

PUBLIC ADMINISTRATION: ENTRENCHING SOUND GOVERNANCE PRINCIPLES FOR MACRO-ECONOMIC GROWTH: A SPEECH DELIVERED BY DR. MRS FOLASHADE YEMI-ESAN, HEAD OF THE CIVIL SERVICE OF THE FEDERATION (HOS) AT THE 46TH ANNUAL CONFERENCE OF THE INSTITUTE OF CHARTERED SECRETARIES AND ADMINISTRATORS OF NIGERIA (ICSAN), AT SHELL HALL, MUSON CENTRE ONIKAN LAGOS, SEPTEMBER 15, 2022

Protocols

I feel honored and privileged to be here today at this august gathering of Professionals, great Technocrats, Chartered Secretaries and Administrators of our Great Country, Nigeria, the giant of Africa. I have this conviction devoid of any doubt that it is not by coincidence, but by design that the greatness of Nigeria always reflects in its people such as these erudite assemblage that I am seeing here today.

2. Today, the Institute is holding the 46th Annual conference of ICSAN nothing is much more worthy of addressing better than the chosen subject, taking into consideration the attention the Government of His Excellency, President Muhammad Buhari has continuously given to the macroeconomic development of our nation. At the inception of this Administration, in 2015, the President outlined nine (9) Priority areas of his Government out of which stabilizing the macro-economy tops the list as No 1. followed by:

- Achieve agriculture and food security;
- Ensure energy sufficiency in power and petroleum products;
- Improve transportation and other infrastructure;

- Drive Industrialization;
- Improve health, education and productivity of Nigerian;
- Fight corruption and improve governance;
- Enhance social inclusion and reduce poverty; and
- Improve security for all.

If you critically examine the remaining eight (8) areas, you will discover that all are to help to achieve rapid socio-economic development of the country. In the strive to achieve a robust macro-economy, the public service has an important role to play since government is the largest spender in the economy of the nation.

3. Governance encompasses a wide range of institutional features. At its broadest level, governance refers to the basic institutional and market oriented framework in which firms and official bodies operate. This includes the effectiveness of administration principles, the quality of regulatory systems, application of the rule of law, and the control of corruption. To achieve macroeconomic growth and development, governance matters for two reasons. First, better governance tends to be associated with deeper economic and financial development. Second, better governance tends to be associated with greater macroeconomic stability. Governance is a necessary precondition for all economies to achieve sustainable economic growth and development. Countries with better governance principles as enumerated hereunder tend to have higher income levels.

4. **Sound Governance Principles**

Sound governance principles cover issues such as ethical conduct, rule of law, efficiency and effectiveness, transparency, sound financial management and accountability, participation, responsiveness, openness/ transparency, innovation, sustainability and long-term orientation, and human right.

Responsiveness: Public services are delivered, and requests and complaints are responded to within a reasonable time frame. Objectives, rules, structures, and procedures are adapted to the legitimate expectations and needs of citizens.

Participation: Citizens are at the centre of public activity and they are involved in clearly defined ways in public life at all levels. All men and women can have a voice in decision-making, either directly or through legitimate intermediate bodies that represent their interests. Such broad participation is built on the freedoms of expression, assembly and association. All voices, including those of the less privileged and most vulnerable, are heard and taken into account in decision-making, including over the allocation of resources.

Ethical conduct: The public good is placed before individual interests. There are effective measures to prevent and combat all forms of corruption. Code of Conduct for Public Officers to guide and regulate the behaviour of Public Officials have been issued by the Code of Conduct Bureau.

Competence and Capacity: The professional skills of those who deliver governance are continuously maintained and strengthened in order to improve their output and impact. Public officials are

supported to continuously improve their performance. Practical methods and procedures are created and used in order to transform skills into capacity and to produce better results through orientation programmes after recruitment and regular training programmes annually in all Ministries, Departments and Agencies.

Efficiency and effectiveness: Results meet the agreed objectives. Best possible use is made of the resources available. Performance management systems make it possible to evaluate and enhance the efficiency and effectiveness of services. Audits are carried out at regular intervals to assess and improve performance, such as SERVICOM etc.

Rule of Law: The authorities abide by the law and judicial decisions. Rules and regulations are adopted in accordance with procedures provided for by law and are enforced impartially, as exercised by such Agencies as the Code of Conduct Bureau, Code of Conduct Tribunal, National Industrial Court etc.

