



LAGOS STATE GOVERNMENT

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

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Abbreviations and Acronyms

COREN	Council for the Regulation of Engineering in Nigeria
CP	Corporate Planning
CSC	Civil Service Commission
EXCO	Executive Council
F&A	Finance and Administration
Hon	Honourable
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 (CP) methodology was introduced to the Office of Works and all stages in the CP process were learnt and tested out by staff from the Offices of Transformation and Works during a 3-day Workshop. The CP process is being coordinated by the Office of Transformation as internal consultants, with a dedicated team of 6 staff facilitating the process. A Core Group comprising all Directors and unit heads in Office of Works will lead the CP review and will be responsible for making critical decisions regarding any possible restructuring that may arise as a result of the CP 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 CP 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 (OoT) consultants supported by the State Partnership for Accountability, Responsiveness and Capability (SPARC) programme facilitated the work sessions and through this process achieved the following:

- a) Reviewed and validated Ministry, Department and 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 OoT and Lagos State Government (LASG) in 2010 to produce MDA mandates, methodologies for workforce planning and policy guidance for service charters. At a series of joint reviews of SPARC progress the Public Service Management (PSM) Working Group agreed to adopt a 'whole systems organisational development' approach to organisational restructuring or Corporate Planning methodology. The CP process was originally piloted in 4 MDAs (Ministry of Economic Planning and Budget [MEPB], Office of the Head of Service [OHOS]/Public Service Office [PSO], Civil Service Commission [CSC] and Ministry of Establishments, Training and Pensions [METP]) while 2 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 6-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 3-day training course for OoT staff and the core group of Office of Works¹ to enable all

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 6 months.



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.

Following validation of the initial medium term objectives the Permanent Secretary asked Directors to revise them. This report incorporates those revisions.



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 Hon. 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 Office of the Head of Service (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.

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 Hon. Commissioner and included in the compendium of mandates for the Executive Council (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. Validated	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. Recommendation: This responsibility should remain with Office of Works pending the availability of the mandate for the Facilities Management and Monitoring Agency.



6	Relationship with Power Holding Company of Nigeria (PHCN) (inclusive of settling of official bills). ²	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 office of the Head of Service).	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.	Confirmed from the law establishing the laboratory. Recommendation: this mandate should be expunged from Office of Works.
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.
14	Any other duties as may be assigned by the Governor.	Validated.	Okay.

² This mandate has been amended to read, ' Relationship with electricity and telecommunications companies as well as regulatory bodies (inclusive of settling official bills)



Vision and mission statements³

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 statements⁴ 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 vision⁵

“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.

New mission statement

Providing world class infrastructure and services 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.

³ Office of Works core group has agreed to retain the combined vision and mission statements of the ministry. This has been validated by the core group.

⁴ In the 2010 review of mandates the Ministry of Works and Infrastructure was advised to decide whether it was an integrated ministry or 2 MDAs.

⁵ This has been agreed by both the Permanent Secretary and Hon. Commissioner



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 Lagos State Development Plan (LSDP), to set targets and performance indicators towards achieving the objectives.

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.



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)	How success will be measured (KPIs)	Accountability (Department or Unit)
1	Initiate, formulate, execute ,monitor and evaluate policies relating to civil works.	Providing policies to guide mechanical engineering works.	Standardization of mechanical installations in public buildings and facilities.	Develop a policy document. Train staff on development and interpretation of policies. Monitoring of projects to ensure that specifications are adhered to.	Increase the no. of mechanical installation in public buildings and facilities that adhered to set policies by Dec.2015.	No of mechanical installations in public buildings and facilities that are done to lay down policies and standard specifications quarterly.	Consultancy/Operation, Research & Development.
2	Architectural & engineering consultancy services.	Provision of technical support to MDAs in mechanical services.	To ensure effective public buildings and facilities in the State.	-Adherence to laid down standards and procedures. -Use of professional and well trained staff.	Increase the no. of mechanical designs by June 2018.	% change in the no. of mechanical designs produced quarterly.	Mechanical Services Department.



