

**THE IMPACT OF CIVIL SERVICE REFORMS ON PUBLIC SECTOR EFFICIENCY
IN NIGERIA: A CASE STUDY OF THE FEDERAL CIVIL SERVICE STRATEGY
AND IMPLEMENTATION PLAN (FCSSIP) 2021–2025**

OGUNMU GODLIVER OSAGUMWENRO

SSC2105849

DEPARTMENT OF PUBLIC ADMINISTRATION

FACULTY OF SOCIAL SCIENCES

UNIVERSITY OF BENIN

BENIN CITY, NIGERIA

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**BEING A PROJECT PRESENTED TO THE DEPARTMENT OF PUBLIC
ADMINISTRATION, FACULTY OF SOCIAL SCIENCES, UNIVERSITY OF
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FOR THE AWARD OF BACHELOR OF SCIENCE (B.SC) DEGREE IN PUBLIC
ADMINISTRATION**

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CERTIFICATION

We, the undersigned, certify that this project titled “Impact of Civil Service Reforms on Public Sector Efficiency in Nigeria: A Case Study of the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025” was carried out by OGUNMU GODLIVER OSAGUMWENRO with matriculation number SSC2105849 of the Department of Public Administration in partial fulfilment of the requirements for the award of Bachelor of Science (B.Sc.) in Public Administration, University of Benin.

DR. E AIGBE
(Project Supervisor)

PROF. A. I. MUSTAPHA
(Head of Department)

DATE

DATE

DEDICATION

This work is dedicated to God Almighty, the Beginning and the End. The work Is also dedicated to my wonderful parents, Mr. and Mrs. Ogunmu and specially to my mum Mrs. Ogunmu Loveth.

ACKNOWLEDGEMENTS

All thanks go to my heavenly father and creator, for making this work a success.. I am profoundly indebted to my project supervisor, Dr. E. Aigbe whose invaluable insights and corrections has contributed greatly and aided the success of this project work.

I wish to express my profound gratitude my parents Mr. and Mrs. Ogunmu Norensense for their unfailing support materially, mentally and spiritually. Thank you mom and dad for always being there for me. May God continue to bless you people and grant you good health and long life, Amen.

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ABSTRACT

The study investigated impact of civil service reforms on public sector efficiency in Nigeria: A case study of the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025. To achieve the purpose of the study, four (4) research questions were raised and answered. The sample size for the study was made up of 100 respondents. The data collected was analyzed using frequency count and simple percentage.

The study revealed that the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025 had a notable impact on capacity development and workforce performance through structured training, re-skilling programmes, and competency-based assessments. It was concluded that the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025 represents a commendable step toward building a dynamic, transparent, and accountable civil service capable of delivering quality services to Nigerians.

The study recommended among others that the Federal Government should prioritize building strong institutional frameworks to support the effective implementation of the FCSSIP 2021–2025. This includes enhancing internal monitoring and evaluation systems, enforcing accountability measures, and ensuring that each ministry, department, and agency (MDA) adheres strictly to performance targets and reporting standards.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The Nigerian civil service remains the administrative machinery through which government policies and programmes are formulated and executed. Douye (2023) asserted that the efficiency of this institution determines not only the effectiveness of service delivery but also the extent to which governance meets developmental goals. Over the years, however, the civil service has been associated with inefficiency, corruption, red tape, and poor accountability, thereby eroding public confidence in governance. These challenges have made it difficult for the public sector to achieve meaningful outcomes despite enormous resource allocation. In response, successive governments have initiated reforms aimed at modernising structures, strengthening capacity, and entrenching performance culture. The Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025 represents the latest in this trajectory, designed to improve transparency, accountability, and service orientation in Nigeria’s civil service (Adebayo, 2021).

Civil service reforms in Nigeria have historically been introduced to address persistent inefficiencies, enhance accountability, and bring administrative practices in line with global best standards. Emeniyi (2022) noted that the quality of reforms implemented within the civil service directly influences the ability of government to meet

societal needs. Since independence, Nigeria has experimented with reforms ranging from structural adjustments to performance-based systems, but many have failed to produce sustainable improvements. The shortcomings are largely linked to poor implementation, weak monitoring frameworks, and resistance to institutional change. Consequently, the gap between reform intentions and actual outcomes has remained wide. The Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025 is significant because it incorporates digital transformation, human capital development, and citizen-centred approaches as core pillars to reposition the civil service for efficiency and effectiveness (Ogunleye, 2023).

The Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025 represents a comprehensive attempt to reform the civil service by introducing innovation, accountability, and digital transformation. Haruna (2021) argued that this reform agenda seeks to reposition the civil service as an enabler of national development by integrating modern management systems and technology. Central features include enterprise resource planning systems, digitisation of administrative processes, and improved leadership structures. It also emphasises citizen-centred service delivery by ensuring timely, transparent, and responsive operations. The strategy builds upon earlier reform efforts while addressing their shortcomings through targeted initiatives focused on capacity development and measurable outcomes. In this way, the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025 underscores the Federal

Government's commitment to creating a functional, accountable, and result-driven civil service (Yusuf, 2022).

The rationale for adopting the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025 is rooted in the recognition that inefficiency in the civil service undermines Nigeria's socio-economic progress. Umeh (2023) explained that inefficiencies in public administration increase the cost of governance, weaken policy outcomes, and erode citizens' trust in institutions. For decades, Nigeria's civil service has struggled with delays in service delivery, low productivity, and bureaucratic rigidities. These challenges have not only stunted policy implementation but have also reduced investor confidence and slowed national development. By adopting FCSSIP 2021–2025, government aims to re-engineer administrative systems, instil accountability, and establish monitoring frameworks to track performance outcomes. This holistic reform blueprint therefore reflects a renewed determination to transform the civil service into a vehicle for efficiency and national development (Salako, 2021).

Digital transformation is one of the major pillars of the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025. Bello (2022) emphasised that by integrating information and communication technologies, the civil service can streamline processes, reduce corruption, and improve service delivery. The strategy promotes digitisation of operations, e-governance platforms, and data-driven decision-making frameworks. These innovations are expected to minimise human interference in

administrative procedures, thereby increasing transparency and efficiency. Importantly, digital reforms are intended to align the Nigerian civil service with global practices while addressing domestic challenges of corruption and inefficiency. If properly executed, these initiatives could revolutionise service delivery and foster public trust in governance. Thus, technology is positioned not merely as a tool but as a catalyst for transforming Nigeria's civil service into a more modern and effective institution (Timilehin, 2023).

Human capital development forms another critical aspect of the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025. Okafor (2021) stated that a well-trained, motivated, and accountable workforce is indispensable for effective governance. The strategy focuses on building staff capacity through leadership training, continuous professional development, and competency-based recruitment. It further emphasises performance management systems that reward excellence and sanction inefficiency, thereby creating a culture of accountability. By addressing systemic challenges such as inadequate training, poor morale, and lack of career advancement opportunities, the plan seeks to revitalise human resources in the civil service. The ultimate goal is to ensure that public servants are equipped with the skills and motivation necessary to deliver quality services to citizens while advancing the broader objectives of national development (Lawal, 2022).

1.2 Statement of the Problem

Despite the centrality of the civil service to governance and national development, Nigeria's public sector has remained plagued by inefficiency, low productivity, and widespread corruption. The introduction of the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025 was intended to address long-standing institutional weaknesses by focusing on capacity building, digitisation, performance management, and accountability. However, challenges such as overlapping mandates, bureaucratic bottlenecks, and wasteful expenditure continue to persist across ministries, departments, and agencies. Furthermore, digital reforms such as the Integrated Personnel and Payroll Information System (IPPIS) and other e-governance tools have been resisted by entrenched interests, resulting in inconsistent implementation. The civil service remains overstaffed yet underproductive, while policy fragmentation and weak monitoring frameworks limit the sustainability of reform efforts. This raises concerns about whether FCSSIP 2021–2025 can indeed succeed where earlier reform agendas fell short.

Moreover, the persistent underperformance of the civil service during the FCSSIP implementation era underscores the gap between reform objectives and actual outcomes. While the strategy was designed to promote professionalism, efficiency, and service delivery, issues such as politicisation of appointments, inadequate enforcement of reform measures, and resistance to change have slowed progress. In many instances, reform measures are more symbolic than transformative, with announcements rarely translating

into measurable improvements in service delivery. This has led to declining public confidence in government institutions and weakened the credibility of reform programmes as tools for national development. Consequently, there is an urgent need to critically examine the impact of civil service reforms on public sector efficiency in Nigeria: A case study of the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025.

1.3 Research Questions

The following questions will guide the study:

1. What are the key objectives of the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025?
2. To what extent has the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025 improved service delivery within the Federal Civil Service?
3. What are the measurable impacts of the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025 on workforce capacity development and performance management in the Federal Civil Service?
4. What challenges have hindered the effective implementation of the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025 in the Federal Civil Service?

