



The Federal Civil Service Strategy and Implementation Plan 2021-2025 as a Tool for Enhancing Nigerian Public Service Capability for the Attainment of the Sustainable Development Goals & Agenda 2063

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Introduction



- The outbreak of the Covid-19 in Africa ‘exposed the fragile underbelly of the African administrative structures and its accumulated weaknesses and faults’ with respect to public service delivery architecture.
- However, given that no modern administration has yet succeeded in doing without the Public Service and none is likely to do in the foreseeable future.
- It is therefore certain that the Public Service will continue to be a key player in development.

Nigerian Public Service Reforms Experience



- ❑ The Nigerian Public Service Reforms experience since independence can be broadly categorized into four broad eras.
 - Pre-1954 Colonial reforms;
 - Post-1954 Reforms initiatives;
 - Post-Independence/Military induced Reforms; and
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 - Post-Military Reforms: 1999 - Date

The Predecessor Plan: FCSSP 2017-2020



- On assumption of office in 2017, the OHCSF charted a new course with a new ethos for the service that is Efficient, Productive, Incorruptible and Citizen-centered (EPIC).
- This culminated in the launching of a Strategic Plan titled ‘Federal Civil Service strategy Implementation Plan – 2017 – 2020.’
- An end-term review of the Plan revealed the achievements of 21 key targets while identifying some salient challenges.

Unravelling the FCSSP 2021-2025



□ Why FCSSIP 2021-2025

- ❖ **Broad reasons:** The need to ensure the attainment of:
 - ✓ Africa Agenda 2063: The Africa We Want - Aspirations 1&2.; Sustainable Development Goals & Medium-Term National Development Plan (MTNDP)2021 – 2025.

- ❖ **Specific reasons:**
 - Consolidate and enhance the successes of the key achievements of 2017-2020 plan.
 - Institutionalise a professional, meritocratic, technologically driven and world-class institution.

FCSSIP25 Basic Assumptions



- ❑ The four (4) key assumptions underpinning the FCSSIP25 are:
 - i. No adverse changes in the legal framework governing the Civil Service;
 - ii. Social and political stability in the country;
 - iii. An upward trend of economic growth; and
 - iv. Support from stakeholders to the Civil Service

