

NEPC ANTI CORRUPTION AND TRANSPARENCY UNIT (ACTU)

**STRENGTHENING NEPC CORPORATE CULTURE -  
LEVERAGING THE NEPC  
CODE OF ETHICS AND ICPC BENCHMARKING  
AND SCORECARD ASSESSMENT FOR MDAS**

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NEPC HEADQUARTERS  
4TH APRIL, 2022

# OUTLINE

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- DEFINITION OF CORPORATE CULTURE
- CULTURE AND STRATEGY
- STRATEGIC CONTEXT, CONTENT AND CULTURE
- MACRO AND SUB-CULTURE
- ACTU MANDATE AND CORPORATE CULTURE
- ACTU TOOLS FOR CULTURAL EVOLUTION
- SYSTEM STUDIES, CODE OF ETHICS REVIEW
- EEAC, MENTORSHIP, TRAINING TOOLS
- ICPC ETHICAL EXCELLENCE BENCHMARKING SCORECARD (INSTITUTIONALIZING COMPLIANCE)
- ACTION PLAN
- COUNSELLING ON CURRENT ISSUES
- CONCLUSION



# DEFINING CORPORATE CULTURE

## ➤ DEF 1

"THE WAY THINGS ARE DONE AROUND HERE"...BELIEFS, VALUES, NORMS, IDEALS, CORPORATE PERSONALITY, DEVELOPED OVER TIME MOSTLY UNCONSCIOUSLY

## ➤ Goal 1

Creating an enabling environment for strategy to thrive easily

## ➤ DEF 2

Corporate culture refers to the beliefs and behaviors that determine how a company's employees and management ENGAGE internally and externally... ICEBERG ANALOGY ABOVE AND BELOW SURFACE

## ➤ Goals 2

Communicate our commitment to our core values/mandate



# CULTURE & STRATEGY

"CULTURE EATS STRATEGY FOR BREAKFAST" ...  
PETER DRUCKER

LEADERS CREATE THE CULTURE FOR STRATEGY TO THRIVE, incrementally or transformationally

Corporate Strategy ALSO informs corporate structure and culture

Corporate Culture is the lubricant for efficient implementation of corporate strategy. It is also the SOCIAL ADHESIVE.

Corporate culture is hard to change and is often easily neglected. It evolves over time AND RESISTS CHANGE

