



BPSR KADUNA

REFORM UPDATE

Maiden Edition

4th Quarter 2012

OUR AIM

The objectives of this quarterly Newsletter are two-fold. Firstly, we are fulfilling one of BPSR's core functions which is to disseminate information about the Kaduna State Public Service Reforms. Secondly, we hope to interface with our stakeholders by ensuring that the experiences of public servants as the reform progresses are communicated to our respected readers.

Enjoy reading!

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KADUNA STATE PUBLIC SERVICE NOW PERFORMANCE-DRIVEN

Following the entrenchment of the Corporate Planning Process, a new Department of Performance Management (PM) has been created in the Office of the Head of Service. The Department is responsible for measuring and assessing performances of Ministries, Departments and Agencies in the State. Key Performance Indicators (KPIs) are being developed. With the creation of this Department, Organizational performance monitoring which had not been in place is now being coordinated by the Office of the Head of Service.

In addition to the above, Government has repositioned the Ministry of Economic Planning and the Bureau of Establishments, Management Services and Training who are agencies

responsible for Sectoral and Individual performances respectively to effectively discharge their duties.

MDAs Mandates clarified

To actualize corporate planning, the Mandates of Ministries, Departments and Agencies in the State have been clarified. The mandates review which was undertaken by Bureau of Establishments, Management Services and Training with the support of DFID-SPARC was harmonized with the White Paper on the Report of the Review of Policy and Structure of Government.

As a result of the exercise, the Ministries of NGOs and Students' Affairs; Poverty Alleviation; Solid Minerals Development; and Farmers Supply Company (FASCOM) have been scrapped. In the



The Head of Service, Mr. Nathaniel K. Hayab

same vein, the Ministries of Education, Youth and Sports, Agriculture, Water Resources, Environment & Natural Resources and Office of the Secretary to the State Government have their mandates realigned to address some observed overlaps.

(continued on P 2)

KADUNA STATE IMPLEMENTS A UNIFIED HRD POLICY

As part of the reinvigoration process of the Public Service, a unified Human Resources Development (HRD) Policy has been approved by the State Executive Council for implementation. The Policy covers all Ministries, Departments and Agencies (MDAs), including the 23 Local Government Councils of the State. The HRD Policy provides general guidelines on learning, training and capacity development

of the civil servants to effectively respond to developmental challenges of the 21st Century.

The unified HRD Policy provides:

- An organizational framework for ensuring appropriate and adequate learning and the provision of training in the public service, which will meet the current and future needs of personnel and contribute to the realization of the vision of the public service;

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New Lecture Theatre at Staff Development Centre

"Progress is impossible without change, and those who cannot change their minds cannot change anything" – G.B Shaw

KADUNA PUBLIC SERVICE NOW PERFORMANCE DRIVEN

(from front page)

A compendium on MDAs mandates is being produced and will be circulated to all MDAs to facilitate effective conduct of Government business.

BEMST Constitutes Task Team on Corporate Planning

A Task Team on Corporate Planning Process in the State has been constituted by the Bureau of Establishments, Management Services & Training (BEMST). The team is expected to roll out the Corporate Planning Process across MDAs to strengthen the public institutions in service delivery by:

- Setting transparent and clear standards of service delivery by MDAs;
- Overhauling the work processes through process re-engineering to reduce waste, improve speed of delivery and shift in focus from tra-

UNIFIED HRD POLICY

(Cont'd from front page)

- Detailed guidelines on the planning, developing, financing, managing and reviewing the implementation of HRD Policy in all agencies of Government and other interest parties in Kaduna State;
- Positive learning outcomes which add value to organizational capacity and the career paths of individuals;
- Effectively resourced, organized, coordinated, demand-driven, need based and competency oriented public service which provides quality, accountability and cost effectiveness; and
- Promote equitable opportunity and meaningful training as well as development experiences.

Kaduna State Government had conducted a verification exercise (including a biometric data capture) which is aiding effective manpower planning and development. The report of the exercise reveals an ageing service where about 60% of serving officers are 40



Task Team on Corporate Planning

ditional approach to outputs approach in the execution of assignments;

- Proactive performance management approach; and
- Inculcating a strong professional code of ethics into the mindsets of officers for effective service.

DFID-SPARC facilitated training for the Task Team to effectively carry out its assignment at the Saminaka Holiday Resort from 4th – 7th December, 2012.

“A laudable provision of the HRD Policy is the earmarking of 2% of total annual personnel costs for capacity development.”

years and above. It also reveals that 68% of the State workforce is made up of unskilled staff, many of whom have earned promotions over the years without bringing new competencies to the service, resulting to serious skill gaps needed to effectively formulate and implement policies and programmes of Government.

