



FEDERAL REPUBLIC OF NIGERIA

**OFFICE OF THE HEAD OF THE
CIVIL SERVICE OF THE FEDERATION**

LEGACY REPORT



MRS DIDI ESTHER WALSON-JACK, OON, mni
HEAD OF THE CIVIL SERVICE OF THE FEDERATION

14th August 2024 - 27th August 2026



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A MESSAGE

FROM
THE

Head of the Civil Service
of the Federation

A Message from the Head of the Civil Service of the Federation

When I assumed office as Head of the Civil Service of the Federation, I did so with a clear conviction: public institutions must be stronger than the personalities who lead them. The privilege of stewardship is therefore not measured only by the activities completed during a tenure, but by the systems, standards, people and habits that remain useful after the office-holder has departed.

The Federal Civil Service stands at the centre of national delivery. It translates policy into programmes, protects institutional memory and sustains the work of government across political cycles. My responsibility was to help it become more capable, digitally enabled, performance-led, innovative, inclusive and attentive to the welfare of its people. The task demanded speed, but also institutional discipline; ambition, but also respect for rules; visible milestones, but also the patient work of building foundations.

Over these two years, we established an execution rhythm around the Federal Civil Service Strategy and Implementation Plan, accelerated the digital transition across Ministries and Extra-Ministerial Departments, expanded secure official communication, introduced practical artificial-intelligence support, advanced data-led workforce management,

strengthened performance and innovation systems, built new learning and mentoring pathways, convened public-service leaders across Nigeria and beyond, and secured important welfare interventions for civil servants.

These achievements belong to the Service. They were made possible by the support of the President, the cooperation of Permanent Secretaries and Heads of Agencies, the commitment of Directors and officers at every level, the partnership of State Heads of Service, development partners, organised labour, professional bodies, the private sector and the media. The most meaningful tribute to this collective effort will be continuity: rigorous implementation, honest measurement, continuous learning and a relentless focus on the Nigerian citizen.

I leave with gratitude and with confidence. The reform journey is unfinished by design; strong institutions are always becoming. What matters is that the Service now possesses more of the tools, platforms, governance mechanisms and shared expectations required to keep moving. May those who inherit these systems improve them, and may every public servant remember that excellence is not an event but a daily duty.

**Mrs Didi Esther
Walson-Jack, OON, mni**
Head of the Civil Service of the
Federation

Executive Summary

President Bola Ahmed Tinubu GCFR approved Mrs Walson-Jack's appointment on 17 July 2024, effective 14 August 2024, with a specific charge to lead with innovation, integrity and adherence to public-service rules. On 19 August 2026, the Presidency announced Mr Abel Olumuyiwa Enitan as her successor with effect from 27 August, expressed appreciation for the reforms and innovations recorded, and directed the incoming HCSF to consolidate them. The language of both appointments creates a clear arc: innovate within the rules, then institutionalise what works.

Her tenure inherited FCSSIP25 near the final third of its 2021–2025 cycle. The leadership response was to build an execution architecture around seven War Rooms, named reform leads, recurring review and escalation.

This operating model was used to accelerate remaining deliverables, close the end-term review in June 2026 and begin co-creation of FCSSIP30, the 2026–2030 successor plan.

Digitalisation became the most visible symbol of the period. The scorecard records expansion of digital work processes from four to 38 MEMDs, while several public accounts describe a baseline of three; both agree on the end-state of 38 by 31 December 2025. GovMail reportedly grew to more than 120,000 users. Service-Wise GPT recorded more than 75,000 conversations, and an early user survey reported that 73 per cent of respondents saved two to three hours per day and approximately 90 per cent would recommend the tool. OHCSF also migrated to the 1Gov sovereign cloud environment.

Capability and talent reform broadened the change agenda beyond technology. The portfolio included Permanent Secretaries' retreats and induction; a Mentoring Policy; onboarding and understudy frameworks; the professionalisation of HR; a transparent Permanent Secretary selection manual; the Nigeria Federal Civil Service Online Academy; a digital literacy partnership through which 15,800 officers are reported as trained; executive leadership development for 32 public-service leaders; and PASGA as a basis for verified personnel data and skills-gap decisions.

LEGACY IN ONE SENTENCE

Mrs Walson-Jack's central contribution was to turn a reform agenda into a more visible execution system combining digital platforms, workforce data, performance routines, leadership development, innovation, welfare advocacy and structured partnerships while leaving the next administration a clear obligation to deepen adoption and prove citizen-level results.

Performance and personnel administration also moved towards digital, goal-based systems. A weekly PMS Day created a visible implementation cadence for replacing the Annual Performance Evaluation Report with a more continuous performance-management model. The revived IPPIS Steering Committee restored governance attention, while the HR modules launched on 27 July 2026 were presented as an end-to-end platform for records, postings, promotions, leave and self-service across 508 MDAs and a potential workforce of more than 600,000.



Innovation was made participatory. Ministerial and service-wide competitions gave officers permission and incentives to solve real problems. The 2025 competition reportedly attracted more than 155 entries and distributed N12 million in prizes, with a carpooling solution among the winning ideas. The institutional test now is whether winning prototypes are funded, adopted and measured after the ceremony.

The reform effort deliberately widened its constituency. Two editions of the International Civil Service Conference positioned Nigeria as a convenor of global public-administration dialogue. State Heads of Service were engaged through quarterly meetings and study tours in Singapore and Abuja. Partnerships with UNDP, UN Women, NITDA, FMBN, NSITF and private-sector actors brought expertise, platforms and financing into the reform ecosystem.

Staff welfare received unusual policy attention. The scorecard covers life assurance, public-service games, exit benefits, employee compensation, housing finance, reviewed allowances, full DTA for approved training, engagement with retired senior leaders and recognition of promoted Directors. Several measures were approved during the tenure but carry implementation dates or funding requirements beyond it; they therefore form part of the legacy and part of the successor's delivery obligation.

The record also contains important cautions. Paperless coverage must be translated into actual usage, faster turnaround and verified savings; media analysis of 2026 stationery proposals exposed a credibility gap that requires expenditure and consumption data. The PFIPC episode revealed weaknesses in inter-agency authentication of establishment and appointment documents; public testimony acknowledged a due-diligence lapse, even as payment controls reportedly prevented disbursement and investigations continued. Outstanding wage and promotion arrears remained a system-wide obligation. A credible legacy report must treat these not as footnotes, but as design lessons for stronger institutions.

The enduring legacy is consequently best described as an institutional platform, not a completed transformation. The tenure planted systems, widened reform participation and created new expectations. Its ultimate value will depend on whether FCSSIP30 converts coverage into usage, usage into service outcomes, and service outcomes into public trust.



RESULTS AT A GLANCE

In just two years in office, Mrs. Didi Esther Walson-Jack has championed transformative reforms across all six pillars of the Federal Civil Service Strategy and Implementation Plan 2021–2025 (FCSSIP 25), while strengthening the critical enablers. She declared 2025 the Year of Accomplishment to accelerate results and achieve the strategic objectives of the Civil Service reform agenda, and the headline numbers reveal the magnitude of her tenure in service.

3 to 38

MDAs on Digitalised Work Processes

Expanded paperless operations from 3 to 38 Ministries, Departments and Agencies, supported by deployment of the 1Gov Enterprise Content Management (ECM) platform.

120,000+

Active GovMail Accounts

Expanded access to official government email from fewer than 20,000 officers in August 2024 to more than 120,000 active accounts by August 2026.

1Gov Cloud

Integrated Digital Workplace

Moved the OHCSF onto the integrated 1Gov Cloud environment — including GovMail, InMail, GovDrive and GovConference — on 11 November 2025

1000+

Circulars Digitized

Established an open-access Online Compendium of Circulars covering circulars issued since 1995, sourced from 20 MDAs and compiled by 130 subject-matter experts

6 Editions

Federal Public Service Live

Delivered six editions of the quarterly engagement platform, strengthening direct communication between public servants and the Head of the Civil Service of the Federation.

15,800

Civil Servants Trained in Digital Skills

Equipped 15,800 officers with foundational digital capabilities through NITDA's Digital Literacy for All initiative.

Service-Wise GPT

AI-Powered Civil Service Knowledge Platform

Introduced an AI-enabled knowledge platform providing faster access to public-service rules, circulars, policies and institutional information.

68%

Reported Service-Wise GPT Usage

68% of surveyed officers reported using Service-Wise GPT, including for document research, drafting, policy work and data analysis.

75,000+

Service-Wise GPT Conversations

Recorded more than 75,000 interactions on the AI-powered knowledge platform.

WORKFORCE & WELFARE

100% Annual Emoluments as Exit Benefit

Secured an exit benefit equivalent to 100% of annual emoluments for eligible retiring officers, effective from 1 January 2026—22 years after its displacement by the Contributory Pension Scheme

₦10 Billion Annual Housing Loan Intervention

Unlocked an annual ₦10 billion housing-loan intervention to expand access to affordable home ownership for Federal Government employees under the Federal Government Staff Housing Loans Board

100% Duty Tour Allowance

Secured approval for the payment of full Duty Tour Allowance to officers participating in approved capacity-development programmes at MDIs

40% Peculiar Allowance Increase

Secured a 40% increase in Peculiar Allowance across CONPSS and CONRAISS, alongside improvements in selected duty-related allowances and benefits.

ECA 2010 Employee Compensation Scheme Operationalised

Operationalised the Employee Compensation Scheme established under the Employee Compensation Act 2010, expanding protection for work-related injury, disability, occupational disease and death

670 Newly Promoted Directors Recognised

Recognised 332 and 338 newly promoted Directors in 2024 and 2026 respectively, reinforcing a culture that celebrates achievement, professional advancement and leadership responsibility.

4 Civil Service Reform Instruments

Introduced four service-wide reform instruments:

- Rewards and Recognition Policy
- Civil Service Mentoring Policy
- Communication Style Manual
- Incentives and Consequence Management System Policy and Guidelines

4 High-level Leadership Retreats

Convened four retreats between 2024 and 2026 to align Permanent Secretaries and other senior leaders with Civil Service reform priorities

32 Senior Leaders Completed International Executive Programme

Supported 32 senior public-service leaders through the UN facilitated Nigeria - UAE Executive Leadership Programme, strengthening leadership capability and exposure to global public-sector practice.

1st Skills Gap Assessment



Completed Personnel Audit and Skills Gap Analysis (PASGA) of over 59,000 officers, creating a stronger evidence base for workforce planning and deployment.

250 Housing units for civil servants



Broke ground for 250 housing units for Federal Civil Servants in August 2026 — expanding access to affordable homeownership and improving the welfare of officers.

50 Federal Civil Service Mass Transit Buses

Introduced 50 mass-transit buses for Federal Civil Servants in August 2026 — Renewed Hope Buses, expanding access to safer, more reliable and more affordable transportation for officers.

LEADERSHIP, INNOVATION & GLOBAL ENGAGEMENT

Weekly PMS Day

Performance Made a Service-Wide Priority

Institutionalised Thursday as PMS Day, creating a regular service-wide focus on performance planning, review, accountability and results.

7

FCSSIP25 Reform War Rooms

Established seven reform war rooms to accelerate implementation of FCSSIP25 priorities, monitor progress and drive measurable results

17

Senior Leadership Appointments

Led the institutional transition and onboarding associated with the appointment of new Permanent Secretaries and the Accountant-General of the Federation.

2

Public Service Innovation Competition

Held innovation competitions in 2025 and 2026, with the 2026 edition attracting 155 entries from 66 cross-functional teams

N5 Million

Innovation Star Prize

Awarded a N5 million star prize to the winning innovation team in 2026, alongside additional awards recognising high-performing teams.

1

Ministerial Innovation Challenge



Extended the innovation agenda into MDAs through the maiden Ministerial Innovation Challenge, piloted by the Ministry of Interior in May 2026.

2

International Civil Service Conferences

Institutionalized the International Civil Service Conference, with the inaugural edition held in June 2025 and the second in May 2026 under the theme "Reforms, Resilience and Results."

200+

Speakers at ICSC 2025 & 2026

Featured more than 200 speakers and resource persons in discussions on public-service reform, innovation, leadership and institutional resilience.

16

Countries Represented at ICSC 2026

Brought together participants and perspectives from 16 countries

ICSC Delegates

3,000+
in 2025

Hosted more than 3,000 delegates at the inaugural International Civil Service Conference

5,000+
in 2026

Expanded participation to more than 5,000 delegates at the second International Civil Service Conference in May 2026.

Study Tour

Singapore Study Tour for States Heads of Service

Led State Heads of Service on a study visit to Singapore to examine international approaches to public-sector leadership, innovation and institutional capability—supported by UNDP

Civil Service News

Dedicated Reform Communication Platform

Established Civil Service News as a print and digital platform for communicating reforms, achievements, institutional developments and opportunities across the Federal Civil Service.

Visit: nigeriancivilservicenews.ng

Service Welfare Newsletter



Dedicated Staff Welfare Information Platform

Introduced a dedicated print and digital welfare publication to keep officers informed about staff benefits, support programmes and emerging welfare reforms.

Visit: servicewelfare.gov.ng

3



National Council on Establishments Meetings

Presided over the 46th, 47th and 48th meetings of the National Council on Establishments, strengthening federal-state coordination on public-service policy and reform.

INSPIRE

Advancing Women's Leadership in the Civil Service

Launched the Inclusive Network for Supporting Progress, Innovation, Reform and Equity for Women (INSPIRE) in May 2026 to strengthen women's leadership, mentorship, professional networks and participation in decision-making across the Federal Civil Service— supported by UN Women.



What changed

Legacy dimension	Before / Inherited constraint	Change during the tenure	Continuity test
 Execution	A broad reform plan with uneven implementation momentum.	Seven War Rooms, executive reviews, end-term review and FCSSIP30 co-creation.	Publish quarterly outcome dashboards and close unresolved FCSSIP25 actions.
 Digital work	Only a few MEMDs had digital workflow; official email reach was limited.	All 38 MEMDs reported on e-workflow; GovMail, 1Gov and Service-Wise scaled.	Measure active usage, turnaround time, cost savings, cybersecurity and user experience.
 People data	Fragmented records and limited service-wide view of skills.	PASGA and IPPIS HR created a route to verified records and lifecycle administration.	Reconcile records, close verification gaps and use skills data for deployment and learning.
 Performance	APER-dominated culture and weak continuous review.	PMS Day and service-wide implementation routines made performance conversations more visible.	Link individual goals to ministerial outcomes and enforce consequence management fairly.
 Learning	Access to development varied and succession knowledge was vulnerable.	Online Academy, mentoring, onboarding, understudy and leadership programmes were created.	Track participation, completion, application and promotion equity.
 Innovation	Ideas were often episodic and disconnected from implementation.	Competitions, innovation hubs and partnerships created a pipeline for officer-led solutions.	Fund pilots, assign owners, publish scale decisions and measure benefits.
 Welfare	Persistent concerns over retirement, housing, compensation and allowances.	A portfolio of approvals, schemes and first operational milestones was advanced.	Fund, implement and publish beneficiary-level delivery without overstating approvals.
 Engagement	Reform dialogue was often centred in Abuja and within the federal tier.	State HoS networks, ICSC, partners' roundtables, media platforms and roadshows widened participation.	Turn convening into joint delivery commitments and transparent follow-through.

