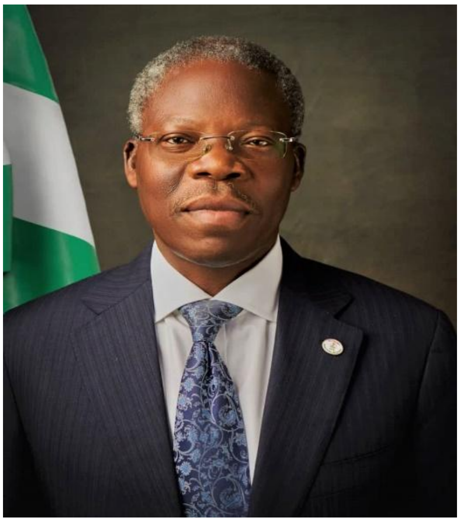
BUREAU OF PUBLIC ENTERPRISES

SERVICE CHARTER

Foreword



Ayodeji A. Gbeleyi

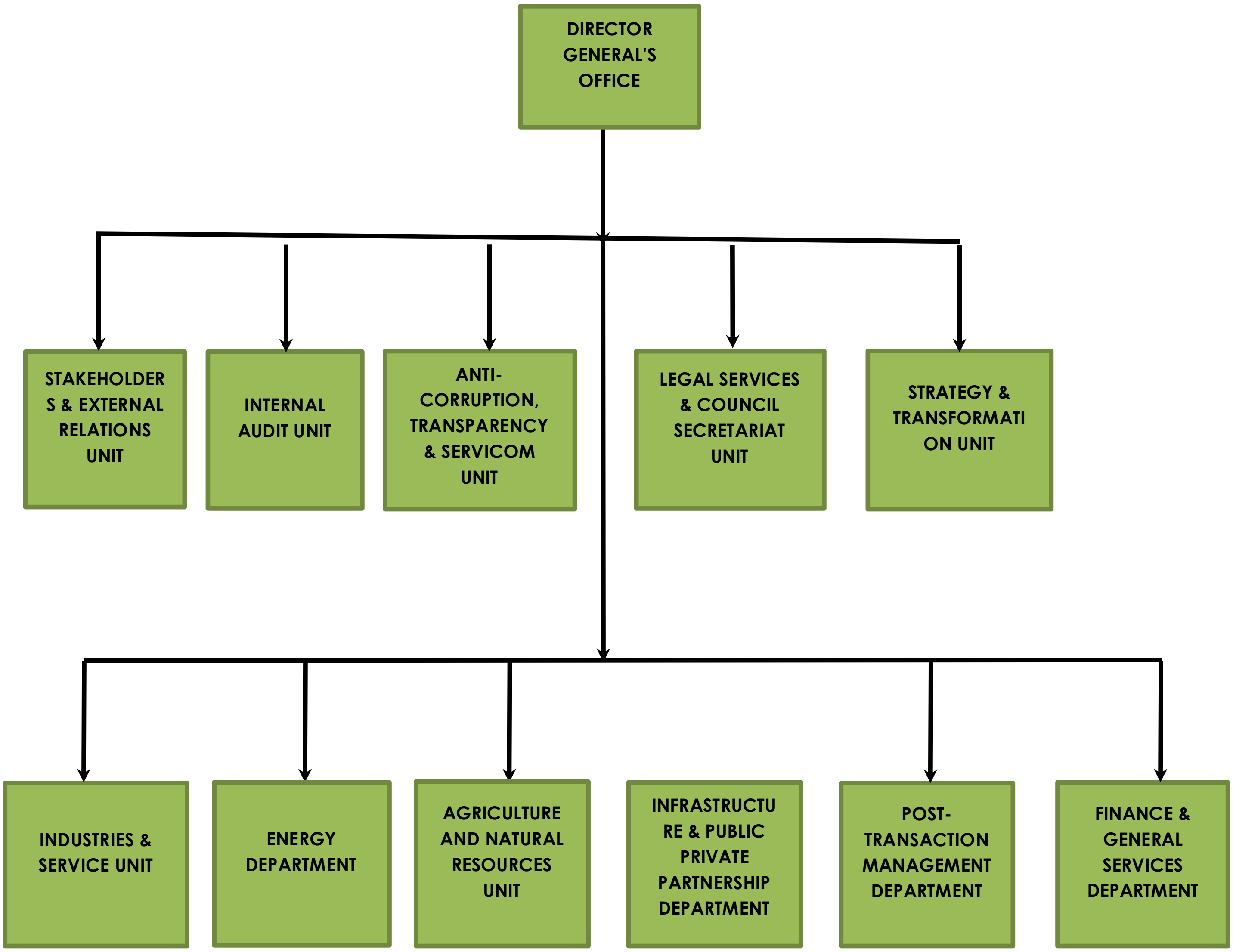
Director General

Service delivery lies at the heart of organizational success, defining its relevance and impact. At the Bureau of Public Enterprises (BPE), we are deeply committed to upholding the Federal Government's vision for reforms and privatisation through transparent, efficient, and effective processes aligning with global best practices.

