

Yobe State of Nigeria

Corporate Planning Training Manual

Public Service Management Core Group

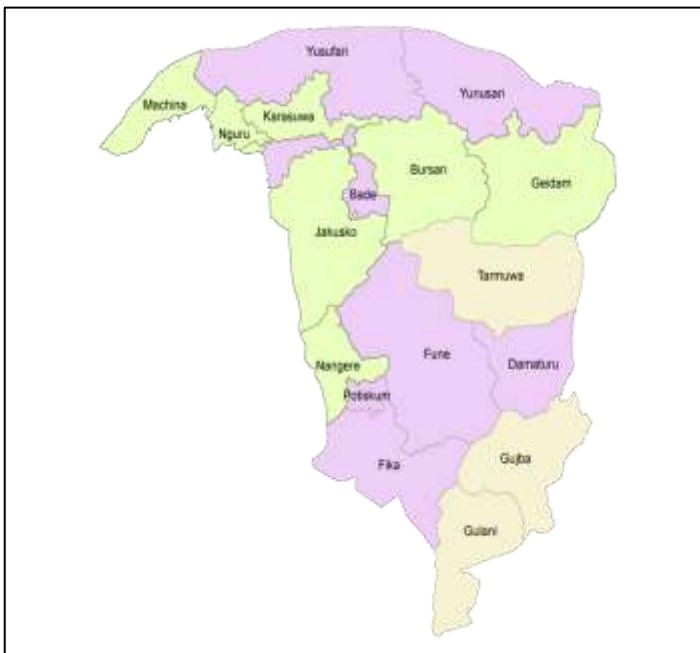
August 2019

Section One: Introduction

Background

Yobe State was created out of the old Borno State on August 27, 1991 with its capital at Damaturu. The State has 17 local government areas with a total land area of 47,153 square kilometers. It shares common boundaries with Borno State to the East and South–East, Jigawa State to the Northwest, Bauchi and Gombe states to the Southwest. It also shares an international border with the Republic of Niger. This boundary stretches over 323km to the north of the State. According to the 2006 National Population census, the State had a population figure of about 2,321,591 million made up of 1,206,003 males and 1,115,588 females. However, given its high population growth rate estimated at about 3.2% per annum, the population is expected to have risen to about 3.4 million in 2018.

Yobe State's economy is relatively small with a per capita income estimated to be about US\$222.99 compared to the national average of US\$887.63. Yobe's economy contributes to about 0.42% of the national Gross Domestic Product. Yobe State has been grappling with fundamental development challenges of raising the standard of living of the people through accountable governance amid over a decade long insurgency. Various administrations have tried to overcome



severe resource constraints to improve human development indices in the State, as well as its economy and security. The State has a State Development Plan known as the Yobe State Socio-economic Reform Agenda (YOSERA), which is in its fourth generation. YOSERA is designed to ensure open and accountable government for the delivery of improved goods and services to the people.

The Yobe State Government has set up a state-wide Technical Working Group¹ (TWG) to review and improve the institutional and human resources capacities and capabilities of Ministries, Departments and Agencies (MDAs) for the purpose of improving service delivery, accountability and overall efficiency and effectiveness of the public service.

Brief history of the Technical Working Group and MDAs supported so far

The primary aim of the TWG is to support all MDAs in the State to develop and implement Corporate Plans (CP) and to review such Plans regularly. The specific objectives of TWG are:

- To Work with the State Government to understand and determine its vision, mission and long-term goals and situate this in the CP of each MDA.
- To review the socioeconomic, resource and policy contexts of the State to identify challenges, problems and issues and support the MDAs to set long-term goals, medium-term objectives and strategies within those contexts.
- To develop and agree a clear methodology for developing a CP for each MDA, including training workshops, writing and approving the Plan.

¹ Technical Working Group consists of members of the PSM Advisory Committee and the PSM Core Group

- To take charge, and drive the process of developing the CP document for each MDA, including resourcing, coordinating partner efforts and contributions, documentation and logistics.
- To liaise with the other MDAs, local government authorities (LGAs), development partners, non-governmental organisations (NGOs) and other stakeholders, where necessary, for their inputs and participation in the CP development process.

Objectives of the training manual

The purpose of this training manual is to provide members of the Technical Working Group (or wider Human Resources and Organisation Development professionals in MDAs) with a step-by-step guide on how to prepare corporate plans for MDAs, with little or no support required from external parties.

The successful completion of the Corporate Planning process will help create high-performance MDAs that deliver quality and timely public goods and services. This will be achieved by ensuring that each employee has a direct “line of sight” to the organisation’s mandates and therefore takes personal responsibility for effectively performing their job tasks that contribute to the achievement of those mandates.

The benefits to be derived from Corporate Planning

The successful completion of the corporate planning process will help the organisation to better understand and articulate why it exists, what it has been set up to do, what systems and processes will help it to deliver its mandate(s) and how best to allocate available resources to deliver its objectives, including how best to manage its human resources and maximise their potential. With more streamlined business processes, clearly established performance management and accountability systems and increased focus and commitment of staff, government ministries, departments and agencies (MDAs) will be better able to deliver public services that meet the required standards.

For the State, a Corporate Plan will serve as a mechanism for regularly reviewing MDA performance and holding them accountable for the achievement of agreed targets. It will also provide the Office of the Head of Service with a clear understanding of the human resource needs of the MDA, as well as the confidence that the purpose and arrangements of the organisations have been subjected to rigorous review and made clear to top management.

Employees who have gone through and actively participated in the corporate planning process will have a clearer understanding of the role and function of their MDA and how their jobs contribute to its performance. This will also provide them with the motivation, through an effective performance management system, to give their best performance in order to reap the rewards.

How to Use this Manual

This Manual is not intended as a catalogue of off-the-shelf solutions. It is neither a description of the current arrangements in Nigerian state governments organisations nor a prescription for the future. While it outlines internationally recognised best practices, the Manual is not intended that these constructs or concepts represent the 'right' or 'best' way of introducing professionalism to government organisations. There is no ‘one size fits all’ model. To be effective, the model needs to be developed from the ground up by the very people who understand the context of their operating environment the best – the professionals and senior managers working in the public service. As such, the ideas and frameworks contained here are designed for the reform-minded and progressive readers to adapt, adopt and take forward as they see fit.

Section Two: Overview of Corporate Planning

Introduction

Corporate planning is a framework used to support state governments' ministries, departments and agencies (MDAs) to establish their mission, vision and strategic objectives, and configure their functions, structures, processes and workforce to meet the service delivery standards required from them. In the context of public service management, corporate planning *is a process* in which an MDA determines or sets its objectives, priorities, functions and structures in light of its mandate(s). The process determines how the organisation arranges and applies its resources (human, financial, materials) to achieve its objectives, meet its service delivery standards and ensure that employees meet defined targets. Specifically, a corporate plan guides management and staff of an MDA to carry out its mandates in a coordinated and cohesive manner.

The CP pulls together policies, resources and capabilities, in an integrative manner to ensure that an MDA is, and remains, focused on its objectives. The CP process involves a review and re-organisation process usually carried out in response to a recognised need or desire for change. It allows an MDA to put in place the 'golden thread' that links every job and jobholder's performance to the respective mandates with a focus on improving service delivery. The CP process enables the MDA to better understand, then determine:

- **Why** the MDA exists, which is expressed in the mandates, missions, goals and objectives it is meant to achieve;
- **What** the MDA is meant to be doing – the services the MDA provides and the expected service level (standard) of delivery;
- **How** the MDA can best organise itself to deliver on its objectives; – its functions, structure, establishment, etc.
- **Who** the target beneficiaries of the MDA's services are; and the type and size of workforce required to deliver those services at the expected service standard.

Corporate Planning Framework

The Corporate Planning Framework can be best understood by breaking it down into four core stages (excluding the preparation stage) and an implementation plan. The CP begins with a confirmation of an organisation's mandate and ends with a detailed workforce plan, and individual performance management. The process is summarised in Figure 1 below.

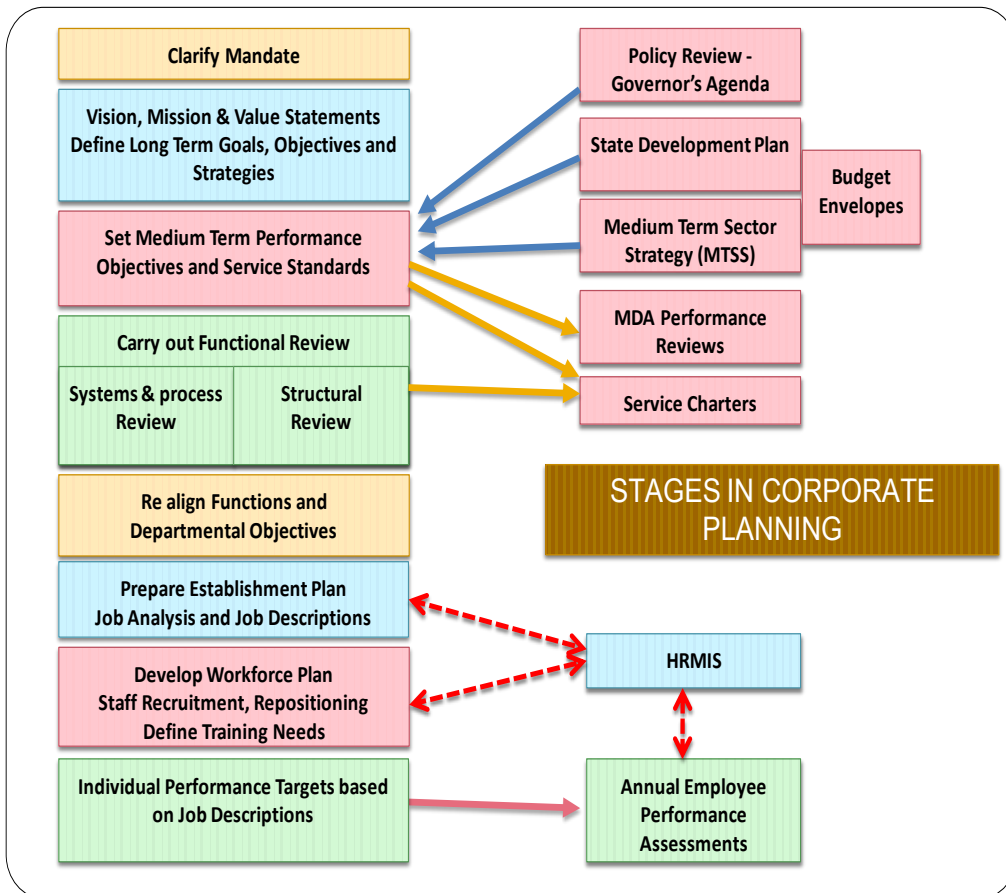


Figure 1: The CP Framework

Corporate Planning and Change Management

The goal of embarking on developing a corporate plan is to bring about positive change within the organisation. It seeks to enable an MDA to reorganise and equip itself to respond to the constantly changing environment in which it operates. To respond to such changes, the MDA must recognise the value of constant internal reviews, which cannot be achieved without the participation of all personnel and the deliberate actions of competent change agents within the organisation to steer the process.

Successful change requires a clear sense of direction and visible commitment from top management who have the authority to implement recommendations and make complex issues easy for others to understand. Leadership and top management support are crucial to the success of the process and should engage transparently in order to achieve improvements in effectiveness, efficiency and therefore overall delivery of public good and services. It should also signal commitment to follow through on whatever plans (and recommendations) are produced without favour to any group in the process. Top management being referred to includes Commissioners, Heads of Service, Permanent Secretaries, Executive Secretaries, Director Generals and Directors.

The success of corporate planning is hinged upon the following:

- Top management vision and leadership authority;
- An inclusive approach that involves facilitating, guiding and enabling, rather than simply imposing;

- Clear and open communication (vertical and horizontal) within the organisation explaining the reasons and objectives of the corporate planning process and a plan for its implementation. This will ensure staff consensus and support.

Stages of Corporate Plan Preparation

The table below provides an outline of the stages of corporate planning, including the guidance for each stage and the projected timeline for completion. In total, it is expected that the entire process will take an average of 32 weeks, 6 weeks of which will be used for implementing the plan.

It is important to note that for the TWG to be ready to embark on the corporate planning process for an MDA, it must have gone through this manual and acquainted itself with the ideas, frameworks and tools of CP and should prepare a PowerPoint presentation to be used during the sensitisation exercise.

Table 1: Stages of Corporate Planning		
Stage	Guidance	Time frame
Stage 1: Preparation	<p>This involves the following:</p> <ul style="list-style-type: none"> • Obtain approvals for the CP process from the management of the MDA. • Set up 'internal technical team' within the MDAs to work with the Technical Working Group. • Complete a 'readiness for change' checklist, which will help assess the MDA's readiness and preparedness to embark on the process. • Carry out a sensitisation exercise for all stakeholders (introduce them to Corporate planning) and agree on an action plan to carry out the CP process. • Review relevant documents, such as laws or instruments establishing each MDA, relevant policy documents (state development plan, sector plans, circulars), etc. 	2 weeks
Stage 2: Defining Purpose and Strategic Direction	<ul style="list-style-type: none"> • Carry out a step-by-step review of mandates. • Articulate the vision, mission, and Core values statements. • Set long-term goals, medium-term objectives. • Agree the strategies outlining how the objectives will be achieved. <p>This should be done after establishing the context through a PESTLE/SWOT analysis.</p>	2 weeks
Stage 3: Functional, Process, Systems and Structural Review	<ul style="list-style-type: none"> • Carry out a step-by-step review of functions of the MDA, its processes and systems; and • Review the structure to ensure it will enable the performance of the reviewed functions. 	1 month
Implementation of recommendations	<ul style="list-style-type: none"> • Stage 4 is contingent upon the realignment of the systems and structure in response to stages 2 and 3. It 	3 weeks.

