

INTRODUCTION

A critical element of the country's development agenda is Nigeria's Vision 20:2020 which seeks to position the country in the league of the 20 leading economies of the world by the year 2020. A strategic objective of this agenda is the achievement of quality public service delivery through accelerated implementation of government's programmes and projects.

2. However, a critical success factor in the realization of this objective is a professional and result-oriented civil service with the impetus to effectively discharge its catalytic role. Regrettably, the present day Civil Service, as a result of historical neglect and system decadence seems incapable of playing the aforementioned role. In its present form, it is characterized by inefficiency and ineffectiveness resulting from shortage of skills, lack of core competencies and requisite knowledge to drive the current reform process. The poor performance which is reflected in the lack of depth and low level of intellectual and professional engagement of the top cadre of the service in the last promotion interview attests to this fact.

3. Yet, the civil service is central to policy formulation and implementation and thereby fully responsible and accountable for the success of government programmes and projects. It is therefore very important to put in place a comprehensive and systematic human capacity building architecture to make it succeed.

4. General Objective

It is against this background that the Head of the Civil Service of the Federation in collaboration with the Office of the SSAP on MDGs are desirous to arrest this declining human capacity in the Federal Civil Service. Consequently, it is expected that three MDIs of the Federal Government namely, ASCON, CMD, and PSIN will drive this process of strengthening the capacity of the Federal Civil Service. It is also expected that at the end of the programme, participants will improve their capacity for policy making, programme implementation, monitoring and evaluation in addition to improving their administrative skills. Furthermore, it is envisaged that the programme will induct serving officers into the nuances of the new public management, thereby bolstering their ability to drive the current reform process.

5. Role of Public Service Institute of Nigeria (PSIN)

The Public Service Institute of Nigeria has the basic role of training staff on Grade Levels 14 – 16 in the various Ministries, Departments and Agencies (MDAs)

6. The main objective of the Institute's component of the training programme is to prepare all officers on GL 14 – 16 in the various MDAs to assume higher challenges as they aspire to attain higher levels of responsibilities. Specifically, the training of GL 14 – 16 is intended to achieve the following objectives:

- To bridge the serious competence and capacity of the echelon of the service;
- To build a database on training for the Office of the Head of the Civil Service of the Federation;
- To increase officers' capacity for talent management and succession planning;
- To enable candidates to share practical experiences and network with peers;
- To equip officers to understand, drive and assist in implementing SHRM and IPPIS;
- To entrench the twin principles of ethics and integrity into the nation's work force.

7. The training programme will be delivered at the Public Service Institute of Nigeria and will involve a total of 1, 300 Grade Levels 14 – 16 officers who would be clustered in three batches of 300 – 500 participants.

8. Accordingly, the Institute developed the required training modules to drive the delivery of the training programme. Overall, there are seven (7) modules, consisting of twenty-nine (29) sessions, each with clearly defined objectives to provide the logical basis for assessing programme delivery and effectiveness. The details are contained in the relevant sections of the modules.

MODULE 1

ESSENCE OF GOVERNANCE

CONTENTS

1.0 Clarifying the objectives of Governance

2.0 Policy Development and Management

3.0 Leadership Skills and Styles

4.0 Conflict Management

5.0 Challenges of Work Environment

MODULE 1

Essence of Governance

1. Introduction

In its simplest terms, governance means the process by which decisions are made and implemented. It means the interaction between government and the citizens and government and businesses as well as the way by which authority is shared and exercised in an economy.

The concept of good governance involves a modern, democratic and transparent approach to politics and political administration with special emphasis on development aspects.

Good governance has some eight unique characteristics which act as its major strength. These characteristics include its consensus orientation, mass participation, rule of law, effectiveness and efficiency, accountability, transparency, responsiveness, equity and inclusiveness. It must be noted however, that accessible government is a foundation for good governance.

2. Goal

To enhance Participants' operational understanding of the essence of governance.

3. Objectives

At the end of this Module, Participants are expected to:

- i. Enhance their understanding of the essence of governance in terms of security and welfare of the citizens being the primary purpose of government;
- ii. Increase understanding of citizens' rights and expectations to a service delivery that is timely, fair, honest, effective and transparent; and
- iii. Deepen their understanding of the critical success factors in governance.
- iv. Understand the essence of the reform initiative of government.

- v. Build a national integrity system
- vi. Understand the fundamental concept of policy making and delivery.

4. Contents:

- i. Clarifying the Objectives of Governance
- ii. Policy Development and Management
- iii. Leadership Skills and Styles
- iv. Conflict Management
- v. Challenges of Work Environment

5. Delivery Methodology

Delivery methodology will comprise a combination of:

- i. Interactive lectures in plenary sessions through multi-media presentation;
- ii. Break-Out Sessions;
- iii. Discussions, including experience sharing; and
- iv. Case Illustrations and Work Assignments (where applicable).

