NATIONAL STRATEGY FOR PUBLIC SERVICE REFORM (NSPSR)

Revised 2023 Edition

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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
MTFF	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
OAuGF	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 NPSPR'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:

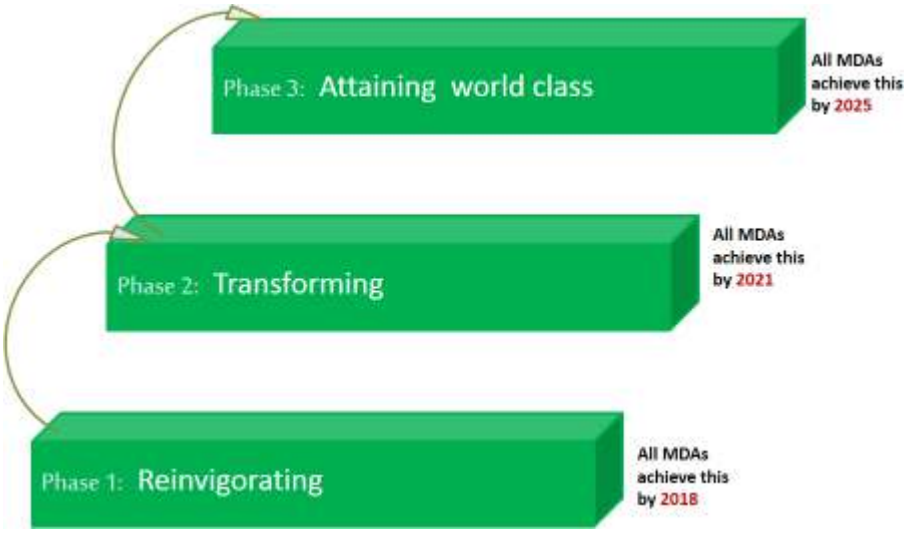
- Reinvigorating the Public Service with emphasis on critical institutional changes, restoring professionalism and client focus, and delivering effective basic services by 2018.

- 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.

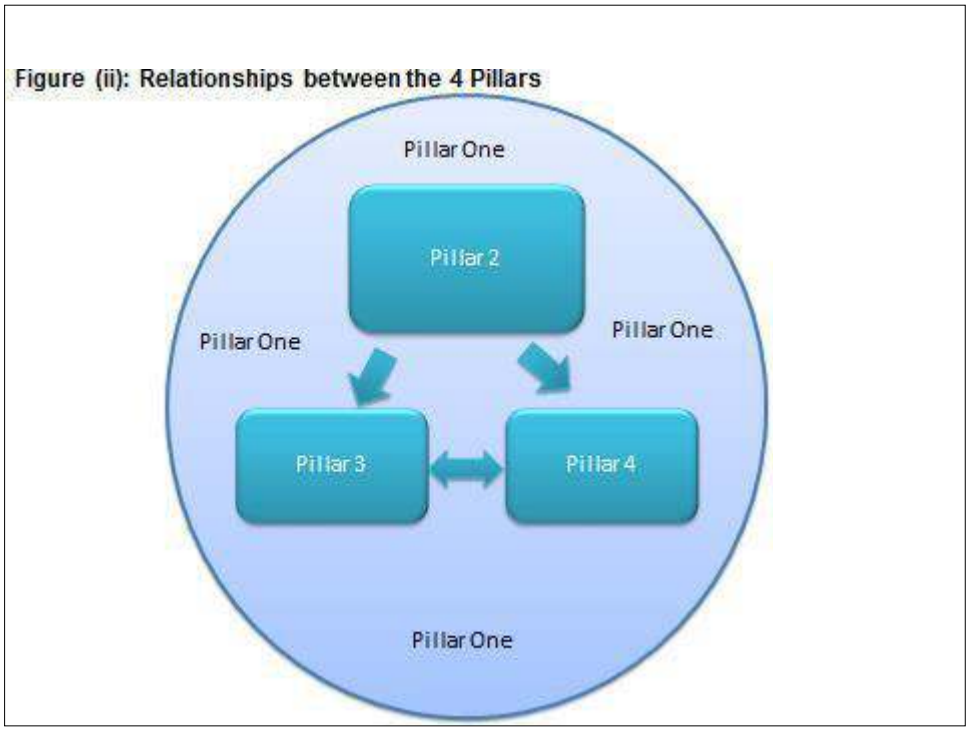
Fig 1: Long Term Perspective for the National Strategy for Public Service Reform



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.