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01 **Tenure in context**

A two-year stewardship shaped by a presidential mandate to innovate with integrity and a transition designed to sustain reform continuity.

Appointment, mandate and handover

His Excellency, President Bola Ahmed Tinubu, GCFR, President and Commander-in-Chief of the Armed Forces of the Federal Republic of Nigeria, approved the appointment of Mrs. Didi Esther Walson-Jack, OON, mni, as Head of the Civil Service of the Federation on 17 July 2024, with effect from 14 August 2024. In announcing the appointment, the President gave an early indication of the standards expected of the incoming Head of Service, charging her to discharge the responsibilities of the Office with innovative flair, integrity and stringent adherence to the extant rules and regulations of the Civil Service of the Federation.

Ahead of her assumption of office, Mrs. Didi Esther Walson-Jack, alongside the outgoing Head of the Civil Service of the Federation, Dr Folasade Yemi-Esan, CFR, met with President Bola Ahmed Tinubu at the State House on 9 August 2024. The engagement provided an opportunity for the President to further articulate his expectations for the Civil Service, particularly the need to eliminate administrative bottlenecks and ensure more seamless, efficient and timely delivery of Government priorities.



At her swearing-in on 12 August 2024, President Tinubu further underscored the principles that were to guide her stewardship, charging her to serve the nation and the Civil Service with integrity and transparency. In response, Mrs. Walson-Jack committed to building on the reforms already underway and bringing greater innovation and creativity to the Service, with the objective of strengthening its effectiveness and efficiency in delivering the Renewed Hope Agenda.

Mrs. Didi Esther Walson-Jack, OON, mni, assumed office as the Federal Civil Service Strategy and Implementation Plan 2021-2025 (FCSSIP25) entered its closing phase. This placed an immediate emphasis on implementation: accelerating priority reforms, addressing outstanding bottlenecks, strengthening accountability, and translating the Strategy's objectives into tangible results across the Service.



Within this mandate, she reaffirmed the established EPIC ethos—an Efficient, Productive, Incorruptible, and Citizen-Centred Civil Service—linking the reform agenda to the broader responsibility of the Service to support the effective delivery of Government priorities.

Her charge was therefore clear: to strengthen the capacity, efficiency and responsiveness of the Federal Civil Service while accelerating the reform programme entrusted to her leadership.

A career oriented towards institution-building

Mrs Didi Esther Walson-Jack, OON, mni, brought to the Office of the Head of the Civil Service of the Federation more than three decades of experience across State and Federal public service.

A lawyer by training, she began her public service career in 1992 as a State Counsel in the Rivers State Ministry of Justice and transferred her service to the newly created Bayelsa State in 1996. As the only certified Legal Drafter in the State at the time, she established and headed the Legal Drafting Department of the Ministry of Justice and the Legal Department of the State House of Assembly.



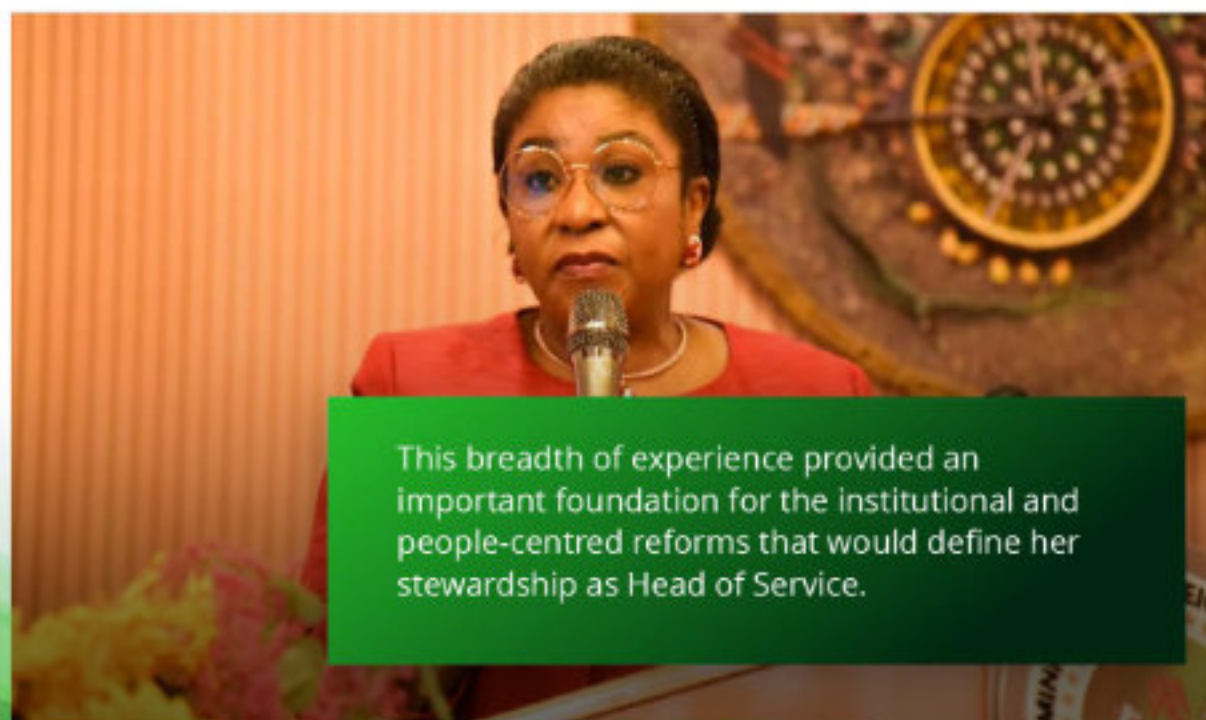
Her responsibilities subsequently expanded beyond legal practice. She served as Solicitor-General and Permanent Secretary, Ministry of Justice; Deputy Chief of Staff to the Governor; Pioneer Commissioner for Science and Technology and Manpower Development; and Chief of Staff to the Governor. These assignments provided experience in institution-building, policy coordination, administration and the management of Government at senior levels.

In 2009, Mrs Walson-Jack transferred to the Federal Civil Service as an Assistant Director and rose to the position of Federal Permanent Secretary in 2017. Over the years that followed, she served across six Federal Ministries, the Office of the Head of the Civil Service of the Federation and the Office of the Secretary to the Government of the Federation, gaining experience across policy implementation, administration, human-resource management and institutional reform.

Her work in the Office of the Head of the Civil Service of the Federation was particularly significant in shaping the priorities she would later advance as Head of Service. As Permanent Secretary, she pioneered the Service Welfare Office, advanced the Rewards and Recognition System and reinvigorated the Federal Integrated Staff Housing Programme. She also chaired the Joint National Public Service Negotiating Council and contributed to the processes around the National Minimum Wage.

Her tenure in the Service Welfare Office also supported the development of initiatives covering exit management, occupational safety and health, counselling services, emergency management and disability inclusion. Together, these interventions reflected an approach to public-service management that placed institutional systems and the wellbeing of the people who operate them within the same reform agenda.

By the time she was appointed Head of the Civil Service of the Federation in 2024, Mrs Walson-Jack had worked across different tiers and institutions of Government, combining experience in law, policy, administration, labour relations, staff welfare and reform implementation.



This breadth of experience provided an important foundation for the institutional and people-centred reforms that would define her stewardship as Head of Service.

02

Leadership philosophy and institutional culture

Shaping an EPIC Civil Service through shared values, visible leadership and stronger engagement across the workforce.

Embedding the EPIC Ethos

On assuming office, Mrs Didi Esther Walson-Jack, OON, mni, recognised that the transformation of the Federal Civil Service would depend not only on new policies, systems and technology, but also on the values and behaviours of the officers responsible for making them work. Culture change therefore became an integral part of her reform agenda, with the vision of an Efficient, Productive, Incorruptible and Citizen-Centred (EPIC) Civil Service providing a common standard for the workforce.

On 7 September 2024, at the Federal Permanent Secretaries' Retreat held in Suleja, Niger State, the Federal Civil Service Culture Change Song and Video were reintroduced as instruments for reinforcing the values and behaviours expected across the Federal Civil Service. The song, subsequently referred to as the Federal Civil Service Anthem, provided a shared expression of the EPIC aspiration, while the accompanying video translated these values into practical standards of professionalism, integrity, accountability, courtesy and citizen-centred service. Together, they were intended to ensure that culture change was understood not as an abstract component of FCSSIP25, but as a responsibility reflected in the everyday conduct of civil servants.

The Anthem was disseminated across the Federal Civil Service and directed to be rendered at major official engagements after the National Anthem, providing a recurring reminder of the standards embodied in the EPIC values.

A photograph of Mrs. Didi Esther Walson-Jack, OON, mni, speaking at a podium during a formal event. She is wearing a red blazer and glasses. To her left, a man in a military uniform is partially visible. The background is a plain wall with a large screen.

"The civil service anthem has been reintroduced to drive the reform. It is expected that the anthem will be sung by all civil and public servants, and indeed Nigerians. And it will be an anthem that will encourage every public servant to imbibe the lyrics of the anthem, which is just saying to us that we must be efficient, productive, incorruptible, and citizen-centred."

- **Mrs. Didi Esther Walson-Jack, OON, mni.** The Head of the Civil Service of the Federation

For the leadership cadre, this emphasis on culture was reinforced through the AMPLE values — Accountability, Meritocracy, Professionalism, Loyalty and Efficiency. At the same September 2024 Retreat, Mrs Walson-Jack positioned these values as standards for leadership and institutional delivery, placing responsibility on Permanent Secretaries not only to oversee reform initiatives but to demonstrate the conduct and accountability expected across the Service.



Key Interventions for Embedding the EPIC Ethos

Date	Activity	Significance
5-7 September 2024	Federal Permanent Secretaries' Retreat, Suleja, Niger State — <i>"Accelerating Public Service Reforms Towards Effective Service Delivery"</i>	Reinforced EPIC and AMPLE as shared standards for the Service and its leadership.
7 September 2024	Reintroduction of the Federal Civil Service Culture Change Song and Video	Gave the EPIC ethos a visible and recurring expression across the Service.
From September 2024	Wider dissemination and use of the Federal Civil Service Anthem at major official engagements	Extended the culture-change message beyond individual reform events and into regular Service practice.
7-October 2024	Presentation of the Anthem and Culture Change Video during the HCSP's engagement with media executives in Abuja	Extended awareness of the culture-change agenda beyond internal Civil Service engagements.

Aligning the Leadership of the Service

The large scale of the Federal Civil Service means that reform cannot be delivered from the Office of the Head of the Civil Service of the Federation alone. Policies, systems and Service-wide priorities ultimately have to be translated into action within individual Ministries and Extra-Ministerial Departments. For Mrs Didi Esther Walson-Jack, this placed the senior leadership cadre at the centre of reform delivery. A recurring priority of her tenure was therefore to strengthen collective ownership among Permanent Secretaries and officers of Directorate level; clarify responsibility for results; and prepare senior officers to lead institutions through an increasingly demanding reform environment.

Permanent Secretaries were positioned not simply as administrators of their institutions, but as accountable leaders of reform delivery. This was reflected in the signing of Performance Management Contracts by Permanent Secretaries on 4 September 2024. The contracts outlined performance expectations, goals, and responsibilities, providing a clearer basis for assessing the contribution of senior leaders to institutional results.



The significance of the exercise extended beyond the contracts themselves. It reinforced the principle that a results-oriented Civil Service must begin with its leadership, with accountability and performance expectations cascading from Permanent Secretaries through Directors and Departments to individual officers.

Leadership ownership was particularly important to the acceleration of FCSSIP25. At the Federal Permanent Secretaries' Retreat in September 2024, revised Key Performance Indicators were developed to sharpen the measurement of progress towards the strategy's 2025 targets. To give greater focus to the remaining deliverables, dedicated War Rooms were proposed for each of the six pillars and the enablers to provide a structured mechanism for senior leaders to take direct responsibility for implementation, monitor progress, address constraints and coordinate action across institutions.

Leadership Alignment in Practice

Date	Activity	Significance
16-17 August 2024	Top Management Retreat, Abuja Continental Hotel, Abuja	Provided an early stocktake of the OHCSF and aligned its senior leadership around reform priorities and expectations for the tenure.
4 September 2024	Signing of Performance Management Contracts by Permanent Secretaries within the OHCSF	Reinforced measurable responsibility for institutional results and the expectation that accountability would cascade through the leadership structure.
5-7 September 2024	Federal Permanent Secretaries' Retreat, Suleja, Niger State — <i>"Accelerating Public Service Reforms Towards Effective Service Delivery"</i>	Strengthened collective ownership of FCSSIP25 and produced the proposal for seven Permanent Secretary-led War Rooms to accelerate implementation.
February 2026	Annual Retreat for Federal Permanent Secretaries	Reinforced the responsibility of senior leaders to institutionalise reform gains and sustain improvements beyond individual leadership tenures.



Strengthening Service-wide Communication and Engagement

The Head of Civil Service of the Federation brought the leadership of the Federal Civil Service closer to its workforce, widening the channels through which officers could understand reform priorities, follow developments affecting their welfare and engage directly with the leadership of the Service.

Upon her assumption of office, she held a Town Hall with OHCSF management and staff which created an early avenue for officers to discuss reform priorities, workplace concerns and staff welfare directly with the HCSF. The Town Hall also reinforced expectations around the implementation of FCSSIP25 and the people required to deliver it.



This approach of directly engaging with staff was extended across the Service through Public Service Live with the HCSF, which provided a regular virtual platform for updates, questions and direct interaction with officers across the Service nationwide. The maiden edition attracted over 700 registered civil servants, and the platform grew into six editions during her tenure, with the sixth and special edition held on 14 July 2026.





