



LAGOS STATE GOVERNMENT

*Report of the First and Second Stages of
the Corporate Planning Process in the
Office of Works*

November 2013



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Abbreviations and Acronyms

COREN	Council for the Regulation of Engineering in Nigeria
CP	Corporate Planning
CSC	Civil Service Commission
F&A	Finance and Administration
IPPs	Independent Power Projects
KPI	Key Performance Indicator
LASG	Lagos State Government
LSDP	Lagos State Development Plan
MDA	Ministries, Departments and Agencies
MEPB	Ministry of Economic Planning and Budget
METP	Ministry of Establishments, Training and Pensions
MTSS	Medium Term Sector Strategy
NSE	Nigerian Society of Engineers
OHOS	Office of the Head of Service
OoT	Office of Transformation
OSAuG	Office of the State Auditor General
PHCN	Power Holding Company of Nigeria
PME&T	Project Monitoring Evaluation and Training
PSM	Public Service Management
PSO	Public Service Office
SHOA	State House of Assembly
SPARC	State Partnership for Accountability, Responsiveness and Capability
STO	State Treasury Office



Executive Summary

The Corporate Planning methodology was introduced to the Office of Works and all stages in the Corporate Planning process were learnt and tested out by staff from the Offices of Transformation and Works during a three-day workshop. The CP process is being coordinated by the Office of Transformation as internal consultants, with a dedicated team of six staff facilitating the process. A Core Group comprising all Directors and unit heads in Office of Works will lead the Corporate Planning review and will be responsible for making critical decisions regarding any possible restructuring that may arise as a result of the Corporate Planning process.

The Office of Works is an arm of the Ministry of Works and Infrastructure, and it houses different experts: builders, electrical engineers, mechanical engineers, architects, quantity surveyors, monitoring and evaluation officers and administrative Office.

Stage one of the Corporate Planning process is the plan and included in this report as an appendix.

Stage two was conducted between November and December 2013. The Office of Transformation consultants supported by the State Partnership for Accountability, Responsiveness and Capability programme, facilitated the work sessions and through this process achieved the following:-

- a) Reviewed and validated the Ministry, Department or Agency (MDA) Mandate;
- b) Reviewed and validated Vision statement;
- c) Reviewed and validated Mission statement;
- d) Reviewed and validated Core values;
- e) Reviewed and validated departmental medium term objectives.



Section One: Introduction and Background

SPARC provided technical support to Office of Transformation (OoT) and Lagos State Government (LASG) in 2010 to produce Ministries, Departments and Agencies (MDA) mandates, methodologies for workforce planning and policy guidance for service charters. At a series of joint reviews of State Partnership for Accountability, Responsiveness and Capability (SPARC) progress the Public Service Management (PSM) Working Group agreed to adopt a 'whole systems organisational development' approach to organisational restructuring or Corporate Planning (CP) methodology. The CP process was originally piloted in four MDAs (Ministry of Economic Planning and Budget (MEPB), Office of the Head of Service/Public Service Office (OHOS PSO), Civil Service Commission (CSC) and Ministry of Establishments, Training and Pensions (METP)) while two other MDAs (State House of Assembly (SHOA) and Office of the State Auditor General (OSAuG)) undertook variations of the CP process referred to as the 'CP Smart' and 'CP Lite' respectively. It was found that some of these MDAs had published vision and mission statements (either on their websites or in the official gazette or both), but these vision and mission statements did not necessarily derive from their mandates nor show their strategic direction in the medium to long term. The CP process has helped to link vision and mission statements to mandates and strategic goals to medium term objectives.

In this process medium term plans, objectives, MDA structures, functions, work volumes and workforce planning needs will be derived from mandates, policies and service performance plans for MDAs.

The CP process currently being carried out in the Office of Works is facilitated by OoT with support from SPARC and the full involvement of the MDA's core group comprised of all directors and unit heads.

Objectives of the assignment

The main objective of stage 1 of the CP process in Office of Works was to create and agree an activity plan outlining relevant activities, timelines and responsibilities for completing the CP process within a six-month timeframe. The activity plan can be found at Appendix 1.

The objectives for stage 2 were to:

- Clarify the MDA's mandates and determine which responsibilities have become obsolete or are being duplicated by other MDAs;
- Review the existing vision and mission statements as published and ensure it aligns to the mandate and the strategic direction of the MDA;
- Set long term goals/objectives and departmental medium term objectives as it derives from the Medium Term Sector Strategy (MTSS) and contributes to the achievement of the Lagos State Development Plan (LSDP).



