

INTERNATIONAL TRENDS IN GOVERNMENT PERFORMANCE MANAGEMENT SYSTEM

Implementation of PMS in NIGERIA



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Presentation Outline

- ▶ Brief Profile of Nigeria
- ▶ Situation of Government Performance Management system before Collaboration with Commonwealth Secretariat
- ▶ Situation after CFR Training-Current Thinking
- ▶ Key Changes and Plan
- ▶ Key Challenges and Way forward

Brief Profile of Nigeria



Population estimate as at 2021= 221 million

Situation of Government Performance Management System

- ▶ The public service in Nigeria is a reflection of colonial and historical experiences.
- ▶ Traditional bureaucratic organisational structure was adopted in the management of performance in the public service for efficient service delivery.
- ▶ Successive Nigerian Governments since the democratic dispensation in 1999 have tried many approaches to institute a form of accountability in government and improve performance of government. These include:
 - ▶ SERVICOM initiative approach (1999–2007)
 - ▶ Performance contract approach (2012–2015)
 - ▶ Efficiency unit approach (2015–2018) and
 - ▶ Performance Agreement 2019-date
 - ▶ Employee Performance Management System
 - ▶ **Whole of Government Performance Management System to be instituted**

SERVICOM initiative approach (2003–2007)

- ▶ Introduced by President Olusegun Obasanjo in 2003.
- ▶ SERVICOM simply refers to ‘Service Compact with all Nigerians’. Its overall goal is to build a social contract with citizens by strengthening the accountability and responsiveness of government to the legitimate demands of the citizens;
- ▶ **The primary aim was to refocus government on service delivery through effective implementation of ‘Service Charters’ and the achievement of visible improvement in service delivery.**
- ▶ All Federal MDAs were mandated to have a service charter to guide their service delivery.

Performance Contract approach (2012–2015)

- ▶ Introduced in 2010 through the creation of the National Monitoring & Evaluation Department as part of the implementation strategy for the Nigeria's Vision 20:2020.
- ▶ This is the first formal effort at institutionalizing GPMS was aimed at organizational performance measurement under President Jonathan in 2012
- ▶ Performance Agreements signed between Mr. President and his Ministers based on ministerial Mandates.
- ▶ The **National M&E Department** provides the overall coordination and institutionalization of the performance measurement. Though there were prioritization of activities, measurement of performance was subjective.
- ▶ However, this was short-lived as the evaluation of the performance of Ministries was stopped .

Efficiency Unit approach (2015–2018)

- ▶ An efficiency unit was established in the Federal Ministry of Finance in 2015 by President Buhari to eliminate wastes and inefficiencies in Government.
- ▶ Later, converted to circulars for implementation service-wide
- ▶ The efficiency unit's mandate includes:
 - ▶ reviewing government spending pattern using data from budget Implementation Report and other sources and working closely with MDAs to review work and procurement processes for specific Expenditure lines, while agreeing on changes or process improvements to reduce wastages and make savings

Performance Agreements 2019 to date

- ▶ Established in September, 2019 by President Buhari to hold Ministers accountable for the delivery of the Nine Priority Areas based on determined targets and key performance indicators.
- ▶ A performance agreement was signed with an independent Delivery Unit in the Office of the Secretary to the Government of the Federation in the Presidency to track performance.
- ▶ Ministers are called to present accounts of their stewardship once every year at a presidential retreat chaired by the President in person.
- ▶ At the 2021 retreat, the President charged the Head of the Civil Service of the Federation to institutionalise an employee performance Management System

Our current focus

- ▶ PMS incorporated in the Federal Civil Service Strategy and Implementation Plan 2017-2020 and 2021-2025.
- ▶ Training of Officers have been on going in preparation for its institutionalisation
- ▶ PMS policy and Guidelines developed and circulated
- ▶ Continuous capacity building and hand holding in MDAs
- ▶ PMS has been incorporated in the Public Service Rules as the appraisal system for civil and public servants starting from 2022.
- ▶ Collaboration with Commonwealth Secretariat

Achievement of the Workshop

The collaboration with the Commonwealth Secretariat led to a five day workshop with the following achievement:

- Sensitization of Top Civil servants on preparation of Commitment for Results document, Key Performance indicators and objective measurement of performance using composite scores
- Linking institutional Performance Management with employee Performance management in a whole of Government Performance Management System driven from the top to bottom in government
- Cascading of the knowledge gained to all MDAs with the Permanent Secretaries who are accounting Officers leading

Key Changes post workshop

- ▶ Development of Comprehensive coverage in CFR of financial and non financial aspects of performance
- ▶ Explicit Prioritization of tasks, graded criteria values leading to composite scores
- ▶ Establishment of a community of practice through the Canvass for institutionalisation of Government Performance Management System using GAPPs.
- ▶ Handholding of MDAs to institutionalise PMS
- ▶ Linkage of EPMS with Institutional PMS
- ▶ Reviewing the Performance Management policy and Guidelines in line with recent knowledge from the workshop

Key Challenges

- ▶ Inadequate Political will
- ▶ Election Year-Government attention has currently shifted to election for 2023
- ▶ Inadequate Infrastructure in terms of electricity, basic office equipment such as computers, internet facilities
- ▶ Inadequate automation of process that will lead to procedural fairness
- ▶ Poor economy
- ▶ Inadequate knowledge management

Conclusion

- ▶ With the Head of the Civil Service of the Federation championing the GPMS and the whole of Government Performance Management System, we are hopeful that this will be institutionalised
- ▶ Our eyes are also on the 16 GAPP as a guide.
- ▶ A tracking template will also be followed by the Office to ensure effective implementation
- ▶ We have been assured of the support of the Commonwealth Secretariat to handhold us in institutionalising GPMS



Thank You