<p>arising from the completion of stages 2 and 3)</p>	<p>is therefore imperative that before commencing to stage 4, such recommended realignment has occurred.</p> <ul style="list-style-type: none"> • With strong leadership commitment and determination, this shouldn't take more than 6 weeks. • Furthermore, the implementation of the recommendations will indicate management commitment to the corporate planning process and would otherwise save the use of resources in continuing the process where such commitment is lacking. 	
<p>Stage 4: Establishment and Workforce Plans & Job Descriptions (JD)</p>	<ul style="list-style-type: none"> • Carry out a step-by-step review of existing establishment (posts) and workforce (number, skills mix and deployment). This would be done through job evaluation, personnel records review and interviews where necessary. • Make recommendations (retain, train, redeploy, and/or deploy, which includes employ) to address immediate and future workforce gaps. • Once establishment planning has been completed, job descriptions need to be prepared. At this point, existing job descriptions for existing posts will be reviewed and revised if necessary. • For new posts, job specifications and grades will have to be created. Once the job specification has been approved, a fuller job description should then be developed. • At the end of workforce planning, every job holder should have a job description. 	<p>3 months</p>
<p>Stage 5: Performance Management</p>	<ul style="list-style-type: none"> • Performance management within an MDA has two facets; for managing organisational performance and for managing employee performance. • Organisational performance can be managed by developing and implementing service charters. • Employee performance on the other hand, is concerned with performance appraisal and evaluation. Job descriptions are an integral tool for effective employee performance management. 	<p>2 weeks</p>
<p>Stage 6: CP implementation plan</p>	<p>A CP implementation plan details how the CP would be implemented. It provides details on:</p> <ul style="list-style-type: none"> • Results required (output, outcome and impact), • Key Performance Indicators, • Timeframes, • Responsibilities, • 'Dependency relationships' with other MDAs, and • Crosscutting issues. 	<p>3 weeks</p>

This process is presented in Figure 2 below:

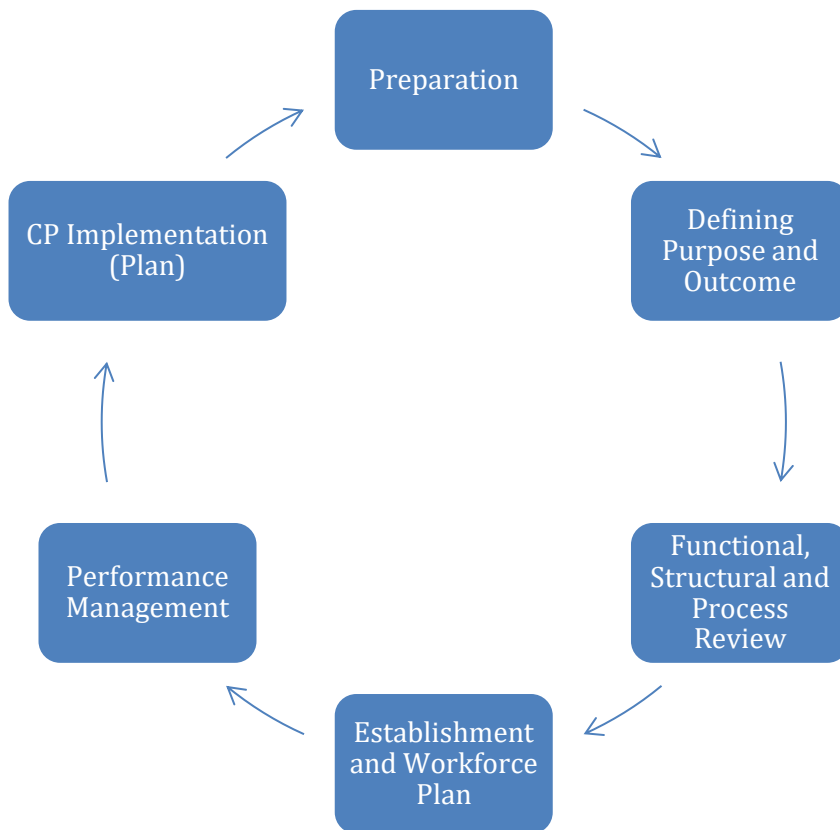


Figure 2: The CP Preparation and Implementation Process

Some useful and key areas to pay special attention to in the CP process are:

- A strong focus on relationship management, including buy-in from decision-makers.
- More flexible implementation to reflect the diversity of circumstances in your state and in MDAs.
- Maintain the pace and momentum of the CP process once it starts.
- Focus on building MDA's readiness and capacity to ensure that public servants participate effectively in the CP process.
- A need to shift the balance from a participative to a more extractive process in certain stages of corporate planning, for example, in the establishment and workforce planning stages.
- A strong emphasis on learning and sharing within and between MDAs and states.
- A strong commitment to periodically review the CP after evaluating MDA performance against it, as provided in the CP implementation plan.

Section Three: Clarifying Mandates and Functions of MDAs

Introduction

The previous sections introduced the concept of CP, the stages and steps followed in its development and the benefits to stakeholder (State, MDA, employee and service beneficiary). This section focuses on some of the steps in Stage 2 of Corporate Planning process. The section specifically focuses on mandate and functions review.

Mandates of MDAs

Mandates are broad objectives usually codified in laws, ordinances, articles of incorporation, policies, procedures and other legal documents, (Byron 1995). They are brief descriptions of what an MDA is *permitted to* and *must* do as directed by a legitimate higher authority, such as Executive Council (ExCo), State House of Assembly through laws, etc. Mandates describe the 'fundamental reasons' for establishing an MDA; the 'change' it is established to engender, its responsibilities and the objectives the MDA is expected to achieve. There are instances where mandates are described as the 'powers' of the organisation. Sometimes such powers are vested in the Board or the Management of an organization. Mandates are stated in broad, general terms usually expressed as long-term goals. They tend to be few and focused on specific issues and outcomes germane to respective MDAs.

In summary, MDA mandate(s):

- Include what it should do, its sources of powers/authorities, as well as its limits;
- Is an official order or authorisation given to an institution to act on behalf of government; and
- Give power or authority to implement certain policies, functions or programmes for which it will be held responsible.

Sources of MDA Mandates

Different MDAs have different sources of mandates. The following are some of the most common sources of MDA mandates:

- *The Constitution*: There are certain MDAs at Federal and State levels that draw their mandates from the 1999 Constitution (as amended). For example, the mandates of Office of the Head of Civil Service (Federal and State) and the Civil Service Commission (Federal and State).
- *Legislation*: Laws passed by the National and State Assemblies establishing agencies, boards, commissions, etc., define the mandates of such agencies. For example, the Yobe State Bureau on Public Procurement Law, 2016 established the Yobe State Bureau on Public Procurement (BPP) and defines its mandate therein.
- *Executive Committee (ExCo) Conclusion*: Ministries are usually created by decisions of the ExCo. Such decisions, when they are made, define the 'area of jurisdiction' for the ministry by clearly indicating responsibilities and functions of the ministry. The responsibilities defined are held as the mandate of the ministry.

Importance of MDA Mandates

Over time, the number of MDAs grow as functions of State expand to meet demands and changing circumstances. In the process of growth, new MDAs are created, and others are merged. These changes may lead to overlaps in the functions of different MDAs.

It is therefore necessary to review mandates periodically to:

- **Clarify overarching responsibilities:** To develop and communicate the fundamental purpose of the MDA. This will ensure resource allocation is focused on only the issues covered by the MDA.
- **Eliminate roles/responsibilities confusion:** Mandates clearly define what an MDA is responsible for in an unambiguous manner to avoid confusion. For example, the mandates for policymaking and policy execution are stated in clear terms in a manner that permits ministries to be aware of their policy and supervisory role over agencies that have policy implementation roles.
- **Eliminate disruptive overlaps:** Delays in executing policy are sometimes caused by disruptive mandate overlaps. For example, the Yobe State University Teaching Hospital may have shared mandates with the State Primary Healthcare Agency. This may lead to the teaching hospital being overwhelmed with cases that should ordinarily be handled at the primary healthcare level.
- **Minimise waste of effort and resources:** If two or more MDAs have same similar mandates, then synergy is lost leading to duplication of resources, inefficiencies and waste of resources (financial, material and human).

Functions of an MDA

MDA functions are brief descriptions of tasks and activities the MDA performs in order to execute its mandates. These tasks are allocated to departments and units and are subsequently broken down into jobs tasks, assigned to individuals to perform. Like mandates, functions are also usually provided in the establishment laws or ExCo conclusions. However, functions are derived from MDA mandates. Sources of functions are the same with mandates.

Table 2 summarises the difference between mandates and functions.

Mandates	Functions
<ul style="list-style-type: none"> • Defines broad goals and outcomes of MDAs 	<ul style="list-style-type: none"> • Tasks an MDA is directed to do by a higher authority
<ul style="list-style-type: none"> • Defines powers and responsibilities of MDAs 	<ul style="list-style-type: none"> • Duties particular to a specific post or job expressed as projects and/or activities
<ul style="list-style-type: none"> • Defines area of jurisdiction – what an MDA is permitted to do 	<ul style="list-style-type: none"> • The tasks and activities performed in order to execute the mandates
<ul style="list-style-type: none"> • Defines why the MDA exist and what changes it must make 	<ul style="list-style-type: none"> • Defines activities to be performed by the MDA to realise the change

Section Four: Articulating the Vision, Mission and Core Value Statements

Introduction

Section 3 addressed the concepts of MDA mandates and functions as part of the activities to be carried out in Stage 2 of the CP process. This section covers the remaining steps outlined in Stage 2; the concepts of vision, mission and core values and how an MDA might go about articulating them. The section is linked to Section 3 since vision and mission should be drawn from the mandates of an MDA.

Articulating MDA Vision

In the context of CP development, a vision may be a picture of the MDA in its desired future position. A vision is also variously described as: an inspiring aspiration for organisations, how the MDA wants to be seen or perceived by its 'clients', sponsors and other stakeholders, what the institution wants to be in future, and where an MDA wants to go. In general, a good vision statement should display the following features:

- **Clarity:** the desired future should be seen and articulated in a manner that is explicit and precise.
- **Crispness:** statement of vision should not be wordy or lengthy. It should be direct and succinct.
- **Memorable and engaging wording:** a vision statement should resonate with peoples' aspiration to make it easy for them to remember.
- **Positive, inspirational and daring:** vision statements should engender a 'can do', 'it is possible' attitude in people. It should also be challenging enough to serve a motivational purpose.
- **Futuristic:** a vision statement should be expressed in future tense rather than in continuous tense, it should express a future being, a desired position.

Articulating the MDA's Mission

A mission is a description of an MDA's fundamental purpose. It is a statement of 'essence' – of "who" the MDA is, what will be missed if the MDA ceases to exist, i.e. what 'value added', benefits and contribution does the MDA make to the public good. The mission is written in a statement that communicates the "solution" offered by the MDA. The mission answers the question "why do we exist" and charts the way towards achieving MDA vision. The mission statement usually identifies the MDA's primary stakeholders, its responsibilities towards these stakeholders and the services offered by the MDA.

A mission statement guides the actions of the organization, spells out its overall goal, provides a sense of direction, and guides decision making for all levels of management. In general, a good mission statement should display similar features described under vision.

Identifying Core Values

An MDA’s core values are guiding principles, which define “the way things are done here”; they determine which behaviours are acceptable (and hence, rewarded) and which ones are not acceptable (and hence, sanctioned). Core values are the basis upon which the members of an MDA make decisions, plan strategies, and interact with one another and their stakeholders.

Straying from core values inhibits performance by compromising standards, ignoring due process and overall loss of merit. Core values reflect what is important to the organization and its members. They define the character of an MDA and guide its members in performing their work. Common features of core values include:

- They are few, tend to be universal in nature and do not change with circumstances.
- They indicate how the MDA does business and what attitudes and outcomes its clients (internal and external) can expect in engaging with its staff.
- They show clearly to its people what behaviours, attitudes and performance are expected from them.

A common error in making a statement of core values is including attributes as values. A distinction should therefore be made between these terms as indicated in Table 3 to avoid confusing the two distinct terms.

Table 3: Values versus Attributes		
S/N	Core Values	Attributes
1	Inherent, identified or discovered. Not taught	Acquired over time from experience and association
2	Belief-based	Action-based
3	Stable and do not change with circumstances	Change and evolve according to changing circumstance
4	Principles that always guide behaviour and informs action	Principles that are used opportunistically to suit circumstance or need
5	Observed in behaviour	Observed in action
6	Psychological in nature describing beliefs, culture and norms	May be ‘physical’ in nature describing form, nature, type and manifest in attitudes
7	Universal standard	Specific to individual

Examples of vision, mission and statement of core values are given in Table 4 below.

Table 4: Examples of Statements of Vision, Mission and Core Values			
MDA	Vision Statement	Mission Statement	Core Values
Yobe State Bureau for Public Procurement	A Potent Safeguard in Public Procurement that Guarantees Optimal Value for Money	Institutionalising a culture of fiscal discipline, due process and value for money in public procurement for the benefit of our clients through promotion of open competition in public procurement	<ul style="list-style-type: none"> • Honesty • Integrity • Fairness • Excellence • Trustworthiness
Yobe State University Teaching Hospital	A World Class Teaching Hospital	To provide patient-centered, affordable and qualitative tertiary healthcare services by developing competent health professionals, addressing prevailing local, regional and emerging health service challenges guided by evidence-based research	<ul style="list-style-type: none"> • Care • Teamwork • Empathy • Excellence • Integrity
Borno State Water Sector	A Tap in Every Community and Home	To ensure sustainable provision and access to quality and affordable potable water and sanitation services for all citizens through investment, capacity building, partnership and robust performance management system	<ul style="list-style-type: none"> • Excellence • Care • Teamwork • Integrity

Section Five: Conducting a Situation Analysis

Introduction

This section, like sections 3 and 4, discusses the concept of situation analysis. This entails carrying out an environmental scan to isolate internal factors (strengths & weaknesses) and external factors (opportunities & threats) that affect performance of MDAs. The process requires identifying key issues by asking probing questions, discerning priorities and agreeing choices and sequence of activities to suit time constraints and resources availability.