This SERVICOM Charter serves as a vital framework to enhance our service delivery by clearly outlining BPE's responsibilities to its stakeholders. It highlights our unwavering commitment to excellence, accountability, and responsiveness, ensuring that our mandate is executed with the highest standards of professionalism and integrity.
Under my leadership, BPE will leverage this Charter to foster a culture of service excellence, supported by the SERVICOM subunit, which plays a crucial role in driving our performance.

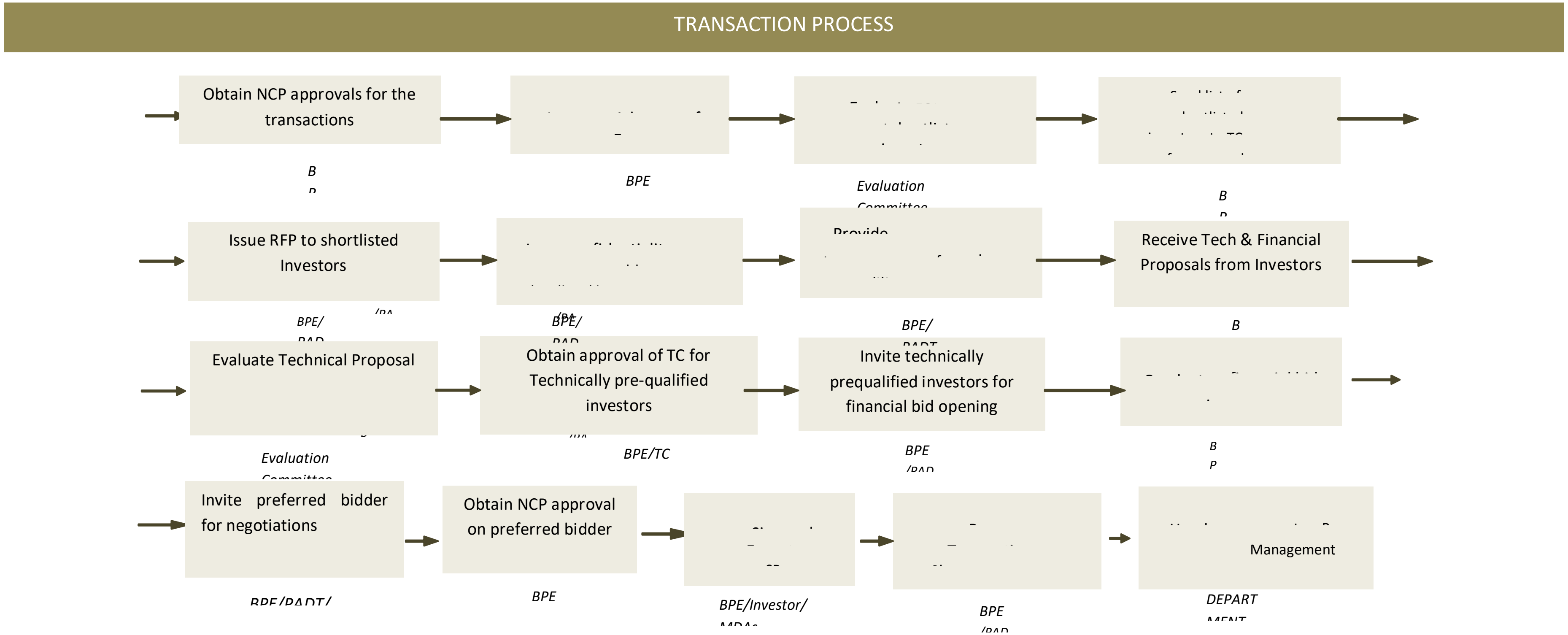
Together, we aim to meet and exceed stakeholder expectations, solidifying the Bureau's role as a catalyst for economic transformation in Nigeria.

ORGANOGRAM OF THE BPE



Transaction Process
Stages of a typical Privatisation transaction pro

The chart below illustrates the key activities undertaken during a typical transaction process.



Duration for some processes

- Advert for EOIs – 20 working days usually but some adverts could be extended depending on the nature of the transaction and the number of EOIs received;
- Evaluation of EOIs – This is done within 5 working days of receipt of the submissions but could be extended due to the number of EOIs received;
- TC (6 times in a year)/NCP (6 times in a year) approvals- The approvals for transaction processes are obtained during the meetings (depending on the schedule for the year) but emergency meetings could be scheduled for approvals and also anticipatory approval could be obtained from the Chairman of Council before the NCP meetings;
- SSPAs are usually signed when all parties have negotiated and agreed on the terms, which could take place two months after approval and declaration of the Preferred Bidder for the enterprise by NCP but it could be less.

INTRODUCTION

1.0 The Bureau of Public Enterprises (BPE) is the Secretariat of the National Council on Privatisation (NCP). It is charged with the responsibility of the Federal Government of Nigeria's policy on Privatisation and Commercialisation of public enterprises as well as sector reforms and optimisation of government public assets.

