Yobe State of Nigeria

Bureau of Public Procurement Corporate Plan

March 2018

Acknowledgement

The importance and the quest for the development of a strategic Corporate Plan for a young establishment like ours that will be in tandem with International best practices cannot be over emphasized. The enthusiasm of our stakeholders and the collaboration with our development partners to come up with this beautiful plan, gives us the confidence to build on the successes so far achieved.

In the same vein valuable contributions were made by individuals and Corporate organizations from both the public and private sectors towards the success of this strategic plan document.

We wish to express our huge gratitude to His Excellency, Alhaji (Dr.) Ibrahim Gaidam, FCNA, FCPA, the Executive Governor of Yobe State for his immense commitment, strong political will and support to this exercise. Similarly, we commend the contributions of the Council Chairman who is equally the Honourable Commissioner of Finance, Alhaji Mohammed Ismaila Nguru for his guidance towards the attainment of this plan.

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I want to recognize the commitment and understanding of my colleagues, the Bureau Staff. Their immense contributions towards the success of this exercise can only be rewarded by the Almighty Allah (SWT).

Lastly, we remain grateful to the Almighty Allah (SWT) for the guidance and protection to successfully complete the assignment. May HE continue to guide us. Amin.

ISMAILA MAI-ADAMU
DIRECTOR GENERAL
BUREAU ON PUBLIC PROCUREMENT

Content List

Abbreviations and Acronyms

BPP	Bureau on Public Procurement
SMART	Specific, Measurable, Achievable, Reliable and Timebound
LTG	Long Term Goals
MTOs	Medium Term Objectives
SIP	Sector Implementation Plan
HR	Human Resource
ICT	Information, Communication and Technology
CoP	Community of Practice
HRM	Human Resource Management
CG	Core Group
CP	Corporate Planning
DG	Director General
HoD	Head of Department
LGA	Local Government Area
MDAs	Ministries, Departments and Agencies
PESTLE	Political, Economic, Social, Technological, Legal and Environmental
PSM	Public Service Management
SHoA	State House of Assembly
SWOT	Strengths, Weaknesses, Opportunities and Threats
TWG	Technical Working Group
YOSERA	Yobe Socio-economic Reform Agenda

1.0   Section One: Introduction

Yobe State was created out of the old Borno State by the military regime of General Ibrahim Badamasi Babangida on August 27, 1991. It has its capital at Damaturu. As indicated on the map, the state has 17 local government areas. It is located within latitude 11 North and longitude 13.5 East with a total land area of 47,153 square kilometers. It shares common boundaries with Borno State to the East and South–east, Jigawa State to the Northwest, Bauchi and Gombe states to the South-west. It also shares an international border with the Republic of Niger. This boundary stretches over 323km to the north of the State. According to the 2006 National Population census, the State had a population figure of about 2,321,591 million made up of 1,206,003 males and 1,115,588 females. However, given its high population growth rate estimated at about 3.2% per annum, the population is expected to rise to about 3.4 million in 2018.
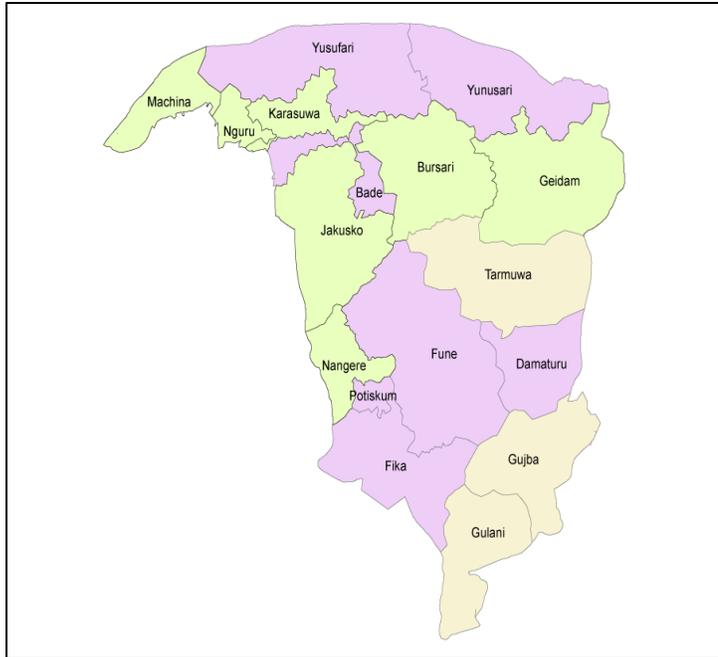
Yobe State's economy is relatively small with a per capita income estimated to be about US$222.99 compared to the national average put at US$887.63. Yobe's economy contributes about 0.42% to the national Gross Domestic Product. Yobe State has been grappling with the fundamental development challenges of raising the standard of living of the people through accountable governance. Various administrations have tried to overcome severe resource constraints to improve human development indices in the State as well as its economy and security. The State has a State Development Plan known as the Yobe State Socio-economic Reform Agenda (YOSERA), which is in its fourth generation to ensure open and accountable government for the delivery of improved goods and services to the people. To strengthen this initiative, in 2016, the Yobe State House of Assembly enacted a law known as the Yobe State Bureau on Public Procurement Law, 2016 (the Law) which established the Yobe State Bureau on Public Procurement (the Bureau). It was established as the oversight/regulatory body to support the development and implementation of the public procurement regulatory system for the State. The Bureau's responsibilities and powers are provided under sections 4 and 5 of the Law, in addition to responsibilities provided in other sections. The Bureau is a legal entity, which reports to a Council also established by the same Law.

1.1　Objectives and tasks

The primary objective of the Technical Working Group[1] (TWG) in Yobe State is to review and improve the organization, institutions and human resources capacities and capabilities of the Bureau to ensure effective and efficient public procurement of goods and services for the State government. This would be achieved through the development and implementation of a Corporate Plan (CP). The TWG reviewed documents prior to the activities that led to the development of the CP, and carried out the following activities during training sessions where the relevant stages of the CP were developed:

- Reviewed and revised the core mandates, functions, objectives and responsibilities of the Bureau as outlined in the Law.

- Reviewed and revised the Vision, Mission and Core-Values statements of the Bureau developed by management of the Bureau and reviewed by the TWG.

1.2　Approach

The approach deployed was participatory with all members of the TWG fully engaged in the process. The following steps supported by consultants were undertaken starting with the preparation protocols:

- Political commitment to CP process, which included: support for the process, implementing the recommendations and provision of time and other resources when and where required, and for monitoring the implementation. Establishing the CP Governance structure, which includes:
  - the PSM Advisory Committee[2] is chaired by the Head of Service. Its responsibilities include driving, overseeing the CP processes, approving the outputs and ensuring implementation and monitoring.
  - the PSM Core Group (PSM CG)[3] is chaired by the Permanent Secretary, Ministry of Education. Its responsibilities include overseeing and managing the activities of the TWG) which was specifically established to undertake the technical sessions of the CP. The PSM CG briefs, and where necessary obtains approvals from the PSM Advisory Committee.
  - the Technical Working Group (TWG)[4]: Consists of both PSM Advisory Committee and PSM CG. Its responsibilities include undertaking technical sessions on various aspects of CP, running, and participating in all the events, preparing outputs for the various CP stages, regularly briefing, and submitting outputs to the PSM CG.
- Desk review of all existing materials including the Law establishing the Bureau. Developed presentation slides, case examples, and templates used during training workshops.

- Facilitated workshops on CP where groups were formed to discuss details.

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[1] Technical Working Group consists of members of the PSM Advisory Committee and the PSM Core Group
[2] Appendix 2: Members of the PSM Advisory Committee and the Terms of Reference
[3] Appendix 3: Members of PSM Core Group and Terms of Reference
[4] Appendix 4: Members of CP Technical Working Group

- Performed institutional and context appraisal, which involved measuring and analysing the Bureau's ability to fulfil its aspiration through functional, process and structural review in a given context;

- The TWG decided when and where specific CP activities took place, and the responsibilities, e.g., coordinating the session proceedings; managing CP meetings and follow ups after the sessions; supplying, collecting, managing and ensuring flow of information; deciding how decisions were recorded on critical issues; and regularly briefing the PSM Core Group.

1.3   Report

This report is the Corporate Plan of the Bureau for implementation by the Yobe State Government (YBSG). It is recommended that an implementation plan that outlines activities, sequencing, timing and resource requirement as well as responsibilities for outputs and outcomes for each segment of the CP be developed.

1.4   Summary

This Plan provides a brief summary of Yobe State and objectives of the TWG, outlines the fundamental principles governing the operation of procurement law in Yobe State, and ends with the processes followed to develop the CP document.

2.0   Section Two: The Corporate Planning Framework

CP is a process involving a comprehensive review of organisation's mandate, functions and objectives and reengineering of its systems, processes and structures in response to some sort of change.