THE OFFICE OF THE HEAD OF THE
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**6th Edition
PUBLIC SERVICE LIVE
WITH THE HCSF
SPECIAL EDITION**

AN INTERACTIVE
VIRTUAL MEETING WITH
PUBLIC SERVANTS

Tuesday,
14 July 2026
12 Noon

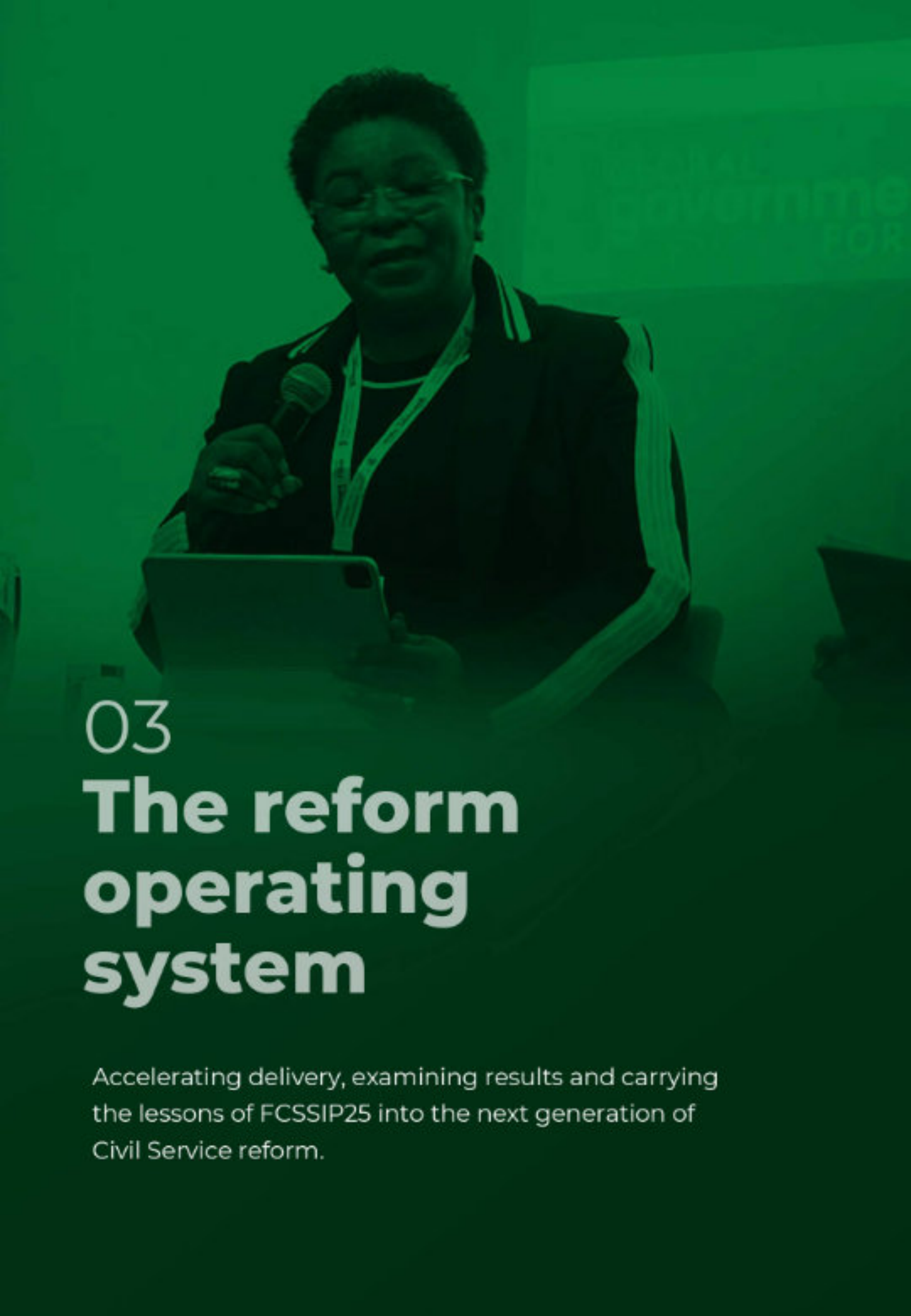
MR. SOLOMON WILSON-JACK, MR. HCSF
HEAD OF THE CIVIL SERVICE OF THE FEDERATION

zoom ID: 861 333 7421
Passcode: 061950
www.hcsf.gov.ng



A major focus of communication was also through institutional publications. Civil Service News, published in partnership with First Media Network, was unveiled as a platform for reporting developments across the Service, while the Service Welfare Newsletter was reintroduced to provide more focused information on matters affecting the wellbeing and interests of civil servants.





03 The reform operating system

Accelerating delivery, examining results and carrying the lessons of FCSSIP25 into the next generation of Civil Service reform.



Driving the Final Stretch of FCSSIP25

By the time Mrs Didi Esther Walson-Jack assumed office, FCSSIP25 was approaching its final year. The reform priorities were already defined; the immediate task was to give greater momentum to their implementation and make the remaining period count.

Following a review of progress with Federal Permanent Secretaries in September 2024, Mrs Walson-Jack established seven FCSSIP25 War Rooms on 19 September 2024 — one for each of the six reform pillars and one for the Strategy's enablers. Each War Room was led by two Federal Permanent Secretaries and operated as a focused strategy and solution centre, responsible for assessing progress against targets, resolving implementation.

The implementation drive intensified in 2025 under the banner "FCSSIP25: Final Sprint - Delivering Results", with Mrs Walson-Jack declaring the year the "Year of Accomplishment." The emphasis was clear: the final year of FCSSIP25 had to convert reform activity into visible results before the Strategy formally ended on 31 December 2025.

"Since assuming office on 14 August 2024, my commitment has been clear: to fast-track, accelerate, and sustain the reforms outlined in the Federal Civil Service Strategy and Implementation Plan 2021–2025 (FCSSIP 25). This strategy is the blueprint for transforming the Civil Service into a professional, efficient, and globally competitive institution."

– **Mrs. Didi Esther Walson-Jack, OON, mni.**
The Head of the Civil Service of the Federation.



The War Rooms were a useful acceleration mechanism. They should now mature into a permanent delivery-management system with common dashboards, decision logs, dependency maps and published outcomes so urgency does not depend on personalities or ceremonial deadlines.



Closing the FCSSIP25 Cycle

As implementation of the FCSSIP25 initiatives dwindled, attention shifted from acceleration to a deliberate examination of what FCSSIP25 had delivered. An important turning point came at the 2026 Annual Retreat for Federal Permanent Secretaries in February, held under the theme "Delivering Results." Bringing together Permanent Secretaries, the Accountant-General of the Federation and the Auditor-General for the Federation, the Retreat reviewed progress under FCSSIP25 and challenged the leadership of the Service to ensure that reforms already achieved were embedded in durable institutional systems. Mrs Walson-Jack identified strong leadership, change management, strategic partnerships, digital capability and effective monitoring and evaluation as critical to sustaining reform gains. Significantly, the Retreat also marked the formal commencement of the FCSSIP25 review process which would lead to the development of its successor strategy.





The FCSSIP25 End-Term Review, provided a structured examination of the full reform cycle. Across two review sessions, stakeholders interrogated implementation of all six pillars — Capability Building and Talent Management, Performance Management, IPPIS-HR, Innovation, Digitalisation and Staff Welfare — examining achievements, implementation gaps and the lessons that should shape the next phase of reform. The exercise involved officers directly responsible for the reform machinery, including Directors of Human Resource Management, Reform Coordination and Service Innovation, ICT and IPPIS, alongside the FCSSIP Project Team.



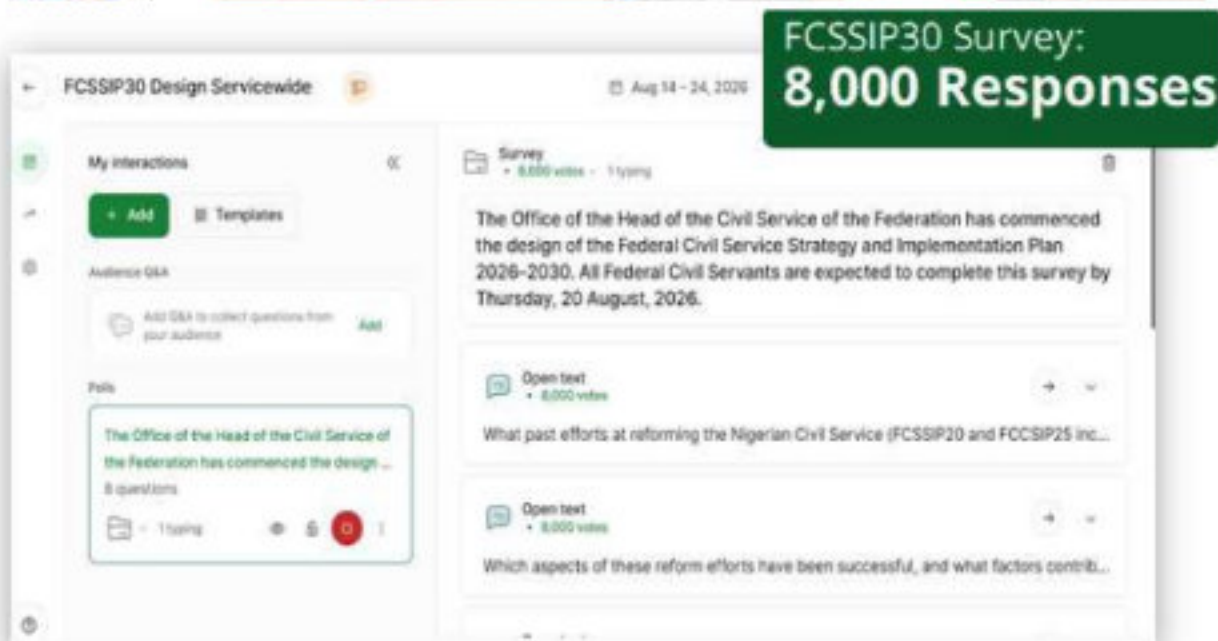
Mrs Walson-Jack formally closed the End-Term Review on 17 June 2026 at the UN House Auditorium, Abuja. The value of the exercise was in connecting the end of one strategy directly to the design of the next, as its findings became a substantive evidence base for the Federal Civil Service Strategy and Implementation Plan 2026-2030 (FCSSIP30).



From FCSSIP25 to FCSSIP30

The transition to the Federal Civil Service Strategy and Implementation Plan 2026-2030 (FCSSIP30) was deliberately designed as a broad consultation process. Building on the End-Term Review, the design and development of FCSSIP30 sought contributions from officers at different levels of the Service and from institutions and stakeholders that interact with Government, allowing experience from FCSSIP25 to inform both the priorities and implementation design of its successor.

Engagements brought together officers across different levels of the Service, including Grade Levels 9-14 and 15-17; Heads of Agencies; serving Permanent Secretaries; retired Heads of Service and Permanent Secretaries; labour union; development partners, private-sector and civil-society stakeholders. Participants were invited to interrogate the experience of previous reforms, identify persistent challenges and contribute priorities and practical solutions for the 2026-2030 strategy period.



These responses provided FCSSIP30 with a broader base of institutional experience and workforce input than could have been obtained through a small central design team alone, allowing the lessons learned from FCSSIP25 to be incorporated directly into the architecture of its successor. The consolidated findings were subsequently presented to the FCSSIP30 Steering Committee at its inaugural meeting on 21 August 2026.

"We are not here to defend the past; we are here to design a better future." — Mrs Didi Esther Walson-Jack, OON, mni, 30 July 2026.

04

Capability building and talent management

The tenure treated the workforce not as a fixed establishment list, but as a portfolio of skills, careers, leaders and institutional memory that must be actively developed.

Digital Literacy at Scale

As digitalisation accelerated across the Federal Civil Service, building the confidence and competence of officers to work in the new environment became equally important. Through the partnership between the OHCSF and the National Information Technology Development Agency (NITDA), the Digital Literacy for All (DL4ALL) programme brought foundational digital learning to officers across Ministries and Extra-Ministerial Departments.

The programme covered the six competence areas of the National Digital Literacy Framework: device and software operation, information and data literacy, digital content creation, communication and collaboration, online safety and problem-solving. In September 2025, the OHCSF strengthened the rollout through a Service-wide Digital Literacy Action Plan, beginning with ICT Directors and Digital Literacy Champions who supported cascading implementation within MDAs. Weekly webinars and peer-learning sessions provided additional avenues for participation.



By the end of the programme period, 15,800 Federal Civil Servants had completed DL4ALL training. In February 2026, 35 outstanding participants drawn from seven MDAs were recognised at the DL4ALL Awards, further reinforcing digital competence as part of professional development in the Service.



Personnel Audit and Skills Gap Analysis

The Personnel Audit and Skills Gap Analysis (PASGA), Project Phoenix, was conceived to establish a clear picture of the size, distribution and capabilities of the Federal Civil Service and to identify where skills were available, missing or poorly matched to institutional needs.

Following Presidential approval, Mrs Walson-Jack inaugurated the PASGA Steering and Project Implementation Committees on 26 August 2025, chairing the Steering Committee herself. Preparing for field implementation required significant coordination, and so, a three-day methodology retreat was convened in September. This retreat brought together the OHCSF, Permanent Secretaries, the Office of the Auditor-General for the Federation, Phillips Consulting Limited as Lead Consultant and 15 Cluster Consultants responsible for executing the PASGA exercise across MDAs. A common methodology was agreed so that information collected across institutions could be compared and consolidated.

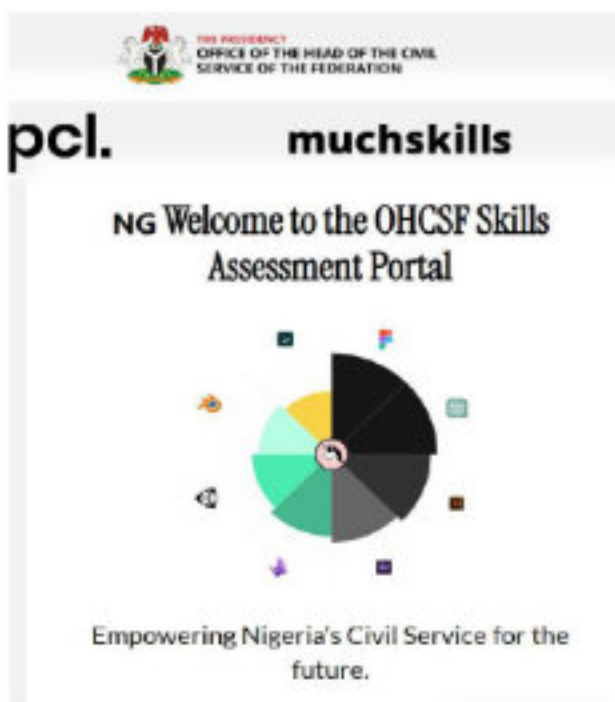


The field exercise combined physical personnel verification with a digital skills assessment. Officers attended designated verification locations to confirm their identity and employment records, while field teams were deployed beyond Abuja to reach officers in other locations.