Approach and Methodology Adopted

Prior to the commencement of the CP process in Office of Works, SPARC provided a three-day training course for OoT staff and the core group of Office of Works¹ to enable all involved to have a clearer understanding of the entire process. The training provided practical examples on most of the steps in the CP process and engendered a better understanding and appreciation of the process as a whole.

An integral part of the training was 'hands-on' practical application of the process where the OoT consultants worked with the Office of Works core group to clarify their mandates, paying specific attention to those responsibilities that had either become obsolete or misplaced over time.

The vision and mission statements were reviewed by comparing those published in the MTSS document with those published in the office building. Vast disparities were noticed and the core group worked together to agree on a single vision and mission statement that would best show their strategic direction, clearly deriving it from their mandate.

Templates were distributed to all departments for collation of the medium term objectives. OoT consultants worked with each department to review and agree on their final objectives and Key Performance Indicators (KPIs) with realistic timelines

¹ 30 staff attended the workshop which ran from 30 October -1 November 2013; the CP process follows a methodology and toolkit based on lessons drawn from the early adopters of CP in several SPARC States. The revised process is due to be completed in six months.



Section Two: Work Undertaken/Completed

Office of Works mandate

In 2010, a mandate mapping exercise was carried out and the outcomes for the Office of Works were validated in 2013 by the Honourable Commissioner of Ministry of Works and Infrastructure. The mandates of the Office of Works were listed as:-

1. Initiate, formulate, execute, monitor and evaluate policies relating to civil works;
2. Architectural and engineering consultancy services;
3. Supervision of the construction of state buildings.
4. Mechanical and electrical works (inclusive of certification of mechanical and electrical services in medium and public high rise buildings);
5. Maintenance of government residential buildings in conjunction with the OHOS;
6. Relationship with the Power Holding Company of Nigeria (PHCN) (inclusive of settling of official bills);
7. Furnishing of government offices and staff quarters in liaison with OHOS;
8. Boarding of plants and equipment (inclusive of the office equipment and staff quarters furniture in conjunction with the OHOS);
9. Monitoring of public facilities and utilities;
10. Quality control of building materials;
11. Pool agency for architects, quantity surveyors, builders and Mechanical Engineers in the State in conjunction with OHOS;
12. Supervision and monitoring of Lagos State Public Works Corporation;
13. Any other duties as may be assigned by the Governor.

The core group deliberated upon the mandates and made corrections and comments on certain mandates. These have been captured in the table below.



S/NO.	MANDATE	OFFICE OF WORKS CORE GROUP COMMENTS	OOT COMMENTS
1	Initiate, formulate, execute, monitor and evaluate policies relating to civil works.	This is a function of Office of Infrastructure because they deal with civil engineering.	'Civil' is a broad term which encompasses a lot of aspects of work including construction of bridges, roads, canals, dams and buildings. Office of Works deals with building and public facilities so the term 'civil' applies to them. This mandate was reviewed and validated by the Honourable Commissioner and included in the compendium of mandates for EXCO sign off.
2	Architectural and engineering consultancy services.	Include to read 'Architectural, quantity surveying and engineering consultancy services. Quantity surveying is one of the disciplines of Office of Works.	Okay. But this amendment must be flagged up with PSO before the final mandates are approved and gazetted.
3	Supervision of the construction of State buildings.	Validated.	Okay.
4	Mechanical and electrical works (inclusive of certification of mechanical and electrical services in medium and public high rise buildings).	Validated.	Okay.



5	Maintenance of government residential buildings in conjunction with the Office of the Head of Service.	This is a responsibility of Facilities Management and Monitoring Agency.	<p>No law or mandate could be found for this Agency hence the validity of this claim could not be ascertained at the time of the input.</p> <p>Recommendation: This responsibility should remain with Office of Works pending the availability of the mandate for the Facilities Management and Monitoring Agency.</p>
6	Relationship with Power Holding Company of Nigeria (PHCN) (inclusive of settling of official bills).	Validated.	Okay.
7	Furnishing of government offices and staff quarters in liaison with OHOS.	Validated.	Okay.
8	Boarding of plants and equipment (inclusive of the office equipment and staff quarters furniture in conjunction with the OHOS).	Validated.	Okay.
9	Monitoring of public facilities and utilities.	Validated.	Okay.
10	Quality control of building materials.	This is a function of Materials Quality Control Laboratory, which is supervised by Office of Infrastructure. There is a law establishing the laboratory.	<p>Confirmed from the law establishing the laboratory.</p> <p>Recommendation: this mandate should be expunged from Office of Works.</p>
11	Pool agency for Architects, Quantity Surveyors, Builders and Mechanical Engineers in the State in conjunction with Office of the Head of Service.	Validated.	Okay.