A laudable provision of the HRD Policy is the earmarking of 2% of

total annual personnel costs for capacity development. With this great investment in human capital development, Kaduna State is poised to realize the vision of its public service of “a professional, motivated, ethical and well-resourced public service in Kaduna State positioned to effectively and efficiently deliver quality services in a responsive and accountable manner”.



ICT Training Session at Ministry of Science & Technology

ZAMFARA STATE DELEGATION ON KNOWLEDGE SHARING VISIT TO BPSR

BPSR played host to a high-powered delegation from Zamfara State on a lesson learning visit.

The leader of the delegation, who is also the Zamfara State Head of Service, Alhaji Muhammad Bello Umar, OON, Mni, congratulated the Permanent Secretary (BPSR) on his elevation. He stated that they were in the process of establishing similar institution in Zamfara and decided to visit Kaduna State to acquaint themselves with the processes that led to the eventual establishment of the Kaduna State Bureau of Public Service Reforms.

Welcoming the delegation, the Permanent Secretary (BPSR) said that he was highly honoured to host such a high-powered delegation to BPSR, which he considered as a knowledge sharing visit between two brotherly States with same determination and zeal to transform their respective public services.

Highlights of the visit included questions and answers sessions on the structure of reforms in Kaduna State; process leading to the establishment of Kaduna State BPSR; level of reforms implementation; mandates mapping, funding of BPSR; Political support; and the roles played by Development Part-



Participants at the workshop on KDS Business Climate facilitated by DFID-GEMS3

ners in the establishment of the BPSR.

Commenting at the end of discussions, the Head of Service of Zamfara State remarked that "it was very educative and rewarding, briefed by a very competent and brilliant Permanent Secretary and his team."

The delegation had earlier paid a courtesy call on the Kaduna State Head of Service, Mr. Nathaniel K. Hayab at General Hassan Usman Katsina House, Kawo Kaduna; and a working visit to the Bureau of Establishments, Management Services and Training.

Kano State on Fact-Finding Mission

In the same vein, a delegation led by a Permanent Secretary in the Office of the Secretary to the Kano State Government, visited BPSR for fact-finding on reforms being implemented in Kaduna State. Discussions with the delegation centered on the Change Programme, Development Cooperation Framework (DCF), Mandates Mapping exercise, Corporate Planning process, among other reforms being implemented in Kaduna State.

"If you have knowledge, let others light their candle in it." - M. Fuller

ICT POLICY READY FOR VALIDATION

The Kaduna State draft policy on Information and Communication Technology (ICT) is ready for validation. This policy, which was designed to suit the main thrust of the Kaduna State Development Plan currently being implemented seeks to "address top constraints and create new jobs that will provide a platform with which our State could leap-frog its socio-economic and political structures using technology as has been the case with India and so many other countries."

The draft policy points out that advances in Information and Communication Technology have brought about phenomenal improvements and

great opportunities for developing countries. Areas of maximum impact include ICT for: Youth Empowerment and Fight Against Poverty, Speedy Rural Development, Greater access to Personal & Business Information, Crises Prevention, Agriculture, Healthcare Delivery, Education and Business Process Outsourcing.

With a dwindling and unstable global economy causing unprecedented budget cuts and adjustments due to unforeseen budgetary demands, the policy sees an urgent need to use ICT to further strengthen transparency and accountability in governance and the efficient management of

government spending. It further suggests ways of opening up Government-to-People communication links through ICT for the much desired opportunity of Citizen Participatory Governance.

The Kaduna State draft ICT policy was fashioned out by ICT professionals, businessmen and top civil servants from major sectors under the leadership of the Kaduna State Ministry of Science and Technology

With ICT ,We Can Work Better

photo speak



Kaduna State Contingent Celebrating Governance Share Fair Award – Abuja

Kaduna State participated and emerged the overall winner of the Governance Share Fair held in Abuja where States enjoying DFID support in Northern Nigeria showcased their achievements in reform programmes implementation.



HoS (2nd Left) with some Participants at a Workshop on KDS Road Transport Policy

To respond to the decaying roads asset of the State, the Kaduna State Government supported by World Bank—KADRAMP organized a workshop to develop a Road Transport Policy that will address among other things, roads asset maintenance and management.



Permanent Secretary BPSR & Staff

Team work... the fuel that allow common people to achieve uncommon results.

photo speak

To engender the right business climate in Kaduna State, a workshop to evolve a Public Private Engagement Mechanism was conducted for stakeholders. The workshop was supported by DFID's Growth and Employment in States (DFID-GEMS3).