The audit combined physical personnel verification with digital skills mapping, capturing competencies in areas such as ICT, data analysis, project management and public finance.

Through the accompanying Skills Assessment Portal, verified officers created individual capability profiles covering their skills, experience, professional certifications and development goals. Officers were encouraged to record at least 40 skills, generating data that could inform deployment, recruitment, targeted training and succession planning. The PASGA exercise verified 59,364 officers, against 72,212 records contained in the working administrative snapshot, paving the way for a more informed and data-driven future of capacity building in the Federal Civil Service



Key PASGA Milestones

Date	Milestone	Significance
26 August 2025	Inauguration of PASGA Steering and Project Implementation Committees	Established governance and oversight for the Service-wide exercise.
11-13 September 2025	Strategic Methodology Retreat, Abuja	Harmonised the approach to personnel verification and skills assessment across MDAs.
21 October 2025	Formal flag-off of PASGA – Project Phoenix	Commenced the Service-wide personnel audit and skills-mapping exercise.
12-16 January 2026	Final PASGA mop-up	Provided an additional window for outstanding officers to participate.
April 2026	MDA close-out and validation engagements	Began compiling PASGA findings on workforce composition, skills deployment and institutional needs.

Strengthening the Senior Leadership Pipeline

Interventions were carefully curated to prepare and expose officers progressing into senior leadership. Newly promoted Directors received structured induction into the expectations of the Directorate cadre, including 384 Directors inducted in January 2025, with another cohort of 338 Directors going through induction and onboarding in 2026.



At the highest administrative level, newly appointed Permanent Secretaries and the Accountant-General of the Federation underwent a three-day induction programme from 23-25 April 2025. The programme combined strategic briefings, expert-led discussions and simulations on public sector leadership, policy delivery, ethics, digital transformation and performance management, drawing on the knowledge and experience of serving and retired senior public servants and other practitioners.



From 17-23 May 2025, Mrs Didi Esther Walson-Jack, OON, mni, led a high-level Nigerian delegation to the Senior Executive Leadership Programme in the United Arab Emirates. The programme was delivered through a collaboration between the United Nations and the UAE Government Experience Exchange Office, with support from the UAE Government, and was facilitated by the United Nations Deputy Secretary-General, Ms Amina J. Mohammed, GCON.

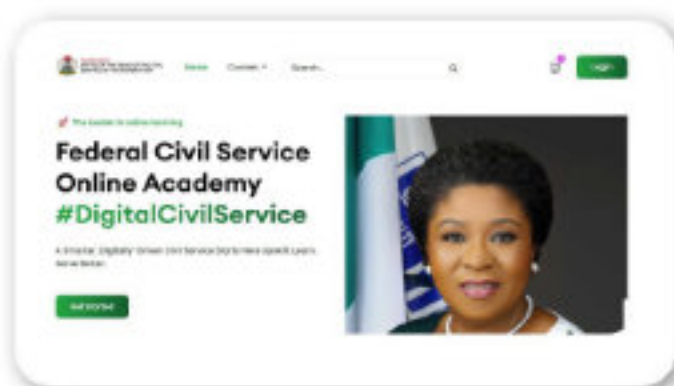


The programme brought together 32 of Nigeria's most senior public-sector leaders, including the Chairman of the Federal Civil Service Commission, Federal Permanent Secretaries and the Director-General of the National Information Technology Development Agency (NITDA). Through experiential learning, strategic dialogues and peer exchanges with more than 15 UAE Government entities, participants explored approaches to digital transformation, policy innovation and adaptive leadership that could support ongoing public-sector reforms in Nigeria.



Continuous Learning Ecosystem

The tenure also widened access to continuous learning. The Nigeria Federal Civil Service Online Academy, launched in November 2024, provides an e-learning channel through which officers could undertake professional development beyond conventional classroom programmes.



Another significant development in the capacity building efforts of the Head of the Civil Service of the Federation was the effort to bring the Service's different learning and development initiatives into a more coherent framework. The ONCE-Knowledge System, formally placed under a Steering Committee in September 2025, organised capability development around the different stages of an officer's career, from entry and onboarding through professional development, leadership and eventually exit from the Service.



Strengthening People-Management Frameworks

In October 2025, the OHCSF commenced the professionalisation of Human Resource Management across the core Federal Civil Service, marking a shift from largely transactional personnel administration towards a more specialised HR function with defined professional competencies. At a Service-wide sensitisation workshop on 2 October 2025, the HCSF, Mrs Didi Esther Walson-Jack, OON, mni, described HRM as the "nervous system of any functional organisation". The reform pathway included the development of a National HR Competency Framework, professional accreditation and certification, review of HR training standards, and phased deployment of professionally certified HR officers across MDAs.



This placed a greater premium on the quality of the officers responsible for recruitment, deployment, career development, employee relations and performance management. From January 2026, priority for deployment into HR positions was given to professionally certified officers, with transitional arrangements for serving HR personnel.

Succession and institutional memory were strengthened through the Civil Service Mentoring Policy, approved by the Federal Executive Council in November 2025. The Policy created a Service-wide framework for transferring experience and institutional knowledge to emerging officers and preparing the next generation of leaders. Its implementation moved forward during the 2026 Civil Service Week, when the OHCSF convened the Mentoring Marketplace to sensitise stakeholders and begin translating the framework into practice.



Capability and Talent Development Interventions

Date	Intervention	Contribution
21 November 2024	Nigeria Federal Civil Service Online Academy	Expanded access to continuous learning and self-development through a Service-wide digital platform.
April 2025	Executive Masterclasses / Mandatory Training Programme for CEOs	Strengthened strategic leadership development for Chief Executives of Government agencies.
17-23 May 2025	Senior Executive Leadership Programme, UAE	Exposed senior public-service leaders to international approaches to leadership, digital transformation and public-sector innovation.
2 September 2025	ONCE-Knowledge System Steering Committee inaugurated	Brought onboarding, learning, executive development, knowledge management and exit management within a more coordinated career-development framework.
10 September 2025	Service-wide Digital Literacy Action Plan	Established a structured programme for foundational digital skills, cybersecurity and emerging technologies.
2 October 2025	HR Professionalisation Drive	Began the transition towards competency standards, professional certification and specialised HR practice across the core Service.
November 2025	FEC approval of Civil Service Mentoring Policy	Established a framework for knowledge transfer, career development and succession.
11 February 2026	DL4ALL Awards	Recognised 35 officers from seven MDAs and reinforced digital learning and peer mentoring.
26 June 2026	Public Service Mentoring Marketplace	Moved the Mentoring Policy into Service-wide sensitisation and implementation.





05

Performance management

Moving performance from annual appraisal to a continuous culture of results, accountability and recognition.



A Results-Based Performance System

Mrs Didi Esther Walson-Jack pushed performance management closer to the centre of everyday Civil Service administration and this drive began from the top. On 4 September 2024, Permanent Secretaries within the OHCSF signed Performance Management Contracts setting out defined goals, responsibilities and expected results. The same principle was expected to cascade through Directors and Departments to individual officers, creating a clearer line between the priorities of an institution and the contribution expected from each person working within it.

Making Performance Management a Routine

A distinctive feature of the Head of Civil Service of the Federation's approach to Performance management was giving the reform a distinctive weekly rhythm by designating every Thursday as Performance Management System Day across the Federal Civil Service. The dedicated day gave Ministries and Extra-Ministerial Departments a recurring period for goal setting, monitoring implementation, addressing gaps and holding performance conversations. Ministries began adopting the practice from September 2024, including Humanitarian Affairs, Works, Water Resources and Sanitation, Industry, Trade and Investment among others.

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The Head of the Civil Service of the Federation, Mrs. Didi Esther Walson-Jack, OON, mni reinforced the implementation drive directly into Ministries through unscheduled PMS Day monitoring visits, using the engagements to see how the system was working, interact with officers and identify implementation gaps. By the third quarter of 2025, 23 Ministries and Extra-Ministerial Departments had acquired PMS IT solutions, with 19 already using them, signalling gradual movement towards digitally enabled performance management.



Mrs. Didi Esther Walson-Jack, OON, mni, Head of the Civil Service of the Federation, during a visit to the Federal Ministry of Steel Development to monitor the implementation of the Performance Management System (PMS) on PMS Day, received by the Permanent Secretary, Dr. Chris Oka Isokpona on Thursday, 27 February 2020



The Head of the Civil Service of the Federation during a visit to the Federal Ministry of Solid Minerals Development to monitor the implementation of the Performance Management System (PMS), received by the Permanent Secretary, Dr. Mary Ogbu, and staff of the Ministry

Throughout 2025, the OHCSF intensified implementation of the Performance Management System (PMS) as the Federal Civil Service moved further away from the former activity-based appraisal approach (APER) towards a KPI-driven, results-oriented framework. A major emphasis during the year was building the capacity required to make the system work in practice. On 5 February 2025, the OHCSF convened a Service-wide workshop on the Performance Management System for officers in the Federal Public Service, reinforcing understanding of the new approach and the responsibilities of supervisors and officers within it.



Permanent Secretary Abel O. Enitan and staff of the Federal Ministry of Humanitarian Affairs and Poverty Alleviation during the weekly PMS Day celebration on 10 October 2024 in Abuja

Linking Performance to Recognition and Accountability

The performance architecture was strengthened further in November 2025 when the Federal Executive Council approved the Rewards and Recognition Policy and the Incentive and Consequence Management Policy. The two instruments provided a clearer pathway from performance assessment to action: excellence could be recognised and rewarded, while underperformance could trigger structured support, improvement measures and consequences.

By 2026, PMS had become sufficiently established for Mrs Walson-Jack to identify it, alongside digital transformation, among the reforms improving coordination and accountability across MDAs. Her emphasis in the closing months was on embedding the system deeply enough to survive changes in leadership and become part of the normal management culture of the Service.



06

Integrated Personnel and Payroll Information System

Extending IPPIS from payroll administration into
a more integrated platform for managing the
Federal workforce



Restoring governance

IPPIS had long been one of Government's most important personnel and payroll platforms. Under FCSSIP25, the next ambition was to deepen its Human Resource functionality, bringing personnel administration and payroll information closer together within a common digital environment.

Mrs Didi Esther Walson-Jack gave renewed leadership attention to this agenda. As Chairperson of the IPPIS Steering Committee, she convened key control institutions around the future direction of the platform, with the OHCSF retaining responsibility for the Human Resource component of IPPIS. At the Steering Committee meeting of 11 September 2025, she placed accurate and harmonised HR data at the centre of the reform, recognising its importance for credible personnel administration, payroll management and workforce planning.

This work progressed through the IPPIS Data Harmonisation Project, bringing personnel information held across the system into a more coherent structure and preparing the ground for expanded HR functionality.

By 2026, the reform had matured into a substantially expanded IPPIS-HR platform. During the 2026 Civil Service Week, the improved Employee Self-Service Application was presented, giving officers greater direct access to HR information and services.

The major milestone came on 27 July 2026, when Mrs Walson-Jack formally launched the IPPIS Human Resource Modules at the Data Harmonisation Project Go-Live Ceremony in Abuja.



The new platform brought a much wider range of employee-management functions into IPPIS, covering:

- Biometric enrolment and onboarding;
- Establishment management;
- Payroll administration and variations;
- Employee postings and mobility;
- Promotions and other career actions;
- Leave administration;
- Employee Self-Service;
- Personnel records and payslips; and
- Workforce data and analytics.

For individual officers, Employee Self-Service meant that routine transactions such as viewing personnel information, downloading payslips and applying for leave could increasingly be handled digitally. For Government, the integrated HR modules created a stronger basis for maintaining consistent personnel records, automating approvals, strengthening audit trails and drawing workforce information together for manpower planning and policy decisions.



The Head of the Civil Service of the Federation, OON, mni, at the IPPIS Steering Committee High-Level Meeting held on Thursday, 11 September 2025, to strengthen payroll integrity and public service accountability

The scale was significant. At launch, IPPIS was reported to cover 508 Ministries, Extra-Ministerial Departments and Agencies, with the HR platform designed to serve a potential workforce of more than 600,000 employees.

"The IPPIS Human Resource Modules represent far more than a digital platform, but a comprehensive system for managing Government's most valuable asset — its workforce."

— Mrs Didi Esther Walson-Jack, OON, mni, 27 July 2026.



07

Innovation as a service-wide discipline

Competitions, AI tools, innovation hubs and partnerships sought to make problem-solving part of public-service work rather than an occasional external intervention.

Opening the Service to Ideas

Mrs Didi Esther Walson-Jack placed particular emphasis on drawing innovation from within the workforce itself. Officers closest to a process often see its frustrations, inefficiencies and opportunities most clearly; the innovation agenda sought to give those insights a route into practical solutions.

This was given its strongest expression through the 5th Federal Public Service Innovation Competition, held on 29 April 2025. For the first time, participation was extended beyond the core Federal Civil Service to the wider Public Service, significantly widening the pool of officers able to put forward solutions to public-sector problems. The response demonstrated the depth of ideas available across Government. More than 155 entries were verified; 132 ideas proceeded to preliminary pitches; and after training in ideation and pitching, 228 participants formed 66 cross-functional teams to develop their proposals further. The solutions addressed four areas: streamlining bureaucratic processes, building a future-ready workforce, improving employee welfare and strengthening a culture of innovation.

At the award ceremony in Abuja, the Federal Government presented ₦12 million in prizes to the leading teams. Team CarPooling, represented by Terrang, emerged first and received the ₦5 million star-prize for their pitch to develop a digital platform through which civil servants could share transportation arrangements and reduce commuting costs. The first and second runners-up received ₦3 million and ₦2 million respectively, while ten other top-performing teams received ₦200,000 each.



