UPGRADING PUBLIC SERVICE REFORMS INTO INSTITUTIONAL CULTURE





THE BUREAU OF PUBLIC SERVICE REFORM (BPSR)

COMPODIUM OF REORMS IN NIGERIA

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BPSR COMPENDIUM – UPGRADING PUBLIC SERVICES REFORMS INTO AN INSTITUTIONALISED CULTURE

Table of Contents

ABBREVIATIONS AND ACRONYMS 1610

FOREWORD 4043

ACKNOWLEDGEMENTS 4144

EXECUTIVE SUMMARY 4245

PART ONE - INTRODUCTION 4749

BACKGROUND AND JUSTIFICATION 4749

METHODOLOGY 5051

STAKEHOLDER VALIDATION PROCESS 5253

PART TWO - GOOD GOVERNANCE AND INSTITUTION BUILDING 5556

CHAPTER 1: REFORMS IN THE CENTRAL ADMINISTRATIVE AGENCIES OF GOVERNMENT (OHCSF & FCSC) $\underline{5556}$

THE PROBLEM 5556

REFORMS 5657

MAIN ACHIEVEMENTS 6867

KEY CHALLENGES <u>68</u>67

ASSESSMENT OF REFORM INITIATIVES 68

PROPOSED NEXT STEPS 7069

CHAPTER 2: INTEGRATED PAYROLL AND PERSONNEL INFORMATION SYSTEM (IPPIS) REFORM 70

THE PROBLEM 70

REFORMS <u>72</u>71

MAIN ACHIEVEMENTS 7372

KEY CHALLENGES <u>73</u>72

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ASSESSMENT OF REFORM INITIATIVES 7473 CHAPTER 3: PENSION REFORMS (PENCOM & PTAD) <u>7675</u> THE PROBLEM 7675 REFORMS <u>7876</u> MAIN ACHIEVEMENTS 8079 **KEY CHALLENGES** <u>83</u>81 ASSESSMENT OF REFORM INITIATIVE 8583 PROPOSED NEXT STEPS 8786 CHAPTER 4: PUBLIC PROCUREMENT REFORMS 8988 THE PROBLEM 8988 **REFORMS** <u>91</u>89 MAIN ACHIEVEMENTS 9290 **KEY CHALLENGES** <u>95</u>93 ASSESSMENT OF REFORM INITIATIVES $\underline{9693}$ $\textbf{PROPOSED NEXT STEPS} \, \underline{9895} \\$ CHAPTER 5: PRIVATIZATION OF PUBLIC ENTERPRISE THE PROBLEM 9997 REFORMS <u>10199</u> KEY AND MAJOR PROGRAMME CHALLENGES 104101ASSESSMENT OF REFORM INITIATIVES 104101PROPOSED NEXT STEPS $\underline{106}\underline{103}$ CHAPTER 6: PAY REFORM (SALARIES, INCOMES AND WAGES COMMISSION) 109106 **PROBLEM** <u>109</u>106

REFORMS

<u>110106</u>

MAIN ACHIEVEMENTS 110107

KEY CHALLENGES <u>111</u>107 ASSESSMENT OF REFORM INITIATIVES 111408PROPOSED NEXT STEP 112409CHAPTER 7: NATIONAL STATISTICAL REFORM 113110 THE PROBLEM 113110 REFORMS <u>115</u>111 MAIN ACHIEVEMENTS 116112 **KEY CHALLENGES** 118113 ASSESSMENT OF REFORM INITIATIVES 11813PROPOSED NEXT STEPS $\underline{120}\underline{115}$ CHAPTER 8: REFORMS IN THE ADMINISTRATION OF JUSTICE: MINISTRY OF JUSTICE 121116 THE PROBLEM $\underline{121}\underline{116}$ REFORMS <u>122</u>117 MAIN ACHIEVEMENTS 124119 **KEY CHALLENGES** 126120 PROPOSED NEXT STEPS $\underline{126}\underline{121}$ CHAPTER 9: POSTAL SERVICES (NIPOST) REFORMS 127122 THE PROBLEM 127122 **REFORMS** <u>128</u>122 MAIN ACHIEVEMENTS 129123 **KEY CHALLENGES** 129123 ASSESSMENT OF REFORM INITIATIVES $\underline{130}\underline{124}$ PROPOSED NEXT STEPS $\underline{131}\underline{125}$ CHAPTER 10: NATIONAL IDENTITY MANAGEMENT SYSTEM (NIMS) <u>131126</u> THE PROBLEM 132126 REFORMS <u>133</u>126

MAIN ACHIEVEMENTS 135128 ASSESSMENT OF REFORM INITIATIVES $\underline{135}\overline{128}$ PROPOSED NEXT STEPS $\underline{137}\underline{130}$ CHAPTER 11: TRANSPARENCY AND ACCOUNTABILITY REFORM 138132 THE PROBLEM 139132 <u>141133</u> REFORMS MAIN ACHIEVEMENTS 142135 ASSESSMENT OF REFORM INITIATIVES $\underline{143}\underline{136}$ PROPOSED NEXT STEPS $\underline{145}437$ CHAPTER 12: ANTI-CORRUPTION REFORM <u>145</u>138 **THE PROBLEM** <u>145</u>138 REFORMS <u>146</u>138 MAIN ACHIEVEMENTS 147139 ASSESSMENT OF REFORM INITIATIVES 148140 PROPOSED NEXT STEPS $\underline{150}\underline{142}$ CHAPTER 13: HEALTH INSURANCE REFORMS (NHIS) 151143 THE PROBLEM $\underline{151}\underline{143}$ **REFORM ACTIONS** <u>152</u>143 MAIN ACHIEVEMENTS 153445 **KEY CHALLENGES** <u>154145</u> ASSESSMENT OF REFORM INITIATIVE 154145 PROPOSED NEXT STEPS $\underline{157}\underline{148}$ CHAPTER 14: SERVICOM REFORMS <u>157</u>149

