



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

**FEDERAL PUBLIC SERVICE
POLICY**

on

**REWARDS AND RECOGNITION
SYSTEM**

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FOREWORD

The Federal Civil Service is at the heart of national development, serving as the engine through which policies, programmes, and services reach the citizens. To achieve the highest standard of service delivery, it is imperative to cultivate a culture where exceptional performance is consistently encouraged, recognised, and rewarded.

The Rewards and Recognition Policy for the Federal Public Service, developed under the auspices of the Office of the Head of the Civil Service of the Federation, is designed to formalise the process of recognising and celebrating exemplary conduct, productivity, and creativity, among others, within the Service. This Policy serves several critical purposes.

It sets a structured framework for acknowledging Civil Servants who have demonstrated excellence and upheld the highest values of professionalism, dedication, and integrity. Recognising outstanding contributions motivates employees to go beyond the ordinary, fostering a service-oriented ethos that benefits the nation.

The Policy impacts the Federal Civil Service by strengthening employee morale, encouraging healthy competition, and promoting a continuous drive for personal and professional development. Through transparent and well-defined criteria, the Policy ensures that recognition is merit-based, inclusive, and equitable, reaching all cadres, from management to junior officers, as well as Ministries, Extra-Ministerial Departments and Agencies. It also provides various categories of rewards, ranging from non-monetary incentives to public commendations and career advancements, ensuring a wide-reaching effect that touches every level of the Service.

This Policy expands the scope of traditional rewards by introducing recognition for outstanding service delivery, leadership, teamwork, and adherence to ethical standards. It encourages creativity, the adoption of modern tools, and processes that drive institutional success.

This Policy is designed for use across the Public Service. It serves as a reference point in identifying and celebrating high performers, making it a living document that promotes a sustained culture of excellence. As we embark on this new phase, I am confident that the Rewards and Recognition Policy will inspire a generation of committed Public Servants.



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

February 2025



PREFACE

The Federal Civil Service of Nigeria is the backbone of our nation's development, with dedicated Public Servants working tirelessly to deliver essential services to our citizens. To acknowledge their dedication and outstanding performance, a Policy for Rewards and Recognition in the Service is institutionalised.

Our goal is to create a culture of excellence, where Public Servants are motivated to deliver their best, and where outstanding performance is recognised and celebrated. This Policy will not only boost morale and motivation among Civil Servants but will also enhance the overall efficiency and effectiveness of the Civil Service.

My sincere appreciation goes to all the stakeholders who contributed to the development of this Policy. Your inputs, suggestions, and expertise have been invaluable in shaping this Policy.

Mrs. Patience Oyekunle

Permanent Secretary, Service Welfare Office
Office of the Head of the Civil Service of the Federation

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ABBREVIATIONS

Acronym	Meaning
ACTU	Anti-Corruption and Transparency Unit
AMPLE	Accountability, Meritocracy, Productive, Loyal, Efficient
BPSR	Bureau of Public Service Reforms
DASCo	Departmental Awards Selection Committee
DEI	Diversity, Equity and Inclusion
DHRM	Director, Human Resource Management
E&IR	Employee and Industrial Relations Department
EPIC	Efficient, Productive, Incorruptible and Citizen-centred
FCSSIP	Federal Civil Service Strategy and Implementation Plan
FEC	Federal Executive Council
HCSF	Head of the Civil Service of the Federation
HRM	Human Resource Management
KPIs	Key Performance Indicators
MASCo	Ministerial Awards Selection Committee
MDAs	Ministries, Extra-Ministerial Departments and Agencies
NCSCH	Nigeria Civil Service Culture Handbook
OHCSF	Office of the Head of the Civil Service of the Federation
PSR	Public Service Rules
RC&SI	Reform Coordination and Service Improvement
R&RD	Rewards and Recognition Desk
R&RS	Rewards and Recognition System
SERVICOM	Service Compact with All Nigerians
SWASCo	Service-Wide Awards Selection Committee
SWO	Service Welfare Office



1.0 INTRODUCTION

The Civil Service, as a government machinery, is responsible for executing policies and programmes and delivering services that promote good governance. It also ensures policy continuity and institutional coherence, facilitating the rapid attainment of national goals and sustainable development. In realising these objectives, the need for a well-motivated and appreciated Civil Service becomes imperative.