Transparency: Decisions are taken and enforced in accordance with rules and regulations. There is public access to all information which is not classified for well-specified reasons as provided for by law (such as the protection of privacy or ensuring the fairness of procurement procedures). Information on decisions, implementation of policies and results is made available to the public in such a way as to enable it to effectively follow and contribute to the work of the authority, as in the Freedom of information act.

Accountability: All decision-makers, collective and individual, take responsibility for their decisions made. There are effective remedies

against maladministration and against actions of local authorities which infringe civil rights. Freedom of information, ICPC, EFCC, TSA, GIFMIS are some of the instruments to achieve transparency.

Innovation: New and efficient solutions to problems are sought and advantage is taken of modern methods of service provision. There is readiness to pilot and experiment new programmes and to learn from the experience of others in the interest of achieving better results.

In recent years there has been a resurface of interest, (such as we have today with ICSAN) in the impact of governance principles on economic growth and development. Governance, both at the public administration and the economy-wide level has emerged as one of the central aspects of Government which tends to be associated with deeper economic development, with the causation running from better governance to higher economy of GDP Growth, since it is believed that better governance reduces the risk of macroeconomic instability by containing the sorts of shocks to which an economy is exposed and by making it easy for official decision-maker to deal with negative shocks when they occur. This matter of macroeconomic development in Nigeria is rather transiting from developing to industrialized economy. Good governance principles if properly implemented will lead to macroeconomic growth, development, and stability in the economy of the nation.

5. **Reforms of the Public Service to Entrench Good Governance Principles over the Years**

The Nigerian Civil Service, from all intents and purposes, occupy a central position in the social, political and economic development of the nation. It is the engine of the government that evolves, designs, develops and implements and monitors developmental policies for service delivery to adequately meet the needs of the public. The Nigerian Public Service stands on certain core values which include Meritocracy, transparency and accountability, anonymity, integrity, professionalism, discipline, political Neutrality, patriotism, impartiality and secrecy of government information.

Owing to critical nature of Civil service successive governments and Heads of Service over the years introduced and carried out different reforms that could effectively and efficiently position the public service for the growth of all aspects of citizens` life most importantly the Macroeconomic growth and development of the country. The reforms in the past and ongoing are numerous but I will succinctly refresh our memory about some key areas of Nigeria`s Public Service Reforms focused at improving service delivery and promoting good governance.

(A) **Early Post Independence Reforms**

- ❖ 1963 - 1964 : Justice A Morgan reform on Reviews of wages and salaries and Condition of Service of the Junior employees in Both Public Service and Private Sectors.
- ❖ 1966: Mr. T. Elwood reform on Grading of Post in the Public Service.

- ❖ 1970: Chief Adebo S.O. reform on Reviews of Wages and Salaries'
- ❖ 1970 - 1971: Chief J.O. Udoji reform on Public Service Commission, organization, structure and management, recruitment and conditions of employments, pensions and superannuation regarding all posts and review of salaries.
- ❖ 1985: Prof. Dotun Philips` reform on the structure, staffing and operations of Nigerain Civil Service in the mid-80s and beyond.
- ❖ 1985: Vice Admiral Patrick Koshoni`s reform on guidelines for implementation of the Civil Service Reforms as embodied in the Udoji`s and Philips` reports.
- ❖ 1994: Chief Allison Ayida`s reform on review of 1988 Civil Service reforms. He recommended the abrogation of the Civil Service reorganization of Decree No. 43 of 1988 and return to the status quo.
- ❖ 1999-2007: President Obasanjo Reforms hinge on privatization. Bureau of Public Enterprises was created to privatize all the existing government projects, plants, enterprises and refineries. Other reforms include Pension reform by enacted a law to decentralize and privatize pension administration in Nigeria through the pension reform act 2004. Monetization Policy is primarily to reduce recurrent expenditure.

(B) Ongoing Reforms in Head of Service to Reposition the Federal Civil Service

In any reform effort, the most fundamental issue is the extent of its successful implementation. Therefore, drawing on lessons learned from the implementation of past reforms, the Office of the Head of

the Civil Service of the Federation set out to drive a prioritized strategy for the transformation of the Federal Civil Service. This gave birth to the Federal Civil Service Strategy and Implementation Plan 2017 to 2020 (FCSSIP 20) and its successor plan, the Federal Civil Service Strategy and Implementation Plan 2021-2025 (FCSSIP25). Eight (8) areas were prioritized in the first plan and these were reprioritized to six (6) pillars after multi-stakeholder review of the FCSSIP20.