12	Supervision and monitoring of Lagos State Public Works Corporation.	This is an agency under the supervision of Office of Infrastructure.	Confirmed. Recommendation: this mandate should be expunged from Office of Works.
13	Any other duties as may be assigned by the Governor.	Validated.	Okay.

Vision and mission statements²

The vision and mission statements were reviewed to ensure that they met the criteria outlined in the CP toolkit. The core group brainstormed to come up with several options for both vision and mission statements.

Office of Works' vision statement

The core group compared the vision statement displayed in the lobby of the MDA with that published in the MTSS and found that they were different. The decision was made to re-couch the vision in the MTSS.

The vision and mission statements in the MTSS are for the whole ministry (Ministry of Works and Infrastructure). There will be a need for the Office to set its own Vision and Mission statements³ to show its strategic direction and what they hope to achieve in the long term.

Old vision in MTSS

"To be excellent in infrastructure development and service delivery".

New vision

"To be excellent in **sustainable** infrastructure development and service delivery".

Office of Works' mission statement

The mission statement in the MTSS was reviewed and re-couched slightly. The old and new mission statements are found below.

Old mission statement

To provide world class infrastructure and services befitting of a mega city state through the employment of motivated personnel and leading edge technology for the benefit of the citizens and investors.

² The revised vision and mission statements are yet to be validated by the Permanent Secretary and Hon. Commissioner.

³ In the 2010 review of mandates the Ministry of Works and Infrastructure was advised to decide whether it was an integrated ministry or two MDAs.



New mission statement

Providing world class infrastructure and services befitting of a mega city state through the employment of motivated personnel and leading edge technology for the benefit of the citizens and investors.

Core values:

The core values published in the MTSS document were reviewed, validated and retained. The core values as agreed are:

- Professionalism;
- Teamwork;
- Transparency and accountability;
- Fairness;
- Responsiveness;
- Excellence.

Medium term objectives

After the mandates had been clarified, the vision and mission statements re-couched and validated by the core group, OoT consultants with support from SPARC led the core group through a consultation process involving the management and mid-level technical officers on setting goals, strategies, objectives and KPIs for its departments using the template provided in the CP toolkit. The exercise enabled the core group to further define its direction as it contributed to the MTSS or LSDP, to set targets and performance indicators towards achieving the objectives. The medium term objectives were set for a maximum of three years⁴.

At the conclusion of these work sessions with the departments, the departments were able to set their long and medium term objectives, as well as KPIs. Below is the summary of long and medium term objectives and KPIs set by each of the departments as they contribute to the MDA mandate.

⁴ A decision made by the core group to align with the election cycle and administration term.



Mechanical Services Department

S/N	MDA Mandate	Contribution to State plans or goals and MTSS	Long Term Strategic Objectives (Purpose/ Why)	Strategies to achieve; including other players (How)	Medium term Objective (3 – 5 years ⁵)	How success will be measured (KPIs)	Accountability (Department or Unit)
1	Architectural & Engineering Consultancy Services.	Provision of technical support to MDAs in Mechanical Services.	To ensure effective public Infrastructure in the state.	-Adherence to laid down standards and procedures. -Use of professional and well trained staff.	Increase the no. of mechanical designs drawn by X% by June 2015.	% change in mechanical designs drawn quarterly.	Mechanical Services Department.
2	Mechanical & Electrical Works (Inclusive of Certification of Mechanical & Electrical Services in medium & public high rise buildings.	Provision of standard mechanical design, installation & maintenance.	To ensure effective & functional public building in the State.	Team work. Deploying well trained staff to supervise mechanical services in the state.	Increase the certification of Mechanical Services by December, 2015.	No of Certification of Mechanical Services issued quarterly.	Consultancy maintenance.