A Rewards and Recognition System in the Service is a veritable motivational tool for enhancing workforce performance. Unfortunately, efforts in this direction have either been neglected or largely uncoordinated and, for the most part, implemented as ad hoc strategies without achieving the desired impact. This gap has led to gross developmental deficiencies, resulting in extremely low morale among the workforce, low productivity, service failure, corruption, and poor service delivery.

To ameliorate this situation, the Office of the Head of the Civil Service of the Federation conceptualised a reform initiative focused on developing an Efficient, Productive, Incorruptible and Citizen-centred (EPIC) culture in the Civil Service. The outcome of this initiative is the Federal Civil Service Strategy and Implementation Plan 2017-2020 (FCSSIP20) and the successor plan, Federal Civil Service Strategy and Implementation Plan 2021-2025 (FCSSIP25), which incorporates Staff Welfare as one of its critical pillars. In addition, the Public Service Rules (PSR 060101 – 060111) have been integrated as a motivational framework to improve staff motivation and work ethic in the Service.

The vision of an EPIC Civil Service cannot be achieved without the application of motivation mechanisms that engender collaboration and cooperation among Civil Servants. The successful implementation of the Rewards and Recognition System will birth strategic outcomes such as a well-motivated, disciplined, skilled and accountable Civil Service, leading to improved staff morale, enhanced productivity, efficient service delivery, and good governance.

It is expected that the outcomes of the Rewards and Recognition System (R&RS) shall support the objectives of performance management within the Service.

2.0 POLICY RATIONALE

As the custodian of government bureaucracy, the Federal Civil Service remains a key factor that influences and impacts all dimensions of governance, including performance improvement and service delivery, which are required to achieve national development goals and good governance.

The Rewards and Recognition System shall address poor performance in the Civil Service by encouraging excellence, recognising merit, and ensuring high levels of staff motivation in a sustainable manner. This shall, in turn, accelerate the attainment of national development goals.

3.0 POLICY GOALS & OBJECTIVES

The primary goal of this Policy is to institutionalise a Rewards and Recognition System as provided in the Public Service Rules (PSR 060101 – 060111).

Other objectives include:

- i. serve as a motivational tool for civil servants;
- ii. promote a high-performance culture in Ministries, Departments and Agencies (MDAs);
- iii. promote core Federal Civil Service values;
- iv. embed a performance-driven reward system that serves as an enabler for all strands of effective people management in an integrated manner;
- v. set a professional framework for institutionalising performance and a service delivery mindset;
- vi. link rewards and recognition to measurable performance;
- vii. encourage healthy competition in service delivery; and
- viii. establish a nomination pipeline between MDAs, Service-Wide Awards and Recognition, and other national recognition platforms, including honours, merit awards, and productivity awards.

4.0 HOW TO USE THIS POLICY

This Policy shall be used in conjunction with the Rewards and Recognition System Guidelines for implementing awards and recognition in Federal Ministries, Extra-Ministerial Departments, and Agencies (PSR 060110).

The categories of awards and recognition schemes, criteria for qualification, composition of Award Selection Committees, and recommended rewards shall be as outlined in the Guidelines.

5.0 POLICY SCOPE

This Policy shall guide the implementation of the Rewards and Recognition System across all Federal Ministries, Extra-Ministerial Departments, and Agencies (PSR 060106).

The scope of the Rewards and Recognition System covers different award and recognition categories provided in the Public Service Rules, and this Policy shall be applicable to all Federal Civil Servants.

The Policy scope shall be reviewed periodically to ensure its continued relevance to the needs of the Service and national development goals.