6. Target Participants: Officers on Grade Level (SGLs) 14 – 16 in the Federal Civil Service.

7. Duration: 2 days

8. Evaluation (*vide the attached Evaluation Form*)

9. Quality Assurance Mechanism

PSIN has:

- i. Provide standard instructional facilities;
- ii. Engage qualified, experienced and competent Resource Persons;
- iii. Insist on utilization of an evidence-based and interactive delivery method; and
- iv. Insist on Case Illustrations and Work Assignments by Participants

10. Sessions:

10.1. Session 1: Clarifying the Core Objective of Governance

10.1.1. Goal: To enhance Participants' understanding of the centrality of the citizenry in governance for better public policies and services.

10.1.2. Learning Objectives:

At the end of this Session, Participants will:

- i. Enhance their understanding of the need to be citizen-focused in governance;
- ii. Deepen their appreciation of the rights and expectations of the citizenry in terms of timely, fair, honest, effective and transparent service delivery; and
- iii. Increase their understanding of the critical success factors in governance.
- iv. Establish competency analysis.
- v. Understand the socio-economic impact of policies on public reforms.

10.1.3. Topic 1: Core Objective of Governance

10. 1. 3.1. Outline:

- i. Introduction (statement of purpose of the topic)
- ii. Clarifying Core Objective of Governance to the citizens (*cf.* Chapter II of the Constitution of the Federal Republic of Nigeria, 1999: *Fundamental Objectives and Directive Principles of State Policy*)
- iii. Centrality of the citizenry in governance (*cf.* SERVICOM Principles)
- iv. Rights and expectations of citizens for service delivery (*cf.* SERVICOM and the Citizen: *How SERVICOM Affects Citizens' Rights and Entitlements to Good Service Delivery*)
- v. Critical Success Factors in Governance
- vi. Discussions: Case illustration(s) of practical experience
- vii. Conclusion

10.2. Session 2: Public Policy Development and Management

10.2.1. Goal: To strengthen Participants' skills in formulating and delivering public policies.

10.2.2. Learning Objectives:

At the end of this Session, Participants would have:

- i. Deepened their knowledge of the cutting-edge issues in public policy formulation and delivery;
- ii. Enhanced their appreciation of the intricacies of policymaking in a dynamic social environment;
- iii. Upgraded their capacity in target-setting for effective and efficient public policy formulation and delivery;
- iv. Sharpened their skills in developing realistic public sector strategies;
- v. Been exposed to the dynamic emerging role of the Third Sector and Stakeholders in public policy formulation and delivery;
- vi. Deepened their understanding of the importance of monitoring and evaluation in public policy formulation and delivery process; and
- vii. Improved capacity to share practical and concrete experiences in public policy formulation and delivery.

10.2.3. Topic 1: Public Policy Formulation

10.2.3.1. Outline:

- i. Introduction (statement of purpose of the topic)
- ii. Review of cutting-edge issues in the management of public policy formulation
- iii. Intricacies of public policy formulation in a dynamic social environment
- iv. Developing realistic Public Sector Strategies
- v. Target-setting for effective and efficient public policy formulation
- vi. Review of the dynamic emerging role of the Third Sector and Stakeholders in the public policy formulation process
- vii. Discussions:
 - Case illustration(s) of practical experience in public policy formulation
 - Indicative strategies for effective public policy formulation
- viii. Conclusion

10.2.4. Topic 2: Management of Public Policy Implementation

10.2.4.1. Outline:

- i. Introduction (statement of purpose of the topic)
- ii. Review of cutting-edge issues in management of public policy implementation
- iii. Effective and efficient monitoring and evaluation of the implementation of public policies:
 - Monitoring and evaluation activities as key determinants for budgetary success
 - Monitoring and evaluation strategies:
 - ✓ **Monitoring and Controlling:**
 - Measuring the on-going policy activities (where we are)
 - Monitoring the project variables (cost, effort, and scope etc) against the policy management plan and the project performance base line (where we should be)
 - Identifying corrective actions to properly address issues and risks (how can we get on track again)
 - Influencing the factors that could circumvent integrated change control so that only the approved changes are implemented
 - ✓ **Evaluation:**
 - **PMI (Plus/Minus/Interesting)**
 - **Cost/Benefit Analysis**
 - **Force Field Analysis**
 - **Cash Flow Forecasts**
 - **Thinking Hats**
 - Monitoring and evaluation challenges and best practices
- iv. Discussions:
 - Case illustration(s) of practical experience in effective and efficient management of public policy implementation
 - Indicative strategies for effective management of public policy implementation
- v. Conclusion

10.3. Session 3: Leadership Skills and Styles in Governance

10.3.1. Goal: To deepen Participants' understanding of the contribution of leadership skills, capacities/capabilities and styles in the public service.