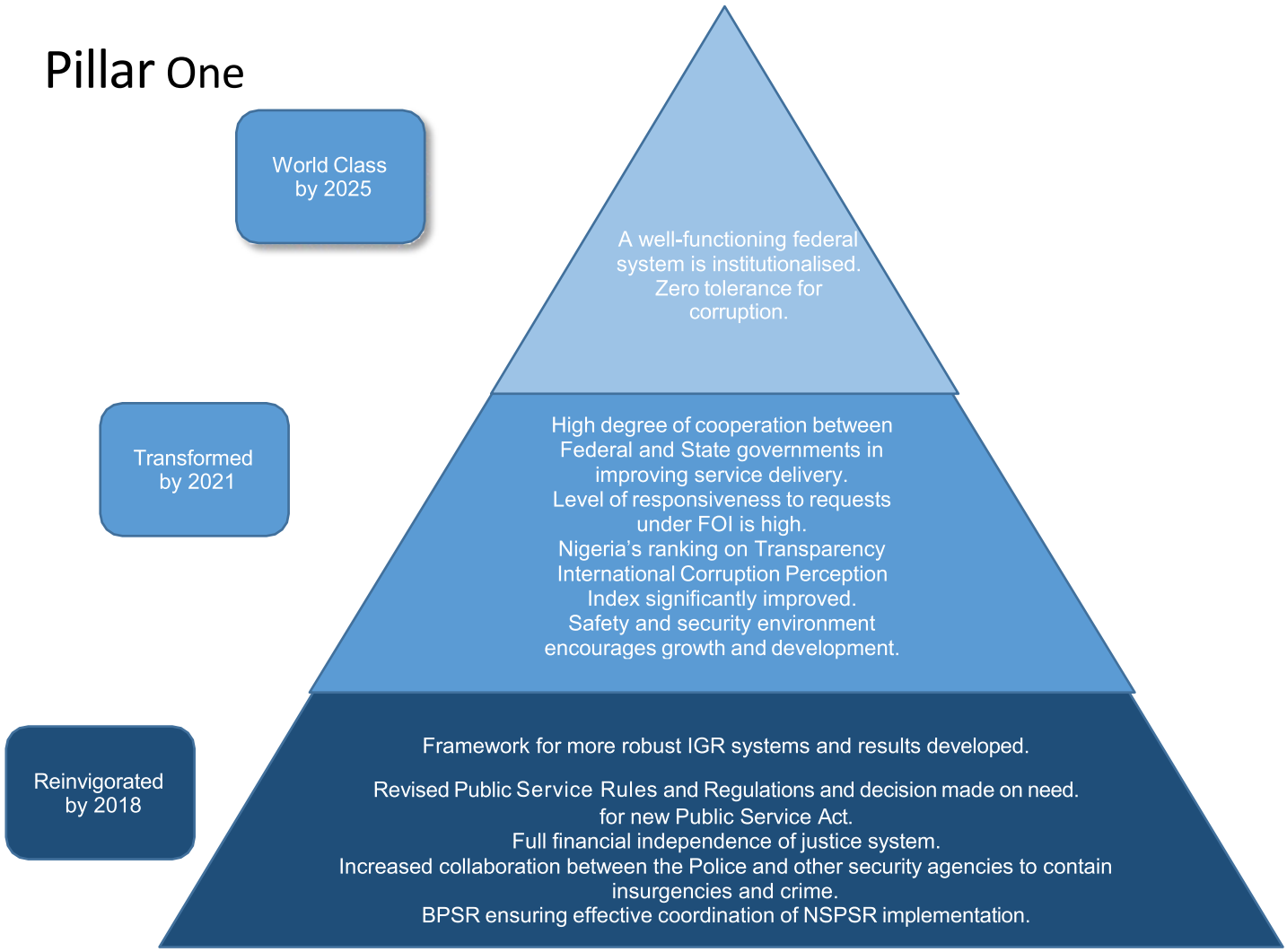
Pillar 1: An Enabling Governance and Institutional Environment

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 Characte ristics 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.