6.0 POLICY STATEMENTS

The following principles guide the **Rewards and Recognition Policy** in the Federal Civil Service:

- i. **Promotion of Civil Service Core Values (PSR 060102)**
The Federal Civil Service is dedicated to advancing an Efficient, Productive, Incorruptible and Citizen-centred (EPIC) Service and promoting a culture of Accountability, Meritocracy, Professionalism, Loyalty, and Efficiency (AMPLE).

The Rewards and Recognition System strengthens these core values by recognising and rewarding Civil Servants who exemplify them.
- ii. **Equal Opportunities and Inclusivity (PSR 060103)**
The Federal Civil Service is committed to promoting equal opportunity and an inclusive institutional environment. The Rewards and Recognition System shall be administered equitably and inclusively, ensuring that all Civil Servants, regardless of rank, gender, age, ethnicity, religious beliefs, physical ability, or any other discriminatory basis, have equal opportunities to be recognised for their contributions.
- iii. **Merit-Based and Performance-Driven (PSR 060103)**
Awards and recognition within the Federal Civil Service shall uphold the principles of meritocracy, ensuring that individuals who demonstrate performance excellence, professionalism, creativity, and commitment to core Civil Service values, with evidence-based impact aligned with departmental, MDA, and national goals, are equitably acknowledged and celebrated.
- iv. **Transparency and Accountability (PSR 060110)**
The Rewards and Recognition process shall be guided by clear criteria, a structured nomination and selection process, robust evaluation mechanisms, clearly defined roles and responsibilities, and adherence to the principles of fairness and accountability. This is to uphold the integrity of the process and engender trust among stakeholders.
- v. **Non-Monetary and Monetary Rewards (PSR 060109)**
The types and categories of rewards for each award and recognition scheme shall include both non-monetary and monetary incentives designed to motivate, appreciate, and inspire Civil Servants to action.

7.0 CATEGORIES OF AWARDS AND RECOGNITION

There are two (2) categories of the Awards and Recognition Scheme: **Service-Wide Awards and Recognition**, and **Ministries, Extra-Ministerial Departments and Agencies (MDAs) Awards and Recognition**.

The MDAs category has two (2) sub-categories: **Ministerial Awards and Recognition**, and **Departmental Awards and Recognition**.

The categories of awards and recognition are as follows:

- i. Service-Wide Awards and Recognition shall recognise and celebrate awardees across the Civil Service at the Civil Service Awards Ceremony during the Civil Service Week. Candidates for these awards are nominated by the Ministries, Extra-Ministerial Departments, and Agencies (MDAs) and selected by the Service-Wide Awards Selection Committee (SWASCo). Only Officers who have received awards at the relevant MDAs' Awards and Recognition within the review period shall be eligible for nomination for Service-Wide Awards.

MDAs shall not submit more than one nominee for multiple Service-Wide Award categories. Any violation of this provision shall result in the disqualification of the nominee(s).

- ii. Ministerial Awards and Recognition shall recognise and celebrate awardees at the MDA level. Nominations for these awards may be drawn from Departmental Award recipients who meet the established criteria, or may be submitted by the Supervisor of a staff member who meets the award criteria for consideration by the relevant Selection Committee.
- iii. Departmental Awards shall recognise and celebrate monthly awardees at the departmental level. The term "Department or Departmental" in this Policy also refers to Civil Servants working within the Office of the Honourable Minister, the Office of the Permanent Secretary, Units, and any other sub-offices operating within the MDA.

All staff who meet the established criteria shall be eligible for nomination and consideration by the relevant Selection Committee.

8.0 SERVICE-WIDE AWARDS AND RECOGNITION

The following are awards and recognitions established under the Service-Wide Awards and Recognition Scheme.

8.1 PRESIDENTIAL DISTINGUISHED CIVIL SERVICE CAREER AWARD

The Presidential Distinguished Civil Service Career Award honours an exceptional Senior Officer who has served a minimum of **fifteen (15) years** in the Civil Service and whose career has set benchmarks for performance excellence, consistent adherence to core Civil Service values, and a legacy of transformative impact on the Service and the nation.

This award reflects professional excellence, ethical conduct, inspiring leadership, service impact, and an enduring legacy. The criteria for selection, weights, and rewards shall be as provided in the Rewards and Recognition Guidelines.