⁵ Ideally the objectives should include more 'stretch' - they are mainly 1-2 years not 3-5 as recommended. Some of the mandates to be expunged are covered in the tables – there should be some means of treating these as interim only until the changes take place



3	Maintenance of government residential buildings in conjunction with the Office of the Head of Service ⁶ .	Mechanical repairs & maintenance of government residential and public buildings.	To ensure that LASG has durable public buildings.	Deploying well trained staff to supervise repairs and maintenance of government residential and public buildings. Periodic feedback & reporting.	Ensuring reduction in frequency of accidents and replacement cost of public buildings by Dec 2015.	No of repairs and maintenance calls received yearly.	Maintenance/ consultancy.
4	Boarding of plants & equipment (inclusive of the office equipment and staff quarters furniture in conjunction with the OHOS).	To facilitate a cleaner and more hygienic Lagos.	To create a friendly & conducive environment.	Team work. Getting rid of obsolete and dilapidated plants and equipment.	To reduce the no. of abandoned & unserviceable plants & equipment in the state by December, 2015.	No of plants & heavy equipment boarded in the state yearly.	Operation, Research & Development.

⁶ If it is confirmed that Facility Management agency is responsible for this function, it is expected that this function will become obsolete and staff will be reassigned to other functions.



Architectural Department

S/No.	MDA Mandate(s)	Contribution to state plans or goals and MTSS	Long Term Strategic Objectives (purpose/ why)	Strategies to achieve; including other players (How)	Medium- Term Objectives (3-5 years)	How success will be measured (KPI)	Accountability (Department or Unit)
1	Initiate, formulate, execute, monitor and evaluate policies relating to civil works.	Ensuring that policies are in place to guide the architectural designs of buildings and other civil works in Lagos State.	To ensure uniformity in architectural standard of the State Civil Works.	Set SMART standards for the implementation of its policies. Put in place a standing committee for the development and review of architectural polices by June 2015.	Ensure that architectural policies are documented and reviewed by June 2015.	The existence of architectural policies and number of reviews of the policies by June 2015.	Architectural services with inputs from other department.
2	Architectural and Engineering consulting services.	Supporting other government agencies in their building services need.	To ensure that all MDAs building conforms with set standards.	Providing technical support as needed.	Assign Liaison /Project Officers to relevant Agencies by June 2014. Ensure that all MDAs adhere to regulations and set standards.	- Numbers of complaints or commendations received. Number of liaison officers assigned to MDAs by June 2014. % change in conformity to set standards and regulations.	Architectural Department.



3	Supervision of the construction of state buildings.	Ensuring erection of state buildings according to set standard.	To ensure structure are built according to set standard.	<p>-Provide the public with information on set standards for building.</p> <p>-Grouping of staff into teams to supervise and monitor ongoing projects.</p>	Ensure that all building constructions obtain approved architectural and other relevant drawings prior to construction by June 2014.	<p>-Number of buildings constructed with approved architectural/other relevant drawings. By June 2014.</p> <p>- No of site inspection conducted by Dec 2014 per project.</p>	Architectural Department.
4	Pool agency for architects, quantity surveyors, builders and mechanical engineers in the state in conjunction OHOS.	Engage, retain and train qualified architects.	To establish criteria to be met by the architects, sustain professionalism and high productivity.	Training, retraining and motivation of staff.	Architects to under-go constant and continuous training by Dec.2014.	No of architects trained and motivated by Dec 2014.	Architectural, Finance and Administration (F&A), Project Monitoring Evaluation and Training (PME&T) Departments.



Building Services Department

S/No.	MDA Mandate(s)	Contribution to state plans or goals and MTSS	Long Term Strategic Objectives (purpose/ why)	Strategies to achieve; including other players (How)	Medium- Term Objectives (3-5 years)	How success will be measured (KPI)	Accountability (Department or Unit)
1	Maintenance of government residential building in conjunction with OHOS ⁷ .	Maintenance of government residential, Offices Hospitals and other buildings except schools in line with Lagos State functional mega city aspirations.	To make staff quarters habitable and conducive.	Assign Project teams to regularly Monitor and maintain the staff quarters. Inspect, assess, prepare cost of repairs, sometimes supervise and address the problem.	-Ensure minimum of 40% ⁸ of backlog request for renovation works received since 2009 is attended to by Dec.2014. -Ensure minimum of 40% of current request for renovation works is attended to Dec.2014.	-The number of staff quarters satisfactorily maintained by Dec 2014. -% change in complaints resolved quarterly.	Building Services.