A more comprehensive definition of CP views it as "a process in which an organization examines its objectives, strategies, functions, structures and human resources vis-à-vis its mandates to determine how best to organise and apply its resources (human, financial, equipment) to execute its mandate, achieve its objectives and meet its service delivery standards and targets"[5]. The CP therefore allows an organisation to put in place the 'golden thread' that links every job and job holder's performance to its organisation's mandates. The CP is a living document which should be reviewed every 3-5 years.

The CP enables the organisation to understand:

- The purposes for which the organisation is established – its mandate;
- What the organisation is meant to be doing, i.e., what changes in terms of outputs and outcomes it is expected to make/provide to the public – its goals and objectives;
- How the organisation can best organize itself to deliver on its objectives – its functions, systems, processes, structure, establishment etc.;
- Who the organisation needs to occupy the structure and perform the required functions and activities to deliver the public goods and services – its workforce.

The TWG used the CP Framework in Diagram 1 below. The linkages among Policy and Strategy, Public Financial Management, and Public Service Management with CP were highlighted and discussed. The need for the implementation of modern individual and organisation performance management systems driven by targets for employees and standards and/or targets for organisations was emphasised.

The boxes on the left of the diagram represent the processes followed to develop a CP document while the boxes on the right describe documents which were used or considered in developing the document. In effect, the CP document draws from and is governed by the content of documents on the right of the diagram.

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[5] SPARC Corporate Planning Guidelines 2013

Clarify Mandate	**Policy Review - Governor's Agenda**
Vision & Mission Statements **Define Long Term Strategic Objectives**	**State Development Plan**
Set Medium Term Performance Objectives and Service Standards	**Medium Term Sector Strategy (MTSS/SIP)**
	MDA Performance Reviews
Carry out Functional Review	**Service Charters**
Systems & process Review / **Structural Review**	

Budget Envelopes

Re align Functions and Departmental Objectives	STAGES IN CORPORATE PLANNING
Prepare Establishment Plan **Job Analysis and Job Descriptions**	
Develop Workforce Plan **Staff Recruitment, Repositioning** **Define Training Needs**	**HRMIS**
Individual Performance Targets based on Job Descriptions	**Annual Employee Performance Assessments**

Diagram 1: The Corporate Plan Framework

3.0 Section Three: Mandates

A fundamental of good governance is that the responsibilities (mandates) of Ministries, Departments and Agencies (MDAs) are clearly defined. This is essential to ensure transparency, public accountability and effective public planning. The mandate is a brief description of what an organisation must do and is permitted to do as directed by legitimate higher authorities. It includes sources of powers/authorities, as well as its limits.

The mandates of the Bureau were not specifically stated in the law establishing the Bureau[6]. However, the Law outlined the objectives and powers of the Bureau and these were used to develop its mandate at the training session. The functions and powers of the Bureau, are clearly defined in the Law under sections 4 and 5. The mandates and functions were discussed and aligned with the mandates, and names of department were agreed as follows:

The Law, was used to clarify mandates and functions of the Bureau as listed below:

- **Mandate 1:** Advise the Council on all matters relating to public procurement in the State **(Policy and Standards Department)**

  o Formulating the general policies and guidelines relating to the public-sector procurement for the approval of the Council;

  o Harmonising government procurement policies for ensuring probity, accountability and transparency;

  o Reviewing periodically, the socio-economic effect of the policies on procurement and advise the council accordingly;

  o Preparing and update standard bidding and contract documents;

  o Reviewing the procurement and award of contract procedures of every entity to which this law applies;

  o Stipulating to all procuring entities, from time to time, the procedures and documentation pre-requisite for the issuance of certificate of "No Objection" under this Law;

- **Mandate 2:** Enforce compliance with State procurement law and regulation **(Procurement Compliance Department)**

  o Supervising the implementation of established procurement policies;

  o Preventing fraudulent and unfair procurement and where necessary apply administrative sanctions;

  o Performing procurement audits and submit such report to the House of Assembly quarterly;

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[6] Yobe State Bureau on Public Procurement Law, 2016

- o Enforcing the monetary and prior review thresholds set by the Council for the application of the provisions of this Law by the procuring entity;

- o Subject to paragraph (a) of this subsection, issuing certificate of "No Objection" for contract award within the prior review threshold for all procurements within the purview of this Law;

- o Subject to thresholds as may be set by the council, certifying State procurement prior to the award of contract;

- o Where a reason exists:

  - ▪ Causing to be inspected or reviewed any procurement transaction to ensure compliance with the provisions of this Law;

  - ▪ Reviewing and determine whether any procuring entity has violated any provision of this Law;

- o Debarring any supplier, contractor or service provider that contravenes any provision of this Law and regulations made pursuant to this Law;

- o Calling for such information, documents, records and reports in respect of any aspect of any procurement proceeding where a breach, wrong doing, default, mismanagement and/or collusion has been alleged, reported or proved against a procuring entity or service provider;

- o Recommending to the Council, where there are persistent breaches of this Law or regulations made under this Law for:

  - ▪ The suspension of officers concerned with the procurement or disposal proceeding in issue;

  - ▪ The replacement of the head or any of the members of the procuring or disposal unit of any entity or the Chairperson of the Tenders Board as the case may be;

  - ▪ The discipline of the Accounting Officer of any procuring entity;

  - ▪ The temporary transfer of the procuring and disposal function of a procuring and disposal entity to a third-party procurement agency or consultant;

- o Acting upon complains in accordance with the procedures set out in this Law;

- o Nullifying the whole or any part of any procurement proceedings or award which is in contravention of this Law;

- o Monitoring the prices of tendered items and keep a database of standard prices;

- o Calling for the production of books of accounts, plans, documents and examine persons or parties in connection with any procurement proceeding;

- **Mandate 3:** Promote competitiveness, professionalism and openness in public sector procurement **(Planning, Research and Documentation Department)**

  o Establishing a single internet portal that shall serve as a primary and definitive source of all information on government procurement containing and displaying all public-sector procurement information at all times;

  o Publishing the details of major contracts in the procurement journal;

  o Publishing paper and electronic editions of the procurement journal and maintain an archival system for the procurement journal;

  o Maintaining a State database of the particulars and classification and categorization of contractors and service providers;

  o Collating and maintaining, in an archival system, all state procurement plans and information;

  o Maintaining a database of State contractors and service providers, and to the exclusion of all procuring entities, prescribe classifications and categorizations for the companies on the register;

  o Undertaking procurement research for evidence-based planning, including preparation of annual budget for the Bureau;

Finance, Administration and Human Resource Management (HRM) Department
The functions of Finance, Administration and Human Resources Department as a support department are broad and will include the following functions as provided in the Law:

  o Organising training and development programmes for procurement professionals;

  o Co-ordinating relevant training programmes to build institutional capacity;

  o Developing modern HRMIS (Introduce, develop, update and maintain HR related database and technology);

  o Modernising the registries for effective and safe records keeping;

  o Modernizing personnel management (recommend recruitment, selection, promotion, discipline and retirement of staff);

  o Organizing staff induction and training;

  o Maintaining a competent, knowledge-based, motivated and engaged workforce;

  o Managing staff welfare;

  o Developing, updating and coordinating staff performance management system;

  o Developing and updating job descriptions.

4.0 Section Four: Vision, Mission and Core Value statements

Setting the Agenda

A CP is an agenda setting exercise, which demands the articulation of vision and mission and identifying core values of the Bureau. A vision describes a picture of where an organisation desires to be in the future. It articulates future outcomes; where an organisation wants to go; what the organisation wants to become; and how the organisation wants its 'clients', sponsors and other stakeholders to see it. In effect, a vision is an intent to eventuate the future into fact.

A mission, on the other hand, is a formal written statement of the purpose of the organisation. It is a statement of 'essence' – of who the organisation is, what will be missed if the organisation ceases to exist. The mission statement is normally stated in 'solution terms' to provide a framework or context within which the organisation's strategies are formulated. The mission answers the question "why we exist?" and charts the way towards achieving organisational vision. The mission statement usually identifies the organization's primary stakeholders, its responsibilities towards these stakeholders, and the products and services offered by the organisation.