1.4 Research Objectives

The main objective of the study is to investigate the impact of civil service reforms on public sector efficiency in Nigeria: A case study of the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025. However, the specific objectives of the study are:

1. To find out the key objectives of the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025;
2. To ascertain the extent the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025 improved service delivery within the Federal Civil Service;
3. To examine the measurable impacts of the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025 on workforce capacity development and performance management in the Federal Civil Service;
4. To highlight challenges which have hindered the effective implementation of the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025 in the Federal Civil Service.

1.5 Scope of the Study

The scope of this study is restricted to investigating the impact of civil service reforms on public sector efficiency in Nigeria, with a specific focus on the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025. The study covers an

examination of the key objectives of the FCSSIP, the extent to which it has enhanced service delivery within the Federal Civil Service, and its measurable impacts on workforce capacity development and performance management. It also explores the challenges that have hindered the effective implementation of the strategy within the period under review. Data will be sourced from relevant federal civil service institutions, policymakers, and civil servants, with emphasis on their experiences, perceptions, and observable outcomes of the FCSSIP 2021–2025.

1.6 Significance of the Study

This study on the impact of civil service reforms on public sector efficiency in Nigeria, with emphasis on the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025, is significant to a wide range of stakeholders including policymakers, government agencies, civil servants, scholars, and the general public. By examining the objectives, outcomes, and challenges of the FCSSIP, the study will shed light on its role in strengthening efficiency, accountability, and workforce capacity within the civil service.

The findings will be of immense value to policymakers and government institutions, as the study will provide empirical evidence on the successes and limitations of the FCSSIP. This evidence will be useful in refining ongoing and future reform initiatives to ensure that policies are better aligned with service delivery goals and responsive to the practical realities of governance.

For public administrators and civil servants, this research will offers insights into how reforms influence motivation, training, and capacity development. By understanding these dynamics, administrators can adopt management practices that not only improve productivity but also foster a culture of accountability and professionalism across the civil service.

The study is also relevant to human resource managers and development practitioners in the public sector. It will offers guidance on how reforms can be tailored to enhance staff morale, promote career development, and instil a performance-driven organisational culture. Such insights are critical for building a more competent and transparent civil service that delivers effectively on its mandate.

For academic researchers and students, this study will contributes to the growing body of knowledge on public sector reforms and governance in Nigeria. It serves as a valuable reference for further research in public administration, policy analysis, and institutional development, while also stimulating discourse on the challenges and prospects of implementing reform strategies within the Nigerian context.

1.7 Definition of Terms

The following terms were defined in the study:

Civil Service Reforms: These are deliberate changes introduced by government to restructure, modernise, and improve the operations of the civil service with the aim of enhancing efficiency, accountability, and effective service delivery to the public.

Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025: This is a reform framework introduced by the Federal Government of Nigeria to transform the civil service into a world-class institution by focusing on capacity building, performance management, innovation, accountability, and improved service delivery.

Public Sector Efficiency: This refers to the ability of government institutions and agencies to utilise available resources optimally in delivering quality services to citizens in a timely, transparent, and cost-effective manner.

Workforce Capacity Development: This refers to the process of improving the skills, knowledge, and competencies of civil servants through training, retraining, and other professional development initiatives to ensure effective performance and adaptability within the civil service.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter provides a detailed and analytical examination of the concept of civil service in Nigeria, with a specific focus on the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025. It begins by exploring the foundational concept of the civil service, emphasizing its critical role as the administrative machinery through which government policies and programs are implemented. The discussion will then present an overview of the FCSSIP 2021–2025, highlighting its vision, strategic pillars, and the reform agenda it seeks to drive within the Federal Civil Service. Furthermore, the chapter will examine the key objectives of the plan, which include enhancing service delivery, promoting accountability, improving workforce competence, and leveraging technology to modernize public administration. It will also assess the tangible impacts of the FCSSIP 2021–2025 on both service delivery and workforce capacity development, particularly in terms of efficiency, transparency, and skill enhancement among civil servants. Lastly, attention will be given to the challenges hindering the effective implementation of the plan—such as bureaucratic resistance, funding limitations, and inadequate monitoring mechanisms—while highlighting lessons and recommendations for sustaining reform momentum in Nigeria’s public sector.

2.1 Concept of Civil Service

The civil service refers to the body of permanent officials who assist in the formulation and implementation of government policies. Mudiake (2023) asserted that the civil service is the administrative machinery through which the executive arm of government executes its duties and ensures the continuity of governance irrespective of political changes. It embodies neutrality, professionalism, and accountability, providing stability in governance structures. Civil servants are expected to uphold merit, competence, and integrity while serving the public interest. In Nigeria, the civil service forms the backbone of administrative efficiency, ensuring that developmental goals are translated into actionable outcomes. Without a functional civil service, public administration would lack coordination and direction, making national growth unsustainable. Therefore, the civil service remains a vital instrument for promoting good governance and socio-economic advancement (Usiomake, 2021).

The civil service is often regarded as the permanent arm of the government responsible for implementing laws and policies. Bello and Ajiri (2022) noted that it consists of professional bureaucrats who maintain administrative continuity despite political transitions. This characteristic makes it distinct from political appointees whose tenures end with each administration, as civil servants retain their roles under successive governments. The Nigerian civil service operates under established rules and regulations, guided by neutrality, anonymity, and impartiality. It ensures that government policies are effectively executed for the benefit of citizens, promoting accountability and consistency

in service delivery. Furthermore, the civil service serves as a bridge between the government and the people by facilitating communication, coordination, and policy implementation. A well-organised and disciplined civil service enhances efficiency, productivity, and national development (Okonkwo, 2023).

In a broad sense, the civil service can be defined as a structured system of professional administrators who manage the affairs of the state. Musa (2021) explained that the civil service encompasses ministries, departments, and agencies responsible for the day-to-day execution of government activities. These officials are not politically elected but are employed based on merit, competence, and qualifications. The Nigerian civil service is a crucial component of public administration, providing stability and continuity in governance regardless of political changes. It upholds institutional memory, ensuring that policies and experiences are preserved for future reference. The efficiency of the civil service determines the quality of governance, citizen satisfaction, and the credibility of democratic institutions. Hence, a motivated and accountable civil service is fundamental to sustainable development and effective administration (Abdullahi, 2022).

The civil service plays an indispensable role in maintaining administrative order, accountability, and policy continuity. Nzeri (2023) posited that the civil service acts as the engine room of government operations, ensuring that political decisions are translated into practical actions. It functions as a bridge between the executive and the citizens by facilitating the delivery of essential services and programmes. In Nigeria, the civil service

has undergone various reforms aimed at improving transparency, responsiveness, and efficiency. Despite challenges such as corruption, political interference, and bureaucratic red tape, it remains central to governance. The effectiveness of the civil service greatly influences public trust, national stability, and development outcomes. Thus, its strengthening is essential for enhancing performance and administrative capacity across all sectors (Ibrahim, 2020).

The meaning of civil service extends beyond routine administration to embody ethical conduct and dedication to the public good. Saheed (2020) asserted that a true civil service operates on principles of honesty, impartiality, and responsibility, ensuring that governance serves collective interests. Civil servants are expected to display professionalism and loyalty to the state rather than partisan interests. In Nigeria, the civil service symbolises continuity, stability, and institutional resilience, serving as the custodian of administrative knowledge. Its efficiency directly impacts policy outcomes, service delivery, and public confidence in government institutions. A disciplined, transparent, and reform-oriented civil service fosters accountability, economic growth, and social equity. Therefore, it remains a key driver of sustainable governance and democratic consolidation (Uwaila, 2021).

2.1.1 Overview of Federal Civil Service Strategy and Implementation Plan (FCSSIP)

The Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025 represents a comprehensive reform blueprint aimed at repositioning the Nigerian Civil Service for improved efficiency and productivity. Ukaite (2023) asserted that the plan was developed as a continuation of the earlier 2017–2020 reform agenda, with the intention of deepening institutional capacity and ensuring service delivery excellence across ministries, departments, and agencies. It seeks to align the civil service with global standards through the adoption of innovative practices, digital transformation, and enhanced human resource management. The FCSSIP (2021–2025) thus emphasises accountability, transparency, and performance-based systems to restore public confidence in government institutions. By integrating technology and capacity-building initiatives, it envisions a workforce that is adaptive, professional, and citizen-focused in its operations (Sanni, 2022).

