Solid Minerals sector
	Number of reforms on reorganization and revitalization initiated and implemented in the Oil and Gas sector	Number	Desk review and Spot Check	This indicator measures the Number of reforms on reorganization and revitalization initiated and implemented in the Oil and Gas sector
	Number of reforms on reorganization and revitalization initiated and implemented in the ICST sector	Number	Desk review and Spot Check	This indicator measures the Number of reforms on reorganization and revitalization initiated and implemented in the ICST sector
	Number of National Security coordination meetings held	Number	Desk review and Spot Check	This indicator measures the Number of National Security coordination meetings held
	Percentage of National security coordination meeting recommendations implemented	Percentage	Desk review and Spot Check	This indicator measures the Percentage of National security coordination meeting recommendations implemented

PILLAR 2		AN ENABLING SOCIO-ECONOMIC ENVIRONMENT		
KRA/BUILDING BLOCK	KEY PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	DATA COLLECTION METHODOLOGY	DEFINITION OF INDICATOR
KRA 2.3 Enabling policy environment for poverty reduction	Poverty rate	percentage	Desk review and Spot Check	This indicator measures the poverty rate
	Number of policies on poverty implemented	Number	Desk review and Spot Check	This indicator measures the Number of policies on poverty implemented
2.3.0 Reintroduction of Toll gates on major roads to generate revenue for roads maintenance	Amount of money generated from toll gates	Amount	Desk review and Spot Check	This indicator measures the Amount of money generated from toll gates
	Number of major roads tolled	Number	Desk review and Spot Check	This indicator measures the Number of major roads tolled
2.3.1 Policy and regulatory environment for Public Private Partnership (PPP) in infrastructures created	Number of policies on Public Private Partnership (PPP) in infrastructure development developed	Number	Desk review and Spot Check	This indicator measures the Number of policies on Public Private Partnership (PPP) in infrastructure development developed
2.3.2 Integrated rural development strategy developed	Development of integrated rural development strategy	Number	Desk review and Spot Check	This indicator measures the Development of integrated rural development strategy
2.3.3 Land Use Act revised to reflect gender perspective developed	# of reviews carried out on the Land Use Act to reflect gender perspective and access to land		Desk review and Spot Check	This indicator measures the # of reviews carried out on the Land Use Act to reflect gender perspective and access to land

PILLAR 2		AN ENABLING SOCIO-ECONOMIC ENVIRONMENT		
KRA/BUILDING BLOCK	KEY PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	DATA COLLECTION METHODOLOGY	DEFINITION OF INDICATOR
2.3.4 Social safety nets programmes implemented	Nigeria's poverty index	Percentage	Desk review and Spot Check	This indicator measures the Nigeria's poverty index
2.3.5 Grazing farms for cattle Fulani across Nigeria designated	Number of Grazing farms for cattle Fulani clearly designated across Nigeria	Number	Desk review and Spot Check	This indicator measures the Number of Grazing farms for cattle Fulani clearly designated across Nigeria
2.3.6 youth employment safety net involving conditional cash transfer and vocational training implemented.	Number of youths employed under the Safety Net Programme	Number	Desk review and Spot Check	This indicator measures the Number of youths employed under the Safety Net Programme
	Number of youths trained under the vocational training Programme	Number	Desk review and Spot Check	This indicator measures the Number of youths trained under the vocational training Programme
2.3.7 Renewable energy fully developed	Development of renewable energy strategic plan		Desk review and Spot Check	This indicator measures the level of Development of renewable energy strategic plan
2.3.8 Local government authorities' capacity for planning and plan implementation strengthened.	Number of trainings held for Local Government Authorities on planning	Number	Desk review and Spot Check	This indicator measures the Number of trainings held for Local Government Authorities on planning
2.3.9 National mortgage system to boost housing production in place.	Number of houses built through mortgage	Number	Desk review and Spot Check	This indicator measures the Number of houses built through mortgage

PILLAR 2		AN ENABLING SOCIO-ECONOMIC ENVIRONMENT		
KRA/BUILDING BLOCK	KEY PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	DATA COLLECTION METHODOLOGY	DEFINITION OF INDICATOR
	National housing deficit	Number	Desk review and Spot Check	This indicator measures the total number of potential home owners who are not home owners
2.3.10 National Social Security Policy (NSSP) developed and implemented	Development of National Social Security Policy (NSSP)	Percentage	Desk review and Spot Check	This indicator measures the level of completion for the Development of National Social Security Policy (NSSP)
2.3.11 Initiatives under the National Social Investment Programme implemented	Number of Social Investment initiatives implemented	Number	Desk review and Spot Check	This indicator measures Number of Social Investment initiatives implemented
	percentage of Nigerians benefitting from the NSIP	percentage	Desk review and Spot Check	This indicator measures the total Nigerians benefitting from the NSIP over the total population in percentage
Social Safety net Programme implemented	Poverty index	percentage	Desk review and Spot Check	This indicator states the Poverty index
2.3.12 National Infrastructural Development Bank created	Creation of National Infrastructural Development Bank	Percentage	Desk review and Spot Check	This indicator measures the level of Creation of National Infrastructural Development Bank
2.3.13 Electricity market fully privatized	percentage completion in the privatization of electricity market	Percentage	Desk review and Spot Check	This indicator measures the level of percentage completion in the privatization of electricity market
KRA 2.4 Enabling Environment for robust and sustainable employment generation	Unemployment rate	percentage	Desk review and Spot Check	This indicator states the unemployment rate

PILLAR 2		AN ENABLING SOCIO-ECONOMIC ENVIRONMENT		
KRA/BUILDING BLOCK	KEY PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	DATA COLLECTION METHODOLOGY	DEFINITION OF INDICATOR
2.4.0 Enabling policies on employment generation passed and operationalized	Passage of employment policies	Number	Administrative reports OHCSF Reports National Assembly report	This indicator tracks the number of employment related policies that have been passed by the National Assembly
	Operationalization of employment policies	percentage	Desk review and Spot Check	This indicator measures level of Operationalization of employment policies
2.4.1 Local industries protected from international competition	International competitiveness rating of Nigerian industries	Rating	Desk review and Spot Check	This indicator states rating of the International competitiveness rating of Nigerian industries
2.4.2 National Action Plan on Employment Creation (NAPEC) implemented.	% Completion in the implementation of NAPEC	Percentage	Desk review and Spot Check	This indicator measures the percentage completion in the implementation of NAPEC
	National unemployment rate	Percentage	Desk review and Spot Check	This indicator states the National unemployment rate
2.4.3 Vocational training and entrepreneurial programmes implemented.	# of vocational training programmes implemented.	Number	Desk review and Spot Check	This indicator measures the number of vocational training programmes implemented.
	# of entrepreneurial programmes implemented.	Number	Desk review and Spot Check	This indicator measures the number of entrepreneurial programmes implemented.
2.4.4 Direct jobs creation and public works programmes intensified.	# of Direct jobs created under the public works programmes	Number	Desk review and Spot Check	This indicator measures the number of Direct jobs created under the public works programmes

PILLAR 2		AN ENABLING SOCIO-ECONOMIC ENVIRONMENT		
KRA/BUILDING BLOCK	KEY PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	DATA COLLECTION METHODOLOGY	DEFINITION OF INDICATOR
	# of public works programmes implemented	Number	Desk review and Spot Check	This indicator measures the number of public works programmes implemented
2.4.5 Policies to enhance productivity of teachers are developed and faithfully implemented, including training, capacity building, and motivation.	Number of Policies to enhance productivity of teachers developed and implemented	Number	Desk review and Spot Check	This indicator measures the Number of Policies to enhance productivity of teachers developed and implemented
	Number of trainings for teacher productivity implemented	Number	Desk review and Spot Check	This indicator measures the Number of trainings for teacher productivity implemented
2.4.6 Primary health care system revitalized and functioning	% Completion in the revitalization of primary healthcare system	percentage	Desk review and Spot Check	This indicator measures the percentage Completion in the revitalization of primary healthcare system
2.4.7 Small and Medium Enterprises Development Commission (SMEDC) established	Establishment of the Small and Medium Enterprises Development Commission (SMEDC)	Percentage	Desk review and Spot Check	This indicator measures the percentage Establishment of the Small and Medium Enterprises Development Commission (SMEDC)
2.4.8 Universities' curricula reviewed and aligned with industry job requirements.	# of reviews carried out on Universities' curricula to align with industry job requirements	Number	Desk review and Spot Check	This indicator measures the number of reviews carried out on Universities' curricula to align with industry job requirements
2.4.9 Incentives for entrepreneurs to create job provided	Number of jobs created	Number	Desk review and Spot Check	This indicator measures the Number of jobs created

PILLAR 2		AN ENABLING SOCIO-ECONOMIC ENVIRONMENT		
KRA/BUILDING BLOCK	KEY PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	DATA COLLECTION METHODOLOGY	DEFINITION OF INDICATOR
	Number of entrepreneurs benefitting from incentives to create jobs	Number	Desk review and Spot Check	This indicator measures the Number of jobs created
2.4.10 National human capital development Programme aligned to long term growth strategies.	Alignment of National Human capital development Programme to long term growth strategies	percentage	Desk review and Spot Check	This indicator measures the percentage Alignment of National Human capital development Programme to long term growth strategies
KRA 2.5 Enabling policy environment for optimal returns / benefits from government and private sector investments	Amount of money generated from private sector investment	Amount	Desk review and Spot Check	This indicator measures the Amount of money generated from private sector investment
2.5.0 Enabling policies on private sector investments passed and operationalized	Number of policies on private sector investments passed	Number	Desk review and Spot Check	This indicator measures the Number of policies on private sector investments passed
	Number of policies on private sector investments operationalized	Number	Desk review and Spot Check	This indicator measures the Number of policies on private sector investments operationalized
2.5.1 Reform of power sector completed and all stalemates resolved.	Number of reforms introduced in the power sector	Number	Desk review and Spot Check	This indicator measures the Number of reforms introduced in the power sector

PILLAR 2		AN ENABLING SOCIO-ECONOMIC ENVIRONMENT		
KRA/BUILDING BLOCK	KEY PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	DATA COLLECTION METHODOLOGY	DEFINITION OF INDICATOR
	Percentage completion in the implementation of power sector reforms	percentage	Desk review and Spot Check	This indicator measures the Percentage completion in the implementation of power sector reforms
	Number of stalemates in reforming the power sector resolved	Number	Desk review and Spot Check	This indicator measures the Number of stalemates in reforming the power sector resolved
2.5.2 Performance contracts for Managers of FGN's investments developed	Performance contracts accountability document for managers of FGNs investments developed	percentage	Desk review and Spot Check	This indicator measures the percentage development of Performance contracts accountability document for managers of FGNs investments developed
	Number of FGN managers of investments signing performance contracts	Number	Desk review and Spot Check	This indicator measures the Number of FGN managers of investments signing performance contracts
2.5.3 Regular M&E of government investments and implementation of M&E recommendations institutionalised	Number of M&E exercises carried out on government investments	Number	Desk review and Spot Check	This indicator measures the Number of M&E exercises carried out on government investments
	Number of M&E recommendations implemented	Number	Desk review and Spot Check	This indicator measures the Number of M&E recommendations implemented
2.5.4 Appropriate policies and guidelines for PPPs in non-infrastructure sectors developed and implemented.	# of policies for PPPs in non-infrastructure sectors developed and implemented	Number	Desk review and Spot Check	This indicator measures the number of policies for PPPs in non-infrastructure sectors developed and implemented

PILLAR 2		AN ENABLING SOCIO-ECONOMIC ENVIRONMENT		
KRA/BUILDING BLOCK	KEY PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	DATA COLLECTION METHODOLOGY	DEFINITION OF INDICATOR
	# of guidelines for PPPs in non-infrastructure sectors developed and implemented.	Number	Desk review and Spot Check	This indicator measures the number of guidelines for PPPs in non-infrastructure sectors developed and implemented.
2.5.5 Post privatization monitoring of privatized enterprises by the BPE intensified.	# of Post privatization monitoring held to privatized enterprises by the BPE	Number	Desk review and Spot Check	This indicator measures the number of Post privatization monitoring held to privatized enterprises by the BPE
2.5.6 Privatization Act to reflect government priorities revised.	# of reviews carried out on the Privatization Act to reflect government priorities	Number	Desk review and Spot Check	This indicator measures the number of reviews carried out on the Privatization Act to reflect government priorities
2.5.7 Privatization of selected oil and non-oil assets completed.	# of selected oil assets privatized.	Number	Desk review and Spot Check	This indicator measures the number of selected oil assets privatized.
	# of selected non-oil assets privatized.	Number	Desk review and Spot Check	This indicator measures the number of selected non-oil assets privatized.
2.5.8 Competencies and attitudes of public servants in PPP management developed	# of capacity building programmes held for public servants on PPP management	Number	Desk review and Spot Check	This indicator measures the number of capacity building programmes held for public servants on PPP management
2.5.9 Capacity to regulate PPP built and strengthened	Number of trainings held on PPP regulation and compliance		Desk review and Spot Check	This indicator measures the Number of trainings held on PPP regulation and compliance
	Number of M&E reports produced on		Desk review and Spot Check	This indicator measures the Number of trainings held on PPP regulation and compliance