01

NEPC NEEDS TO UNDERSTAND AND COMMUNICATE (360) THE RELATIONSHIP BETWEEN ITS VISION, STRATEGY AND CULTURE

02

NEPC SHOULD DEMONSTRATE COMMITMENT TO CORE VALUES IN ALL PROCESSES AND PROJECTS

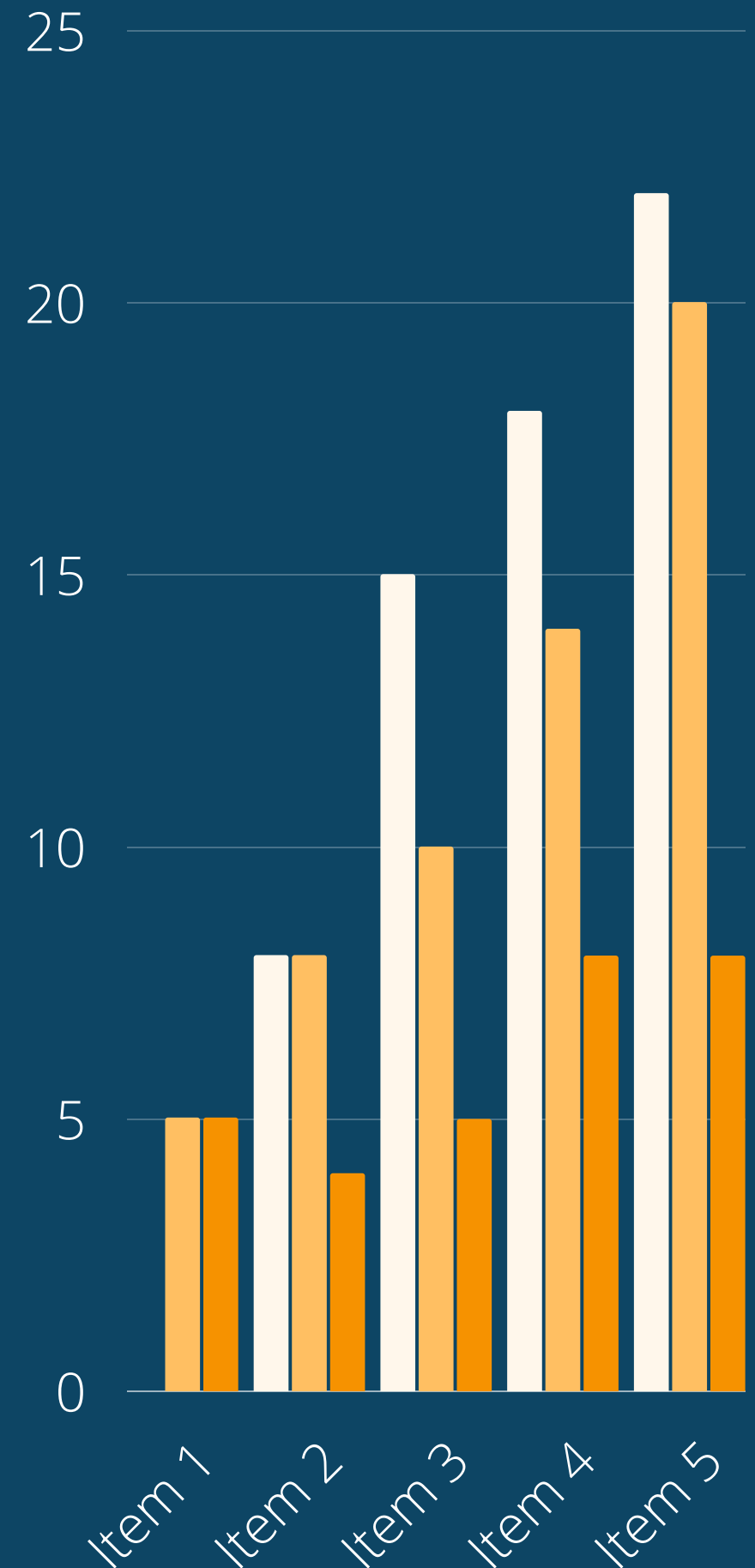
03

EVERY ONE SHOULD BE CONSCIOUS OF THEIR ROLE IN STRENGTHENING THE CORPORATE CULTURE AND OBJECTIVES INCLUDING THE BOARD, MGT AND STAFF LEVEL FOR OPTIMAL EFFICIENCY

# CONTINUOUS ANALYSIS - CONTEXT, CONTENT AND CULTURE

Corporations must continue to measure and evaluate the responsiveness of strategic content to context, as well as the robustness and responsiveness of LEADERSHIP and CULTURE

Clarity and commitment to cultural evolution is early evidence of good strategy and buy in. **Every staff is a leader**



# MACRO AND SUB-CULTURE

Corporations can have layers and streams of culture.

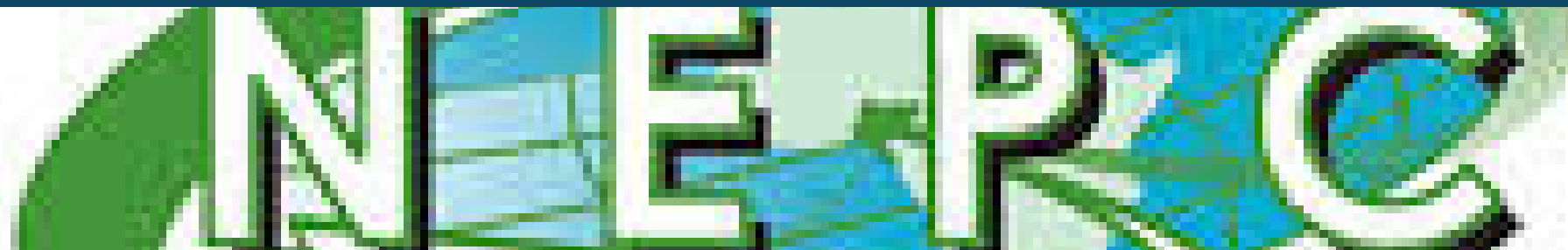
Culture is a function of the nature of work and leadership.

