



CENTRE FOR PUBLIC
SECTOR GOVERNANCE
Promoting Public Sector Governance

Volume 1 | Issue 1

September Edition

PUBLIC SECTOR DIGEST

A quarterly newsletter of the SCGN, Centre for Public Sector Governance



Upcoming Conference

**Public Sector
Pan-African
Directors'
Conference
2025**

**CPSG in the News:
Collaboration for
successful Reforms**

CPSG partners with BPSR

**Interview
Series:**

The Inside Story
from Leaders

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MESSAGE FROM THE DESK OF C.O.O

Maiden Edition, **Public Sector Digest**

“The dawn of something new is always both a celebration and a responsibility.”

It is with immense pride and deep gratitude that I welcome you to the maiden edition of Public Sector Digest, a platform created with one clear mission: to inform, inspire, and ignite transformation in public sector leadership.

This is not just a magazine. It is a living, breathing space where ideas meet action, where knowledge becomes impact, and where our shared commitment to excellence takes form on every page.

At the Centre for Public Sector Governance (CPSG), we stand at the intersection of possibility and performance. Our work is not merely about fulfilling mandates, it is about shaping futures, challenging the status quo, and raising the bar for what the public sector can achieve.

So, why now?

Because the world is changing faster than ever before. Technology is rewriting the rules. Economies are realigning. Expectations from citizens are evolving.

Standing still is not an option.

Within these pages, you will find tools, ideas, and stories designed to strengthen leadership capacity:

- Articles that explore cutting-edge research and best practices.
- Interviews that distill the wisdom of seasoned leaders.
- Highlights of CPSG's work from strategic partnerships to upcoming events.
- Insights and resources to equip you for the challenges ahead.

But beyond content, my hope is that Public Sector Digest becomes a catalyst: a spark that provokes thought, fuels ambition, and connects leaders across boundaries. It should be a mirror that reflects not only what we do, but why we do it: for the growth, efficiency, and integrity of our public institutions.

As you read this first edition, I invite you to step into this journey with us. Question. Reflect. Share. Implement...because the future of governance is not written by a single institution or leader, it is co-authored by all of us who care deeply about the public good.

Dr. Oyebisi Taiwo A.