Head of the Civil Service of the Federation, Mrs. Didi Esther Walson-Jack, OON, rmc, presenting cash award of ₦5million to the winners of the 1st Position at the Award Ceremony of the 5th Edition of Public Service Innovation Competition in Abuja

Innovation Infrastructure and Partnerships

Mrs Walson-Jack also sought stronger institutional support around the generation and development of ideas. On 25 June 2025, the OHCSF and the United Nations Development Programme (UNDP) signed a strategic partnership on public-sector innovation, digital transformation and institutional reform during the maiden International Civil Service Conference.

A central commitment under the partnership was the establishment of a National Public Sector Innovation Hub. The agreement also provided for digital-skills programmes, knowledge exchange with the UNDP Global Centre for Technology, Innovation and Sustainable Development in Singapore, collaboration with pilot States and a resource-mobilisation framework for scaling high-impact reforms.



"The IPPIS Human Resource Modules represent far more than a digital platform, but a comprehensive system for managing Government's most valuable asset — its workforce."

— Mrs Didi Esther Walson-Jack, OON, mni, 27 July 2026.



OFFICE OF THE HEAD OF THE
CIVIL SERVICE OF THE FEDERATION

Welcomes the media to a

PRESS BRIEFING

on the achievement of a
Paperless Federal Civil Service

Date: Wednesday, 21st February 2018
Venue: Eko Hotel & Suites, Lagos
Time: 10:00 AM

08

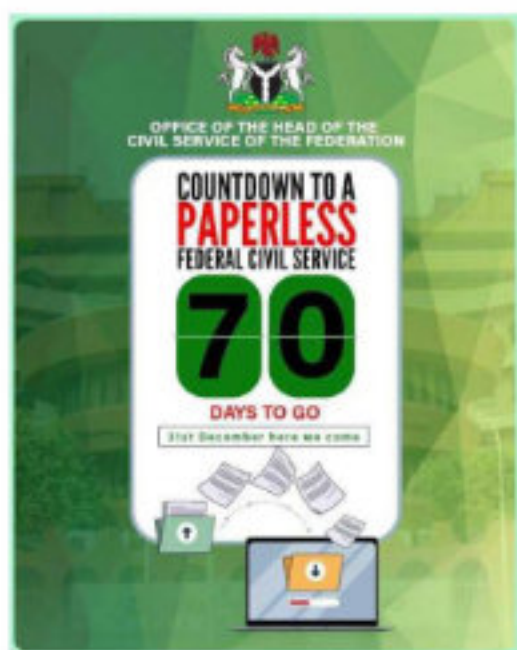
Digital transformation and the digitalisation milestone

Moving the core Federal Civil Service from
paper-based administration to a connected
digital operating environment.

The Digitalisation Milestone

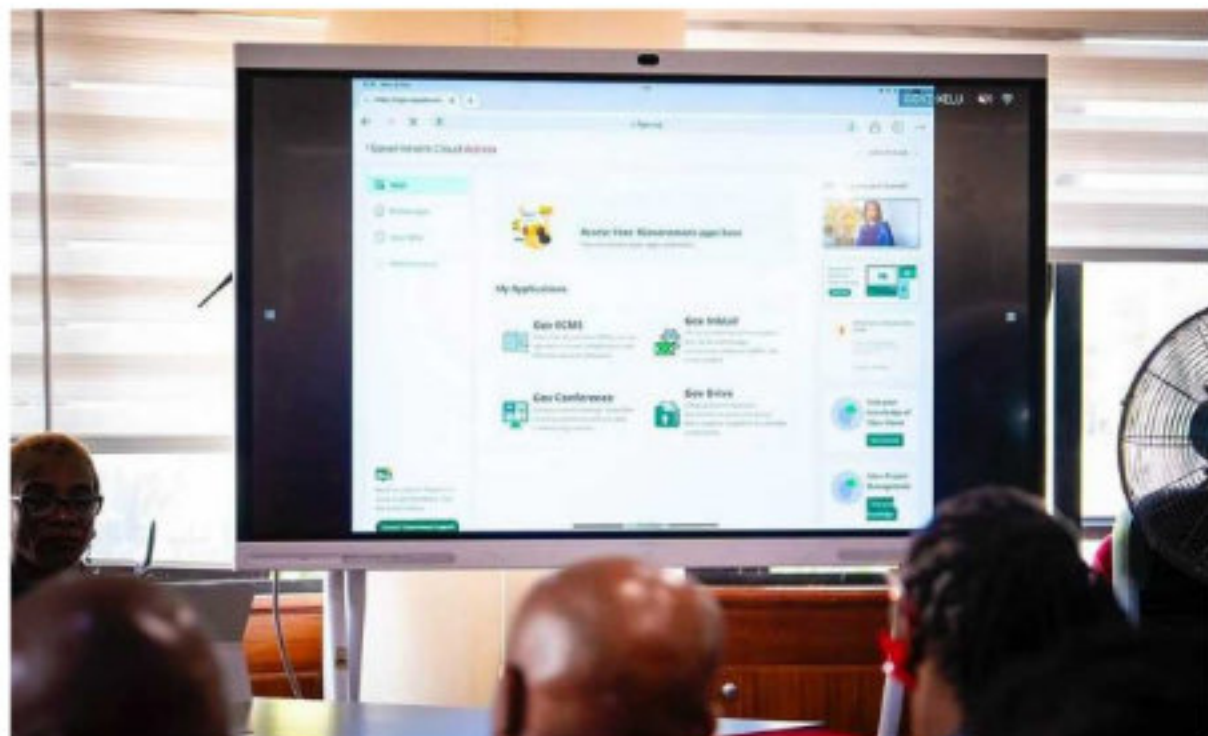
Few results capture the pace of reform during Mrs Didi Esther Walson-Jack, OON, mni's tenure as clearly as the transformation of the Federal Civil Service from a predominantly paper-driven institution into one in which all 38 Ministries and Extra-Ministerial Departments were operating electronic workflows by 31 December 2025.

When the Head of the Civil Service of the Federation assumed office in August 2024, only three MEMDs had partially implemented digital work processes. With FCSSIP25 approaching its conclusion, she made completion of the digitalisation agenda a defining priority, setting 31 December 2025 as the deadline for the core Federal Civil Service to transition to electronic workflows.



The principal instrument for this drive was the 1Government Cloud Enterprise Content Management System (1Gov ECMS). The platform provided a common digital backbone through which MEMDs could manage correspondence, records, workflows and collaboration. Its environment incorporated GovMail for official communication, InMail for direct correspondence, GovDrive for document management and GovConference for virtual meetings and collaboration, while supporting Government-wide interoperability and the hosting of public-sector data within national infrastructure managed by Galaxy Backbone Limited.

A defining moment came on 11 November 2025, when the OHCSF itself went live on the 1Gov Cloud ECMS. The event was more than a ceremonial launch as during a live demonstration, the Head of the Civil Service of the Federation, Mrs. Didi Esther Walson-Jack, OON, mni. demonstrated the new way of working in real time, electronically assigning tasks and exchanging correspondence with senior officials across Government. The demonstration illustrated the practical shift being pursued from physical movement of files and correspondence to electronic workflows and instantaneous inter-agency communication.



What followed was an accelerated succession of Go-Live exercises across the Service. By 18 November, 19 Ministries were already operating ECMS.

As the deadline approached, the Head of the Civil Service of the Federation accelerated the rollout through direct engagement with Permanent Secretaries, implementation monitoring and participation in a succession of Go-Live exercises. By 31 December 2025, all 38 MEMDs had transitioned to electronic workflows, up from only three at the beginning of the tenure. The change meant that correspondence could be received, assigned, treated, approved, tracked and retrieved electronically, reducing dependence on the physical movement of files and strengthening the traceability of Government business.



The milestone received presidential recognition at the 2026 International Civil Service Conference, where President Bola Ahmed Tinubu, GCFR, highlighted the migration of 38 MEMDs to secure electronic workflows and called for Government institutions to deepen the transition from manual administration to faster, transparent and technology-enabled processes.

Equipping the Digital Civil Servant

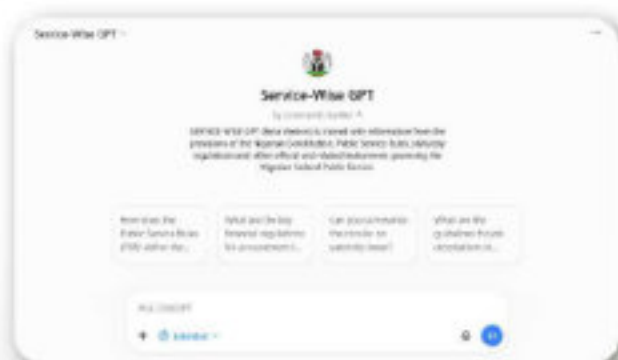
Within her first 100 days in office, Mrs Didi Esther Walsen-Jack, OON, mni, moved to equip Federal Civil Servants with new digital tools. On 21 November 2024, she launched GovMail, Service-Wise GPT and the Nigeria Federal Civil Service Online Academy as three complementary platforms for communication, access to information and continuous learning. Initially released in beta to allow officers and stakeholders to test the platforms and provide feedback, the initiatives reflected her commitment to making technology an everyday part of how the Civil Service works.

GovMail, developed and powered by Galaxy Backbone Limited (GBB), provided a secure and centralised official email environment for government communication. Beyond providing official email addresses, it was designed to improve collaboration and workflow, protect the integrity of official correspondence and strengthen Nigeria's data sovereignty by reducing dependence on foreign email platforms.



At launch, the rollout target was about 70,000 Federal Civil Servants with GovMail accounts. However, its adoption far exceeded expectations. From fewer than 20,000 official accounts at its introduction in November 2024, the platform had provisioned more than 120,000 official email accounts across 49 MDAs by 31 December 2025, and since grown to more than 118,000 accounts.

Service-Wise GPT introduced Artificial Intelligence into Civil Service operations as an assistant through which officers could quickly access Public Service Rules, circulars, regulations and other institutional information.



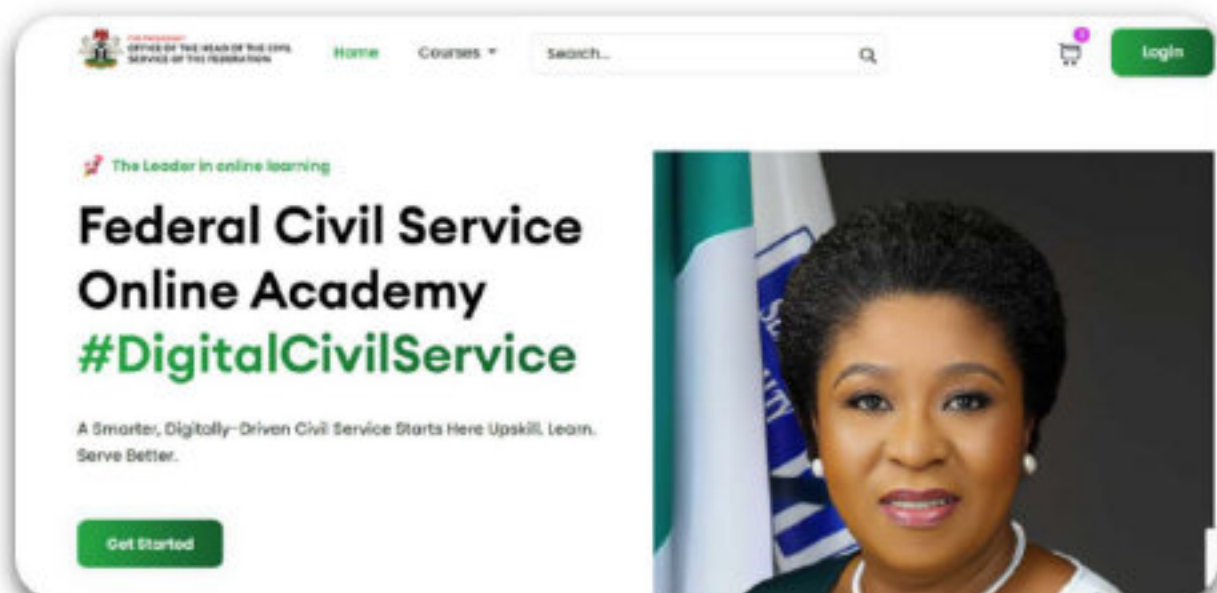


Presenting Service-Wise GPT at the Global Government Summit 2025 in Singapore, the Head of the Civil Service of the Federation, Mrs. Didi Esther Walson-Jack, OON, mni, delivered a presentation titled "Model Behaviour: How to Govern with AI – Empowering Governance with AI: Nigeria's National AI Journey and Service-Wise GPT Insight." She shared findings from a 2025 research study evaluating the tool's effectiveness, which showed that users had engaged in more than 75,000 conversations. Early user assessments also demonstrated its practical application in document referencing, drafting correspondence, policy research, and data analysis, with 73 per cent of respondents reporting that it saved them between two and three hours daily.

"This intelligent assistant is designed to provide instant access to information, facilitate decision-making, and assist Civil Servants in performing their duties with greater efficiency... By leveraging AI, we are empowering Civil Servants to deliver prompt and effective service to Nigerians, reflecting our commitment to innovation and responsiveness"

– Mrs. Didi Esther Walson-Jack, OON, mni.
The Head of the Civil Service of the Federation,

The Nigeria Federal Civil Service Online Academy provided a platform for continuous learning, upskilling and reskilling through courses tailored to the changing capability requirements of the Service. In launching the Academy, Mrs. Walson-Jack acknowledged the contribution of her predecessor, Dr Folasade Yemi-Esan, CFR, under whose tenure its conceptualisation had commenced.



Another significant digital initiative advanced during Mrs Didi Esther Walson-Jack's tenure was the Federal Civil Service Online Compendium of Circulars, launched on 20 November 2024. The platform addressed a longstanding administrative challenge by bringing dispersed Service-wide circulars into a single searchable digital repository. At launch, it contained 980 circulars dating from 1995, sourced from 25 Ministries, Departments and Agencies with contributions from 130 officers. The repository has continued to expand and now contains 1,056 circulars.





09

Staff welfare and the dignity of service

Enhancing the value proposition for civil servants
through greater financial security, wellbeing and
recognition

Exit Benefits and Retirement Confidence

One of the most consequential welfare reforms was the restoration of a gratuity-type benefit for retiring Federal Civil Servants under the Contributory Pension Scheme. Following technical work led by the Head of the Civil Service of the Federation, Mrs. Didi Esther Walson-Jack, OON, mni, with the National Pension Commission, Budget Office of the Federation and Office of the Accountant-General of the Federation, the Federal Executive Council approved the Exit Benefit Scheme in March 2026, effective from 1 January 2026. Eligible officers in Treasury-funded institutions who have served for at least ten years are entitled to an exit benefit equivalent to 100 percent of their total annual emolument, in addition to their pension entitlements.

