



# COMPENDIUM PUBLIC SERVICE REFORMS IN NIGERIA

UPGRADING PUBLIC SERVICE REFORMS  
INTO AN INSTITUTIONALIZED 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
AGC	AGRO GEO-COOPERATIVE
AGSM	ARTISANAL SMALL-SCALE GOLD MINING
AGSMEIS	AGRI-BUSINESS/SMALL AND MEDIUM ENTERPRISE INVESTMENT SCHEME
AHQ DPP	ARMY HEADQUARTERS DEPARTMENT OF PROJECT AND PROGRAMMERS
AICs	AGRIBUSINESS INCUBATION CENTERS
AIEs	AGRO-INDUSTRIAL ESTATES
ALC	AVIATION LEASING COMPANY
AML	ANTI MONEY LAUNDERING
AMSIP	ASSET MANAGEMENT STRATEGIC IMPLEMENTATION PROGRAMME
AOW	ACCOUNT OPENING WEEK
APD	APPOINTMENT, PROMOTION AND DISCIPLINE
ARF	ATHLETE RELIEF FUND
ATI	AFRICAN TRADE INSURANCE
ATMP	ASSETS TRACKING AND MANAGEMENT PROGRAMME
AU	AFRICAN UNION
AWCN	ARMY WAR COLLEGE NIGERIA
AWEP	ASSOCIATION OF AFRICAN WOMEN EMPOWERMENT PROGRAM



# ABBREVIATIONS AND ACRONYMS

AWS	ATHLETES WELFARE SCHEME
BESDA	BETTER EDUCATION SERVICE DELIVERY FOR ALL
BHCPF	BASIC HEALTH CARE PROVISION FUND
BITs	BILATERAL INVESTMENT TREATIES
BMIS	BORDER MANAGEMENT INFORMATION SYSTEM
BMPIU	BUDGET MONITORING AND PRICE INTELLIGENCE UNIT
BOA	BANK OF AGRIC
BOI	BANK OF INDUSTRY
BPP	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
CCT	CONDITIONAL CASH TRANSFER
CED	COMMAND ENGINEERING DEPOT
CEPTG	CONSTITUENCY AND EXECUTIVE PROJECT 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
CMET	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
CPC	CONSUMER PROTECTION COUNCIL
CPS	CONTRIBUTORY PENSION SCHEME
CPU	CIVILIAN PERSONNEL UNITS
CRIA	CLEAN REPORT OF INSPECTION AND ANALYSIS
CRG	CREDIT RISK GUARANTEE
CSHS	CREDIT SUPPORT FOR HEALTH CARE

# ABBREVIATIONS AND ACRONYMS

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 PROGRAMME
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
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
FCC	FEDERAL CAPITAL CITY
FCSC	FEDERAL CIVIL SERVICE COMMISSION
FCT	FEDERAL CAPITAL TERRITORY

