

WELCOME ADDRESS AND CONTEXT SETTING BY THE SECRETARY TO THE GOVERNMENT OF THE FEDERATION, BOSS MUSTAPHA, AT THE 3RD YEAR MINISTERIAL PERFORMANCE REVIEW RETREAT, HELD AT THE STATE HOUSE CONFERENCE CENTRE, PRESIDENTIAL VILLA, ABUJA ON 17TH AND 18TH OCTOBER 2022

Protocol

I am delighted to welcome you to the 3rd Year Ministerial Performance Review Retreat organised by the Office of the Secretary to the Government of the Federation for Ministers, Permanent Secretaries and Top Government Functionaries.

2. Let me specially welcome to this important event; His Excellency, the President, His Excellency, the Vice President, His Excellency, the immediate past President of the Republic of Kenya, the Leadership of the National Assembly, the British High Commissioner, Honourable Ministers, Permanent Secretaries, Top Government Functionaries and other Special Guests.

3. You will recall that the 1st Presidential Retreat was held in August 2019, for Ministers designate, Permanent Secretaries and top Government Functionaries. The Retreat provided update on the status of Policies, Programmes and Projects of Government, to prepare the incoming Cabinet members to assume their roles. It was also designed to map a trajectory towards the delivery of the Administration's Priority Agenda for 2019 – 2023. This year's Retreat is therefore, the 4th and the last in the series of Presidential Retreats to be organised during this 2nd term of President Muhammadu Buhari.

4. The first Presidential Retreat was followed one year later by the 1st Year Ministerial Review Retreat which was held on 7th and 8th September 2020. The Retreat provided an opportunity for the Government to assess its performance and track the progress of its commitment to deliver the development aspirations captured in the 9 Priority Areas that were adopted at the 2019 Retreat.

5. In the same vein, a Mid-Term Ministerial Performance Review Retreat was organised to review the performance of Government at mid-term and re-strategise for the second half of Mr. President's 2nd term in

Office. The 2-day Review Retreat was held on 11th and 12th October 2021 at the State House Conference Centre.

6. The objectives of the Mid-Term Retreat, among others, were to: institutionalise the Performance Management System (PMS) to promote the culture of accountability and transparency in the Public Service; render progress report on the level of implementation of Ministerial Mandates along the Nine Priority Areas of the Administration; review performance of Ministries and identify key impediment(s) to implementation of the Ministerial Mandates; and re-strategise on how to accelerate delivery of results.

7. It is worthy of note, that over the last 3 years, Ministries have continued to implement the deliverables assigned to them in line with the Ministerial Mandates; jointly signed by the Ministers and Permanent Secretaries which serve as a performance bond with Mr. President.

8. Against this background, the purpose of this 3rd Year Ministerial Performance Review Retreat is to report on progress made in the implementation of Ministerial Mandates along the Nine Priority Areas of the Administration. The main objective is to present a performance report on the Ministerial Mandates and the Nine Priority Areas based on data from the Central Delivery Coordination Unit (CDCU) Performance Management System, while other objectives are to: analyse and discuss reasons for achievements or non-achievement of performance targets; identify and agree on strategies to improve performance; recognise accomplishment; and encourage Ministers to deliver on the legacy projects of Mr. President as the Administration winds down.

9. To achieve these objectives, the Retreat has been structured into 3 main focus areas. The first is an overview of ministerial performance within the last three years of the Administration. This will present key achievements and identify opportunities for improvement. The second will reflect on lessons and good practices from the Kenyan Presidential Delivery Unit; and the third will focus on ways to accelerate the delivery of flagship projects and programmes of Mr. President before the end of this Administration in May 2023.

10. Your Excellencies, Distinguished Ladies and Gentlemen, I am pleased to report that with the unflinching support of His Excellency, Mr. President,

the CDCU has so far driven the Federal Government delivery initiative successfully. The CDCU Performance Management System introduced in 2021 has also been improved with the incorporation of a systemic feedback mechanism.

11. It is important to point out that, sequel to the Mid-Term Ministerial Performance Review Retreat last year, the CDCU developed Performance Improvement Suggestions (PIS) for all 28 Ministries as well as the Office of the Head of the Civil Service of the Federation (OHCSF).

12. The PIS as a major value addition, recommends ways of improving performance, especially for Deliverables that were rated below 50%. The PIS enables each Ministry develop actionable plans to accelerate the implementation of Deliverables towards the achievement of the 2023 targets.

13. As part of efforts to integrate the CDCU into the global delivery community, Nigeria's delegates in conjunction with Foreign Commonwealth & Development Office – Partnership to Engage, Reform & Learn (FCDO-PERL) participated at the 2021 Africa Delivery Exchange Conference (ADX2021), which held virtually from 15th – 16th December, 2021. The Africa Delivery Exchange (ADX) is an annual delivery event organised by the Tony Blair Institute for Global Change (TBI) and the African Development Bank (AfDB).