8.2 PRESIDENTIAL CIVIL SERVICE MERIT AWARD

The Presidential Civil Service Merit Award honours an exceptional Officer who has served between **five (5) and fourteen (14) years** in the Civil Service and whose career has set benchmarks for performance excellence, consistent adherence to core Civil Service values, and a legacy of transformative impact on the Service and the nation.

This award reflects professional excellence, ethical conduct, inspiring leadership, service impact, and an enduring legacy. The criteria for selection, weights, and rewards shall be as provided in the Rewards and Recognition Guidelines.

8.3 HEAD OF THE CIVIL SERVICE OF THE FEDERATION EPIC AWARD

The Head of the Civil Service of the Federation EPIC Award recognises an Officer who exemplifies the highest standards of job performance, professionalism, and work ethics, punctually adheres to the prescribed dress code, and advances the Efficient, Productive, Incorruptible and Citizen-centred (EPIC) culture and the core values of Accountability, Meritocracy, Professionalism, Loyalty, and Efficiency (AMPLE) within the Federal Civil Service.

The criteria for selection, weights, and rewards shall be as provided in the Rewards and Recognition Guidelines.

8.4 DIVERSITY, EQUITY AND INCLUSION (DEI) LEADERSHIP AWARD

The Diversity, Equity and Inclusion (DEI) Leadership Award acknowledges a Ministry, Extra-Ministerial Department, or Agency that exemplifies fairness, respect, equal opportunities, and inclusion for all, irrespective of age, gender, ethnicity, disability, religion, or any other discriminatory basis.

The definition of DEI and the criteria for selection, weights, and rewards shall be as provided in the Rewards and Recognition Guidelines.

8.5 THE CIVIL SERVICE EXCELLENCE AWARD

The Civil Service Excellence Award is a team-based award that recognises an outstanding team that consistently promotes a performance-based, responsive, customer-focused, and accountable Civil Service. This is exemplified through creative problem-solving approaches, resource optimisation, teamwork, interdepartmental collaboration, and sustained improvements in service delivery. It is an organisational excellence award for a team that has demonstrated measurable improvements in service delivery through innovative and citizen-centric approaches to addressing challenges.

The criteria for selection, weights, and rewards shall be as provided in the Rewards and Recognition Guidelines.

8.6 SPORTS ACHIEVEMENT AWARD

The Sports Achievement Award is intended for individuals or teams with outstanding performance in sporting activities. This includes winning Gold, Silver, or Bronze medals at the Federation of Public Service Games (FEPSCGA), Special Events for Persons with Disabilities, and national, continental, or international sports competitions.

It also recognises awards for sportsmanlike behaviour given to individuals or teams by event organisers, even where a medal is not won. For the purposes of this Award, sports and fitness activities requiring physical conditioning and/or refinement to achieve competitive excellence are recognised.

The criteria for selection, weights, and rewards shall be as provided in the Rewards and Recognition Guidelines.

8.7 RECOGNITION OF NEWLY PROMOTED DIRECTORS

This recognition acknowledges and celebrates Civil Servants who were promoted to the position of Director within the year under review. The Office of the Head of the Civil Service of the Federation shall organise an annual reception in the year of promotion to honour the newly promoted Directors. A lapel pin shall be presented to the new Directors at the recognition ceremony.

8.8 RECOGNITION OF RETIRED PERMANENT SECRETARIES

This recognition acknowledges and celebrates Permanent Secretaries who retired within the year under review. The Office of the Head of the Civil Service of the Federation shall organise an annual reception in honour of the retired Permanent Secretaries.

9.0 MINISTERIAL AWARDS AND RECOGNITION

9.1 HONOURABLE MINISTER'S UNIQUE ACT AWARD

This Award is intended for an Officer who, in the course of official duties, carries out a unique act of exceptional value and impact.

For the purposes of this Policy, a unique act refers to an extraordinary, impactful action or creative initiative by a Civil Servant that goes beyond regular job expectations and delivers significant benefits to the Civil Service, the public, or national development.