Chief Operating Officer, Centre for Public Sector Governance

MEET THE CPSPG BOARD MEMBERS



**Professor Fabian
Ajogwu, OFR, SAN**
Board Member



Dr. Ernest Ndukwe, OFR
Board Chairman



**Mr. Muhammad K.
Ahmad, OON**
Board Member



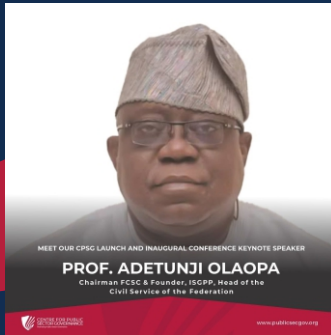
Ms Rabi Isma
Board Member



**Mr. Odein
Ajumogobia, SAN, OFR**
Board Member

The Launch of CPSPG

SPEAKERS AT THE EVENT



PICTURE SPEAKS

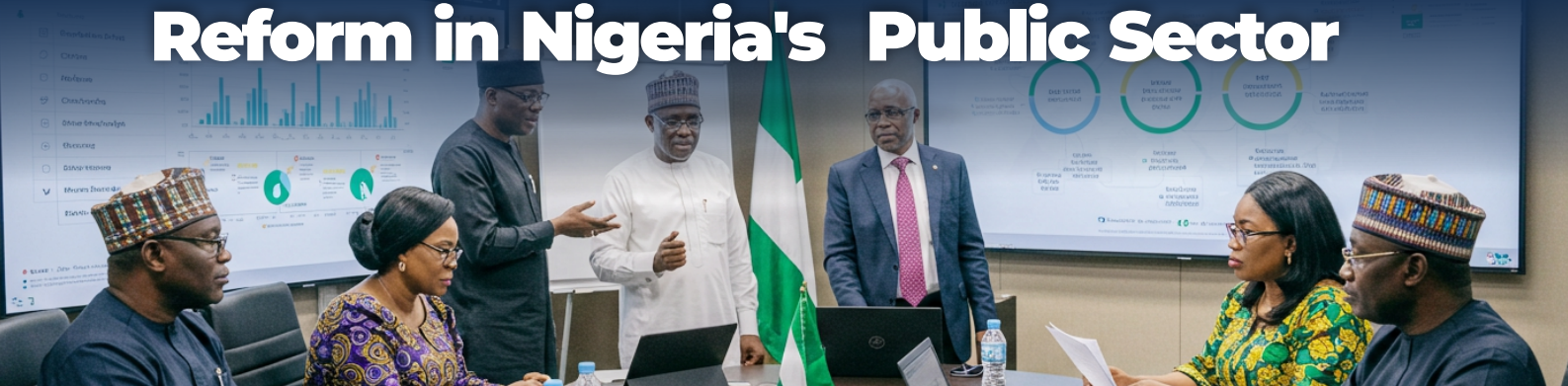


The Launch of CPSG

PICTURE SPEAKS



Digital Governance and Institutional Reform in Nigeria's Public Sector



In early 2024, the Nigerian government made a bold and much-needed policy shift: all Ministries, Departments, and Agencies (MDAs) are now required to fully digitise their operations. This move towards digital governance marks a turning point in Nigeria's public sector, one that, if implemented effectively, could redefine the relationship between citizens and government.

"But digitisation is not just about technology. It's about people, processes, and most importantly, governance."

From Paper to Platform: The Promise of Digital Transformation

For too long, public sector institutions in Nigeria have operated on legacy systems, paper-heavy, slow, and opaque. The introduction of mandatory digitisation across MDAs aims to change that by streamlining service delivery,

improving data-driven decision-making, and making government operations more transparent. This means that;

1. Citizens no longer standing in long queues to access basic services.
2. Government data systems that "talk" to each other — reducing duplication and improving response times.
3. Real-time monitoring of public funds and procurement processes.
4. Public servants empowered by automation, not buried under bureaucracy.

"When done right, digital governance makes government faster, smarter, and more accountable."

The Real Challenge: Reforming the Institution, Not Just the Interface

It is important to know that Technology on its own doesn't fix broken systems. You can digitise a flawed process, and make it fail faster. True digital

governance requires institutional reform. That means:

1. *Rethinking workflows, not just automating them.*
2. *Breaking down silos between agencies.*
3. *Training civil servants to embrace digital tools, not fear them.*
4. *Ensuring leadership is aligned, informed, and committed.*

We must also confront the cultural and political barriers to reform. Resistance to change is often more formidable than technical hurdles.

Conclusion: A Window of Opportunity

Nigeria's 2024 digital mandate is a bold move, and the timing couldn't be better. With the right mix of vision, leadership, and execution, this policy shift can serve as a launchpad for wider public sector reform. Digital governance is not a technology project. It's a governance project enabled by technology.

Aderinale Adedeji Moses
Research and Data Analysis Manager
Centre for Public Sector Governance



POWER, POLICY AND PRIVATIZATION;

Electricity Reform: Outcomes in Nigeria and Ghana.

Nigeria's electricity privatization was designed to resolve chronic governance failures and improve sector performance. However, more than a decade later, governance challenges such as poor regulatory enforcement, weak institutional capacity, lack of transparency, and inefficiency persist. Meanwhile, Ghana, despite facing its own challenges, appears to enjoy better governance outcomes and more stable power supply.

Why has privatization not yielded the expected governance outcomes in Nigeria's electricity sector?

By comparing Nigeria's experience with Ghana's relatively better outcomes, this article seeks to identify governance factors that may explain these divergent results and provide insights for improving governance in Nigeria's electricity sector. The Real Power Problem: Governance, Not Just Ownership.