The SWOT Analysis

The purpose of this analysis is to look at dynamics of the MDA that could support or hinder effective planning and implementation of the plans. SWOT is therefore a study undertaken by an organization to identify its internal strengths and weaknesses, as well as its external opportunities and threats. The desired result is not to have long lists of theoretical factors but to have lists of actual factors that are carefully thought-out and are actually promoting or inhibiting work in the MDA. The SWOT analysis looks at the context of an MDA that could support or hinder its performance. Figure 3 below illustrates the concept of SWOT.

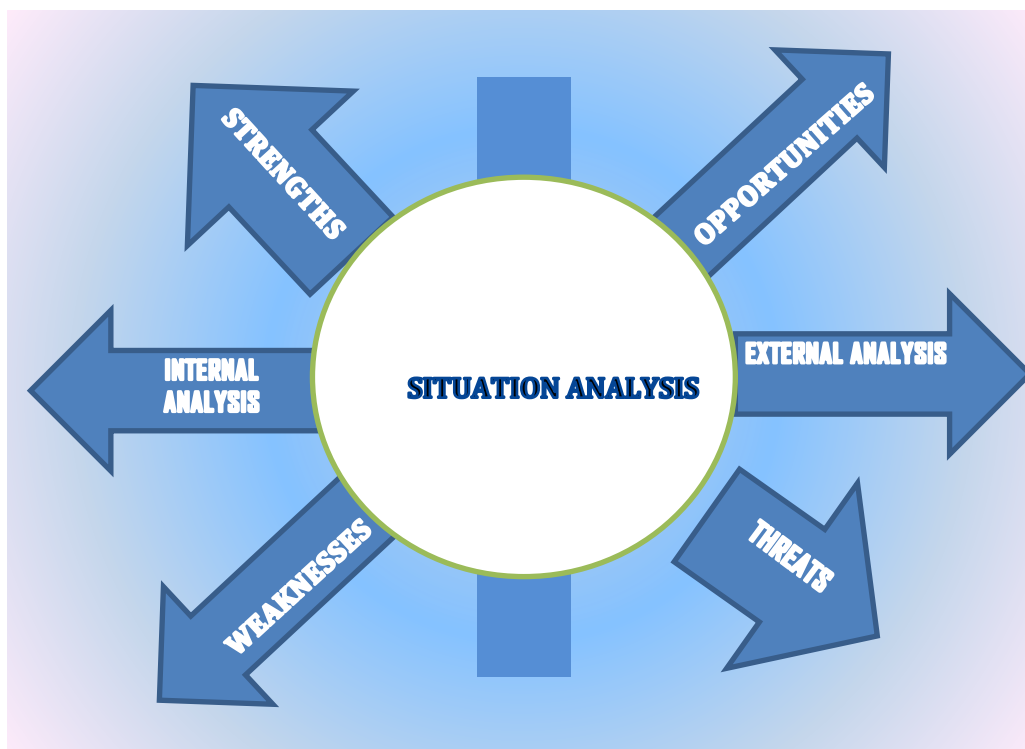


Figure 3: SWOT Analysis Framework

To arrive at these realities, the MDA may need to consult with key stakeholders or actors to obtain their views on the four key areas.

The PESTLE Analysis

The PESTLE analysis is a tool used to objectively assess how the macro-environment, which comprises of political, economic, social, technological, legal and environmental (ecological, geographical or physical) affects the vision and mission of an MDA and its capacity to execute its mandates. These factors are usually external, and an MDA has little or no control over them. Key PESTLE factors to be analysed are provided in Table 5 below.

Table 5: PESTLE Factors		
S/N	Factor	Factor Attributes
1	Political	<ul style="list-style-type: none"> • Government policies • Type of political leadership • Government decision making processes • Change of government • Type of government • Foreign influences, etc.
2	Economic	<ul style="list-style-type: none"> • Government fiscal policy and financial system • Volume of money in circulation • Banking operations and services obtainable • Economic Growth and Development • Average income in the MDA area of coverage • Prevalent Employment situation in the area covered • Average purchasing power and standard of living, etc.
3	Social	<ul style="list-style-type: none"> • Attitudes and opinions of end users of the services of your MDA • Media views of your MDA • Major events that affect how you work in your MDA • Major influences from outside your MDA that inform how work is done • Ethnic/religious factors • Ethical issues • Demographics (age, gender, race, family size,) • Change in lifestyle • Population issues • Education influence • State of health facility and practices • Average Living standards • Housing trends • Influence of fashion • Type of leadership and role models available • Prevailing general attitude to work • Attitudes to people doing certain types of work • Common leisure activities: <ul style="list-style-type: none"> ○ Occupational trend and productivity level of the majority of people ○ Average earning capacity, etc.
4	Technological	<ul style="list-style-type: none"> • Automation of some work processes • The impact of the internet on information processing and data management • Increased availability and reduced cost of transport • Advances in online money transfers • Improvements in telecommunications • Innovations such as new discoveries, research outcomes

Table 5: PESTLE Factors		
		<ul style="list-style-type: none"> • Rate of obsolescence in your MDA, etc.
5	Legal	<ul style="list-style-type: none"> • All binding legislations of your MDA (local, national or international) • Regulations • Regulatory bodies and processes that your MDA must comply with • Civil Service laws and regulations • All justice and judicial processes affecting your MDA • The mandate of your MDA • The Constitution and laws binding on your MDA • Enshrined rights and privileges of people around of your MDA • All prescriptive and/or competitive regulations concerning your MDA, etc.
6	Environmental	<ul style="list-style-type: none"> • All positive and negative influences imposed on your MDA by the virtue of its geographical location of your MDA within the State • Physical environment of your MDA: <ul style="list-style-type: none"> • The topography • Weather • Climate • Vegetation • Soil, and • Other ecological factors that affects the operation of your MDA • Environmental issues and regulations/policies (local, national and international), etc.

The PESTLE/SWOT Analysis

As stated earlier, the key purpose for conducting the CP is to support an MDA to address known and potential constraints and challenges as well as benefit from known and potential opportunities. The objective of the analysis is to identify and list actual factors that will promote or inhibit an MDA’s work to plan properly on how to mitigate or benefit from effects of the factors.

A PESTLE/SWOT analysis is a useful tool for understanding the “big picture” of the planning environment. This enables an MDA to build on the identified strengths, reduce the weaknesses, take advantage of the opportunities and mitigate the threats with the objective of improving service delivery and governance. The analysis thus informs the setting of long-term goals, medium-term objectives and outputs/outcome targets. The analysis should also inform the functional review and will enable officers of an MDA to isolate and understand the risks associated with increase or decrease in service delivery and focus development in that direction with the main objective of improving on service delivery and governance.

Table 6: PESTLE/SWOT Analysis Template				
PESTLE SWOT	Strength	Weakness	Opportunity	Threat
Political				
Economic				
Social				
Technological				
Legal				
Environmental				

Section Six: Defining Long-Term Goals, Medium-Term Objectives and Strategies

Introduction

This section concludes the Stage 2 of preparing a Corporate Plan. It addresses the issues around setting long-term goals (LTGs), medium-term objectives (MTOs) and deciding strategies for the MTOs. The section logically flows from Section 5 that discusses the context to enable evidence-based formulation of goals, objectives and strategies to address the issues, challenges, opportunities identified. Section 6 is also linked to Section 3 in that the mandates of an MDA should inform the LTGs, MTOs and strategies.

Long-Term Goals

Long-Term Goals (LTGs) are the broad policy statements that address priority issues identified in an MDA PESTLE/SWOT analysis. They typically have a span of 5+ years and should be properly aligned with the MDA's mandates, vision, mission and stakeholders' expectations.

Medium-Term Objectives

Medium-Term Objectives (MTOs) have a 3-year time horizon. The MTOs derive from the LTGs and take account of political manifestos, short- to medium-term priorities, human resources availability, budget envelopes and structure of the MDAs. The MTOs are a list of measurable achievements that provide milestones along the way for regular monitoring. Delivering on the MTOs and overall strategic objectives requires a mix of well-articulated policies, strategies, and planned financial and human resources. MTOs are typically set using the specific, measurable, achievable, realistic and time-bound (SMART) criteria. Development has added the need to make MTOs gender sensitive and socially inclusive. These concepts are briefly defined below to improve comprehension.

- **Specific:** A direct and exact quantity. For example, reduce infant mortality from 150/1,000 live birth in 2019 to 50/1,000 live birth by 2021
- **Measurable:** A quantitative figure capable of being counted and or compared between periods, a comparable state/country or with other historical contexts.
- **Achievable:** Based on known resources, competences, processes and systems, a judgment could be made that the MTO would be achieved. For example, based on these issues would the MTO in the above example be delivered?
- **Realistic:** Based on previous performance (budget release, for example), political commitment and unfolding events that could force a change of priorities and focus, a judgment could be made that the MTO would be achieved.
- **Time-bound:** To be meaningful, results should be delivered within a timeframe. This is for the simple reason that states face resource constraints, politicians have term limits, and citizens' problems must be solved.
- **Gender Sensitive:** Males and females are affected by policies differently and the benefit and burden of such policies should be considered in setting MTOs and deciding strategies.
- **Social Inclusion:** Every society consists of a social and economic class. Societies also consist of poor and vulnerable people of all ages and gender. There are many people with sickness and disability. There are others in hard to reach areas. These groups and class of people should be considered when setting MTOs and deciding strategies.

LGTs and MTOs are set around the following:

- **Outputs:** MTOs may be set around physical things to be delivered. This includes the number of classrooms, primary health facilities, human resources, etc. Note that outputs are not useful by themselves. Outputs are useful only if they lead to outcomes.
- **Outcomes:** LTGs are typically set around creating and delivering changes and improvement in living standards, improvements in health conditions and income. Certain outcomes may manifest in the medium term, although it is more usual that changes occur in the long-term.
- **Impact:** LTGs/Vision are usually set to create large scale and wholesome change (some form of a renaissance) that is 'global' in nature. This change brings the State closer to international standards on all indexes of development.

Features of A Good MTO

A good MTO should exhibit the following features:

- Be a milestone for measuring individual, budget and programme performance.
- Satisfy the SMART criteria.
- Be gender sensitive and socially inclusive.
- Address priority items identified in PESTLE/SWOT analysis.
- Be integrative – serve to tie up the units making up the organization into 'whole'.
- Facilitate synergy in the use of resources.
- 'Stretch' employees and serve a motivational purpose.
- Keep the MDA focused.
- Engender innovation in the MDA.

Strategies

In simple everyday language a strategy is the 'means' to an 'end' – the end being the MTO and LTG of the MDA. In a formal sense, strategy is the art of developing and implementing specific actions and decisions that will enable the MDA to achieve objectives and goals as set out by the Chief Executive and his/her team in the MDA. A strategy provides answers on 'How To':

- How to meet service user needs efficiently – in a cost effective and value for money manner.
- How to compete for and obtain releases of required resources to function effectively and achieve the MDA targets.
- How the MDA should respond to the threats and opportunities identified in a PESTLE/SWOT analysis, build on its strengths and thwart threats and its consequences.
- How to structure the MDA and properly assign responsibilities to the right department and units to facilitate and enhance service delivery and improvements.
- How to create the right systems and processes to manage the MDA's activities – technical, administrative, financial, human resources, etc.
- Overall, how the MDA should achieve its goals and objectives in its given context both in the long and medium term.

Generating Strategies

There are many possible ways to generate alternative strategies for achieving the MTOs. An MDA could draw from existing strategies that work. It could also copy or learn from similar MDAs within and outside the State. This is, indeed, the practice. States organise lesson-learning exercises and visits to understudy a programme or project and replicate it as appropriate. The most common approach used, especially when developing medium term sector strategies (MTSS), is brainstorming during strategy sessions. A more structured approach to generating strategies is suggested in this training manual. It is based on Figure 4 and is briefly discussed below.

		Service	
		Existing	New
Beneficiary	Existing	<p>B</p> <ul style="list-style-type: none"> • Service Improvement 	<p>A</p> <ul style="list-style-type: none"> • New Services
	New	<p>C</p> <ul style="list-style-type: none"> • Beneficiary Reach • New Beneficiaries 	<p>D</p> <ul style="list-style-type: none"> • Service Upgrade • New Beneficiaries

Figure 4: Generating Strategies²

Figure 4 is a strategy development matrix, which uses two constructs (service and beneficiary) to generate strategies. The beneficiary construct lies on a vertical line while the service construct lies on a horizontal line. Both constructs use “existing” and “new” to define service and beneficiary position. The position then determines the best strategy (combination of service and beneficiary) to use to optimise objectives. Let us now review the cells and see what strategies could be generated from each.