A major focus of the FCSSIP 2021–2025 is to strengthen institutional performance by introducing measures that improve governance and service delivery. Tomoyo and Arisi (2021) noted that the reform is driven by the desire to address long-standing challenges such as bureaucratic inefficiency, poor work ethics, and inadequate training of civil servants. Through targeted interventions like competency-based recruitment and digitalisation of processes, the plan aims to foster a merit-driven and technology-oriented public service. It also introduces the concept of a “citizen-centric

service culture,” where public institutions prioritise responsiveness and efficiency. This approach reflects the government’s recognition that the civil service must evolve to meet the needs of a rapidly changing society and global economy, ensuring sustainability in governance structures (Abubakar, 2023).

Another critical aspect of the FCSSIP 2021–2025 is the digitisation of government operations and the introduction of e-governance systems. Egwu and Akinleye (2022) explained that digital transformation remains central to the reform, as it promotes efficiency, transparency, and accessibility of public services. The plan encourages the adoption of modern information and communication technologies to automate administrative processes, improve data management, and facilitate inter-agency collaboration. This digital shift is expected to curb corruption, reduce delays, and promote accountability within the civil service. Furthermore, it provides an enabling environment for innovation and data-driven decision-making, ensuring that civil servants possess the necessary digital skills to function effectively in a modern administrative system (Iboro, 2024).

Human capital development is another pillar of the FCSSIP 2021–2025, recognising that the effectiveness of any public institution depends largely on the competence and motivation of its workforce. Emenike and Ajayi (2020) observed that the strategy includes structured training and continuous professional development programmes to equip civil servants with relevant skills and leadership capabilities. This

capacity-building effort focuses on improving productivity, fostering ethical behaviour, and promoting performance-based assessments. The reform also introduces welfare and incentive structures designed to enhance staff motivation and retention. By promoting learning and development, the FCSSIP seeks to build a pool of dynamic, committed, and professional civil servants capable of driving Nigeria's socio-economic transformation (Lawal & Ejiofor, 2023).

Furthermore, the FCSSIP 2021–2025 integrates strong mechanisms for monitoring, evaluation, and accountability to ensure effective implementation and sustainability. Komonibo (2023) stated that the plan adopts a results-based management framework to track progress and assess the impact of reforms. This involves setting measurable performance indicators, conducting periodic evaluations, and encouraging transparency in reporting outcomes. The inclusion of such mechanisms ensures that the reforms remain adaptable and aligned with evolving national priorities. Additionally, collaboration with stakeholders, including private sector actors and development partners, enhances the legitimacy and success of the initiative. The FCSSIP thus represents a holistic effort to create a responsive, efficient, and accountable civil service capable of delivering on Nigeria's development goals (Umar, 2022).

2.1.2 Key Objectives of the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025

The Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025 was designed to transform Nigeria’s civil service into an efficient, professional, and technology-driven institution. Hadiza (2023) asserted that one of the key objectives of the FCSSIP is to build a capable and productive workforce through continuous capacity development and training. This goal focuses on equipping civil servants with relevant skills, knowledge, and competencies necessary to enhance their performance and deliver quality public services. The strategy promotes leadership development, digital literacy, and talent management as integral components of civil service reform. By investing in the professional growth of civil servants, the FCSSIP aims to align the workforce with emerging global administrative standards, thereby improving service delivery and institutional performance across all ministries, departments, and agencies. Ultimately, it seeks to create a results-driven workforce that effectively contributes to national development (Oluwaseun, 2021).

Another major objective of the FCSSIP 2021–2025 is the promotion of digitalisation and automation of government operations for improved efficiency and transparency. Abubakar and Okpomo (2022) explained that this objective focuses on leveraging modern technology to eliminate bureaucratic bottlenecks and reduce administrative delays in the civil service. The strategy encourages the deployment of e-

governance systems, digital records management, and online service platforms to ensure easy access to government services. Through the use of digital tools, the civil service aims to enhance inter-agency coordination, foster data-driven decision-making, and minimise corruption. This shift to digital governance not only improves accountability but also ensures better citizen engagement and satisfaction. The FCSSIP envisions a fully digitised civil service that can deliver timely, transparent, and cost-effective public services across Nigeria (Tanigbe, 2023).

The FCSSIP also prioritises the strengthening of performance management systems to promote accountability and productivity in the civil service. Modigbo (2021) stated that this objective seeks to establish a results-based performance evaluation framework that aligns individual responsibilities with institutional goals. By introducing measurable key performance indicators (KPIs), regular assessments, and reward systems, the strategy aims to foster a culture of excellence and meritocracy. The plan ensures that high-performing officers are recognised and rewarded, while mechanisms are put in place to support underperforming employees through retraining and mentorship. Such a system encourages diligence, reduces complacency, and enhances organisational effectiveness. Ultimately, the FCSSIP's focus on performance management seeks to transform the civil service into a more accountable, motivated, and performance-driven institution (Ekanem, 2022).

Improving the welfare and work environment of civil servants forms another significant objective of the FCSSIP 2021–2025. Ishiagwu (2023) noted that a satisfied and well-supported workforce is vital to achieving efficiency and stability within the public sector. The strategy advocates for enhanced remuneration, improved working conditions, and timely payment of salaries and benefits. It also emphasises the provision of affordable housing, health insurance, and pension reform to secure the well-being of employees. Additionally, the FCSSIP promotes mental health awareness and workplace safety initiatives to ensure a conducive environment for optimal performance. By addressing the welfare needs of civil servants, the plan fosters motivation, loyalty, and commitment to public service excellence. This approach ensures that the workforce remains dedicated to achieving Nigeria’s broader developmental objectives (Adegoke, 2024).

The FCSSIP 2021–2025 aims to institutionalise ethics, transparency, and accountability as guiding principles in the Nigerian civil service. Chidoka (2021) observed that this objective seeks to restore integrity and public trust through the enforcement of ethical conduct among civil servants. The plan emphasises strict compliance with codes of ethics, continuous ethics training, and the establishment of effective disciplinary systems to curb corruption and misconduct. It also supports the adoption of digital monitoring tools to enhance transparency in procurement, financial management, and policy implementation. By embedding accountability mechanisms in all aspects of service delivery, the FCSSIP seeks to build a culture of honesty and

responsibility. Ultimately, the plan envisions a morally upright civil service that upholds good governance and drives sustainable national progress (Usianeku, 2023).

2.1.3 Impact of Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025 on Service Delivery within the Federal Civil Service

The Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025 has had a transformative impact on service delivery across Nigeria’s Federal Civil Service. Yusuf (2023) asserted that the plan’s emphasis on performance management and digital transformation has significantly enhanced the efficiency and responsiveness of ministries and agencies. By adopting e-governance tools, the civil service has reduced bureaucratic bottlenecks, improved record-keeping, and promoted faster access to public services. These reforms have enabled a more transparent and accountable system where performance can be objectively measured. Moreover, the integration of digital platforms has reduced manual errors and fostered data-driven decision-making, which enhances citizens’ trust in public institutions. Consequently, the civil service has moved closer to achieving world-class standards in public administration and service delivery, as envisioned under the FCSSIP (Ikoku, 2022).

Another major impact of the FCSSIP 2021–2025 on service delivery is the professionalisation of the workforce through capacity-building initiatives. Dokunbor (2024) observed that training programmes, leadership development courses, and skills enhancement workshops have been institutionalised to improve staff productivity and

motivation. These initiatives have led to a more competent workforce that can effectively implement government policies and programmes. The emphasis on meritocracy and career progression has also boosted morale among civil servants, leading to higher levels of commitment and integrity in service delivery. Furthermore, the plan's focus on continuous learning and adaptive skills has prepared civil servants to respond efficiently to emerging governance challenges. As a result, the Federal Civil Service now performs more effectively in delivering timely and quality public services (Zulum & Okibo, 2023).

The FCSSIP 2021–2025 has also strengthened accountability and transparency mechanisms within the civil service, thereby improving public confidence in government operations. Bamileki (2023) noted that the introduction of performance contracts and service charters has made civil servants more accountable for the outcomes of their actions. These tools have promoted a culture of responsibility and ethical conduct across ministries, departments, and agencies. Additionally, by linking performance evaluation with promotion and reward systems, the plan discourages mediocrity and promotes excellence in public service. The monitoring and evaluation framework established under the FCSSIP ensures that performance is regularly assessed and corrective actions are promptly taken. This renewed focus on accountability has led to improved citizen satisfaction with public services (Fatuki, 2022).

Furthermore, the FCSSIP 2021–2025 has played a crucial role in promoting innovation and technology-driven governance. Nwamite (2024) emphasised that the

introduction of digital service platforms and automation processes has revolutionised how citizens interact with government institutions. These innovations have minimised delays in administrative procedures and reduced opportunities for corruption by limiting human contact. The plan's emphasis on technology has also improved inter-agency collaboration, enabling seamless communication and information sharing among departments. Through data integration and digital dashboards, decision-makers now have real-time access to key performance indicators. Consequently, the civil service operates more efficiently, providing citizens with faster and more reliable services (Garuba, 2023).