An organisation's core values are guiding principles, which keeps the organisation focused on its mission always. The core values are few, tend to be universal in nature and do not change with circumstances. The vision, mission and core values of the Bureau were reviewed following presentations and discussions on why the Bureau was established. The existing vision and mission statements as amended, and core value statements are stated below:
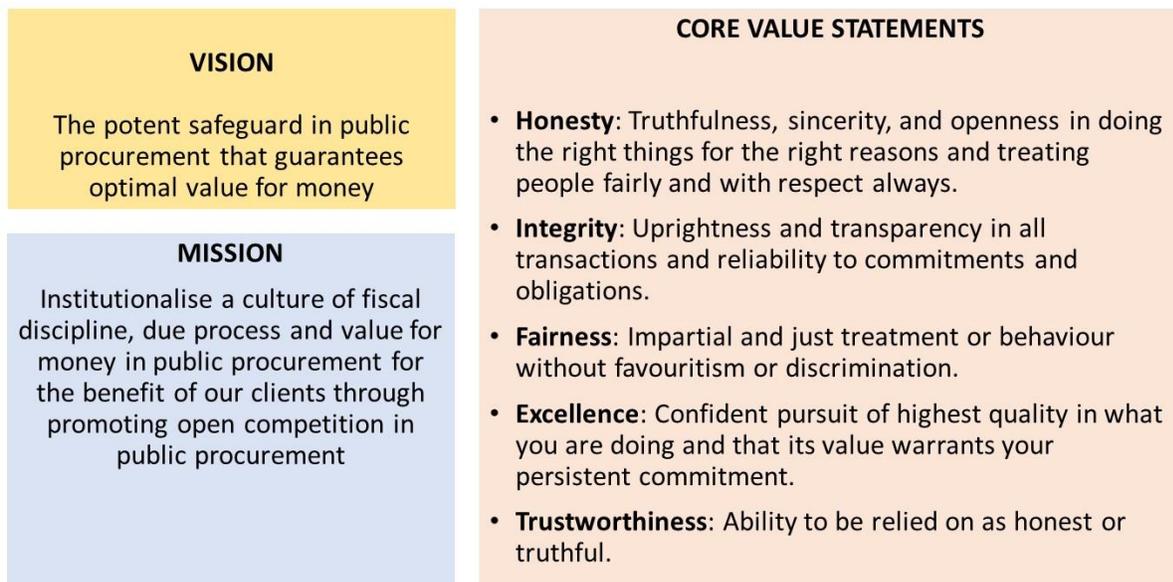
VISION

The potent safeguard in public procurement that guarantees optimal value for money

MISSION

Institutionalise a culture of fiscal discipline, due process and value for money in public procurement for the benefit of our clients through promoting open competition in public procurement

CORE VALUE STATEMENTS

- **Honesty**: Truthfulness, sincerity, and openness in doing the right things for the right reasons and treating people fairly and with respect always.

- **Integrity**: Uprightness and transparency in all transactions and reliability to commitments and obligations.

- **Fairness**: Impartial and just treatment or behaviour without favouritism or discrimination.

- **Excellence**: Confident pursuit of highest quality in what you are doing and that its value warrants your persistent commitment.

- **Trustworthiness**: Ability to be relied on as honest or truthful.

Diagram 2: Vision, Mission and Core Value statements

5.0   Section Five: PESTLE/SWOT Factors

A key purpose for conducting the CP is to support an organisation to address known and potential constraints and challenges as well as benefits from known and potential opportunities. To serve this purpose, a Political, Economic, Social, Technological, Legal and Environmental/Strengths, Weaknesses, Opportunities and Threats (PESTLE/SWOT) analysis was conducted. The PESTLE analysis is a tool used to objectively assess how the macro-environment, which comprises of political, economic, social, technological, legal and environmental (ecological, geographical or physical) factors affect the vision and mission of the Bureau and its capacity to execute its mandate. These factors are usually external, and the Bureau has little or no control over them. The SWOT analysis looks at the internal situation of the Bureau that could support or hinder its performance. The objective of the analysis is to identify and list actual factors that will promote or inhibit the Bureau's work to plan properly on how to mitigate or benefit from effects of the external and internal factors.

A PESTLE/SWOT analysis is therefore a useful tool for understanding the "big picture" of the planning environment. This enables the organisation to build on the identified strengths, reduce the weaknesses, take advantage of the opportunities and mitigate the threats with the objective of improving service delivery and governance. The analysis informs the setting of long-term goals, medium-term objectives and outputs/outcome targets. The analysis also forms the basis for the functional review. Key PESTLE/SWOT factors identified by the Bureau are stated in Table 1 below:

Table 5.1: PESTLE/SWOT analysis

	Strengths	Weaknesses	Opportunities	Threats
Political	• Stability of tenure leadership of Bureau • Excellent relationship between the Council and the Management	• Inadequate staffing • Skills gap	• Government commitment to reform	• Change of government • Skills gap in preparing designs and bill of quantities
Economy	• Policy permits the Bureau to collect 1% IGR generated • Law permits the Bureau to retain 1/3 of the operating surplus	• Inability to optimally collect IGR due to the Bureau	• Development partners provide support	• Inadequate funding
Social				• Negative perception by some stakeholders

Technological	• ICT driven – all staff are 'digital' • Staff capacity on ICT • Connected to the Internet • Functional database	• Lack of deployment of e-procurement • No intranet – using open system that is not secured	• Development partners' support	• The Bureau is not part of State Integrated Financial Management Information System (SIFMIS) launch
Legal	• Autonomy given by the Law establishing the Bureau	• Autonomy not fully operational, e.g., poor implementation of 1/3 of operating surplus	• Stability as a result of legal backing	• Possible conflict in the Law establishing the Bureau, e.g., payment of 1% of IGR by BPP compared with 1/3rd retained by Fiscal Responsibility Commission

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

The BPP's long-term goals (LTGs) are the broad priority services, which operationalise its mission. LTGs are defined based on BPP's PESTLE/SWOT analyses. Accordingly, LTGs are drawn from BPP's mandates, functions, vision, mission, core values, strategic issues and stakeholders' expectations. The LTGs also set the stage for the formulation of specific, measurable, achievable, realistic and time-bound (SMART) medium-term outcome objectives, which have a 3-year time horizon till 2020.

The MTOs are derived from the LTGs and take account of political manifestos, short to medium-term priorities, human resources, budget and resource envelopes. Delivering on the MTOs and overall strategic objectives require a mix of well-articulated strategies, which include planned financial and human resources commitment, changes and reforms, organisational reengineering, etc. These strategies and financial resources would be addressed through Sector Implementation Plans (SIPs) which are strategic plans that schedule costed activities over a medium-term period, that is, 3-year period.

The BPP used the medium-term objectives amongst others as its performance standards/indicators for measuring performance. This means, using the MTOs as the basis for developing its Service Charter – contracts of service delivery commitments made by the BPP to its stakeholders. The major LTGs, MTOs and strategies are as follows:

Table 6.1 BPP's LGTs, MTOs and Strategies

S/N	Long-term Goals	Medium-term Objectives	Strategies
1	To institutionalise a culture of *fiscal discipline*, due process and value for money in public procurement	• Develop baseline data on incidences of over-invoicing, collusion, ghost/white elephant projects and contract-splitting by June 2018	• Developing framework for the data base • Developing template and other tools for collecting, collating and analysing relevant data, and reviewing information • Training on the use of templates and tools • Collecting, collating and analysing relevant data, and reviewing information; and inputting into the data bank • Updating regularly the data bank
		• Reduce the incidence of over-invoicing in contract submissions, collusion, ghost/white elephant projects and contract-splitting by 20% by December 2018	• Updating regularly, standard pricing list and contract vetting rates • Sensitising of internal and external stakeholders • Applying sanctions for infractions in any of these areas
2	To promote open competition in public procurement process	• Increase the number/proportion of contractors that have access to timely contract information by 20% by December 2019	• Advertising the contract as required by the law through relevant media types and outlets • Putting legal and regulatory frameworks in place, e.g., Freedom of Information
		• Increase the proportion of women and other disadvantaged persons with access to timely contract information by 20% by 2019	• Simplifying procedures to enhance participation of women and disadvantaged persons to access timely contract information • Simplifying qualification requirements
3	To achieve full compliance with public procurement laws and regulations	• Develop and put into use the procurement tools such as standard bidding documents,	• Sensitising stakeholders (Internal – Hon Commissioners and Members of SHoA, and External – contractors)

		guidelines, manuals etc. by June 2018	• Making information available to stakeholders on a timely basis • Reviewing Procurement Law, regulations and tools • Strengthening capacity of procurement officers
		• Reduce incidence of violation of procurement law and regulations to 50% by 2020	• Applying sanctions for infractions in violating procurement laws and regulations • Making information available to stakeholders on a timely basis
4	To have in place efficient and effective Procurement Management Information System (PMIS)	• By December 2018 have in place a Harmonised Standard Pricing List and Contract Vetting Rate	• Reviewing and updating the standard pricing list and contract vetting rates on a regular basis • Conducting regular meetings with MDAs
		• By December 2020 have in place a central and functional databank	• Establishing PMIS at MDAs linked to the central PMIS • Building capacity of PMIS managers

7.0 Section Seven: Functional, Process and Systems Reviews

Functional Review

Organization design is reviewing and analysing functions, processes, and systems using its mandates and objectives as the basis, while bearing in mind best practices. These reviews are a type of efficiency and effectiveness reviews, which result in an organizational structure that is being driven by the BPP objectives and functions. The functional review asks whether the functions, which flow from the mandates, are being efficiently and effectively carried out, how they could be done better, if they should be discontinued, and whether there are overlaps within or with other agencies or actors that are performing same functions. At the end of these reviews, each department and unit will have a clearer allocation of functions which will form the basis of developing employees' performance targets.