In Nigeria, privatization transferred ownership but left behind weak institutions, unclear responsibilities, and poor regulatory enforcement. The Nigerian Electricity Regulatory Commission (NERC) was meant to be the independent regulator, but political interference and limited capacity have severely undermined its effectiveness. areas.

DisCos struggle to recover costs due to poor infrastructure, electricity theft, and frozen tariffs. With many unmetered customers and losses over 40%, the sector remains financially unstable and reliant on bailouts.

Ghana has prioritized stronger governance, with PURC enforcing rules more consistently and transparently.

What Nigeria Must Do Now
To fix its electricity sector, Nigeria must look beyond ownership structures and focus on building a solid governance foundation.

1. Empower the Regulator: NERC must be protected from political interference, with stronger powers to enforce rules and ensure compliance.

2. Improve Institutions: Clarify roles, boost skills, and coordination.

3. Ensure Transparency: Make contracts and tariffs public.

4. Engage Stakeholders: Involve citizens in reform decisions.

5. Fix Finances: Adopt fair tariffs and targeted subsidies.

6. Learn from Ghana: Adapt proven governance practices.

Nigeria's experience shows that transferring ownership without fixing governance only shifts problems from public to private hands. For reform to deliver results, **institutions must work, regulations must bite, and the public must trust the process.**

Oloyede Elizabeth Tosin
Department of Political Sciences
University of Lagos



DEMOCRACY & GOVERNANCE: WHAT'S AT STAKE



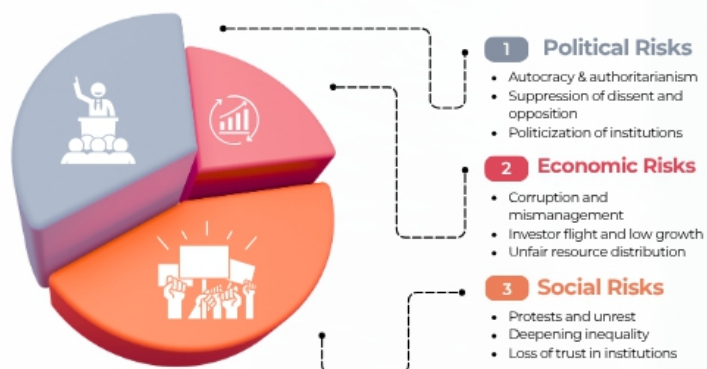
Introduction

- **Democracy:** Rule by the people, through free and fair elections, participation, and accountability.
- **Governance:** The way power is exercised, especially in managing public resources and institutions.

Why Democracy Matters



What's at Stake When Democracy & Governance Fail



Global Trends



Rise of populism
and disinformation ↓

Youth disengagement
in politics ↓



What Strengthens Democracy and Good Governance?



Role of CPSG



At CPSG, we believe that strong institutions are the foundation of both democracy and economic progress.

Our approach;

- Training public officials for transparency, efficiency, and service delivery.
- Generating evidence-based insights to guide reforms in governance and public finance.



INTERVIEW SERIES

GOVERNING WITH PURPOSE

LESSONS FROM NIGERIA'S PUBLIC SECTOR ICONS

OUR GUEST

MEET OUR OUR FIRST GUEST



Dr. Kayode Opeifa
MD, Nigeria Railway Corporation

Question: Can we meet you?

Answer: My name is Dr. Kayode Opeifa, the Managing Director, Nigerian Railway Corporation.

Question: What is the overarching vision for NRC, and how are you aligning it with federal government renew hope agenda?