# ABBREVIATIONS AND ACRONYMS

FCT-WB	FCT WATER BOARD
FDI	FOREIGN DIRECT INVESTMENT
FEC	FEDERAL EXECUTIVE COUNCIL
FEMA	FEDERAL EMERGENCY MANAGEMENT AGENCY
FGIP	FISCAL GOVERNMENT AND INSTITUTIONS PROJECT
FGN	FEDERAL GOVERNMENT OF NIGERIA
FINTECH	FINANCIAL TECHNOLOGY COMPANIES
FIRS	FEDERAL INLAND REVENUE SERVICES
FiTs	FIT -in- TARIFF
FMARD	FEDERAL MINISTRY OF AGRIC AND RURAL DEVELOPMENT
FMC	FEDERAL MEDICAL CENTRE
FMM	FACILITIES MAINTENANCE AND MANAGEMENT
FMYSG	FEDERAL MINISTRY OF YOUTH AND SPORTS DEVELOPMENT
FOI	FREEDOM OF INFORMATION
FOIA	FREEDOM OF INFORMATION ACT
FRCN	FEDERAL RADIO CORPORATION OF NIGERIA
FRS	FEDERAL REVENUE SERVICE
FRSC	FEDERAL ROAD SAFETY COMMISSION
FUTO	FEDERAL UNIVERSITY OF TECHNOLOGY
G2G	GOVERNMENT TO GOVERNMENT
GBT	GLOBAL BENCHMARKING AUDITING TOOL
GCON	GRAND COMMANDER OF THE ORDER OF THE NIGER
GCP	GOOD CLINICAL PRACTICE
GDP	GROSS DOMESTIC PRODUCT
GENCOs	GENERATING COMPANIES
GHG	GREENHOUSE GAS
GIFMIS	GOVERNMENT INTEGRATED FINANCIAL MANAGEMENT INFORMATION SYSTEM
GIFSHIP`	GROUP INDIVIDUAL AND FAMILY SOCIAL HEALTH INSURANCE PROGRAMME
GITEX	GULF INFORMATION TECHNOLOGY EXHIBITION
GMDSS	GLOBAL MARITIME DISTRESS SAFETY SYSTEM
GMP	GOOD MANUFACTURING PRACTICES
GOG	GULF OF GUINEA
GPR	GENERAL PLANNING REVIEW
GSI	GLOBAL STANDING INSTRUCTION
HCF	HEALTH CARE FACILITIES
HIUDR	HEALTH INSURANCE UNDER ONE ROOF
HMO	HEALTH MAINTENANCE ORGANIZATION
HRM	HUMAN RESOURCE MANAGEMENT
HSE	HEALTH, SAFETY AND ENVIRONMENT
IASB	INTERNATIONAL ACCOUNTING STANDARDS BOARD
IATT	INTERAGENCY TASK TEAM

# ABBREVIATIONS AND ACRONYMS

ICLD	INTEGRATED COMMERCIAL LIVESTOCK DEVELOPMENT
ICPC	INDEPENDENT CORRUPT PRACTICES COMMISSION
ICRG	INTERNATIONAL COOPERATION REVIEW GROUP
ICSR	INDIVIDUAL CASE STUDY REPORTS
ICT	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
ITC	INTERNATIONAL TRADE AND COOPERATION
ITF	INDUSTRIAL TRAINING FUND



# ABBREVIATIONS AND ACRONYMS

ITPC	IT PROJECT CLEARANCE
JAN	JUNIOR ACHIEVEMENT NIGERIA
JEE	JOINT EXTERNAL EVALUATION
JTB	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
LR	LIQUIDITY RATIO
MAP	METER ASSET PROVIDER
MARAD	MARITIME ADMINISTRATION
MCO	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 ENTREPRENEURSHIP ACCELERATION PROGRAM
ML/TF	MONEY LAUNDERING/FINANCE OF TERRORISM
MOD	MINISTRY OF DEFENCE
MOU	MEMORANDUM OF UNDERSTANDING
MPP	MICRO PENSION PLAN
MPP	MICRO PENSION PLAN
MRA	MEDIA RIGHTS AGREEMENT
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
MTCC	MARITIME TRANSPORT COORDINATION CENTRE
MVA	MOTOR VEHICLE ADMINISTRATION
MWS	MOBILE WEB SERVICE
MYTO	MULTI-YEAR TARIFF ORDER
NA	NIGERIAN ARMY

# ABBREVIATIONS AND ACRONYMS

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
NAPTIN	NATIONAL POWER TRAINING INSTITUTE OF NIGERIA
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 & REGISTRATION SYSTEM
NCP	NATIONAL COUNCIL ON PRIVATIZATION
NCPP	NATIONAL COUNCIL ON PUBLIC PROCUREMENT
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 TRANSFORMATION INITIATIVE
NELMC	NIGERIAN ELECTRICITY LIABILITY MANAGEMENT COMPANY
NELTP	NIGERIA FIELD EPIDEMIOLOGIST AND LABORATORY TRAINING PROGRAMME

# ABBREVIATIONS AND ACRONYMS

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
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

# ABBREVIATIONS AND ACRONYMS

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
NTEP	NATIONAL TRANSMISSION EXPANSION PLAN
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
PEBEC	PRESIDENTIAL ENABLING BUSINESS ENVIRONMENT COUNCIL
PENCOM	NATIONAL PENSION COMMISSION
PenOp	PENSION OPERATORS ASSOCIATION OF NIGERIA
PFA	PENSION FUND ADMINISTRATOR
PFE	PORTS AND FOREIGN EXPLORATION
PHC	PRIMARY HEALTH CENTRE
PHCN	POWER HOLDING COMPANY OF NIGERIA
PH-P3	PRIMARY PRODUCTION AND HARVEST, PRIMARY PROCESSING, PRIMARY TRANSPORT, AND PRIMARY STORAGE
PIDCAMs	PORTS INSPECTION DATA CAPTURE AND RISK MANAGEMENT SYSTEMS
PMRO	PROJECT MONITORING, REPORTING AND REMEDIATION OFFICER