- Cell A – Existing Beneficiary, New Service: This Cell denotes the need to provide new services to existing beneficiaries. Such services may be either new to the MDA or entirely to the State. The PESTLE/SWOT analysis should provide evidence for underlying changes and trends to support provision of new services. Development of new services calls for strategies around public sensitisation and mobilisation, human resources development, construction of facilities, provision of equipment, acquisition of skills, etc.
- Cell B – Existing Service, Existing Beneficiary: This Cell denotes no change in the MDA position. However, given improved knowledge, development in technology, resource constraints, etc., the MDA should improve its services to keep existing customers satisfied. The required strategy for consolidation would include use of appropriate ICT to eliminate processes and bottlenecks, improve efficiency, communication, coordination, timeliness, accuracy and reliability of services and management of crosscutting issues. A service charter would go a long way towards consolidating success and making service beneficiaries happy.

² Adopted from H I Ansoff (1968) Corporate Strategy, Penguin

- Cell C – Existing Service, New Beneficiary: The Cell prompts an MDA to consider extending its existing services to other beneficiaries that do not currently use its services. The required strategy here may be to create access either by expanding existing facilities or expanding services geographically to other locations. Strategies for creating access would include construction of facilities, hiring workforce for the needed skills and competences and provision of equipment as well as partnering with others to extend services. A new structure to handle the new beneficiaries may also be required. As always, evidence from the PESTLE/SWOT should support this strategy.
- Cell D – New Service, New Beneficiary: This Cell denotes a situation where the MDA is required to develop new services for new beneficiaries. During times of reform, an MDA might have additional mandates that are new to it. It is also possible for MDAs to be merged and given a new focus. An existing MDA might be rejuvenated and changed as has taken place to the WAZOBIA State Ministry of Commerce, which is now Ministry of Business Innovation and Technology. These changes may 'force' the MDA to 'diversify' its services to cater for new categories of service beneficiaries. Diversification may involve the MDA to consider strategies for outsourcing services, partnering with the private sector, direct involvement in production of goods, upgrade of facilities to provide new services, etc.

A strategy requires and usually leads to some change. Accordingly, when deciding strategies, it is important to answer the following questions:

- Is the change required or necessary?
- What is the extent and scope of change?
- What are the expected benefits of change?
- Who will be the beneficiaries of the change – most citizens affected by the change?
- How will the benefits be produced and delivered?
- What resources are required and how the resources would be created or provided?

Criteria for Selecting Strategies

To select strategies that work, there is need for the MDA to develop a clear guide to help it evaluate each course of action. Figure 5 below summarises these criteria.

Value	Extent of appropriateness for the organisation and its environment?
Relevance	Can it facilitate organisation's mandates or aspects of mission? Does it address root causes of problems?
Acceptability	Will top Management accept it? And key stakeholders (internal and external)?
Feasibility	Practicable? (Given the 3Ms – Money, Man and Material resources)
Risk factor	How does it balance Risk Vs Effect?

Cost Effectiveness	Can the benefits of strategy justify costs in man, material (including time) and money?
Timing	Can (and should) the MDA implement this strategy at this time, given external factors and competing demands?
Impact	Will strategy synergise with other strategies for more than specific goals for the MDA?

Figure 5: Criteria for Evaluating and Choosing Strategy

The potential of the strategies to meet the MTOs should then be tested as illustrated in Figure 6.

Strategy	Potential of Strategy to meet Criteria				
CRITERIA	Very High (5)	High (3)	Moderate (2)	Low (1)	None (0)
Value					
Relevance					
Acceptability					
Feasibility					
Cost Effectiveness					
Timing					

Figure 6: Testing Potentials of Strategy to meet MTOs

Table 7 below provides an example of LGTs, MTOs and strategies linked to the mandates of the Yobe State Bureau of Public Procurement.

Table 7: Long-Term Goals, Medium-Term Objectives and Strategies			
S/N	Long-term Goals	Medium-term Objectives	Strategies
1	To institutionalise a culture of fiscal discipline, due process and value for money in public procurement	<ul style="list-style-type: none"> Develop baseline data on incidents of over-invoicing, collusion, ghost/white elephant projects and contract-splitting by June 2018 	<ul style="list-style-type: none"> Developing a framework for the database Developing a template and other tools for collecting, collating and analysing relevant data, and reviewing information Training on the use of templates and tools Collecting, collating and analysing relevant data, and reviewing information; and inputting into the databank Updating regularly the databank
		<ul style="list-style-type: none"> Reduce the incidents of over-invoicing in contract submissions, collusion, ghost/white elephant projects and contract-splitting by 20% by December 2018 	<ul style="list-style-type: none"> Updating regularly, standard pricing list and contract vetting rates Sensitising of internal and external stakeholders Applying sanctions for infractions in any of these areas
2	To promote open competition in public procurement process	<ul style="list-style-type: none"> Increase the number/proportion of contractors that have access to timely contract information by 20% by December 2019 	<ul style="list-style-type: none"> Advertising the contract as required by the law through relevant media types and outlets Putting legal and regulatory frameworks in place, e.g., Freedom of Information
		<ul style="list-style-type: none"> Increase the proportion of women and other disadvantaged persons with access to timely contract information by 20% by 2019 	<ul style="list-style-type: none"> Simplifying procedures to enhance participation of women and disadvantaged persons to access timely contract information Simplifying qualification requirements
3	To achieve full compliance with public procurement laws and regulations	<ul style="list-style-type: none"> Develop and put into use the procurement tools, such as standard bidding documents, guidelines, manuals etc. by June 2018 	<ul style="list-style-type: none"> Sensitising stakeholders (Internal – Hon Commissioners and Members of SHoA, and External – contractors) Making information available to stakeholders on a timely basis Reviewing Procurement Law, regulations and tools Strengthening capacity of procurement officers

		<ul style="list-style-type: none"> • Reduce incidents of violation of procurement law and regulations to 50% by 2020 	<ul style="list-style-type: none"> • Applying sanctions for infractions in violating procurement laws and regulations • Making information available to stakeholders on a timely basis
4	To have in place efficient and effective Procurement Management Information System (PMIS)	<ul style="list-style-type: none"> • By December 2018 have in place a Harmonised Standard Pricing List and Contract Vetting Rate 	<ul style="list-style-type: none"> • Reviewing and updating the standard pricing list and contract vetting rates on a regular basis • Conducting regular meetings with MDAs
		<ul style="list-style-type: none"> • By December 2020 have in place a central and functional databank 	<ul style="list-style-type: none"> • Establishing PMIS at MDAs linked to the central PMIS • Building capacity of PMIS managers

Section Seven: Functional, Process and Systems Review

Introduction

Stage 3 of preparing a Corporate Plan is concerned with functional, structural and process reviews. This Section discusses how to review the functions of an MDA and how to align these functions to its mandates and assign responsibilities for each function to the departments within the MDA. It also discusses how to review processes and systems in an MDA. The mandates of an MDA are used to review, analyse and design functions, processes, and systems. These are forms of efficiency and effectiveness reviews, which result in an MDA structure that is driven by the MDA's objectives and functions.

Functional Review

In Section 3, the functions of an MDA were defined as “brief description of tasks and activities the MDA performs in order to execute its mandates” and as “tasks allocated to departments, units and, subsequently, broken down into jobs, which are assigned to individuals to perform”. The functional review is, therefore, concerned with whether the functions of an MDA, which flow from the mandates, are being efficiently and effectively carried out, how they could be done better, if they should be discontinued, and whether there are overlaps within or with other MDAs. After the reviews, each department, division, branch and section would have clearer allocation of functions and objectives, which would form the basis of developing employees' performance targets. A functional review addresses the following questions:

- Are all the mandates translated into functions³ and processes or are some moribund for lack of resources or other reasons?
- Is the organisation carrying out the right functions, are some inappropriate, could some be dropped, should others be created, could some be outsourced or privatised?
- Who/which department or unit is responsible for undertaking the function?
- Who is the client for the function?
- For the functions to be retained, are these organised and set up to achieve optimum performance and are these appropriately resourced and organised in the most cost-effective manner?
- Do the functions underpin clear jobs, roles and accountability?
- How would the introduction of new technologies such as information and communications technology (ICT) affect the function?

A Step-by-Step Approach to Functional Review

Adopt a step-by-step process for the functional and structural reviews, as follows:

- Identify a total list of current functions in the organisation. These should be presented by department and classified – technical, administrative, planning, financial management, human resource management (HRM) etc.
- Analyse how well the functions are being carried out.
- Relate the functions to the MDA's mandate(s) and the current medium-term objectives;
- Identify which functions:

³ Likely to be more than one function for each mandate

- a. Are still relevant.
 - b. Could be dropped.
 - c. Could be privatised or given to someone else.
 - d. Should be added.
- Analyse the current overall MDA structure in relation to delivering on functions and medium-term objectives;
 - Identify departments, units or offices which:
 - a. Perform duplicated functions that may not be necessary.
 - b. Could sensibly be merged, split, dropped or privatised.
 - c. Need to be created to take account of new issues.
 - d. Need to be strengthened to develop the capabilities to perform function(s) that are rightly located in the department, unit or office.
 - Produce a new list of all departments and units with their specific functions which can deliver on the MDA and departmental objectives and processes;
 - Consider the overall implications of the recommended changes - are they likely to be acceptable?
 - Prepare a report with implementation recommendations including a timetable and review dates.

As stated earlier, the MDA functions are provided in the establishment law (for agencies, boards, bureaus and commissions) or ExCo directives (for ministries). These functions must be reviewed against and aligned to mandates, context, LTGs and MTOs. The overall MDA functions should first be aligned to the mandates, and thereafter, the departments responsible for performing the functions identified. Table 8 is a template for functional review. It is used to list mandates, the functions associated with the mandate, outputs of the functions and the challenges (shortages of critical skills, dependence on other MDAs, poor cooperation of partners, etc.), faced by the MDA in performing the functions. **All** functions of the MDA must be assigned to a department. If an 'orphan' function is identified, the function should be dropped unless it can be justified as belonging to the MDA. In this case, a department or an office for its execution should be named and the function assigned to it.

Table 8: Mandates, Broad Functions, Outputs and Challenges of MDA				
S/N	Mandates	Functions	Outputs	Challenges
Name of Department:				
1		•	•	•
2		•	•	•
3		•	•	•

Process Review

Processes are a sequence of logically related activities, tasks or procedures leading to an outcome or service. They can cover many people in different departments. A process is the sequenced steps or a collection of linked activities and tasks which find their end in the delivery of a service or a product to a client, that is, to accomplish departmental goal. For example, the accounts function does a credit check on a new customer as part of the procurement process. How someone is recruited, inducted and deployed in the civil service is a process that involves several departments, functions and MDAs. In mapping processes, it is useful to identify the chain of current activities – the 'As is' picture and

then redesign it to show how it could be done better – the ‘To be’ picture. The purpose of mapping the process chain is to allow the MDA(s) to objectively view core processes and identify:

- The validity of the process and each step along the way;
- Whether the sequence of the process is consistently undertaken;
- Whether the process has been documented and set out in an accessible ‘manual’;
- Whether there are too many steps in a process and which ones might be redundant;
- The value that is added by each step in the process to the overall activity and how this benefits the end user;
- How long the process takes and whether it could be made shorter;
- How many people and or departments/units are involved in the process and the extent to which they are all necessary;
- Who makes the decisions along the route and whether these are being carried out at the appropriate level of authority;
- How the introduction of new technologies such as information and communications technology (ICT) improves the process;
- Whether all or part of the process should be handled by another, including non-government agency.

Final and agreed processes should be captured in operating manuals or guides for staff. Please note that the objective of redesigning processes is to improve efficiency and effectiveness, therefore there should be a reduction in the number of steps. The processes should be reviewed regularly to ensure they are kept up to date or amended considering process changes such as revised service standards or the introduction of Information and Communication Technologies (ICT).

A Step-by-Step Approach to Process Review

Adopt a step-by-step process for the process review as follows:

- Identify a total list of current processes in the organisation. These should be presented by department and classified—service delivery, administrative, planning, financial management, HRM etc;
- Agree short listing criteria with the MDA managers to identify a limited number of the key processes that impact most significantly on the service delivery;
- For each shortlisted process:
 - a. List the different activities, sequence and dependencies.
 - b. Record decision points.
 - c. Pay attention to branched processes.
 - d. Create an ‘As is’ process flowchart.
- Analyse how well the processes are being carried out, and identify:
 - a. Unnecessary, duplicated or redundant activities which could be dropped.
 - b. Activities which could be merged.
 - c. Missing activities which need to be added.
 - d. Whether necessary separation of functions is in place.
 - e. Whether reorganising branched processes would result in improved efficiency.
- Develop a revised ‘To be’ process based on the process analysis;
- Prepare a new flowchart and list the changes to workflows which it would require;
- Consider the overall implications of the recommended changes - are they likely to be acceptable?
- Prepare a report with implementation recommendations including a timetable and review dates.

Features of a Good Process

Processes are how quality services and results are produced. Those that are good:

- Are systematically designed and managed and consistently undertaken;
- Are innovatively improved to meet service user demands and increase value;
- Save time and money by eliminating bottlenecks.
- Enhance relationship with service user.

Figure 7 below illustrates an outcome of process review.



Figure 7: Process Review

Systems Review

To support operational routines and ensure that the MDA works efficiently and effectively, systems are developed to guide and improve work processes. Some of the common systems are:

- HR policy: Yobe State has developed an HR Policy, which all MDAs are expected to key into for training and development of employees.
- Meetings: MDAs hold regular management, departmental and general staff meetings where issues are discussed and actions taken to close gaps, respond to service user complaints and generally improve organisational performance.
- ICT: ICT is an important tool for improving performance especially with respect to service charter implementation and employee performance. MDAs are expected to review operations periodically to identify areas and ways where ICT could shorten processes and improve performance. For example, in BPP e-procurement solutions are being considered. Also, all management staff (from Level 09 to the DG) should have laptops or desktops, and departments should have adequate numbers of printers, photocopying machines, scanners etc to improve performance. In addition, MDAs should have functional websites.