PILLAR 2		AN ENABLING SOCIO-ECONOMIC ENVIRONMENT		
KRA/BUILDING BLOCK	KEY PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	DATA COLLECTION METHODOLOGY	DEFINITION OF INDICATOR
	PPP regulation and compliance			
2.5.10 Regular audit of government enterprises and effective implementation of audit reports are institutionalised.	# of MDAs audited regularly	Number	Desk review and Spot Check	This indicator measures the number of of MDAs audited regularly
	# of MDAs audit reports produced	Number	Desk review and Spot Check	This indicator measures the number of MDAs audit reports produced
	# of MDAs audit report recommendations implemented	Number	Desk review and Spot Check	This indicator measures the number of MDAs audit report recommendations implemented
2.5.11 PPP in key sectors of agriculture, education, health and small-scale services scaled up.	Number of PPPs entered into in agriculture	Number	Desk review and Spot Check	This indicator measures the Number of PPPs entered into in agriculture
	Number of PPPs entered into education.	Number	Desk review and Spot Check	This indicator measures the Number of PPPs entered into education.
	Number of PPPs entered into health and small-scale services.	Number	Desk review and Spot Check	This indicator measures the Number of PPPs entered into health and small-scale services.
	Number of PPPs entered into in small scale services.	Number	Desk review and Spot Check	This indicator measures the Number of PPPs entered into in small scale services.
KRA 2.6 Enabling policy environment for enhanced	Enabling policies on non-state actors' participation in the	Number	Desk review and Spot Check	This indicator measures the number Enabling policies on non-state actors' participation in the delivery of public goods and services developed

PILLAR 2		AN ENABLING SOCIO-ECONOMIC ENVIRONMENT		
KRA/BUILDING BLOCK	KEY PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	DATA COLLECTION METHODOLOGY	DEFINITION OF INDICATOR
and diverse participation of non-state actors in the delivery of public goods and services	delivery of public goods and services developed			
2.6.0 participation in delivery of goods and services passed and operationalized	Number of policy framework for enabling and promoting diversity (especially women and other disadvantaged groups) in outsourced delivery of public goods and services developed	Number	Desk review and Spot Check	This indicator measures the Number of policy framework for enabling and promoting diversity (especially women and other disadvantaged groups) in outsourced delivery of public goods and services developed
	Number of policy framework for enabling and promoting diversity (especially women and other disadvantaged groups) in outsourced delivery of public goods and services implemented	Number	Desk review and Spot Check	This indicator measures the Number of policy framework for enabling and promoting diversity (especially women and other disadvantaged groups) in outsourced delivery of public goods and services implemented
2.6.1 Relevant national and international instruments, legislation and policies concerning women and other vulnerable groups collated and updated	Number of reviews carried out on relevant national and international instruments, legislation and policies concerning women and other vulnerable groups	Number	Desk review and Spot Check	This indicator measures the Number of reviews carried out on relevant national and international instruments, legislation and policies concerning women and other vulnerable groups

PILLAR 2		AN ENABLING SOCIO-ECONOMIC ENVIRONMENT		
KRA/BUILDING BLOCK	KEY PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	DATA COLLECTION METHODOLOGY	DEFINITION OF INDICATOR
	Number of updates carried out on relevant national and international instruments, legislation and policies concerning women and other vulnerable groups		Desk review and Spot Check	This indicator measures the Number of updates carried out on relevant national and international instruments, legislation and policies concerning women and other vulnerable groups
2.6.2 Compendium of NGOs involved in the delivery of public goods and services as well as advancement of women prepared and disseminated.	Compendium of disadvantaged group focused NGOs involved in delivery of public goods and services developed	Percentage	Desk review and Spot Check	This indicator measures the percentage development of Compendium of disadvantaged group focused NGOs involved in delivery of public goods and services
	Compendium of disadvantaged group NGOs involved in delivery of public goods and services disseminated	Percentage	Desk review and Spot Check	This indicator measures the percentage development of Compendium of disadvantaged group NGOs involved in delivery of public goods and services disseminated
2.6.3 Institutional capacity of Women Commissions and Agencies at Federal and State levels strengthened	Number of capacity building programmes held for Women Commissions and Agencies at Federal and State levels.	Number	Desk review and Spot Check	This indicator measures the Number of capacity building programmes held for Women Commissions and Agencies at Federal and State levels.
2.6.4 National Commission for Persons with Disabilities in Nigeria established and functional.	Establishment of a functional National Commission for Persons with Disabilities in Nigeria	Percentage	Desk review and Spot Check	This indicator measures the percentage Establishment of a functional National Commission for Persons with Disabilities in Nigeria

PILLAR 2		AN ENABLING SOCIO-ECONOMIC ENVIRONMENT		
KRA/BUILDING BLOCK	KEY PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	DATA COLLECTION METHODOLOGY	DEFINITION OF INDICATOR
	National Commission for Persons with Disabilities in Nigeria operational	Number	Desk review and Spot Check	This indicator measures the percentage operationalization of the National Commission for Persons with Disabilities in Nigeria operational
2.6.5 Capacity of NGOs and Communities built and technical support provided to enhance participation in the delivery of public goods and services.	Number of capacity building exercises held for NGOs to enhance delivery of public goods and services	Number	Desk review and Spot Check	This indicator measures the Number of capacity building exercises held for NGOs to enhance delivery of public goods and services
	Number of capacity building exercises held for Communities to enhance delivery of public goods and services	Number	Desk review and Spot Check	This indicator measures the Number of capacity building exercises held for Communities to enhance delivery of public goods and services
	Number of technical supports provided in the delivery of public goods and services	Number	Desk review and Spot Check	This indicator measures the Number of technical supports provided in the delivery of public goods and services
2.6.6 Relevant international laws, treaties, conventions, policies and instruments to	Number of international laws Nigeria is a signatory to domesticated	Number	Desk review and Spot Check	This indicator measures the Number of international laws Nigeria is a signatory to domesticated

COMPENDIUM OF KEY PERFORMANCE INDICATORS FOR THE DELIVERY OF THE NSPSR FOR THE BPSR

PILLAR THREE

PILLAR 3	PUBLIC FINANCIAL MANAGEMENT			
KRA/BUILDING BLOCK	KEY PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	DATA COLLECTION METHODOLOGY	DEFINITION OF INDICATOR
KRA 3.1 Macro-Economic Stability	GDP growth rate	Percentage	NBS GDP Report	This indicator measures the percentage change in the nation's Gross Domestic Product
	Inflation rate	Percentage	NBS CPI and Inflation Report	This indicator measures the increase in the general price level of goods and services in the economy over a period of time
	Unemployment rate	Percentage	NBS Unemployment Report	This indicator measures the percentage of total labour force that is willing and actively seeking to work, but unemployed
	GDP to DEBT Ratio	Ratio	DMO Administrative Report	This indicator measures the ratio of the country's total debt to its Gross Domestic Products
3.1.0 Fiscal Responsibility Act (FRA) reviewed and amended	Number of reviews carried out on the FRA	Number	Administrative Report	This indicator measures the number of times the FRA has been reviewed
	Number of amendments carried out on the FRA	Number	Administrative Report	This indicator measures the number of times the FRA has been amended
	Percentage of MDAs complying with the FRA satisfactorily.	Number	Fiscal Responsibility Commission Report	This indicator tracks the number Ministries, Departments and Agencies that are complying with the Fiscal Responsibility Acts in delivery their mandate
3.1.1 New Finance Control and Management Act in place.	Finance Control and Management Act developed.	Number	MFBNP Administrative Report	This indicator tracks the number Finance Control and Management Acts produced

3.1.2 2nd National Medium Term Debt Management Strategy produced	2nd National Medium Term Debt Management Strategy developed.	Number	DMO Administrative Report	This tracks the number of National Medium Term Debt Management Strategy produced
	Level of implementation of the debt management strategy	percentage	DMO Administrative Report	This indicator measures the percentage implementation of the debt management strategy
3.1.3 Debt sustainability analysis and updated reports on the state and profile of National Debt produced annually.	National debt profile	Amount	DMO Administrative Report	This tracks the total amount of both domestic and external debts owed by the country
	Number of debt sustainability analysis report produced annually.	Number	DMO Administrative Report	This indicator tracks the number of debt sustainability analysis report produced annually
3.1.4 Taxpayer Identification Number (TIN) linked to other national registration systems	Number of national registration systems linked to Taxpayer Identification Number (TIN)	Number	DMO Administrative Report	This indicator tracks the number of national registration systems that are linked to Taxpayer Identification Number (TIN) for the expansion of tax net
	Level of compliance of linking the national registration systems to Taxpayer Identification Number (TIN)	percentage	- Survey - FIRS Administrative Report	This indicator measures the percentage of national registration systems that are linked to Taxpayer Identification Number (TIN) for the expansion of tax net

3.1.5 Comprehensive framework for administration and monitoring of waivers and economic growth. exemptions produced and approved.	Comprehensive framework for administration of waivers exemptions developed	Number	MFBNP Administrative Report	This indicator tracks the number of Comprehensive framework developed for the administration of waivers exemptions
	Number of Comprehensive framework for monitoring of waivers exemptions approved	Number	MFBNP Administrative Report	This indicator tracks the number of Comprehensive framework developed for the monitoring of waivers exemptions that have been approved
	Level of compliance of the Comprehensive framework for monitoring of waivers exemptions	percentage	Survey	This indicator measures the level of compliance with the Comprehensive framework for monitoring of waivers exemptions
3.1.6 Petroleum Industry Act operational	Passage of the Petroleum Industry Act	Number	- Ministry of Petroleum Administrative Records - NASS Report	This indicator tracks the number readings the Petroleum Industry Act has passed
	Level of implementation of the PIA	percentage	Survey	This indicator measures the level of implementation of the Petroleum Industry Act
3.1.7 Accounting and transparency for revenues from oil and other mineral resources fully implemented by NEITI	Number of NEITI reports produced	Number	NEITI Administrative Record	This indicator tracks the number of NEITI reports that have been produced

	Contribution of non-oil revenues to FG budget	Amount	Budget Reports	This measures the percentage of non-oil revenue contributed the Federal Government total budget
KRA 3.2 Strategic Allocation and Result-Based Budgeting of Funds	Ratio of Capital vs recurrent allocation of budget	Ratio	Budget Reports	This measures the ratio of total capital allocation to recurrent allocation in the annual budget
3.2.0 Organic Budget Law enacted	Enactment of organic budget law	Number	- NASS Report - Administrative Record	The tracks the number of Organic Budget Laws that have been enacted by the National Assembly
3.2.1 Medium Term Sector Strategies (MTSSs) and MDAs' Rolling Plans as well as analysis of past performance institutionalized	Number of MDAs with Medium Term Sector Strategies (MTSSs)	Number	Budget Reports	This indicator tracks the number of MDAs with Medium Term Sector Strategies (MTSS)
	Number of MDAs with MDAs' Strategic Plans	Number	MFBNP Administrative reports	This indicator tracks the number of MDAs that have Strategic Plans
	Capital budget performance	Percentage	MFBNP Administrative Reports	This indicator tracks the level capital budget implementation across all MDAs
3.2.2 Programme Segment of the NCoA completed and in use	Number of MDAs using the New Chart of Accounts (NCoA).	Number	OAGF Administrative report	This indicator tracks the number of MDAs that are using the New Chart of Accounts (NCoA).