THE PROBLEM <u>157</u>449

<u>159</u>150

MAIN ACHIEVEMENTS 162153

REFORMS

KEY CHALLENGES 162153

ASSESSMENT OF REFORM INITIATIVES $\underline{163}\underline{154}$

PROPOSED NEXT STEPS $\underline{166}\underline{158}$

CHAPTER 15: REFORM IN GOVERNMENT INFORMATION DISSEMINATION 167159

THE PROBLEM <u>167459</u>

REFORMS <u>168</u>160

MAIN ACHIEVEMENTS 170162

KEY CHALLENGES <u>171</u>162

ASSESSMENT OF REFORM INITIATIVES 171462

PROPOSED NEXT STEPS $\underline{173}\underline{165}$

CHAPTER 16: ELECTORAL REFORMS: INDEPENDENT NATIONAL ELECTORAL COMMISSION (INEC) 174166

THE PROBLEM <u>174</u>166

REFORMS <u>177</u>168

MAIN ACHIEVEMENTS 182172

KEY CHALLENGES 182172

ASSESSMENT OF REFORM INITIATIVE $\underline{182}\overline{173}$

PROPOSED NEXT STEPS $\underline{183}\overline{174}$

CHAPTER 17: PERFORMANCE MANAGEMENT AND STRUCTURE OF GOVERNMENT 184175

THE PROBLEM <u>185</u>175

REFORMS <u>186</u>176

MAIN ACHIEVEMENTS 188178

KEY CHALLENGES 190180

PROPOSED NEXT STEPS 192182

CHAPTER 18: MONETIZATION POLICY REFORM/COST MANAGEMENT POLICY 193183

THE PROBLEM <u>194</u>183

REFORMS <u>195</u>183

MAIN ACHIEVEMENTS 196184

ASSESSMENT OF REFORM INITIATIVES $\underline{197}185$

PROPOSED NEXT STEPS $\underline{199}188$

PART THREE: HUMAN CAPITAL DEVELOPMENT AND POVERTY ALLEVIATION 201190

CHAPTER 19: HEALTH SECTOR/ RESPONSE ON COVID-19 201190

THE PROBLEM <u>202</u>190

REFORMS 203191

MAIN ACHIEVEMENTS 206193

KEY CHALLENGES 208195

ASSESSMENT OF REFORM INITIATIVE $\underline{209}\underline{196}$

PROPOSED NEXT STEPS 213201

CHAPTER 20: MINISTRY OF EDUCATION 214202

THE PROBLEM 214202

REFORMS <u>215</u>202

KEY CHALLENGES 217204

ASSESSMENT OF REFORM INITIATIVE 218205

PROPOSED NEXT STEPS $\underline{220}\underline{206}$

CHAPTER 21: SOCIAL INVESTMENT AND POVERTY ALLEVIATION $\ \underline{221208}$

THE PROBLEM 221208

REFORMS 2222209

MAIN ACHIEVEMENTS 224211

KEY CHALLENGES 225213

PROPOSED NEXT STEPS $\underline{226}\underline{213}$

CHAPTER 22: WOMEN AND SOCIAL DEVELOPMENT 227214

THE PROBLEM 227214

REFORMS 229216

MAIN ACHIEVEMENTS 230218

KEY CHALLENGES 231219

PROPOSED NEXT STEPS $\underline{232}\underline{220}$

CHAPTER 23: YOUTHS AND SPORTS DEVELOPMENT 233221

THE PROBLEM 233221

REFORMS 234221

MAIN ACHIEVEMENTS 239226

KEY CHALLENGES 240227

ASSESSMENT OF REFORM INITIATIVE 240227

PROPOSED NEXT STEP 242228

CHAPTER 24: REFORMS IN CREATIVE INDUSTRY 242229

THE PROBLEM 243229

MAIN ACHIEVEMENTS 246232

KEY CHALLENGES 246232

ASSESSMENT OF REFORM INITIATIVES $\underline{246}\underline{233}$

PROPOSED NEXT STEPS $\underline{248}\underline{235}$

CHAPTER 25: <u>249</u>236

JOB CREATION AND ENTREPRENEURIAL DEVELOPMENT $\underline{249}\overline{236}$

THE PROBLEM 250236

REFORMS <u>251</u>237

MAIN ACHIEVEMENTS 254239

KEY CHALLENGES 255240

ASSESSMENT OF REFORM INITIATIVES $\underline{255}\underline{241}$

PROPOSED NEXT STEPS 257243

PART FOUR: PRUDENT PUBLIC FINANCIAL MANAGEMENT AND ECONOMIC GROWTH 259245

CHAPTER 26: PUBLIC FINANCIAL MANAGEMENT REFORMS 259245

THE PROBLEM $\underline{260245}$

REFORMS <u>261</u>245

KEY CHALLENGES 266252

ASSESSMENT OF REFORM INITIATIVES $\underline{268}\underline{253}$

CHAPTER 27: BANKING REFORMS 270255

THE PROBLEM 270255

REFORMS <u>271</u>255

MAIN ACHIEVEMENTS 278263

ASSESSMENT OF REFORM INITIATIVES 278263

PROPOSED NEXT STEPS $\underline{280265}$

CHAPTER 28: CAPITAL MARKETS REFORMS 282267

THE PROBLEM 282267

REFORMS <u>283</u>268

MAIN ACHIEVEMENTS 285269

KEY CHALLENGES 285269

ASSESSMENT OF REFORM INITIATIVE $\underline{285}\underline{270}$

PROPOSED NEXT STEPS 287271

CHAPTER 29: REVENUE ADMINISTRATION AND TAXATION REFORMS 288272

THE PROBLEM 288272

REFORMS <u>288</u>272

MAIN ACHIEVEMENTS 291275

KEY CHALLENGES 292275

ASSESSMENT OF REFORM INITIATIVE 293276

PROPOSED NEXT STEPS $\underline{295}\underline{278}$

CHAPTER 30: AGRICULTURAL SECTOR REFORMS 295279

THE PROBLEM $\underline{296279}$

REFORMS 299282

MAIN ACHIEVEMENTS 309296

KEY CHALLENGES 323314

ASSESSMENT OF REFORM INITIATIVE 325316

PROPOSED NEXT STEPS 327319

CHAPTER 31: SOLID MINERALS REFORMS 330323

THE PROBLEM 330323

REFORMS <u>332</u>325

MAIN ACHIEVEMENTS 334327

KEY CHALLENGES 334328

ASSESSMENT OF REFORM INITIATIVE 335329

PROPOSED NEXT STEPS $\underline{336}\underline{331}$

CHAPTER 32: HOUSING AND URBAN DEVELOPMENT 3388332

THE PROBLEM 338332

REFORMS 339332

MAIN ACHIEVEMENT 340333

KEY CHALLENGES 341334

ASSESSMENT OF REFORM INITIATIVE $\underline{341}\underline{335}$

PROPOSED NEXT STEPS 343336

CHAPTER 33: MANUFACTURING AND TRADE SECTOR REFORMS $\underline{344}$ 338

THE PROBLEM $\underline{345}$ 338

REFORMS 346339

MAIN ACHIEVEMENTS 348341

KEY CHALLENGES <u>350</u>343

ASSESSMENT OF REFORM INITIATIVES 350343

PROPOSED NEXT STEPS $\underline{352345}$

CHAPTER 34: INSURANCE REFORM 353346

THE PROBLEM: <u>353</u>346

REFORMS <u>354347</u>

MAIN ACHIEVEMENTS 356348

KEY CHALLENGES 361354

ASSESSMENT OF REFORM INITIATIVES 362355

PROPOSED NEXT STEP 364356

PART FIVE: INFRASTURCTURE DEVELOPMENT AND SERVICES 367359

CHAPTER 35: TRANSPORTATION SECTOR REFORMS: AVIATION, INLAND WATERWAYS, PORTS, ROADS

AND RAIL <u>368</u>359

THE PROBLEM 368359

MAIN ACHIEVEMENTS 377367

KEY CHALLENGES 378368

ASSESSMENT OF REFORM INITIATIVES 378369

PROPOSED NEXT STEPS $\underline{379}\overline{370}$

CHAPTER 36: POWER SECTOR REFORM 380370

THE PROBLEM 381370

MAIN ACHIEVEMENTS 383373

KEY CHALLENGES 384373

ASSESSMENT OF REFORM INITIATIVES $\underline{384}\overline{373}$

PROPOSED NEXT STEPS $\underline{385}\underline{375}$

Chapter 37: PETROLEUM SECTOR 386376

THE PROBLEM 387376

REFORMS 388376

MAIN ACHIEVEMENTS 390379

KEY CHALLENGES 393381

ASSESSMENT OF REFORM INITIATIVE 393381

PROPOSED NEXT STEPS $\underline{395}\underline{383}$

CHAPTER 38: WATER AND SANITATION REFORM 395384

THE PROBLEM 395384

REFORMS 396384

MAIN ACHIEVEMENTS 398386

KEY CHALLENGES 399387

ASSESSMENT OF REFORM INITIATIVE 400388