- Performance Management: individual performance management as suggested in Section 9 forms part of the systems for improving performance. The service charter provides an opportunity to understand service users and manage their expectations better.

Structural Review

To implement its strategy an MDA requires a structure. Having set its goals and objectives and decided the strategy to achieve them (Section 6) the next logical task is for the MDA to design the structure based on identified functions. Such structure should govern the flow of work and information and how individuals in the organization relate to each other to ensure that these goals and objectives are achieved. It is also necessary for the MDA to design individual jobs (Section 9) in which when completed and put together, complete the task of the organization.

When designing an MDA structure, it is necessary to bear in mind that “The term *formal structure* describes only the organization’s basic anatomy. MDAs must also concern themselves with organizational physiology – the systems and relationships that allow the lifeblood of information to flow through the organization. They also need to develop a healthy organizational psychology – the shared norms, values, and beliefs that shape the way individual managers think and act.”⁴ Accordingly, further analysis is required to understand the MDA’s core activities, core decisions and core relationships.

- *Core activities*: as discussed earlier (in Section 6) the structure of an MDA should flow from its function. Functions have been defined as tasks and activities, which have different weight and significance for contributing to departmental and objectives. The weight and significance of activities should then be used to determine the level at which the activity would be performed in the department. The weight and significance thus determine whether an activity should be assigned to and performed at the departmental, divisional, branch, sectional or unit level. Several considerations may be used to determine the weight and significance of activities. This might include resources requirement, level of skills (knowledge, technical and behavioural) required, scope of the activity (limited to MDA or across the State), perceived impact of activity, etc.
- *Core decisions*: are also classified in terms of their weight and significance to the MDA in relation to time, essence and relationships. There are three types of decisions, which affect organisational structure. These are:
 - Strategic decisions: affect the fundamental nature of an MDA. They determine the long-term directions of the MDA and allocate resources for each function in the chosen direction. These are decisions about the type of services to be provided and what technology to use. Decisions about a new service, new beneficiaries, diversification and the required investment in each of these are strategic decisions. Officials with executive powers in the MDA should make strategic decisions which should be considered in designing structure for an MDA.

⁴ Christopher A Bartlett and Sumantra Ghoshal (1990) Matrix Management: Not a Structure, a Frame of Mind, *Harvard Business Review*, July – August.

- Administrative decisions: are decisions about location of facilities, deciding on sources and sourcing of funds, outsourcing of activities, management of overhead funds and relationships with partners. Administrative decisions are also viewed as providing the "command" for action in organizations. They determine relationships between functions. They monitor and control performance within each function. Administrative decisions are also the coordinating mechanisms in an organization. These types of decisions also have significant impact on the MDA's operations and should be assigned to senior officials – perhaps on 'middle management' level in the MDA.
- Operating decisions: are 'programmed decisions' that have been reduced to rules, regulations, procedures and methods. Operating decisions ensure order, harmony and discipline in the activities of an organization. Essentially, they have a "law enforcement" quality designed to facilitate the daily routine of the MDA. Operating decisions are used to handle simple and recurrent issues and are typically made by lower ranking officials who simply refer to a rulebook, a past decision, a circular or an existing policy. Examples of operating decisions would include disciplinary procedures, maintenance procedures, procurements and store keeping procedures, initiating requests for promotion and transfer procedures, training and development procedures, etc.
- *Core relationships*: relationship analysis stems from the need to coordinate the different types of specialized knowledge, skills and information required to make a decision. It reveals how activities are tied together and how decision makers are dependent upon others to carry out their own tasks. Many bottlenecks in public service result from poor understanding of relationships. Dependencies in task performance, created by the 'sequential nature of tasks' should not be ignored or taken for granted. Information and lessons sharing are critical to performance and the task of structuring an MDA should take this into account.

Section Eight: Establishment and Workforce Plan

Introduction

This section represents Stage 4 of the corporate planning process. It covers establishment and workforce planning. It is built on Section 7, which discussed functional, process and systems review. The section discusses how to review an MDA's establishment and workforce plans to determine if the MDA has the required posts and workforce to perform its functions efficiently and effectively in order to achieve its objectives.

Establishment Plan

In the public service, an 'Establishment Plan' is the *list of posts* approved for an MDA or a department or other sub-component of the MDA that is intended to enable the MDA or sub-component to effectively and efficiently undertake its functions. The establishment plan lists each post by its title and grade. Carrying out an establishment plan involves the following steps:

- Review the functions and structure of the MDA or each department to be included in the process (Section 7). Create a list of posts that fit the functional and structural needs. This is not a routine task but one that requires some analysis of the duties of the post skills (knowledge, technical and behavioural) needed to fulfil functional responsibilities and the correct hierarchy of seniority of the post.
- List all posts in the existing structure of the MDA with their grades, required qualifications, experience level and competences. (Do not confuse this with the nominal roll for the MDA or department or attempt to seek the information from the payroll which will only list those who are on existing posts.) Some existing posts may not be necessary, and some new posts may well need to be created. Please note that posts should not be created just to fill a hierarchy gap.
- Abolish posts that are no longer required.
- Review the job descriptions (if they exist) for the existing posts which will continue. Existing job descriptions may need to be revised (Section 10), and some new ones may need to be created.
- Create new job specifications⁵ and grades for the new posts that have been created. Once the job specification has been approved then a fuller job description must be developed for every new post.
- Ensure gender sensitivity and social inclusion in the establishment plan.
- Produce a final establishment plan for each department or unit which identifies all the posts, their job descriptions and job specifications.

These steps are summarised in Figure 8 below.

⁵A job specification includes a list of the tasks, or functions and responsibilities of a position. Typically, it also includes to whom the position reports, specifications such as the qualifications, experience needed by the person in the job etc; further information and an example job description are provided below.

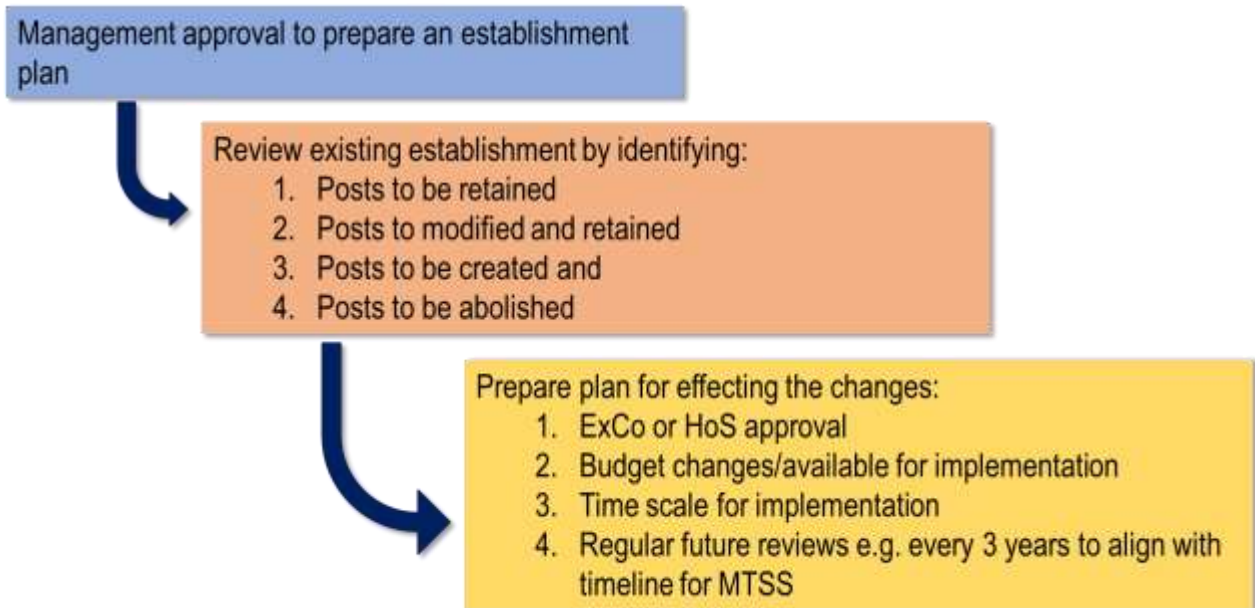


Figure 8: Summary of Steps in Establishment Plan

It is important to note that an establishment plan should be done at MDA level and for officers on GL 07 and above and should be an outcome of the function, process and structure reviews.

The format for developing an ideal Establishment plan will be any of these:

Table 9: Format for Developing Ideal Establishment Plan	
Basic (Required for now)	<ul style="list-style-type: none"> • Organogram • Agreed posts in each department/unit • Basic job description, including job specification
Better (Foreseeable change)	<ul style="list-style-type: none"> • Reflecting expected changes in functions, processes, numbers (e.g. computerisation)
Best (Scenario planning)	<ul style="list-style-type: none"> • Modelling a variety of possible establishments

Alternatively, an establishment plan could be developed as follows:

- Conduct a **structured** interview with a senior officer (management staff of a department) that is senior enough to make a judgement on what is needed and junior enough to know the detail. Key questions to ask during the interview include:
 - What is the function/process?
 - What types of **posts** are needed for this work?
 - How many **posts** are needed - based on current experience and expected workload? (These should NOT be based on grades, or any notional ratio of grades).
 - A suggested grade level for each of the types of posts can be proposed later.

The template for preparing an establishment plan is shown in table 10 below.

Table 10: Establishment Plan Template							
Posts	Grade Level	Existing Number of Posts	Recommended number of Posts	Variance (+ or -)	Required Qualification for Post	Rationale for change in Number of posts	Duties of Posts (bullet Points)
Office:							
							•
							•
							•
Department:							
Posts	Grade Level	Existing Number of Posts	Recommended number of Posts	Variance (+ or -)	Required Qualification for Post	Rationale for change in Number of posts	Duties of Posts (bullet Points)
							•
							•
							•
Department							
Posts	Grade Level	Existing Number of Posts	Recommended number of Posts	Variance (+ or -)	Required Qualification for Post	Rationale for change in Number of posts	Duties of Posts (bullet Points)
							•
							•
							•

Developing establishment and workforce plans should be through extractive processes (discussing with senior management staff only) because of anxieties of staff who interpret these processes as rightsizing which may result in loss of jobs. Also, the outputs of both processes should be confidential.

Job Descriptions

Job Description

A job description consists of the main responsibilities of a job along with the skills, capabilities and attributes needed to do the job to the standard required. It is about clarifying work functions and reporting relationships, helping employees to understand their jobs and what is required to perform it to required standard. Job descriptions (JDs) are used to maintain consistent salary structure and provide career and progression opportunities for staff. JDs are also used to evaluate employee performance since the objectives of the job would henceforth be defined and targets to be achieved by the jobholder would also be stated in their JDs.

Content of Job Description

To support each employee to perform his/her task and ensure high performance to achieve targets and contribute to an MDA overall service improvement objective, each job should contain the following:

- The job title: Name of post held by the jobholder, e.g., Director General, Director, Chief, Principal Officer, etc.
- The department and unit: where the job is located, e.g., Procurement Compliance, Planning, Research and Statistics, etc.
- Reporting line: Who the jobholder should report to and be supervised by.
- The context: General but brief description of the task environment of the job – location of the job within the department/bureau.
- Job objective: the broad aim of the department/unit that the job contributes to. This, broadly, is why the post is created.
- Principal tasks: The specific activities to be undertaken or performed by the jobholder in order to contribute to the broad aims of the department.
- Partners: third parties (internal or external colleagues), which the jobholder (may) depend on for support, resources, information, authorisation, etc., in the performance of the task.
- Management accountability: Whom the jobholder is answerable to for use of resources. This could be his/her reporting superior officer or another superior in the MDA.
- Performance targets/indicators: Clear measures of targets/indicators and outputs/outcomes, which the employee is responsible for producing within a timeframe.
- Qualification and other requirements: The academic and or professional qualification required to perform the tasks of the post at the required standard.
- Experience: Number of years and context in service, e.g., number of years at management level and actual experience of issues, problems and challenges faced and overcome.
- Competency requirement: The core technical, non-technical and behavioural skills necessary to perform the task at the required pace and standard to achieve both the assigned targets and contribute to the overall aim of the MDA.

For illustrative purposes, the JD for BPP Director General is attached in Annex 1.

Workforce Planning

Workforce planning is concerned with analysis of existing workforce and comparing it with the revised establishment plan to identify the 'fit' between the two. It is a core process of HRM that is shaped by an MDA's strategy, structure and functions to ensure that it has the right number of people with the right skills at the right time to deliver short- and long-term objectives of the organisation.

It is a form of gap analysis that compares current and future functions and responsibilities with workforce requirements and developing actions to bridge any gaps that may be identified. The main objective of workforce plan is to get the right number of people, with the right skills, in the right place, at the right time, with the right attitude, doing the right work, at the right cost to produce the required output, outcome and impact.

The workforce analysis involves the following steps:

- Preparing a staff list showing all personnel currently employed by the MDA capturing details of departments, ages⁶, qualifications, gender, experiences, grades and performance records. The current nominal roll of the MDA could be used as the baseline.
- Identifying the skills required to effectively undertake the new responsibilities listed on the establishment plan.
- Conducting personnel and skills audit to determine whether current employees have the necessary qualifications and experience to effectively undertake their job responsibilities. Where new responsibilities are proposed, then the capacity of existing staff to undertake these new responsibilities should be analysed too. Where staff lack required skills or those that possess skills which are inadequate, an MDA cannot perform the functions and services expected of it. A 'skills gap' can only be closed by either employing new staff with required skills or providing training to existing staff;
- Comparing the nominal roll with the establishment plan to highlight vacancies, staff duplication, new staff requirements, skill and experience gaps;
- Taking account of the projected size and nature of **future** demand for the services provided and the implication of these demands for numbers and skills of staff. With increasing population size, a quantitative increase in demand is inevitable but also changing social attitudes and education may bring about changes in the service quality demanded.