## RULES OF THUMB

All units must be in alignment to high level corporate objectives

All units should work as a team and share resources in trust

Mutual respect and support to complement each other. Compliance and communication institutionalized



# NEPC CULTURAL DICHOTOMY

## PUBLIC SERVICE CULTURE

01

1. FOCUS ON COMPLIANCE\*\*\*
2. BUREAUCRATIC VERTICALS - due-diligence\*\*\*
3. RISK AVERSIVE
4. CONFORMIST
5. CAREER FIXATION
6. DEPARTMENTAL SILOS/SECRECY
7. SUBSERVIENCE
8. FEDERAL CHARACTER\*\*\*
9. JOB SECURITY
10. WEAK VISIONING/STRATEGY
11. WEAK ORGANISATIONAL GOALS SETTING/ M&E
12. FAVOURITISM

02

## TPO CULTURE

1. INNOVATION DRIVEN
2. FLAT STRUCTURE
3. RISK MANAGEMENT CULTURE
4. DYNAMISM/FLEXIBILITY
5. LATERAL MOBILITY
6. TEAM WORK
7. ASSERTIVENESS/COMPETITIVE
8. MERITOCRACY
9. PERFORMANCE ORIENTED
10. STRONG VISIONING/STRATEGY
11. CLEAR TARGETS/KPIS
12. PROFESSIONALISM
13. CUSTOMER CENTRIC

# ACTU MANDATE & TIMELINE

SENSITIZATION  
WORKSHOPS ON ACTU 5  
POINT AGENDA/MANDATE  
IN ALL OUTSTATIONS

20  
19

DESIGN AND  
PUBLISHING OF MAIDEN  
EDITION OF CODE OF  
ETHICS

DESIGN AND  
IMPLEMENTATION OF THE  
ETHICAL EXCELLENCE  
AWARD CEREMONY

20  
20

CONTINUOUS IMPROVEMENT  
EVIDENCED BY ICPC  
COMPLIANCE BENCHMARKING  
SCORECARD.

DEVELOPMENT OF  
MENTORING/COMPLIA  
NCE FRAMEWORKS  
USING IT

20  
21

CONDUCTING OF  
SYSTEM STUDIES FOR  
PROCESS  
REENGINEERING

20  
22



# ACTION PLAN: INSTITUTIONALIZING COMPLIANCE MANAGEMENT

IN ORDER TO ENSURE SUSTAINABILITY, ACTU HAS DESIGNED A FRAMEWORK FOR INSTITUTIONAL COMPLIANCE AND COMMUNICATIONS MANAGEMENT

The ICPC SCORECARD QUESTIONNAIRE SHALL INFORM NEW CONTENT FOR THE DUE REVIEW OF THE CODE OF ETHICS

COMPLIANCE OFFICERS HAVE BEEN APPOINTED IN ALL REGIONAL OFFICES AS CUSTODIANS OF THESE INSTRUMENTS

DIGITAL ENGAGEMENT SHALL SUPPORT ROBUST PARTICIPATION OF SMART OFFICES

MENTORING SHALL BE INSTITUTIONALIZED TO FOSTER GOOD RELATIONSHIPS AS WELL AS FACILITATE MEASURED CULTURAL EVOLUTION



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THE NEW NEPC STRATEGY SHALL BE REQUIRED TO BE FORMALLY COMMUNICATED DOWN THE RANKS TO ENSURE ASSIMILATION

STAFF PERFORMANCE APPRAISAL SHALL INCLUDE REPORT OF INTELLECTUAL STRENGTHS FOR HR MAPPING/CAREER LINE

CONSENSUS BUILDING ON VALUES, NORMS AND CHANGE MANAGEMENT FOR SUB-CULTURE

INTRODUCE SYSTEM THINKING AS A LEADERSHIP APPROACH WITH PROPER DOCUMENTATION OF TEMPLATES, PATTERNS AND STRUCTURES



# **MENTORSHIP: TOPICAL ISSUES**

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- Understanding NEPC's strategic evolution
- Leadership & Career development
- Workplace etiquette/teamwork
- Innovation & Risk Management
- Digitalization, Communication and Change Management

# THANK YOU FOR LISTENING!

FOR ANY FURTHER ENQUIRIES, PLEASE GET IN TOUCH WITH US THROUGH THE FOLLOWING CHANNELS



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