⁷ SHB also processes requests for maintenance of staff quarters so this appears to be a duplication of effort. This will be picked up in the functional review.

⁸ Based on the number of outstanding requests some received as far back as 2009/10, the director is confident that once approval for funds is secured, they can clear 40% of these backlog



Electrical Services Department

S/No	MDA Mandate	Contribution to state plans or goals and MTSS	Long Term Strategic Objectives (Purpose/why)	Strategies to achieve including other players (How)	Medium term objectives (3- 5years)	How success will be measured (KPIs)	Accountability (Department or Unit)
1.	Consultancy Services.	Ensure efficient and smooth operations and design of state power plants, infrastructure and buildings.	To have total local content in electrical consultancy services in the state.	<ul style="list-style-type: none"> -Sound and effective advice and recommendations to MDAs. -Making proper valuation of projects. -Cost-effective solutions to engineering challenges. 	<p>Raising well motivated and technically exposed staff by Dec 2015.</p> <p>Training and retraining of engineers and technical personnel.</p>	Number of projects with total local content certified as successfully completed by Dec 2015.	Design & Consultancy unit, Special services unit, telecommunications unit, workshop and maintenance unit.
2.	Supervision of the construction of state buildings.	Having safe, sustainable low, medium and high voltage installations in state infrastructure.	To have safe and sustainable infrastructure especially in the electrical wiring, controls, distribution and generation.	<ul style="list-style-type: none"> -Work closely with other departments in the team. -Ensuring state and national specifications and standard are met in all materials and manpower used. -Close supervision of critical activities. 	<ul style="list-style-type: none"> -Ensuring contracts are completed on time. -High quality materials and equipment are used by Dec 2014. -Achieving expertise in the area of design, consultancy and 	Percentage change in number of repairs, incidents and accidents quarterly.	Design & Consultancy unit, Special services unit, telecommunications unit, workshop and maintenance unit.



					electrical installations by Dec 2015.		
3.	Mechanical and Electrical works (inclusion of certification of electrical works).	To have electrical utilities that are of national and international standards.	Providing lasting, safe and energy efficient electrical utilities.	Design, install, supervise, maintain and repair all electrical works from inception to commission.	<p>-Produce standard electrical designs.</p> <p>-Install, supervise, repair and maintain generating plants, distribution networks, electrical equipment, installations and all that require electrical works by Dec 2015.</p>	<p>-Number of electrical fault treated by Dec 2015.</p> <p>-Number of timely resolution to electrical faults.</p> <p>-Number of electrical fault that occur/quarter.</p> <p>-%compliance to national and international standards.</p>	All units.



4.	Relationship with PHCN.	<p>Ensure smooth running of offices through prompt settlement of telephone and electricity bills.</p> <p>Ensuring smooth relocation of telecommunication and PHCN facilities.</p> <p>Liaise with PHCN/Independent Power Projects (IPPs) to hook up streetlights.</p> <p>Liaise with telecommunication operators.</p>	<p>-To have uninterrupted power supply for improved productivity.</p> <p>-To have as many state buildings, streetlights and electrifications hooked up to the national grid and IPPs.</p> <p>-To have effective telephone facilities for improved productivity.</p>	<p>-Prompt processing of bills to State Treasury Office (STO).</p> <p>-Make recommendations on how much to pay.</p> <p>-Ensuring all locations are properly metered.</p>	<p>-Liaising with PHCN, IPPs and telecommunication operators for billings, fault rectification and relocation of facilities.</p> <p>-Recommending amount to be paid.</p>	<p>Number of times wrong payment of electricity bill occurs within a year.</p> <p>The amount to with PHCN is overpaid/underpaid.</p>	<p>Design & Consultancy unit, Special services unit, telecommunications unit, workshop and maintenance unit.</p>
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5.	Monitoring of Public facilities and utilities.	Ensuring smooth running of intercom lines, power generating plants, Power Distribution network, electrical equipment and installations.	<p>To minimise damage to electrical and telecommunication installations.</p> <p>To ensure prompt repair of faulty equipment & installation.</p>	Carry out preventive and routine maintenance of all equipment and installations.	<p>Having functional equipment, installations by Dec 2015.</p> <p>Deploying modern innovative technology by Dec 2015.</p> <p>Improving work environment/productivity through the efficient use of utilities.</p> <p>Providing adequate information to staff on optimal use of these utilities.</p>	<p>Frequency of facilities breakdown per year.</p> <p>The number of complaints made/quarter.</p>	Design & Consultancy, Maintenance, Workshop, Special Services, telecommunications units.
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6.	Pool Agency for Electrical Engineers.	Meeting the Electrical Engineering need of the state .	Ensure qualified and competent Engineers, technician and artisans are recruited in the State Public Service.	<ul style="list-style-type: none"> -Representation at Civil Service Commission during recruitment. -Deploy Engineers, technicians and artisans through PSO to other MDAs. 	Ensure Lagos State Government is staffed with qualified engineers registered with the Nigerian Society of Engineers (NSE) / Council for the Regulation of Engineering in Nigeria (COREN) by Dec 2015.	% change in number of Engineers in LASG registered with NSE/COREN by Dec 2015.	All Units.
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Project Monitoring, Evaluation and Training Department