The measure strengthened the financial transition from active service into retirement and addressed an important gap that had existed under the Contributory Pension Scheme.

Expanding Access to Housing

Housing remained another major component of the welfare agenda. In April 2026, the Federal Government Staff Housing Loans Board and the Federal Mortgage Bank of Nigeria entered a new partnership to support the implementation of a ₦10 billion housing loan scheme for Federal Civil Servants. The facility, offered at a 6 percent interest rate, was designed to expand affordable mortgage access, simplify loan processing and make homeownership more attainable for officers.



This was complemented on 19 August 2026 by the groundbreaking of the Renewed Hope Civil Service Estate at Dukpa, Gwagwalada, Abuja. Developed through collaboration between the OHCSF and the Federal Ministry of Housing and Urban Development, the project comprises 250 two- and three-bedroom bungalows for Federal Civil Servants.

Supporting Health and Wellbeing

The welfare agenda also recognised the relationship between employee health and productivity. On 21 November 2024, Mrs. Didi Esther Walson-Jack, OON, mni, launched a Service-wide Free Eye Screening Programme in partnership with the Tulsi Chanrai Foundation, beginning within the OHCSF and subsequently extending across Ministries and Extra-Ministerial Departments. The programme provided screening, diagnosis and access to corrective interventions or referrals where necessary.



By 2025, 2,329 officers had received professional eye screening, diagnosis and treatment. The programme was expanded again in March 2026, with Mrs Walson-Jack describing preventive healthcare as an important part of maintaining an effective workforce.



Physical wellbeing was reinforced through continued support for the Federation of Public Service Games (FEPSSGA) and regular fitness activities. Mrs Walson-Jack led officers in the May 2025 monthly walking and jogging exercise and continued to promote physical activity as part of workplace wellbeing. The 43rd FEPSSGA Games in Port Harcourt also expanded participation through the inclusion of Paralympic events for Persons with Disabilities, strengthening the inclusiveness of the programme.



Improving Allowances and the Cost of Service

The tenure also recorded a significant review of allowances and entitlements affecting the day-to-day financial realities of civil servants. The Federal Government approved an upward review of Peculiar Allowance across grade levels under CONPSS and CONRAISS, alongside increases in Duty Tour Allowance, Estacode, Book Allowance and other entitlements. Full 100 per cent Duty Tour Allowance was approved for officers attending authorised training at designated institutions, improving the support available to civil servants undertaking official capacity-building programmes.

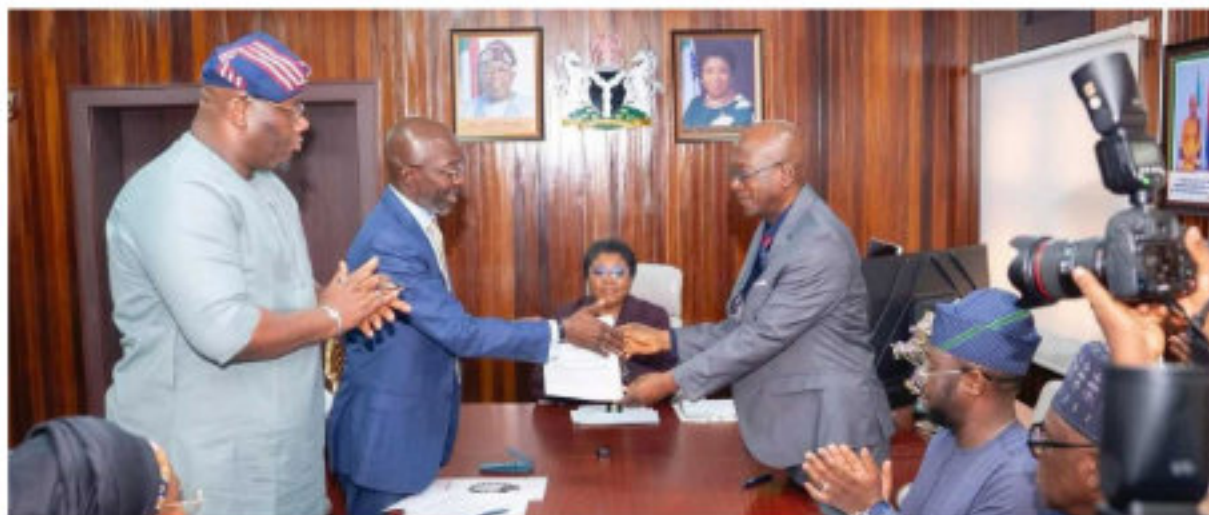
Making Daily Commute Affordable

Transportation was brought directly into the welfare response in August 2026 with the release of 50 Federal Civil Service Electronic Mass Transit Buses, following the approval of their acquisition in March 2026. Branded the Renewed Hope Buses, the intervention expanded access to safer, more reliable and affordable transportation for Federal Civil Servants, responding to the increasing burden of daily commuting costs and making staff mobility a visible part of the welfare programme.



Strengthening Employee Protection

Mrs. Didi Esther Walson-Jack, OON, mni, also advanced the protection available to officers and their families when illness, injury or death arose from service. In April 2026, the OHCSF and the Nigeria Social Insurance Trust Fund (NSITF) operationalised the Employees' Compensation Scheme across the Federal Civil Service and established a dedicated Help Desk to support information, claims processing and feedback. The Scheme provides compensation for work-related injury, occupational disease, disability or death.



The reform moved from framework to direct benefit on 4 August 2026, when the OHCSF and NSITF presented the maiden compensation cheques to five Federal Civil Servants, giving practical effect to the protection provided under the Employees' Compensation Act.





This sat alongside the 2025/2026 Group Life Assurance Scheme for Federal employees, approved to provide financial support to the next of kin of public servants who die in service, with 17 insurance underwriters appointed for the policy year.

Rewarding Service and Excellence

The Head of the Civil Service of the Federation, Mrs Didi Esther Walson-Jack, OON, mni, sought to make recognition a more deliberate part of the Civil Service employee experience. During her first 100 days, the Rewards and Recognition Policy and Guidelines were unveiled and subjected to stakeholder validation, creating a framework for identifying and celebrating exceptional performance more systematically. The policy subsequently received Federal Executive Council approval in November 2025, and by 2026 the recognition architecture had been structured across Monthly Departmental Recognition, Annual Ministerial Recognition and Service-Wide Rewards and Recognition.

“Excellence must be recognised, integrity celebrated, and outstanding service never allowed to go unnoticed.”

— Mrs Didi Esther Walson-Jack, OON, mni.

A distinctive expression of this recognition culture was the introduction of a dedicated Recognition Dinner for newly promoted Directors. The maiden Recognition Dinner was held on 22 November 2024, when 384 officers promoted to the Directorate cadre were formally celebrated and decorated with special lapel emblems. Mrs Walson-Jack used the occasion to mark their achievement while welcoming them into a new level of leadership responsibility within the Federal Civil Service.



The initiative was sustained in March 2026, when 338 newly promoted Directors were recognised. By sustaining the programme for a second cohort, the Recognition Dinner established a new tradition around progression into the Directorate cadre, one that celebrated career achievement and reinforced the professional identity attached to senior Civil Service leadership.



The annual Federal Civil Service Rewards and Recognition ceremonies gave the framework visible expression, with officers recognised for excellence, integrity, innovation, citizen-centred service and distinguished careers. At the 2026 ceremony on 15 August, awards extended to individuals and institutions, with the overall winner receiving a new vehicle and other recipients receiving cash and material rewards through Government and private-sector partnerships.

Recognition also became a major feature of the annual Civil Service calendar. At the 2025 Federal Civil Service Rewards and Recognition Awards, which brought Civil Service Week to a close, 18 outstanding public servants and two institutions were recognised across categories covering distinguished careers, EPIC values, digital transformation, citizen-centred service and public-sector innovation. The rewards had substantial material value: prizes included two SUVs, a two-bedroom home, cash awards, laptops and professional-development opportunities. Engr. (Dr.) Bahijjahtu Hadiza Abubakar received the Presidential Distinguished Civil Service Career Award, while Dr Oluwabamidele Ibrahim Kobe received the HCSF EPIC Award.



Engr. Dr. Bahijjahtu Abubakar being presented with the key to a SUV/JAC 4,2024 model, by the Head of the Civil Service of the Federation, Mrs Didi Esther Wabson-Jack, OON, mni, at the 2025 Federal Civil Service Rewards and Recognition Awards Ceremony, in Abuja.





The 2026 Rewards and Recognition Ceremony, held at the State House Banquet Hall on 15 August 2026, broadened the expression of the system. Ujam Claris of the Federal Ministry of Education received the Presidential Distinguished Civil Service Career Award and a brand-new SUV; Abumoye Ayo Emmanuel received the Presidential Civil Service Merit Award; Anthony Okechukwu Ogwo and Peter Ochoche Emmanuel received the HCSF EPIC Award; and recognition extended to institutional performance, diversity and inclusion, service excellence and sporting achievement. The programme also drew support from partners including the Aig-Imoukhuede Foundation, Leadway Assurance and the Nigerian Communications Commission, allowing recognition to carry material as well as symbolic value.



Welfare Intervention	Milestone during the tenure
Exit Benefit Scheme	100% of total annual emolument for eligible retiring officers
Allowances	Peculiar Allowance, DTA, Estacode and Book Allowance reviewed; full DTA for approved training
Housing Finance	₦10 billion housing loan intervention
Civil Service Housing	Groundbreaking of 250 housing units at Dukpa, Abuja
Transportation	50 Federal Civil Service Mass Transit Buses introduced
Employees' Compensation	Scheme operationalised; maiden compensation paid to five civil servants
Group Life Assurance	2025/2026 cover approved for Federal employees
Rewards and Recognition	Departmental, Ministerial and Service-Wide recognition architecture
Directors' Recognition	384 Directors in 2024; 338 in 2026

A photograph of two women seated at a table with microphones, engaged in a discussion. The woman on the left is gesturing with her hand while speaking. The woman on the right is listening attentively. The background is a light-colored wall with some text partially visible.

Rejuvenate, Innovate and

& 27th June 2025 | Eagle Square, Abuja

10

Federal-State and International Partnerships

Extending the reform conversation across Nigeria and connecting the Federal Civil Service to public-service experience, expertise and partnerships beyond its borders

Strengthening Federal-State Reform Collaboration

An early step was the maiden virtual interactive meeting with Heads of Civil Service of the 36 States and the FCT on 15 October 2024. The engagement created a direct channel for exchanging reform experience between the Federal and State Civil Services, with Mrs Walson-Jack encouraging States to draw from relevant Federal initiatives while ensuring that innovations emerging at sub-national level could also inform the centre. The meeting established an early platform for sustained Federal-State reform exchange, recognising that although the Services operate within distinct jurisdictions, they face many common institutional challenges and can benefit from systematic peer learning.



Federal-State dialogue quickly developed into practical peer learning. From 23-26 January 2025, Mrs Walson-Jack led 20 State Heads of Service on a UNDP-supported study tour to Singapore, with an objective to identify practices that could be adapted to Nigeria's institutional context.

The delegation engaged institutions at the centre of Singapore's public service and development model, including the Public Service Division, Civil Service College, UNDP Global Centre for Technology, Innovation and Sustainable Development, Infocomm Media Development Authority, Smart Nation and Digital Government Office, Economic Development Board, Ministry of Manpower, SkillsFuture Singapore, Strategy Group and Open Government Products. Discussions and institutional visits covered public service reform, digital transformation and innovation, strategic planning, workforce development, policy formulation and implementation, and approaches to collaboration between government and the private sector.





From 12–14 May 2025, Mrs Didi Esther Walson-Jack, OON, mni, convened the inaugural Retreat of the Head of the Civil Service of the Federation with 22 State Heads of Service under the theme, *“The Future of the Nigerian Civil Service: Harnessing Federal-State Collaboration for Accelerated Development.”* Building on the Federal-State engagements initiated in 2024 and the Singapore study tour conducted earlier in the year, the retreat focused on strengthening governance structures, improving policy implementation, advancing digital transformation, and fostering sustained knowledge-sharing across the Civil Service. The retreat also provided a platform for promoting the adoption of successful Federal Government reform initiatives and digital tools at the state level, while encouraging the exchange of innovative practices emerging from the states.



Head of the Civil Service of the Federation, Mrs. Didi Esther Walson-Jack, OON, mni delivering her opening remarks at the One-Day Retreat for Head of the Civil Service of the Federation with Heads of Service from the 36 States and the FCT, held at the Hillside Royal Suites, Katsina on Tuesday, 13th May, 2025

In June, more than 25 State Heads of Service participated in a further study tour of Federal institutions in Abuja, examining reforms including electronic workflow, performance management, strategic planning and human-capital development under the principle “One Service, Many Jurisdictions, One Vision.”

The National Council on Establishments provided the formal policy counterpart to these engagements. Mrs. Walson-Jack presided over the 46th, 47th and 48th Meetings of the Council during her tenure, bringing together the Federal Government, the 36 States and the FCT on establishment policy, Schemes of Service, conditions of service and emerging workforce issues. The 47th NCE in Kano placed particular emphasis on harmonised reform standards, while the 48th in Port Harcourt in July 2026 linked future establishment decisions more closely to workforce evidence and digital innovation.



Mrs. Didi Esther Walson-Jack, OON, mni, presiding over the 46th Meeting of the National Council on Establishments (NCE) in Ede, Osun State, in her capacity as Head of the Civil Service of the Federation and Chairman of the Council, 4-8 November 2024



The 47th Meeting of the National Council on Establishments (NCE) held in December 2025 in Kano, Kano State, and chaired by the Head of the Civil Service of the Federation



Mrs. Didi Esther Walson-Jack, OON, mni, chairing the 48th Meeting of the National Council on Establishments (NCE) in Port Harcourt, Rivers State, held from 20-24 July 2026, in her capacity as Head of the Civil Service of the Federation

Turning International Engagement into Reform Partnerships

Global Government Forum

In March 2025, Mrs Didi Esther Walson-Jack, OON, mni, participated in Innovation 2025, convened by the Global Government Forum (GGF) at ExCeL London on 25–26 March. The conference brought together public-sector leaders from across the world to examine innovation, digital transformation, workforce reform and new approaches to government delivery. Mrs Walson-Jack contributed to the session “How to Get Government Focused on Mission Delivery,” alongside Jonathan Mills, Director-General, Energy Markets and Supply at the UK Department for Energy Security and Net Zero; Jacqui Rock; and Phillip Bland, with the discussion examining how governments can organise institutions around clear missions and measurable long-term outcomes.