There are three main stages to getting the ideal workforce plan. These are:

Stage 1 – The baseline study stage: this is to determine in a systematic way an MDA's current workforce data, which will inform projections on the future size, shape and capability of the workforce required by the MDA to discharge its responsibilities. The MDA will need to focus on the following:

- Does the data exist in current records?
- Are they paper-based or electronic?
- Are the records reliable?
- Are there duplicates which will need to be reconciled?
- Will the MDA need a questionnaire to be completed by staff to obtain all the information?

⁶ In many parts of the Nigerian Civil Service, a critical factor is the aging of the workforce that threatens to create skills and experience gaps in more senior decision-making roles. A sudden absence of experienced staff will detrimentally impact upon an MDA's performance.

This stage involves capturing the necessary or updating existing data about the people working in the ministry/department/unit:

- Decide what data you need
 - ✓ Qualifications and training
 - ✓ Career history/experience
 - ✓ Performance history
- Establish data sources and qualify data
 - ✓ Payroll (basic)
 - ✓ Nominal roll (better)
 - ✓ Enugu State HRMIS data (best)
- Design necessary surveys (often direct with staff – careful management is needed)
- Decide how to validate data.

Stage 2 – Gap analysis stage: this stage compares current workforce demography and capabilities with the workforce that will be required for future functions and responsibilities when revised structures and processes become operational. The required analysis involves comparing the workforce with the agreed establishment.

Figure 9 below provides a framework for this analysis.

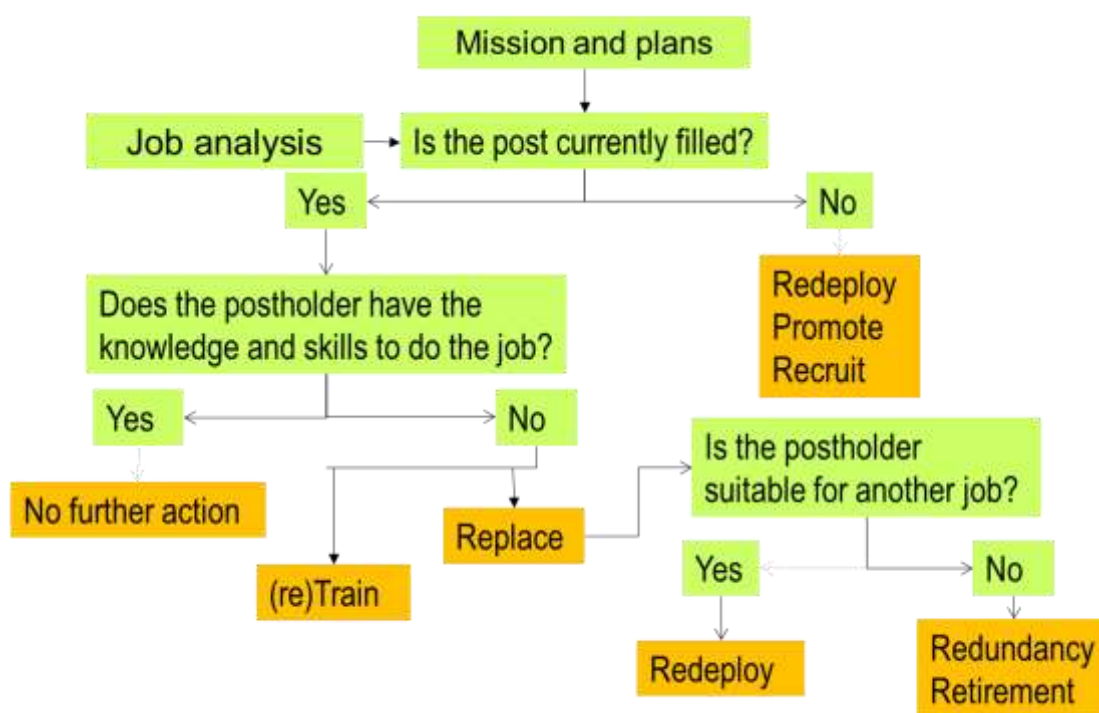


Figure 9: Gap Analysis in Workforce Plan

Stage 3 – Gap filling: This third stage is concerned with defining the required workforce and developing actions to bridge any gaps that may have been identified as a result of stage 2. This involves:

- Deciding how to fill any new posts or vacant posts (e.g. redeploy existing staff, recruit internally or externally, and/ or use short term contracted staff to meet immediate needs);

- Identifying any immediate training which will be needed to ensure that people who will remain in posts have the knowledge and skills to cope with me duties;
- Deciding to redeploy any people who will be a better fit for other posts.

Figure 10 below illustrates the activities in Stage 3.

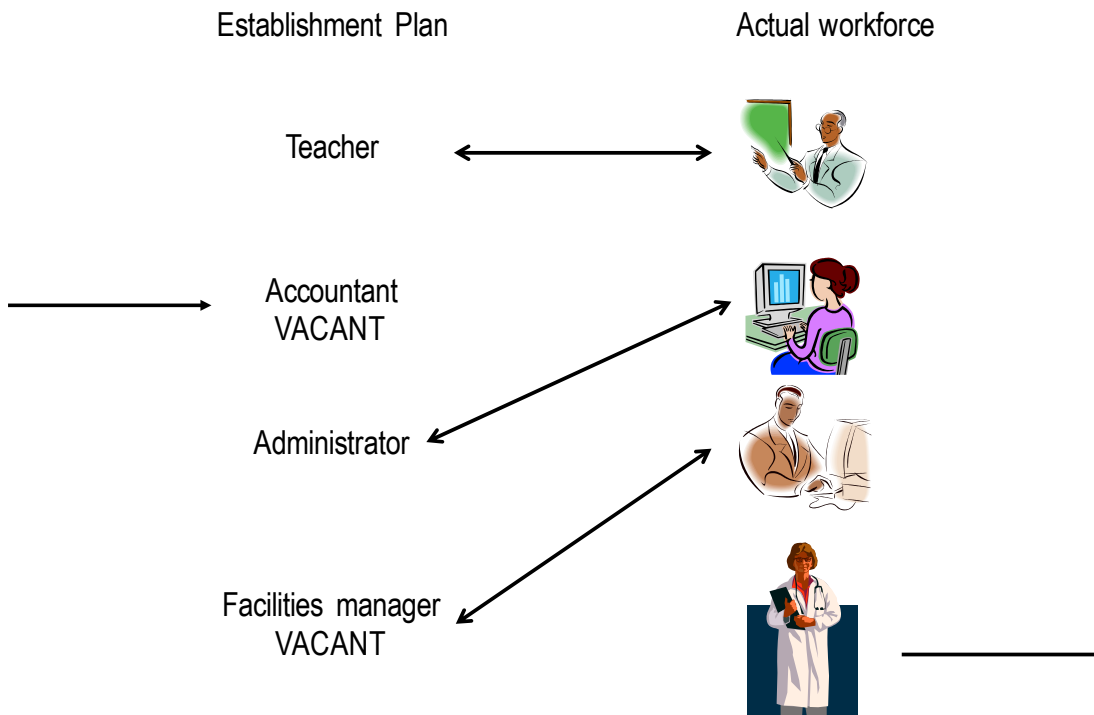


Figure 10: Gap Analysis and Filling in Workforce Plan

A template for staff profiling which can be used to gather data for workforce analysis is given in Table 11 below.

Table 11: Data Gathering Template					
Post Title	Is the post to be: <ul style="list-style-type: none"> • Retained • Created • Abolished (from new Establishment Plan)	How many posts are required? (From new Establishment Plan)	Name of current post holder(s) (One line for each person)	Qualification and Experience of Current Holder Comment on suitability for this post (e.g.)	Proposed Action (retain, redeploy, retrain and redeploy or, retrain and retain)
Department:					
Department:					
Post Title	Is the post to be: <ul style="list-style-type: none"> • Retained • Created • Abolished (from new Establishment Plan)	How many posts are required? (From new Establishment Plan)	Name of current post holder(s) (One line for each person)	Qualification and Experience of Current Holder Comment on suitability for this post (e.g.)	Proposed Action (retain, redeploy, retrain and redeploy or, retrain and retain)
Department:					
Post Title	Is the post to be: <ul style="list-style-type: none"> • Retained • Created • Abolished (from new Establishment Plan)	How many posts are required? (From new Establishment Plan)	Name of current post holder(s) (One line for each person)	Qualification and Experience of Current Holder Comment on suitability for this post (e.g.)	Proposed Action (retain, redeploy, retrain and redeploy or, retrain and retain)

Section Nine: Performance Management

Introduction

This section represents Stage 5 of preparing a Corporate Plan and it covers performance management. The section explores issues around organisational and individual performance. Performance Management can be defined as a set of management processes, often supported by information technology, that help to improve management, strategy execution and decision making in organisations. Performance management processes help organisations define strategic objectives, measure performance, conduct analyses and report performance.

Organisational performance within this manual has been limited to service charter development and implementation, which is ideal for measuring performance at service windows in MDAs. Other methods for measuring organisational performance could also be measured through the results framework of the MTSS for the sector, as well as through budget performance measurement.

Individual performance explores standard HR procedures of appraising and evaluating employee performance. The section discusses how to develop and implement service charters. It also discusses how to monitor and evaluate employee performance.

Service Charter

A service charter is a public statement about the services an organization will provide; it is an *undertaking* or *covenant* made to stakeholders by an organization about the services they should expect to receive. A service charter also provides customers with a clear statement of the *standards* of services they can expect. This is achieved by establishing a framework for measuring and improving the quality of its services and reporting this to the management, sponsors, other stakeholders and the general public.

Specifically, a service charter outlines:

- The vision, mission and priorities of an organization, i.e., organizational purpose and future ambition and intent;
- The services provided by the organization, which should be freely available and easily accessible to all customers;
- The rights and responsibilities of customers, with the conditions for accessing and benefiting from the organization's services (see customer obligation below);
- The standards of service with respect to time, quality, courtesy, responsiveness, etc., to be provided by the organization. These should be clearly defined in the Charter;
- The complaints handling and redress procedures when the organization fails to meet its service standards and satisfy the customer;
- How customers can contact an organisation and get further information, clarification, or make enquiries; and
- Any relevant legislation, policy or guidance which underpin the organisation's mandates, functions and customer relationship management approach.

In addition:

- A service charter should be written in a clear and user-friendly way.

- It is vital that a service charter is accessible to all, that is available in different formats, such as large print, audio and language.
- If an organisation is part of an industry where a regulator has been appointed, details concerning how to contact the regulator should be included.

The process of developing and implementing a service charter has six simple steps as illustrated in Figure 11 below:

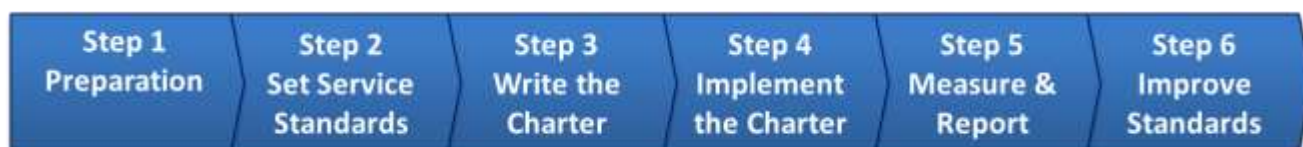


Figure 11 – Charter Development and Implementation Process

Setting Service Standards

Service standards generally comprise a set of commitments that an MDA promises to honour when delivering a service and are usually defined and set in terms of:

- *Timeliness*: timeframes are specific with a clear deadline for delivery. For example, how long does a customer have to wait to be served – to receive a license, to see a doctor or simply receive information/clarification on an enquiry? Timeliness should *always* be calculated from the point of view of the customer.
- *Quality*: This may vary according to an MDA's circumstance and should include the accuracy of the information provided and the guarantees issued to customers. An example of service standards reflecting quality of a service for a clinic may be 'the envelope received by the patient contained all the drugs prescribed by the doctor'.
- *Appropriateness*: Ensuring that the customers' expectations are met, i.e., the service received is timely, relevant and satisfies the customer needs that brought them to the service provider in the first place. Appropriateness is particularly urgent when handling enquiries.
- *Access*: Hours of operation, accessibility for people with special needs, the number and location of service units should all be stated.
- *Reliability*: The standard for timeliness, should be met at least 80% of the time with parallel target set for meeting the remaining 20%.
- *Courtesy*: An MDA should guarantee that staff would be helpful and courteous to customers.
- *Responsiveness*: Prompt action and communication on resolving/responding to customer complaints and suggestions.
- *Cost*: Where fees and charges are paid for services, they should be fair, competitive and perceived by the customer to be commensurate with the service that they receive.

Writing the Service Charter

This involves collating all the information gathered from the self-assessment and staff, customer and other stakeholder consultations. Although there are no strict templates for writing a charter, do write in plain language, avoid jargon and keep sentences concise. Ideally the Service Charter should not exceed 4 to 5 pages in length. Less is more. Additional key attributes for charters should include:

1. The name and a brief description about the MDA, the purpose vision, mission and customer base of the organisation.

2. A statement of the rights and responsibilities of customers. Remember that rights are legally enforceable (e.g. citizens have a right to free basic education. They may expect to wait less than 10 minutes in a queue, but this is not a right). Responsibilities are what you require of your customers to be able to give them the service you guarantee in your Charter (e.g. it is the responsibility of patients at a health centre not to be late for their appointments; otherwise they cannot expect to be seen immediately, or at all).
3. A guide to services. Outline the services available but try to keep this as concise as possible.
4. Specific standards of service. Include a separate section for performance targets or include them in the guide to services.
5. A mechanism for customer complaints and suggestions. The complaints procedure should have clear timeframes for responses and include information on how appeals and the process for remedial action when the MDA is at fault.
6. Information on how customers can get in contact including address, telephone numbers and e-mail addresses.