FCSSIP25 Objectives

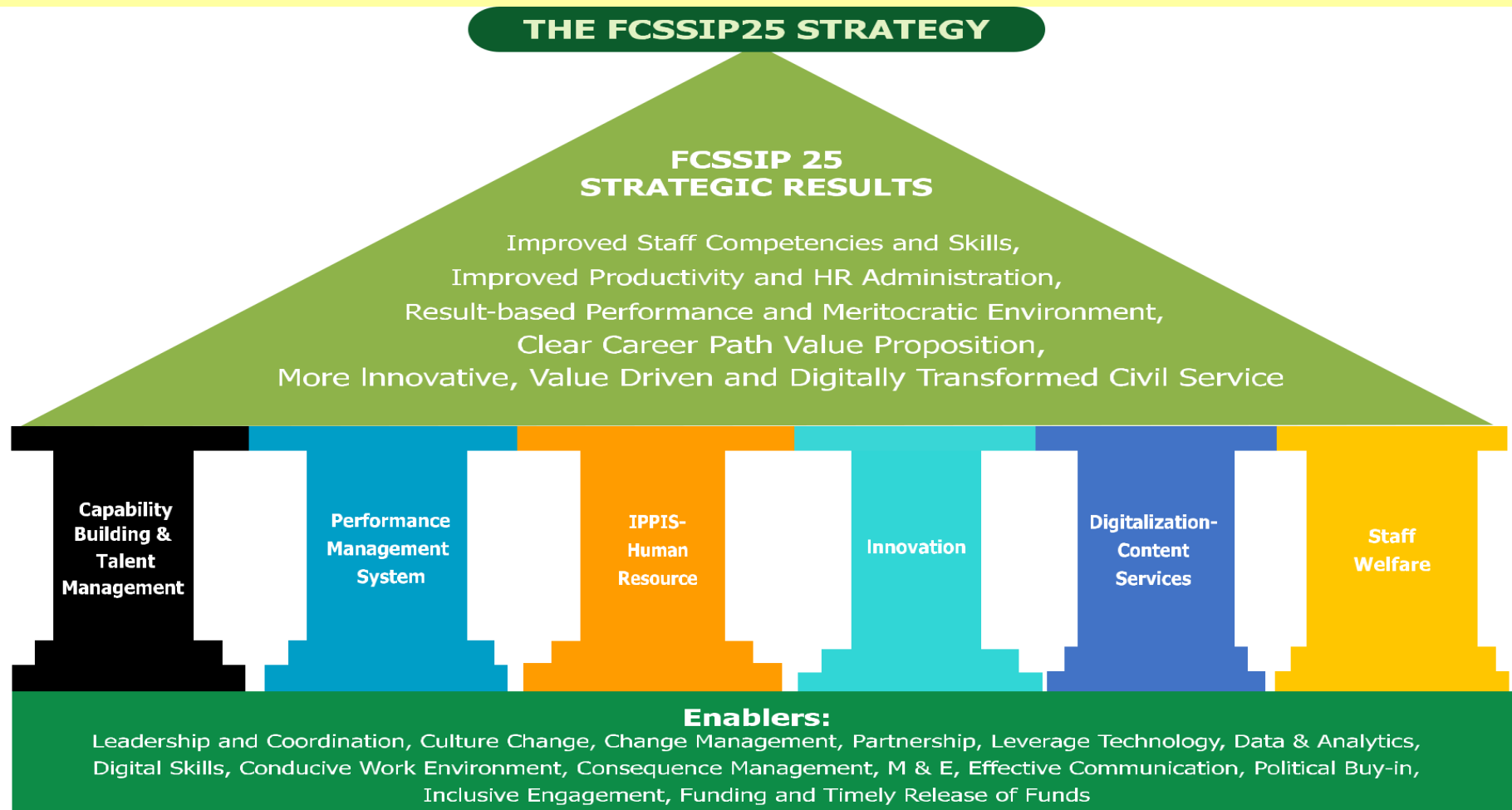


- ❑ The objectives of the FCSSIP25 are:
- ✓ Attainment of the “New Civil Service of Our Dreams”
- ✓ Improved Staff Competencies and Skills
- ✓ Improved Productivity and HR Administration
- ✓ Result-based Performance and Meritocratic Environment
- ✓ Clear Career Path Value Proposition for Civil Servants
- ✓ More Innovative Service
- ✓ Value-driven and Digitally Transformed Civil Service



The FCSSIP Strategy

- The FCSSIP25 is built on six (6) pillars, eleven (11) catalytic enablers and eight (8) projected outcome.



Reviewing The FCSSIP25 vis-à-vis the Plan Basic Assumptions



- ❑ This review will focus on the Plan four (4) basic assumptions.
- ❖ **Assumption 1: No adverse changes in the legal framework governing the Civil Service:**
 - This assumption is valid only to the extent that the present or incoming administration does not implement the ‘Oronsaye Report on the Restructuring and Rationalisation of Federal Government Parastatals, Agencies and Commission’.
 - The 800-page report which was first submitted in 2012 recommended the abolition and merger of 102 government agencies and parastatals, while some were listed to be self-funding.
 - If the report is implemented, it will definitely affect the legal framework of affected Parastatals, Agencies and Commission.



- ❖ **Assumption 2: Social and political stability in the country:**
- The 2023 general elections portend the possibility for a short term instability.
- The present security challenges being faced by the country – kidnapping for ransom, banditry, cattle rustling and the unknown gun men (UGM) menace - can become worse within the shortest possible time depending to a large extent on political intrigues by the political gladiators as a result of the outcome of the 2023 elections.



❖ Assumption 3: An upward trend of economic growth:

- This assumption is very suspect given the present and forecasted trends of most economic indices which include:
 - ✓ Declining revenue, high and rising debt, poverty, inflation, unemployment, corruption/benefit capture, poor and dilapidating infrastructure, etc.
 - ✓ The above have implications on financing the initiative.



❖ Assumption 4: Support from Stakeholders to the Civil Service:

- The FCSSIP25 was developed after wide stakeholders' consultation & participation.
- However, in a random inquiry from the 1,800 Participants on the Intermediate SMAT-P training programme for Officer on SGL 12-14, conducted in September, 2022 it was established that only a handful of the Participants had any idea of the FCSSIP25 as a reform initiative being embarked upon by the Service.
- This has implication for ownership, continuity and sustainability.

Key Issues



□ The major Issues include

- There is inadequate stakeholders' involvement
- Financing may be difficult due to government dwindling revenue,
- There is limited knowledge of the reforms in the Civil Service
- The specific roles of MDIs like ASCON isn't clear.
- There is no existing or robust sustainability framework/plan.
- Limited/inadequate incorporation of lessons learnt from previous reforms initiative.
- There is no systematic model for reviewing identified risk factors.
- Limited capacity in the public service to carry out the Plan's M&E.
- There is a distinction between passion for reforms and the knowledge required to design and implement a reform.
- Foreign experts/consultants do not hold the 'sole key' to reform success.

Policy Imperatives



- The present structure, form and shape is anti- development .
- There is urgent need to restore professionalism and institute a merit based performance management system.
- The need for a deliberate and systematic right-sizing initiative and strengthening of institutional and human capacity.
- Attack headlong endemic corruption and non-professionalism.
- The need to change mind-set of the public servants and the general populace to the changing role of government from employer of labour to ‘creator’ of enabling environment for the private sector and the informal sector to thrive.
- The need to embrace e-governance across all tiers of government in order to be able to relate smoothly with the Organized Private Sector (OPS).
- The need to build resilience of the public service across all tiers for future shock.

Recommendations



- Improve on stakeholders involvement, sensitisation and participation
- Early exploring of alternative sources of funding
- Address the non-availability of the reform document hard copy among Civil servants
- Improve collaboration with management development institutes like ASCON with respect to capacity building requirements.
- Initiate a robust sustainability framework that will make it mandatory for succeeding administration to continue the implementation of the Plan
- Ensure continuous review of the identified risk factors in tandem with changing operating environment
- Build capacity of the service in the area of M&E system
- Match passion for reforms with the knowledge required to design and implement a reform through requisite human capacity building.
- Build local capacity in the areas of public sector reforms.

Thank you for your attention

T H E E N D