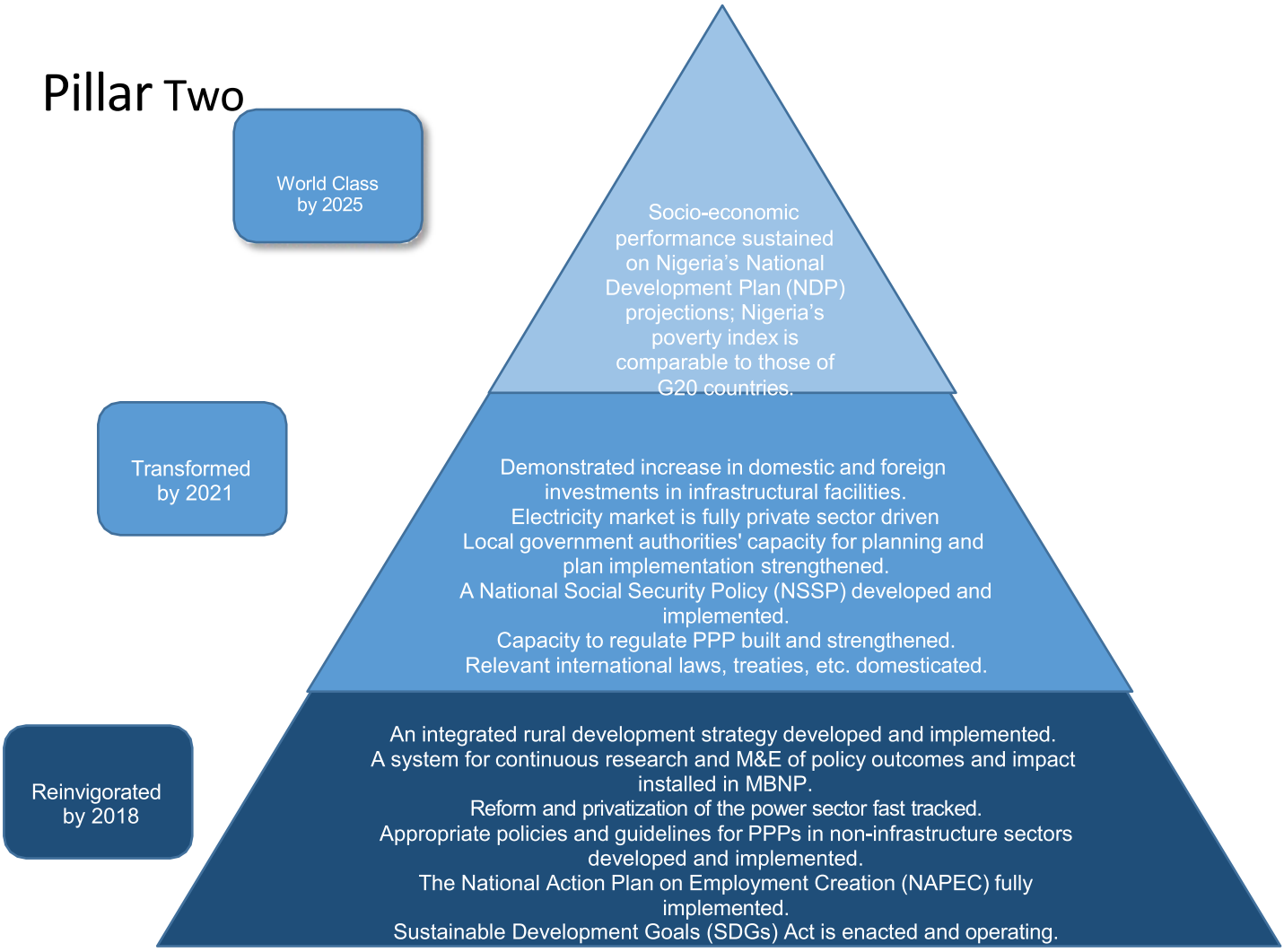
Pillar 2: An Enabling Socio-Economic Environment