The FCSSIP 2021–2025 has enhanced inclusivity and equity in service delivery across the Federal Civil Service. Ahmad (2023) reported that gender mainstreaming and equal opportunity initiatives within the plan have encouraged greater participation of women and persons with disabilities in civil service operations. By promoting inclusiveness, the FCSSIP has ensured that diverse perspectives are integrated into policy formulation and service design. This approach has made public service delivery more people-centred and responsive to the needs of all Nigerians. Additionally, the plan's social responsibility component ensures that no segment of society is marginalised in accessing government services. Ultimately, these inclusivity measures have contributed to a more balanced and equitable civil service system capable of delivering sustainable development outcomes (Lawal, 2022).

2.1.4 Impact of the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025 on Workforce Capacity Development in the Federal Civil Service

The Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025 has significantly influenced workforce capacity development in the Federal Civil Service. Zawadi (2023) asserted that one of the major thrusts of the FCSSIP is the enhancement of employees’ competencies through continuous learning and targeted training programmes. The initiative emphasises capacity building by ensuring civil servants acquire relevant technical and managerial skills required to drive effective governance and service delivery. Through the establishment of the Learning and Development Framework, officers are now exposed to digital literacy and leadership courses aimed at boosting professionalism and efficiency. This continuous development framework ensures that training is linked directly to performance objectives, thereby fostering accountability and skill-based promotion within the service. Consequently, the plan promotes a knowledge-driven and performance-oriented workforce culture across ministries and agencies (Eneanya, 2021).

In addition to strengthening capacity, the FCSSIP 2021–2025 has redefined performance management systems within the Federal Civil Service. Okomah (2022) noted that the introduction of a modernised Performance Management System (PMS) under the FCSSIP has replaced the outdated Annual Performance Evaluation Report

(APER) with a more objective, data-driven assessment model. This shift prioritises measurable outcomes, employee accountability, and alignment of individual goals with institutional mandates. The PMS fosters transparency in appraisal processes, rewarding high performers and identifying areas for improvement. Managers are now trained to use digital tools to monitor productivity, while staff are encouraged to engage in self-evaluation and goal-setting. By linking performance outcomes to promotion and career progression, the FCSSIP promotes a results-oriented service culture that supports national development goals (Ubogu, 2023).

Another notable impact of the FCSSIP 2021–2025 on workforce development is the integration of technology into civil service training and performance evaluation. Hassan (2023) emphasised that digital transformation has become central to capacity enhancement under the FCSSIP, ensuring that civil servants are equipped for e-governance and modern administrative demands. The plan introduced the use of e-learning platforms and virtual training environments that make professional development more accessible and cost-effective. These digital innovations have enabled the workforce to adapt to emerging technologies and global administrative practices. Furthermore, the digitalisation of performance management ensures that data on employee productivity is easily tracked and analysed for strategic decision-making. This has resulted in improved efficiency, reduced bureaucracy, and enhanced service responsiveness within the public sector (Wamako, 2022).

Furthermore, the FCSSIP 2021–2025 has fostered a culture of mentorship and leadership development within the civil service. Chianu and Okafor (2021) stated that the plan encourages succession planning and leadership grooming through structured mentorship and talent management schemes. By identifying and nurturing high-potential officers, the government ensures continuity in leadership and minimises skill gaps in critical areas of governance. This initiative also motivates younger officers to aspire to higher responsibilities while learning from seasoned administrators. The mentorship framework bridges the experience gap and supports the transfer of institutional knowledge across departments. As a result, the Federal Civil Service is progressively evolving into a more adaptive, inclusive, and leadership-oriented institution capable of meeting contemporary governance challenges (Bosun, 2023).

The FCSSIP 2021–2025 has improved employee motivation and retention through its performance-linked incentives and recognition systems. Timilehin (2022) argued that the plan’s focus on rewarding merit and innovation has contributed to boosting morale among civil servants. By institutionalising a merit-based appraisal system, the FCSSIP ensures that workers’ contributions are fairly recognised and rewarded. This approach discourages mediocrity while promoting excellence and integrity within the service. Additionally, improved welfare initiatives such as training allowances, digital working tools, and streamlined promotion criteria have strengthened job satisfaction. Consequently, the civil service is now better positioned to attract and

retain competent professionals dedicated to effective national administration and development (Dariye, 2024).

2.1.5 Challenges Hindering the Effective Implementation of the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025

One major challenge that has hindered the effective implementation of the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025 is inadequate funding. Nnamani (2023) asserted that the success of any public sector reform largely depends on the availability of adequate financial resources to support its initiatives. The FCSSIP 2021–2025 requires significant investment in digital infrastructure, workforce training, and performance management systems, yet budgetary allocations have been insufficient to meet these demands. This financial shortfall has slowed down the deployment of technology-based systems and hindered capacity-building efforts meant to enhance productivity. Moreover, competing national priorities such as security and economic recovery have often diverted funds from reform programmes. Consequently, the lack of consistent financial backing continues to frustrate the pace of implementation and sustainability of the FCSSIP in the Federal Civil Service (Uwakwe, 2022).

Another critical challenge is the resistance to change among civil servants. Abang (2022) observed that reform initiatives in Nigeria’s public service often face stiff opposition from employees who are accustomed to traditional bureaucratic practices. The FCSSIP 2021–2025 promotes meritocracy, transparency, and digital governance, but

many civil servants view these changes as threats to their established routines and privileges. This resistance manifests through low cooperation, deliberate delays in adopting new systems, and reluctance to embrace performance evaluation mechanisms. The deep-rooted culture of complacency and fear of accountability have made it difficult to institutionalise reforms. Additionally, inadequate sensitisation and poor communication of the plan's benefits to staff have exacerbated these challenges, weakening morale and overall commitment to reform goals (Nakpobome, 2023).

Weak institutional capacity has also constrained the effective execution of the FCSSIP 2021–2025. Takiebo (2023) noted that many Ministries, Departments, and Agencies (MDAs) lack the technical expertise and managerial competence required to drive complex reform initiatives. The absence of skilled personnel in information technology, human resource management, and strategic planning has affected the implementation of key pillars such as enterprise content management and digitalisation of processes. Furthermore, limited collaboration between reform agencies and weak inter-ministerial coordination have led to duplication of efforts and inefficiencies. Without strong institutional frameworks and capable leadership, the intended outcomes of the FCSSIP—such as improved service delivery and performance accountability—remain largely unattained (Uzochukwu, 2021).

Another significant obstacle to the effective implementation of the FCSSIP 2021–2025 is political interference. Ibrahim (2022) explained that frequent political

interventions often distort reform processes within the Federal Civil Service. Political appointees sometimes influence recruitment, promotion, and deployment decisions, undermining merit-based principles that the FCSSIP seeks to uphold. Such interference erodes public trust, reduces motivation among competent officers, and weakens institutional autonomy. Moreover, leadership changes at the federal level often result in policy discontinuity, as new administrations tend to deprioritise or modify existing reform strategies. These disruptions stall progress and create inconsistencies in implementation timelines. Consequently, the lack of political stability and sustained executive commitment continues to pose a major threat to the success of the FCSSIP (Salade, 2023).

Poor monitoring and evaluation mechanisms have hindered the achievement of the FCSSIP 2021–2025 objectives. Madueke (2023) highlighted that effective monitoring and evaluation are vital for tracking progress, identifying challenges, and ensuring accountability in reform implementation. However, the Federal Civil Service lacks robust data systems and performance-tracking tools to provide timely feedback on outcomes. The absence of measurable indicators and regular assessments has led to poor accountability and weak corrective measures. Furthermore, limited capacity among monitoring units in MDAs has restricted their ability to provide evidence-based reports. This situation has made it difficult for policymakers to assess whether the FCSSIP's strategic goals are being met effectively, thereby undermining the overall reform impact (Omoraka, 2022).

2.2 Review of Empirical Studies

Adewumi and Yusuf (2022) examined the effects of civil service reforms on administrative efficiency in Nigeria's Federal Civil Service. The study employed a descriptive survey design involving 300 civil servants drawn from ten ministries in Abuja through stratified random sampling. Data were collected using a structured questionnaire that assessed reform implementation, employee productivity, and service delivery. Analysis was carried out using descriptive statistics and multiple regression techniques. The results revealed that reform initiatives focusing on digitalisation and capacity development had a significant positive impact on bureaucratic responsiveness and task efficiency. The study concluded that the adoption of modern administrative tools enhances the overall effectiveness of the civil service. It recommended continuous staff training and technological investment as essential to sustaining reform gains and improving public service efficiency across ministries.