# ABBREVIATIONS AND ACRONYMS

POCR	PROCUREMENT OFFICER CONVERSION REGISTRATION
POMS	PROCUREMENT OFFICER MANAGEMENT SYSTEM
PPA	PUBLIC PROCUREMENT ACT
PPDC	PUBLIC AND PRIVATE DEVELOPMENT CENTRE
PPE	PROPERTY PLANT AND EQUIPMENT
PPI	PRESIDENTIAL POWER INITIATIVE
PPP	PUBLIC PRIVATE PARTNERSHIP
PPRC	PUBLIC PROCUREMENT RESEARCH CENTRES
PRA	PENSION REFORM ACT
PSBs	PAYMENT SERVICE BANKS
PSI	PIONEER STATUS INCENTIVE
PSN	PHARMACEUTICAL SOCIETY OF NIGERIA
PSR	PUBLIC SERVICE REFORMS
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

# ABBREVIATIONS AND ACRONYMS

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
TREP	TRANSMISSION REHABILITATION AND EXPANSION PLAN
TRM	TRIANGULAR REVIEW MODEL
TSA	TREASURY SINGLE ACCOUNT
TUGAR	TECHNICAL UNIT ON GOVERNANCE & ANTI- CORRUPTION REFORMS
TWP	TEMPORARY WORK PERMIT
TYB CTC	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
SMEDAN	SMALL & MEDIUM ENTERPRISE DEVELOPMENT AGENCY OF NIGERIA
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

# ABBREVIATIONS AND ACRONYMS

WAPMC

WEP

WHO

WOTCLEF

WPV

YPG

WEST AFRICAN POSTGRADUATE MEDICAL  
COLLEGE

WORK EXPERIENCE PROGRAMME

WORLD HEALTH ORGANIZATION

WOMEN TRAFFICKING AND CHILD LABOUR

ERADICATION FOUNDATION

WILD POLIO VIRUS

YOUNG PHARMACISTS GROUP

## FOREWORD

## ACKNOWLEDGMENTS

Reforms are usually complex and tortuous to undertake but are necessary for the development of any nation and requires political commitment at the highest level to make them sustainable. Sustainable reforms are even more critical and necessary in the Public Service, especially as it is the face of government responsible for formulating, implementing, managing and reviewing Government Policies, Programmes, Projects, and Initiatives for development.

President Muhammadu Buhari, since being elected as President, has demonstrated the highest political commitment, given tremendous support and consistently pursued reforms in all sectors of the Nigerian Economy. I, particularly want to appreciate Mr. President for his guidance and insistence that reforms in the Public Service must transit from the usual ad-hoc practice to an institutional culture that would deepen and consolidate good governance This informed the development of this Compendium of Reforms in Nigeria (2018 — 2020).

The significance of this **"Compendium on Public Service Reforms in Nigeria: 2018 —2020"** is that it updated previous edition, focused on consolidating the cumulative efforts of Nigeria to reform its public service since the return to democratic governance in 1999. In identifying the problems, detailing the reforms and their main achievements and challenges as well as proposing next steps for all sectors of the Public Service, the Compendium provides a good basis for improving on achievements already recorded.

I, therefore, wish to express my gratitude to all individuals, corporate bodies and entities that contributed meaningfully towards writing this Compendium. I particularly want to commend the management and staff of the Bureau of Public Service Reforms (BPSR), members of the Inter-Ministerial Task Team (IMTT) as well as other partners for their technical and expert support.

Finally, I urge all top policy makers and reform-minded Nigerians to use this compendium in deepening our efforts at leaving a better society than we met.



**Boss Mustapha**

Secretary to the Government of the Federation

# EXECUTIVE SUMMARY







## 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 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 (7) 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, as one of the new chapters. 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 between now and 2025, it is only sensible that the strategy should at minimum be reviewed periodically.<sup>32</sup>

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.