

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

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ABBREVIATIONS AND ACRONYMS

AADI	AGRIBUSINESS AND AGRO INDUSTRY DEVELOPMENT INITIATIVE
ABIS	AUTOMATED BIOMETRIC IDENTIFICATION SYSTEM
ABP	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
AEPB	ABUJA ENVIRONMENTAL PROTECTION BOARD
AfCFTA	AFRICA CONTINENTAL FREE TRADE AREA
AfDB	AFRICA DEVELOPMENT BANK

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

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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

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MSA	METER SERVICE AGREEMENT
MSERS	MOBILE STRENGTHENING EPIDEMIC RESPONSE SYSTEM
MSMEs	MICRO, SMALL AND MEDIUM ENTERPRISES
MSUs	MINISTERIAL SERVICOM UNITS
MTCC	MARITIME TRANSPORT COORDINATION CENTRE
MVA	MOTOR VEHICLE ADMINISTRATION
MWS	MOBILE WEB SERVICE
MYTO	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

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

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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

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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

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

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

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FOREWORD

ACKNOWLEDGEMENTS

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