3.2.3 Independent body of experienced professionals charged with the responsibility to determine appropriate benchmark of oil price established	Body of professionals to determine oil benchmark price established	Number	NMDPRA Administrative Record Budget Document	This indicator tracks the number of professional bodies involved in determining the oil price benchmark
	Oil benchmark price	Amount	NMDPRA Administrative records	
3.2.4 MTEF and FSP for annual budget utilised.	Number of MDAs using MTEF and FSP for annual budgeting.	Number	- Budget Reports - MDA reports	This indicator tracks the number of MDAs that are using MTEF and FSP for annual budget.
3.2.5 Capacity to plan and budget in a participatory and transparent manner by MDAs enhanced.	Number of trainings on participatory budgeting held for MDAs	Number	MFBNP Administrative Reports	This indicator tracks the number of trainings on participatory budgeting held for MDAs
3.2.6 Budgetary allocation to administration sector reduced and allocation to economic and	Proportion of Budgetary allocation to administration sector vs economic sector	Proportion	MFBNP Administrative reports	This indicator tracks the Proportion of the annual Budget allocated to administration sector vs economic sectors

social sectors increased considerably				
	Proportion of Budgetary allocation to administration sector vs social sectors	Proportion	MFBNP Administrative reports	This indicator tracks the Proportion of the annual Budget allocated to administration sector vs social sectors
3.2.7 Public Expenditure Tracking Surveys commenced	Number of Public Expenditure Tracking Surveys held	Number	MFBNP Administrative Reports	Number of survey conducted to track public expenditure
KRA 3.3 Efficient Management of Resources, Accounting and Reporting	Number of Accounting Reports produced	Number	OAGF Administrative Reports	This indicator tracks the number of Accounting Reports produced
	Annual Budget implementation level	percentage	MFBNP Reports	This indicator tracks the percentage of the Annual Budget that has been implementation
3.3.0 Efficiency level in managing resources system in place	Number of MDAs receiving budgeted funds timely	Number	Survey	This indicator measures the number of MDAs that receive their budgeted funds on time
3.3.1 Treasury Single Account (TSA) system operational and ensures effective funds	Number of MDAs linked to the Treasury Single Account (TSA) system	Number	OAGF Administrative Reports	This indicator measures the number of MDAs that are linked to the Treasury Single Account (TSA) system

management and controls across all MDAs.				
	Percentage level of TSA implementation	percentage	• OAGF Administrative reports	This indicator measures the percentage level of TSA implementation
3.3.2 Government Integrated Financial Management Information System (GIFMIS) installed in all MDAs	Number of MDAs linked to the Government Integrated Financial Management Information System (GIFMIS)	Number	• OAGF Administrative reports	This indicator measures the number of MDAs that are linked to the Government Integrated Financial Management Information System (GIFMIS)
3.3.3 Public assets register system installed in all MDAs.	Number of MDAs that have installed the Public assets register system	Number	• Survey	This indicator tracks the number of MDAs that have installed the Public assets register system
3.3.4 Roll-out of the IPPIS to extensive number of MDAs (including Health Institutions and Police Commands).	Number of MDAs linked to IPPIS (including Health, Education, Military and other para- military institutions)	Number	• OHCSF Administrative Reports • OAGF Administrative reports • Survey	This measures the number of MDAs that are linked to IPPIS (including Education, Military and other para- military institutions)
3.3.5 Accounting and reporting in line with IPSAS cash implemented.	Number of MDAs Accounting and reporting in compliance with IPSAS accrual standards	Number	• OAGF Administrative Reports • OHCSF Administrative Reports • Survey	This measures the number of MDAs Accounting and reporting complying with IPSAS accrual standards

3.3.6 MDAs have capacity for treasury management of resources, accounting and reporting system in place	Number of MDAs trained on treasury management of resources	Number	• OSGF Administrative Reports	This indicator measures the number of MDAs that are trained on treasury management of resources
	Number of MDAs trained on treasury single Accounting	Number	• OSGF Administrative Reports	This indicator measures the number of MDAs that are trained on treasury Accounting
	Number of MDAs trained on treasury single accounting reporting	Number	• OSGF Administrative Reports	This indicator measures the number of MDAs that are trained on treasury reporting
3.3.7 Public expenditure in MDAs consistent with provisions of the Public Procurement Act PPA and Procurement Council inaugurated	Number of MDAs complying with provisions of the public procurement Act on public expenditure	Number	• Public Procurement Commission Administrative Record	This indicator measures the number of MDAs that are complying with provisions of the public procurement Act on public expenditure
	Procurement Council inaugurated	Number	• Public Procurement Commission Administrative Record	
3.3.8 Legal and reporting frameworks for	Number of legal frameworks for strengthening internal Audit functions developed	Number	• OAuGF Administrative Record	This indicator measures the number of legal frameworks developed for strengthening internal Audit functions

strengthening internal audit function launched.				
	Number of reporting frameworks for strengthening internal Audit function developed	Number	• OAuGF Administrative Record	This indicator tracks the number of reporting frameworks developed for strengthening internal Audit function
3.3.9 Capacity for internal audit function reflecting international good practice entrenched in all MDAs.	Number of MDAs trained on international good practice for internal Audit function	Number	• OAuGF Administrative Record	This indicator tracks the number of MDAs trained on international good practice for internal Audit function
3.3.10 OAuGF autonomy on enabling legal framework, qualified staff and facilities to discharge its constitutional responsibilities put in place	Percentage completion in implementing enabling legal framework for OAuGF autonomy	percentage	• OAuGF Administrative records	This indicator measures the percentage of completion in the implementation of the enabling legal framework for OAuGF autonomy
3.3.11 OAuGF pilots value for money (VFM) audits	Number of MDAs conducting VFM audits	Number	• OAuGF Administrative Record	This indicator tracks the number of MDAs that are conducting VFM audits
3.3.12 sharing of information	Number of of bilateral meetings held between the BOF, BPP,	Number	• MFBNP Administrative Record	This indicator tracks the number of of bilateral meetings held between the BOF, BPP, OAGF, CBN, FMF, OAuGF, PACs, EFCC, ICPC, NFIU etc.

between the BOF, BPP, OAGF, CBN, FMF, OAuGF, PACs, EFCC and ICPC held regularly on PFM	OAGF, CBN, FMF, OAuGF, PACs, EFCC, ICPC, NFIU etc.			
	Framework for information sharing on PFM implementation developed	Number	• MFBNP Administrative Record	This indicator tracks the number of frameworks developed for information sharing on PFM implementation
	Number of information dissemination meetings held between the BOF, BPP, OAGF, CBN, FMF, OAuGF, PACs, EFCC and ICPC.	Number	• MFBNP Administrative Record	This indicator tracks the number of information dissemination meetings held between the BOF, BPP, OAGF, CBN, FMF, OAuGF, PACs, EFCC and ICPC.
3.3.13 Information on allocation and use of public funds readily accessible to non-state actors.	Number of public presentations on budget allocation and use held	Number	• MFBNP Administrative Record	This indicator tracks the number of public presentations held on budget allocation and use
3.3.14 Regular social audit by CSOs.	Number of Social Audits held by CSOs	Number	• MFBNP Administrative Record	This indicator tracks the number of Social Audits carried out by CSOs
3.3.15 Enforcement of sanctions for non-compliance to procurement rules and procedures strengthened by BPP in	Number of MDAs complying to procurement rules	Number	• Public Procurement Commission Administrative reports	This indicator tracks the number of MDAs complying to procurement rules

collaboration with law enforcement Agencies (EFCC, ICPC, NPF)				
	Number of procurement infractions reported	Number	Public Procurement Commission Administrative Reports	This indicator tracks the number of mis-procurement infractions reported
	Number of MDAs sanctioned for non-compliance to procurement rules	Number	Public Procurement Commission Administrative Reports	This indicator tracks the number of MDAs that have been sanctioned for non-compliance to procurement rules
KRA 3.4 Integrity in the use of Public Funds	Enactment of a law that provides for the full autonomy of the Auditor-General	Number	- OAUFG Administrative Record - NASS Reports	This indicator tracks the number of laws enacted to support the full autonomy of the Auditor-General
KRA 3.4.0 Enforce Public Service Rules, Financial Regulations and extant circulars	Number of MDAs adhering to the rules and regulations contained in the PSR	Number	- OHCSF Administrative reports - Survey	This indicator tracks the number of MDAs adhering to the rules and regulations contained in the PSR

	Number of MDAs adhering to the rules and regulations contained in the Financial Regulations	Number	• OHCSF Administrative reports • Survey	This indicator tracks the number of MDAs that are adhering to the rules and regulations contained in the Financial Regulations
	Number of MDAs adhering to the rules and regulations contained in the Extant circulars	Number	• OHCSF Administrative reports • Survey	This indicator tracks the number of MDAs adhering to the rules and regulations contained in the Extant circulars
KRA 3.4.1 Strengthen Public Expenditure Oversight and Watchdog institutions	Number of MDAs adopting international standards on Auditing by supreme Audit institutions (SAIs)	Number	• OAuGF Administrative reports	This indicator tracks the number of MDAs adopting international standards on Auditing by supreme Audit institutions (SAIs)
	Percentage of Audit queries and public account recommendations implemented	percentage	• OAuGF Administrative Record	This indicator tracks the Percentage of Audit queries and public account recommendations implemented
	Number of coordination meetings held between the OAuGF, PAC, ICPC and EFCC	Number	• OAuGF Administrative reports	This indicator tracks the number of coordination meetings held between the OAuGF, PAC, ICPC and EFCC
KRA 3.4.2 Modernize Internal Audit function across all MDAs	Percentage completion in the modernization of internal audit function across Government	percentage	• OAuGF Administrative Reports	This indicator measures the Percentage completion in the modernization of internal audit function across Government
	Number of MDAs using modern internal audit functions to operate	Number	• OAuGF Administrative Reports • Survey	This indicator tracks the number of MDAs using modern internal audit functions to operate
	Number of MDAs accessing and performing Internal Audit functions through GIFMIS	Number	• OAuGF Administrative Record • OAGF Administrative reports	This indicator tracks the number of MDAs accessing and performing Internal Audit functions through GIFMIS

	Number of MDAs with Audit Committees established	Number	• OAuGF Administrative Record	This indicator tracks the number of MDAs with Audit Committees established
	Number of trainings held for audit staff on modern audit techniques (Disaggregated by MDAs)	Number	• OAuGF Administrative Record	This indicator tracks the number of trainings held for audit staff on modern audit techniques (Disaggregated by MDAs)
KRA 3.4.3 Strengthen the role of non-state actors in monitoring and evaluating public expenditure allocation, use and accountability	Number of engagements held with citizens on the budget process	Number	• MFBNP Administrative Record	This indicator tracks the number of engagements held with citizens on the budget process
	Number of CSOs, FBOs, CBOs and professional groups attending the budget process engagements	Number	• MFBNP Administrative Reports	This indicator tracks the number of CSOs, FBOs, CBOs and professional groups attending the budget process engagements
	Number of public dissemination meetings held on the budget and use of public funds	Number	• MFBNP Administrative Reports	This indicator tracks the number of public dissemination meetings held on the budget and use of public funds
	Number of independent budget analysis report produced by the Mass Media, CSOs, FBOs, CBOs and other relevant non-state actors	Number	• MFBNP Administrative Reports	This indicator tracks the number of independent budget analysis report produced by the Mass Media, CSOs, FBOs, CBOs and other relevant non-state actors
	Number of social audits carried out by CSOs, FBOs, CBOs and other relevant non-state actors	Number	• MFBNP Administrative Reports	This indicator tracks the number of social audits carried out by CSOs, FBOs, CBOs and other relevant non-state actors

COMPENDIUM OF KEY PERFORMANCE INDICATORS FOR THE DELIVERY OF THE NSPSR FOR THE BPSR

NSPSR PILLAR FOUR

PILLAR 4 CIVIL SERVICE ADMINISTRATION REFORM				
KRA/BUILDING BLOCK	KEY PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	DATA COLLECTION METHODOLOGY	DEFINITION OF INDICATOR
KRA 4.1 Effective Governance and Management of the Civil Service as an Institution	Development of a governance framework on clarity of roles and responsibilities for the civil service (Refer to the document) FCSSIP 2021-2025	Number	Administrative Records	The indicator measures the number of governance frameworks on clarity of roles and responsibilities for the civil service developed
	Development of a management framework on clarity of roles and responsibilities for the civil service	Number	Administrative Records	The indicator measures the number of management frameworks on clarity of roles and responsibilities for the civil service developed
4.1.0 Clarity of roles of key institutions; and effective coordination among key actors and consistency in leadership direction	Number of trainings held for FCSC and OHCSF staff on performance management	Number	Administrative Records	The indicator measures the number of trainings held for FCSC and OHCSF staff on performance management
	Number of collaborative meetings on job evaluations held between the OHCSF, FCSC, NSIWC	Number	Administrative Records	The indicator measures the Number of collaborative meetings on job evaluations held between the OHCSF, FCSC, NSIWC
4.1.1 Provide Legal Framework for the regulation of the public service	Enactment of the Public Service Bill	Number		
4.1.2 Enforce Public Service rules and regulations	Development of an Incentive mechanism for enforcing discipline in MDAs	Number	Administrative Records, Survey	The indicator measures the number of incentive mechanisms developed for enforcing discipline in MDAs.