3	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, 2018.	No of certification of mechanical services issued quarterly.	Consultancy/ Maintenance.
4	Supervision of the construction of state buildings.	Ensuring that mechanical installations in public buildings are done to approved standard.	To ensure that mechanical installations are according to specifications and standard.	Train officers on installations procedures. Keep up to date data base of State buildings under construction.	.Ensure that all mechanical installations are done to standard by Dec.2017.	% of mechanical installations done to standard yearly.	Consultancy Unit.
5	Maintenance of Government residential buildings in conjunction with the Office of the Head of Service.	Mechanical repairs & maintenance of Government residential & public buildings.	To ensure that LASG has durable public buildings.	Deploying well trained staff to supervise repairs & maintenance of Government residential & public buildings. Periodic feedback & reporting.	Ensuring reduction in frequency of accidents and replacement cost of Government residential & public buildings by 2018.	No of repairs & maintenance calls received yearly.	Maintenance/ Consultancy Units.



6	Boarding of plants & equipment (inclusive of the office equipment and staff quarters furniture in conjunction with the Office of the Head of Service).	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, 2018.	No of plants & heavy equipment boarded in the State yearly.	Operation, Research & Development Units.
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Architectural Department

No.	MDA Mandates	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 10 architectural policy statements are documented and reviewed by June 2017.	Number of architectural policy statements documented and number of reviews of the policies by June 2017.	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 project officers to relevant agencies by June 2014.	Ensure that 28 MDAs adhere to regulations and set standards by June 2017.	% change in conformity to set standards and regulations by MDAs by June 2017. -Numbers of complaints or commendations received by June 2017.	Architectural Department.



3	Supervision of the construction of state buildings.	Ensuring erection of state buildings according to set standards.	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 and are constructed to approved plan by June 2017.	<p>-% of buildings constructed with approved architectural/other relevant drawings by June 2017.</p> <p>No. of project site inspections conducted by June 2017.</p> <p>No. of building sites supervised to completion according to plan.</p>	Architectural Department.
4	Pool agency for architects, quantity, surveyors, builders and mechanical engineers in the State in conjunction with the Office of Head of Service	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.	Ensure 40 architects undergo 5 job related trainings each by Dec.2017.	No. of times a design is reworked.	Architectural, Finance and Administration (F&A), Project Monitoring Evaluation and Training (PME&T) Departments.



Building Services

S/No	MDA Mandate(s)	Contribution to State plans or goals and MTSS	Long term Strategic Objective (purpose/why)	Strategies to achieve; including other players (how)	Medium term objectives (3-5 years)	How success will be measured (KPIs)	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 maintenance of Government buildings in Lagos State.	To ensure adherence to set standards as it relates to maintenance of Government buildings.	Set SMART standards for the implementation of its policies.	Ensure that building policies are documented and reviewed by Dec. 2017.	The existence of documented policies on maintenance of buildings.	Building Services with inputs from other departments.
2	Maintenance of government residential building in conjunction with the Office of the Head of Service.	Maintenance of government residential, Offices Hospital and other building except schools in line with Lagos state functional mega city aspirations.	To make staff quarters habitable and conducive for healthy living. To upgrade and maintain staff quarters in accordance with minimum current set standards.	Assign project teams to regularly Monitor and maintain the staff quarters. Inspect, assess, prepare cost of repairs, periodically supervise and address the problem with the input of other departments e.g. mechanical, electrical & structural Design.	Ensure 100% of backlog request for renovation works received since 2009 is attended to by Dec. 2017 Ensure 100% of current request for renovation works is attended to by 2016.	The number of staff quarters satisfactorily maintained by Dec. 2017. -% change in complaints resolved quarterly.	Building Services.