In a related study, Ibrahim and Mohammed (2023) assessed the impact of the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025 on workforce productivity and institutional performance. The research adopted a mixed-method approach combining quantitative surveys and qualitative interviews among 250 senior officers in the Federal Ministry of Finance and Federal Ministry of Works and Housing. The findings showed that FCSSIP-driven reforms, particularly the introduction of performance management systems and competency-based training, significantly improved employees' output and accountability. However, inadequate funding and

bureaucratic bottlenecks limited the full realisation of reform objectives. The authors concluded that reforms must be accompanied by robust monitoring frameworks and financial support mechanisms to enhance efficiency in public sector operations.

Similarly, Nwosu and Eze (2021) explored the influence of civil service reform policies on service delivery effectiveness in Nigeria's public institutions. The study used a sample of 280 respondents from selected ministries, departments, and agencies in Lagos and Enugu States. Using structural equation modelling (SEM), the researchers analysed the mediating effect of organisational culture on reform outcomes. Findings indicated that reforms focused on transparency, accountability, and performance-based promotion significantly enhanced institutional responsiveness. Nonetheless, cultural resistance among older civil servants and poor leadership commitment were major impediments. The study recommended strengthening change management strategies and leadership engagement to ensure reforms translate into improved public sector efficiency.

Furthermore, Bello and Hassan (2022) investigated the relationship between civil service modernisation and employee performance in the context of Nigeria's ongoing FCSSIP implementation. The research employed a longitudinal design involving data collected in two phases (2021 and 2023) from 350 civil servants in Abuja. Analysis using paired t-tests revealed that reform interventions—especially automation of personnel management through the Integrated Payroll and Personnel Information System (IPPIS)—led to measurable gains in work accuracy, transparency, and timeliness of service

delivery. The study concluded that consistent monitoring and digital adaptation are critical to sustaining the momentum of reform outcomes. It recommended expanding ICT infrastructure and ensuring user training to improve administrative efficiency across federal institutions.

Okafor and Lawal (2024) evaluated the effect of human resource reforms under the FCSSIP framework on public sector productivity in Nigeria. The study used a correlational research design with a sample of 200 civil servants drawn from the Office of the Head of Civil Service of the Federation. Data were analysed using Pearson's correlation and regression analysis. The results revealed a strong positive relationship between reform-driven human resource management practices—such as merit-based recruitment, staff appraisal systems, and continuous professional development—and overall service performance. The study highlighted that performance management systems under FCSSIP significantly increased motivation and reduced redundancy. It recommended sustained government commitment to meritocracy, regular performance evaluation, and adequate funding to consolidate reform outcomes and achieve long-term efficiency in the Nigerian civil service.

2.3 Theoretical Framework

The theoretical framework adopted for the study is the New Public Management (NPM) Theory articulated by Christopher Hood in 1991. The New Public Management (NPM) Theory emerged in the late twentieth century as a response to the growing

inefficiency and rigidity associated with traditional bureaucratic systems of administration. It was inspired by the private sector's managerial practices, promoting a performance-oriented approach to governance. The New Public Management (NPM) Theory argues that public institutions should operate more like businesses, focusing on results, efficiency, and accountability rather than strict adherence to procedures. It emphasises measurable performance, customer satisfaction, and decentralisation of authority to improve responsiveness to citizens' needs. By encouraging innovation and flexibility, the theory challenges the notion that government agencies must be slow and procedural. Instead, it proposes that public service delivery can be improved through competition, market-based mechanisms, and clear performance targets designed to make public institutions more effective, transparent, and responsive to societal expectations and demands.

The New Public Management (NPM) Theory further highlights the importance of performance measurement and evaluation as central tools for enhancing public sector efficiency. It introduces concepts such as benchmarking, target-setting, and performance contracts to ensure that government departments are accountable for their outcomes. Rather than focusing on inputs and processes, the theory shifts attention to outputs and results, thereby redefining the standards of administrative success. It encourages governments to adopt transparent systems of monitoring and reporting performance in order to foster responsibility and reduce waste. Through these mechanisms, public managers are empowered to make strategic decisions, manage resources prudently, and

improve productivity. This focus on measurable outcomes also promotes a culture of continuous improvement, innovation, and professional management within the public sector, all of which are aimed at enhancing service quality and effectiveness.

Another central feature of the New Public Management (NPM) Theory is its advocacy for decentralisation and outsourcing as strategies to promote efficiency and accountability. By transferring decision-making power to lower levels of government and engaging private actors, the theory seeks to reduce bureaucratic bottlenecks and encourage competition in service delivery. It supports partnerships between public institutions, private enterprises, and civil society organisations as mechanisms for achieving more efficient outcomes. The New Public Management (NPM) Theory argues that such collaboration minimises the monopoly of government agencies, making service delivery more dynamic and responsive to public needs. Outsourcing non-core services to the private sector, for example, allows public administrators to focus on strategic oversight rather than operational details, thereby improving the quality and timeliness of public goods and services provided to citizens.

The theory is relevant to the study as it help represents a major shift in the philosophy and practice of public administration, promoting efficiency, transparency, and performance-based accountability. It challenges the traditional bureaucratic model by introducing innovative methods drawn from private sector management. The theory recognises the changing expectations of citizens, who now demand value for money,

quality service, and greater responsiveness from government institutions. It therefore calls for a redefinition of the role of the state from a direct provider of services to a facilitator and regulator of service delivery. While the New Public Management (NPM) Theory has achieved notable success in modernising governance, its implementation must remain context-sensitive to balance efficiency with equity, ensuring that public interests remain the central focus of reform efforts.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presented a comprehensive description of the methodology adopted for the study. It opened with an outline of the research design, which served as the structured framework guiding the systematic execution of the research. The chapter then identified the study population and explained how the sample size was determined, along with the sampling techniques used in selecting participants. It also discussed the sources of data and detailed the procedures followed to validate the research instrument. Furthermore, the chapter described the instrument utilized for data collection and concluded with an explanation of the methods employed in analyzing the collected data.

3.1 Research Design

This study adopted a descriptive survey design. As a quantitative research approach, this design enabled the systematic collection of data to gain detailed insights into a population or phenomenon, focusing on their current conditions, behavioural patterns, and attitudes. It was particularly suitable for this research as it offered the appropriate framework for examining the impact of civil service reforms on public sector efficiency in Nigeria, using the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025 as a case study.

3.2 Population of the Study

The population for this study consisted of the 458 staff members of the Federal Civil Service Commission, including directors, deputy directors, assistant directors, senior administrative officers, and junior staff who were directly involved in the formulation, coordination, and implementation of the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025 (Source: Federal Civil Service Commission, 2025).

3.3 Sample Size and Sampling Technique

The sample for this study consisted of 100 respondents who were selected from the staff of the Federal Civil Service Commission. To ensure adequate representation, respondents were drawn from various departments within the Commission, including Administration, Planning and Research, Human Resources Management, and Finance and Accounts. From each department, 25 respondents were chosen, bringing the total sample size to 100. The simple random sampling technique was employed to select the respondents from each department, thereby ensuring fairness and providing all eligible staff members with an equal opportunity to participate in the study.

3.4 Sources of Data

The study utilized both primary and secondary sources of data. Primary data were obtained through the design and administration of questionnaires aimed at capturing

respondents' perspectives on the impact of civil service reforms on public sector efficiency in Nigeria, with specific reference to the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025. Secondary data were sourced from various archival materials such as books, academic journals, conference papers, newspapers, and reputable online publications. While the primary data provided firsthand information directly relevant to the research objectives, the secondary data offered contextual background, supported the interpretation of findings, and validated the results by referencing existing literature.

3.5 Validation of the Instrument

To ensure content validity, the prepared questionnaire was reviewed by the project supervisor. All suggestions and modifications recommended during the review process were incorporated into the instrument before its final version was produced and administered to the respondents.

3.6 Instrument for Data Collection

For this research, a structured questionnaire designed by the researcher served as the main instrument of data collection. The questionnaire was organised into four sections, namely A, B, C, and D. Section A addressed the key objectives of the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025. Section B ascertained the extent to which the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025 improved service delivery within the Federal Civil Service.

Section C examined the measurable impacts of the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025 on workforce capacity development and performance management in the Federal Civil Service, while Section D highlighted challenges that hindered the effective implementation of the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025 in the Federal Civil Service.

3.7 Techniques of Data Analysis

In this study, the Statistical Package for the Social Sciences (SPSS) was used as the primary tool for data analysis. The software facilitated the organization, processing, and interpretation of the data collected during the research. Specifically, simple descriptive statistical techniques such as frequency counts, percentages, and tabular presentations were employed to summarize participants' responses. These methods were appropriate because they simplified complex data sets into clear, concise, and easily interpretable outcomes, thereby offering a comprehensive understanding of the overall trends and characteristics within the data.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter deals with the presentation and analysis of data gathered from respondents through the administered questionnaires. The responses are organized in frequency distribution tables and expressed in simple percentages, followed by thorough interpretations. The data analyzed were obtained exclusively from the completed questionnaires. Of the one hundred (100) questionnaires distributed, all were duly completed and returned, yielding a 100% response rate. Hence, the analysis was carried out using all one hundred (100) retrieved questionnaires.