Participants at the workshop on KDS Business Climate facilitated by DFID-GEMS3

The Local Government Service Commission is intensifying efforts to lay a solid foundation for effective workforce management in the 23 local governments. The Commission has recently introduced a new Scheme of Service for the unified Local Government Service.



Secretary to Kaduna State Government Launches New Local Government Scheme of Service

To facilitate and institutionalize reforms in the Kaduna State Public Service, the BPSR was established in the year 2009. The achievements recorded by BPSR were showcased at the Governance Share Fair in Abuja.



Hajiya Bariatu Y. Mohammed stressing a point during the Governance Share Fair

BPSR FORMS REFORM AREA INCUBATOR TEAM (RAIT)

A Reform Area Incubator Team (RAIT) has been formed in the BPSR. The team engages in extensive brainstorming exercises to identify areas that need reforms, generate and develop ideas into implementable reforms across MDAs.

RAIT has the PS BPSR as its Chairman, Directors of BPSR as members. Other professional Directors of MDAs are normally invited to attend RAIT meetings.

Holds monthly In-house Training

As part of the strategies to raise the skills and strengthen the capacities of staff, BPSR holds monthly in-house training. The programme encourages staff to individually conduct research, develop and present well-informed Papers on service delivery issues.

In his opening address at the inaugural session of the training held on 22nd August, 2012, the Permanent Secretary, Mallam Ja'afaru I. Sani, noted the challenges being faced by Institutions/Agencies saddled with implementation of reforms, which he said, underscores



In-House Training Session

the need for intensive capacity building for the staff of BPSR, as reform agents to face these challenges. He further stated that the In-house trainings would also afford the staff the opportunity of coping and managing change as well as acquiring the art of public speaking and presentations which are invaluable skills for effective discharge of the mandates of the

Bureau. The Permanent Secretary assured staff that from time to time external resource persons, including serving and/or retired Permanent Secretaries would be invited to speak on topics that would enrich the knowledge of members of staff to effectively discharge their responsibilities.

BPSR ORGANIZES WORKSHOP ON PROMOTING TRANSPARENCY AND ACCOUNTABILITY IN GOVERNANCE

In an attempt to facilitate the entrenchment of the virtues of transparency, responsiveness, participation, equity and accountability in Governance, the Bureau of Public Service Reforms (BPSR) in collaboration with DFID-SAVI, has successfully conducted a 2-day workshop with the theme: "Promoting Partnership for Transparency and Accountability in Governance". The workshop which was held at the Tahir Guest Palace Hotel, Kano from 13th – 14th September, 2012, had a rich mix of participants drawn from the Office of the Head of Service, Honourable Commissioners, Estimates Committee, Auditor-General's Office, State House of Assembly, Appropriation,

Public Accounts and Finance Committees, Civil Society and the Media.

The main thrust of the workshop was: Deepening understanding for closer interactions between both State actors (MDAs, House of Assembly) and Non-State actors (civil society and media) to appreciate their roles and responsibilities in Governance.

It improved the understanding of Participants in budget and accountability processes and created more inclusive spaces for dialogue between citizens and the State Government for improved information flow.

From the views, comments and opinions of participants at the end of the workshop, it is obvious that the workshop has succeeded in strengthening relations and appreciation between State and non-State actors. It has also enhanced capacities for accountability and transparency in governance in Kaduna State.

"Its possible to achieve almost anything as long as you are not worried about who gets the credit.—H.S. Truman"

GOVERNMENT COMMITTED TO IMPLEMENTING SERVICE CHARTERS AT MDAS

The Head of Service, Mr. Nathaniel K. Hayab expressed Government's commitment to the implementation of service charter by MDAs, which would improve the effectiveness and efficiency of Public Service delivery.

He made the remark at a 2-day Workshop on Service Charter organized by BPSR in collaboration with Office of the Head of Service and DFID-SPARC. Participants were Permanent Secretaries and Directors in MDAs, who were introduced to the techniques of formulating, developing and implementing service charter for their respective MDAs.

The DFID-SPARC Consultant explained that a Service Charter is a written commitment or social contract between an MDA (as a service provider) and the recipient of

its services (as clients / customers). It specifies standards and timeliness of the delivery of services, which an MDA believes its clients' have a right to expect, and sets out

feedback and complaint handling mechanism.

At the end of the Workshop, the Kaduna State Service Charter Policy and Guideline was validated.