3.	Pool agency for architect and builders, quantity surveyor, electrical and mechanical engineers.	Engage, train, retrain qualified builders.	To establish criteria to be met by builders to sustain professionalism.	Training and retraining and motivation of staff. Builders to undergo training and attend AGM seminar & workshops.	Increase no of up skilled builders by 2017.	No. of builders trained by the department by Dec 2017.	Building Services, F&A, PME&T.
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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	Initiate, formulate, execute, monitor and evaluate policies relating to civil works.	Ensuring that policies are put in place to guide electrical services for public buildings and facilities while also ensuring conformity with specifications.	To ensure professionalism in the application of electrical standard for public buildings and facilities.	<p>Set SMART standards for policy formulation and implementation.</p> <p>Put in place a development review mechanism for policies relating electrical services.</p> <p>Ensure policies conform to national and global electrical standards and specifications.</p>	Ensure that policies are documented and fully adhered to by December 2017.	<p>The formulation of policy document for electrical services.</p> <p>The number of reviews of the document carried out by December 2017.</p> <p>Percentage of projects that conform to policies.</p>	Electrical Services Department.



2	Design and 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 with well trained and motivated staff.	<ul style="list-style-type: none"> -Sound and effective advice and recommendations to MDA's. -Making proper valuation of projects. -Cost effective solutions to Electrical Engineering challenges. 	<p>70% local content in electricity consultancy services in the state by December 2017.</p> <p>Training and retraining of Engineers and technical personnel.</p>	<p>% savings in resources made for the State through project evaluation quarterly.</p> <p>Number of projects with total local content certified as successfully completed by December 2017.</p> <p>Number of projects with total content certified as successfully completed by December 2020.</p>	Design & Consultancy Unit, Special services Unit, telecommunications Unit, workshop and maintenance Unit.
3	Supervision of the construction of public buildings.	Having safe, sustainable low, medium and high voltage installations in state infrastructure.	To have safe and sustainable infrastructure especially in 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 standards are met in all materials and manpower used. -Close supervision of critical activities. 	<ul style="list-style-type: none"> -Ensuring contracts are completed to specifications and time by 2017. -High quality materials and equipment are used by December 2017. -Achieving 	<p>% change in number of repairs, incidents and accidents quarterly.</p> <p>% change in materials and equipment that fail standard test.</p>	Design & Consultancy, Special Services, Telecommunications Unit, Workshop and Maintenance Units.



					expertise in the area of design, consultancy and electrical installations by December 2017.		
4	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.	Produce standard Electrical designs. Install, supervise, repair and maintain generating plants, distribution networks, electrical equipment installations and all that require electrical works by December 2017.	Number of electrical faults treated by December 2017. Number of timely resolution to electrical faults. Number of electrical faults that occur/quarter. 80% compliance to national and international standards.	Electrical Services Department.
6	Relationship with electricity and telecommunications companies as well as regulatory bodies	Ensure smooth running of offices through prompt settlement of electricity and telephone bills.	To have uninterrupted power supply for improved productivity. To have as many State	By offering excellent advice and recommendations in the in the implementation of power projects from inception through completion while	Improvement in the monitoring of power supply for improved productivity. Recommending	% change in no of outages. Number of times wrong payment of electricity bill occurs within a year.	Design & Consultancy, Special Services Unit, Telecommunications Unit, Workshop and Maintenance Units.



	(inclusive of settling of official bills).	<p>Ensuring smooth relocation of telecommunication and electricity operators' facilities.</p> <p>Liaise with Electricity companies/Independent Power Providers (IPPs) to hook up streetlights.</p> <p>Liaise with telecommunication operators.</p>	<p>buildings, streetlights and electrifications hooked up to the national grid and IPPs.</p> <p>To have effective telephone facilities for improved productivity.</p>	<p>ensuring that first class operations and maintenance procedures are put in place and implemented.</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 electricity companies, IPPs and telecommunication operators for billings, fault rectification and relocation of facilities.</p>	amount to be paid.	The amount to which electricity company is overpaid/underpaid.	
9	Monitoring of public facilities	Ensuring smooth running	To minimize damage to	Carry out preventive and routine	Having functional	Frequency of facilities breakdown	Design & Consultancy,