Such impactful actions or designs may include:

- a) business or service process improvements;
- b) community-based initiatives with measurable citizen impact;
- c) sustainable and environmentally friendly initiatives;
- d) groundbreaking technical capacity-building programmes;
- e) substantially quantifiable cost reduction or elimination;
- f) substantially quantifiable revenue increase; and
- g) any other extraordinary, impactful actions or initiatives of a similar nature.

The criteria for selection, weights, and rewards shall be as provided in the Rewards and Recognition Guidelines.

9.2 PERMANENT SECRETARY EXEMPLARY CONDUCT AWARD

The Permanent Secretary Exemplary Conduct Award recognises an Officer who exemplifies the highest standards of job performance, professionalism, and work ethics, adheres to the prescribed dress code, and advances the **Efficient, Productive, Incorruptible and Citizen-centred (EPIC)** culture and the core values of **Accountability, Meritocracy, Professionalism, Loyalty, and Efficiency (AMPLE)** within the Federal Civil Service.

The criteria for selection, weights, and rewards shall be as provided in the Rewards and Recognition Guidelines.

9.3 THE HEROIC AWARD

The Heroic Award is for the recognition of heroic acts performed by a person or persons whose selfless actions secure or protect human life and property in perilous circumstances, putting their own safety at risk beyond the call of duty.

This Award may be conferred on members of the public for actions related to the work of an MDA. The criteria for selection, weights, and rewards shall be as provided in the Rewards and Recognition Guidelines.

9.4 SPORTS ACHIEVEMENT AWARD

The Sports Achievement Award is intended for individuals or teams with outstanding performance in sporting activities. This includes winning Gold, Silver, or Bronze medals at the Federation of Public Service Games (FEPSGA), Special Events for Persons with Disabilities, and national, continental, or international sports or games events. It also recognises awards for sportsmanlike behaviour demonstrated by individuals or teams, as determined by event organisers, even where a medal is not won.

For the purposes of this Award, sports and fitness activities requiring physical conditioning and/or refinement to achieve competitive excellence are recognised. The criteria for selection, weights, and rewards shall be as provided in the Rewards and Recognition Guidelines.

9.5 DEPARTMENTAL EXCELLENCE AWARD

This Award is intended for a Department or Unit that consistently exemplifies performance excellence, ethical and professional conduct, creative problem-solving approaches, resource optimisation, teamwork, and interdepartmental collaboration in the delivery of its mandates.

The criteria for selection, weights, and rewards shall be as provided in the Rewards and Recognition Guidelines.

9.6 LONG SERVICE MERIT AWARD

This Award acknowledges, thanks, and expresses gratitude to a long-serving or retired Civil Servant for meritorious service to the nation.

This Award is intended for an Officer who has served continuously, with a good record of performance and conduct, for:

- i. fifteen (15) years;
- ii. twenty-five (25) years;
- iii. thirty-five (35) years; or
- iv. retirement by virtue of age.



9.7 RECOGNITION OF LONG-SERVING AND RETIRED CIVIL SERVANTS

This recognition is intended to appreciate long-serving or retired Civil Servants for their meritorious service to the nation.

It shall be held twice yearly and sponsored by the relevant MDAs.

10.0 DEPARTMENTAL AWARDS

10.1 STAFF OF THE MONTH AWARD

This is a monthly award that recognises an Officer who excels overall, including exemplifying the highest standards of on-the-job performance, professionalism, and work ethics, punctuality, and adherence to the prescribed dress code. The award also recognises Officers who advance the **Efficient, Productive, Incorruptible and Citizen-centred (EPIC)** culture and the core values of **Accountability, Meritocracy, Professionalism, Loyalty, and Efficiency (AMPLE)** within the Federal Civil Service during the month under review. The criteria for selection, weights, and rewards shall be as provided in the Rewards and Recognition Guidelines.