PROPOSED NEXT STEPS 401389

CHAPTER 39: NIGERIA ICT SECTOR 402391

THE PROBLEM 403391

REFORMS 404392

KEY CHALLENGES 409397

ASSESSMENT OF REFORM INITIATIVES 410398

PROPOSED NEXT STEPS $\underline{412}400$

CHAPTER 40: REFORMS IN NIGER DELTA AFFAIRS $\underline{412401}$

THE PROBLEM <u>413</u>401

REFORMS <u>414</u>402

MAIN ACHIEVEMENTS 415403

KEY CHALLENGES $\underline{416}404$

ASSESSMENT OF REFORM INITIATIVE 416405

PROPOSED NEXT STEPS $\underline{419}408$

CHAPTER 41: FEDERAL CAPITAL TERRITORY ADMINISTRATION (FCTA) 419409

THE PROBLEM 419409

REFORMS <u>427</u>416

MAIN ACHIEVEMENTS 432420

KEY CHALLENGES 437425

ASSESSMENT OF REFORM ACTIONS 441428

PROPOSED NEXT STEPS $\underline{455}442$

CHAPTER 42: SCIENCE AND TECHNOLOGY REFORMS 458445

THE PROBLEM <u>458</u>445

REFORMS <u>459</u>446

MAIN ACHIEVEMENTS 471460

KEY CHALLENGES 472461

ASSESSMENT OF REFORM INITIATIVE $\underline{472461}$

PROPOSED NEXT STEPS $\underline{473}463$

CHAPTER 43: EASE OF DOING BUSINESS REFORM 474464

THE PROBLEM <u>475</u>464

REFORMS <u>477</u>466

MAIN ACHIEVEMENTS 482471

KEY CHALLENGES 485473

ASSESSMENT OF REFORM INITIATIVES 485474

PROPOSED NEXT STEPS 487476

PART SIX: SAFETY AND SECURITY 490479

CHAPTER 44: PORTS ADMINSTRATION (NIMASA) 490479

THE PROBLEM <u>490</u>479

REFORMS <u>491</u>479

MAIN ACHIEVEMENTS 492480

KEY CHALLENGES 493481

ASSESSMENT OF REFORM INITIATIVES 493481

PROPOSED NEXT STEP 495483

CHAPTER 45: NIGERIAN POLICE FORCE 497484

THE PROBLEM <u>497</u>484

REFORMS 498484

MAIN ACHIEVEMENTS 499485

KEY CHALLENGES 500486

ASSESSMENT OF REFORM INITIATIVE 500487

PROPOSED NEXT STEPS 502489

CHAPTER 46: DEFENCE SECTOR REFORMS 504490

THE PROBLEM <u>504</u>490

REFORMS <u>505</u>490

MAIN ACHIEVEMENTS 506491

KEY CHALLENGES 507492

ASSESSMENT OF REFORM INITIATIVES $\ \underline{507}493$

PROPOSED NEXT STEPS $\underline{509}494$

CHAPTER 47: REFORMS IN PARAMILITARY ORGANIZATION (NIGERIA IMMIGRATION SERVICE-NIS AND FIRE SERVICE) $\underline{510495}$

THE PROBLEM <u>510</u>495

REFORMS <u>512</u>496

MAIN ACHIEVEMENTS 515499

KEY CHALLENGES 517500

ASSESSMENT OF REFORM INITIATIVE 519501

PROPOSED NEXT STEPS $\underline{524508}$

CHAPTER 48: FOREIGN AFFAIRS REFORMS 526509

THE PROBLEM 526509

REFORMS <u>526</u>509

MAIN ACHIEVEMENTS 527510

KEY CHALLENGES 528510

ASSESSMENT OF REFORM INITIATIVES $\underline{528}\underline{511}$

PROPOSED NEXT STEPS 530512

CHAPTER 49: ROAD SAFETY MANAGEMENT REFORMS 531514

THE PROBLEM <u>531</u>514

REFORMS <u>533</u>515

MAIN ACHIEVEMENTS 534516

KEY CHALLENGES 536517

ASSESMENT OF REFORM INITIATIVES 537518

PROPOSED NEXT STEPS $\underline{538519}$

CHAPTER 50: SAFETY AND SECURITY: National Agency For Food And Drug Administration Control

(NAFDAC) <u>539</u>520

THE PROBLEM <u>539</u>520

REFORMS <u>540</u>521

MAIN ACHIEVEMENTS 548529

KEY CHALLENGES 549530

ASSESSMENT OF REFORM INITIATIVES $\underline{550531}$

PROPOSED NEXT STEPS 551532

PART SEVEN: CONCLUSION AND NEXT STEPS 554534

CONCLUSION AND NEXT STEPS 554534

OVERVIEW OF REFORMS SINCE 2018 554534

MAIN ACHIEVEMENTS 555535

MAJOR CHALLENGES 560539

GUIDING STRATEGIES AND ROAD MAPS: 563541

FOCUS OF NEXT GENERATION REFORMS

<u>563</u>542

ABBREVIATIONS AND ACRONYMS

AADI	AGRIBUSINESS AND AGRO INDUSTRY DEVELOPMENT INITIATIVE
ABIS	AUTOMATED BIOMETRIC IDENTIFICATION SYSTEM
АВР	ANCHOR BORROWER PROGRAM
ABU	AHMEDU BELLO UNIVERSITY
ACAN	ANTI-CORRUPTION ACADEMY OF NIGERIA
ACAS	ANTI-CORRUPTION AGENCIES
ACEA	AGRICULTURAL COMMODITY ECOLOGICAL AREA
ACTU	ANTI-CORRUPTION UNIT
ADRs	ADVERSE DRUG REACTIONS
AEDC	ABUJA ELECTRICITY DISTRIBUTION COMPANY
AEHE	AGRICULTURAL EQUIPMENT HIRING ENTERPRISE
АЕРВ	ABUJA ENVIRONMENTAL PROTECTION BOARD
AfCFTA	AFRICA CONTINENTAL FREE TRADE AREA
AfDB	AFRICA DEVELOPMENT BANK

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AGC	AGRO GEO-COOPERATIVE	Formatted: Left, Space Before: 0 pt, After: 10 pt
AGSM	ARTISANAL SMALL-SCALE GOLD MINING	Formatted: Left, Space Before: 0 pt, After: 10 pt
AGSMEIS	AGRI-BUSINESS/SMALL AND MEDIUM ENTERPRISE INVESTMENT SCHEME	Formatted: Left, Space Before: 0 pt, After: 10 pt
AHQ DPP	ARMY HEADQUARTERS DEPARTMENT OF PROJECT AND PROGRAMMERS	Formatted: Left, Space Before: 0 pt, After: 10 pt
AICs	AGRIBUSINESS INCUBATION CENTERS	Formatted: Left, Space Before: 0 pt, After: 10 pt
AIEs	AGRO-INDUSTRIAL ESTATES	Formatted: Left, Space Before: 0 pt, After: 10 pt
ALC	AVIATION LEASING COMPANY	Formatted: Left, Space Before: 0 pt, After: 10 pt
AML	ANTI MONEY LAUNDERING	Formatted: Left, Space Before: 0 pt, After: 10 pt
AMSIP	ASSET MANAGEMENT STRATEGIC IMPLEMENTATION PROGRAMME	Formatted: Left, Space Before: 0 pt, After: 10 pt
AOW	ACCOUNT OPENING WEEK	Formatted: Left, Space Before: 0 pt, After: 10 pt
\PD	APPOINTMENT, PROMOTION AND DISCIPLINE	Formatted: Left, Space Before: 0 pt, After: 10 pt
ARF	ATHLETE RELIEF FUND	Formatted: Left, Space Before: 0 pt, After: 10 pt
ATI	AFRICAN TRADE INSURANCE	Formatted: Left, Space Before: 0 pt, After: 10 pt
ТМР	ASSETS TRACKING AND MANAGEMENT PROGRAMME	Formatted: Left, Space Before: 0 pt, After: 10 pt
AU	AFRICAN UNION	Formatted: Left, Space Before: 0 pt, After: 10 pt
AWCN	ARMY WAR COLLEGE NIGERIA	Formatted: Left, Space Before: 0 pt, After: 10 pt
AWEP	ASSOCIATION OF AFRICAN WOMEN EMPOWERMENT PROGRAM	Formatted: Left, Space Before: 0 pt, After: 10 pt

AWS	ATHLETES WELFARE SCHEME
BESDA	BETTER EDUCATION SERVICE DELIVERY FOR ALL
ВНСРБ	BASIC HEALTH CARE PROVISION FUND
BITs	BILATERAL INVESTMENT TREATIES
BMIS	BORDER MANAGEMENT INFORMATION SYSTEM
вмрі	BUDGET MONITORING AND PRICE INTELLIGENCE UNIT
воа	BANK OF AGRIC
воі	BANK OF INDUSTRY
ВРР	BUREAU OF PUBLIC PROCUREMENT
BPSR	BUREAU OF PUBLIC SERVICE REFORMS
BRW	BASIC RIGHTS WATCH
BVN	BANK VERIFICATION NUMBER
CAAS	CREDIT ASSESSMENT ANALYSIS SYSTEM
CAC	CORPORATE AFFAIRS COMMISSION
CAR	CAPITAL ADEQUACY RATIO
CBN	CENTRAL BANK OF NIGERIA
CCMs	CLIENT CENTRE MANAGEMENT SYSTEM
сст	CONDITIONAL CASH TRANSFER