Measuring and Reporting Performance

MDAs should regularly monitor progress on service charter implementation to ensure service targets and being met or exceeded. Typically, this involves:

Measuring Performance

Periodically (ideally every quarter), the Nodal Officer should assess whether an MDA is meeting the standards of service set out in its Charter. A well-designed measurement process helps determine:

- 1). How well the service is being performed compared to similar services provided by other MDAs (benchmarking).
- 2). Whether the service performance level is improving over time and by how much.
- 3). Whether service beneficiaries are satisfied or not.

Service standards can be measured and tested either through first-hand experience or by having 'mystery shoppers' – employees or hired individuals (a member of an NGO or CSO, for example) pose as beneficiary. By observing and experiencing service delivery, these "mystery-shoppers" can then help an MDA to determine whether or not it is adhering to its declared standards and provide valuable evidence that can be used for improvement.

Evaluating Findings

Evaluating service standard performance involves determining organizational strengths and weaknesses, identifying progress, and setting priorities for future action. It is also about determining whether outcome targets – promises made in the Service Charter, such as standard on timeliness, improved services and customer satisfaction – are being achieved. Specific activities include:

- Examining overall performance against each individual standard such as access, timeliness, accuracy and appropriateness.
- Analysing the results of monitoring activities and identifying trends, issues, and progress.
- Comparing standards and results with similar services both within an MDA and in other organizations (benchmarking).
- Considering other evaluation activities, such as customer satisfaction measurement, consultations, and operational reviews. Identify any gaps or successes.

Reporting Performance

Communicating performance results helps to manage customer expectations and motivate staff as well as appeal to resources providers. An MDA should, therefore, report its performance against its Service Charter to all its stakeholders annually. The stakeholders that should be given the report are:

1. Staff: Performance evaluation reports should be made available to all staff, especially where the result will be linked to their appraisal. It provides staff with objective feedback on how well they are enabling the standards to be met. The report should highlight areas where staff training may be required to improve performance.
2. Management: Results of Charter evaluation should be reported to senior management to provide intelligence on how an MDA is meeting its service delivery goals. The report should highlight areas of success and where additional attention may be required.
3. Service beneficiaries: The beneficiary holds an MDA accountable for its Charter commitments and to do so requires clear and concise information about the MDA's performance. Performance reporting must therefore contain information on all key MDA performance measures: timeliness, service quality, responsiveness and cost. The customer wants to see credible information, such as "90% of our customers are attended to within the advertised time, this is an improvement over last quarter when only 75% was achieved".
4. Government: Allocates and releases resources to an MDA to undertake programmes and projects in the service of the customer. It should therefore be informed about MDA performance of the MDA in relation to these. Reporting should, state whether funds have been released, whether customer volumes are increasing or decreasing, if customer complaints are going up or down, etc.

Handling Complaints and Grievances

Effective management of complaints is a critical success factor for all MDAs. The demand for greater transparency and accountability in the public sector has made complaints handling even more urgent and important. A complaint is an expression of dissatisfaction *whether justified or not*. Complaints can be made or expressed in many different forms. They could be made 'formally' either verbally or in writing. Complaints could also be made 'informally' to members of staff. Few service beneficiaries have the time or the patience to complain 'formally'.

There are five key rules for complaints handling for MDAs:

1. Have a complaints policy: A clear, flexible welcoming and open policy on complaints. A complaint should be regarded as a gift when a customer gives up their time to provide feedback which helps the organisation to improve.
2. Train staff and management in complaints handling: Enables confidence to work with challenging customers and provide support for their decisions. Excellent complaint handling isn't easy and can sometimes be stressful and feel unrewarding. Confirm the value in providing great customer service.
3. Give complaints enough priority and authority: Staff should be aware that complaints are a high priority item for organisations, and anyone who deals with them must have enough authority to resolve them completely.
4. Ensure that complaints can be processed from all sources: There are typically four main ways to complain:
 - in person
 - by telephone

- by mail (post)
- by email/internet and other form of social media.

An MDA must be able to handle all these types efficiently.

5. Create processes to log and analyse all complaints and share with all relevant parties: Much can be learnt about problems with internal processes, training, specific employees/managers, and products without incurring expense. Establishing a process to collect and analyse customer demand is key: Elements to consider include:
 - a. Establishing internal processes to collect and analyse service beneficiary feedback (or demand) by type and frequency, which in turn inform options for point-of-service resolution.
 - b. Developing a tracking system, which provides feedback to service beneficiaries on the progress of their complaints or if their suggestions are likely to be implemented. This would be an essential component of the monitoring strategy for service standards. The information contained within the system will be a valuable resource to determine client satisfaction.
 - c. Ensuring the redress mechanism is easily accessible and easy to understand.

A sample service charter can be found in Annex 2.

Employee Performance

Employee performance management encompasses activities such as joint target setting, continuous progress review and frequent communication, feedback and coaching for improved performance, implementation of employee development programmes and rewarding achievements. The process starts with the joining of a new incumbent in a system and ends when an employee quits the organisation. It is very much cyclical and continuous in nature as shown in Figure 12.

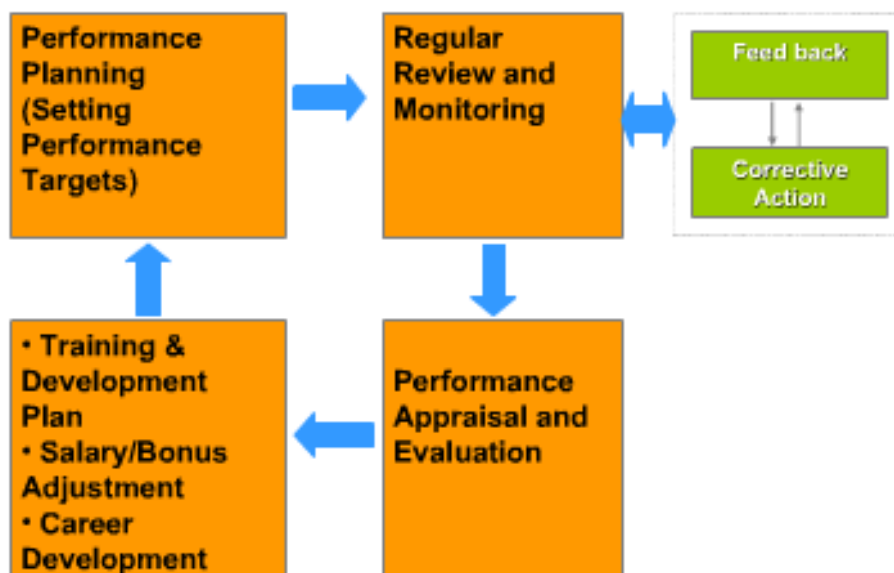


Figure 12: Employee Performance Management Cycle

Some of the guiding principles of effective employee performance management are listed below:

- There is an objective employee performance management system for employees which managers are trained in, and to which they are committed.

- The individual's goals should be aligned with the department goals, and the department should be evaluated as well as the individual.
- Individual performance assessment is linked to agreed targets or service standards and involves at least an annual assessment; and ratings should be given based solely on performance.
- Results of performance assessment are available to respective employees, are properly filed and added to an HR database.
- There are rewards and sanctions for good and poor performance which include enhanced or delayed promotion.
- Operation of the system is monitored by the central HRM function, and remedial action is taken when necessary.
- An employee's position should not dictate whether they have more or less access to the highest level of ratings; supervisors should be able to articulate to employees at all levels what it takes to achieve excellence, to accomplish major targets, and to make unique contributions worthy of the highest level ratings.
- Targets and expectations can be modified during the assessment period if they are communicated to, and discussed with, the employee in advance of the annual assessment; changes should be made in writing.
- Performance expectations include all job outcomes:
 - a. Impact of the employee on 'customers'.
 - b. Services and products delivered by the employee.
 - c. Processes used and policies followed.
 - d. Organisational values demonstrated on-the-job.

Annex 1: BPP Job Descriptions

Title: Director General (DG)		Grade: Consolidated
Department: Office of the Director General		Unit: NA
Job Location: Damaturu		Reports to: Chairman of the Board
Strategic context	BPP is a state level Agency reporting to the Council, which is Chaired by the Commissioner of Finance. The Bureau is established as the oversight body to support development and implementation of the public procurement regulatory system of Yobe State. The Bureau is a legal entity with a leadership and staff. The Bureau exists beyond the tenure of its leadership or staff. Its existence is determined and sustained by the Public Procurement Law.	
Job Objectives:	<ul style="list-style-type: none"> • Develop and lead a highly professional Procurement Agency capable of supporting the government in ensuring openness, competition, probity and accountability in public procurement; • Prepare and implement strategic and operational plans and budget for the Agency, as appropriate, and ensure appropriate commitment from Government; • Prepare regular reports on activities, success and impacts for review and approval by the Council; • Improve awareness on public procurement in Yobe State and ensure compliance of all MDAs covered by the Public Procurement Law. 	
Principal Tasks	<ul style="list-style-type: none"> • Responsible for the execution of the policy and day to day administration of the affairs of the Bureau; • Ensure resources are available to enable full implementation of the Law; • Manage relations between the Council and LGAs, State and relevant Federal MDAs; • Develop and publicise the strategic plan of the Bureau to win the support of key stakeholders (public, private sectors and development partners); • Formulate the general policies and guidelines relating to public-sector procurement for the approval of the council; • Subject to thresholds as may be set by the council, certify state procurement prior to the award of contract; • Supervise the implementation of established Procurement policies; • Monitor the prices of tendered items and keep a database of standard prices; • Publish the details of major contracts in the procurement journal; • Publish paper and electronic editions of the procurement journal and maintain an archival system for the procurement journal; • Maintain a state database of the particulars and classification and categorization of contractors and service providers; • Collate and maintain, in an archival system, all state procurement plans and information; • Undertake procurement research and surveys;^[1]_[SEP] • Organize training and development programmes for procurement professionals; 	

	<ul style="list-style-type: none"> Periodically review the socio-economic effect of the policies on procurement and advise the council accordingly; Prepare and update standard bidding and contract documents; Prevent fraudulent and unfair procurement, and where necessary apply administrative sanctions; Review the procurement and award of contract, procedures of every entity to which this law applies; Perform procurement audits and submit such report to the house of Assembly quarterly; Introduce, develop, update and maintain related database and technology; Establish a single internet portal that shall serve as a primary and definitive source of all information on government procurement containing; displaying all public-sector procurement information at all times; Co-ordinate relevant training programmes to build institutional capacity; and All other responsibilities as may be assigned by the Council. 	
Partners	<ul style="list-style-type: none"> The BPP Council Federal Stakeholders State MDAs and relevant Agencies Development Partners 	
Management Accountability	<ul style="list-style-type: none"> BPP Council Chairman of Council 	
Performance Indicators and Targets 2018/20	Indicator	Target
	<ul style="list-style-type: none"> Culture of <i>fiscal discipline</i>, due process and value for money in public procurement 	<ul style="list-style-type: none"> Have in place, baseline data on incidences of over-invoicing, collusion, ghost/white elephant projects and contract-splitting by 2019; Reduce incidence of over-invoicing in contract submissions, collusion, ghost/white elephant projects and contract- splitting.
	<ul style="list-style-type: none"> Open competition in public procurement process 	<ul style="list-style-type: none"> Increase the proportion of contractors that have access to timely contract information by December 2019; Increase the proportion of women and other disadvantaged persons with access to timely contract information by December 2019.
	<ul style="list-style-type: none"> Compliance with public procurement laws and regulations 	<ul style="list-style-type: none"> Develop and put into use the procurement tools by 2019; 50 per cent reduction in the incidence of violation of procurement law and regulations by 2020.

	<ul style="list-style-type: none"> Existence of efficient and effective Procurement Management Information System (PMIS) 	<ul style="list-style-type: none"> Have in place a Harmonised Standard Price List and Contract Vetting Rate 2018; By December 2020 have in place a central and functional databank.
Academic, Professional qualifications and other Requirements	<p>The Director General shall be a person who possesses a degree or its equivalence in any of the following areas:</p> <ul style="list-style-type: none"> I) Public Administration II) Accountancy III) Law IV) Social Sciences, or V) Other field related to the aforementioned. <p>The DG Must be an indigene of Yobe State.</p>	
Professional experience	<ul style="list-style-type: none"> Shall have been so qualified for a period of not less than 15 years. Senior level experience in procurement or related functions. The Director General occupies sufficient level within the governance structure to enable the Bureau to exercise its authority and responsibilities. Successful management of growing organizations and development and leadership of diverse teams. Good financial and project management skills. Understanding of IT and its uses in evaluating procurement standards. 	
Competency Requirement	<p>Technical Core</p> <ul style="list-style-type: none"> Sound general management and leadership skills, including analytical skills; Ability to harness broad information to make coherent decision and judgement; Good financial and project management skills. <p>Non-technical Core</p> <ul style="list-style-type: none"> Fluent in English and Nigerian languages; Excellent written and spoken communication skills; Strong networking skills and networks at state and federal level, as well as with leading private sector operators; Politically aware in a Nigerian context; Strong relations with key development partners; Focus on delivery of results and targets. <p>Behavioural</p> <ul style="list-style-type: none"> Ability to command respect of colleagues and stakeholders; An independent person of honesty and integrity, not given to social and political pressure; Adjudged firm and fair in handling relationships. 	