10.2 BEST DRESSED STAFF AWARD

This is a monthly award for an Officer who consistently maintains a high standard of dressing, reflecting the appropriateness and professionalism of the Civil Service in line with the provisions of the Public Service Rules (PSR 100313), the Nigeria Civil Service Handbook (Chapter 5, pages 16–18), and the Circular on Friday Native Dress Code (Reference HCSF/062/1/22). The criteria for selection, weights, and rewards shall be as provided in the Rewards and Recognition Guidelines.

10.3 MOST PUNCTUAL STAFF AWARD

This is a monthly award for the most punctual Officer. It recognises that punctuality contributes to efficiency, fosters a culture of discipline and responsibility, and enhances service delivery to internal and external stakeholders. The criteria for selection, weights, and rewards shall be as provided in the Rewards and Recognition Guidelines.



10.4 MENTORSHIP AWARD

The Mentorship Award is given annually to an Officer who best exemplifies the role of a mentor within the Civil Service. The ideal candidate shall have a proven record of achievement in successfully fostering development, providing training, guidance, and motivation to one or more mentees within the Department, taking into account the mentees' interests, passions, academic, and professional development.

This Award shall be assessed monthly by the Departmental Selection Committee and awarded annually. The Award recognises consistent month-on-month improvement in the performance and productivity of the mentees.

The criteria for selection, weights, and rewards shall be as provided in the Rewards and Recognition Guidelines.

11.0 MINISTRIES, EXTRA-MINISTERIAL DEPARTMENTS AND AGENCIES DISCRETIONARY AWARD AND RECOGNITION

The Permanent Secretary may, at their discretion, establish additional awards or recognition to be incorporated under the Ministerial or Departmental Awards categories. Such awards shall follow the under-listed conditions prior to commencement:

- i. the award or recognition shall be distinct from those already established in this Policy, to avoid duplication;
- ii. the award or recognition shall reflect the unique mandate of the MDA; and
- iii. the criteria for qualification, weights, and rewards for such discretionary awards shall be submitted to the Office of the Head of the Civil Service of the Federation for approval.

12.0 THE REWARDS

The recommended rewards for each award and recognition shall be as provided in the Rewards and Recognition Guidelines. The relevant Selection Committees shall have the discretion to approve one or more of the recommended rewards for any recipient, subject to the availability of funds.

Efforts shall be made by MDAs to secure sponsorships from corporate bodies, national and international organisations, donor agencies, and partners for the schemes.

For uniformity and standardisation, the Office of the Head of the Civil Service of the Federation shall produce the certificates and plaques for Ministerial Awards categories, while the relevant MDAs shall produce certificates and plaques for Departmental Awards categories.

13.0 INSTITUTIONAL FRAMEWORK

The institutional framework for the Rewards and Recognition System is designed to ensure transparency, foster accountability, delineate roles, and support effective implementation, management, tracking, evaluation, and reporting.

It guarantees that the schemes are aligned with the overarching goals of improving staff motivation, productivity, and performance across the Civil Service.

13.1 REWARDS AND RECOGNITION DESK

Each Ministry, Extra-Ministerial Department, and Agency (MDAs) shall establish a Rewards and Recognition Desk under the Human Resource Management Department.

The Desk shall be responsible for coordinating the implementation of the Rewards and Recognition System (R&RS) at both departmental and ministerial levels.

The Desk shall be staffed by a minimum of two (2) Officers not below Salary Grade Level (SGL) 14, and shall:

- i. ensure that the system is effectively introduced, clearly understood, and operational within the MDAs;
- ii. communicate periodic nomination windows (monthly, quarterly, and annually) to the relevant Selection Committees for the receipt and assessment of nominations for awards;
- iii. act as the liaison between the Office of the Head of the Civil Service of the Federation (OHCSF) and the MDAs, under the supervision of the Director, Human Resource Management (DHRM);
- iv. maintain a comprehensive record of Selection Committees' activities, including nomination processes and awardees' details, for both Ministerial and Departmental Awards.