KRA 4.2 Organizational Efficiency and Effectiveness	Civil servants perception of the civil service on efficiency and effectiveness in the delivery of services	percentage	Journals, Reports, Survey	This indicator measures the perceived level of the civil servant on the civil service efficiency and effectiveness in the delivery of service
4.2.0 Conduct periodic functional review of MDAs	Development of guidelines on functional reviews of MDAs	Number	Administrative Records	This indicator measures the number of guidelines on functional reviews of MDAs developed
	Development of guidelines on job descriptions for sub-directorate cadre in the OHCSF	Number	Administrative Records	This indicator measures the number of guidelines on the job descriptions for the directorate cadre in the OHCSF developed
	Number of reviews carried out on the structure of MDAs	Number	Journals, Reports, Survey	The indicator measures the Number of reviews carried out on the structure of MDAs
	Development of agreed Manning levels	Number	Administrative Records	The indicator measures the number of agreed manning levels developed.
	Number of Manpower Audits and surveys carried out on MDAs	Number	Administrative Records, Journals, Reports, Survey	The indicator measures the number of Manpower Audits and surveys carried out on MDAs
	Development of Employee Mobility Policy in the OHCSF	Number	Administrative Records	This indicator measures the number of Employee Mobility policies in the OHCSF developed
	Implementation level of Employee Mobility Policy in the OHCSF	Percentage	Journals, Reports, Survey	This indicator measures the implementation level of the Employee Mobility policy in the OHCSF
4.2.1 Create a strong centre of Government	Number of capacity building trainings held for MDAs at the center of Government	Number	Administrative Records	This indicator measures the Number of capacity-building training held for MDAs at the centre of the Government
4.2.2 Implement a service-wide roll out of IPPIS and activation of remaining modules	Percentage level of completion of HR integration to IPPIS	percentage	Administrative Records, Journals, Reports, Survey	This indicator measures the level of completion of HR integration to IPPIS
	Number of requisite hand-holding trainings held for civil servants on the use	Number	Administrative Records	The indicator measures the Number of requisite hand-holding trainings held for civil servants on the use and management of the HR module in IPPIS

	and management of the HR module in IPPIS			
	Number of MDAs with functional IPPIS Units	Number	Administrative Records, Journals, Reports, Survey	This indicator measures the total Number of MDAs with functional IPPIS Units
	Number of Monitoring and Evaluation visits held to ascertain the full functionality of the new HR IPPIS platform	Number	Administrative Records, Journals, Reports, Survey	This indicator measures the Number of Monitoring and Evaluation visits held to ascertain the full functionality of the new HR IPPIS platform
4.2.3 Deploy effective management system and processes for service delivery	Level of implementation of the strategic plan of the OHCSF	percentage	Records, Journals, Reports, Survey	This indicator measures the Level of implementation of the strategic plan of the OHCSF
	Percentage completion in the digitalization and automation of manual records service-wide at the records centre karu	percentage	Administrative Records, Journals, Reports, Survey	This indicator measures the level of completion in the digitalization and automation of manual records service-wide at the records centre Karu
KRA 4.3 Professional and Result oriented civil service	Civil servants perception of the civil service on professionalism and result oriented delivery of services	percentage	Records, Journals, Reports, Survey	This indicator measures the perceived level of the civil service on professionalism and result-oriented delivery of services
4.3.0 Strengthen Merit-Based appointments and promotions with clear guidelines for Federal Character	Development of a merit-based assessment model/guidelines for the protection of the merit-based principle	Number	Administrative Records,	This indicator measures the merit-based assessment model/guidelines for the protection of the merit-based principle developed
	Development of guidelines on enforcement of the Federal character principle	Number	Administrative Records,	This indicator measures the number of guidelines on enforcement of the Federal character principle developed
4.3.1 Promote professionalization	Development of policy for the professionalization of all core service cadres across the civil service	Number	Administrative Records,	This indicator measures the number policy for the professionalization of all core service cadres across the civil service developed

of core cadres in the civil service				
	Development of strategy for the professionalization of all core service cadres across the civil service	Number	Administrative Records,	This indicator measures the number of strategies for the professionalization of all core service cadres across the civil service developed
	Number of MDAs with professional staffing for HRM Department	Number	Administrative Records,	This indicator measures the Number of MDAs with professional staffing for the HRM Department
	Development of a comprehensive career management framework	Number	Administrative Records,	This indicator Measures the number of comprehensive career management framework developed
	Level of implementation of the Career Management Framework	Percentage	Administrative Records, Journals, Reports, Survey	This indicator measures the Level of implementation of the Career Management Framework
	Development of a competency directory for the civil service	number	Administrative Records	This indicator measures the number of competency directories for the civil service developed
4.3.2 Install an effective performance management system	Approval of the PMS policy by FEC	Number	Administrative Records	This indicator measures the number of approvals of the PMS policy by the FEC
	Development of an implementation framework for the PMS policy	Number	Administrative Records	The Indicator measures the number of implementation frameworks for the PMS policy developed
	Development of costed work plan for PMS implementation	Number	Administrative Records	The indicator measures the number of the costed work plan for PMS implementation developed
	Number of MDAs trained on PMS implementation	Number	Administrative Records, Reports	This indicator measures the total number of MDAs trained on PMS implementation
	Percentage implementation of PMS for targeted categories of staff in MDAs	percentage	Administrative Records, Journals, Reports, Survey	The indicator measures the level of implementation of PMS for targeted categories of staff in MDAs
4.3.3 Undertake comprehensive job evaluation of the public service	Number of trainings held for NSIWC on monitoring and evaluation	Number	Administrative Records, Journals, Reports, Survey	The indicator measures the number of trainings held for NSIWC on monitoring and evaluation

	Development of a strategy to guide the process for developing a comprehensive job evaluation	Number	Administrative Records,	The indicator measures the number of strategies developed to guide the process of developing a comprehensive job evaluation
KRA 4.4 Well Motivated Civil Service	Competitive pay framework developed in the civil service	percentage	Administrative Records,	This indicator measures the level of Competitive pay framework developed in the civil service
	Number of MDAs adopting the competitive pay framework in the civil service	Number	Administrative Records, Journals, Reports, Survey	This indicator measures the total number of MDAs adopting the competitive pay framework in the civil service
4.4.0 Improve pay system for the civil servants	Development of a framework for collaboration on determining pay of career public servants and political office holders	Number	Administrative Records,	This indicator measures the number of framework for collaboration on determining pay of career public servants and political office holders developed
	Number of benchmark study on salary and compensation carried out	Number	Administrative Records,	This indicator measures the Number of benchmark studies on salary and compensation carried out
	Number of reviews carried out on salary and compensation package in line with salary and compensation package	Number	Administrative Records,	This indicator measures the Number of reviews carried out on salary and compensation packages in line with the salary and compensation package
	Development of a medium term pay reform policy	Number	Administrative Records,	This indicator measures the number of medium-term pay reform policies developed
	Number of reviews carried out on pay based on inflation rate and comparative studies	Number	Administrative Records, Journals, Reports, Survey	This indicator measures the Number of reviews carried out on pay based on the inflation rate and comparative studies
4.4.1 Enhance Incentives for the civil servants	Number of periodic reviews carried out on incentives of civil servants	Number	Administrative Records, Journals, Reports, Survey	The indicator measures the Number of periodic reviews carried out on incentives for civil servants
	Development of incentives reform policy for recruitment and motivation of quality and professional staff	Number	Administrative Records,	This indicator measures the number of incentives and reform policies for the recruitment and motivation of quality and professional staff developed
	Development of post-retirement information system for pensioners of the civil service	Number	Administrative Records,	The indicator measures the number of post-retirement information systems for pensioners of the civil service developed
4.4.2	Number of assessments carried out on the status of HSE management system	Number	Administrative Records, Journals, Reports, Survey	This indicator measures the Number of assessments carried out on the status of HSE management system

Promote Health and Safety Environment				
	Development of civil service HSE policy	Number	Administrative Records,	The indicator measures the number of civil services HSE policies developed
	Development of HSE safety management guidelines	Number	Administrative Records,	This indicator measures the number of HSE safety management guidelines developed
	Percentage completion in the implementation of HSE policy	percentage	Administrative Records, Journals, Reports, Survey	This indicator measures the completion level in the implementation of HSE policy
	Percentage completion in the implementation of HSE safety guidelines	percentage	Administrative Records, Journals, Reports, Survey	This indicator measures the completion level in the implementation of HSE guidelines
	Number of Monitoring and evaluation visits carried out	Number		The indicator measures the number of Monitoring and evaluation visits carried out
KRA 4.5 Improved competence of civil servants	Competence level of Civil servants	percentage		The indicator measures the level of competence of the civil servant
4.5.0 Institutionalize structured mandatory continuous training	Number of MDAs benefitting from the structured mandatory continuous training program (MSTP)	number	Administrative Records,	The indicator measures the Number of MDAs benefitting from the structured mandatory continuous training program (MSTP)
	Percentage of civil servants trained on (MSTP)	percentage	Administrative Records,	The indicator measures the proportion of civil servants trained on (MSTP)
	Number of exchange programmes held towards the implementation of National Plans	Number	Administrative Records, Journals, Reports, Survey	The indicator measures the number of exchange programmes held towards the implementation of National Plans
	Number of trainings held for MDAs on the National plans	Number	Administrative Records,	The indicator measures the Number of trainings held for MDAs on the National plans
	Number of training needs assessments carried out	Number	Administrative Records,	The indicator measures the Number of training needs assessments carried out
	Number of reviews carried out on training policies, programmes and budgets	Number	Administrative Records, Journals, Reports, Survey	The indicator measures the Number of reviews carried out on training policies, programmes and budgets

4.4.1 Strengthen public service learning centres	Number of trainings held for MTIs and FTIs	Number	Administrative Records,	The indicator measures the Number of trainings held for MTIs and FTIs
	Level of infrastructure upgrade in MDIs and FTIs	percentage	Administrative Records, Journals, Reports, Survey	The indicator measures the proportion level of infrastructure upgrade in MDIs and FTIs
	Number of collaboration meetings held amongst OHCSF/Universities/MDIs/ FTCs	Number	Administrative Records, Journals, Reports, Survey	The indicator measures the Number of collaboration meetings held amongst OHCSF/Universities/MDIs/ FTCs
	Number of Monitoring and Evaluation visits held	Number	Administrative Records, Journals, Reports, Survey	The indicator measures the Number of Monitoring and Evaluation visits held
4.4.2 Improved Leadership and management development	Number of service wide training needs assessments carried out	Number	Administrative Records, Journals, Reports, Survey	The indicator measures the number of service-wide training needs assessments carried out
	Development of service wide training policy	Number	Administrative Records, Journals, Reports, Survey	The indicator measures the number of service wide training policies developed
4.4.3 An Accountable and Results-focused Workforce	Development of records management System	Number	Administrative Records, Journals, Reports, Survey	The indicator measures the number of records management System developed
	Development of IPPIS system	Number	Administrative Records, Journals, Reports, Survey	The indicator measures the institutionalization and functionality of IPPIS system developed
	Development of EPIC culture change management strategy	Number	Administrative Records, Journals, Reports, Survey	The indicator measures the number of EPIC culture change management strategies developed
	Level of implementation of the Anti-Corruption and Transparency Initiative (ACTI)	percentage	Administrative Records, Journals, Reports, Survey	The indicator measures the level of implementation of the Anti-Corruption and Transparency Initiative (ACTI)
	Number of collaborations held between the OHCSF and SERVICOM in enthroning	Number	Administrative Records, Journals, Reports, Survey	The indicator measures the number of collaborations held between the OHCSF and
	citizen centered culture of service delivery			SERVICOM in instating citizen-centred culture of service delivery

BPSR will coordinate M&E activities and outputs to ensure inter-agency collaboration and synergy in data gathering and use. BPSR will continue to commission annual comprehensive surveys of the state of the Public Service. This annual survey by BPSR will capture the data and information on a range of reform outcomes.

The Reform Coordination functions in key MDAs are responsible for the coordination of implementation of reforms; monitoring and evaluating reform programmes and projects under the four Pillars and collect data on service delivery. During regular NSPSR coordination sessions, each Reform Coordination role will provide BPSR with input on execution progress leading to 2025.

9.3.6. A Strong IEC Programme

The Information, Education and Communication (IEC) programme is an essential component of the NSPSR. Its main objective is to ensure that all stakeholders, particularly public servants, are fully informed and educated about the vision, mission, and objectives of the NSPSR program. The program also aims to improve the understanding of key messages contained within the document and generate continuous feedback to create a managed process towards the achievement of the reforms.

The IEC programme targets key groups across the Public Service, enabling resistance to be managed, and new attitudes and values to be encouraged. Through this, stakeholders will be informed about the purpose, intent, risks, issues, and overall progress in the achievement of key reforms. This is aimed at providing a vehicle for stakeholders to seek advice and feedback on the scope, design, and implementation of the NSPSR.

One of the challenges that the implementation of the NSPSR faces is the potential for duplicating communications across ministries, leading to confusion and information overload. The IEC programme seeks to integrate communications at all levels to create a synergy of efforts and to avoid duplication and confusion.

Surveys and evaluations will be conducted by the BPSR to help determine the effectiveness of the PSR programme. This will enable the programme to be fine-tuned and refined to meet the needs of stakeholders effectively. The BPSR will also engage with all stakeholders, including staff, to ensure that they have a voice and provide valuable feedback on the program's effectiveness. This feedback will help the BPSR to improve on reform objectives where need be and make necessary changes. The surveys and evaluations will be designed to capture data that will determine the effectiveness of the PSR programme in achieving its objectives, such as increasing awareness of the issue being addressed, changing attitudes and behaviours, and improving the intended outcome.

Data collected through surveys and evaluations will be analysed and used to generate reports and recommendations. These reports will provide insights into the PSR programme's strengths and weaknesses, opportunities for improvement, and best practices. The BPSR will use this information to make evidence-based decisions and recommendations for programme improvement.

In addition to surveys and evaluations, the BPSR will also conduct regular meetings with stakeholders to gather feedback and address any concerns or issues. This will ensure that stakeholders feel heard and that their voices are considered.

Overall, IEC is critical to the successful implementation of the NSPSR programme. It will provide a platform for effective communication, education, and feedback, which are instrumental in managing resistance to change, change of attitudes and values among stakeholders, and achieving the reforms set out in the strategic framework. It will be comprehensive and ongoing to ensure continuous improvement and continued effectiveness in achieving its goals.

10. COSTING AND FINANCING OF THE STRATEGY

10.1. Introduction

The overall NSPSR implementation strategy has been explained in Chapter 9. The strategic initiatives, monitoring and evaluation criteria under each building block and responsible MDAs are presented in each of the Chapters of the four Pillars. This chapter presents the costing and financing of the NSPSR.