Accordingly, the FCSSIP Successor plan for the period 2021–2025 which was approved by the Federal Executive Council on 15th December, 2021 and is aligned to the National Development Plan 2021-2025, is aimed at evolving a crop of skilled, motivated, disciplined, innovative and performance/merit-oriented civil servants. It is expected that this will change the negative perception of the Nigerian civil service and lead to the effective driving of Nigeria’s socio-economic development.

Federal Civil Service Strategy and Implementation Plan 2021-2025 (FCSSIP25), which is aligned to the mandate of the Office under Mr. President’s nine (9) Priority areas has six six (6) pillars. These are:

- i. Capability Building & Talent Management;
- ii. Performance Management System;
- iii. Integrated Personnel & Payroll Information System (IPPIS) – Human Resource;
- iv. Innovation;
- v. Digitalisation of Content Services; and
- vi. Staff Welfare – Enhancing value proposition for civil servants

Capacity Building and Talent Management

- i. Train a presidential cohort of 100 in service professionals annually (through the Redesign and Re-launch 3-Core Training Modules namely Leadership Enhancement and Development Programme (LEAD-P), Structural Mandatory Assessment-Based Training Programme (SMAT-P) and Mandatory Induction). Guidelines for LEAD-P were developed by the Office of the Head of Service in Collaboration with Africa Initiative for Governance (AIG) and launched by His Excellency, the Vice President in January, 2022.
- ii. Roll out SMART-P training for all grade levels in the Civil Service with **1,546** officers trained so far;
- iii. Mandatory Induction Training with **1,751** officers trained so far;
- iv. Training of Officers for Conversion to Planning Cadre with **214** officers trained and posted to Ministries, Departments and Agencies;
- v. Annual capacity building retreat for Permanent Secretaries; and
- vi. Capacity Building of CEOs of Parastatals by the ASCON.

Performance Management

Performance Management System in the civil service is work in Progress. While some agencies of Government have begun implementing an ideal Performance Management System and are at different stages of evolution. The Government of Nigeria is guided by Development Plans over the years which are developed through multi-stakeholder consultation and participation. It is worthy to note that some critical agencies of the Federal Government like

Federal Road Safety Commission and some sub-regional government have instituted Performance Management System as a critical Human Resource Management Process.

It is to replace the Annual Performance Evaluation Report (APER) System in the Public Service whose implementation was defective. In 2021 the President charged the Head of the Civil Service of the Federation to institutionalise an Employee Performance Management System to replace the APER; Efforts made so far include:

- i. PMS policy and Guidelines developed and circulated to all Ministries, Departments and Agencies;
- ii. Over **1,900** officers have been trained service-wide;
- iii. Development of Standard Operating Procedures (SOPs);
- iv. Introducing ISO Certification 9001/2015 in the Services.

IPPIS - Human Resource:

It is to complement the Payroll Module already introduced in 2007. It is being implemented to block financial leakages from high personnel cost caused by ghost workers.

Through verification exercises, a total of **1,618** officers whose letters of employment were either fake or illegal were detected.

Salaries of **874** officers from IPPIS Platform were suspended for not updating their records

Innovation:

The Office is putting structures in place to effectively support and sustain innovation in the system. In this regard, we have initiated the establishment of a Service Innovation Department in the Office of the Head of the Civil Service of the Federation.

In addition, Service Innovation Divisions have been established. They are domiciled in the Reform Coordination and Service Improvement Departments of all MDAs. This, among other objectives is to prevent the suppression of ideas and encourage innovation in the system.

The Service Innovation Departments Service Innovation Divisions will provide the platform for promoting and harnessing high impact/ transformative solutions for the benefit of the Service with major focus on reducing waste, cutting cost of governance and enhancing revenue generation.

The maiden edition of the Federal Civil Service Innovation Challenge was held in June and August, 2020 and the 2nd Edition was held in December 2021. The theme was “Generate Revenue and Reduce Cost of Governance in the Federal Civil Service”. The star prize for the last edition was a total sum of N5million. We are committed to rewarding ingenuity and excellence in service so as to boost the morale of officers to enable them aspire to greater heights.