CED	COMMAND ENGINEERING DEPOT
CEPTG	CONSTITUENCY AND EXECUTIVEPROJECTS TRACKING GROUP
CHIPS	COMMUNITY HEALTH INFLUENCERS, PROMOTERS & SERVICES
C4I	COMMAND, CONTROL, COMPUTER COMMUNICATION AND INFORMATION
CIFI	CREATIVE INDUSTRY FINANCING INITIATIVE
CIFM	COLLEGE OF INSURANCE AND FINANCIAL MANAGEMENT
CLTC	CITIZENS AND LEADERSHIP TRAINING CENTRE
СМЕТ	COMPLIANCE MONITORING AND ENFORCEMENT TEAM
CMPS	CENTRE FOR MANAGEMENT AND POLICY STUDIES
COAS	CHIEF OF ARMY STAFF
CODE	CONNECTED DEVELOPMENT
CPAR	COUNTRY PROCUREMENT ASSESSMENT REPORT
СРС	CONSUMER PROTECTION COUNCIL
CPS	CONTRIBUTORY PENSION SCHEME
СРИ	CIVILLIAN PERSONNEL UNITS
CRIA	CLEAN REPORT OF INSPECTION AND ANALYSIS
CRG	CREDIT RISK GUARANTEE
CSHS	CREDIT SUPPORT FOR HEALTHCARE SECTOR

CSO	CIVIL SOCIETY ORGANIZATION	Formatted: Left, Space Before: 0 pt, After: 10 pt
CSR	CORPORATE SOCIAL RESPONSIBILITY	Formatted: Left, Space Before: 0 pt, After: 10 pt
СТО	COMMON TECHNICAL DOCUMENT	Formatted: Left, Space Before: 0 pt, After: 10 pt
CVFF	CABOTAGE VESSEL FINANCING FUND	Formatted: Left, Space Before: 0 pt, After: 10 pt
DCAIS	DIRECTORATE OF CORPORATE AFFAIRS AND INFORMATION SERVICES	Formatted: Left, Space Before: 0 pt, After: 10 pt
DCBC	DIGITAL CAPACITY BUILDING CENTRES	Formatted: Left, Space Before: 0 pt, After: 10 pt
DDI	DOMESTIC DIRECT INVESTMENT	Formatted: Left, Space Before: 0 pt, After: 10 pt
DEEL	DIGITAL SKILLS ACQUISITION, EMPLOYABILITY, ENTREPRENEURSHIP, LEADERSHIP AND MENTORING	Formatted: Left, Space Before: 0 pt, After: 10 pt
DFG	DIRECTORATE OF FORCE GENERATION	Formatted: Left, Space Before: 0 pt, After: 10 pt
DEP	DISTRIBUTION EXPANSION PROGRAMMME	Formatted: Left, Space Before: 0 pt, After: 10 pt
DICON	DEFENCE INDUSTRIES CORPORATION OF NIGERIA	Formatted: Left, Space Before: 0 pt, After: 10 pt
DISCOs	DISTRIBUTION COMPANIES	Formatted: Left, Space Before: 0 pt, After: 10 pt
DMBs	DEPOSIT MONEY BANKS	Formatted: Left, Space Before: 0 pt, After: 10 pt
DMO	DEBT MANAGEMENT OFFICE	Formatted: Left, Space Before: 0 pt, After: 10 pt
DPCO	DATA PROTECTION CONTROLLER ORGANIZATIONS	Formatted: Left, Space Before: 0 pt, After: 10 pt
DPR	DEPARTMENT OF PETROLEUM RESOURCES	Formatted: Left, Space Before: 0 pt, After: 10 pt
DSO	DIGITAL SWITCH OVER	Formatted: Left, Space Before: 0 pt, After: 10 pt

DSW	DISCOUNT SOLICITATION WINDOW
EBES	ENABLING BUSINESS ENVIRONMENT SECRETARIAT
ECOWAS	ECONOMIC COMMUNITY OF WEST AFRICAN STATES
ECRS	ENHANCED CONTRIBUTOR REGISTRATION SYSTEM
E-DMMS	E-DIVIDEND MANDATE MANAGEMENT SYSTEM
EDMS	ELECTRONIC DOCUMENT/DATA MANAGEMENT SYSTEM
EFCC	ECONOMIC FINANCIAL CRIMES COMMISSION
EFT	ELECTRONIC FUNDS TRANSFER
e-GP	e-GOVERNMENT PROCUREMENT
EIA	ENVIRONMENTAL IMPACT ASSESSMENT
EITI	EXTRACTIVE INDUSTRIES TRANSPARENCY INITIATIVE
E-LIBRARY	ELECTRONIC LIBRARY
EPIC	EFFICIENT, PRODUCTIVE, INCORRUPTIBLE AND CITIZEN CENTERED
EPSRA	ELECTRIC POWER SECTOR REFORM ACT
EPVC	ELECTRONIC PASSPORT VERIFICATION SYSTEM
ERD	EXCLUSIVE RESTRICTION DESTRUCTION
EU	EUROPEAN UNION
EZZ	EXCLUSIVE ECONOMIC ZONE

FATF	FINANCIAL ACTION TASK FORCE	Formatted: Left, Space Before: 0 pt, After: 10 pt
FCC	FEDERAL CAPITAL CITY	Formatted: Left, Space Before: 0 pt, After: 10 pt
FCSC	FEDERAL CIVIL SERVICE COMMISSION	Formatted: Left, Space Before: 0 pt, After: 10 pt
FCT	FEDERAL CAPITAL TERRITORY	Formatted: Left, Space Before: 0 pt, After: 10 pt
FCTA	FEDERAL CAPITAL TERRITORY ADMINISTRATION	Formatted: Left, Space Before: 0 pt, After: 10 pt
FCT-WB	FCT WATER BOARD	Formatted: Left, Space Before: 0 pt, After: 10 pt
FDI	FOREIGN DIRECT INVESTMENT	Formatted: Left, Space Before: 0 pt, After: 10 pt
FEC	FEDERAL EXECUTIVE COUNCIL	Formatted: Left, Space Before: 0 pt, After: 10 pt
FEMA	FEDERAL EMERGENCY MANAGMENT AGENCY	Formatted: Left, Space Before: 0 pt, After: 10 pt
FGIP	FISCAL GOVERNMENT AND INSTITUTIONS PROJECT	Formatted: Left, Space Before: 0 pt, After: 10 pt
FGN	FEDERAL GOVERNMENT OF NIGERIA	Formatted: Left, Space Before: 0 pt, After: 10 pt
FINTECH	FINANCIAL TECHNOLOGY COMPANIES	Formatted: Left, Space Before: 0 pt, After: 10 pt
FIRS	FEDERAL INLAND REVENUE SERVICES	Formatted: Left, Space Before: 0 pt, After: 10 pt
FiTs	FIT -in- TARIFF	Formatted: Left, Space Before: 0 pt, After: 10 pt
FMARD	FEDERAL MINISTRY OF AGRIC AND RURAL DEVELOPMENT	Formatted: Left, Space Before: 0 pt, After: 10 pt
FMC	FEDERAL MEDICAL CENTRE	Formatted: Left, Space Before: 0 pt, After: 10 pt
FMM	FACILITIES MAINTENANCE AND MANAGEMENT	Formatted: Left, Space Before: 0 pt, After: 10 pt
FMYSG	FEDERAL MINISTRY OF YOUTH AND SPORTS DEVELOPMENT	Formatted: Left, Space Before: 0 pt, After: 10 pt