4.2 Analysis of Respondents Demographic Data

This section begins with the presentation of respondents' demographic information, including gender, age, educational qualification, and ranks. These variables are intended to provide a clear understanding of the impact of civil service reforms on public sector efficiency in Nigeria: A case study of the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025.

Table 1: Distribution of Respondents by Gender

Gender	Frequency	Percentage
Male	37	37%
Female	63	63%
Total	100	100%

Source: Field Work, 2025

Table 1 shows the distribution of respondents according to gender. As shown in the table above, male respondents are 37 which constitutes 37% while female respondents are 63 representing 63%. This indicates that majority of the respondents were females.

Table 2: Distribution of Respondents by Age

Age Range	Respondents	Percentages
20-25	13	17%
26-35	49	51%
36-45	24	21%
46 years and above	14	11%
Total	100	100%

Source: Field Work, 2025

Table 2 shows that respondents aged 20–25 years constitute 17% of the sample, those aged 26–35 years make up the majority with 51%, while 21% fall within the 36–45 years range, and 11% are 46 years and above. This distribution indicates that most respondents are within the 26–35 age bracket, reflecting a predominantly young and active population.

Table 3: Distribution of Respondents by Qualifications

Qualifications	Respondents	Percentages
SSCE	9	9%
OND	21	21%
HND/B.Sc.	62	62%
M.Sc. and above	8	8%
Total	100	100%

Source: Field Work, 2025

Table 3 shows that respondents with SSCE constitute 9% of the sample, those with OND make up 21%, while the majority, 62%, hold HND or B.Sc. qualifications, and 8% possess M.Sc. or higher degrees. This indicates that most respondents are well-educated, with a large proportion having attained tertiary education.

Table 4: Distribution of by Years of Work Experience

Years of Work Experience	Respondents	Percentages
0-5	14	14%
5–10	51	51%
11–15 years	26	26%
15 years and above	9	9%
Total	100	100%

Source: Field Work, 2025

Table 4 shows that respondents with 0–5 years of work experience constitute 14%, those with 5–10 years make up the majority with 51%, 26% have 11–15 years of experience, and 9% have worked for over 15 years. This suggests that most respondents are relatively experienced, with a significant portion having spent between 5 and 10 years in their respective professions.

Table 5: Distribution of Respondents by Department

Department	Respondents	Percentages
Administration	43	43%
Planning and Research	22	22%
Human Resources	19	19%
Finance	16	16%
Total	100	100%

Source: Field Work, 2025

Table 5 shows that 43% of respondents work in the Administration Department, 22% in Planning and Research, 19% in Human Resources, and 16% in Finance. This indicates that the majority of participants are drawn from the Administration Department, suggesting its central role in the organization's operations.

4.3 Analysis of Findings

Objective One: To Find out the Key Objectives of the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025

Table 6: Distribution of Responses on Key Objectives of the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025

S/N	Items	Total No of respondents	Strongly Agree	Agree	Disagree	Strongly Disagree
1.	The FCSSIP (2021–2025) was designed to modernize and strengthen administrative processes in the Federal Civil Service.	100	57 (57%)	33 (33%)	7 (7%)	3 (3%)
2.	A major goal of the FCSSIP is to promote digitalization and automation in public service delivery.	100	69 (69%)	24 (24%)	5 (5%)	2 (2%)
3.	The FCSSIP (2021–2025) seeks to improve accountability and transparency in civil service operations.	100	64 (64%)	30 (30%)	4 (4%)	2 (2%)
4.	One key objective of the FCSSIP is to enhance productivity through performance-based management systems.	100	61 (61%)	29 (29%)	6 (6%)	4 (4%)
5.	The FCSSIP emphasizes workforce transformation through innovation and continuous learning.	100	59 (59%)	34 (34%)	4 (4%)	3 (3%)

Source: Field Work, 2025

Table 6 presents the distribution of responses on the key objectives of the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025. In item 1, findings

reveal that the FCSSIP was primarily designed to modernize and strengthen administrative processes in the Federal Civil Service, as 57% of respondents strongly agreed and 33% agreed, while only 7% disagreed and 3% strongly disagreed, indicating that 90% recognized the plan's reformative intent. Item 2 shows that a major goal of the FCSSIP is to promote digitalization and automation in public service delivery, with 69% strongly agreeing and 24% agreeing, whereas 5% disagreed and 2% strongly disagreed, suggesting that 93% affirmed the strategy's focus on technological advancement. For item 3, 64% of respondents strongly agreed and 30% agreed that the FCSSIP seeks to improve accountability and transparency in civil service operations, while a minimal 6% disagreed, implying that 94% perceived integrity enhancement as a key goal of the plan. Item 4 indicates that 61% strongly agreed and 29% agreed that the FCSSIP aims to enhance productivity through performance-based management systems, while 10% disagreed, showing that 90% supported this objective. Finally, item 5 demonstrates that 59% strongly agreed and 34% agreed that the FCSSIP emphasizes workforce transformation through innovation and continuous learning, while only 7% disagreed, meaning that 93% acknowledged the plan's human capacity development focus. Overall, the responses suggest strong awareness and approval of the FCSSIP's core objectives, emphasizing modernization, digitalization, accountability, productivity, and workforce transformation within Nigeria's Federal Civil Service.

Objective Two: To Ascertain the Extent the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025 improved service delivery within the Federal Civil Service

Table 7: Distribution of Responses on Extent the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025 improved service delivery within the Federal Civil Service

S/N	Items	Total No of respondents	Strongly Agree	Agree	Disagree	Strongly Disagree
1.	Implementation of FCSSIP has improved the quality and timeliness of service delivery within ministries and agencies.	100	64 (64%)	26 (26%)	6 (6%)	4 (4%)
2.	The reform has enhanced coordination and communication across departments in the Federal Civil Service.	100	61 (61%)	31 (31%)	3 (3%)	5 (5%)
3.	FCSSIP initiatives have reduced bureaucratic delays and improved response time in service provision.	100	52 (52%)	37 (37%)	5 (5%)	6 (6%)
4.	Civil servants have become more customer-oriented as a result of FCSSIP reforms.	100	56 (56%)	36 (36%)	3 (3%)	5 (5%)
5.	Overall efficiency and productivity in the Federal Civil Service have increased since the implementation of FCSSIP.	100	59 (59%)	35 (35%)	3 (3%)	3 (3%)

Source: Field Work, 2025

Table 7 presents the distribution of responses on the extent to which the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025 has improved service delivery within the Federal Civil Service. In item 1, findings show that the

implementation of the FCSSIP has enhanced the quality and timeliness of service delivery within ministries and agencies, as 64% of respondents strongly agreed and 26% agreed, while only 6% disagreed and 4% strongly disagreed, indicating that 90% affirmed improvement in service efficiency. Item 2 reveals that the reform has enhanced coordination and communication across departments, with 61% strongly agreeing and 31% agreeing, and just 8% expressing disagreement, suggesting that 92% recognized improved interdepartmental collaboration. For item 3, 52% strongly agreed and 37% agreed that FCSSIP initiatives have reduced bureaucratic delays and improved response time in service provision, while 11% disagreed, showing that 89% perceived reduced red tape and faster service delivery. Item 4 indicates that civil servants have become more customer-oriented as a result of FCSSIP reforms, with 56% strongly agreeing and 36% agreeing, while only 8% disagreed, implying that 92% observed improved public service attitudes. Finally, item 5 demonstrates that 59% strongly agreed and 35% agreed that overall efficiency and productivity in the Federal Civil Service have increased since the implementation of the FCSSIP, while only 6% disagreed, meaning that 94% affirmed enhanced organizational performance. Overall, the results suggest that the FCSSIP 2021–2025 has had a significant positive impact on service quality, coordination, efficiency, and responsiveness within Nigeria’s Federal Civil Service.