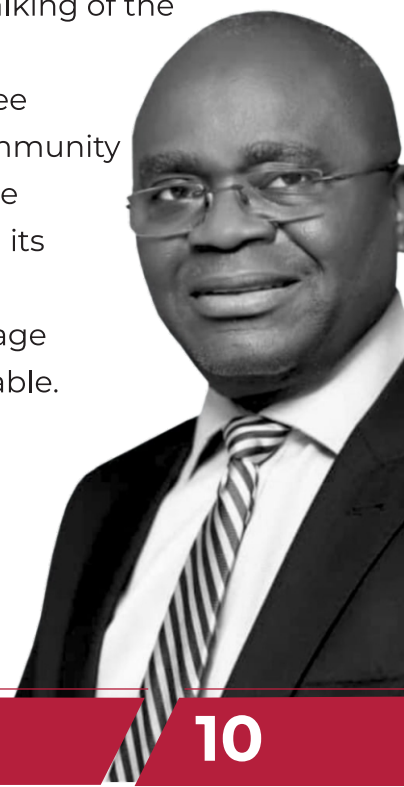
Answer: The vision, our vision at Nigerian Railway is not different than Nigeria's vision. It is not different from your new hope vision and what it is, is to give hope, to assure Nigerians that there is hope and to give to Nigeria, not just that hope, but the fact that as long as you are part of this system, you survive. What is our vision? Our vision is to ensure that we not only move people with pride, dignity and honour from one place to the other. We not only move freight from one part of Nigeria to one industry, to the port or to whatever. We not only support trade and commerce. We not only move tourists from one point to the other. We not only support international trade by moving imports from the port and taking export through the port out of the country, but we contribute to the GDP, significantly contribute to the GDP, , no less than three percent to the national GDP, to such an extent that the transport sector will be

able to contribute at least six percent, to such an extent that all economic sector in Nigeria will have a contribution from the real sector and to that extent that they will now be able to improve on their own GDP contribution.

Question: NRC touches millions of lives. How do you engage communities, regulators, and commuters to build trust and gather feedback?

Answer: NRC is a community. It is the Nigerian community. A corporation that by design crosses many parts of Nigeria. A corporation that by design has somebody from every state in this country. A corporation that by design has somebody from almost all the tribes in Nigeria. And a corporation that by design is responsible for the livelihood of whichever community it passes through. If you go to Enugu, you go to the NRC hospital serving the people of Enugu. If you go to Port Harcourt, that is a local public health care delivery service. I'm not talking of the entire city or town of Port Harcourt, wherever you see Nigerian Railway. The community benefits from its clinic. The community benefits from its recreational facilities. The community takes advantage of job opportunities available.

Watch complete on  **YouTube @Cpsgnigeria**



CPSG in the News: Collaboration for Successful Reforms

CPSG partners with BPSR

In a significant stride towards enhancing public sector efficiency and accountability, the Centre for Public Sector Governance (CPSG) has officially announced a strategic partnership with the Bureau of Public Service Reforms (BPSR).

The landmark collaboration, which was solidified following a high-level strategy meeting held recently in Abuja, is expected to serve as a catalyst for far-reaching reforms, ultimately aimed at substantially improving public service delivery and strengthening institutional governance across Nigeria. The alliance marks a pivotal moment in the nation's ongoing efforts to foster transparent and effective public administration.

The strategic meeting, which laid the groundwork for this formidable

partnership, brought together prominent leaders from both esteemed organizations. The Centre for Public Sector Governance was ably represented by its Chief Operating Officer, Dr. Oyeibisi Taiwo, alongside Dr. MK Ahmad, a distinguished member of the CPSG Advisory Board. Leading the BPSR delegation were Dr. Dasuki Arabi, the Director General, and Mr. Felix Ifeanyi. Throughout the deliberations, discussions were notably characterized as “frank, forward-thinking, and results-driven,” thereby underscoring a collective and unwavering commitment to impactful joint action and shared responsibility for driving positive change.

CPSG-BPSR partnership is built upon several key pillars designed to create a robust framework for reform. These include joint institutional, policy, and process

assessments, which will meticulously evaluate current systems to identify areas for improvement. Furthermore, the partnership commits to organizing annual joint reform conferences, providing a critical platform for continuous dialogue and knowledge exchange among stakeholders.