	and utilities.	of intercom lines, power generating plants, power distribution network, electrical equipment and installations.	electrical and telecommunicati on installations. To ensure prompt repairs of faulty equipment & installations.	maintenance of all equipment and installations. Encourage efficient use of utilities. Providing adequate information to staff on optimal use of these utilities.	equipment and Installations by December 2017. Deploying modern technology by December 2017. Improving work environment/pro ductivity through the efficient use of utilities.	per year. The number of complaints made/per quarter.	Maintenance, Workshop, Special Services, Telephone Exchange Units
11	Pool agency for electrical engineers.	Meeting the electrical engineering needs of the State.	Ensure qualified and competent engineers, technicians and artisans are recruited in the State Public Service.	-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 Nigerian Society of Engineers (NSE) and Council for the Regulation of Engineering in Nigeria (COREN) by December 2017.	70% change in number of engineers in LASG registered with NSE and COREN by December 2017.	Electrical Services Department.



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 public buildings and facilities 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. - Assessing and evaluating projects for quality to ensure value for money. 	<ul style="list-style-type: none"> -Ensure compliance with standards - Assign adequate no of professional staff with relevant skills to monitor facilities. - 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 to 10 by Dec. 2015 to enhance coverage and effectiveness. - Keep a detailed and complete data base on on-going projects in MDAs by Dec. 2014. 	<ul style="list-style-type: none"> -% of total 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 ⁶ .	Ensuring excellent public buildings and facilities 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. 	<ul style="list-style-type: none"> - Ensure compliance with standards. - Assign professional staff with experience on the job. 	<ul style="list-style-type: none"> -Increase the Zones from 5 to 10 by Dec. 2015 to enhance coverage and effectiveness. -Keep a detailed 	<ul style="list-style-type: none"> -% change in number of complaints from stakeholders or end users. -% change in stakeholders or end 	Project Monitoring Evaluation & Training Department.

⁶ This has been said to be a mandate of Office of Infrastructure but the Project Monitoring, Evaluation and Training Unit serves both Offices of Works and Infrastructure.



			- Assessing and evaluating projects for quality to ensure value for money.	- Enhance mobility to cover State by procurement of adequate project vehicles for site visitation.	and complete data base on on-going projects in MDAs by Dec. 2014. - 50% project site visitation by Dec. 2014.	users feedback. -% change in collapsed buildings and facilities.	
3	Initiate, formulate, execute monitor and evaluate policies relating to Office of Works.	Ensuring excellent public buildings and facilities delivery in Office of Works.	-To ensure standardized policies are in place and complied with.	- Develop and document policies. - Set realistic and measurable standards.	-50% compliance to policies on public building and facilities delivery by Dec.2016.	-% change in compliance to policies.	Project Monitoring Evaluation & Training Department.



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 eliminate cost over-run.	<ul style="list-style-type: none"> -Prepare /Vet the Bill of Quantities. -Constant monitoring and supervision of projects. -Writing of project appraisal report for the Permanent Secretary and Hon. Commissioner. 	To reduce cost over-run by 90% by 2017.	% of projects successfully completed within approved cost.	Architectural, Quantity Survey & Engineering Services Departments.
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 2018.	% change in substandard and collapsed building by 2018.	Architectural, Quantity Surveying and Engineering Services Departments.



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 Infrastructure⁷.
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. The validated mandate, vision and mission statement be published and communicated to all staff and relevant stakeholders.
2. Office of Works to inform Public Service Office (PSO) of the amendments to its Mandate as agreed with the core group.
3. OoT to commence work with departments in Office of Works to conduct functional, process and structural review.

⁷ The core group have decided to modify and maintain the vision and mission statement of the ministry



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 3-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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