Digitalization- Content Service:

In our modest quest towards the actualisation of a technology driven civil service, we explored and initiated partnerships for the deployment of an Enterprise Content Management (ECM) platform. Hence, the Office in collaboration with the Africa Initiative for Governance (AIG)-an independent not-for-profit organisation focused on driving public sector transformation in Africa – commenced work on preparing the Service for the deployment of the solution;

- i. Review of ECMS Operations and Processes;

- ii. Review of documented functional and technical requirements for the ECMS platform;
- iii. Development and Issuance of Request for Proposal (RFP);
- iv. Development of Standard Operating Procedures (SOPs); and Establishment of Change and Communications Management

In addition to the aforementioned, the Office organized an End-User training for 16 MDA staff on Digitization and ECMS among others.

Staff Welfare

The sixth pillar of the FCSSIP25 is basically on Enhancing Value Proposition for Civil Servants and one of the key strategic results areas is staff welfare.

In pursuance of the above, the office has initiated the following programmes and activities:

- i. Federal Integrated Staff Housing Programme facilitated mortgage loans for a total of 230 civil servants. Two estates developed, commissioned and delivered to civil servants.
- ii. Federal Civil Service Bus Scheme. 20 high-capacity buses have been provided and the flag-off ceremony held on on 21st June, 2022. further plans to scale up the number to 40 is in progress.
- iii. Entrepreneurship programme. It entails acquisition of new skills that is capable of empowering civil servants after retirement with career choices.
- iv. Reward and Recognition Scheme. Aimed at motivating workers towards increased productivity by linking high performance to

rewards. The scheme has been institutionalized in MDAs starting from 2021. OHCSF is planning to reward her exceptionally outstanding officers this month.

- v. Group Life Assurance Scheme. In the event of unfortunate death of an employee, next- of- kin is entitled to three times the emolument of the deceased. The scheme covers all Federal Government employees who draw salary from the Federal Treasury including the paramilitary.

6. Above are brief descriptions of the strategic actions in the implementation of FCSSIP25 to the credit of Dr. Folashade Yemi-Esan, Head of Civil Service of the Federation. The reforms are attempts to reconstruct administrative structure, revamp operational machinery, and techniques geared towards improving service effectiveness and efficiency.

7. Nigeria's economy has evidently sustained economic growth for almost a decade while making strides in diversifying its economy owing to the recent progressive decline in oil prices which has imposed devastating impact on the economy and public finances. Faced with the sharp decline in oil price, the government needs to develop more resilient economic policies suitable to harness the country's strong macroeconomic growth. All these policies require a well-functioning Civil/Public service for strategic implementation of reforms to achieve sustainable development outcomes for a strong economic track record. As at 2nd quarter of year 2021, the government had recorded 5% growth of the economy. This was stated by Mr. President at the launch of the jubilee fellows programme. Some of the drivers of economic growth and diversification include telecommunication, transportation,

electricity, agriculture and manufacturing, as designed in the Economic Recovery and Growth Plan (ERGP). Each of the sectors mentioned earlier showed significant improvement and they created more jobs for our populace. Since 2019, an important part of government policies and strategies is focused on employment and creating opportunities for Nigerian which is being done through the introduction of the National Social Investment Programme of the government such as N-power, TraderMoni, Survival Funds, FarmerMoni and MarketMoni, respectively.

Efforts by the Federal Government to grow and Develop the Economy:

- i. Economic Recovery and 2017 - 2020 Growth Plan;
- ii. Economic Sustainability Plan June 2020 ~~₦~~**2.3** Trillion;
- iii. National Social Investment Programme;
- iv. Anchor Borrowers Programme;
- v. Medium Term Development Plan;
- vi. Annual Appropriations;
- vii. Monetary and Fiscal Policies

8. Finally, Ladies and Gentlemen, in all of these developmental efforts of the Government, there is a sense of responsibility to enhance macroeconomic development. Nigeria's economy grew by 3.54 per cent in real terms in the second quarter of 2022, according to the National Bureau of Statistics. It will also grow further for the betterment of Nigerians through sustainable developmental policies being deployed by the Government, supported by a motivated and efficient public service.

9. Thank you all for your attention and God bless.