The Head of the Civil Service of the Federation, Mrs. Didi Esther Walson-Jack, OON, mni, and delegation with Kevin Sorkin, Founder and Director, Global Government Forum in London

During the visit, Mrs Walson-Jack also met with Kevin Sorkin, Founder and Chief Executive Officer of Global Government Forum, and members of the GGF team for discussions on public-service transformation and the value of creating stronger platforms for international exchange among civil servants. Those conversations helped lay the groundwork for a collaboration between the OHCSF and Global Government Forum in establishing Nigeria's maiden International Civil Service Conference (ICSC) only three months later. Global Government Forum subsequently partnered with the Federal Government in delivering ICSC 2025, contributing its international network and public-service convening experience to the new platform.

Blavatnik School of Government



The tenure also opened a deeper channel between the Federal Civil Service and leading centres of public-policy research. On 27 March 2025, Mrs Walson-Jack led a senior OHCSF delegation to the Blavatnik School of Government, University of Oxford, for a High-Level Reform Dialogue on Data, Performance and Digital Governance. The Nigerian delegation included Dr Deborah Odoh, Permanent Secretary, Service Policies and Strategies Office, and Dr Gideon Adogbo, Senior Technical Adviser on Governance Reforms, Technology and Innovation. The Blavatnik team was led by the School's Dean, Professor Ngaire Woods, with participants including Professor Clare Leaver, Professor Christian Schuster, Dr Thomas Elston and other specialists in public management, economics, data and public administration.



The engagement was particularly valuable for the practical questions it generated around the next stage of reform. Discussions explored the need for a common Government data spine, stronger interoperability between digital systems, improved submission of Nigeria's administrative data to international datasets, and the risk of reforms losing effectiveness as they move from pilot scale to nationwide implementation — described during the session as a possible “voltage drop.” The parties agreed to pursue technical collaboration around Nigeria's data pipelines, integration of Public Administration Index indicators into MDA assessments and Permanent Secretary peer reviews, data architecture for AI, performance management, employee engagement and executive capacity building. The dialogue also fed into thinking around the successor to FCSSIP25 and strengthened the relationship between the OHCSF and Blavatnik School as a source of technical and comparative expertise for Nigeria's reform programme.

MIT



Mrs Didi Esther Walson-Jack, OON, mni, also engaged the Massachusetts Institute of Technology (MIT) as part of efforts to connect Nigeria's Civil Service reform programme with leading global expertise in technology, innovation, entrepreneurship and executive learning. Discussions with Professor Duane S. Boning, MIT Vice Provost for International Activities, provided an opportunity to present Nigeria's ongoing reforms in digital transformation, capability development and public-sector leadership, while exploring the potential for a more structured relationship between MIT and the Federal Civil Service.



L-R, Dr. Gideon Adigbo, Senior Technical Adviser to the HCSP; Mrs. Didi Esther Walson-Jack, Head of the Civil Service of the Federation; Professor Duane S. Boning, MIT Vice Provost for International Activities; Mrs. Lydia Shehu Jafya, Permanent Secretary, Federal Ministry of Finance

The discussions considered possible collaboration across executive and professional education, digital and open learning, leadership development, knowledge exchange and technology-enabled public administration. Opportunities for joint workshops, tailored training, exchange programmes and a possible formal collaboration framework were also explored, with capability development identified as one of the strongest areas for future engagement.



A complementary discussion with the Legatum Center for Development and Entrepreneurship at MIT focused more specifically on how entrepreneurial thinking could strengthen public-sector problem-solving. The engagement explored the Center's experience in fellowships, mentorship, innovation and entrepreneurship in developing economies, as well as possibilities for building entrepreneurial capacity among Nigerian civil servants, strengthening public-private partnerships and supporting locally developed solutions to social and economic challenges.



Mrs. Didi Esther Wabon-Jack, OON, xxx, the Head of the Civil Service of the Federation with Dina H. Sherif, the Executive Director, MIT's Legatum Center (now renamed the MIT Kuo Shunpei Center for Prosperity and Entrepreneurship)

HARVARD KENNEDY SCHOOL



Mrs Didi Esther Walson-Jack, OON, mni, engaged the Harvard Kennedy School (HKS) as part of efforts to strengthen the leadership and policy capabilities required to sustain Nigeria's Civil Service reforms. Discussions with Amy Capman, Executive Director, Program Development, and Ryan Angel, Senior Coordinator, Program Development, Harvard Kennedy School Executive Education, centred on how HKS's experience in public leadership, executive education and policy research could support the development of a more capable and future-ready Federal Civil Service.



The Head of the Civil Service of the Federation, Mrs. Didi Esther Walson-Jack, OON, mni, and delegation with Amy Capman, Executive Director, Program Development, and Ryan Angel, Senior Coordinator, Program Development, Harvard Kennedy School Executive Education

The engagement explored opportunities for bespoke executive programmes for senior public servants, faculty development for Nigeria's public-service training institutions, online learning, policy research and knowledge exchange. Discussions also considered connecting the OHCSF with relevant faculty and research centres, as well as possibilities for exchanges, project-based learning and other forms of sustained professional engagement.

UNDP



A major institutional partnership was formalised on 25 June 2025, when the OHCSF and the United Nations Development Programme (UNDP) signed a Memorandum of Understanding during the maiden International Civil Service Conference. Signed with Ms Elsie G. Attafuah, UNDP Resident Representative in Nigeria, the agreement established a framework for collaboration on public-sector innovation, digital transformation and institutional reform.

The partnership covered the establishment of a National Public Sector Innovation Hub, digital-skills programmes and readiness assessments, support for the successor FCSSIP, knowledge exchange with the UNDP Global Centre for Technology, Innovation and Sustainable Development in Singapore, localisation of reforms in pilot States and mobilisation of resources for system-wide transformation. In September 2025, Mrs Walson-Jack inaugurated a Steering Committee and Project Implementation Team to move the three-year partnership from agreement into implementation.



The Federal Government of Nigeria - OHCSF and UNDP Sign Landmark MoU to Accelerate Public Sector Innovation and Civil Service Transformation

UN Women



The relationship with UN Women is an important expression of how international engagement was translated into an institutional programme at home.

During the 70th Session of the United Nations Commission on the Status of Women (CSW70) at UN Headquarters in New York in March 2026, Mrs Walson-Jack pursued a series of high-level engagements around women's leadership, gender-responsive governance and public-service transformation. CSW70, held from 9-19 March 2026, brought Member States, UN entities and civil-society organisations together around access to justice for women and girls and women's participation in public life.



Her programme included engagement with UN Deputy Secretary-General Amina J. Mohammed, as well as separate meetings with UN Women Deputy Executive Director and UN Assistant Secretary-General Nyaradzayi Gumbonzvanda and Dr Maxime Houinato, UN Women Regional Director for West and Central Africa. Discussions with UN Women explored collaboration around gender-responsive public-service leadership, governance reform, professional advancement for women and regional knowledge exchange. The United Nations' official schedule records Mrs Walson-Jack's engagement with the Deputy Secretary-General during the CSW70 period.

A particularly substantive engagement was the Roundtable on Nigeria's Civil Service Transformation Vision at the United Nations Headquarters on 16 March 2026. Convened with the UN Office for Partnerships and opened by its Executive Director, Ms Annemarie Hou, the session created a direct exchange between Mrs Walson-Jack and representatives of major global organisations. Participants included Chris Sharrock, Vice President for UN Affairs and International Organisations at Microsoft; Pren-Tsilya Boa-Guehe of Google Government Affairs; Roger Jasek, Global Lead Partner at Deloitte; and Robyn Scott, Co-Founder and CEO of Apolitical. Mrs Walson-Jack presented the direction of Nigeria's Civil Service transformation, after which participants shared reflections on possible areas of partnership and support.



She also participated in the Women Rise Series, a high-level gathering of women leaders from the United Nations system and Member States hosted by the UN Deputy Secretary-General, extending the conversation around women in leadership, public service and governance.



The international engagement acquired a more concrete expression through INSPIRE — the Inclusive Network for Supporting Progressive Leadership, Innovation, Reform and Equity for Women. Championed by Mrs Walson-Jack as part of the wider Civil Service transformation agenda, INSPIRE was designed to address structural barriers affecting women's progression in the Service, including inadequate access to mentorship and sponsorship networks, limited career visibility and gaps in leadership-development opportunities. Its programme architecture provides for leadership development, peer mentoring, professional networks, institutional advocacy and opportunities for women to contribute to policy reform.



INSPIRE was formally launched by the First Lady of the Federal Republic of Nigeria, Senator Oluremi Tinubu, CON, on 21 May 2026, during the second International Civil Service Conference. The launch brought together the OHCSF, Federal Ministry of Women Affairs and Social Development, led by Hajiya Imaan Sulaiman-Ibrahim, and UN Women. Dr Maxime Houinato, speaking on behalf of UN Women Executive Director Ms Sima Bahous, affirmed UN Women's support for the programme and situated it within the wider effort to improve women's representation and participation in public-sector leadership.

"Reform must carry women along. Innovation must benefit from women's ideas. Leadership must recognise women's capacity. Results must reflect the full strength of our workforce."

— Mrs Didi Esther Walson-Jack, OON, mni.

Importantly, the initiative continued beyond its public launch. Under the partnership between the OHCSF and UN Women, Mrs. Didi Esther Walson-Jack, OON, mni, inaugurated a Steering Committee and Technical Working Group on 25 August 2026 to provide strategic and technical oversight for INSPIRE and Gender-Responsive Planning and Budgeting (GRPB) across the Federal Civil Service. The new structures were designed to move the agenda into implementation by integrating gender considerations into Government planning, budgeting, policy implementation and institutional reform, while supporting women's leadership and professional advancement. INSPIRE has been framed as a five-year programme, giving the initiative a horizon beyond Mrs Walson-Jack's tenure and strengthening its potential as an enduring part of the Civil Service reform architecture.

United Kingdom



Within weeks of assuming office, Mrs. Didi Esther Walson-Jack, OON, mni, engaged with the United Kingdom Cabinet Secretary and Head of the Civil Service, the Rt Hon. Simon Case, at the Cabinet Office in London. Discussions focused on areas directly connected to the implementation of FCSSIP25, including capability building, knowledge management, knowledge exchange, and the sharing of good practices in Civil Service reform.



L-R: UK Cabinet Secretary and Head of the Civil Service, Rt. Hon. Simon Case, Head of the Civil Service of the Federation of Nigeria, Mrs Didi Esther Walson-Jack OON, mni

The discussions also examined opportunities to strengthen Nigeria's Civil Service Week activities by drawing lessons from the United Kingdom's Civil Service Live, an established platform for learning, collaboration and engagement across the UK Civil Service. The initiative provided one example of how large-scale platforms could be used to connect civil servants with new ideas, professional development opportunities and colleagues across government.

The engagement was subsequently reinforced in Abuja through discussions with the British High Commissioner to Nigeria, Dr Richard Montgomery. Dr Montgomery identified digital professionalisation and risk management among areas in which cooperation could be deepened, while affirming continued UK support for the reform programme.



L-R: Head of the Civil Service of the Federation of Nigeria, Mrs Didi Esther Walsón-Jack OON, mni;

THE UAE



The relationship with the United Arab Emirates developed into one of the more substantive international reform engagements of Mrs Didi Esther Walsón-Jack, OON, mni's tenure. In May 2025, she led 32 senior Nigerian public-sector leaders to the UAE for a Senior Executive Leadership Programme delivered through collaboration between the United Nations and the UAE Government Experience Exchange Office.

The relationship was further reinforced when Mrs Walson-Jack represented Nigeria at the World Governments Summit 2026, held in Dubai from 3-5 February 2026 under the theme “Shaping Future Governments.” The Summit convened a record 150 governments, more than 500 ministers and over 6,250 participants, including Heads of State, international organisations, policymakers and private-sector leaders. Its programme covered issues closely connected to Nigeria’s reform agenda, including global governance and effective leadership, societal wellbeing and capacity building, Artificial Intelligence, future skills, government innovation and emerging models of public administration.



Participation placed Nigeria within a high-level global conversation on how governments were redesigning institutions for a more digital and rapidly changing operating environment. It also formed part of a developing relationship with the UAE around public-sector transformation.



Zambia



The Digital Government Africa Summit 2025 in Lusaka provided an important continental platform for Nigeria to exchange reform experience with other African governments confronting similar questions around digitalisation, institutional coordination and citizen-centred service delivery. During the Summit, Mrs Didi Esther Walson-Jack, OON, mni, delivered a plenary address on “Beyond Digitalisation: Transforming Government for Efficiency, Trust & Service,” situating Nigeria’s reform experience within the wider African conversation on the future of government.



On the sidelines of the Summit, she met Mr Patrick K. Kangwa, Secretary to the Cabinet and Head of the Public Service of Zambia, for discussions on deepening cooperation between both countries. Mr Kangwa shared Zambia’s experience with decentralisation, digitalisation and the work of the SMART Zambia Institute, particularly the use of technology to accelerate government processes and improve transparency. Mrs Walson-Jack, in turn, outlined Nigeria’s ongoing efforts to strengthen digital systems and improve coordination across Ministries and institutions. The engagement opened a practical avenue for further knowledge exchange and peer learning on digital governance and public-service transformation.

The Gambia



By June 2026, the exchange of reform experience was also beginning to flow outward. From 20–24 June 2026, Nigeria hosted a high-level delegation from The Gambia, led by the country's Secretary to the Cabinet and Head of the Civil Service, Mr Alieu Njie, for a strategic study visit on public-service reform. The programme covered performance management, digital governance, institutional capacity, service delivery and the use of technology in Government.



Mr Njie described Nigeria's reform experience as one from which The Gambia intended to draw practical lessons, while Mrs Walson-Jack equally emphasised the value of two-way learning between the Services. The visit marked an important evolution in the international partnership story of the tenure: Nigeria was increasingly sharing its own reform experience with other African public services, alongside continuing to learn from reform systems elsewhere.

The International Civil Service Conference

One of the most distinctive initiatives of Mrs Didi Esther Walson-Jack, OON, mni's tenure was the establishment of the International Civil Service Conference (ICSC). Conceived as part of the 2025 Civil Service Week themed "Leveraging Technology for a Smart and Agile Public Service," the Conference expanded what had traditionally been a national celebration of the Civil Service into a forum where Nigerian public servants could engage directly with reform leaders, governments, development institutions and practitioners from around the world.

