



OFFICE OF THE HEAD OF THE
CIVIL SERVICE OF THE FEDERATION

SCORECARD

TWO YEARS OF REFORM, DELIVERY
AND INSTITUTIONAL RENEWAL



Mrs. Didi Esther
Walson-Jack, OON, mni

AUGUST 2024 - AUGUST 2026



“

When people look back at all we have been able to achieve, what they would say is Unbelievable! Wow!”

- **Mrs. Didi Esther Walson-Jack, OON, mni**
HEAD OF THE CIVIL SERVICE OF THE FEDERATION

TENURE AT A GLANCE

Mrs. Didi Esther Walson-Jack, OON, mni was appointed by President Bola Ahmed Tinubu, GCFR, in July 2024 and assumed office as Head of the Civil Service of the Federation on 14 August 2024.

She entered office with a clear presidential mandate: remove bureaucratic bottlenecks, improve service delivery and accelerate the transformation of the Federal Civil Service.

Her response was anchored on the vision of an EPIC Civil Service — Efficient, Productive, Incorruptible and Citizen-Centred — with renewed emphasis on digital transformation, performance and accountability, workforce capability, human-resource management, staff welfare and innovation.

Over the next two years, she drove the final implementation and close-out of FCSSIP25, strengthened the institutions required to sustain reform, introduced new service-wide initiatives and led the development of the successor reform agenda for 2026–2030.

Her tenure was defined not only by the number of initiatives undertaken, but by a deliberate effort to institutionalise reform and move the Civil Service from policy commitments to measurable delivery.

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

N10 Billion Housing Loan Intervention

Unlocked a N10 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

₦5 Million Innovation Star Prize

Awarded a ₦5 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: nigeriancivilserviceneews.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.

OTHER INSTITUTIONAL REFORMS AND ACHIEVEMENTS



HR Professionalisation: Advanced service-wide HR professionalisation through a National HR Competency Framework, certification pathways with ASCON, PSIN and CMD, and prioritised deployment of qualified officers to HR functions.



Federal Civil Service Online Academy: Established the Federal Civil Service Online Academy, expanding access to learning in information technology, communication, digital transformation and other priority capabilities.



Directors' Leadership Exposure: Introduced a framework for the rotational overseeing of Permanent Secretary offices by Directors, giving senior officers practical exposure to higher-level leadership and decision-making responsibilities.



Stronger IPPIS Governance: Reactivated the IPPIS Steering Committee to strengthen high-level oversight of payroll integrity, workforce records and personnel-data management.



Public Service Games: Promoted wellness, teamwork and inter-service cohesion through participation in the Federation of Public Service Games.



Institutional Memory: Established a dedicated mechanism for engagement with former Heads of the Civil Service of the Federation and retired Permanent Secretaries, preserving institutional memory and strengthening intergenerational knowledge transfer.



OHCSF Work Environment: Renovated the OHCSF foyer and developed an Exhibition Gallery and Garden, improving the institutional environment while showcasing the history, reforms and achievements of the Civil Service.



Civil Service Anthem: Reintroduced the Civil Service Anthem (formerly Culture Change Song) in 2024 to strengthen institutional identity, pride, unity and commitment to public service.



Strategic Partnerships Unit: Established a dedicated Partnership, Collaboration and Philanthropy Unit to coordinate strategic partnerships, technical cooperation and resource mobilisation.



African Heads of Service Roundtable: Introduced the African Heads of Service Annual Roundtable as a continental platform for exchanging reform experience, sharing good practice and strengthening public-service transformation across Africa.



Repositioning PSIN: Initiated the repositioning of the Public Service Institute of Nigeria, drawing on lessons from Singapore and other international approaches to public-sector capability development.



Permanent Secretary Selection: Developed a Permanent Secretary Selection Process Manual to improve transparency, consistency, merit and institutional rigour in the selection process.



Regional Liaison Offices: Established liaison offices in the North and South to improve access to OHCSF services, strengthen regional coordination and deepen engagement with public-service institutions.

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.