Privatisation in Nigeria was formally introduced by the Privatisation and Commercialisation Act of 1988, which later set up the Technical Committee on Privatisation and Commercialisation (TCPC), chaired by the Late Dr Hamza Zayyad with a mandate to privatise 111 public enterprises and commercialise 34 others. In 1993, having privatised 88 out of the 111 enterprises listed in the decree, the TCPC concluded its assignment and submitted a final report.

In implementing the FGN policy on Privatisation and commercialisation, the Bureau has adopted a standard work plan and timetable with set targets for timely deliverables from commencement to conclusion of every transaction lifespan of all approved Enterprises slated for privatisation at every given time. The work plan and timetable draw impetus from global best practices and are designed to maximize success rate and ensure due process. All activities of a transaction lifespan are time-bound with achievable milestones for the convenience of the Bureau's stakeholders. It is, therefore, noteworthy that all stakeholders receive the same level of service and consideration.

Transaction staff are well trained and there is due consideration and equality of service delivery which are well articulated and clearly detailed in the implementation plan of every transaction.

The organization occasionally carries out customer satisfaction surveys alongside in-house comment cards to measure amongst others:

- Quality service and compliance with due process;
- Gauge level of productivity for administrative efficiency; and
- Improve work performance/ organizational innovation.

VISION

To be:

- The model Reform Agency; and
- The key driver of the FGN Economic Reform Programme.

MISSION

- To be a responsible and disciplined Public Enterprise Reform Agency.
- To be the National resource center for capacity building and sustenance of Reforms through:

a. Promoting a competitive economy and enfranchising Nigerians
b. Enthronement of Effective Corporate Governance and Financial Discipline in the management of government assets
c. Institutionalizing Social Accountability and Efficient Deployment of Public Resources.

CORE VALUES

I-PART

- Integrity & Transparency
- Professionalism (Commitment and Diligence)
- Accountability
- Result Orientation
- Teamwork

STRATEGY

- Application of robust processes and procedures
- Ensure transparent, open and fair processes
- Attract and retain quality human resources
- Adhere to the highest standards of integrity

1.1 MANDATE OF THE BUREAU

The functions of the Bureau as provided for in the Act include:

1. Implementing the Council's policy on privatisation and commercialisation, sector reforms and assets optimisation;
2. Preparing public enterprises approved by the Council for privatisation and commercialisation, etc;
3. Advising Council on further public enterprises that may be privatised or commercialized;
4. Advising Council on capital restructuring needs of the public enterprises to be privatized;
5. Ensuring the update of accounts of all commercialised enterprises for financial discipline;
6. Making recommendations to the Council on the appointment of Consultants, advisers, investment bankers, issuing houses stockbrokers,

Solicitors, trustees, accountants, and other professionals required for either privatisation or commercialization and other works as applicable;

7. Ensuring the success of the works through effective post-transactional performance monitoring and evaluation;
8. Providing secretarial support to the Council; and
9. Carrying out such other duties and responsibilities as may be assigned to it from time to time by the Council and its respective committees.

2.0 PROCESS INVOLVED IN DEVELOPING THE PLAN:

Privatisation Act gives NCP flexibility in deciding the appropriate method of privatisation. However, over the years the Bureau has predominantly used the following methods:

I. CORE INVESTOR

Is the sale of a majority stake in an Enterprise to a strategic investor/ group. It is usually 51 % of the total equity of the company and it could be more. This investor can be a Nigerian or Foreigner with the managerial ability, and technical capacity to bring in new ideas on how to operate the privatised company profitably and have money to purchase the percentage offered for sale and ensure that it can compete with other operators successfully by managing the company well.

II. INITIAL PUBLIC OFFER/PUBLIC OFFER

The Company shares are offered to the public to be traded on the Stock Market or through an Initial Public Offer.

III. AUCTIONS

Trading in particular shares or blocks of shares is conducted at a specific location with all qualified persons are invited to be present and able to bid.

IV. BUILD- OPERATE – TRANSFER (BOT)

BOT is usually not a method of privatisation nor is Joint Venture (JV), although some agreements do end up with privatisation. JVs can create new state firms – the opposite of privatisation and BOTs often imply transfer to the state (i.e. not privatised). The BOT methods include several variations such as:

- Build and Transfer (BT)
- Build Operate Own (BOO)
- Build Lease and Transfer (BLT)
- Build Transfer and Operate (BTO)
- Contract Add and Operate (CAO)
- Develop Operate and Transfer (DOT)
- Rehabilitate Operate and Transfer (ROT)
- Rehabilitate Own and Operate (ROO)

V. CONCESSIONING/ LICENSING AGREEMENT

A method involving a contractual agreement between a private operator and government whereby in return for a negotiable fee, a selected private operator is awarded the right or a license to use the property for a specified purpose over a period, however, government ownership of both the assets and the shares remain unchanged.

VI. DEBT/EQUITY SWAPS

A method whereby privately – held debt of a government-owned enterprise is converted into equity, thus privatising the enterprise in the percentage that the new equity bears to total equity outstanding.

VII. JOINT VENTURES

A joint venture in the context of privatisation means a new company whose shares are partially owned by the government and partially by private sector investors (outside the privatisation context, both or all may be private sector). Joint ventures have become popular ways of developing and financing infrastructure sectors (power, water supply, highways, etc.) in many countries, particularly in Asia.