The BPP is organised around three departments – Administration & Finance, Monitoring & Evaluation, and Procurement & Surveillance. Functions of the Monitoring & Evaluation and Procurement & Surveillance departments are given as:

Table 7.1: Existing Functions of BPP Technical Departments

S/N	Name of Department	Functions
1	Monitoring & Evaluation	• Designs and bills of quantities of proposed construction and renovation of projects are scrutinised, verified, analysed and vetted accordingly by this department; • They visit project sites to supervise ongoing projects and also advice on correction of anomalies and errors where necessary.
2	Procurement & Surveillance	• The Department scrutinises, verifies, vets and analyses proposed contract for goods • The Department attends Tender Board Meetings of all MDAs and LGAs • The Department conducts procurement audit of goods to ensure compliance with rules and regulations of procurement

A review of these functions was conducted juxtaposing them with functions and the responsibilities of BPP outlined in the Law establishing the Bureau. Following this review, new departments and functions based on the Law are proposed below:

Table 7.2 Proposed Functions of Policy and Standard Department

S/N	Identified Functions	Outputs	Challenges
1	Harmonising government procurement policies for ensuring probity, accountability and transparency.	• Reviewed/amended law is produced and operational; • Centralised public procurement function; • Guidelines, rules, regulations on public procurement produced	• Slow process of amending the law; • Slow learning and induction process
2	Reviewing periodically, the socio-economic effect of the policies on public procurement and advising the Council accordingly.	• Socio-economic impact assessment templates are produced; • Socio-economic impact assessment (consequences of delays, for example) report produced	• Poor data owing to lack of functional procurement management information system (PMIS)
3	Reviewing procurement and awarding of contract procedures of every entity to which the Law applies.	• Reports of reviews produced Savings made from such reviews are reported and widely disseminated	• Shortages of skilled staff
4	Stipulating to all procuring entities the procedures and documentation pre-requisite for the issuance of certificate of "No Objection".	• Trained procurement officers • Accurate contract documentation	• Slow process of training procurement officers
5	Preparing and updating standard bidding and contract documents.	• Guidelines and procedure for updating standard bidding and contract documents produced and disseminated; • ICT support installed; • Updated standard bidding documents	• Lack of appropriate ICT tools and systems; • Shortages of trained personnel

Table 7. 3: Proposed Functions of Procurement Compliance Department

S/N	Identified functions	Outputs	Challenges
1	Supervising the implementation of established procurement policies	• Checklist for supervising implementation of procurement policies produced; • Periodic, random and unscheduled inspection visits made; • Accurate inspection and audit visit reports produced; • Applied sanctions documented	• Absence of supervisory tools and methods; • 'Political will' to apply sanctions may be missing or inadequate.
2	Preventing fraudulent and unfair procurement and where	• Fraud detection tools and methods are developed and	• Same as 1 above

	necessary apply administrative sanctions	staff to use them are trained accordingly; • Periodic, random and unscheduled inspection visits made; • Accurate inspection and audit visit reports produced; • Applied sanctions documented	
3	Performing procurement audits and submit such report to the House of Assembly quarterly	• Tools and techniques for performing procurement audit are in place and staff are trained in their application; • Audit reports produced and passed to SHoA; • Reports of actions taken by SHoA documented.	• Same as 1 above
4	Enforcing the monetary and prior review thresholds set by the Council for the application of the provisions of this Law by the procuring entity	• Guidelines for reviewing thresholds are produced and disseminated • Threshold are reviewed, published, displayed or disseminated to all MDAs • Periodic, random and unscheduled inspection visits made • Accurate inspection and audit visit reports produced; • Applied sanctions documented	• The political will to maintain thresholds may be weak • Reviewing thresholds may be hampered by political exigencies
5	Subject to paragraph (a) of this subsection, issuing certificate of "No Objection" for contract award within the prior review threshold for all procurements within the purview of this Law	• Guidelines, rules, regulations and criteria for issuing "No Objection" for contract award is published and displayed to the public • Periodic report on certificate of "No Objection" issued produced for audit and monitoring purposes	• Procedure of producing and publishing guidelines may be slow • Guidelines may be ignored or suspended to satisfy some interest
6	Subject to thresholds as may be set by the council, certifying State procurement prior to the award of contract	• Templates and tools for reviewing threshold are produced; • Threshold are reviewed, published, displayed or disseminated to all Procurement Officers; • Reports of certified state procurements produced periodically	• Expertise for developing the guidelines may be lacking in BPP; • Induction process for procurement officers may not be followed
7	Where a reason exists:	• Guidelines for inspection and review of procurement transaction are produced;	• Same as 6 above

		• Causing to be inspected or reviewed any procurement transaction to ensure compliance with the provisions of this Law • Reviewing and determining whether any procuring entity has violated any provision of this Law	• Inspection and review of procurement transaction reports are produced	
8		Debarring any supplier, contractor or service provider that contravene any provision of this Law and regulations made pursuant to this Law	• Conditions and procedures for debarring suppliers and contractors is published and accessible to all contractors; • Reports containing list of debarred suppliers and contractors and reasons therewith produced;	• Political interference may affect ability to debar contractors
9		Calling for such information, documents, records and reports in respect of any aspect of any procurement proceeding where a breach, wrong doing, default, mismanagement and/or collusion has been alleged, reported or proved against a procuring entity or service provider	• Reports, including minutes of meetings, correspondences and other evidences, produced • Recommended actions to be taken made to Council	•
10		Recommending to the Council, where there are persistent breaches of this Law or regulations made under this Law for: • The suspension of officers concerned with the procurement or disposal proceeding in issue • The replacement of the head or any of the members of the procuring or disposal unit of any entity or the Chairperson of the Tenders Board as the case may be • The discipline of the Accounting Officer of any procuring entity • The temporary transfer of the procuring and disposal	• Recommended actions to be taken made to Council	•

	function of a procuring and disposal entity to a third-party procurement agency or consultant;		
11	Acting upon complaints in accordance with the procedures set out in this Law • Nullifying the whole or any part of any procurement proceedings or award which is in contravention of this Law	• Recommended actions to be taken made to Council	
12	Monitoring the prices of tendered items and keep a database of standard prices	• Templates and tools for monitoring prices produced • Price list updated periodically	• Lack of trained staff to produce and regularly update tools • Poor PMIS to inform review of tools
13	Calling for the production of books of accounts, plans, documents and examine persons or parties in connection with any procurement proceeding	• Audit reports produced	• Ability to enforce findings of audit report may be hampered by political interference

Table 7.4: Proposed Functions of Planning, Research and Documentation Department

S/N	Identified functions	Outputs	Challenges
1	Establishing a single internet portal that shall serve as a primary and definitive source of all information on government procurement containing and displaying all public-sector procurement information at all times	• Internet portal, displaying all public-sector procurement information at all times is established	• Lack of PMIS and slow process of installing one
2	Publishing the details of major contracts in the procurement journal	• Procurement journal periodically produced and disseminated	• Sustainability of producing procurement journal
3	Publishing paper and electronic editions of the procurement journal and maintain an archival system for the procurement journal	• Procurement journal periodically produced and disseminated	• Same as 2 above

4	Maintaining a State database of the particulars and classification and categorization of contractors and service providers	• State procurement database containing particulars and classification and categorization of contractors and service providers is established	• Slow process of building the database
5	Collating and maintaining, in an archival system, all state procurement plans and information	• State procurement plans developed and maintained in PMIS	• Slow process of developing and installing PMIS
6	Undertaking procurement research for evidence-based planning, including preparation of annual budget for the Bureau	• Standardised procurement research instruments produced; • Research findings produced and disseminated	• Lack of skills in producing research instruments

Process Review

Policy and Standards Department
The processes for two functions (one each from Policy and Standards divisions) were mapped. The processes mapped for the two functions are:

Function 1 (*Standards Unit*): Prepare and update standard bidding and contract documents

This function was performed by the monitoring department and involved the following steps:

Process
Participants listed the following processes for the quoted function:
- DG instructs secretary to initiate process of preparing bidding and contract document;
- Secretary sends instruction to Head, Monitoring Department;
- Head obtains bidding and contract document from relevant local and international agencies;
- Convene team to domesticate document (issue ToR);
- Staff training on domestication of new bidding and contract documents (activities);
- Request input from MDAs;
- Receive feedback from MDAs;
- Update documents based on feedback from MDA;
- Domesticate bidding and contract document (e.g., procurement of goods);
- Obtain Council's approval;
- Disseminate to MDAs and other stakeholders (in hard and soft copies and offload on Internet);
- Update document regularly.

A review of the process indicates that the Secretary as head of Finance, Admin and HRM Department, in the proposed organisational structure, should not be involved in the sequence since the Head of Policy and Standards Department reports directly to the DG. The first two

processes were therefore deleted. The proposed process starts with the DG giving instructions to the Director, Policy and Standards Department. This is represented in Figure 7.1 below.