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FOI	FREEDOM OF INFORMATION	Formatted: Left, Space Before: 0 pt, After: 10 pt
FOIA	FREEDOM OF INFORMATION ACT	Formatted: Left, Space Before: 0 pt, After: 10 pt
FRCN	FEDERAL RADIO CORPORATION OF NIGERIA	Formatted: Left, Space Before: 0 pt, After: 10 pt
FRS	FEDERAL REVENUE SERVICE	Formatted: Left, Space Before: 0 pt, After: 10 pt
FRSC	FEDERAL ROAD SAFETY COMMISSION	Formatted: Left, Space Before: 0 pt, After: 10 pt
FUTO	FEDERAL UNIVERSITY OF TECHNOLOGY	Formatted: Left, Space Before: 0 pt, After: 10 pt
G2G	GOVERNMENT TO GOVERNMENT	Formatted: Left, Space Before: 0 pt, After: 10 pt
GBT	GLOBAL BENCHMARKING AUDITING TOOL	Formatted: Left, Space Before: 0 pt, After: 10 pt
GCON	GRAND COMMANDER OF THE ORDER OF THE NIGER	Formatted: Left, Space Before: 0 pt, After: 10 pt
GCP	GOOD CLINICAL PRACTICE	Formatted: Left, Space Before: 0 pt, After: 10 pt
GDP	GROSS DOMESTIC PRODUCT	Formatted: Left, Space Before: 0 pt, After: 10 pt
GENCOs	GENERATING COMPANIES	Formatted: Left, Space Before: 0 pt, After: 10 pt
GHG	GREENHOUSE GAS	Formatted: Left, Space Before: 0 pt, After: 10 pt
GIFMIS	GOVERNMENT INTEGRATED FINANCIAL MANAGEMENT INFORMATION SYSTEM	Formatted: Left, Space Before: 0 pt, After: 10 pt
GIFSHIP`	GROUP INDIVIDUAL AND FAMILY SOCIAL HEALTH INSURANCE PROGRAMME	Formatted: Left, Space Before: 0 pt, After: 10 pt
GITEX	GULF INFORMATION TECHNOLOGY EXHIBITION	Formatted: Left, Space Before: 0 pt, After: 10 pt
GMDSS	GLOBAL MARITIME DISTRESS SAFETY SYSTEM	Formatted: Left, Space Before: 0 pt, After: 10 pt

GMP	GOOD MANUFACTURING PRACTICES
GOG	GULF OF GUINEA
GPR	GENERAL PLANNING REVIEW
GSI	GLOBAL STANDING INSTRUCTION
НСБ	HEALTH CARE FACILITIES
HIUDR	HEALTH INSURANCE UNDER ONE ROOF
НМО	HEALTH MAINTENANCE ORGANIZATION
HRM	HUMAN RESOURCE MANAGEMENT
HSE	HEALTH, SAFETY AND ENVIRONMENT
IASB	INTERNATIONAL ACCOUNTING STANDARDS BOARD
IATT	INTERAGENCY TASK TEAM
ICLD	INTEGRATED COMMERCIAL LIVESTOCK DEVELOPMENT
ICPC	INDEPENDENT CORRUPT PRACTICES COMMISSION
ICRG	INTERNATIONAL COOPERATION REVIEW GROUP
ICSR	INDIVIDUAL CASE STUDY REPORTS
ІСТ	INFORMATION COMMUNICATION TECHNOLOGY
IDC	INDUSTRIAL DEVELOPMENT CENTERS
IDE	INNOVATION-DRIVEN ENTREPRENEURIAL

IDOM	INTER-DEPARTMENTAL OPERATION MEETINGS
IDP	INTERNALLY DISPLACED PERSON
IDTRA	INDUSTRIAL DEVELOPMENT INCOME TAX RELIEF ACT
IEC	INFORMATION, EDUCATION AND COMMUNICATION
IEI	INNOVATION ENTERPRISE INSTITUTE
IFFT	ILLICIT FINANCIAL FLOWS TEAM
IFOs	INSPECTORATE FIELD OFFICERS
IFRS	INTERNATIONAL FINANCIAL REPORTING STANDARD
IGR	INTERNALLY GENERATED REVENUE
IHR	INTERNATIONAL HEALTH REGULATIONS
IIFRWG	INSURANCE INDUSTRY FINANCIAL REPORTING WORKING GROUP
IMDG	INTERNATIONAL MARITIME DANGEROUS GOODS
IMTOs	INTERNATIONAL MONDAY TRANSFER OPERATORS
IMTT	INTER MINISTERIAL TECHNICAL TEAM
IOPCF	INTERNATIONAL OIL POLLUTION COMPENSATION FUND
iPAID	INTEGRATED PRIVATE AGRICULTURE/AGRIBUSINESS INVESTMENT DEVELOPMENT
IPA	INVESTMENT PROMOTION AGENCIES
IPPIS	INTEGRATED PERSONNEL PAYROLL INFORMATION SYSTEM

IPSAS	INTERNATIONAL PUBLIC SECTOR ACCOUNTING STANDARD
IRDS	INTERNATIONAL RELATIONS AND DIASPORA STUDIES
ISIC	INTERNATIONAL STANDARD INDUSTRIAL CLASSIFICATION
ISM	INTERNATIONAL SAFETY MANAGEMENT
ISPS	INTERNATIONAL SHIP & PORT SECURITY
IT	INFORMATION TECHNOLOGY
ІТС	INTERNATIONAL TRADE AND COOPERATION
ITF	INDUSTRIAL TRAINING FUND
ITPC	IT PROJECT CLEARANCE
JAN	JUNIOR ACHIEVEMENT NIGERIA
JEE	JOINT EXTERNAL EVALUATION
ЈТВ	JOINT TAX BOARD
LEAD P	LEADERSHIP ENHANCEMENT AND DEVELOPMENT PROGRAMME
LDR	LOAN-TO-DEPOSIT RATIO
LFSCN	LAND FORCES SIMULATION CENTRE NIGERIA
LFN	LAWS OF THE FEDERATION OF NIGERIA
LMR	LOAN MANAGEMENT, REPAYMENT AND RECOVERY
LOMIS	LOGISTICS MANAGEMENT INFORMATION SYSTEM

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LR	LIQUIDITY RATIO
MAP	METER ASSET PROVIDER
MARAD	MARITIME ADMINISTRATION
мсо	MINING CADASTRAL OFFICE
MDAs	MINISTRIES, DEPARTMENTS & AGENCIES
MDGs	MILLENNIUM DEVELOPMENT GOALS
M&E	MONITORING AND EVALUATION
MFBs	MICROFINANCE BANKS
MIC	MILITARY INDUSTRIAL COMPLEX
MIDAS	MIGRATION INFORMATION AND DATA MANAGEMENT SYSTEM
MIT REAP	MASSACHUSETTS INSTITUTE OF TECHNOLOGY-REGIONAL ENTERPRENEURSHIP ACCELERATION PROGRAM
ML/TF	MONEY LAUNDERING/FINANCE OF TERRORISM
MOD	MINISTRY OF DEFENCE
мои	MEMORANDUM OF UNDERSTANDING
МРР	MICRO PENSION PLAN
MRA	MEDIA RIGHTS AGENDA
MRAP	MINE RESISTANT AMBUSH PROTECTED
MRO	MAINTENANCE, REPAIR AND OVERHAUL

MSA	METER SERVICE AGREEMENT
MSERS	MOBILE STRENGTHENING EPIDEMIC RESPONSE SYSTEM
MSMEs	MICRO, SMALL AND MEDIUM ENTERPRISES
MSUs	MINISTERIAL SERVICOM UNITS
мтсс	MARITIME TRANSPORT COORDINATION CENTRE
MVA	MOTOR VEHICLE ADMINISTRATION
MWS	MOBILE WEB SERVICE
муто	MULTI-YEAR TARIFF ORDER
NA	NIGERIAN ARMY
NACN	NIGERIAN ARMY COLLEGE OF NURSING
NACWC	NIGERIAN ARMY CYBER WARFARE COMMAND
NAF	NIGERIAN AIR FORCE
NAFARL	NIGERIAN ARMY FARMS AND RANCHES LIMITED
NAFDAC	NATIONAL AGENCY FOR FOOD AND DRUG ADMINISTRATION AND CONTROL
NAHCON	NATIONAL HAJJ COMMISSION OF NIGERIA
NAIC	NIGERIAN AGRICULTURAL INSURANCE CORPORATION
NAICOM	NATIONAL INSURANCE COMMISSION
NAICWS	NIGERIAN ARMY INTELLIGENCE AND CYBER WARFARE SCHOOL