VIII. LEASES

A method whereby a private sector is granted the use of some or all of the assets of an SEO for a specified period and a specified fee. Ownership of both the assets and the shares remains unchanged. Variations of this method include lease/purchase agreements and leasehold improvement contracts.

IX. LIQUIDATIONS

A method whereby a liquidator proceeds with the dissolving and winding up of an entity by procedures under insolvency laws or administrative rules. Guided Liquidation is a process whereby the normal liquidation processes as provided in CAMA and Companies Winding Up Rules are integrated into the bidding processes of BPE which conform with International Best Practices.

X. MANAGEMENT CONTRACT

A method where the government (or the enterprise) enters into a contract with a private sector operator who becomes responsible for the management of the SEO for a specified period of time and for a fee which may be based partially on performance. Ownership of both the assets and shares remains unchanged.

XI. MANAGEMENT/EMPLOYEE BUYOUTS (MEBO)

A method that allows the acquisition of a firm's shares or assets by its own management and/or the employees of the firm. The purchase by management of a minority stake is not a Management buyout, since they do not have control.

XII. PUBLIC- PRIVATE PARTNERSHIP

This is a Co-operative arrangement between the Public (Government) and Private Sector, usually of a long-term nature. It requires business owners in the Private Sector to work together with the Government to provide desired public assets or services. Private business owners bear a significant risk and managerial responsibility. Public –Public-private partnership essentially is in infrastructures such as Roads, Bridges, Water provision, Hospitals, Electricity provision and all National Infrastructure.

2.1 MONITORING AND COMPLIANCE

The present Post Privatisation Monitoring (PPM) Department, now Post Transaction Management (PTM) in BPE, was established in March 2006 to give focus and impetus to BPE's mandate to closely monitor the performance of privatised public enterprises. The PTM Department has instituted a robust mechanism for the monitoring and evaluation of the performance of all privatised enterprises. The department routinely monitors the performance of privatised enterprises with a view to:

1. Evaluate compliance of investors with terms and conditions of transaction contract and covenants in the post-acquisition plans;
2. Collect information on privatised enterprises for the evaluation and analysis of their performance;
3. Identify appropriate legal and regulatory environment for undertaking businesses;
4. Identify policy bottlenecks and advise accordingly;
5. Submit periodic reports to the Management Committee of BPE;
6. Recommends actions to be taken against defaulters of legal covenants; and
7. Undertake any other activity related to monitoring and evaluation of privatised enterprises as assigned by the Management Committee.

The department also supervises the activities of the Labour Subunit. The Labour Subunit is very critical in transactions due to its role in dealing with labour issues that come up either before, during or after transactions. Most of the labour enquiries received for action and responses are handled by the Subunit.

3.0 BUREAU OF PUBLIC ENTERPRISES STAKEHOLDERS

1. INTERNAL

a. BPE staff (including the Management Committee);
b. National Council on Privatisation members; and
c. Technical Committee members.

2. EXTERNAL STAKEHOLDERS

a. Investors (Local and Foreign);
b. General public;

c. Multilateral Financial Institutions (MFIs), Bilateral Financial Institutions (BFIs);
d. Ministries, Departments and Agencies (MDAs);
e. Trade unions, Labour groups/workers;
f. Host communities where privatised enterprises and assets are located;
g. Legislators i.e., National Assembly members;
h. Professional bodies and Civil Societies;
i. Stockbrokers, Accountants, Bankers, Solicitors, Asset Valuers, Issuing Houses, Consultants, etc; and
j. States, Local Government Councils and Municipal Authorities.

3.1 CUSTOMERS/STAKEHOLDERS' EXPECTATIONS FROM THE BUREAU

Every customer and Stakeholder of BPE expects that the organisation will be:

- Transparent and have integrity;
- Accountable;
- Committed and Diligent;
- Compliant with due process in carrying out our assigned duties;
- Prompt and Efficient in its service delivery;
- Free of bribery and corruption of whatever form during its operations;
- Punctual at periodic meetings with stakeholders as soon as a transaction starts; and
- Operate based on its approved annual work plan by the National Council on Privatisation (NCP)

3.2 EXPECTATIONS OF THE BUREAU FROM CUSTOMERS/STAKEHOLDERS:

To assist the Bureau in discharging its duties, customers are expected to:

- Be fully informed of the organisation's Service Charter;
- Follow the laid down procedures/channels for obtaining required services and information;
- Request/apply in good time to ensure timely processing;
- Openness and commitment to due process;
- Abide by rules and regulations;
- Avoid attempts to bribe, induce, and corrupt members of Staff;
- Avoid circulating unauthorized information;
- Avoid unnecessary and undue interference with the work of the Bureau; and
- Fair measurement of Privatised Enterprises.