Start

DG instructs director to prepare and update standard bidding and contract documents

Activities 2

Request inputs from MDAs on contract document; receive feedback, collate, review/analyze

Approvals

DG reviews, comments, and approves; Obtains Council's final approval

1   2   3   4   5   6

Activities 1

Obtain bidding and contract documents; convene teams, give ToRs; train team members

Activities 3

Update contract documents and documents; domesticate bidding contract and documents; Send to DG through Director

Disseminate End

Publish; disseminate (electronically, print etc.); share experiences

Update regularly

Figure 7.1 Recommended process for preparing and updating bidding and contract documents

Function 2 (*Policy Division*): Formulating the general policies and guidelines relating to the public-sector procurement for the approval of the Council

Process
The processes for this Policy Division function are new processes. They are proposed as:

- Bureau sources policy pronouncements made by the Governor, from Planning, Research and Documentation Department, Council, State Development Plans, MDAs and other stakeholders);
- DG instruct HoD Policy and Standards Department to review, analyse and develop concept note for deliberation by management;
- DG shares concept note with relevant MDA and obtain feedback;
- DG instructs HoD to harmonise and validate with stakeholders and thereafter;

- Develops guidelines and manuals for management deliberation;
- Obtain Council approval;
- Dissemination (through circulars, for example).

These processes are represented in Figure 7.2 below:

Process for formulating procurement policies

BPP sources policy pronouncements of Governor from manifestos, Planning, Research & Documentation Dept, Council, SDP, MDAs, stakeholders; DG instructs HoD Policy & Standards Dept to review policies & practices.	01
HoD develops concept note, sends to DG for Management's deliberation. DG circulates policies priorities and concept note to stakeholders (MDAs) for review and comments; DG/HoD obtains feedback from stakeholders.	02
DG instructs HoD to harmonize policies and develop guidelines, manuals, and/or policy briefs; include feedback from stakeholders, validate, finalize policy document and obtains Management's feedback.	03
If satisfactory, sends policy document to DG for comments and/or approval; DG approves and obtains Council's approval.	04
Publish policy document (print e. g. circulars, electronic, social media etc.); disseminate; Share experiences and lessons (Community of Practice); Regularly update policy document.	05

Figure 7.2 Proposed process for formulating procurement polices

<u>Procurement Compliance Department</u>
The processes for two functions (one each from Surveillance and Compliance divisions) were mapped. The processes mapped for the two functions are:

Function 1 (Surveillance Unit): Prevent fraudulent and unfair procurement and where necessary apply administrative sanctions.

Process
The Department is created newly following the functional review. The processes for performing the functions are therefore new. They are proposed as illustrated in Figure 7.3:
- Obtain MDAs and LGAs' submission and in-house price estimates on procurements;
- Compare MDAs and LGAs' in-house price estimates with BPP approved pricing list;
- Review submissions (e.g., contractor is registered with BPP and has paid tender's fee);
- Analyse documents (e.g., drug procurement specification, brand, types, grams, etc.).
   - If details not provided, request for resubmission
   - If satisfactory, issue letter of no-objection, if not, issue letter of objection;
- Perform Procurement Audit and send Audit Report to SHoA;
- Prepare quarterly reports and send to Council;
- Receive feedback from Council;
- Implement Council instructions (by informing the MDAs and LGAs' and taking administrative sanctions, e.g., debar contractors or nullify the contract, where applicable).
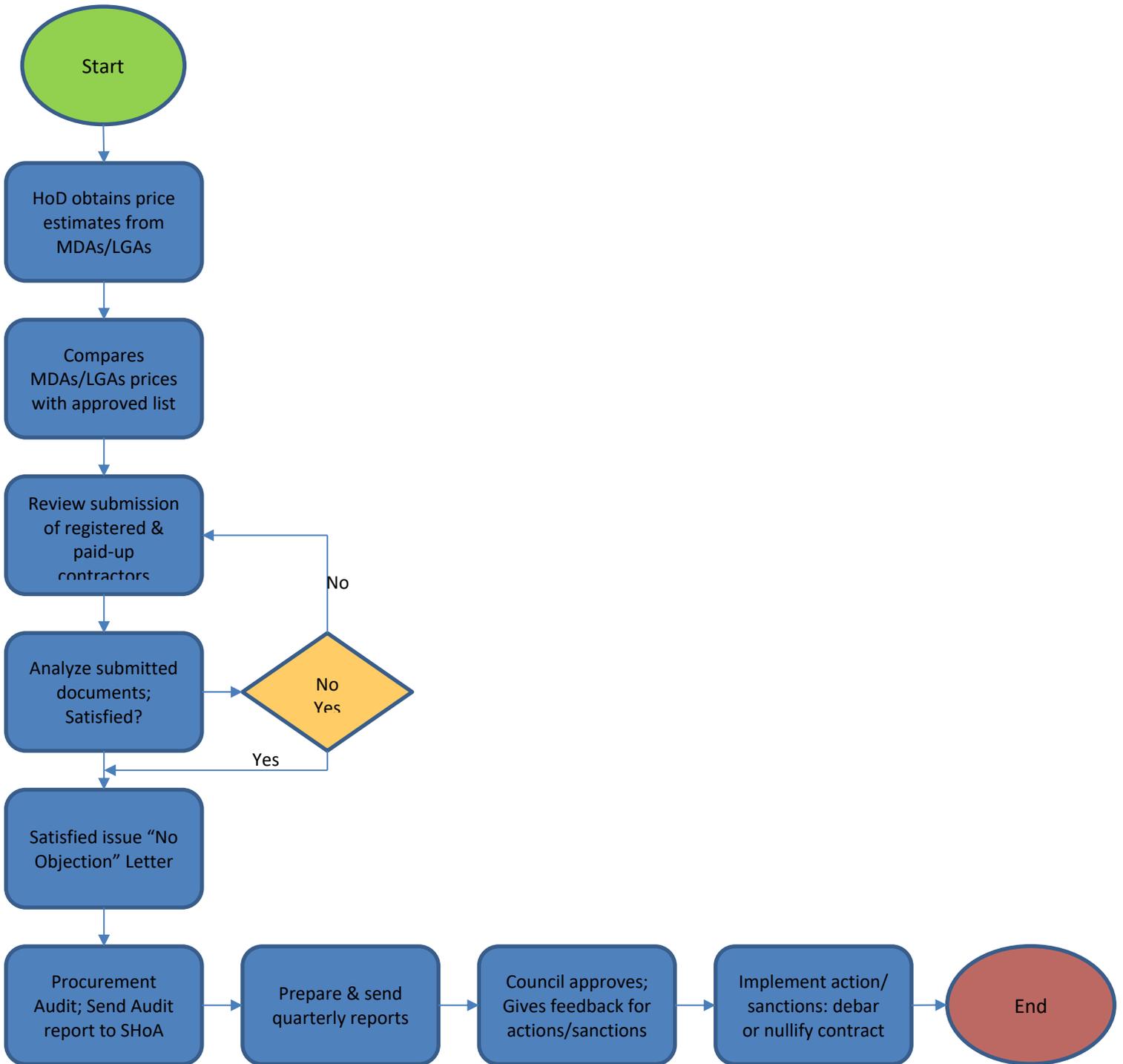
Figure 7.3: Proposed process for Preventing fraudulent and unfair procurement and where necessary apply administrative sanctions

Function 2 (Compliance Division): Enforce the monetary and prior review thresholds set by the Council for the application of the provisions of this Law by the procuring entity.

Process
These processes are *"As Is"* and the review found them adequate for carrying out the functions. They are illustrated in Figure 7.4.

- DG receives signals from various sources on socio-economic changes;
- DG directs HoD Procurement Compliance to study socio-economic changes with respect to thresholds;
- HoD Procurement Compliance presents findings on thresholds to management of the Bureau;
- Management deliberates on findings on thresholds and obtains Council's approval;
- Send threshold limits to all MDAs and LGAs;
- Update thresholds regularly.

Dissemination Ends
- DG receives signals on socio-economic changes; directs HoD to study changes based on thresholds

Step 4

Approvals
- DG approves thresholds; Council approves thresholds; DG disseminates thresholds to MDAs/LGAs

Step 3

Thresholds
- HoD presents findings on thresholds to management; management deliberates

Step 2

Starts
- DG receives signals on socio-economic changes; directs HoD to study changes based on thresholds

Step 1

Figure 7.4: Processes for Enforce the Monetary and Prior Review Thresholds set by the Council for the Application of the Provisions of this Law by the Procuring Entity

<u>Planning, Research and Documentation Department</u>
The processes for one function in Research and Documentation divisions were mapped. The processes mapped for the function are:

Function 1 (Documentation Department): Maintain a State database of the particulars and classification and categorization of contractors and service providers;

Process
The *"As Is"* processes for performing this function were reported as follows:

- Issue registration forms to contractors;
- Receive completed forms from contractors for authentication (check documents, e.g., certificate of incorporation, tax clearance, bank reference, etc.);
- Sighting of original documents;
- Determine category of registration;
- Direct contractors to pay appropriate registration fees to bank;
- Issue treasury receipt to contractors;
- Issue certificate of registration.

A review of the processes found that there is a one-off process of creating the State database, which is not available now. There is also the need for information on the registration process including conditions, documents required, etc., to be made available to contractors. It should also be possible for contractors to obtain, complete and return registration forms online. If these are in place, then the process starts from step two (bullet point two above).