No.	MDA Mandate(s)	Contribution to State plans or Goals and MTSS	Long Term Strategic Objectives (purpose/Why)	Strategies to achieve; including other players (How)	Medium- Term Objectives (3-5 years)	How success will be measured (KPI)	Accountability (Department or Unit)
1	Monitoring of Public Facilities and Utilities.	Ensuring Excellent Infrastructural delivery in Office of Works.	<ul style="list-style-type: none"> - To inspect all on-going projects and ensure that only certified projects are recommended for payment. - Accessing and evaluating for quality to ensure value for money. 	<ul style="list-style-type: none"> - Compliance with standards. -Assign adequate no of professional staff with relevant skills. - Enhance mobility to cover state wide projects by purchasing adequate project vehicles for site visitation by Dec 2014. 	<ul style="list-style-type: none"> -Increase the Zones from 5 to10 by Dec 2015 to enhance coverage and effectiveness. - Keep a detailed and complete data base on on-going projects in MDAs by December 2014. 	<ul style="list-style-type: none"> -% of projects regularly monitored on schedule by Dec 2014. -% compliance with monitoring schedule by Dec 2014. 	Project Monitoring Evaluation Training Department.



2	Quality control of building materials ⁹ .	Ensuring Excellent Infrastructural delivery in Office of Works.	<ul style="list-style-type: none"> - To inspect all on-going projects and ensure that only certified projects are recommended for payment. - Accessing and evaluating for quality to ensure value for money. 	<ul style="list-style-type: none"> - Compliance with set standards. - Assign professional staff with experience on the job. - Enhance mobility to cover state 	<ul style="list-style-type: none"> -Increase the Zones from 5 to10 to enhance coverage and effectiveness. - Keep a detailed and complete data base on on-going projects in MDAs by December 2014. -Procurement of adequate project vehicles for site visitation by 2014. 	<ul style="list-style-type: none"> % change in number of complaints from stakeholders or End users. % change in stakeholders or End users feedback. %change in collapsed infrastructure. 	P,M,E&T.
3	Initiate, formulate, execute, monitor and evaluate policies relating to civil works.	Ensuring Excellent Infrastructural delivery in Office of Works.	<ul style="list-style-type: none"> To ensure standardized policies are in place and complied with. 	<ul style="list-style-type: none"> -Set standards. -Request for data on ongoing projects from departments involved. -Evaluate the data. - Assign professional staff with experience on the job. 	<ul style="list-style-type: none"> Staff trained on technical report writing & data management by Dec.2014. 	<ul style="list-style-type: none"> % change in the level of skills &competencies. 	P,M,E&T.

⁹ PME&T argues that the similarly described objectives are not simply repetitious but apply to both mandates



4	Monitoring of public facilities and utilities.	Ensuring Excellent Infrastructural delivery in Office of Works.	<ul style="list-style-type: none"> - To inspect all on-going projects and ensure that only certified projects are recommended for payment. - Accessing and evaluating for quality to ensure value for money. 	<ul style="list-style-type: none"> - Compliance with standards. -Assign adequate no of professional staff with relevant skills. - Enhance mobility to cover State wide projects. 	<ul style="list-style-type: none"> -Increase the Zones from 5 to10 to enhance coverage and effectiveness. - Keep a detailed and complete data base on on-going projects in MDAs by December 2014. -Procurement of adequate project vehicles for site visitation by 2014. 	<ul style="list-style-type: none"> -% of projects regularly monitored on schedule. -% compliance with monitoring schedule. 	Project Monitoring Evaluation Training Department.
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Quantity Surveyor Department