3.3 SERVICES RENDERED

- Prepare Public Enterprises for Privatisation;
- Engage the Services of Consultants, Advisers, Investment Bankers, Issuing Houses, Stockbrokers, Solicitors, Trustees, Accountants, and other Professionals required for Privatisation;
- Sale of shares of Public Enterprises to be Privatised by the Issuing Houses, by the approved guidelines;
- Carryout Public Sector Reform for maximum and efficient allocation of resources; and
- Optimise public assets.

3.4 SPECIAL NEEDS PROVISION

Staff of the Bureau are always available at the front desk to attend to stakeholders with special needs to ensure that they get adequate services.

3.5 SERVICE LIMITATIONS

- Budgetary Constraints can hinder the Bureau's achievement in carrying out its mandate; and
- Unstable political environment.

4.0 DEPARTMENTS AND UNITS

The Bureau of Public Enterprises currently has Six (6) Departments and Five (5) major Units at its Secretariat located at 11, Osun Crescent, off Ibrahim Babangida Way, Maitama, Abuja.

The Six Department are:

1. Post Transaction Management (PTM)Department
2. Infrastructure & Public Private Partnership (I & PPP) Department
3. Energy Department
4. Agriculture and Natural Resources
5. Industries And Services Department; and
6. Finance & General Services Department.

The Five Units are:

1. Legal Services & Council Secretariat
2. Stakeholders & External Relations Unit
3. Anti-Corruption, Transparency & SERVICOM Unit
4. Strategy & Transformation Unit ; and
5. Internal Audit Unit.

4.1.1 POST TRANSACTION MANAGEMENT DEPARTMENT

The PTM Department performs the following functions:

1. To monitor and enforce compliance of investors in fulfilling the legally binding covenants as stipulated in the Share Sales Purchase Agreement (SSPA);
2. To implement full compliance with these covenants including the implementation of the approved Post Acquisition Plans (PAP);
3. To assess how privatisation has impacted the privatized enterprises and the national economy generally and conduct post-transaction studies in collaboration with the Strategic Planning Unit;
4. To collate, maintain and secure all relevant records as regards to the Bureau's concluded transactions; and
5. To list some companies on the stock exchange and address all Result oriented.

4.1.2 INFRASTRUCTURE & PUBLIC PRIVATE PARTNERSHIP DEPARTMENT

The I & PPP Department is entrusted with the responsibility of; Driving FGN's initiative of providing infrastructure through PPP arrangement to improve the country's infrastructural stock and accelerate economic growth and development. It also:

- Drives FGN's initiative of providing infrastructure through PPP arrangements to improve the country's infrastructural stock and accelerate economic growth and development. The I&PPP Department covers the Economic and Social Infrastructure stock of the country which include the transportation, power, education, correctional facilities and Health sectors;

- Creates a National Assets Register (NAR) for the country by compiling a comprehensive schedule of all the Federal Government's assets and advise on the strategy for their optimization; and
- Provides advisory and ancillary support to various PPP Units of MDAs such as the Ministries of the Interior; Works and Housing; Petroleum Resources; Foreign Affairs and the Nigerian Ports Authority (NPA).

4.2 ENERGY DEPARTMENT

The Energy Department comprises seven (7) units which are responsible for carrying out the FGN's reform programme in the following sectors of the economy:

1. Power Distribution Companies (AFAM/YOLA DISCOS);
2. National Independent Power Projects (NIPP)/ Non-Operational Power Plants (NOPP)/ Amperion Power;
3. Oil Service Companies (OSC);
4. Nigerian Gas Company/ Liquefied Petroleum Gas;
5. Refineries and Pipeline & Products Marketing Company (PPMC);
6. Mines and Coal; and
7. Steel.

4.2.1 Functions:

1. To inform and educate the public towards enhancing and sustaining a positive image for the Bureau;
2. Reform of the Energy and Mineral Sector;
3. Engage the services of Consultants, Advisers, investment bankers, issuing houses, stockbrokers, solicitors, trustees, accountants, and other professionals required for the purpose of providing consultancy advise for privatisation;
4. The Department has successfully privatised Eleme Petrochemicals Company Limited (EPCL), Stallion Property Development Company (SPDC) and divested FGN shares in 8 Oil Services Companies (OSCs); and it is in the process of finalizing the privatisation of the other parastatals in the Oil and Gas sector;
5. Assisted in carrying out public sector reforms, e.g., the Oil and Gas sector Implementation Committee (OGIC). This committee is charged with the responsibility of ensuring that the required legislative framework for the oil and gas sector is put in place and to ensure the rejuvenation and sustainable development of the sector so that it can compete with OPEC member countries like Venezuela, Saudi Arabia, Malaysia, Indonesia, Norway etc;
6. To enlighten relevant stakeholders on the activities of the Bureau and to ensure information flow amongst staff of the Bureau;
7. To ensure prompt and timely update of information on the department for the Bureau's website;

8. Prevention and management of crisis through the establishment and management of cordial relationship with Leadership and the secretariats of relevant committees of the National Assembly;
9. Sustenance of cordial relationship with supervising Ministries, other MDAs and associated institutions;
10. Keeping stakeholders in the National Assembly abreast of the development in the relevant sectors;
11. Meeting up with governmental and constitutional requirements on the implementation of the Department's Projects; and
12. To provide support for effective management of the Commission's events, programmes and engagements.