Applications
Issue registration forms to contractors.

Authenticate completed forms.

Sight original documents.

Payment
Determine category of registration.

Advise contractors to pay appropriate registration fees.

Certificates
Issue Treasury receipt to contractors.

Issue certificate of registration to contractors.

Registration
Register contractors.

Enter contractor into electronic database.

Stage 1 → Stage 2 → Stage 3 → Stage 4

Figure 7.5: Maintain a State database of the particulars and classification and categorization of contractors and service providers

Management Systems:

- HR Policy: Yobe State has developed HR Policy. The BPP will key into training and development policy outlined in that document. The BPP has 32 staff (2 females, 30 males – the female are support staff, 4 of the male are casual staff, 15 management staff);

- Management meetings:Two meetings are held: 1 general staff meeting involving all 32 members of staff and 1 management meeting involving only the management staff. Informal meetings are held every morning to discuss day to day challenges on the discharge of management's responsibilities and way forward;

- ICT: e-procurement solution is being considered (expected to be operational in the last quarter of 2018). All management staff (from Level 09 to the DG) have laptops and desktops, printers, photocopying machines etc.
  - Internet – internal WI-FI system exists;
  - Intranet – intranet system has not been deployed. The BPP uses 'regular' open system (gmail, yahoo, icloud, etc.) which are not secure;

- o Level of ICT – use and training: the employees are well-trained in the use of ICT for operations. Also, two members of staff attended train-the-trainers workshop and are now training others. 10 management staff are proficient in the use of ICT.

- Performance Management: individual performance management has not started because BPP operations started about eight months ago;

- Organisational performance management – quarterly reports are prepared highlighting among other things, financial savings from contract vetting, etc., and are sent to the Council for information and direction;

- Community of Practice (CoP): A platform for learning and sharing experiences with other States has not been established. The BPP is in the process of requesting the National Bureau of Procurement to establish a CoP.

8.0 Section Eight: Structural review

This section leverages on the functional, process and systems reviews and comes up with an optimal organisation structure for the BPP and its departments. The structures of the departments follow their respective functions. The functions and activities of the departments derive from the mandates of the BPP. Following the review, three technical departments (Policy and Standards; Procurement Compliance; and Planning, Research and Documentation) and a support department (Finance, Admin and HRM) are being recommended. The objective of the structures is to ensure that the BPP achieves its mandates. The structures are modern, more efficient, flatter and more responsive to the needs of the beneficiaries. The structures address and minimize overlaps, general operational weaknesses and ensure the BPP is performing efficiently, effectively and optimally. The organisation is therefore, fit-for-purpose.

The revised structure is based on the decision to move from an 'impersonal system' where structure comes before functions to a matrix structure where there is more flexibility and sometimes employees have dual reporting lines instead of the hierarchical lineal reporting line, which is not efficient. In the matrix structure, all deputy directors have been assigned clear responsibilities including assisting the Director and deputising when the Director is away. The new structures follow functions.
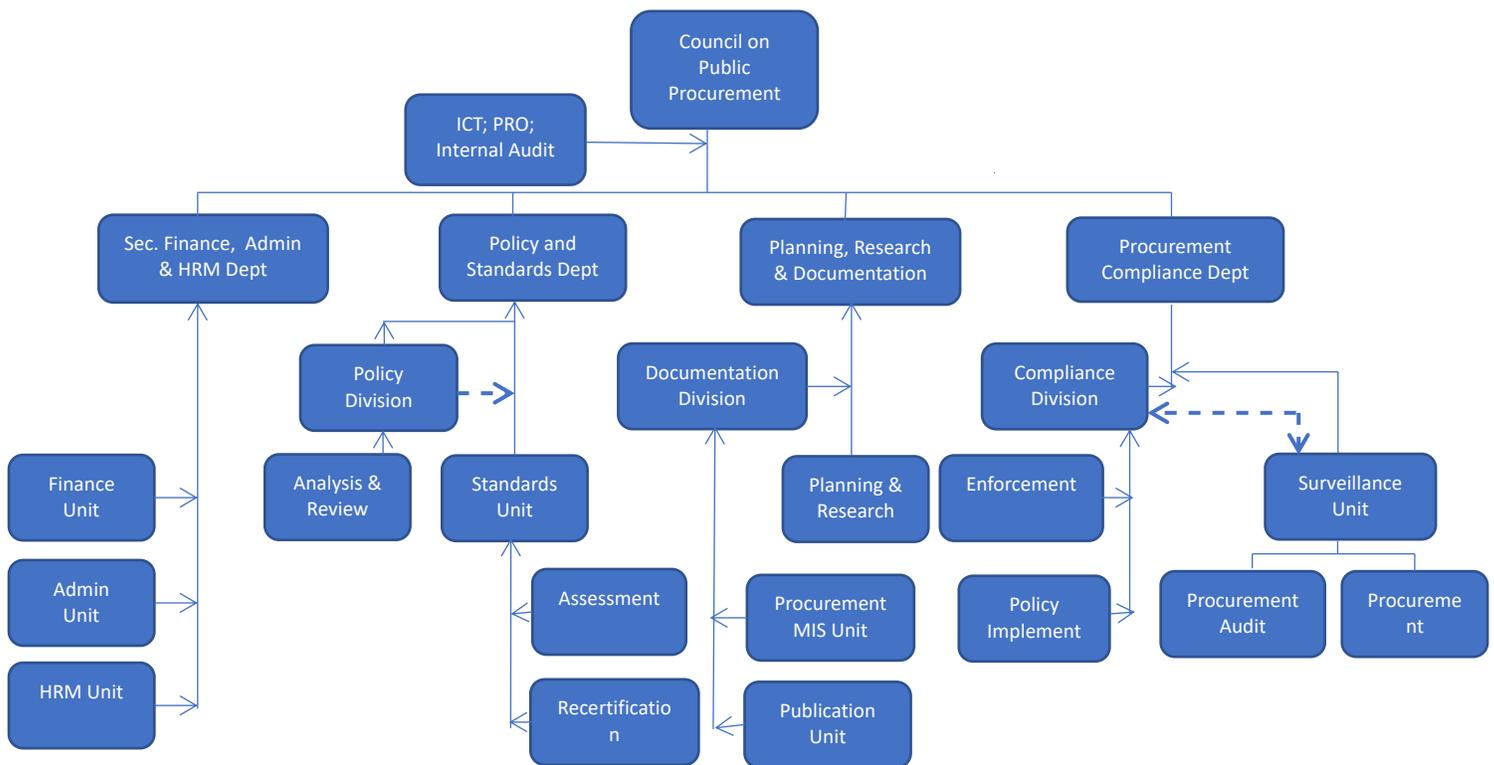
Diagram 3: Proposed Organisational Structure for the Bureau of Public Procurement
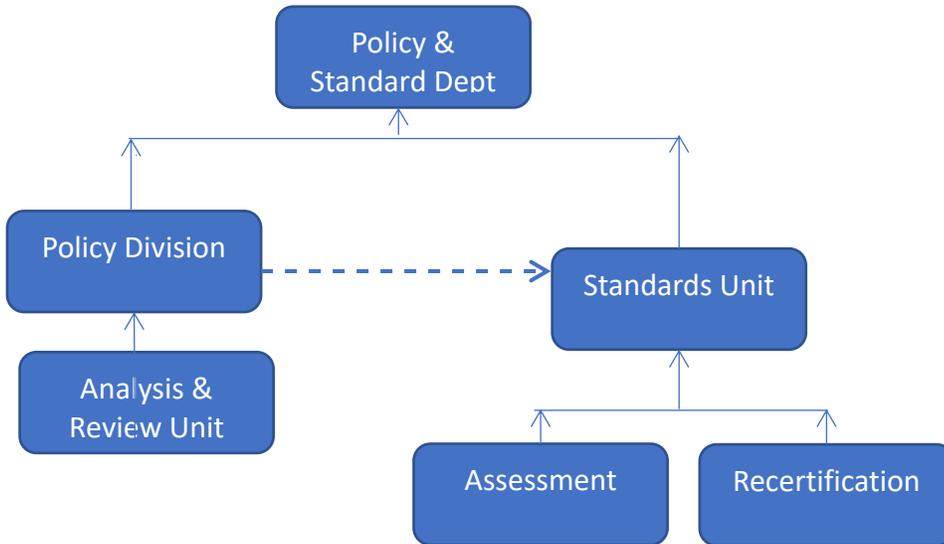
Diagram 4: Proposed Policy and Standards Department

Function of Policy Division
- Harmonising government procurement policies for ensuring probity, accountability and transparency;
- Reviewing socio-economic effect of policies on procurement and advising the Council.