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



The strategic priorities under this pillar include the following:

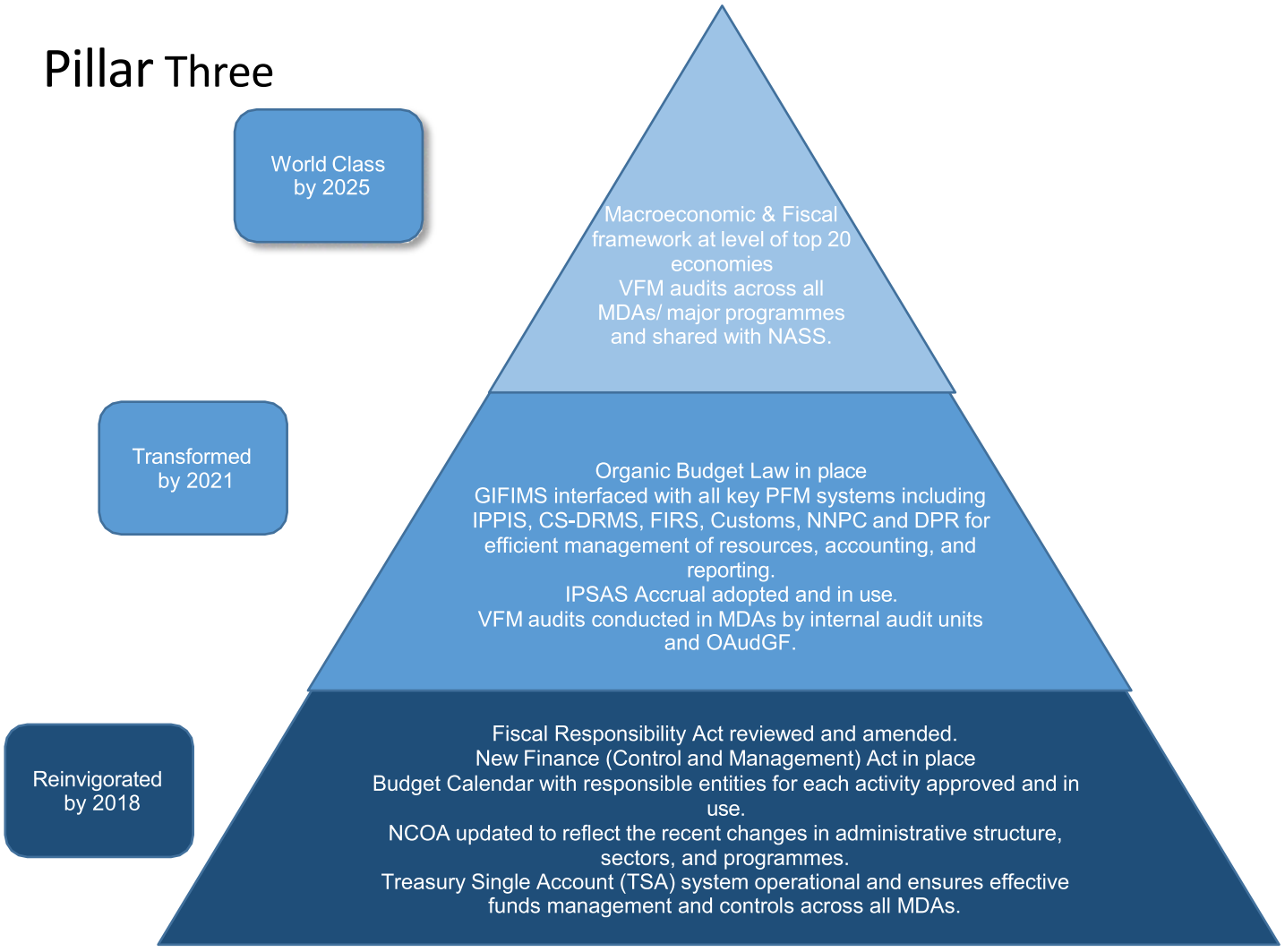
- Strengthening socioeconomic policy development, implementation and coordination and ensuring macroeconomic stability.
- Installation of a robust system for policy research, monitoring, evaluation, and reporting on development outcomes centred at the Ministry Finance, Budget and National Planning (MBNP).
- 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



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.