4.3 AGRICULTURE AND NATURAL RESOURCES DEPARTMENT

The Development is responsible for the following:

- Full commercialisation of Federal Mortgage Bank of Nigeria (FMBN);
- Partial commercialisation /restructuring of River Basin Development Authorities (RBDAs);
- Partial divestiture of Federal Government of Nigeria shares in Bank of Agriculture;
- Partial commercialisation of the National Parks Service, and the seven (7) National Parks and concession of Eco-tourism activities in three (3) selected parks;
- Concession of National Stadia;
- Concession of Lagos International Trade Fair Complex (LITFC);
- Partial privatisation of Bank of Industry (BOI);
- Full commercialisation of Federal Housing Authority (FHA); and
- Full commercialisation of Federal Mortgage Bank of Nigeria.

4.3.1 Enterprises under The Department

- *The seven (7) National Parks:*
- *The Six National stadia:*
- *5 Financial Institutions*
- *National Arts Theatre (NAT)*
- *Lagos Int'l Trade Fair Complex (LITFC)*
- *Tafawa Balewa Square (TBS) Complex*

4.4 INDUSTRIES AND SERVICES DEPARTMENT

4.4.1 INTRODUCTION

The Industries and Services Department was created in the newly restructured and repositioned Bureau of Public Enterprises (BPE) to reform and undertake Privatisation of enterprises in the Industries and Services Sectors. The Department is headed by a Director and the Units are headed by Deputy Directors.

4.4.2 CORE DUTIES

Industries & Services Department is entrusted with the responsibility of reforming non-performing Public Enterprises (PEs) for optimal performance. These include:

1. Reforming, Restructuring, Deregulation and Privatisation Programme in the Communications Sector in Nigeria;
2. Divestment and Privatisation of Federal Government Public Enterprises in the industries sector;
3. In line with the Bureau's reform initiative for the Media Sector, the Department has the mandate to partially commercialise government-owned Media enterprises; and
4. Implementing the Federal Government's reform, restructuring and modernisation of the postal sector in Nigeria, specifically the modernisation & restructuring of the nation's Postal Sector – the Nigeria Postal Service (NIPOST). The reforms are envisaged to align the Nigerian Postal Sector with global developments in information and communication technology, institutionalise commercial practices in NIPOST and deepen private sector participation in the industry.

4.4.3 There are four (4) units in the Department. They are:

- Financial, Development Institutions and Capital Market
- Media and Communications
- Information Technology
- Industries and Commerce

4.4.4 ENTERPRISES INCLUDE:

1. Bank of Agriculture (BOA)
2. Nigeria Postal Services (NIPOST)
3. Nigerian Film Corporation (NFC)
4. Federal Mortgage Bank of Nigeria (FMBN)
5. Save Sugar Company (SSC)
6. Royal Swaziland Sugar Company, Swaziland (RSSC)

7. Chemical Company of Senegal, Dakar
8. Nigerian Communications Satellite Company Limited (NIGCOMSAT)
9. Galaxy Backbone (GBB)
10. National Centre for Technology and Management (NACETEM)
11. Lagos International Trade Fair Complex (LITFC)
12. Tafawa Balewa Square (TBS)
13. Capital Market - Eleme Petrochemical Company

4.5 FINANCE & GENERAL SERVICES DEPARTMENT

The Finance and General Services (F&GS) Department of the Bureau is responsible for managing talents, finance, facilities, IT services and procurement of goods and services. The Department is headed by a Director and the Units are headed by Deputy Directors.

4.5.1 Functions:

- To ensure the effective functioning of the Bureau's facility in order to provide an efficient and safe working environment for employees ;
- To ensure overall direction, leadership, management, supervision and administration of the Human Resources functions of BPE;
- To ensure the effective delivery of service by the IT service unit to all staff;
- To ensure overall internal and external customer satisfaction with procurement processes in BPE;
- To ensure that all financial transaction adhere to accounting standards and regulations;
- To ensure the optimal allocation of resources required for activities within the department;
- To collaboratively work with other teams/departments and individuals as necessary;
- To ensure robust engagement with external stakeholders in relation to the Bureau's administrative needs; and
- To provide relevant and timely information to support the DG and Management of the Bureau for decision-making.

4.5.2 Services:

General Administration
- Assets Management
- Shared Services
- Facility Management
- Material Management & Store

Human Resource Development
- Learning & Development
- Performance & Talent Management
- Compensation
- Health Care

Finance & Account

- Account & Reconciliation
- Budget & project financing
- Treasury Operations

Information Technology Services

- Users experience & service desk
- Application management
- Infrastructure & managed services

Procurement

- Transaction procurement
- Non-transaction

4.6 LEGAL SERVICES & COUNCIL SECRETARIAT UNIT

The Legal Services and Council Secretariat (LS& CS) is a Unit in the Director General's Office. The (LS& CS) is responsible for the management of all legal matters involving the NCP and the Secretariat in the implementation of the privatisation programme in Nigeria. It also provides legal support to all departments/units in BPE in addition to the management of all matters relating to the following key organs involved in the implementation of the privatisation programme:

I. National Council on Privatisation (NCP);
II. The Technical Committee (TC) of the NCP;
III. Legal Committee (LC) of the NCP; and
iv. The Management Committee(MC) of the BPE.