10.2. Costing and Funding of Strategic Initiatives of the Building Blocks

The costing and funding of the strategic initiatives under each building block will be decentralised. Decentralisation of responsibilities and accountabilities is vital to ensuring coordinated implementation of the NSPSR. The responsible MDAs as earlier stated will be responsible for costing and funding of the strategic initiatives. The Reform Coordination function in each MDA responsible for coordinating each Pillar (i.e., OSGF, FMFBNP, OHCSF, and NBS) will coordinate the process of preparing a realistic indicative programme cost estimates and budgets summary for all strategic initiatives under their Pillar, in liaison with the relevant lead MDAs for each intervention.

The costs of implementation of all parts of the reform programme will be funded through the Federal Government annual budget, or through donor-financed programmes agreed between the lead MDA and the donor. The realistic cost estimates of reform initiatives prepared by the responsible MDAs will need to be broken down into capital investment and recurrent costs and scheduled for budgetary allocation of the MDAs. Some strategic initiatives of the NSPSR are planned to be jointly implemented by two or more MDAs. In such situations, the Reform Coordination function of each MDA coordinating a Pillar will - in collaboration with BPSR - provide an equitable sharing framework for funding the jointly agreed costs of the initiative.

When the cost estimates are prepared, they need to take into consideration that some MDAs - such as Health, FIRS and DMO – already have their own costed strategy documents, including initiatives fully or partially covered in the NSPSR. The Reform Coordination function of each Pillar coordinating MDA, with support of the BPSR, will ensure that the component strategic initiatives of the NSPSR that are part of the MDA's overall costed strategy documents are harmonized for inclusion in the budget.

10.3. Costing and Funding of Coordination, Communication, Monitoring and Evaluation

The BPSR will be responsible for:

- Rapid capacity building for strategic and technical leadership and coordination of the NSPSR in the MDAs.
- Development and implementation of the NSPSR change management system.
- Monitoring, Evaluation, and reporting on implementation of the NSPSR.
- Effective information, education, and communication of the NSPSR.

- Most of the costs of the centrally coordinated activities of the NSPSR will be funded.
- through the Federal Government annual budget.
- The BPSR is continuing to collaborate with International Development Partners (IDPs), donor agencies and Civil Society Organisations (CSOs) to implement some activities that are consistent with the four centrally coordinated activities.

VOLUME 2 - ANNEXES

ANNEX 1: MEMBERS OF THE INTER-MINISTERIAL TECHNICAL TEAM

IMTT members for the development of the NPSPR: 2008

<i>NAME</i>	<i>DESIGNATION</i>	<i>MDA</i>
Adeniji Adele T.Y (Mrs)	Deputy Director	Agric and Water Resources
Cecilia Umaru Gayya	Director	Administrative and Staff College of Nigeria
B.D. Abubakar	Assistant Director	Bureau of Public Service Reforms
Ajiya Mamman	Deputy Director	Bureau of Public Service Reforms
Dr. Anthonia Ekpa	Deputy Director	Bureau of Public Service Reforms
M.Suleiman Onuja	Assistant Director	Bureau of Public Service Reforms
A.N. Osa Afiana	Director	Federal Ministry of Defense
Dr Jamila Shu'ara	Deputy Director	Federal Ministry of Education
Gladys Makoju	Deputy Director	Federal Ministry of Education
Goddy Onwaghalu	Director	Federal Civil Service Commission
Yunusa S. Wambai	Deputy Director	Federal Ministry of Finance
Emmanuel Out	Assistant Director	Federal Ministry of Health
Chike Ogbechie	Director	National Salaries Income and Wages Commission
Dr Moses Ubaru	Director	National Information Technology Development Agency
A.I. Ogu	Assistant Director	National Planning Commission
T.G.Fetuga	Deputy Director	Office of The Accountant General of The Federation
Mrs Hannatu Adamu Fika	Director	Office of The Head of Service of The Federation
Dr. Tunji Olaopa	Deputy Director	Office of The Head of Service of The Federation
Victor Mayomi	TA/HCSF	Office of The Head of Service of The Federation
Mrs. Awosika Morayo	Assistant Director	Office of The Secretary To The Government of The Federation
Phoebe Nwandu	Documents and Complaints Manager	SERVICOM

IMTT members for the refresh of the NPSPR: 2014

Name	Designation	Organization
Musa Shaba	Director	Bureau of Public Service Reforms
Dr Musa Ibrahim	Director	Office of the Accountant General of the Federation
Y.F. Bin	Director	Bureau of Public Service Reforms
A.O. Tsado	Director	Bureau of Public Service Reforms
I.D. Arabi	Director	Bureau of Public Service Reforms
Elizabeth Egharevba	Ag. Director	National Planning Commission
S.I. Anyang	Deputy Director	Bureau of Public Service Reforms
Ms. Felicia Otti	Deputy Director	Bureau of Public Service Reforms
F. I. Sowunmi	Deputy Director	Bureau of Public Service Reforms
Festus Oyaide	Deputy Director	Bureau of Public Service Reforms
Dr. Bakare Wadinga	Deputy Director	Bureau of Public Service Reforms
Dr. Farouk Aminu	Head, Research	National Pension Commission
S. Habu	Deputy Director	National Planning Commission
Aliyu E. Aliyu	Assistant Director	Bureau of Public Procurement
E.S. Audu	Assistant Director	Pension Transition Arrangement Department
S.O. Ajayi	Assistant Director	Office of the Head of the Civil Service of the Federation
A.D. Ayima	Assistant Director	Office of the Head of the Civil Service of the Federation
Perver longo	Assistant director	Bureau of Public Service Reforms
Sabastine Nalok	Assistant Director	Bureau of Public Service Reforms
John Inyang	Assistant Director	Bureau of Public Service Reforms
Barrister B.F. Saagwe	Assistant Director	Police Service Commission
L.A. Salako	Deputy Director	Office of the Secretary to the Government of the Federation
Dr. Tunde Alayande	Principal Manager	National Pension Commission

Salihu R. Abubakar	Principal Procurement Officer	Bureau of Public Procurement

IMTT members for the refresh of the NPSPR: 2021

Name	Designation	Organization
I.D. Arabi	Director	Bureau of Public Service Reforms
Mercy Okon	Head, Strategy, Innovation and Reform	Bureau of Public Service Reforms
Festus Oyaide	Deputy Director	Bureau of Public Service Reforms
Aliyu E. Aliyu	Assistant Director	Bureau of Public Procurement
Abdulrahim Abba		Bureau of Public Service Reforms
Mbaeri Mauri		Office of the Secretary to the Government of the Federation
Andrew David Adejo		Office of the Secretary to the Government of the Federation
Aileri Abosede .J.		Office of the Secretary to the Government of the Federation
Babatunde J. Sule		Office of the Head of the Civil Service of the Federation
Martina Jumai Saleh		National Bureau of Statistics
Dorcas Arekhamhe		Federal Ministry of Water Resources
Funmilayo Out-Bassey		Ministry of Petroleum Resources
Dr John Olushola		Ministry of Labour And Employment
Ogunkuade Kehinde		National Orientation Agency
Adetola Adetokunboh		Federal Civil Service Commission
Dr Anne Nzegwu		Federal Ministry of Finance Budget and National Planning
Nko Asanye Esuabana		Federal Ministry of Finance Budget and National Planning
Muhammad Magaji Taura		Federal Ministry of Finance Budget and National Planning
Onwuemene Henry		Federal Ministry of Finance Budget and National Planning
Joe Ugoala		Debt Management Office
Adedokun Rizqah		Debt Management Office
Glory Essien		Corporate Affairs Commission
Ezeodum Nkem Ngozi		Ministry of Interior
Sulaiman Maude		CISLAC
Evelyn Isioye		Association Of Chartered Certified Accountants

Jane Onwumere		TUGAR
Buba B.T		Ministry of Communication and Digital Economy
Dr. Steve Ogidan, mni	Member	Global Knowledge Consulting
Oluremi Olaoye	Member	Global Knowledge Consulting
Adegboyega Adebajo	Member	Global Knowledge Consulting
Ucha Unimke-Ulayi	Member	Global Knowledge Consulting
Uchenna Duruaku	Member	Global Knowledge Consulting

ANNEX 2: STRATEGY DEVELOPMENT PROCESS

Development of the initial NSPSR

A team of senior public servants constituted into an Inter-ministerial Technical Team (IMTT) worked with a team of advisers and consultants to prepare the NSPSR. This collaborative approach helps to ensure that the NSPSR was informed by the IMTT members' vast reservoir of knowledge about the issues and challenges as well as their views on feasible solutions to the problems. Furthermore, the active participation of the IMTT members in the NSPSR development process contributes to ensuring the feasibility of implementation and achieving of ownership and commitment of those who will ultimately be responsible for its implementation.

Inputs into the preparation of the draft NSPSR were obtained at various consultative sessions with key stakeholders as listed below:

- Stakeholders' Forum to launch the NSPSR development process.
- Workshop on PSR strategy development to review the emerging key elements of the strategy.
- Focused group discussions for each emerging Pillar of the strategy, with participants from the IMTT team, private sector, NGOs and CSOs, trade unions and critical MDAs.
- Presentation of draft to Permanent Secretaries for review and input
- IMTT members' interface with selected staff of their respective organisations
- Presentation to newly appointed Permanent Secretaries to bring them to speed on the strategy and receive their inputs into the process.
- Working group sessions taking detailed look at the Pillars and defining characteristics to ensure that nothing is being overlooked and receiving inputs from various MDAs and strategic stakeholders.
- Wider Stakeholder Forum with enlarged participation of the press, labour unions, development partners, private sector, and NGOs
- Presentation to a wider forum comprising members of the SCR, federal permanent secretaries, Chairman, and members of the FCSC, heads of other relevant extra-ministerial agencies and departments, international and donor agencies, as well as other relevant directorate level officers in the Federal civil service which served as the final stage of consultation and validation.

Table 2.1: NSPSR Development Milestone Events

MILESTONE EVENTS /OUTPUTS	DATES	RESPONSIBILITY
Draft Concept Note	May 2008	Lead Adviser / Strategy Adviser
Establishment of IMTT	June 2008	Steering Committee/BPSR
Forum to Launch The Strategy Process	July 2008	Steering Committee/BPSR

Completion of Concept Note	July 2008	IMTT and Advisers
Strategy Development Workshop/ Inputs for the Zero Draft of the Strategy	August 2008	IMTT and Other Stakeholders
Circulation of Zero Draft to key stakeholders (PSs, DGs, Directors, etc.)	September 2008	IMTT and Advisers
Presentation of the Revised Draft Strategy at The Service-wide meeting of Federal PS	September 2008	IMTT
Comments on draft from MDAs and other stakeholders/ Produce Revised Draft of NSPSR	September -October 2008	IMTT and Advisers
Presentation At the Maiden Induction Program of New PSs	December 2008	Lead Adviser
Wider Stakeholders' Forum	December 2008	IMTT/Advisers
Preparation of Final NSPSR	December/January 2009	IMTT/Advisers

Refresh of the NSPSR

The process of updating the NSPSR involved establishing a new IMTT with senior representatives from some key MDAs. This team was supported by BPSR and technical advisers and was organised into smaller working groups, organised around the four Pillars of the NSPSR. The work was approached in a collaborative and participative manner. Director General BPSR led the process and was Chair of the IMTT.

This work started in December 2013 and the first draft was completed at the end of March 2014. Inputs into the preparation of the draft NSPSR were obtained at various consultative sessions with key stakeholders as listed below:

- Initial meeting with the IMTT on the NSPSR and the need for a revision in December 2013
- Development by IMTT and BPSR of an overview and analysis of Public Service reforms, across all sectors, in recent years. Key questions for were: What reforms have taken place? Have they resulted in better services? Have they reduced bureaucracy, saved money, or provided better access for the public? What were the challenges? What are the gaps and next steps?
- Presentation to the monthly Permanent Secretaries' meeting in December 2013
- Presentations on the initial NSPSR and the need for a revision to the Permanent Secretaries at a Retreat in Lagos, chaired by the HOSF in January 2014.
- Four breakout sessions where detailed discussions were held on each of the four Pillars of the NSPSR by the Permanent Secretaries at the Lagos Retreat in January 2014. The

discussions focused on the target results, building blocks, and strategic priorities/quick wins for each of the four Pillars.

- IMTT meetings to review the vision, mission, and objectives of the NSPSR in January 2014
- IMTT meetings (both to the whole IMTT and to the subgroups) during January and February 2014 focusing on target results, building blocks, current key issues, strategic responses to the issues, and key responsible MDAs for the proposed reform actions.
- Commissioning by BPSR of perception surveys about reform across the public sector and the public
- One-to-one meetings and Focus Group discussions in selected MDAs for all the pillars in February 2014 which allowed many to participate and deepen their understanding of the reform generally.
- Publication of the externally focused version of the Compendium of Reforms, and its presentation at Nigeria's 50-year celebrations in February 2014
- Meetings with senior officials in BPSR to revise the implementation strategy.
- Presentation of a progress report, key issues, and emerging content to the monthly Permanent Secretaries' meeting March 2014.
- Presentation of a progress report, key issues, and emerging content to members of the SCR.
- IMTT meeting to review the long-term perspective, key outputs, strategic priorities, and quick wins for each Pillar.
- Review and revision from key MDAs during mid-2014.
- High level Retreat of Permanent Secretaries in January 2015 for SCR, federal permanent secretaries, Chairman, and members of FCSC, heads of other relevant extra-ministerial agencies and departments, international and donor agencies, as well as other relevant directorate level officers in the Federal civil service. This Retreat served as the final stage of consultation and validation.