NAISET	NIGERIAN ARMY INSTITUTE OF SCIENCE EDUCATION AND TECHNOLOGY
NA ORBAT	NIGERIAN ARMY ORDER OF BATTLE
NAUB	NIGERIAN ARMY UNIVERSITY BIU
NAVSA	NATIONAL ADOPTED VILLAGE FOR SMART AGRICULTURE
NAMS	NEITI AUDIT MANAGEMENT SYSTEM
NAS	NIGERIA ACTUARIAL SOCIETY
NASFS	NIGERIAN ARMY SPECIAL FORCES SCHOOL
NASP	NIGERIAN ARMY SPECIAL PROJECTS
NAWC	NIGERIAN ARMY WOMEN CORPS
NBC	NIGERIA BROADCASTING COMMISSION
NBCS	NIGERIA BANKERS' CLEARING SYSTEM
NBS	NIGERIA BUREAU OF STATISTICS
NCAM	NATIONAL CENTER FOR AGRICULTURAL MECHANIZATION
NCC	NATIONAL COMMUNICATION COMMISSION
NCDC	NIGERIA CENTRE FOR DISEASE CONTROL
NCeRS	NIGERIAN COPYRIGHT e-REGISTRATION SYSTEM
NCP	NATIONAL COUNCIL ON PRIVATIZATION
NCPP	NATIONAL COUNCIL ON PUBLIC PROCUREMENT

NCCS	NATIONAL CONSULTATIVE COMMITTEE ON STATISTICS	Formatted: Left, Space Before: 0 pt, After: 10 pt
NDCEICN	NATIONAL DIRECTORY OF CERTIFIED ELECTRICAL INSTALLATION CONTRACTORS IN NIGERIA	Formatted: Left, Space Before: 0 pt, After: 10 pt
NDIC	NIGERIA DEPOSIT INSURANCE CORPORATION	Formatted: Left, Space Before: 0 pt, After: 10 pt
NDPHC	NIGER DELTA POWER HOLDING COMPANY	Formatted: Left, Space Before: 0 pt, After: 10 pt
NDPR	NIGERIAN DATA PROTECTION REGULATION	Formatted: Left, Space Before: 0 pt, After: 10 pt
NEDEP	NATIONAL ENTERPRISE DEVELOPMENT PROGRAM	Formatted: Left, Space Before: 0 pt, After: 10 pt
NEITI	NIGERIA EXTRACTIVE INDUSTRIES TRANSPARENCY INITIATIVE	Formatted: Left, Space Before: 0 pt, After: 10 pt
NELMC	NIGERIAN ELECTRICITY LIABILITY MANAGEMENT COMPANY	Formatted: Left, Space Before: 0 pt, After: 10 pt
NELTP	NIGERIA FIELD EPIDEMIOLOGIST AND LABORATORY TRAINING PROGRAMME	Formatted: Left, Space Before: 0 pt, After: 10 pt
NEMCHIC	NATIONAL EMERGENCY MATERIAL AND CHILD HEALTH INTERVENTION CENTER	Formatted: Left, Space Before: 0 pt, After: 10 pt
NEMSA	NIGERIAN ELECTRICITY MANAGEMENT SERVICES AGENCY	Formatted: Left, Space Before: 0 pt, After: 10 pt
NEOC	NATIONAL EMERGENCY OPERATION CENTER	Formatted: Left, Space Before: 0 pt, After: 10 pt
NERC	NIGERIAN ELECTRICITY REGULATORY COMMISSION	Formatted: Left, Space Before: 0 pt, After: 10 pt
NERICC	NATIONAL EMERGENCY ROUTINE IMMUNIZATION COORDINATING CENTRE	Formatted: Left, Space Before: 0 pt, After: 10 pt
NESG	NIGERIA YOUTH INVESTMENT FUND	Formatted: Left, Space Before: 0 pt, After: 10 pt
NESI	NIGERIA ELECTRICITY SUPPLY INDUSTRY	Formatted: Left, Space Before: 0 pt, After: 10 pt

NESP	NIGERIA ECONOMIC SUSTAINABILITY PLAN
NFIU	NIGERIAN FINANCIAL INTELLIGENCE UNIT
NGEA	NIGERIA GOVERNMENT ENTERPRISE ARCHITECTURE
NHF	NATIONAL HOUSING FUND
NHIS	NATIONAL HEALTH INSURANCE SCHEME
NIBSS	NIGERIA INTER-BANK SETTLEMENT SYSTEM
NIDB	NATIONAL IDENTITY DATABASE
NIIA	NIGERIAN INSTITUTE OF INTERNATIONAL AFFAIRS
NIIEV	NIGERIA ICT INNOVATION AND ENTREPRENEURSHIP VISION
NIMASA	NIGERIAN MARITIME ADMINISTRATION AND SAFETY AGENCY
NIMC	NATIONAL IDENTITY MANAGEMENT COMMISSION
NIN	NATIONAL IDENTITY NUMBER
NIS	NIGERIA IMMIGRATION SERVICE
NIPC	NIGERIA INVESTMENT PROMOTION COMMISSION
NIPOST	NIGERIA POSTAL SERVICES
NIRSAL	NIGERIA INCENTIVE-BASED RISK SHARING SYSTEM FOR AGRICULTURAL LENDING
NISPSAS	NIGERIA INTERNAL SECURITY AND PUBLIC SAFETY ALERT SYSTEM
NITDA	NATIONAL INFORMATION TECHNOLOGY DEVELOPMENT AGENCY

NMFB	NIRSAL MICROFINANCE BANK
NMTS	NATIONAL METER TEST STATION
NN	NIGERIAN NAVY
NNAS	NIGERIA NATIONAL ACCREDITATION SYSTEM
NNPC	NIGERIAN NATIONAL PETROLEUM CORPORATION
NOCOPO	NIGERIA OPEN CONTRACTING PORTAL
NOYA	NIGERIA ONLINE YOUTH ASSEMBLY
NPA	NIGERIAN PORTS AUTHORITY
NPLs	NON-PERFORMING LOANS
NOMCN	NATIONAL POSTGRADUATE MEDICAL COLLEGE
NREEEP	NATIONAL RENEWABLE ENERGY AND ENERGY EFFICIENCY POLICY
NRL	NATIONAL REFERENCE LABORATORY
NRSS	NIGERIA ROAD SAFETY STRATEGY
NSDP	NATIONAL SEAFARERS DEVELOPMENT PROGRAMME
NSIPF	NIGERIA SMART INITIATIVES POLICY FRAMEWORK
NSITF	NIGERIA SOCIAL INSURANCE TRUST FUND
NSPSR	NATIONAL STRATEGY FOR PUBLIC SERVICE REFORMS
NSS	NIGERIAN STATISTICAL SYSTEM

NTF	NATIONAL TASK FORCE
NVIS	NATIONAL VEHICLE IDENTIFICATION SYSTEM
NYAP	NIGERIA YOUTH AGAINST RAPE
NYSC	NIGERIA YOUTH SERVICE CORP
OCI	ONLINE COPYRIGHT INSPECTION
OGP	OPEN GOVERNMENT PARTNERSHIP
OHCSF	OFFICE OF HEAD OF CIVIL SERVICE OF THE FEDERATION
OLOP	ONE LOCAL GOVERNMENT ONE PRODUCT
OPRC	OIL POLLUTION PREPAREDNESS, RESPONSE AND COOPERATION
OPSR	OFFICE OF PUBLIC SERVICES REFORMS
O&M	OPERATION AND MAINTENANCE
os	OPERATING SYSTEM
OSCAR	ONE-STOP CLAIMS SHOP FOR MOTOR VEHICLE INSURANCE
OSGF	OFFICE OF THE SECRETARY TO THE GOVERNMENT OF THE FEDERATION
OSIC	ONE-STOP INVESTMENT CENTRE
PA	PUBLIC AFFAIRS
PAGMI	PRESIDENTIAL ARTISANAL GOLD MINING DEVELOPMENT INITIATIVE