The Unit equally coordinates the activities of the Standing, Steering and Ad-hoc Committees of the National Council on Privatisation (NCP).

The Unit is responsible for all regulatory issues pertaining to all BPE transactions and the establishment of a competitive regime in the various sectors of the economy.

4.6.1 Functions of the Unit

The specific functions of the Unit include:

1. Conduct research and provide legal opinion on issues relating to the activities of NCP/BPE.
2. Supervise the drafting of all Agreements for transactions involving the Bureau.
3. Negotiate legal issues and finalise Agreements involving the Bureau.
4. Analyse cases involving Council ,the Secretariat and recommend legal counsel for consideration and appointments.
5. Manage litigation/arbitration matters and recommend counsel for appointment to defend the interest of the Bureau.
6. Provide support services to the departmental legal officers.
7. Provide secretarial services to the National Council on Privatisation(NCP)/Technical Committee (TC) of the NCP/Management Committee (MC)/Legal Committee (LC) of the NCP and prepare for the meetings.
8. Prepare letters, reports, presidential memos and other documents as may be assigned by the Director General.

9. Collate, update where necessary and circulate memos for Council's considerations to NCP members.
10. Record and keep in safe custody all legal documents /the minutes of NCP/TC/MC/LC meetings.
11. Regulatory issues of all transaction departments and Working closely with the consultants engaged for the transactions

4.6.2 The Sub-Units

As part of the measure to ensure effective delivery of its mandates the Unit has been re-organised into the following Sub-Units:

a. Litigation
b. Legal Review & Regulatory Matters
c. Contracts & Transaction Handovers
d. Council Secretariat

4.7 STAKEHOLDERS & EXTERNAL RELATIONS UNIT

This role ensures that the Bureau is viewed favourably by the public and specific stakeholders identified from time to time.

The Head of External Relations management is the umpire for communication with all external stakeholders, creating and ensuring the maintenance of the appropriate standard of communication for external stakeholders.

There are three (3) Subunits in the Stakeholder & External Relations Unit namely:

- **i.** Stakeholders
- **ii.** Protocol & Events
- **iii.** Public Communication

4.8 STRATEGY AND TRANSFORMATION UNIT

The Unit is under the Director General's and perform the following functions:

- This role serves as the focal point for establishing systems that ensure the sustainability of BPE from funding, quality and risk management perspective
- Works closely with the DG, HODs and HOUs on issues of multilateral relations, interface with the donor agencies and oversee the transparent allocation of grants and other resources within the Bureau
- Oversee the risk assessment and the development comprehensive policies, procedures, compliance training, protocols, internal investigations, plans and implements risk management strategies and processes.
- Oversee the BPE's research and economic analysis activities focused on transactions, privatization and financial economics.
- Oversee the development of robust corporate planning and transformation strategies and activities to meet organisational goals and objectives.
- Responsible for overall research of the Bureau in collaboration with HODs, HOUs and other internal teams.

4.8.1Supervises Unit Heads for;

- Grants & Multilateral Relations
- Enterprise Risk Management
- Corporate Planning and Transformation
- Research and Knowledge Management

4.8.2 Sub-Units

i) Grants and Multilateral Relations
ii) Enterprise Risk Management
iii) Research & Knowledge Manage

The Transformation Project Unit is a Unit under the Director General's (DG) Office, headed by a Deputy Director and reports to the DG.

The Unit will articulate strategies to address the gaps/challenges in the Bureau's operations and define comprehensive transformation roadmap to optimize the Bureau's corporate culture for effective and efficient delivery of its mandate.

4.9 ANTI CORRUPTION, TRANSPARENCY & SERVICOM UNIT (ACTSU)

The Anti-Corruption, Transparency and SERVICOM Unit (ACTSU) is a Unit under the Director General's Office. It is the Unit that ensures compliance and quality service delivery in line with the BPE Core values. The Unit is made up of two sub-units:

4.9.1 Anti-Corruption and Transparency Unit [ACTU]

The Anti-Corruption and Transparency Unit [ACTU] is an operational Unit of the ICPC in MDAs established by Section 3(1) of the Corrupt Practices and Other Related Offences ACT 2000.

In line with the Act, BPE ACTU operates as an autonomous Unit under the Director General's Office.

The powers and functions of ACTU in the Bureau is derived from Section 6 (a)-(f) of the Corrupt Practices and Other Related Offences Act 2000, except prosecution but:

- Reports all cases of corruption to ICPC.
- ACTU carries out all other duties as contained in the STANDING ORDER for the Operations of the ACTUs in MDAs.
- The purpose of the Anti Corruption and Transparency Unit (ACTU) in the Bureau is to ensure Compliance and prevent corrupt practices through pro-active engagements of staff.
- It assists the Management of the Bureau in its general oversight functions by constantly keeping an eye on the compliance status and other anti-corruption laws, polices and guidelines within the system through consistent monitoring,
- reviewing and updating principles that hold staff accountable to their responsibilities and actions.