Cross section of Participants at Service Charter Workshop

MDA REFORM DESK OFFICERS APPOINTED

In order to facilitate effective coordination of reform programmes across the State, the immediate past Head of Service, Mrs. Hannatu Ugah approved the appointment of MDAs Reform Desk Officers (RDOs).

At the inaugural meeting of the RDOs which was held at the Conference Room of the BPSR on 24th October, 2012, the Permanent secretary of BPSR, represented by the

Director of Public service Reforms, read out their Terms of Reference which included:

- Adequate understanding of their respective sectors and carrying out SWOT (Strength, weaknesses, Opportunities, and Threats) analysis;
- Identifying possible areas of intervention in their MDAs;
- Generating periodic reports and other reform outputs as at when

due;

- Liaising and communicating with BPSR and development partners on reform programmes;
- Organizing and facilitating meetings and other reform activities in their respective MDAs; and
- Representing their MDAs in reform activities.

LOCAL GOVERNMENT REFORM GETS DFID-M4M SUPPORT

The Local Government Reform Committee has been resuscitated.

At the inaugural meeting of the Committee held on 3rd July, 2012, the Chairman, Honourable Commissioner for Local Government noted the importance of reforms at the third tier of Government and the need to fast-track the process. The Committee has secured the

approval of UK-DFID funded M4M (Mobilizing for MDGs) to support Local Government reforms in Kaduna State.

The support is to improve access to services at local level by strengthening Citizen Demand on the one hand and supporting Local Governments to deliver more effectively on the other. This support is to

cover three states in the North: Kano, Jigawa and Kaduna over the next five years from the year 2012.

In the preparation for take-off, Senior officials from the three States and Civil Society representatives met in Abuja and discussed areas of weaknesses and the required support by respective States.

HOS DECLARES UNFLINCHING SUPPORT TO REFORMS

The Head of Service (HoS), Mr. Nathaniel K. Hayab has reassured the Management and Staff of BPSR of Government's unflinching commitment to support them in facilitating and entrenching reforms for the positive transformation of the Public Service. He made the assertion during a familiarization visit to the Bureau. The HoS, who was accompanied by the Permanent Secretary (PSO) Hajiya Bariatu Y. Mohammed and other Directors, praised the various reform programmes of Government and charged the Staff of the Bureau not to relent in the discharge of their duties.



Head of Service and entourage with Staff of BPSR after a familiarization visit

Conducting the HoS round the Offices, the Permanent Secretary (BPSR) Mallam Jaafaru Ibrahim Sani informed the august visitor that BPSR has been effectively coordinating ongoing reform programmes in various MDAs and expressed delight in the positive changes being witnessed in the public service.

At the Knowledge Management (KM) Centre, the HoS was informed that with the basic equipping of the Centre, research on reforms have progressed in leaps and bounds, while gathering contents for a robust Kaduna State Website has started. Appearing

visibly impressed, the HoS assured the Management staff of the BPSR that the Office of the Head of Service will pursue the approval and release of funds to enable the Centre be fully equipped with the necessary facilities to make it a Centre of Excellence

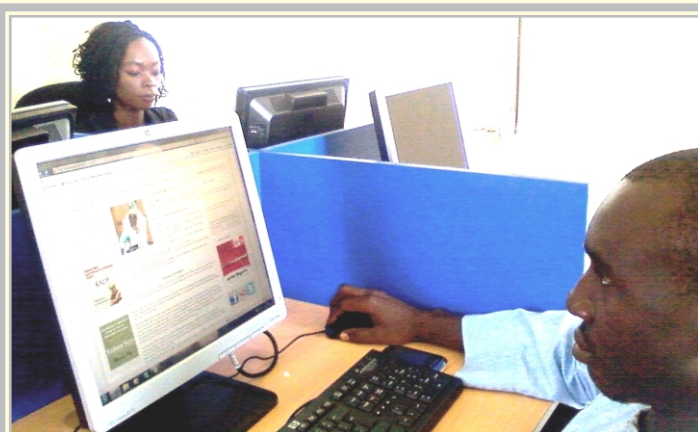
BPSR ESTABLISHES KM CENTRE

A Knowledge Management (KM) Centre has been established under the eGovernment Department of the BPSR. The Centre serves as a database of all reform initiatives and programmes and allows stakeholders including civil servants

to access information on ongoing or previous reforms embarked upon in the Public Service. The Centre conducts research and disseminates information on re-forms to all stakeholders both within and outside the Public Service.

In order to equip the state actors with skills to manage the Centre and effectively communicate reforms, a workshop that produced the BPSR Communication Strategy was organized by DFID-SPARC in Abuja.

We Must become the Change we want to See - Mahatma Gandhi



BPSR Knowledge Management Centre

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