Functions of Standards Unit
- Reviewing procurement and awarding of contract, procedures of every entity to which the Law applies;
- Stipulating to all procuring entities the procedures and documentation pre-requisite for the issuance of certificate of "No Objection";
- Preparing and updating standard bidding and contract documents.
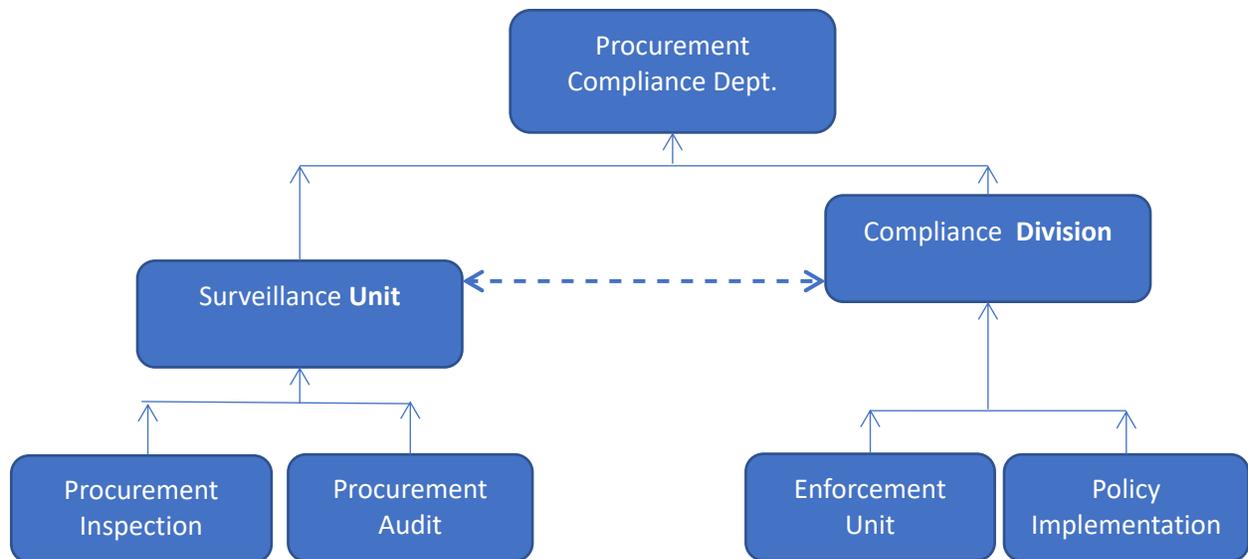
Diagram 5: Proposed Procurement Compliance Department

Functions of Surveillance Unit
- Preventing fraudulent and unfair procurement and where necessary applying administrative sanctions.
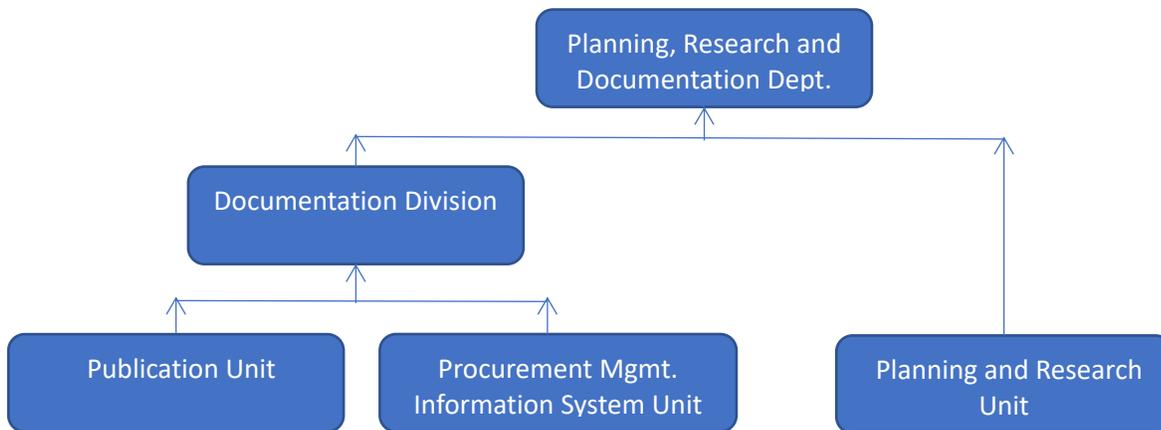- Performing procurement audits and submitting such report to the house of Assembly quarterly.
- Where a reason exists:
  - Causing to be inspected or reviewed any procurement transaction to ensure compliance with the provision fs this Law;
  - Reviewing and determining whether any procuring entity has violated any provision of this Law.
- Calling for such information, documents, records and reports in respect of any aspect of any procurement proceeding where a breach, wrongdoing, default, mismanagement and or collusion has been alleged, reported or proved against a procuring entity or service provider.
- Monitoring the prices of tendered items and keeping a database of standard prices.
- Calling for the production of books of accounts, plans, documents, and examining persons or parties in connection with any procurement proceedings.

Functions of Compliance Department
- Supervising the implementation of established Procurement policies.
- Enforcing the monetary and prior review thresholds set by the Council for the application of the provisions of this Law by the procuring entity.
- Subject to paragraph (a) of this subsection, issuing certificate of "No Objection" for contract award within the prior review threshold for all procurements within the purview of this Law.
- Subject to thresholds as may be set by the Council, certifying state procurement prior to the award of contract.
- Debarring any supplier, contractor or service provider that contravene any provision of this Law and regulations made pursuant to this Law.
- Recommending to the Council, where there are persistent breaches of this Law or regulations made under this Law:
  - The suspension of officers concerned with the procurement or disposal proceedings in issue;
  - The replacement of the head or any of the members of the procuring or disposal unit of any entity or the Chairperson of the Tenders Board as the case may be;
  - The discipline of the Accounting Officer of any procuring entity;
  - The temporary transfer of the procuring and disposal function of a procuring and disposal entity to a third-party procurement agency or consultant.
- Acting upon complaints in accordance with the procedures set out in this Law;
- Nullifying the whole or any part of any procurement proceedings or awards which is in contravention of this Law.

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                    ┌──────────────────────────┐
                    │ Planning, Research and   │
                    │ Documentation Dept.      │
                    └──────────────────────────┘
              ┌──────────────────────┐       ┌──────────────────────┐
              │ Documentation Division│       │ Planning and Research │
              └──────────────────────┘       │ Unit                  │
   ┌──────────────────┐  ┌──────────────────────┐
   │ Publication Unit │  │ Procurement Mgmt.    │
   └──────────────────┘  │ Information System Unit│
                         └──────────────────────┘
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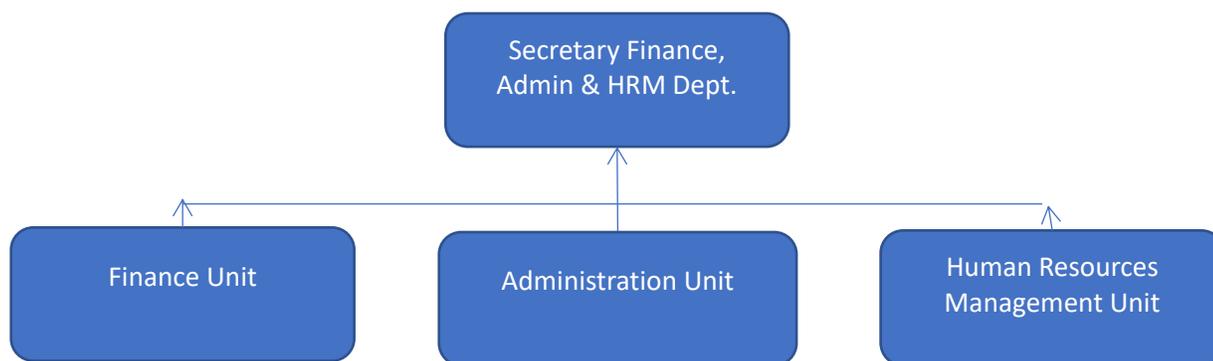
Diagram 6: Proposed Research and Documentation Department

Documentation Division
- Publishing the details of major contracts in the procurement journal.
- Publishing paper and electronic editions of the procurement journal and maintaining an archival system for the procurement journal.
- Maintaining a state database of the particulars and classification and categorization of contractors and service providers.
- Collating and maintaining, in an archival system, all state procurement plans and information.
- Maintaining a database of state contractors and service providers and to the exclusion of all procuring entities prescribing classifications and categorizations for the companies on the register.

Research Unit
- Introducing, developing, updating and maintaining related database and technology.
- Undertaking procurement research and surveys.
- Doing such other things as are necessary for the efficient performance of its functions under this Law.
- Undertaking procurement research for evidence-based planning including preparation of annual budgets for the Bureau.

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┌─────────────────────┐
│  Secretary Finance, │
│  Admin & HRM Dept.  │
└─────────────────────┘
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┌──────────────┐   ┌──────────────────┐   ┌────────────────────┐
│ Finance Unit │   │ Administration   │   │ Human Resources   │
│   │   │ Unit   │   │ Management Unit   │
└──────────────┘   └──────────────────┘   └────────────────────┘

Diagram 7: Proposed Finance, Administration and Human Resources Management Department

Finance Unit
- Managing BPP's finances;
- Sourcing and guiding the Agency on proper disbursement of funds;
- Preparation of reconciliation of accounts;
- Preparation of staff salaries and retirement benefits;
- Rendition of periodic returns.

