

Corporate Planning Stage 2

Mandates, Vision, Mission and Core Value statements



Ground rules



Turn off your mobile phones



Listen to each other



Keep to your time



Think about the questions



Do not speak over each other



Work cooperatively together



Have a go at your exercises, you'll learn more

Corporate Planning: Stage 2

- Mandates
- Vision
- Core Value statements
- Mission



What is a mandate?

Brief description of what an organization is **permitted** and **must** do as directed by a **legitimate higher authority** e.g. Law, Regulations, ExCo conclusions for ministries etc.

Mandate mapping

State level

Establishes mandates for each MDA and determines concordance and harmony of various mandates thereby removing duplications and overlaps.

MDA level

- Confirms the mandates;
- Establishes that the functions (in the various departments) derive from the mandates;
- Solves problems of orphan function(s) and hanging/barren mandates.

Why map mandates?

- Clarifies overarching responsibilities;
- Eliminates roles/responsibilities confusion;
- Eliminates disruptive overlaps;
- Minimises waste of effort and resources;
- Enables transparency and public accountability;
- Helps effective planning.

Mandates versus functions

Mandate:

Usually codified in Laws, Ordinances, Articles of Incorporation, Policies, Procedures & other legal documents (Byron 1995)

Functions:

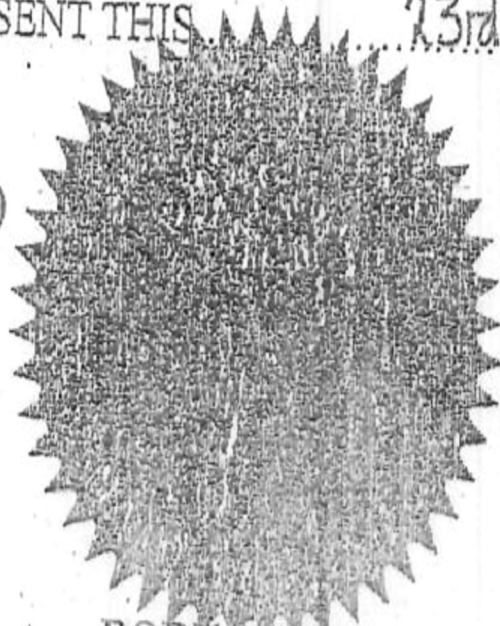
1. Special purpose or tasks an organisation (e.g. MDA) is directed to do by a higher authority;
2. Duties particular to a specific post or job expressed as programmes and/or activities.

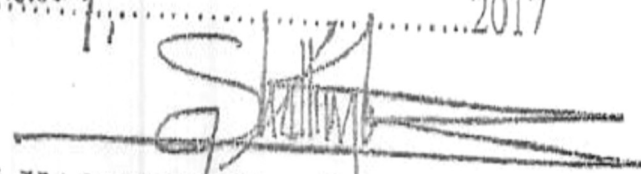
Functions derive from the organisations' mandates

Example of a mandate: A Statement of Law

I ASSENT THIS... 23rd... DAY OF January... 2017

(L.S.)




HON. KASHIM SHETTIMA
GOVERNOR
BORNO STATE OF NIGERIA

BORNO STATE EMERGENCY MANAGEMENT AGENCY
LAW 2013, (AMENDMENT) LAW 2017.

A Law to amend certain provisions in the Borno State Emergency Management Law 2013,
(Amendment) Law 2017 and other matters connected therewith:-

Features of an enabling instrument

- Citation of the instrument, (including title, dates and signing authority-the government's seal);
- Mandates form the basis for deriving functions of the MDA;
- (Super) Structure of the MDA;
- Composition of the MDA (super) structure.

Map it OUT

State-wide

Name of MDA	Enabling Instrument	Mandates	Listed Functions	Deliverables	Existing Depts	Comments

Map it OUT

MDA level

1. Department: XYZ

S/N	Functions	Mandate						Remarks
		agf	sft	judmm	frdss	retss	dfrrs	
1.	wertsft							
2.	wepor							
3.	Rtynf dd							
4.	Hju nmg							

Discussions

- Comments and Clarifications
- Next Steps



Establishing Vision, Mission and Core Values Statements

VISION



Vision Statement



A vision statement is the picture of your organisation in the future



Your vision statement is your inspiration - the framework for all your strategic planning



Your vision reminds you of what you are trying to build

Questions & Guiding Principles

QUESTIONS

- Where do we want to go?
- Who do we want to be?
- **What is our preferred future?**

GUIDING PRINCIPLES

- Draws on the beliefs, mandates, and the environment of the organization;
- Does not assume that the organization will have the same framework as it did 5 years ago;
- Must be open to dramatic modifications to current organization & ways of doing things, etc..