13.2 CONSTITUTED SELECTION COMMITTEES

The Selection Committees, guided by the Terms of Reference in the Rewards and Recognition System (R&RS) Guidelines, shall ensure compliance with the Rewards and Recognition Policy and the Guidelines, promote fairness, and guarantee the timely implementation of the Rewards and Recognition System (R&RS) and associated rewards.

The selection process for Service-Wide Awards shall be the responsibility of the Service-Wide Awards Selection Committee (SWASCo).

Each MDA shall establish two (2) levels of Selection Committees with responsibility for the MDA awards selection processes:

- i. **Ministerial Awards Selection Committee:** Oversees the Ministerial Awards and Recognition categories and performs other duties as outlined in the Terms of Reference in the Rewards and Recognition System Guidelines.
- ii. **Departmental Awards Selection Committee:** Responsible for implementing Departmental Awards and carrying out other duties as outlined in the Terms of Reference in the Rewards and Recognition System Guidelines.

Members of Selection Committees shall be exempted from participating in award categories where a conflict of interest exists, in order to maintain objectivity, preserve the integrity of the awards process, and uphold ethical standards.

However, they shall be eligible for the following recognition categories, where applicable:

- a. Recognition of Newly Promoted Directors;
- b. Recognition of Long-Serving and Retired Civil Servants.

13.3 CENTRALIZED MANAGEMENT BY OFFICE OF THE HEAD OF THE CIVIL SERVICE OF THE FEDERATION (OHCSF)

The Office of the Head of the Civil Service of the Federation shall manage and monitor the overall implementation of the Rewards and Recognition System (R&RS) across all MDAs.

The OHCSF shall:

- i. develop and communicate the Rewards and Recognition Policy and Guidelines, including tools and templates for Service-Wide implementation;
- ii. provide award plaques and/or trophies for awardees under the Service-Wide and Ministerial Awards and Recognition categories;
- iii. build institutional capacity on the Rewards and Recognition Policy and its implementation for stakeholders;
- iv. coordinate periodic engagement with MDAs to evaluate the impact and progress of the Rewards and Recognition System (R&RS), and share best practices and improvement strategies;
- v. compile, publish, and disseminate annual Rewards and Recognition System reports;
- vi. organise the annual Civil Service Awards Ceremony.

13.4 MINISTRIES, EXTRA-MINISTERIAL DEPARTMENTS AND AGENCIES (MDA) LEVEL MANAGEMENT

The Permanent Secretary of each Ministry shall oversee the effective implementation and management of the Rewards and Recognition System (R&RS) within their respective MDAs. The responsibilities shall include:

- i. receive periodic reports from the Departmental Awards Selection Committees;
- ii. receive periodic reports from the Ministerial Awards Selection Committee;
- iii. review and approve final selections for Ministerial Awards and endorse nominees' recommendations;
- iv. organise the MDA's Annual Rewards and Recognition Award Ceremony and facilitate the timely distribution of rewards;
- v. approve nominations of the MDA's awardees for Service-Wide Awards categories where they meet the selection criteria; and
- vi. facilitate stakeholder engagement, including corporate sponsors, national and international organisations, and donor agencies, for funding and resource mobilisation.

13.5 REWARDS AND RECOGNITION SYSTEM IMPLEMENTATION TRACKING AND REPORTING

To provide real-time insights into the progress of institutionalising the Rewards and Recognition System (R&RS), a centralised digital platform shall be established to administer, manage, track, and report on the processes and implementation of the System across Service-Wide and MDA levels.

This platform shall:

- i. digitise awards and recognition processes, including nomination, selection, and reporting for all categories;
- ii. maintain a central repository of MDAs' nominations, awardees, and rewards;
- iii. provide the Office of the Head of the Civil Service of the Federation (OHCSF) with access to Service-Wide implementation performance data; and
- iv. enable MDAs to track the progress and status of Rewards and Recognition System (R&RS) implementation.