14. The Conference brings together Government Delivery Units' (GDU), leaders and practitioners from across Africa to share their delivery learnings and experiences. I am glad to note that our Guest Speaker, His Excellency, Uhuru Kenyatta was instrumental to the formation of the Africa Delivery Exchange Conference and hosted the 2nd edition of the Conference in 2020.

15. To address the issue of limited Civil Service capacity in driving the delivery process, CDCU has continued to provide technical support for Ministries to establish, inaugurate and train their Delivery Task Teams, which are made up of staff of the Departments and Agencies under the supervision of such Ministries, to ensure timely reporting on ministerial deliverables. This support aims at deepening the delivery capability of MDAs to complete key legacy Policies, Projects and Programmes of Government with a focus on the low-hanging fruits.

16. As at September 2022, a total of 17 Ministries had set up and inaugurated their Delivery Task Teams while others are at advanced stages in preparation to doing so. Let me at this juncture, encourage the remaining Ministries to facilitate the setting up of their Delivery Task Teams without further delay.

17. As part of the functionality of the Performance Management System, a Presidential Delivery Tracker (PDT) was launched on 30th August 2022. The Presidential Delivery Tracker (PDT) App is a co-creation platform that connects citizens to governance in Nigeria by increasing citizens' access to the Federal Government's Presidential Priority Policies, Programmes, and Projects.

18. The goal of the PDT is to promote transparency and expand access to reporting on Presidential Priority Policies, Programmes and Projects by incorporating citizens as the third layer of reporting, to offer vital information that will facilitate effective service delivery.

19. The PDT is not designed to cover all activities of the Federal Government but is restricted in scope to the Policies, Programmes and Projects implemented by Federal Government Ministries, Departments and Agencies towards the achievement of Presidential priority programmes such as the 9 Priority Areas of the Administration.

20. The PDT will enable the CDCU to triangulate the feedbacks from citizens with reports obtained from the implementing Ministries. The PDT was used by CDCU to successfully track implementation of Projects and Programmes during the recent spot-checks exercise across the 6 geo-political zones of the Country.

21. Your Excellencies, distinguished ladies & gentlemen, In line with Mr. President's directive at the Mid-Term Retreat last year, the OSGF has put in place, a legal framework for the institutionalisation of the delivery of Presidential Priorities in Nigeria. In this regard, an Executive Order on "Improving Performance Management, Coordination and Implementation of Presidential Priorities of the Federal Government of Nigeria" has been developed and will be formally signed by His Excellency, Mr. President at this Retreat.

22. The Executive Order is meant to strengthen the National Monitoring and Evaluation Policy recently approved by the Federal Executive Council. The National M&E Policy provides guiding principles, standards, and responsibilities that would ensure result-based planning and management of resources in the implementation of Government projects.

23. Also, in line with His Excellency, Mr. President's directive, the CDCU has been submitting weekly progress reports on the implementation of Ministerial Mandates to the President. This keeps Mr. President apprised of the level of achievement of the deliverables against set targets. So far, I have submitted to Mr. President, the 1st Quarter Performance Report of all Ministries and circulated same to all Ministers, the Head of the Civil Service of the Federation, Permanent Secretaries and Directors of Planning Research & Statistics, while the 2nd Quarter 2022 Performance Report will be presented at this Retreat.

24. Permit me to use this opportunity to inform all Ministries that the CDCU has commenced the production of Quarterly Reports on the Performance of Ministerial Mandates. These reports are derived from the quarterly submission of performance data by Ministries using the Output Result Template, Progress Report and Project Reporting template developed by CDCU. Ministries are therefore encouraged to ensure timely submission of their data to facilitate this process.

25. I wish to at this point highlight activities earmarked for the Technical Sessions designed to focus on the following thematic areas:

- i) The President Muhammadu Buhari Administration: Reflections on the Journey So Far
- ii) Enabling Delivery and Managing Transition: The Kenyan Experience
- iii) Overview of 3rd Year scorecard and summary of Ministerial/MDA performance
- iv) Panel discussions focusing on accelerating delivery and ensuring impact
- v) Progress update on Nigeria's National Development Plan
- vi) Presentation on the Imperatives of National Security for Development of the Nigerian State.

26. Your Excellencies, distinguished ladies and gentlemen, in conclusion, let me state that this Retreat will be solution driven and participatory in nature. It is therefore very important and I urge participants to make useful and constructive contributions during the technical sessions. The outcome of the Retreat is expected to pave the way for the ramping-up of the delivery of Government Policies, Programmes, and Projects as the Administration concludes by May 2023.

27. I encourage us to participate actively in all the sessions of the Retreat as this is the last performance review for this Administration which has done well to sustain the unity and development of our Country.

28. Once again, I welcome you all to this very important Retreat as I look forward to the ensuing stimulating discussions over the next two days.

29. Thank you for your kind attention.