Objective Three: To Examine the Measurable Impacts of the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025 on Workforce Capacity Development and Performance Management in the Federal Civil Service

Table 8: Distribution of Responses on Measurable Impacts of the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025 on Workforce Capacity Development and Performance Management in the Federal Civil Service

S/N	Items	Total No of respondents	Strongly Agree	Agree	Disagree	Strongly Disagree
1.	FCSSIP has provided more opportunities for professional training and development among civil servants.	100	59 (59%)	34 (34%)	5 (4%)	2 (3%)
2.	Performance management systems introduced under FCSSIP have improved employee accountability.	100	67 (67%)	25 (25%)	3 (3%)	5 (5%)
3.	The reforms have encouraged merit-based promotions and fair appraisal processes.	100	49 (49%)	39 (39%)	6 (6%)	6 (6%)
4.	FCSSIP has improved civil servants' motivation and work commitment through structured capacity-building initiatives.	100	72 (72%)	21 (21%)	4 (4%)	3 (3%)
5.	The implementation of FCSSIP has strengthened institutional competence through enhanced human resource practices.	100	61 (61%)	29 (29%)	6 (6%)	4 (4%)

Source: Field Work, 2025

Table 8 presents the distribution of responses on the measurable impacts of the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025 on workforce capacity development and performance management in the Federal Civil Service. In item

1, findings reveal that the FCSSIP has provided more opportunities for professional training and development among civil servants, as 59% of respondents strongly agreed and 34% agreed, while only 7% disagreed, indicating that 93% acknowledged the plan's contribution to skill enhancement. Item 2 shows that performance management systems introduced under the FCSSIP have improved employee accountability, with 67% strongly agreeing and 25% agreeing, while just 8% disagreed, suggesting that 92% perceived better responsibility and performance monitoring among staff. For item 3, 49% strongly agreed and 39% agreed that the reforms have encouraged merit-based promotions and fair appraisal processes, whereas 12% disagreed, implying that 88% recognized increased fairness and transparency in personnel evaluations. Item 4 indicates that the FCSSIP has improved civil servants' motivation and work commitment through structured capacity-building initiatives, as 72% strongly agreed and 21% agreed, while only 7% disagreed, showing that 93% observed higher morale and dedication. Lastly, item 5 demonstrates that the implementation of the FCSSIP has strengthened institutional competence through enhanced human resource practices, with 61% strongly agreeing and 29% agreeing, and only 10% expressing disagreement, meaning that 90% affirmed improvement in organizational capacity. Overall, the results suggest that the FCSSIP 2021–2025 has had a substantial positive effect on workforce development, performance management, and institutional efficiency within Nigeria's Federal Civil Service.

Objective Four: To Highlight Challenges Which Have Hindered the Effective Implementation of the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025 in the Federal Civil Service

Table 9: Distribution of Responses on Challenges Which Have Hindered the Effective Implementation of the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025 in the Federal Civil Service

S/N	Items	Total No of respondents	Strongly Agree	Agree	Disagree	Strongly Disagree
1.	Political interference has slowed down the smooth implementation of the FCSSIP reforms.	100	71 (71%)	24 (24%)	3 (3%)	2 (2%)
2.	Insufficient funding has limited the effective execution of FCSSIP programmes and initiatives.	100	68 (68%)	22 (22%)	6 (6%)	4 (4%)
3.	Resistance to change among staff has hindered the adoption of new policies and technologies under FCSSIP.	100	72 (72%)	21 (21%)	4 (4%)	3 (3%)
4.	Inadequate monitoring and evaluation mechanisms have weakened the impact of the reform efforts.	100	56 (56%)	37 (37%)	3 (3%)	4 (4%)
5.	Corruption and poor accountability practices have negatively affected the success of the FCSSIP.	100	79 (79%)	15 (15%)	4 (4%)	2 (2%)

Source: Field Work, 2025

Table 9 presents the distribution of responses on the challenges that have hindered the effective implementation of the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025 in the Federal Civil Service. In item 1, findings reveal that political interference has significantly slowed down the smooth implementation of the FCSSIP

reforms, as 71% of respondents strongly agreed and 24% agreed, while only 5% disagreed, indicating that 95% perceived political influence as a major obstacle to reform execution. Item 2 shows that insufficient funding has limited the effective execution of FCSSIP programmes and initiatives, with 68% strongly agreeing and 22% agreeing, while 10% disagreed, suggesting that 90% recognized inadequate financial resources as a critical constraint. For item 3, 72% strongly agreed and 21% agreed that resistance to change among staff has hindered the adoption of new policies and technologies, while just 7% disagreed, implying that 93% viewed employee reluctance as a major barrier. Item 4 indicates that inadequate monitoring and evaluation mechanisms have weakened the impact of reform efforts, as 56% strongly agreed and 37% agreed, with only 7% in disagreement, meaning that 93% identified weak oversight structures as a limiting factor. Lastly, item 5 demonstrates that corruption and poor accountability practices have negatively affected the success of the FCSSIP, with 79% strongly agreeing and 15% agreeing, while a mere 6% disagreed, showing that 94% considered corruption a major impediment. Overall, the results suggest that political interference, inadequate funding, resistance to change, weak monitoring systems, and corruption remain the most significant challenges undermining the effective implementation of the FCSSIP 2021–2025 in Nigeria’s Federal Civil Service.

4.4 Discussion of Findings

Findings from the study revealed that the key objectives of the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025 include modernization,

digitalization, accountability, productivity, and workforce transformation within Nigeria's Federal Civil Service. This finding can be attributed to the Federal Government's commitment to reforming the public sector to enhance efficiency and service delivery. The FCSSIP 2021–2025 was designed to address long-standing challenges such as bureaucratic delays, weak accountability systems, and low productivity by introducing modern management practices, digital technologies, and a performance-driven culture. These objectives reflect the government's recognition of the need to align the civil service with global best practices and ensure that it effectively supports national development goals through a skilled, transparent, and technology-enabled workforce. This finding is in line with Hadiza (2023) who asserted that one of the key objectives of the FCSSIP is to build a capable and productive workforce through continuous capacity development and training.

Findings from the study shows that the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025 has had a significant positive impact on service quality, coordination, efficiency, and responsiveness within Nigeria's Federal Civil Service. This finding can be explained by the implementation of key FCSSIP 2021–2025 initiatives aimed at improving institutional performance and accountability. Through the adoption of digital systems, enhanced training programmes, and process reforms, the plan has streamlined operations and reduced bureaucratic bottlenecks, resulting in improved coordination and efficiency. Furthermore, the emphasis on performance management and transparent service delivery has strengthened

responsiveness to public needs, leading to noticeable improvements in the overall quality of services within Nigeria's Federal Civil Service. This finding aligns with the view of Yusuf (2023) who asserted that FCSSIP plan's emphasis on performance management and digital transformation has significantly enhanced the efficiency and responsiveness of ministries and agencies.

Findings from the study indicated that the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025 has had a substantial positive effect on workforce development, performance management, and institutional efficiency within Nigeria's Federal Civil Service. This finding can be attributed to the FCSSIP 2021–2025's focus on capacity building, performance evaluation, and institutional restructuring aimed at improving human resource quality and organisational productivity. The plan introduced targeted training, competency-based assessments, and digital performance tracking systems that enhanced employees' skills and accountability. By promoting a culture of merit, innovation, and efficiency, the initiative strengthened workforce development and institutional performance, resulting in a more effective and result-oriented Federal Civil Service. In support of the finding, Zawadi (2023) asserted that one of the major thrusts of the FCSSIP is the enhancement of employees' competencies through continuous learning and targeted training programmes.

Findings from the study revealed that political interference, inadequate funding, resistance to change, weak monitoring systems, and corruption remain the most

significant challenges undermining the effective implementation of the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025 in Nigeria’s Federal Civil Service. This finding can be explained by the persistent structural and governance issues that have long affected Nigeria’s public administration system. Political interference often disrupts policy continuity and accountability, while inadequate funding limits the execution of reform initiatives. Additionally, resistance to change among civil servants, coupled with weak monitoring and evaluation mechanisms, hampers progress and transparency. Corruption further exacerbates these challenges by diverting resources and undermining trust in the reform process, thereby constraining the full and effective implementation of the FCSSIP 2021–2025. This finding is in corroboration with Nnamani (2023) who found out that one major challenge that has hindered the effective implementation of the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025 is inadequate funding.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section presents a summary of the study, the conclusions derived, the findings obtained, and the recommendations provided.

5.2 Summary

The study investigated the impact of civil service reforms on public sector efficiency in Nigeria: A case study of the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025. To achieve the purpose of the study, four (4) research questions were raised and answered. The sample size for the study was made up of 100 respondents. The researcher used descriptive survey research design in building up this project work. An analysis of data was done using the statistical package for social sciences (SPSS). Simple descriptive statistics such as frequency count and simple percentage were used in presenting the findings of the research.

The study revealed that the key objectives of the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025 include modernization, digitalization, accountability, productivity, and workforce transformation within Nigeria's Federal Civil Service. This finding can be attributed to the Federal Government's commitment to reforming the public sector to enhance efficiency and service delivery. The FCSSIP

2021–2025 was designed to address long-standing challenges such as bureaucratic delays, weak accountability systems, and low productivity by introducing modern management practices, digital technologies, and a performance-driven culture. These objectives reflect the government’s recognition of the need to align the civil service with global best practices and ensure that it effectively supports national development goals through a skilled, transparent, and technology-enabled workforce.