Table 2.2: NSPSR Refresh (in 2014) & Review and Update (in 2017) Milestone Events

MILESTONE EVENTS /OUTPUTS	DATES	RESPONSIBILITY
Draft Concept Note	December 2008	BPSR/Lead Adviser / Strategy Adviser
Establishment of the IMTT	December 2008	Steering Committee/BPSR
Presentation to monthly PS meeting	December 2013	BPSR
Presentations to PSs at Lagos Retreat in Lagos	January 2014	BPSR/IMTT
Workshops on the 4 Pillars of the NSPSR by PSs at the Lagos Retreat	January 2014	BPSR/IMTT
Compendium of Reforms presented	February 2014	SGF/BPSR
Meeting with SGF to discuss next steps	March 2014	BPSR
Progress report, key issues, and emerging content to PSs' meeting	March 2014	BPSR
Progress report, key issues, and emerging content to SCR	March 2014	BPSR
Preparation of refreshed NSPSR	April 2014	IMTT and Advisers

2021 Mid-term Review

This strategic review of the NSPSR, an independent Mid-Term Review of the broad Public Service reform program was precipitated, in part, by the need to ensure that the reforms proposed in the Strategic document were on course. Furthermore, the review was set to also determine the continued relevance and setting of new target outcomes. The review process also included formation of a new IMTT with senior representatives from some key MDAs, supported by the BPSR, which was organised into smaller working groups around the four pillars. The work was approached in a collaborative and participative manner. Director General BPSR led the process and was Chair of the IMTT.

This task began on November 3, 2021, with a kick-off meeting attended by several representatives of key MDAs relevant to the NSPSR. The first draft was completed by May of 2022. Inputs into the preparation of the draft NSPSR were obtained at various consultative sessions with key stakeholders as listed below:

- Initial meeting with the IMTT on the NSPSR and the need for a revision in November 2021
- Virtual meeting with key stakeholders on an overview of the NSPSR and status
- Development by IMTT and BPSR of an overview and analysis of Public Service reforms, across all sectors, in recent years. Key questions for were: What reforms have taken place? Have they resulted in better services? Have they reduced bureaucracy, saved money, or provided better access for the public? What were the challenges? What are the gaps and next steps? Activity was done 17th – 19th November 2021.
- Three breakout sessions where held, with detailed discussions on each of the Pillars of the NSPSR.
- Presentations on the initial NSPSR for a validation exercise to key stakeholders on 25th May 2022 at the FCDA conference hall, 3rd floor, engineering building, area 11, GARKI, ABUJA.

Summarily, the review came to the below conclusions:

- A vast number of recommendations/interventions proposed for the NSPSR implementation is at a reduced pace, and as such may not meet the desired 2025 deadline.
- The review showed that the draft Strategic document produced in 2017/2018 had no legal backing from the Federal Executive Council (FEC) and as such, was not formally published and distributed to respective MDAs: this may have resulted in some of the recommendations not being acted upon.
- Although the draft Strategic document had Identified Risks and Monitoring and Evaluation, there was, however, a need to ensure that activities geared towards achieving the strategic objectives were sufficiently prioritized. This would allow for the implementation while simultaneously achieving the quick wins, in the short-term. The idea was that the activities which led to the quick wins would link to a broader set of activities, whose cumulative impact would allow for the achievement of the strategic objective of the NSPSR document.
- Lack of legislation and inadequate funding may inadvertently not allow for the implementation of some of the building blocks of the NSPSR; and
- Since the COVID-19 pandemic, the world has been evolving rapidly. This no doubt meant, that the nexus between the draft Strategic document and the present is significantly misaligned.



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ANNEX 3: PILLARS BUILDING BLOCKS AND KEY RESPONSIBLE INSTITUTIONS FOR IMPLEMENTATION

Annex 3a: Building Blocks and Key Responsible Institutions for Pillar 1 - An Enabling Governance and Institutional Environment

Target Results	Building Blocks	Interventions	Key Responsible MDAs
Clarity in governance architecture as it affects IGR and Public Service administration	Strengthen intergovernmental relations for sustained national development and provision of social services	(iv) Detailed review of the current mechanisms and processes for IGR in Nigeria. (v) Develop robust framework for more robust IGR systems and results.	OSGF and NASS
	A more enabling institutional and governance framework for Public Service administration.	a. Drafting of guidelines to protect the merit principle in the federal Public Service with clear assignment of responsibilities amongst OSGF, OHCSF and FCSC. • Clarification of institutional location of responsibility for assuring effective coordination and supervision of the FG's parastatals which are responsible for implementation of strategies and plans to ensure the delivery of public goods and services. • Review of the legislation for each parastatal, led by OSGF. The work should be done by the parent Ministry, working with the Ministry of Justice. This review should identify and resolve contradictions with other legislation and ensure compliance with core laws and principles.	NASS, OSGF, FCSC, FCC, OHCSF, and Ministry of Justice
	Robust legal framework for Public Service	b. Review of the need for enactment of a Federal Public Service Act to come to a decision whether this is required	OHCSF, FCSC, Ministry of Justice, MDAs.



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	management and professionalization	c. Institutionalise regular revision of the Public Service Rules and Regulations.	
Enhanced service delivery, accountability, and citizens participation	Improve the performance and accountability of parastatals to enhance service delivery	(vi) Implement recommendations of Presidential Committee on Restructuring and Rationalisation of Federal Government Parastatals, Commissions and Agencies. (vii) All government agencies and parastatals to use the 117 good practice statements of SAT to undertake self-assessment and external reviews of the management, governance, and service delivery. (viii) Define the chain of communications for parastatal CEOs and clarify the respective roles of PS and Minister in relation to parastatal management and oversight. (ix) Strategically align parastatals to the work of their parent ministries/bodies. (x) Review the appointment processes for CEOs to conduct 'due diligence' on candidates' Public Service knowledge and understanding. (xi) Use the guide on "how to manage and reform government agencies and parastatals" to develop induction and ongoing training for CEOs and top management of agencies and parastatals on leadership and Public Service management.	
	Strengthen mechanism for enforcing accountability of government to the citizens	a. Support the building of capacity of and empower journalists to enable them to perform their watchdog role in respect of governmental activities. b. Support the building of capacity of and empower the CSOs to better understand issues around policy-making, planning, and budgeting processes, and monitoring. c. Identifying ways in which accountability processes can be speeded up, removing bureaucratic procedures on matters of	OHCSF, EFCC, ICPC, FCSC, NASS, Media



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		accountability, so that public servants can rapidly be held to account for shortcomings. d. Support the strengthening of Public Accounts Committee in NASS to enable it performs its oversight role effectively. e. Support the development and implementation of robust feedback and grievance mechanisms.	
	Strengthen demand side accountability in respect of service delivery	f. Empower CSOs to be a watchdog over Public Service delivery issues. g. Sensitize the public about their rights to demand their service delivery entitlements. h. Support the development and implementation of a 'Charter Mark Scheme' which is a national accreditation scheme for MDAs delivering good services to citizens.	CSOs, NASS, Public Complaints Commission, SERVICOM, NOA, Trade Unions
	Mechanism for citizens participation built into policy and delivery processes	i. Strengthen government-citizen interactions through consultations, participation, collaboration and dialogue at the policy, budget programme and project levels. j. Share information, communicate findings, and create access to information about entitlements and rights at the national and sub-national levels. k. Develop a citizen participation strategy to mainstream participation to achieve improved development results. l. Develop community-based monitoring, feedback, and grievance mechanism to review government actions.	CSOs, media, NASS,
	Establish policies and systems to guide progressive realisation of recognised citizens' rights and improved Public Service delivery	(xii) Support the actualisation of the commitments made in the in the OGP Nigeria National Action Plan (NAP) 2017 – 2019. (xiii) Develop a citizen participation strategy to mainstream participation to achieve improved development results.	NASS, Ministry of Justice, CSOs, Media



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		(xiv) Strengthen government-citizen interactions by promoting consultations, participation, collaboration and dialogue at the policy, budget programme and project levels. (xv) Develop and prioritise involvement of citizens/beneficiaries of government services in monitoring and evaluation of Public Service activities. (xvi) Share information, communicate findings, and create access to information about entitlements and rights at the national and sub-national levels. a. Develop community-based monitoring, feedback, and grievance redress mechanisms to review government actions.	
	Strengthen mechanisms. (a) to enable effective citizen participation in definition of service delivery, and (b) through which citizens seek redress on service delivery issues to include timeliness and responsiveness	(xvii) Creation of avenues through which citizens participate effectively in the definition of service delivery; and a. Strengthening existing SERVICOM mechanisms through which citizens seek redress on service delivery failures on such issues as timeliness and responsiveness	SERVICOM, CSOs
Transparency and zero tolerance for corruption	Maintain efficient and effective institutions responsible for anti-corruption and transparency.	b. Strengthen and resource ICPC, EFCC, CCB and PCC through such measures as the enforcement of the FOI Act, effective protection of 'whistle blowers', and revision of existing laws to ensure sanctions are commensurate. c. Support ICPC to improve the effectiveness of anti-corruption and transparency units (ACTUs) in MDAs. d. Improve coordination of the anti-corruption agencies to increase information sharing and reduce duplication of efforts.	TUGAR, NASS, Justice system (NEITI, ICPC, EFCC, CCB, OAuGF), BPP, FCSC, OSGF, OHCSF, FME, BPSR, key watchdog bodies, media



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		e. Resource TUGAR to enable it to discharge its coordination responsibilities and quickly respond to feedback.	
	Revised ethical standards for public servants understood and enforced	f. Implement the provisions of Public Service Code of Conduct and Ethics to bring about change in the work culture. g. Revive ethical standards and compliance with the code of conduct in the Public Service.	CCB, OHCSF, Justice system ICPC, EFCC, BPP, FCSC, OSGF, BPSR, key watchdog bodies, media
	Provide anti-corruption education with emphasis on ethics and integrity	h. Develop and implement an anti-corruption communication strategy with emphasis on integrity and ethics at all levels of education and in public institutions.	NOA, ICPC, FME, and media.
	Strengthen preventive mechanisms in the fight against financial frauds rather than focusing mainly on curative and punitive measures	i. Innovative ICT-based interventions that prevent financial frauds	TUGAR, NASS, Justice system (NEITI, ICPC, EFCC, CCB, OAuGF), BPP, FCSC, OSGF, OHCSF, FME, BPSR,
	Take steps to ensure full enforcement of National Anti-corruption strategy	j. Synergy among anti-corruption agencies towards the full enforcement of National Anti-corruption strategy	TUGAR, NASS, Justice system (NEITI, ICPC, EFCC, CCB, OAuGF), BPP, FCSC, OSGF, OHCSF, FME, BPSR,
	Institutionalise sustainable remuneration system and benefits for public servants to reduce space for corrupt and unethical practices	k. Constitute a strong disincentive to indulge in various types of corrupt and unethical practices	FEC, NSIWC



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Efficient and predictable justice system	Strong and reliable justice system	l. Support to effective coordination of organisations in the justice sector. m. Support to the coordination of justice reforms with other reform programmes. n. Support to development of organisational and individual capacity in the sector.	NASS, NJC, JSC, Ministry of Justice, Police Service,
Safety and security provided, and conflicts managed	Efficient and effective security agencies working together to ensure public safety and security	o. Promote joint working between the police and other security institutions to share security intelligence on crime reduction, crime preventions, investigation, and community safety. p. Develop a multi-funding strategy to sustain delivery of services by security and safety institutions. q. Establish baseline data and data collection mechanisms as a platform for the development of a viable security and safety information system. r. Continue to deepen on-going partnerships with the local communities on security and safety and develop new partnerships.	OSGF, Ministry of Interior, Police Force, Immigration, Prisons Service, FRSC
	Citizen's awareness and participation in public safety and security	s. Implement the United Nations Resolution 1325 on Women, Peace, Conflicts and Security. t. Support the strengthening of the Institute for Peace and Conflict Resolution (IPCR) to enable it to take a lead in handling conflict prevention and resolution. u. Promote collaboration and dialogue between IPCR, and other existing organisations and programmes focused on aspects of the subject. v. Support the development of an institutional framework at the state and local government levels for conflict resolution.	OSGF, Ministries of Justice, Foreign Affairs, Labour, NIREC, Institute of Conflict Resolution



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Effective coordination of governance reforms	Strong administrative framework for coordinating governance reforms	w. Strengthen capacity in RCDs in key MDAs to discharge their responsibilities which include coordinating and monitoring the reforms specified under their respective Pillars. x. Strengthen organisational and individual capacity of BPSR and adequately resource BPSR effectively and efficiently to carry out all its functions, including coordination of NSPSR reforms, monitoring and evaluation, research and knowledge creation on governance and Public Service issues, innovation incubation, and support to leadership capacity development programmes.	OSGF, OHCSF, BPSR
	Open and accessible reform management system	y. Regular update and dissemination of the compendium on Public Service reforms. z. Development and implementation of a strong communication strategy between the BPSR as the main coordinating agency and the other coordinating agencies on the one hand, and BPSR/implementing MDAs on the other hand to ensure a sustained client-focused improvement in service delivery.	OSGF, OHCSF, BPSR

3b: Building Blocks and Key Responsible Institutions for Pillar 2 - An Enabling Socio-Economic Environment

Target Result	Building Block/ Priority	Strategic Intervention	Key Responsible institution
Enabling policy environment for accelerated and sustained high rate of economic growth	Strengthen socio-economic policy development, implementation, and coordination; and ensure macroeconomic stability	(xviii) Developing guidelines, building capacities, and providing support on a sustainable basis to standardize policy formulation, remediation, and review in the federal Public Service. • Developing an institutional model for Federal Government of Nigeria (FGN) interaction with the private business sector, a take-off points of which will be the Nigeria Economic Summit Group (NESG); • Developing and implementing a capacity building programme specifically targeted at policy consultation, both with civil society	EMT; MBNP; FMF; NBS. CBN; NMB; Key MDAs – all of which have major strategies and plans.