In March 2025, Mrs Walson-Jack inaugurated a 25-member Local Organising Committee to deliver the maiden edition, describing the Conference as a platform for exchanging ideas, showcasing reforms and examining practical approaches to stronger public-service delivery.



The Head of the Civil Service of the Federation inaugurates a 25-member Local Organizing Committee (LOC) to oversee the maiden edition of the International Civil Service Conference by coordinating logistics, stakeholder engagement, and a robust communication strategy to ensure its success (24 March 2025)

The maiden ICSC was held at Eagle Square, Abuja, on 25–26 June 2025, under the theme "Rejuvenate, Innovate and Accelerate!" It attracted more than 5,000 civil servants, policymakers, public-sector leaders and international experts, including representatives of Nigeria's 36 States and participants from countries such as the United Kingdom, United States, Canada, Ghana, Kenya, Morocco and Azerbaijan.

Across eight dedicated stages, conversations ranged from digital transformation and Artificial Intelligence to leadership, workforce capability, performance and accountability, procurement reform, innovation, climate and green governance, inclusive policy design and citizen-centred service delivery. The Aspire Stage created a dedicated space for younger civil servants to engage with reform ideas and contribute their own perspectives.



Opening the Conference, Mrs Didi Esther Walson-Jack, OON, mni, positioned it within a broader effort to strengthen the Civil Service's response to emerging challenges. She described public services, particularly in Africa, as being at a crossroads and stressed that inherited administrative systems could not remain static in the face of twenty-first-century demands. She emphasised the need to Rejuvenate, Innovate and Accelerate: rejuvenating the people and institutions of the Service, innovating in policy and service delivery, and accelerating the achievement of measurable results.



On the second day, President Bola Ahmed Tinubu, GCFR, declared the Conference open and situated the Civil Service at the centre of the delivery of the Renewed Hope Agenda. He emphasised the importance of putting the right people with the right competencies in the right roles and used the occasion to reaffirm the need for a more dynamic, digital, ethical and globally competitive Civil Service.

"Civil servants, you are not just the backbone of effective administration across borders but the very essence of it. Your role as the quiet architects of stability, innovation, and public trust is invaluable."

- President Bola Ahmed Tinubu, GCFR

Significantly, the President also authorised the comprehensive Personnel Audit and Skills Gap Analysis across the Federal Civil Service, directing responsible institutions to prioritise its completion as a basis for more targeted workforce reforms.



The maiden Conference also demonstrated the partnership model that Mrs Walson-Jack increasingly employed in advancing reform. She described the event as fully funded through collaboration, strategic partnerships and support from corporate organisations and individuals. International participation included the United Nations, the United Kingdom and other governments and institutions with which the OHCSF had been building reform relationships. Goodwill contributions came from figures including Amina J. Mohammed, GCON, United Nations Deputy Secretary-General; Rt Hon. Lord Gus O'Donnell, former Cabinet Secretary and Head of the UK Civil Service; and Dr Richard Montgomery, British High Commissioner to Nigeria.



The decision to hold a second edition of the International Civil Service Conference gave the initiative greater institutional weight. Lessons from 2025 were captured in an ICSC Manual, setting out standard procedures, governance arrangements and performance expectations for subsequent conferences. Mrs. Walson-Jack inaugurated new Steering and Local Organising Committees in late 2025 and ten specialised Sub-Committees in April 2026, establishing a more permanent architecture around the Conference.



The 2026 International Civil Service Conference, held on 20-21 May 2026, significantly expanded the platform under the theme “Reforms, Resilience and Results.” More than 5,000 delegates attended, with the 36 States and FCT represented alongside delegates from 16 countries. The programme featured more than 200 speakers and was delivered in association with the Global Government Forum, bringing senior Nigerian policymakers into conversation with international organisations, public-service practitioners and reform experts. Among the contributors were the UN Resident Coordinator in Nigeria, Mohammed Fall; World Bank Country Director, Shubham Chaudhuri; Minister of Finance, Wale Edun; Governor of the Central Bank of Nigeria, Dr Olayemi Cardoso; Minister of Communications, Innovation and Digital Economy, Dr Bosun Tijani; and public-sector reform expert Dr Joe Abah.



The scale of the Conference was matched by a broader programme organised across eight stages — Transform, Rejuvenate, Innovate, Accelerate, Accomplish, Impact, Aspire and Activate. Plenaries, technical roundtables, fireside conversations and interactive sessions explored institutional reform, leadership, future workforce capability, digital government, data and Artificial Intelligence, performance management, innovation, accountability, cross-government delivery and the relationship between reform and tangible outcomes for citizens. The format allowed senior-level policy conversations to sit alongside practical sessions, exhibitions and spaces for younger officers and reform practitioners.

The Conference also marked the signing of a Memorandum of Understanding between the Office of the Head of the Civil Service of the Federation and Flutterwave, adding a further private-sector partnership to the reform ecosystem.



ICSC 2026 also provided a platform for the launch of INSPIRE — the Inclusive Network for Supporting Progressive Leadership, Innovation, Reform and Equity for Women — by the First Lady of the Federal Republic of Nigeria, Senator Oluremi Tinubu, CON.



In two editions, Mrs Walson-Jack established ICSC as a recognisable platform through which Nigeria could showcase its own reform experience, learn directly from other systems, convene public-service leaders around common challenges and translate international engagement into partnerships and reform actions at home. The transition from the maiden edition in 2025 to a larger, formally structured second edition in 2026 gave the Conference the beginnings of an enduring institutional identity within the Federal Civil Service.

11

Awards and Recognition

The reform efforts led by Mrs Didi Esther Walson-Jack, OON, mni, attracted recognition from professional institutions and public-service organisations within Nigeria and across Africa. Significantly, several of these honours were presented in recognition of her leadership of the Federal Civil Service, digital transformation, institutional reform and commitment to public-service excellence.

In February 2025, the Environmental Health Council of Nigeria presented her with the Govern Impact Award at the National Environmental Health Excellence Awards, recognising her leadership in the Federal Civil Service. In September of the same year, the Institute of Strategic Management of Nigeria – Chartered conferred on her its Honorary Fellowship Award, citing her leadership, promotion of strong work ethics, digital innovation and technology-driven service delivery.

Her recognition increasingly extended beyond Nigeria. Mrs Walson-Jack was honoured at the African Iconic Women Recognition Awards in 2025, continuing a series of recognitions from the platform that included her earlier designation as African Iconic Female Administrator of the Year.



In April 2026, at the African Heritage Awards in Accra, Ghana, she received the African Public Service Award, presented in recognition of her leadership and the reforms being advanced in Nigeria's public sector. The ceremony brought together prominent African leaders and achievers, including Ghanaian President John Dramani Mahama, former Botswana President Dr Seretse Khama Ian Khama and former African Development Bank President Dr Akinwumi Adesina.



In June 2026, she was also among 20 public servants recognised by the Bureau of Public Service Reforms for distinguished public-service excellence and leadership during activities marking the United Nations Public Service Day. Her repeated recognition by the African Iconic Women Recognition Awards culminated in 2026 with another African Iconic Public Service Award and induction into the African Iconic Women Recognition Awards Hall of Fame, an honour she dedicated to public servants across Nigeria and Africa.



12

A chronology of stewardship

The legacy was built through a sequence of early mobilisation, platform launches, scale-up, institutionalisation and transition.

August 2024—August 2026

17th July 2024

Appointment approved

President Bola Ahmed Tinubu, GCFR appoints Mrs. Didi Esther Walson-Jack, OON, mni as the Head of the Civil Service of the Federation

14th Aug. 2024

Swearing-in and assumption

Assumes office as Head of the Civil Service of the Federation

16th - 17th Aug. 2024

OHCSF top-management retreat

Senior leadership aligns around priorities, operating expectations and institutional renewal.

5th - 7th Sept. 2025

Federal Permanent Secretaries' Retreat

Accounting officers align around FCSSIP25 acceleration and service delivery.

Sept. 2024

PMS Day begins across the Service

7th Sept. 2024

Federal Civil Service Culture Change Song and Video reintroduced

19th Sep. 2024

Seven War Rooms inaugurated

Focused implementation teams established to accelerate FCSSIP25.

15th Oct. 2025

Maiden engagement with Heads of Service of the 36 States and FCT

4th - 8th Nov. 2024

46th National Council on Establishments, Osun State

August 2024—August 2026

November 2024

Public Service Live with the HCSF begins

20th Nov. 2024

Online Compendium of Federal Circulars launched

21st Nov. 2024

GovMail, Service-Wise GPT and Nigeria Federal Civil Service Online Academy launched

22nd Nov. 2024

Maiden Recognition Dinner for newly promoted Directors

25th Nov. 2024

100-Day Stocktaking

22rd - 26th Jan. 2025

Singapore Study Tour for State Heads of Service

January 2025

Induction of newly promoted Directors

27th March 2025

High-Level Reform Dialogue with the Blavatnik School of Government, University of Oxford

9th April 2025

Mandatory Training Programme for Agency CEOs strengthened

23rd - 25th April 2025

Induction of newly appointed Permanent Secretaries and Accountant-General

29th - 30th April 2025

5th Federal Public Service Innovation Competition

12th - 14th May 2025

Inaugural Federal-State Heads of Service Retreat, Katsina

August 2024—August 2026

13th May 2025

Group Life Assurance approved for Federal employees

25th - 26th June 2025
Maiden International Civil Service Conference

June 2025
Federal Civil Service Rewards and Recognition Awards

26th August 2025
PASGA governance established

2nd Sept. 2025
ONCE-Knowledge System Steering Committee inaugurated

10th Sept. 2025
OHCSF-UNDP partnership moves into implementation

Sept. 2025
Service-wide Digital Literacy Action Plan advanced

2 Oct. 2025
HR Professionalisation Drive launched

9th Nov. 2025
Three major people-management policies receive FEC approval

11th Nov. 2025
OHCSF goes live on 1Gov ECMS

November - December 2025
1Gov ECMS Go-Lives accelerate across MEMDs

31st Dec. 2025
Digitalisation milestone achieved; FCSSIP25 concludes

August 2024—August 2026

**12th - 16th
January 2026**
Final PASGA
mop-up

11th February
DL4ALL Awards

**13th - 14th
February 2026**
Annual Retreat
for Federal
Permanent
Secretaries

5th March 2026
Exit Benefit
Scheme
approved

**29th March
2026**
338 newly
promoted
Directors
recognised

April 2026
PASGA
findings move
into MDA
validation

22nd April 2026
Employees'
Compensation
Scheme
operationalised

24th April 2026
£10 billion Civil
Service Housing
Loan Scheme
unveiled

20th - 21st May 2026
Second International
Civil Service
Conference and
launch of IINSPIRE

17th June 2026
FCSSIP25 End-
Term Review
formally closes

**22nd - 28th
June 2026**
Final Civil
Service Week of
the tenure

26th June 2026
Mentoring
Marketplace and IPPIS
Employee Self-Service
presentation

August 2024—August 2026

14th July 2026
Sixth and Special
Edition of Public
Service Live

23rd July 2026
48th National
Council on
Establishments,
Port Harcourt

27th July 2026
IPPIS Human
Resource
Modules go live

30th July 2026
FCSSIP30 co-
creation begins

**4th August
2026**
Maiden
Employees'
Compensation
payments

**12th August
2026**
Seven Federal
Civil Service
reform
documents
unveiled

**14th August
2026**
FEC-approved
Digital
Transformation
agenda enters
implementation
phase

**15th August
2026**
2026 Federal
Civil Service
Rewards and
Recognition
Ceremony

19th August 2026
Renewed Hope Civil
Service Estate
groundbreaking

**21st August
2026**
Inauguration
of FCSSIP30
steering
committee

**26th August
2026**
50 Electronic
buses launched
for civil
servants
commute

Strategic Partnerships

The achievements of Mrs. Didi Esther Walson-Jack's tenure were supported by a network of strategic partners whose technical expertise, resources and collaboration strengthened reform implementation across the Federal Civil Service.



Aig-Imoukhuede
Foundation



Foreign, Commonwealth
& Development Office



CORONATION



pcl.



Nigerian Institute of
Social & Economic
Research



Appendices

Appendix A

Abbreviation	Meaning
AMPLE	Accountability, Meritocracy, Professionalism, Loyalty, Efficiency (leadership values)
APER	Annual Performance Evaluation Report (former activity-based appraisal system)
CFR	Commander of the Order of the Federal Republic (national honour)
CON	Commander of the Order of the Niger (national honour)
CONPSS	Consolidated Public Service Salary Structure
CONRAISS	Consolidated Research and Allied Institutions Salary Structure
DL4ALL	Digital Literacy for All (programme with NITDA)
DTA	Duty Tour Allowance
ECMS	Enterprise Content Management System
EPIC	Efficient, Productive, Incorruptible, Citizen-Centred (Civil Service ethos)
FCSSIP25	Federal Civil Service Strategy and Implementation Plan 2021–2025
FCSSIP30	Federal Civil Service Strategy and Implementation Plan 2026–2030
FEC	Federal Executive Council
FEPSGA	Federation of Public Service Games
GBB	Galaxy Backbone Limited
GCFR	Grand Commander of the Order of the Federal Republic (national honour)
GCON	Grand Commander of the Order of the Niger (national honour)
HCSF	Head of the Civil Service of the Federation
ICSC	International Civil Service Conference
INSPIRE	Inclusive Network for Supporting Progressive Leadership, Innovation, Reform and Equity for Women

Appendix A

Abbreviation	Meaning
IPPIS	Integrated Personnel and Payroll Information System
IPPIS-HR	Human Resource module of IPPIS
MDA	Ministries, Departments and Agencies
MEMD	Ministries and Extra-Ministerial Departments
mni	Member of the Order of the Niger (national honour)
NCE	National Council on Establishments
NITDA	National Information Technology Development Agency
NSITF	Nigeria Social Insurance Trust Fund
OHCSF	Office of the Head of the Civil Service of the Federation
1Gov ECMS	1 Government Cloud Enterprise Content Management System
OON	Officer of the Order of the Niger (national honour)
PASGA	Personnel Audit and Skills Gap Analysis ("Project Phoenix")
PMS	Performance Management System
PSIN	Public Service Institute of Nigeria
UAE	United Arab Emirates
UNDP	United Nations Development Programme

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