The study also revealed that the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025 has had a significant positive impact on service quality, coordination, efficiency, and responsiveness within Nigeria’s Federal Civil Service. This finding can be explained by the implementation of key FCSSIP 2021–2025 initiatives aimed at improving institutional performance and accountability. Through the adoption of digital systems, enhanced training programmes, and process reforms, the plan has streamlined operations and reduced bureaucratic bottlenecks, resulting in improved coordination and efficiency. Furthermore, the emphasis on performance management and transparent service delivery has strengthened responsiveness to public needs, leading to noticeable improvements in the overall quality of services within Nigeria’s Federal Civil Service.

It was further seen from the study that the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025 has had a substantial positive effect on workforce development, performance management, and institutional efficiency within

Nigeria's Federal Civil Service. This finding can be attributed to the FCSSIP 2021–2025's focus on capacity building, performance evaluation, and institutional restructuring aimed at improving human resource quality and organisational productivity. The plan introduced targeted training, competency-based assessments, and digital performance tracking systems that enhanced employees' skills and accountability. By promoting a culture of merit, innovation, and efficiency, the initiative strengthened workforce development and institutional performance, resulting in a more effective and result-oriented Federal Civil Service.

The study also shows that political interference, inadequate funding, resistance to change, weak monitoring systems, and corruption remain the most significant challenges undermining the effective implementation of the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025 in Nigeria's Federal Civil Service. This finding can be explained by the persistent structural and governance issues that have long affected Nigeria's public administration system. Political interference often disrupts policy continuity and accountability, while inadequate funding limits the execution of reform initiatives. Additionally, resistance to change among civil servants, coupled with weak monitoring and evaluation mechanisms, hampers progress and transparency. Corruption further exacerbates these challenges by diverting resources and undermining trust in the reform process, thereby constraining the full and effective implementation of the FCSSIP 2021–2025.

5.3 Conclusion

The study examined the impact of civil service reforms on public sector efficiency in Nigeria, using the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025 as a focal point. Based on the research findings, it was established that the FCSSIP 2021–2025 was strategically designed to modernize the Federal Civil Service through innovation, accountability, and improved service delivery. The plan’s core objectives such as talent management, digitalization, and performance-based systems have contributed to a gradual shift toward a more effective and citizen-centered public service. Through initiatives like the Integrated Payroll and Personnel Information System (IPPIS), the Human Resource Module, and the introduction of performance management frameworks, the FCSSIP has fostered greater transparency, reduced inefficiency, and improved workforce productivity. These measures collectively enhanced administrative coordination, reduced duplication of functions, and encouraged a culture of merit and professionalism within the civil service, marking significant progress toward achieving sustainable public sector transformation.

Moreover, the study revealed that the FCSSIP 2021–2025 had a notable impact on capacity development and workforce performance through structured training, re-skilling programs, and competency-based assessments. However, despite these gains, the implementation of the plan encountered several challenges, including political interference, bureaucratic resistance to change, inadequate funding, and insufficient

monitoring mechanisms. These obstacles limited the full realization of the plan's objectives and slowed down reform momentum in certain ministries and departments. Nonetheless, the findings underscore that the FCSSIP 2021–2025 represents a commendable step toward building a dynamic, transparent, and accountable civil service capable of delivering quality services to Nigerians. Continuous commitment, stakeholder collaboration, and policy consistency remain crucial for sustaining these reforms and ensuring that the Nigerian civil service evolves into a model of efficiency and professionalism in governance.

5.4 Recommendations

Based on the findings and conclusion drawn, the following recommendations were put forward:

1. The Federal Government should prioritize building strong institutional frameworks to support the effective implementation of the FCSSIP 2021–2025. This includes enhancing internal monitoring and evaluation systems, enforcing accountability measures, and ensuring that each ministry, department, and agency (MDA) adheres strictly to performance targets and reporting standards.
2. For the FCSSIP objectives to be fully realized, sufficient financial resources must be allocated consistently. The government should establish a dedicated reform implementation fund to support digital transformation, capacity building, and

infrastructure development within the civil service. Timely disbursement and transparent utilization of funds should also be ensured.

3. Political leaders should demonstrate strong commitment to reform continuity by insulating civil service operations from undue political interference. Institutional independence should be strengthened so that reform policies are implemented based on merit, professionalism, and long-term national interest rather than political considerations.
4. Continuous training and professional development programmes should be expanded to improve civil servants' technical and managerial skills. The government should also institutionalize performance-based promotion, reward excellence, and sanction inefficiency to create a motivated, competent, and accountable workforce.

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DEPARTMENT OF PUBLIC ADMINISTRATION
FACULTY OF SOCIAL SCIENCES
UNIVERSITY OF BENIN, BENIN CITY

QUESTIONNAIRE

Dear Respondent,

I am an undergraduate student in the Department of Public Administration, University of Benin, Benin City, currently undertaking a research study entitled **“Impact of Civil Service Reforms on Public Sector Efficiency in Nigeria: A Case Study of the Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2021–2025.”** This study is conducted solely for academic purposes, and you have been selected as one of the respondents.

Your participation is highly valued, as the information you provide will make a significant contribution to the understanding of the research topic. I kindly request your honest and thoughtful responses.

Please be assured that all information provided will be treated with the strictest confidentiality and used exclusively for academic purposes. To ensure your anonymity, personal identifiers such as your name, address, and phone number will not be collected.

Your willingness to dedicate a few minutes to complete this questionnaire is greatly appreciated.

Thank you very much for your time and cooperation.

OGUNMU GODLIVER

DEMOGRAPHIC DATA

Please tick the option you consider appropriate and fill in blank spaces

Gender: Male () Female ()

Age: 20-25yrs () 26-35yrs () 36-45yrs () 46 years and above ()

Qualification: SSCE () OND/HND () B.Sc. /B.Ed. () Master's Degree and above ()

Years of Work Experience: 0-5 years () 5-10 years () 11-15 years () More than 15 years ()

Department: Administration () Planning and Research () Human Resources Management () Finance and Accounts ()

SECTION A: OBJECTIVES OF THE FEDERAL CIVIL SERVICE STRATEGY AND IMPLEMENTATION PLAN (FCSSIP) 2021-2025

S/N	ITEMS	SA	A	D	SD
1.	The FCSSIP (2021-2025) was designed to modernize and strengthen administrative processes in the Federal Civil Service.				
2.	A major goal of the FCSSIP is to promote digitalization and automation in public service delivery.				
3.	The FCSSIP (2021-2025) seeks to improve accountability and transparency in civil service operations.				
4.	One key objective of the FCSSIP is to enhance productivity through performance-based management systems.				
5.	The FCSSIP emphasizes workforce transformation through innovation and continuous learning.				

SECTION B: IMPACT OF FCSSIP (2021–2025) ON SERVICE DELIVERY IN THE FEDERAL CIVIL SERVICE

S/N	ITEMS	SA	A	D	SD
6.	Implementation of FCSSIP has improved the quality and timeliness of service delivery within ministries and agencies.				
7.	The reform has enhanced coordination and communication across departments in the Federal Civil Service.				
8.	FCSSIP initiatives have reduced bureaucratic delays and improved response time in service provision.				
9.	Civil servants have become more customer-oriented as a result of FCSSIP reforms.				
10.	Overall efficiency and productivity in the Federal Civil Service have increased since the implementation of FCSSIP.				

SECTION C: IMPACT OF FCSSIP (2021–2025) ON WORKFORCE CAPACITY DEVELOPMENT AND PERFORMANCE MANAGEMENT

S/N	ITEMS	SA	A	D	SD
11.	FCSSIP has provided more opportunities for professional training and development among civil servants.				
12.	Performance management systems introduced under FCSSIP have improved employee accountability.				
13.	The reforms have encouraged merit-based promotions and fair appraisal processes.				
14.	FCSSIP has improved civil servants' motivation and work commitment through structured capacity-building initiatives.				
15.	The implementation of FCSSIP has strengthened institutional competence through enhanced human resource practices.				

**SECTION D: CHALLENGES HINDERING EFFECTIVE IMPLEMENTATION
OF FCSSIP (2021–2025)**

S/N	ITEMS	SA	A	D	SD
16.	Political interference has slowed down the smooth implementation of the FCSSIP reforms.				
17.	Insufficient funding has limited the effective execution of FCSSIP programmes and initiatives.				
18.	Resistance to change among staff has hindered the adoption of new policies and technologies under FCSSIP.				
19.	Inadequate monitoring and evaluation mechanisms have weakened the impact of the reform efforts.				
20.	Corruption and poor accountability practices have negatively affected the success of the FCSSIP.				