Administration Unit
- Enforcing policies, guidelines, rules and regulations relating to BPP and procurement-related legislations;
- Providing transport, logistics and utilities;
- Carrying out office/house allocation and maintenance;
- Managing stores;
- Modernising the registries for effective and safe records keeping;
- Providing secretariat support services.

HRM Unit
- Organising training and development programmes for procurement professionals;
- Co-ordinating relevant training programmes to build institutional capacity;
- Developing modern HRMIS (Introduce, develop, update and maintain HR related database and technology);
- Modernising the registries for effective and safe records keeping;
- Modernizing personnel management (recommend recruitment, selection, promotion, discipline and retirement of staff);
- Organizing staff induction and training;
- Maintaining a competent, knowledge-based, motivated and engaged workforce;
- Managing staff welfare;
- Developing, updating and coordinating staff performance management system;
- Developing and updating job descriptions;
- Co-ordinating relevant training programmes to build institutional capacity;
- Organizing training and development programmes for procurement professionals.

Appendix 1: Members of the PSM Advisory Group

S/N	Name	MDA	Designation
1	Saleh Abubakar	Office of the Head of Service	Chairman
2.	Dauda Yahaya		Member
3.	Modu Sanda Gulani	Civil Service Commission	Member
4.	Musa K. Amshi	Fiscal Responsibility Board	Member
5.	Hassan Gana	Yobe State University Teaching Hospital	Member
6.	Ta'a Abdu Daura		Member
7.	Kachalla G. Jimbam	Office of the Head of Service	Member
8.	Mohammed G. Nguru	Office of the Head of Service	Member
9.	Sama'ila Babale	Office of the Head of Service	Member

List of PSM Core Group

S/N	Name	MDA	Designation
1	Modu Ma'aji Ajiri	Ministry of Education	Chairman
2.	Mohammed A. Geidam	Ministry of Finance	Member
3.	Ibrahim M. Shuaibu	Ministry of Religious Affairs	Member
4.	Abdullahi Mohammed Jawa	Ministry of Budget and Economic Planning	Member
5.	Baba Ali	Office of the Secretary to the State Government	Member
6.	Hauwa Umar Suleiman	Ministry of Women Affairs	Member
7.	Mohammed Abdullahi Daura	Office of the Head of Service	Member
8.	Kaigama Umar	Civil Service Commission	Member
9.	Bello Gumsa	Local Government Service Commission	Member
10.	Zanna Ahmed	Ministry for Local Government and Chieftaincy Affairs	Member
11.	Mohammed Ameen Hassan	Education Resource Centre	Member
12.	Ajiya Musa	Ministry of Health	Member
13.	Mohammed Kalli	Office of the Head of Service	Member
14.	Auwal Sallau	Office of the Head of Service	Member
15.	Mohammed S. Pawa	Office of the Head of Service	Secretary

Appendix 2: Terms of Reference for PSM Advisory Committee

Yobe State Bureau of Public Procurement

Public Service Management Advisory Committee

Terms of Reference

The Bureau is in the process of developing its Corporate Plan (CP). This is a process in which an organization examines itself in detail and determines how to organize and apply its resources (financial, human and materials) to achieving its objectives and meeting its service delivery standards and targets. A CP will guide the management and staff in a cohesive effort to carry out the purpose for which the Bureau is established. The technical team from PERL will support the development of the CP which will allow the Bureau to put in place the 'golden thread' that will link every job and job holder's performance to its mandate. As a living document, the CP should be reviewed every 3-5 years.

Membership

1.	Saleh Abubakar	Chairman
2.	Dauda Yahaya	Member
3.	Modu Sanda Gulani	Member
4.	Musa K. Amshi	Member
5.	Hassan Gana	Member
6.	Ta'a Abdu Daura	Member
7.	Kachalla G. Jimbam	Member
8.	Mohammed G. Nguru	Member
9.	Sama'ila Babale	Member

Tasks

i.   Provide leadership and direction for the development of the CP;

ii. Provide leadership, direction to, oversee the activities, and guide the Technical Working Group;

iii. Communicate effectively the overall purpose, direction and progress for the exercise to all stakeholders;

iv. Create an enabling environment for the development of CP;

v.   Receive regular briefings from the Technical Working Group, and review the work and reports of the Technical Working Group;

vi.   Comment on and approve the drafts of the CP during the various stages of development;

vii.   Lead the presentation/discussions of the CP to the EXCO for approval and implementation when necessary;

viii.   Ensure the overall success of the development and implementation of the CP; and

ix.   Ensure lessons learned and good practices are documented and shared within and outside the state.

Appendix 3: Terms of Reference for the PSM Core Group

Yobe State Bureau of Public Procurement

Terms of Reference

The Bureau is in the process of developing a Corporate Plan (CP). It is a process in which an organisation examines itself in detail and determines how to organise and apply its resources (financial, human and equipment) to achieving its objectives and meeting its service delivery standards and targets. A CP will guide the management and staff in a cohesive effort to carry out the purpose for which the Commission is established. The technical team from PERL will support the Technical Working Group (TWG) in reviewing the CP starting with review of mandates and ending with the establishment and workforce planning and performance management. The CP will allow the Bureau to put in place the 'golden thread' that will link every job and job holder's performance to its mandate. As a living document, the CP should be reviewed every 3-5 years. The TWG will regularly report to the Public Service Management Advisory Committee chaired by the Head of Service.

Membership

1.	Modu Ma'aji Ajiri	Chairman
2.	Mohammed A. Geidam	Member
3.	Ibrahim M. Shuaibu	Member
4.	Abdullahi Mohammed Jawa	Member
5.	Baba Ali	Member
6.	Hauwa Umar Suleiman	Member
7.	Mohammed Abdullahi Daura	Member
8.	Kaigama Umar	Member
9.	Bello Gumsa	Member
10.	Zanna Ahmed	Member
11.	Mohammed Ameen Hassan	Member
12.	Ajiya Musa	Member
13.	Mohammed Kalli	Member
14.	Auwal Sallau	Member
15.	Mohammed S. Pawa	Secretary

Tasks

The members of the CP TWG will:

i. Work with the PERL technical team throughout the review and development of the CP;

ii. Undertake the CP development process in the Bureau;

iii. Liaise with the other MDAs, LGAs and other stakeholders, where necessary, for their inputs;

iv. Focus on the necessary details in developing the CP and apply themselves consistently over the development period;

v. Provide computers for this assignment to ensure all outputs are captured;

vi. Communicate the CP with all stakeholders;

vii. Train staff of local governments on how to set SMARTGSI objectives, strategies etc;

viii. Regularly brief the PSM Advisory Committee;

ix. Ensure lessons learned during the CP development process are well documented;

x. Implement any assignments given by the PSM Advisory Committee.

Appendix 4: List of PSM Technical Working Group

S/N	Name	Designation	MDA	Email Address
1.	Modu Ma'aji Ajiri	PS (PSM CG Chairman)	MoE	mmajiri.mm@gmail.com
2.	Mohammed A. Geidam	PS	MoF	mageidam@mageidam.com
3.	Kachalla G. Jimbam	PS PSO	OHoS	kcjimbam@yahoo.com
4.	Ibrahim M. Shuaibu	PS	MoRA	ibrahimshuaibumallam@gmail.com
5.	Ajiya A. Musa	DHRM	MoH	ajiyamusadtr@gmail.com
6.	Sama'ila Mai-Adamu	DG	BPP	asmamai@yahoo.com
7.	Mohammed S. Pawa	Director Admin (Sec. PSM CG)	OHoS	Pawamohammed2@gamil.com
8.	Kashim K. Bukar	Secretary	BPP	kashimkbukar@gmail.com
9.	Modu Sanda Gulani	PS	CSC	
10.	Ta'a Abdu Daura	Member	PSM Adv. Comm.	Dauraabdu44@gmail.com
11.	Iliyasu Bukar	HoD M&E	BPP	babsiliya@gmail.com
12.	Hauwa U. Suleiman	PS	MoWA	Gimbiyahauwa426@gmail.com
13.	Hassan Gana	Director Admin	YSUTH	fhassangana@gmail.com
14.	Abdullahi Muhd Jawa	PS	MoBEP	Abdullahijawa14@gmail.com
15.	Mohammed Grema N	PS Estab	OHoS	
16.	Samaila Babale	Director SWO	OHoS	Sbabale21@gmail.com
17.	Abdullahi Mohd Daura	Director Estab	OHoS	
18.	Oshuwa Gbadebo-Smith	PSM Advisor	PERL-ARC	0Gbadebo-Smith@arc.perlnigeria.net
19.	Ali Muhd Garba	Consultant	PERL-ARC	alimgarba@gmail.com
20.	Yusuf A. Jajere	NE RF	PERL-ARC	yjajere@arc.perlnigeria.net