We are committed to achieving diversity in terms of gender, culture and educational backgrounds. Individuals with disabilities are encouraged to apply.

Annex 2: Sample Service Charter

Planning and Budget Commission

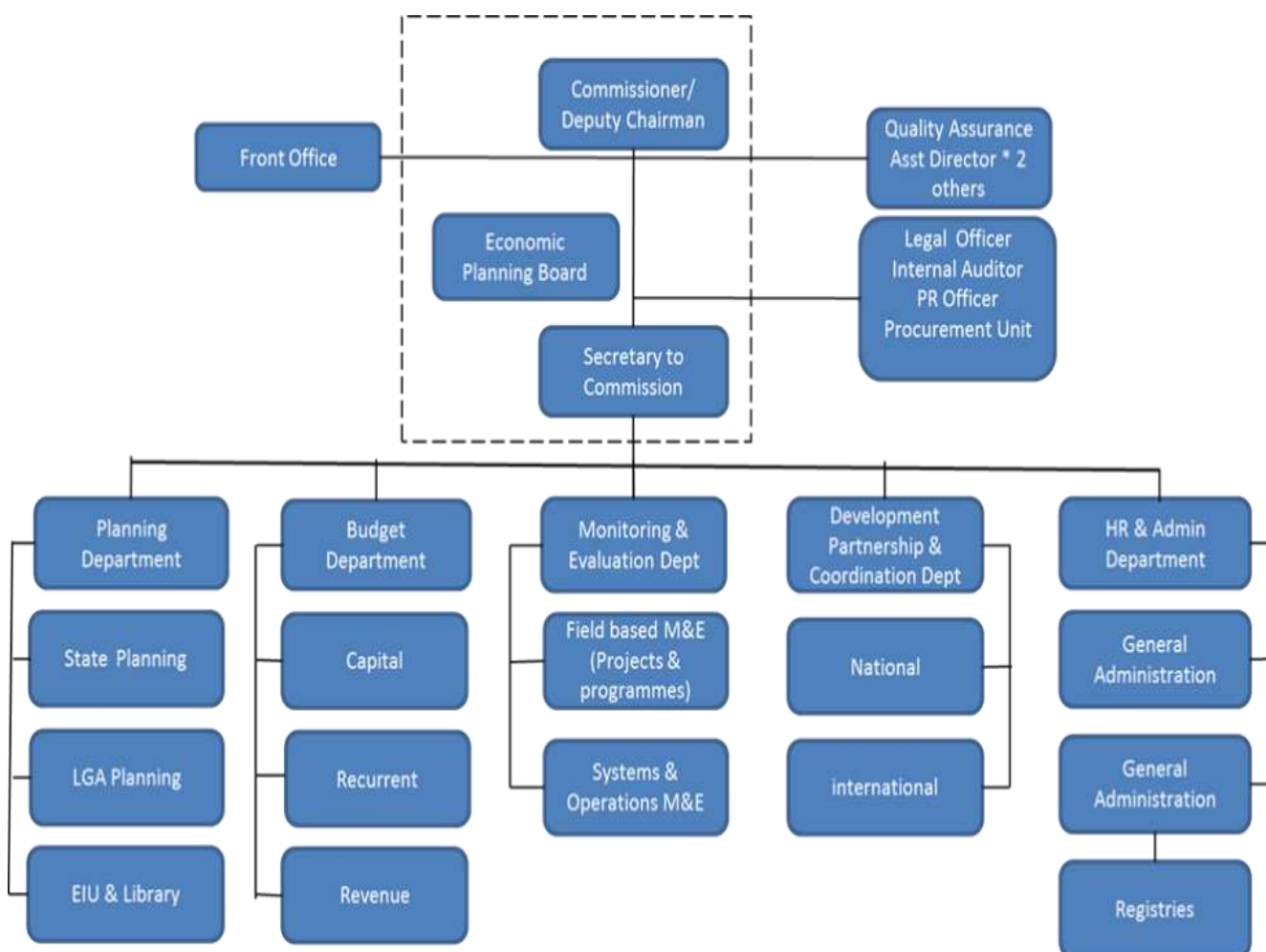
SERVICE CHARTER

Background

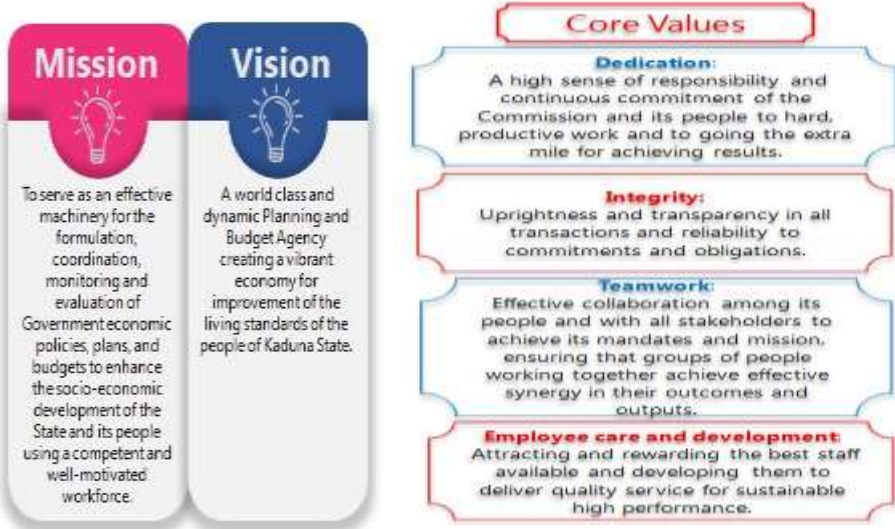
This service charter sets out the services provided by the Planning and Budget Commission which was established by Law No. The charter presents the targets and standards, which the agency aims to achieve as well as its commitment to regularly monitor and evaluate performance based on feedback from charter implementation evaluation reports. The service charter provides clients with relevant information that empower them to demand for better services and make WAZOBIA MDA accountable for its commitment in the charter.

Historical Background of the Commission and Organisational Structure

The Commission had undergone several changes. It was a full-fledged Ministry under the former civilian regime of 1979 – 1980. It was later changed to the Directorate of Budget and Planning within the Ministry of Finance (MoF) under successive military administrations. Subsequently, it was upgraded to the Bureau of Budget and Planning and later became the WAZOBIA State Planning and Budget Commission by Law No 2. 2017. The Commission comprises five departments and two units as contain in the organogram below:



<p>1. Mandates and overall functions of the Commission</p>	<p>The Commission Mandates The Commission has the following mandates:</p> <ul style="list-style-type: none"> • Develop, coordinate, monitor and evaluate all State development plans. • Budgeting. • Coordinate domestic and international donor support to the State. • Ensure collection, analysis and storage of all State statistical data in line with the Bureau of Statistical System Law, 2014. • Conduct supervision/oversight of any executive agency or parastatal within the mandate of the Commission. <p>The Commission's functions The Commission was established to purposely perform the following functions:</p> <ul style="list-style-type: none"> • Policy formulation and coordination of Planning and Budget matters in the State. • Preparation annual multi-year budgets for the State and provision of assistance to local governments to do same. • Development, coordination, monitoring and evaluation of all State development planning. • Promotion and coordination of domestic and international donor support to the State. • Collection, preservation and analysis of all residence registration in line with WAZOBIA State Residents' Registration Law 2018. • Advice and support Government in the formulation of economic policies. • Ensure the collection, preservation and analysis of all statistical data in line with the WAZOBIA State Bureau of Statistical System Law, 2014. • Provision of guideline, advice and support to Ministries, Departments and Agencies in relation to budgeting, planning, monitoring, review and policy implementation. • Provide State guidance on local government planning, budgeting and economic development. • Supervision /oversight of any executive agency or parastatal within the mandate of the Commission.
---	--

<p>2. Envisioning the future</p>	<p>The Commission's Agenda</p>  <p>Mission To serve as an effective machinery for the formulation, coordination, monitoring and evaluation of Government economic policies, plans, and budgets to enhance the socio-economic development of the State and its people using a competent and well-motivated workforce.</p> <p>Vision A world class and dynamic Planning and Budget Agency creating a vibrant economy for improvement of the living standards of the people of Kaduna State.</p> <p>Core Values</p> <p>Dedication: A high sense of responsibility and continuous commitment of the Commission and its people to hard, productive work and to going the extra mile for achieving results.</p> <p>Integrity: Uprightness and transparency in all transactions and reliability to commitments and obligations.</p> <p>Teamwork: Effective collaboration among its people and with all stakeholders to achieve its mandates and mission, ensuring that groups of people working together achieve effective synergy in their outcomes and outputs.</p> <p>Employee care and development: Attracting and rewarding the best staff available and developing them to deliver quality service for sustainable high performance.</p>
<p>3. The Services offered by the Commission</p>	<p>The Commission provides the following services to its clients:</p> <ul style="list-style-type: none"> • Facilitate development of State and local government plans. • Prepare and implement annual State budgets. • Coordinate development partners' support. • Monitor and evaluate government projects and programmes. • Support and coordinate the implementation of the Sustainable Development Goals (SDGs). • Collect and manage data. • Support the implementation of the Social Safety Net Program. • Register all residents in the State.
<p>4. Performance Standards of the Commission</p>	<p>The Commission aims to meet the following service standards:</p> <ul style="list-style-type: none"> • Open to clients from 8.00 am – 4.00 pm Mondays to Friday. • Provide quality services in the most effective and efficient manners. • Treat all issues fairly without bias to factors such as gender, ethnicity, religion and with high sense of responsibility and dedication. • Conduct ourselves professionally and with due care in their relationship with clients. • Treat clients with courtesy and respect, giving them professional service. • Be open, accountable and transparent in our dealings with clients. • Communicate clearly in simple language. • Make the Commission's policy documents available to key stakeholders. • Ensure that all facilities, including restrooms, waiting areas, etc., are properly equipped and kept clean for use and happiness of our clients. • Ensure easy identification of all service windows, locations and offices through clear signs and direction marks/arrows.

	<ul style="list-style-type: none"> • Serve the clients within the shortest possible time and in accordance with our published “Service Delivery Targets and Standards” other than in exceptional cases and times.
5. Target Clients	<p>The following are target beneficiaries of the Commission’s services:</p> <ul style="list-style-type: none"> • Judicial Arm. • Legislative Arm. • Ministries Departments and Agencies. • Local government councils. • Development partners working in the State (local and international). • Civil Societies Organisations (CSOs). • The general public.
6. Clients Obligations	<p>The clients are expected to:</p> <ul style="list-style-type: none"> • Participate in plan and budget formulation and implementation. • Abide by all statutory provisions and furnish the Commission with the relevant documents within timeline that will aid service delivery. • Take ownership of government programs and projects. • Treat our staff with courtesy and respect. • Respond to requests for information precisely, accurately, thoroughly and in good time. • Offer feedback, suggestions or observations at any point in time regarding our services. • Demand services from the Commission and its other agencies. • Attend bilateral discussions. • Attend consultation and validation sessions.
7. Facilities	<p>The Commission’s facilities are:</p> <ul style="list-style-type: none"> • WAZOBIA State Planning and Budget Commission. • WAZOBIA State Bureau of Statistics. • WAZOBIA State Residents Registration Agency.
8. Handling Complaints and Grievances	<p>We define complaints as any expression of dissatisfaction of services offered to a client. The following provides a guideline on the complaints mechanism we operate:</p> <ul style="list-style-type: none"> • Complaints can be made verbally or put in writing and addressed to the Commissioner, Planning and Budget Commission, No. 16 Muhammadu Buhari Way, WAZOBIA. • Suggestions/Complaints boxes are provided at the Commission’s facilities. • All members of staff working in the Commission covered by this Charter are empowered to make decisions within their areas of responsibilities and promptly refer complaints or grievances beyond their responsibilities to the respective authority for resolution.

	<ul style="list-style-type: none"> • Accordingly, all complaints and grievances within the authority of the immediate members of staff shall be resolved immediately. • Other complaints requiring referrals to higher authority shall be resolved within 48 hours. • All complaints and grievances requiring disciplinary action on an officer shall be resolved in one week.
<p>9. Suggestions</p>	<ul style="list-style-type: none"> • Clients and members of the general public with complaints and grievances should report them to any of the following: <ul style="list-style-type: none"> ○ The Commissioner Planning and Budget Commission 16 Muhammed Buhari Way, WAZOBIA ○ The Permanent Secretary, Planning and Budget Commission, 16 Muhammed Buhari Way, WAZOBIA. ○ The Director of Human Resource, Planning and Budget Commission, 16 Muhammed Buhari Way, WAZOBIA. • Suggestion boxes are provided at the reception and six other locations. Clients are: <ul style="list-style-type: none"> ○ encouraged to drop their suggestions for service improvement therein; ○ encouraged and are free to send their suggestions, complaints and grievances on: <ul style="list-style-type: none"> ▪ Email address: 123@abc.com ▪ Twitter handle: @WAZOBIA ▪ Dedicated phone number: check our letterhead and confirm the number's availability.
<p>10. Performance Monitoring and Review of the Service Charter</p>	<p>The Commission will monitor performance against the standards of services we have set in this Charter as well as the level of awareness of the Charter by our stakeholders. We will publish performance against our service standards in our Annual Report. This Service Charter will be reviewed periodically to ensure that our service commitments and standards are aligned to the needs and priorities of clients and key stakeholders.</p> <p>This Service Charter was produced on XXXX November 2019. The next review of this Service Charter is planned for November 2021.</p>