Complementing this, co-hosted knowledge-sharing platforms will facilitate the dissemination of best practices and innovative solutions, while program-based needs assessments will ensure that reform initiatives are directly responsive to the specific challenges faced by public institutions. Finally, stakeholder engagement workshops will be regularly conducted to foster inclusive participation and ensure that all voices are heard in the reform process, thereby cultivating a shared vision for a more effective public sector.

Read more on THIS DAY:
<https://www.thisdaylive.com/2025/06/07/cpsg-bpsr-partner-to-drive-nigerias-public-sector-reform/>



The poster features the Centre for Public Sector Governance logo at the top left and a colorful map of Africa at the top right. The main title is 'Public Sector Pan-African Directors' Conference'. Below it, the topic is 'Boards Governance & the Future: Elevating Public Sector Leadership in Africa'. The theme is 'Strengthening Public Sector Boards for National Transformation'. The date is '22ND - 23RD OCTOBER, 2025'. There is a 'REGISTER NOW' button, a QR code with 'SCAN TO REGISTER' text, and contact information: 'Need Help? Contact: +234-903-413-7580'. The BPSR logo is also present.

**Public Sector
Pan-African Directors'
Conference**

Topic- Boards Governance & the Future:
Elevating Public Sector Leadership in Africa

**Theme - Strengthening Public Sector Boards
for National Transformation**

DATE: 22ND - 23RD
OCTOBER, 2025

**REGISTER
NOW**

Need Help?
Contact:
+234-903-413-7580

SCAN TO REGISTER

Official Partner
BPSR
BOARD OF PUBLIC SECTOR GOVERNANCE

Be part of a transformative two-day forum uniting Africa's top voices in governance to drive leadership, accountability, and performance in public institutions. This high-impact gathering brings together directors and senior executives to explore innovative strategies for effective boards and sustainable national transformation.

Events Details:

Theme: Strengthening Public Sector Boards for National Transformation

Date: 22nd - 23rd October, 2025

What to Expect:

- International keynote speakers from the OECD and European Union institutions
- In-depth technical sessions on board effectiveness and risk governance
- Exclusive peer learning visits to high-performing Nigerian State-Owned Enterprises.
- Launch of the CPSG Journal – Nigeria's new flagship governance publication.
- Strategic networking with board members and executives across Africa.

Who Should Attend:

Board members, directors, and senior executives from State-Owned Enterprises, DisCos, and government-invested companies across Africa.

Conference Registration

The conference fee is **₦600,000**, and this fee covers:

- Registration and participation
- Tea breaks & lunch for two days
- Full access to all sessions
- Post-conference access to select session recording
- Delegate badge and participation certificate
- A copy of Public Sector Governance Journal

To make payment

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WHO WE ARE

The Centre for Public Sector Governance (CPSG) is a non-profit organization committed to advancing effective governance, ethical leadership, and institutional reform within Nigeria and across Africa. Founded with a vision to strengthen public institutions and foster a culture of accountability, CPSG works to bridge the gap between policy and practice in public service delivery.

Our mission is to support Government Owned Enterprises (at the State and Federal Level), public officers, and reform-minded stakeholders in building a more transparent, efficient, and citizen-focused public sector.

What We Do

At CPSG, we believe that governance is only as strong as the people and systems that drive it. Our work spans four key pillars:

1. **Capacity Building and Training:** We design and deliver high-impact training programmes for public sector leaders at federal, state, and local levels. These trainings focus on leadership development, strategic management, digital governance, policy implementation, and ethics in public service.
2. **Research and Policy Advisory:** We work with government agencies, development partners, and civil society to shape policies that promote accountability, equity, and inclusive development.
3. **Advocacy and Engagement:** CPSG promotes public dialogue and multi-stakeholder collaboration around key governance issues.
4. **Knowledge Sharing:** Through our publications, including the Public Sector Governance Journal, we contribute to thought leadership and knowledge dissemination in the field of public administration and institutional reform.

CPSG has partnered with public institutions, development agencies, and reform advocates to build capacity in leadership, accountability, and service delivery.

Contact Us

✉ info@publicsecgov.org

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