4.9.2 SERVICOM Unit

On the 21st of March 2004, SERVICOM was formally instituted as machinery for ensuring the delivery of effective public service delivery in Nigeria by all Ministries, Departments and Agencies of Government.

BPE is an organ of Government like all Ministries, Parastatal or Agencies in Nigeria. We have a pact with customers or clients to whom we owe good service. It is our responsibility as one of the pivotal and responsive Agencies in Nigeria to

- Lead by rendering quality and good service to our internal (Staff) and external clients/customers. Therefore SERVICOM was adopted in the Bureau
- Promote quality and prompt service delivery.

4.9.3 The core values the BPE strives to accomplish through SERVCOM are as follows:

1. Affirmation of commitment to the service of the Nigerian nation.
2. Dedication to deliver services to which citizens/customers/stakeholders are entitled, timely, fairly, honestly, effectively and transparently.
3. Carry out surveys of services and customer satisfaction.
4. Improve the quality of service delivery capacity of the BPE
5. Review and monitor the performance of the BPE's charter(s)
6. Observe and report staff weak performance, service failure
7. Manage the BPE's Customer Relations Policy, which includes providing opportunities for customer feedback and a complaint system
8. Enlist and foster public support in combating corruption and improving service delivery
9. Inspect windows and improve service delivery areas
10. Act as a link between BPE and SERVICOM National office

5.0 INTERNAL AUDIT UNIT

The Internal Audit Unit (IAU) is a Unit under the Director General's (DG) Office, headed by a Deputy Director and reports to the DG. The Unit performs the following functions:

a. To assist the Management of the Bureau in its general oversight functions by constantly keeping an eye on the internal checks and internal control systems of the organization.

b. To ensure that policies and programs of the Bureau are efficiently and effectively implemented without any breach in the internal control systems of the organization. It is expected that the advisory work of the Unit will lead to the preservation of the assets of the Bureau and ensure value for money expended in the Bureau's operations.

c. Pays particular attention to policies and guidelines established by the Management with intention to safeguard assets such as stores, cash, and other fixed assets.

d. Makes efforts through its routine activities to ensure that all transactions are fully documented and that financial statements and reports emanating from such transactions give full disclosures of relevant financial information.

e. Provides a complete and continuous audit of accounts and records of revenue and expenditure as well as assets and liabilities.

f. Provides quality assurance through a continuous evaluation of systems, operations, procedures, etc to ensure full compliance with Public Service Rules, Financial regulations, Treasury Circulars and other Government regulations and legislations.

g. Carries out special investigations whenever the need arises and as directed by Management.

h. Is responsible for assessing the effectiveness of risk management, control, governance process, to provide insight and recommendations that can enhance these processes, particularly relating to effectiveness of operations, reliability of financial management and reporting.

i. Is responsible for enhancing and protecting organizational value by providing risk-based and objective assurance, advice and insight, while consistently building trust and strengthening the relationship with management, through the delivery of high quality and distinctive internal audit service.

j. Is an independent, objective assurance and consulting activity designed to add value and improve organization's operations.

k. Is responsible to assess the effectiveness of risk management, control, and governance processes and to provide insight and recommendations that can enhance these processes, particularly relating to:

    I. Effectiveness of operations,
    II. Reliability of financial management and reporting; and
    III. Compliance with laws and regulations.

l. Works closely with management to review systems and operations to identify how well risks are managed, whether the right processes are in place and whether agreed procedures are being followed. This provides an indication of the integrity of the organization's systems and processes, and their capability to support the set goals and also helps identify areas for improvements.

6.0 Review of Charter

The BPE Service Charter will be reviewed by 22nd August 2024. The Charter will be reviewed every two years in order to capture any changes that may have been made during the years under review.

7.0 COMPLAINT/REDRESS MECHANISM

To ensure compliance and quality service delivery, every Department and Unit in the Bureau has a SERVICOM representative who reports activities and complaints to the Unit regularly and also during the SERVICOM Reps quarterly meeting usually attended by officials from SERVICOM Headquarters.

The staff of the Anti-Corruption, Transparency and SERVICOM Unit are mandated to address all issues of non-compliance and ensure Quality Service delivery in all areas of the Bureau.

The Bureau acknowledges correspondents within 24 hours of receiving mails and makes an effort to resolve issues within seven working days. Stakeholders are enjoined to seek redress:

1. Through BPE website where a complaint form can be filled and submitted online at www.bpe.gov.ng
2. By telephone on +234-9-4604401 hotline, from 8.00 a.m to 5.00 p.m daily excluding weekends and public holidays

3. E-mail to: anticorruption@bpe.gov.ng or bpe@servenigeria.com

Written submission should be addressed to the Head, Anti-Corruption/ Transparency and SERVICOM Unit, The Presidency, Bureau of Public Enterprises, 11, Osun Crescent, Off IBB Way, Maitama, P.M.B 442, Garki, Abuja.