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Target Result	Building Block/ Priority	Strategic Intervention	Key Responsible institution
		and specifically, to ensure effective FGN interactions with private business sector in policy development, implementation, monitoring, and evaluation. • Strengthening the national M&E system for effective management performance of Government policies, plans and programmes; • Developing, embedding, and continuously seeking to improve M&E not only of implementation of projects, but also of core Public Service activities, to report on delivery of outputs and services. • Developing and implementing a capacity building programme for the leadership of MDAs, especially the growth drivers' sectors (agriculture, manufacturing, oil & gas, telecommunications, solid minerals, infrastructure, and construction), to inculcate in them a proactive and strategic orientation to socio-economic policy development, implementation monitoring and evaluation. • Institutionalising and enforcing stakeholders' consultation in socio-economic policy development, implementation, monitoring, and evaluation. • Aligning Nigeria's monetary, trade and fiscal policies to promote general price stability, exchange rate stability, rational interest rates, GDP growth, and other strategic interventions for ensuring macroeconomic stability provided in Pillar 3. • Strengthening legislative backing for policy continuity so that policies will no longer be changed at will; in this connection, MBNP will ensure that the 'Project Continuity Bill' is passed into law as quickly as possible. • Developing Nigeria Sustainable Development Goals (SDGs) Strategy; and	



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Target Result	Building Block/ Priority	Strategic Intervention	Key Responsible institution
		Developing a Sustainable Development Goals (SDGs) Implementation Framework; and Creating an enabling investment climate to attract domestic and foreign investments into all sectors (but particularly infrastructural sectors), to generate employment and reduce poverty	
	Continuously Conduct Long Range Strategic Analysis, Forecasting, Socio-Economic Policy Research and National Planning	(xix) A system for research and M&E of policy outcomes and impact will be installed within the centre of Government. By its mandate, MBNP will lead and coordinate both the development and maintenance of this system, but other parts of the public sector, including sectoral MDAs will also contribute. - Capacity at the centre of Government will be developed for long range strategic analysis, forecasting, policy development and planning. This will be led out of MBNP. However, M&E and analysis of intermediate development outcomes and outputs will be left to MDAs. - The strengthening of the National Bureau of Statistics and national statistical system so as to ensure availability of credible and up-to-date data in a consistent format to improve the evidence basis for public policy. - The strengthening of the research and statistics functions of MDAs to provide strong basis for policy and strategy development. - Priority sectors of agriculture, manufacturing, solid minerals, oil and gas, infrastructure, construction, and telecommunication will be accorded special focus in policy research and planning in order to generate jobs, promote exports, boost growth and upgrade skills; and - Focused and policy based research will be accorded priority and adequately funded; specialised research institutes like the	EMT; MBNP; NBS. Key MDAs.



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Target Result	Building Block/ Priority	Strategic Intervention	Key Responsible institution
		Nigerian Institute for Social and Economic Research (NISER) will be strengthened to live up to their responsibility as the nation's 'Think Tanks'.	
	Institute clear policy and legal framework for effective exploitation of the nation's natural resources and to attract private sector investment into infrastructure development.	- Legal frameworks relating to solid mineral resources and infrastructure development will be collated, reviewed, and modernised. This will include pushing forward a range of reform Bills in the infrastructure sector drafted by Bureau of Public Enterprises (BPE). - The National Assembly will be prevailed upon through moral suasion and other means to expedite passing into law all Bills relating to solid mineral resources and infrastructure development, including the long standing Petroleum Industry Bill (PIB). Policies dealing with solid mineral resources and infrastructure development will regularly be reviewed to make them investors friendly and to attract private sector investments	Ministry of Mines and Steel Development; Key sectoral MDAs; NASS; Ministry of Justice; EMT; FMF; FIRS. NIPC; NESG; Ministry of Trade and Investment.
Enabling Policy Environment for Economic Diversification and National Security	Diversify the economy and achieve sustainable reforms in oil and gas sector	- Agricultural reorganisation and revitalisation. - Industrial development. - Solid minerals development. - Oil and gas sector reform - ICST Sector Development	
	Develop economic zones to harness the natural resources and comparative advantages of the regions	- Galvanise all existing regional development policies into a single integrated National Regional Development Policy / Framework. - Each of the six geopolitical zones should have Development Commissions and the existing Niger Delta Development Commission (NDDC) and the proposed North East Development Commission (NEDC) should transform into economic diversification vehicles. - There should be budgetary allocations to these Commissions for the development priorities of the respective regions based on their comparative advantages; and	



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Target Result	Building Block/ Priority	Strategic Intervention	Key Responsible institution
		Institute effective sub-national coordination mechanism to promote state and regional development.	
	Ensure secured environment for socio-economic activities	- The insurgents will continue to be tackled with all available means until they are fully decimated; the search for peace in parts of the country where security has been compromised will continue using all reasonable means; and there will be zero tolerance to insurgency, violent crimes, kidnapping and corruption. - All efforts will be made to ensure that peace reigns in the Niger Delta so as to bring Nigeria's oil production to the historical level of 2.2 mbpd and even more. - The United Nations Resolution 1325 on Women, Peace, Conflicts and Security will be fully implemented; and - Enactment of legislations and introduction of policies that protect vulnerable groups (women, children, persons with disabilities and other vulnerable groups) will be promoted	
Enabling policy environment for poverty reduction	Create strong infrastructural base with emphasis on power/electricity, water, transportation, and pro-poor infrastructural facilities	Sustaining the ongoing power sector reforms and intensifying investments in the areas of power generation, transmission, distribution, and alternative energy. Evolving a multimodal, integrated, and sustainable transport system. Creating an enabling environment to attract domestic and foreign investments into infrastructure.	BPE; Federal Ministry of Trade and Investment; Nigerian Electricity Regulatory Commission; Key MDAs dealing with infrastructure; IRC; NIPC.
	Create environment for integrated rural development	- Develop and implement an integrated rural development strategy (involving an integration of all efforts by Federal, States and LGAs). - A mandate that all relevant MDAs develop plans to provide basic facilities in the rural areas (roads, water, electricity, health facilities, telecommunications, cottage industries and market outlets). - Review of the Land Use Act to reflect the gender perspective and enhance women's access to land;	NASS, OSGF, Ministry of Agriculture & Rural Development; Ministry of Women Affairs & Social Development; Key MDAs dealing with infrastructure (Power, Water, Transport).



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Target Result	Building Block/ Priority	Strategic Intervention	Key Responsible institution
		- Strengthening of cooperative societies in the rural communities through effective tutoring and monitoring. - Strengthening of local government authorities' capacity for planning and implementation with emphasis on integrated rural development. - Development of strategies to link rural communities to urban centres through the provision of effective transportation systems (roads, rail, and water transportation)	
	Develop social protection policy and implement effective social safety nets	Development and implementation of a well thought out National Social Security Policy Implementing a youth employment safety net support program that includes conditional cash transfer and vocational training.	Presidency, MBNP, Ministry of Women Affairs & Social Development, FMF; Social Development MDAs.
	Promote sound management of the environment for optimal socio-economic development	- Determination of national Contribution to climate change. - Development of a National Biodiversity Action Plan. - Designation of grazing farms for cattle Fulani to reduce incidence of conflict and death arising from the conflicts. - Increasing Nigeria's forest cover from the present 6 percent to 10 per cent by year 2040; and - Reducing losses and impacts due to flood, erosion, and draught by 10% by the year 2020 through the efforts of Nigeria Erosion Watershed Management Programme (NEWMAP)	FME, NEWMAP, NAGGW, Ministry of Agriculture,
Enabling policy environment for robust and sustainable employment generation.	Develop and implement policies for robust and sustainable employment generation	Revamping the industrial sector and introduction of policies to enhance the international competitiveness of the Nigerian economy. - Protecting, where needed, local industries from international competition to enhance their employment generating capability. - Installing a policy framework and capacity for trade facilitation;	Ministry of Labour and Productivity; NMP; NPC; Ministry of Trade and Investment; NIPC.



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Target Result	Building Block/ Priority	Strategic Intervention	Key Responsible institution
		- Providing necessary incentives to the Communications Sector so it can continue to expand and generate more jobs. - Building employment generation into infrastructure development plans. - Implementing the National Action Plan on Employment Creation (NAPEC) targeted at creating 5 million new jobs annually within the next 3 years:	
	Promote results-oriented human capital development and build entrepreneurial capacity.	- Developing policies to enhance productivity of teachers through training, capacity building, and motivation. - Aligning the national human capital development programme to long term growth strategies, which should be a priority task for a revamped National Manpower Board (NMB). - Reviewing universities' curricula to align them with job requirements, and promotion of apprenticeship and work experience programmes. - Promoting entrepreneurship culture so graduates of tertiary institutions become jobs creators rather than jobs seekers. - Prioritising investments in human capital development especially in education and health systems development;	Sector MDAs – Ministries of Education, Health, Agriculture etc; NPC; National University Commission. Universal Basic Education Commission.
Enabling Policy Environment for Optimal returns / benefits from government and private sector investments	Sustain strategic privatisation of public enterprises (PEs) and selected oil and non-oil assets.	- Instituting an effective regulatory regime to protect public interests, especially where the privatised enterprises have a monopolistic position (as in the case of electricity supply). - Intensification of post privatisation monitoring by the BPE to ensure that investors strictly comply with the terms of the sales of the enterprises they bought;	BPE; EMT; FMF; Sector MDAs – Power, Transport; National Council on Privatization (NCP);



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Target Result	Building Block/ Priority	Strategic Intervention	Key Responsible institution
		- Reviewing the Privatisation Act and the enterprises listed therein and completing the privatisation of the updated list of enterprises. - Implementing outstanding initial public offers (IPOs). - Privatising selected oil and non-oil assets, e.g., revamping, and privatising refineries and pipelines, which entail assessing all refineries, developing, and implementing refurbishment plans; and attracting private sector investment through improvements in the business environment;	
	Ensure strong Public-Private Partnerships in the delivery of public goods and services as Well as profitable performance and accountability in the management of FG investments	Developing and implementing appropriate policies and guidelines for PPPs in non-infrastructure sectors. Development of the competencies and attitudes of public servants in PPP management. Developing the capacity of MDAs to manage PPP contracts. Building local capacities for regulating and for monitoring the performance of PPPs.	BPE; IRC; FMF; Sector MDAs in infrastructure; Ministry of Trade and Investment; NIPC; NCP; CAC; IRC; EMT.
Enabling Policy Environment for enhanced and diverse participation of non-state actors in the delivery of public goods and services	Ensure enhanced participation of communities, NGOs (international and local) and Development Partners in the delivery of public goods and services.	MDAs will be supported to develop strategies and programmes for enabling and promoting participation of communities and NGOs in the delivery of public goods and services. Preparation and dissemination of a Compendium of NGOs involved with delivery of public goods and services. Structured/targeted capacity building and technical support to relevant NGOs and Communities to enhance their participation in the delivery of public goods and services.	NPC; National Council of States (NCS); Association of Local Governments of Nigeria (ALGON).
	Mainstream social inclusion (women and all other disadvantaged groups) in the activities of all MDAs and in the	Development and implementation of a policy framework for enabling and promoting diversity (especially women and other disadvantaged groups) in outsourced delivery of public goods and services.	Ministry of Women Affairs and Social Development; BPP; EMT.



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Target Result	Building Block/ Priority	Strategic Intervention	Key Responsible institution
	delivery of outsourced Public Services.	Instituting continuous monitoring and evaluation of disadvantaged groups' participation in Public Service employment.	
	Implement national and international instruments, legislation and policies concerning women, persons with disabilities, older persons and other vulnerable groups.	Collation and updating of key national and international instruments, legislation and policies concerning women and other vulnerable groups. Domestication of all international laws, treaties, conventions and policies and instruments to which Nigeria is a signatory and which are yet to be domesticated. Diligent implementation of all instruments concerning women and other vulnerable groups.	Ministry of Women Affairs and Social Development; Ministry of Justice; National Assembly (NASS).