PCR	POLYMERASE CHAIN REACTION	Formatted: Left, Space Before: 0 pt, After: 10 pt
PEBEC	PRESIDENTIAL ENABLING BUSINESS ENVIRONMENT COUNCIL	Formatted: Left, Space Before: 0 pt, After: 10 pt
PENCOM	NATIONAL PENSION COMMISSION	Formatted: Left, Space Before: 0 pt, After: 10 pt
PenOp	PENSION OPERATORS ASSOCIATION OF NIGERIA	Formatted: Left, Space Before: 0 pt, After: 10 pt
PFA	PENSION FUND ADMINISTRATOR	Formatted: Left, Space Before: 0 pt, After: 10 pt
PFE	PORTS AND FOREIGN EXPLOITATION	Formatted: Left, Space Before: 0 pt, After: 10 pt
PHC	PRIMARY HEALTH CENTRE	Formatted: Left, Space Before: 0 pt, After: 10 pt
PHCN	POWER HOLDING COMPANY OF NIGERIA	Formatted: Left, Space Before: 0 pt, After: 10 pt
PH-P3	PRIMARY PRODUCTION AND HARVEST, PRIMARY PROCESSING, PRIMARY TRANSPORT, AND PRIMARY STORAGE	Formatted: Left, Space Before: 0 pt, After: 10 pt
PIDCAMS	PORTS INSPECTION DATA CAPTURE AND RISK MANAGEMENT SYSTEMS	Formatted: Left, Space Before: 0 pt, After: 10 pt
PMRO	PROJECT MONITORING, REPORTING AND REMEDIATION OFFICER	Formatted: Left, Space Before: 0 pt, After: 10 pt
POCR	PROCUREMENT OFFICER CONVERSION REGISTRATION	Formatted: Left, Space Before: 0 pt, After: 10 pt
POMS	PROCUREMENT OFFICER MANAGEMENT SYSTEM	Formatted: Left, Space Before: 0 pt, After: 10 pt
PPA	PUBLIC PROCUREMENT ACT	Formatted: Left, Space Before: 0 pt, After: 10 pt
PPDC	PUBLIC AND PRIVATE DEVELOPMENT CENTRE	Formatted: Left, Space Before: 0 pt, After: 10 pt
PPE	PROPERTY PLANT AND EQUIPMENT	Formatted: Left, Space Before: 0 pt, After: 10 pt
PPP	PUBLIC PRIVATE PARTNERSHIP	Formatted: Left, Space Before: 0 pt, After: 10 pt

PPRC	PUBLIC PROCUREMENT RESEARCH CENTRES
PRA	PENSION REFORM ACT
PSBs	PAYMENT SERVICE BANKS
PSI	PIONEER STATUS INCENTIVE
PSN	PHARMACEUTICAL SOCIETY OF NIGERIA
PTAD	PENSION TRANSITION ARRANGEMENT DIRECTORATE
PTRC	PERSONNEL TRAINING RESOURCE CENTRE
QA	QUALITY ASSURANCE
QMS	QUALITY MANAGEMENT SYSTEM
R2K	RIGHT TO KNOW
RBA	RISK BASED AML/CFT
RE	RENEWABLE ENERGY
REA	RURAL ELECTRIFICATION AGENCY
REFIT	RENEWABLE ENERGY FEED -in- TARIFF
RES	RENEWABLE ENERGY SOURCE
RES-E	RENEWABLE ENERGY SOURCED ELECTRICITY
RMRCC	REGIONAL MARITIME RESCUE COORDINATION CENTRE
R-O-W	RIGHT -OF-WAY

RSA	RETIREMENT SAVINGS ACCOUNT
RTA	RSA TRANSFER SYSTEM
RTC	ROAD TRAFFIC CRASH
SANEF	SHARED AGENT NETWORK EXPANSION FACILITIES
SAR	SEARCH AND RESCUE
SAT	SELF-ASSESSMENT TOOL
SATS-C	SECURED AGRICULTURAL COMMODITY TRANSPORTATION AND STORAGE CORRIDOR
SBT	SERVICE BASED TARIFF
SCR	STEERING COMMITTEE ON REFORMS
SDI	SERVICE DELIVERY INITIATIVE
SERVICOM	SERVICE COMPACT
SFs	SUBSTANDARD AND FALSIFIED MEDICINES
SID	SERVICE INNOVATION DIVISION
SIDF	SECURITY AND INSURANCE DEVELOPMENT FUND
SIOG	SPECIAL INTELLIGENCE OPERATIONS GROUP
SLA	SERVICE LEVEL AGREEMENT
SMEs	SMALL MEDIUM ENTERPRISES

I	I	
SMEDAN	SMALL & MEDIUM ENTERPRISE DEVELOPMENT AGENCY OF NIGERIA	Formatted: Left, Space Before: 0 pt, After: 10 pt
SoM	SMUGGLING OF MIGRANTS	Formatted: Left, Space Before: 0 pt, After: 10 pt
SON	STANDARDS ORGANIZATION OF NIGERIA	Formatted: Left, Space Before: 0 pt, After: 10 pt
SOP	STANDARD OPERATING PROCEDURE	Formatted: Left, Space Before: 0 pt, After: 10 pt
SORMAS	SURVEILLANCE OUTBREAK RESPONSE MANAGEMENT AND SYSTEM	Formatted: Left, Space Before: 0 pt, After: 10 pt
SPOF	SINGLE POINT OF FAILURE	Formatted: Left, Space Before: 0 pt, After: 10 pt
тсс	TAX CLEARANCE CERTIFICATE	Formatted: Left, Space Before: 0 pt, After: 10 pt
TCF	TARGETED CREDIT FACILITY	Formatted: Left, Space Before: 0 pt, After: 10 pt
TCN	TRANSMISSION COMPANY OF NIGERIA	Formatted: Left, Space Before: 0 pt, After: 10 pt
TIN	TAX IDENTIFICATION NUMBER	Formatted: Left, Space Before: 0 pt, After: 10 pt
TIP	TRAFFICKING IN PERSON	Formatted: Left, Space Before: 0 pt, After: 10 pt
TMS	TRADE MONITORING SYSTEM	Formatted: Left, Space Before: 0 pt, After: 10 pt
TRCN	TEACHERS REGISTRATION COUNCIL OF NIGERIA	Formatted: Left, Space Before: 0 pt, After: 10 pt
TRM	TRIANGULAR REVIEW MODEL	Formatted: Left, Space Before: 0 pt, After: 10 pt
TSA	TREASURY SINGLE ACCOUNT	Formatted: Left, Space Before: 0 pt, After: 10 pt
TUGAR	TECHNICAL UNIT ON GOVERNANCE & ANTI-CORRUPTION REFORMS	Formatted: Left, Space Before: 0 pt, After: 10 pt
TWP	TEMPORARY WORK PERMIT	Formatted: Left, Space Before: 0 pt, After: 10 pt

ТҮВ СТС	TUKUR YUSUFU BURATAI COUNTER TERRORISM CENTRE
UAT	USER ACCEPTANCE TEST
UN	UNITED NATIONS
UNCTAD	UNITED NATIONS CONFERENCE ON TRADE AND DEVELOPMENT
UNDESA	UNITED NATIONS DEPARTMENT FOR ECONOMIC AND SOCIAL AFFAIRS
UNDP	UNITED NATIONS DEVELOPMENT PROGRAMME
UNHCR	UNITED NATIONS HIGH COMMISSIONER FOR REFUGEES
UNODC	UNITED NATIONS OFFICE ON DRUGS AND CRIME
VAC	VISA ACQUISITION CENTRE
VAD	VETERAN AFFAIRS DIRECTORATE
VAIDS	VOLUNTARY ASSETS AND INCOME DECLARATION SCHEME
VAsT	VIRTUAL ASSET TITLE
VAT	VALUE ADDED TAX
VAW	VIOLENCE AGAINST WOMEN
VoA	VISA ON ARRIVAL
VOARS	VOLUNTARY OFFSHORE ASSETS REGULARISATION SCHEME
VON	VOICE OF NIGERIA
WAHO	WEST AFRICAN HEALTH ORGANIZATION