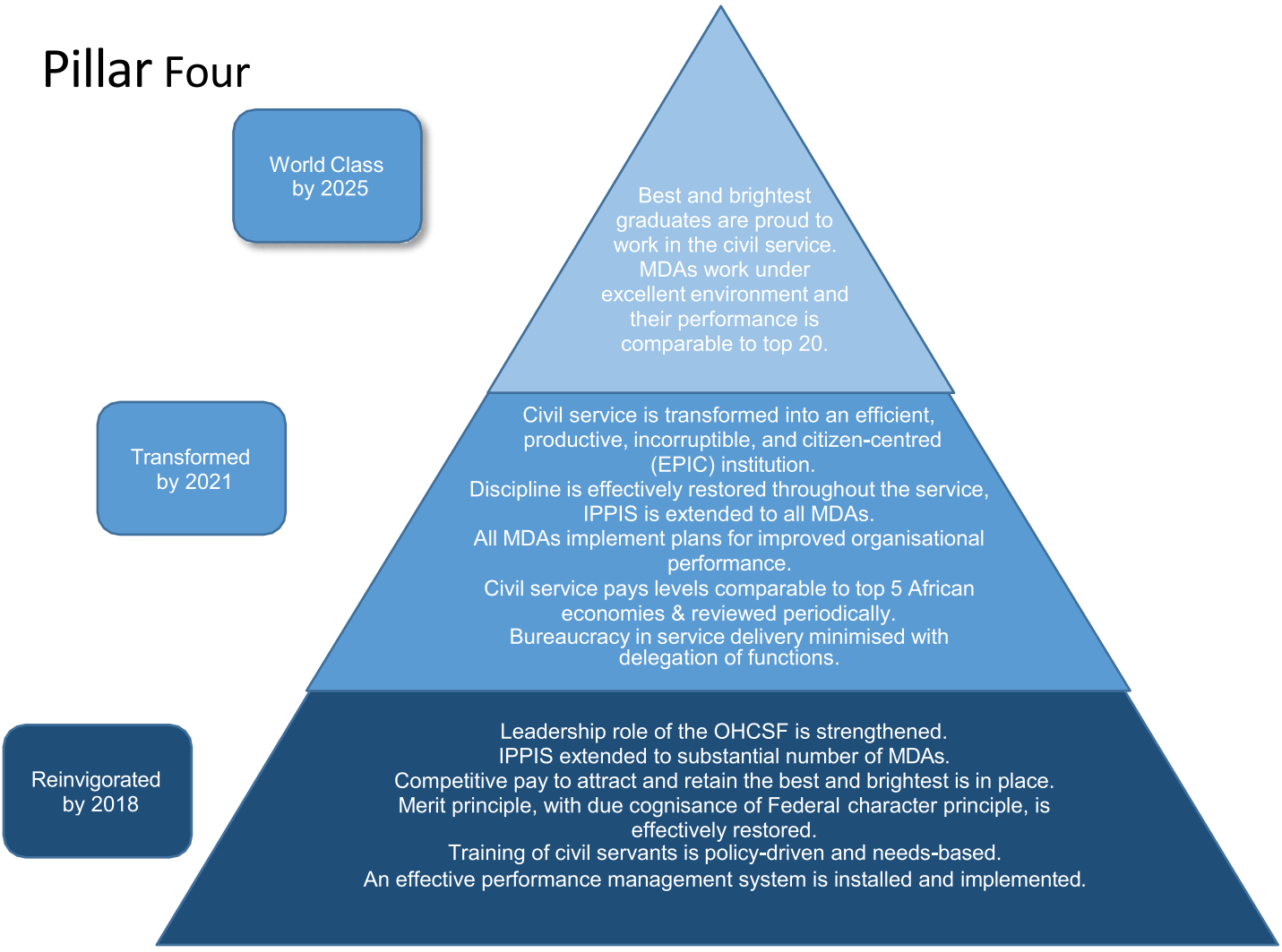
- Making information on allocation and use of public funds more readily accessible to non-state actors.

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.