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3c: Building Blocks and Key Responsible Institutions for Pillar 3 - Public Financial Management Reform

Target Results	Building Blocks	Strategic Interventions	Key responsible MDAs
Macro-economic stability	Strengthen institutional framework and capacity for sustaining macro-economic stability	Review and amend FRA Review and re-enact FCMA. Build capacity in the institutions responsible for national economic planning as well as fiscal and monetary policies and reporting. Establish system for macro-economic analysis Establish a mechanism for ensuring flexible and appropriate foreign exchange regime. Build capacity for ensuring effective alignment / harmonisation between fiscal and monetary management to minimise policy conflicts	FMF, OAGF, DMO, BOF, FIRS, NEITI, CBN, FMJ, NNPC, FMT&I, NASS and BPSR
	Ensure strategic and efficient management of the national debt	Review and amend FRA. Rebalancing public debt portfolio Continuing to produce debt sustainability analysis Continuing to strengthen the capacity of the staff in the Debt Management Office Produce 2 nd National Medium Term Management Strategy	
	Strengthen Revenue Administration Reform	Strengthen and deepen FIRS reform with TIN Improve capacity for tax policy analysis; Improve processes for imposing sanctions/penalties for tax defaulters Review revenue rates to be in conformity with existing price levels; Work out modalities to increase VAT rate particularly for luxury goods; Improve administration of CIT and VAT through major audit campaigns and use of technology to drive collection; Develop and approve comprehensive framework for administration of waivers and exemptions	



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		Develop and approve guidelines/templates for operationalising Sections 20, 21 and 22 of FRA 2007. Strengthen and deepen "Tax Appeal Tribunal" established under section 59 of FIRS Establishment Act 2007 Passage of PIB and reform of oil and gas sector Strengthen and deepen NEITI	
Strategic allocation and results-based budgeting of funds	Enhance compact between National Assembly and Executive in budget process	Develop Budget calendar with timeline and responsibilities for activities of the budget. Once this is achieved, then progress can be made for the National Assembly to enact Organic Budget Law. Better stakeholder engagements between NASS and Executive An independent body of experienced professionals established and charged with the responsibility to determine appropriate benchmark oil price annually in order to avoid politicisation in the process of setting the oil benchmark	
	Sustain improvements in budget formulation and monitoring of execution	Effective preparation and utilisation of MTFF, MTEF and FSP for the annual budgets. Use of Medium Term Sector Strategies (MTSSs) and MDAs' Rolling Plans as well as analysis of past performance institutionalised to make the budget system more efficient and transparent. Introduce measures to reduce budgetary allocation to administration and recurrent expenditure. Develop KPIs Develop PETSS Publish and circulate widely annual budgets, in-year budget performance report and budget monitoring reports Development of a service-wide strategic performance management framework	FMF, BOF, OAGF, OHCSF, MDAs, NASS and BPSR



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	Implement performance-based budgeting (PBB) system	Improved macro fiscal policy management Complete the programme segments of the NCOA Provision of budgetary rules and procedures Better harmony between planning and budgeting. Using a web-based budget preparation application to accommodate Performance-based budgeting systems Implementation of Key PFM reforms. Upgrade the GIFMIS to be used to prepare budget using web based Performance-based budget templates. Broader civil service administration reforms	
	Enhance capacity for result-based budgeting and improve citizen's education on budgeting including preparation, implementation, and monitoring	Perform comprehensive training needs analysis. Develop training programmes and modules. Train relevant staff of MDAs using developed modules	
Efficient management of resources, accounting, and reporting	Ensure efficient treasury management and utilization of funds in MDAs	Extend the Treasury Single Account (TSA) system to cover all MDAs. Extend the GIFMIS to cover all MDAs. Institutionalize predictable and timely disbursement of budgeted funds to MDAs	FMF, OAGF, BOF, OHCSF, CBN, NITDA, Galaxy Backbone, MDAs and BPSR
	Provide ICT applications to enable rapid improvements in financial management, accounting, and reporting	Needs Assessment to identify ICT constraints. Based on the PFM ICT needs assessment, development by NITDA of training programmes and modules Training by NITDA of relevant MDA staff using these programmes and modules. Improvements of the technical and operational capacity of Galaxy Backbone Plc	
	Strengthen system for management of the wage bill and payroll	Roll-out of the IPPIS to all MDAs (including Health, Education, Military and Para-Military Institutions). Regular internal audit of the payroll. Integrating IPPIS into the GIFMIS	
	Provide system for efficient and effective management	Conduct a survey for all government assets (land and buildings, vehicles, computers	



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	and maintenance of public assets	Establish an inventories control system. Implement an MIS for assets and stock management. This system will be supported by the GIFMIS	
	Institutionalize timely accounting and reporting in line with International Public Sector Accounting Standards (IPSAS)	Continue with the roll out of IPSAS Cash and Accrual	
	Enhance capacity for accounting and reporting	Perform comprehensive training needs analysis Develop training programmes and modules. Train relevant staff of MDAs using developed modules	
Integrity in the use of public funds	Implement fully the Public Procurement Act and subsidiary rules and procedures;	Inaugurate the Procurement Council and empower it to function. The Bureau of Public Procurement (BPP) to sustain ongoing improvements in procurement process. The BPP to design and implement a procurement system that ensures public access procurement information	FMF, OAGF, OAuGF, BPP, PAC, EFCC, ICPC, OHCSF, FCSC, NASS and BPSR.
	Enforce Public Service Rules, Financial Regulations, and extant circulars	Support effective and uniform enforcement of the rules and regulations, particularly the sanction mechanisms contained in the Public Service Rules, Financial Regulations, and extant circulars	
	Strengthen Public Expenditure Oversight and Watchdog Institutions;	Enact a law that provides for the full autonomy of the Auditor-General Adopt International Standards on Auditing by Supreme Audit Institutions (SAIs) Establish a mechanism for follow-up of audit queries and Public Accounts Committee (PAC) recommendations	



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		Establish mechanisms for collaboration among OAuGF, PAC, ICPC and EFCC Continue to strengthen the OAuGF, PAC, ICPC and EFCC	
	Modernize Internal Audit Function across all MDAs	Continue with the ongoing modernization of the internal audit function across Government. Extend the access of internal audit to GIFIMIS across all MDAs. Adopt Risk-Based Internal Auditing. Establish Audit Committees in MDAs. Train internal audit staff in modern audit techniques	
	Strengthen the role of non-State actors in monitoring and evaluating public expenditure allocation, use and accountability	Ensure engagement of citizens (through CSOs, FBOs, CBOs and professional organisations) in the budget process Continue to make available key budget information to members of the public in readily accessible locations. Promote the practice of the representatives of the mass media, CSOs, FBOs, CBOs and other relevant non-state actors undertaking independent budget analysis. Provide support to social audits to ensure 'follow your money principle'. Continue to make available information on use of public funds in readily accessible locations	



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Annex 3d: Building Blocks and Key Responsible Institutions for Pillar 4 – Civil Service Administration Reforms

Target Results	Building Blocks	Interventions	Key Responsible MDAs
Effective governance and management of the civil service as an institution	Clarity of roles of key institutions; and Effective coordination among key actors and consistency in leadership direction	- Support the strengthening of both the FCSC and OHCSF to enable them better champion the nurturing of the civil service as an institution. . - Foster cooperation and collaboration between the OHCSF and the FCSC; and between OHCSF and the National Salaries, Incomes and Wages Commission (NSIWC) with respect to job evaluations. - Continue with joint implementation mechanism in the strategic plans for OHCSF and FCSC.	OHCSF, FCSC, Office of the, OSGF, MDAs, BPSR, NWISC, OAGF, MoJ,
	Provide legal framework for the regulation of the Public Service	Fast track the enactment of the draft Public Service Bill.	
	Enforce Public Service rules and regulations	- Support Ethics and Compliance division towards ensuring implementation of Public Service rules. - Support the development of mechanisms and incentives for enforcing discipline in MDAs	OHCSF, MoJ, FCSC, OSGF, MDAs, BPSR



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Organisational efficiency and effectiveness	Conduct periodic Functional Review of MDAs	• BPSR to develop guidelines on functional reviews of MDAs; . • Develop, validate, approve, and implement Job Descriptions for sub-directorate cadre in the OHCSF. • Review and redesign the structures of MDAs. • Develop, validate, approve, and implement agreed Manning Levels. • Carry out manpower audit and survey of MDAs. • Monitor and evaluate progress of activities. • Develop and implement Employee Mobility Policy in the OHCSF	OHCSF, BPSR, MDAs,
	Create a strong centre of government	• Strengthen relevant institutions and organisations capacity at the centre of government. • Strengthen the staff capacity at the centre of government. • Promote effective linkage and coordination of organisations at the centre of government.	Presidency, OHCSF, OSGF (reforms to be coordinated by the Steering Committee on Reforms). BPP, BPE, FMF, NPC, FMJ, FCSC - reforms to be coordinated by the BPSR
	Implement a Service-Wide Roll Out of IPPIS and Activation of Remaining Modules	• The HR integration to IPPIS project. • Provision of requisite training to civil servants for full take-over from Vendor. • Establishment of functional IPPIS Unit in all MDAs; and • Monitoring and Evaluation to ascertain the full functionality of the new HR IPPIS platform.	OHCSF, OAGF, Galaxy Backbone, MDAs
	Deploy effective management system and processes for service delivery	• Support an effective implementation of the strategic plan of the OHCSF. • Support the digitalization and automation project at the National Records Centre Karu towards upgrading manual records service-wide.	



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Professional and result-oriented civil service	Strengthen merit-based appointments and promotions with clear guidelines for 'Federal Character'	- Institute a merit-based assessment model i.e., draft guidelines for the protection of the merit principle with clear responsibilities amongst OSGF, OHCSF and FCSC. - Support the development and implementation of clear and transparent guidelines on enforcement of the federal character principle.	FCSC, OHCSF, FCC, MDAs
	Promote professionalization of core cadres in the civil service	- Development of policy and strategy for the professionalization of all core service cadres across the civil service. - Staffing of human resource management (HRM) departments in all MDAs by HRM professionals. - Development and implementation of a comprehensive Career Management framework - Development of a competency directory for the civil service.	FCSC, OHCSF, FCC, MDAs
	Install an effective performance management system	- Securing FEC approval for PMS policy and implementation framework. - Developing work plan with budget for each phase of PMS Implementation. - Strengthening institutional capacity for PMS implementation. - Aligning the performance management system to the reform change management framework. - Building linkage between institutional, departmental, and individual performance measures. - Setting KPIs and measures cascaded through. Ministers, Permanent Secretaries, and Directors to staff;	
	Undertake comprehensive job evaluation of the Public Service	Development of institutional, organisational, and individual capacity of NSIWC to manage job evaluations effectively and efficiently.	NSIWC, OHCSF, MDAs, BPSR



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		Development and implementation of the strategy to guide the process for developing a comprehensive job evaluation.	
Well-motivated civil servants	Improve pay system for the civil servants	A framework for collaboration between the respective institutions responsible for determination of the pay of career public servants and political office holders to ensure relativity and harmony. - The Salary and Compensation Review Project which involves a multi-level activity of (a) conducting a benchmark study on salary and compensation, (b) reviewing salary and compensation in line with benchmark outcomes, proposing a salary and compensation framework for the Public Service, among others. - Development of a medium term pay reform policy that will enable government recruit and motivate quality and professional staff; and - Periodical review of pay (3-5years) based on inflation rate and comparative studies.	NSIWC, OHCSF, MDAs
	Enhance incentives for the civil servants	- Review incentives periodically (3-5years) based comparative studies. - Develop incentives reform policy that will enable government recruit and motivate quality and professional staff. - Development of post-retirement information system for pensioners of the civil service	
	Promote Health and Safety Environment	- Assessment of the status of HSE management system. - Development, validation, and approval of Civil Service HSE Policy and Safety Management Guidelines. - Implementation of HSE Policy and Safety Guidelines; and - Monitoring and evaluation of progress	



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Improved competence of civil servants	Institutionalise a structured mandatory continuous training	• Implementation of a pilot mandatory structured training project (MSTP) through its various stages namely a pilot, refinement, roll out, and monitory and evaluation. • Training and exchange programmes to build capacity for implementing National Plans. • Conducting of training needs assessment and analysis. • Alignment of capacity development programmes with job requirements and performance; and • Regular review of training policies, programmes, and budgets	OHCSF, MDAs, ASCON, Public Service Training Institute, other government learning institutions
	Strengthen Public Service learning centres	• Building capacity of the MDIs and FTIs. • Upgrading infrastructure in MDIs and FTCs. • Building collaboration amongst OHCSF/Universities/MDIs/FTCs; and • Monitoring and evaluation of progress .	
	Improved leadership and management development	• Support the conduct of service-wide training needs analysis. • Support the development of service-wide training policy.	
An Accountable and Results-focused Workforce	Promote Accountability, Result-Oriented and Citizens-Centred Work Culture	• Building the demand side of accountability (for example CSOs) into all policies, reform plans and core activities. • Providing clear statements of service delivery standards and public reporting of achievement. • Development of systems (including records management and IPPIS) to provide real time information on service delivery. • Development of an EPIC culture change management strategy. • Implementation of Anti-Corruption and Transparency Initiative (ACTI); and	OHCSF, FCSC, ICPC, EFCC, Code of Conduct Bureau (CBB), Public Complaints Commission (PCC), MDAs, BPSR.



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		• Promotion of collaboration between OHCSF and SERVICOM towards enthroneing a citizen-centered culture of service delivery.	

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