WAISA	WEST AFRICAN INSURANCE SUPERVISORS ASSOCIATION
WAPMC	WEST AFRICAN POSTGRADUATE MEDICAL COLLEGE
WEP	WORK EXPERIENCE PROGRAMME
wно	WORLD HEALTH ORGANIZATION
WOTCLEF	WOMEN TRAFFICKING AND CHILD LABOUR ERADICATION FOUNDATION
WPV	WILD POLIO VIRUS
YPG	YOUNG PHARMACISTS GROUP

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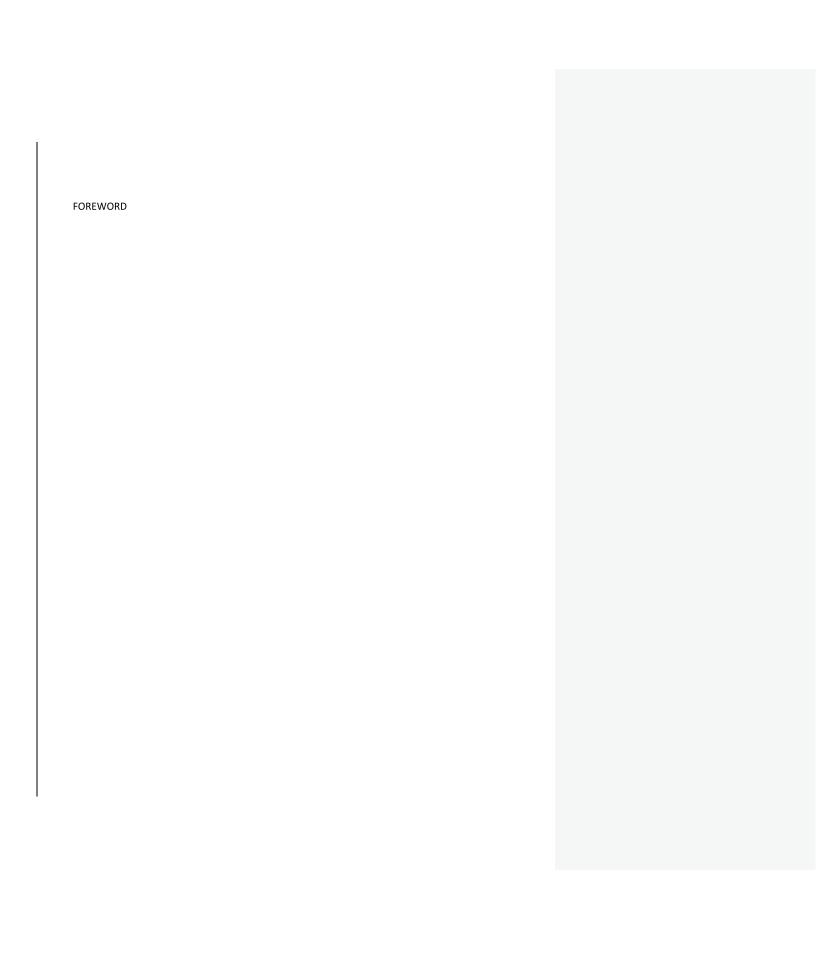
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EXECUTIVE SUMMARY



The control and administration of public policy to build a system that works, be it at the national, state, or local level, and to continue to improve on the systems to adapt to global reality to the benefit of the citizens, is the responsibility of government. When systems work, the government gets the praise, and when otherwise, the government

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takes the blame because everything rises and falls on leadership. This is why governments worldwide embark on reforms as a strategy to deliver on their manifesto to people.

Reform is simply an amendment of what is wrong, corrupt, and unsatisfactory. It is instituted to change to a better state by alteration or abolition of what currently exists or its substitution for something with better prospects and promises. In Nigeria, the culture of reform is part of our political history and has become more pronounced since the return to democracy in 1999. The Office of the Secretary to the Government of the Federation (OSGF) and Bureau of Public Service Reforms (BPSR) have been at the vanguard of coordinating and preparing the compendium of public service reforms in Nigeria and were responsible for publishing 1999-2014 and 2015-2017 compendiums respectively.

This compendium- "Upgrading Public Service Reforms into an Institutionalized Culture" summarizes public service reform initiatives implemented by the Buhari led administration between 2018 and 2020. It covers the major achievements, key challenges, and proposed next steps. By highlighting what has gone well and what has not gone as expected, the compendium aims to provide lessons and direction on where future reform actions should be concentrated. The previous compendium (2015-2017) has systematically captured in cumulative terms, the records of public service reforms in Nigeria since 1999. By layering the reforms between 2018 and 2020 on the content of the previous compendium, this compendium becomes an updated document that provides a glance into the chains of public service reforms that have been implemented in Nigeria since its return into democracy.

In terms of structure, this compendium does not depart much from the previous except for merging and unmerging of some chapters, introduction of new chapters to account for emerging developments in reform actions of certain government agencies. it retains the seven broad parts but contains only 50 chapters as opposed to 52 chapters in the previous compendium. The seven parts are Introduction (Part 1 featuring Background, Methodology, and Stakeholder Validation); Good Governance and Institution Building (Part 2 containing eighteen chapters); Human Capital Development and Poverty Alleviation (Part 3 containing seven chapters); Prudent Public Financial Management and Economic Growth (Part 4 containing eight chapters); Infrastructure Development and Services (Part 5 containing eight chapters) Safety and Security (Part 6 containing eight chapters also) and conclusion and Next steps (Part 7 containing one chapter).

The reforms under Part 2 include those of The Central Administrative Agencies of Government, Integrated Payroll and Personnel Information System, Pension, Public Procurement, Privatization of Government Enterprise, Pay Reform, National Statistical System, Administration of Justice, Nigerian Postal Service, National Identity Management, Transparency and Accountability, Anti-Corruption, Health Insurance, SERVICOM, Reform in Government Information Dissemination, Electoral Reforms, Performance Management & Reforms in Structure of Government and Monetization Policy.

The Part 3 of the compendium covers reforms in Health Sector/ Response on COVID 19, Education Sector, Social Investment and Poverty Alleviation, Women, Youth and Social Development, Sports, Creative Industry and Job Creation and Entrepreneurship Development. The Part 4 comprises of reforms in Public Financial Management, Banking, Capital Market, Revenue Administration and Taxation, Agricultural Sector, Solid Minerals, Housing and Urban Development, Manufacturing &Trade and Insurance.

The reforms detailed in Part 5 include those implemented in relation to transportation sector: aviation, inland waterways, ports, roads and rail; power sector; petroleum sector; water and sanitation; Nigerian ICT sector; Niger Delta Affairs, FCTA, Science & Technology and Ease of Doing Business. The Part 6 elucidates on reforms related to Ports Administration, Nigeria Police Force, Defence Sector, Paramilitary Organizations, Foreign Affairs, Road Safety Management and Food & Drugs Administration.

Clearly, the reforms have precipitated positive changes in the way things are done in the public sector in Nigeria which have culminated in better service delivery to the citizens and great impact on the economy. Out of the 50 reform segments diagnosed, remarkable improvements were observed in 43 of them representing 86%. This is a sign of progress as it represents an increase of 5.6% above what was reported in the last compendium. It also revalidates a progression in the commitment of the MDAs under the Buhari administration.

Apart from the conclusion on the observed results of the reforms, part 7 of the compendium also contains suggested next steps. Moving forward, the focus of the government should be to institutionalize the process of reform through review and operationalization of the National Strategy for Public Service Reforms (NSPSR). The identified next steps in this compendium will suffice as basic ingredients for review of the NSPSR which can be enriched by key leaders with responsibility for driving change across the MDAs. The incidence of COVID 19 has reset the world, ushering in what is

now referred to as "new normal" in the way things are done globally. For the public service in Nigeria to be relevant and upgrade to a world class status, it is only sensible that that base year for the reviewed strategy should at minimum be the year 2020. The strategy should also accommodate short-term and long-term metrics for visible changes expected from public service over at least a decade in alignment with the Sustainable Development Goals. The effort to institutionalize the reforms must enlist the support of all the organs of government particularly the legislative for the purpose of expediting development and approval of legal frameworks so that execution is made seamless through the activities of the Steering Committee on Reforms with support from BPSR under the watch of Presidency.

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PART ONE:

INTRODUCTION
BACKGROUND AND METHODOLOGY