No.	MDA Mandate(s)	Contribution to state plans or goals and MTSS	Long Term Strategic Objectives (purpose/why)	Strategies to achieve; including other players (How)	Medium- term objectives (3-5 years)	How success will be measured (KPI)	Accountability (Department or Unit)
1	Architectural and Engineering Consultancy services.	Appropriate quantity and quality of materials are judiciously utilised in construction of public buildings.	To ensure construction according to specification at minimum cost.	<ul style="list-style-type: none"> -Prepare /Vet the Bill of Quantities. -Constant monitoring and supervision of projects. -Write a situation report on on-going projects for the Permanent Secretary and Honourable Commissioner. 	To have fully certified public buildings with minimum maintenance cost by Dec.2015.	% change in uncertified public buildings in a year.	Architectural, Quantity Survey & Engineering Services.
2	Supervision of the construction of state buildings.	State buildings are constructed to specifications.	To eradicate substandard and collapsed buildings.	<ul style="list-style-type: none"> -Assign supervising officers -Ensuring that tested, certified and approved building materials are used in construction of public buildings. 	To collaborate with other relevant professionals towards ensuring that building are constructed to specifications by Dec 2015.	% change in substandard and collapsed building by 2015.	Architectural, Quantity Surveying and Engineering Services.



Recommendations

The following are the recommendations made for the Office of Works:

1. Quality control of building materials is a function of Materials Quality Control Laboratory and should be expunged from their mandate;
2. Supervision and monitoring of Lagos State Public Works Corporation is a function of Office of Infrastructure and should be expunged from its mandate;
3. Maintenance of government residential buildings should continue to be a responsibility of Office of Works pending the availability of a law or mandate governing the establishment of Facilities Management and Monitoring Agency;
4. The Office of Works should develop its own Vision and Mission Statements as they currently have a separate mandate from Office of Infrastructure;
5. Communicate the final and agreed Mandate, Vision, Mission and Values to all staff and stakeholder through internal memos, notice boards, the website and pamphlets;
6. Staff currently carrying out the functions to be expunged from the mandates will need to be reassigned to other functions;
7. The core group should lead departments to review their medium term objectives yearly and realistically set new targets.

Next Steps

The next steps will involve:

1. OoT to validate the clarified Mandates, revised Vision and Mission Statements with the Honourable Commissioner, Permanent Secretary and core group prior to sign off;
2. The validated mandate, vision and mission statement be published and communicated to all staff and relevant stakeholders;
3. Office of Works to inform PSO of the amendments to its Mandate as agreed with the core group;
4. OoT to commence work with departments in Office of Works to conduct functional, process and structural review.



Section Three: Lessons Learned

Various lessons were learnt while undertaking the CP process in the Office of Works and have been highlighted below. These lessons may be found to be useful in other SPARC states while replicating the CP model:

- The buy-in of top management should be sought prior to commencement of the CP process in any MDA. Top executives, directors and managers should be introduced to the concepts and steps, the relevance and benefits of the process to their MDA in the medium to long term should be emphasised;
- It was found that the core group had a better understanding of the entire CP process as a result of their involvement in the three-day CP training organised by SPARC. The core group will perform better if they have a prior understanding of the steps in the CP process and what each steps entails;
- Due to the busy nature of the MDA, time was of the essence during the CP process in Office of Works. OoT consultants had to do a lot of 'off-the-scene' work, especially reviewing documents, brainstorming and team meetings to knock things into shape prior to meeting with the departmental heads. This ensured time was managed better and timelines were met.



Appendix One: Office of Works Activity Plan (Stage 1 report).

Activity	Timeline	Responsibility	Comments
Take off protocol in steering/ core group.	November 2013	OoT, Core group	Core group members selected, inaugurated and introduced to CP.
Clarifying and communicating mandate of Office of Works.	November 2013	OoT, Core group	
Establish vision, mission and value statements.	November 2013	OoT, Core group	
Establish long term goals/objectives and strategies. Setting medium term performance objectives and standards.	December 2013	OoT, Core group	Stage report produced and validated by core group.
Functional review Process review Structural review	January – February 2014	OoT, Core group	Stage report produced and validated by core group.



Updating establishment plan Developing workforce plan	March 2014	OoT, Core group	Stage report produced and validated by core group.
Publish Office of Works Corporate Plan document.	April 2014	OoT, Core group	Final Corporate Plan produced and presented to core group and management of Office of Works.



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