Characteristics of a Vision Statement

- Clarity
- Crispiness
- Memorable and engaging wording
- Positive and inspirational, daring
- Expressed in future positional terms rather than 'doing' or progressive

Healthy children

Education for all

Peace on earth

Safe streets, safe neighborhoods



Mission Statement

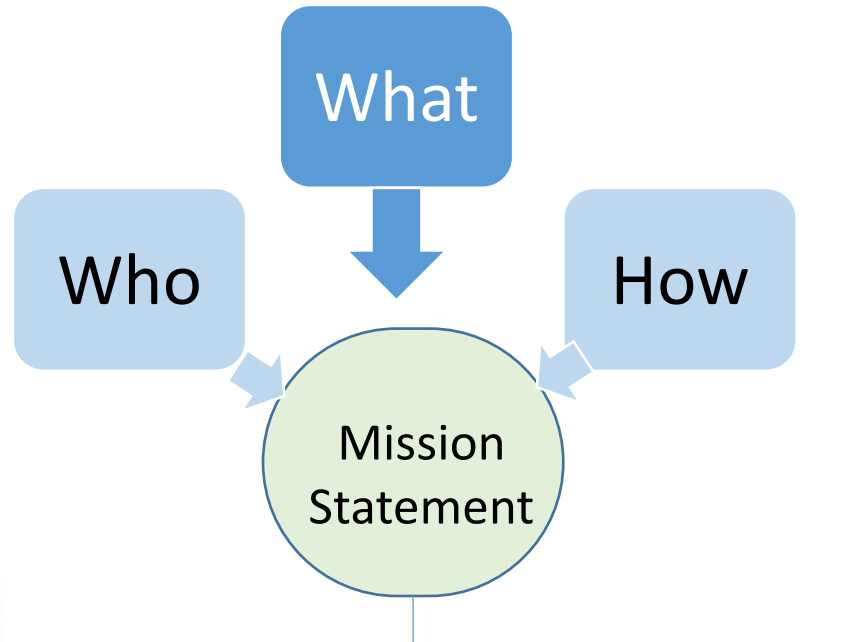
A brief description of an organisation's fundamental purpose.

- **"Why do we exist?"**

Mission statement articulates the company's purpose both for those within and also the public

Mission Statement continued

Guides the actions of the organization, spells out its overarching goal, provides a sense of direction, and guides decision making for all levels of management.



Mission statements will broadly describe an organization's:

- Present capabilities
- Customer focus
- Activities
- Business makeup

Examples of Mission Statement

Canadian Tyre

“To continuously strive to meet the needs of its customers for total value by offering a unique package of location, price, service and assortment”

Rivercorp

“To provide one stop progressive economic development services through partnerships on behalf of shareholders and the community”



What are Core Values?

Core values are the basis upon which the members of an organisation make decisions, plan strategies, and interact with each other and their stakeholders.

Core values reflect what is important to the organization and its members.

Core Values cont'd

- A. Define the character of the organisation.
- B. Reflect what is important to the organization and its members.
- C. Are the basis upon which the members of an organization make decisions, plan strategies, and interact with each other and their stakeholders.

Sources of Core Values

Intrinsic - Coming from leaders (inside) of the organization.

Not business specific: May vary widely, even among organizations that do similar types of work.

Need to adhere

- Adherence to core values is a goal, not a reality; it pushes and pulls.
- Straying from core values inhibit performance.

Core Value Statements should:



Address 3-5 values which define the character of the organization



Indicate how the organisation does business and what attitudes and outcomes its clients (internal and external) expect in transacting business



Show clearly to its people what behaviours, attitudes and performance are expected from them

Core Values and Mission statements

The values guide the organisation's members in performing their work.

Therefore core values must be reflected in the mission statement.

Examples of Values

- A commitment to excellent service
- Innovation/superior
- Diversity
- Creativity, honesty, integrity, and so on

It is even more beautiful if each value is expatiated into sentences.

Group presentations and discussions

- Comments and Clarifications
- Next Steps



Questions, Comments, Observations