13.5.1 QUARTERLY REPORTING TO OFFICE OF THE HEAD OF THE CIVIL SERVICE OF THE FEDERATION (OHCSF)

MDAs shall submit quarterly reports to the Office of the Head of the Civil Service of the Federation (OHCSF). These reports shall include:

- i. the number of nominations received and processed;
- ii. selected recipients and types of awards;
- iii. a brief on MDA awards and recognition activities, including the Annual Rewards and Recognition Ceremony;

- iv. progress reports on the implementation of the Rewards and Recognition System (R&RS) in the MDA, including implementation challenges and recommendations; and
- v. impact outcomes, including success stories, improvements in staff productivity, staff engagement, and organisational achievements.

13.5.2 OFFICE OF THE HEAD OF THE CIVIL SERVICE OF THE FEDERATION (OHCSF) R&RS ANNUAL REPORT

The OHCSF shall compile the Rewards and Recognition System (R&RS) Annual Report, summarising the overall impact of the system on the Federal Civil Service. This report shall serve as a feedback mechanism for refining and enhancing the Scheme, ensuring that it continues to meet the evolving needs of the Federal Civil Service.

The OHCSF reserves the right to engage independent third-party audit teams to periodically evaluate the efficiency, fairness, and impact of the Rewards and Recognition System (R&RS). These audits shall ensure compliance with the system's objectives and provide recommendations for continuous improvement where necessary.

14.0 MONITORING AND EVALUATION OF THE REWARDS AND RECOGNITION SYSTEM

To institutionalise the Rewards and Recognition System (R&RS) within the Federal Civil Service, the OHCSF and respective MDAs shall jointly be responsible for monitoring and evaluating the Scheme's progress and impact. MDAs shall be accountable for periodically furnishing the OHCSF with the requisite information as required.

14.1 CONTINUOUS PERFORMANCE EVALUATION

MDAs shall adopt a performance evaluation mechanism that tracks the impact of awards and recognition on employee performance. This shall include:

- i. assessing improvements in staff morale, productivity, and service delivery using Key Performance Indicators (KPIs) such as performance appraisal outcomes, attendance and punctuality records, service complaints (internal and external customers), and ethical and professional conduct;
- ii. conducting periodic surveys and feedback sessions with both award recipients and non-recipients to gauge perceived fairness and the overall impact of the system.

15.0 POLICY COMPLIANCE

This Policy is designed for use within the Public Service. All Federal Ministries, Extra-Ministerial Departments, and Agencies shall comply with the provisions of this Policy and the accompanying Guidelines.

16.0 POLICY REVIEW AND APPROVAL

The Rewards and Recognition Policy shall be reviewed every two (2) years, or as deemed necessary by the Office of the Head of the Civil Service of the Federation (OHCSF), based on feedback from MDAs, independent evaluations, or changes in the Public Service Rules.

The review process shall involve the following key steps:

i. Data Collection and Feedback

Comprehensive feedback from MDAs, staff, and stakeholders shall be collected through periodic surveys, performance evaluations, and other feedback mechanisms.

This shall assess the effectiveness of the current Rewards and Recognition Policy, highlight areas for improvement, identify gaps within the system, and provide recommendations for enhancement.

ii. Evaluation of Policy

The Office of the Head of the Civil Service of the Federation (OHCSF) shall conduct an in-depth evaluation of the existing Policy, including a comparative analysis of context-appropriate global best practices in Public Service Rewards and Recognition Schemes.

Key Performance Indicators (KPIs) such as employee motivation, satisfaction, retention, and productivity levels shall be analysed to assess the Policy's impact on Civil Service performance.

iii. Proposed Amendments

Based on the findings of the evaluation, proposed amendments to the Rewards and Recognition Policy shall be drafted by a constituted Rewards and Recognition Policy Review Committee, comprising representatives from MDAs, private sector partners, and the OHCSF.

iv. Consultation and Validation

A validation workshop shall be organised with representatives from MDAs to ensure that the proposed amendments reflect the needs and realities of the Federal Civil Service.



V. Approval Process

The Rewards and Recognition Policy Review Committee shall submit the final report and revised Policy document to the Head of the Civil Service of the Federation for consideration.

Upon endorsement, the revised Policy shall be communicated Service-wide, and capacity-building initiatives shall be organised where necessary to support effective implementation.