10.3.2 Learning Objectives

At the end of this Session, Participants would have:

- i. Broadened and deepened their understanding of the various leadership skills and styles in governance;
- ii. Drawn lessons of experience from the challenges, opportunities/critical success factors, and the best practices of leadership in Nigeria's Federal Civil Service;
- iii. Honed their respective leadership styles and skills for formulating and delivering good public policies and services;
- iv. Improve their leadership capability requirements;
- v. Drawn lessons of experience in conflict management and harmony in the work place

10.3.3. Topic 1: Nature of Leadership Skills and Styles in Governance

10.3.3.1. Outline:

- i. Introduction (statement of purpose of the topic)
Every organization has one form of leadership or another. Leadership is one of the central characters of all bureaucratic organizations. Differences in organizational leadership skills, types and styles to a great extent do not only determine the understanding and definition of organizations, but also could explain the success or failure of such organizations. In both public and private organizations, some leaders are appreciated, admired, respected and obeyed because of what they are and the styles of leadership they exhibit. The opposite is the case with some leaders. This is why leaders of public organizations in particular must understand these facts and adopt certain typologies and styles of leadership that will in addition attract follower ship, confidence and respect in carrying out their responsibilities.
- ii. Review of the most popular types of leadership skills and styles in governance (e.g. *Leaders are born not made, Situational Leadership, Charismatic Leadership, Transactional Leadership, Transformational Leadership, Behavioural Leadership*)
Whether
- iii. Challenges and opportunities of leadership skills and styles in governance

- iv. Effects of leadership skills and styles on vision, change, influence and followers in governance
- v. Discussions:
 - Case illustration(s) of practical experience in effective and efficient leadership skills and styles in governance
 - Indicative strategies for effective leadership skills and styles in governance
- vi. Conclusion

10.3.4. Topic 2: Leadership Skills and Styles in Nigeria’s Federal Civil Service

10.3.4.1. Outline:

- i. Introduction (statement of purpose of the topic)
- ii. Lessons of experience from the review of the leadership skills and styles in Nigeria’s Federal Civil Service:
 - Challenges
 - Opportunities/critical success factors
 - Best practices
- iii. Reflection on personal leadership skills and styles
- iv. Case illustration(s) of best practices of leadership skills and styles in Nigeria’s Federal Civil Service
- v. Recommendations for improving leadership skills and styles in Nigeria’s Federal Civil Service
- vi. Conclusion

10.4. Session 4: Conflict Management in Governance

10.4.1. Goal: To enhance Participants’ skills for effective management of conflict in governance.

10.4.2 Learning Objectives:

At the end of this Session, Participants would have:

- i. Increased understanding of the cutting-edge issues in conflict management in governance
- ii. Broadened insight into several conflict management scenarios
- iii. Acquired relevant Skill Sets for conflict management
- iv. Shared other relevant experiences in conflict management

10.4.3 Topic 1: Overview of Conflict in Governance

10.4.3.1 Outline:

- i. Introduction (statement of purpose of the topic)
- ii. Cutting-edge issues in conflict management:
 - Causes of conflict
 - 4 possible outcomes of conflict
 - Positive Sum + 2 = Parties A and B satisfied, and conflict is resolved
 - Zero Sum 0 = Party A is satisfied but Party B is resentful
 - Zero Sum 0 = Party A is resentful but Party B is satisfied
 - Negative Sum -2 = Both Parties are dissatisfied and conflict continues
 - Types of conflict (e.g. Interpersonal, Organisational, Team/Technical, National, and International)
 - Levels of conflict (e.g. Irritation, Annoyance, Anger, and Violence)
 - Adverse effects of conflict
 - Benefits of conflict
- iii. Discussions:
 - Case illustration(s) of practical experience of conflict in governance
 - Indicative strategies for minimizing adverse effects and consolidating benefits of conflicts
- iv. Conclusion

10.4.4 Topic 2: Enhancing Conflict Management and Resolution

10.4.4.1 Outline:

- i. Introduction (statement of purpose of the topic)
- ii. Relevance and benefits of managing and resolving conflicts in the Public Service
- iii. Steps in managing and resolving conflicts in the Public Service
- iv. Critical thinking tools for managing and resolving conflict in the Public Service (e.g. cause and effect, PEST analysis, SWOT analysis, critical success factors, risk analysis, Greiner Curve etc.)
- v. Skill Sets for enhancing conflict management and resolution:
 - 3 key strategies in conflict management and resolution:
 - Exercise of Power
 - Exercise of Rights
 - Exercise of Mutual Interests
 - Styles of Conflict Resolution:
 - Domination
 - Capitulation
 - Negotiation
 - Procrastination

- Collaboration
- vi. Challenges in managing and resolving conflict in the Public Service
- vii. Discussions:
 - Case illustration(s) of practical experiences in effective and efficient conflict management and resolution
 - Indicative strategies for effective conflict management and resolution in governance
- viii. Conclusion

10.5. Session 5: Challenges of Work Environment

10.5.1. Goal: To enhance Participants' capacity for effective management of work environment challenges

10.5.2. Learning Objectives:

At the end of this Session, Participants would have:

- i. Deepened their insight into the causes and types of work environment challenges;
- ii. Broadened their understanding of the relevant Skill Sets for effectively managing work environment challenges; and
- iii. Shared relevant experiences in managing work environment challenges

10.5.3. Topic 1: Measures for Effective Management of Work Environment Challenges

10.5.3.1. Outline:

- i. Introduction (statement of purpose of the topic)
- ii. Review of the causes and types of work environment challenges
- iii. Skill Sets for effective management of work environment challenges
- iv. Discussions:
 - Case illustration(s) of practical experience in effective and efficient management of work environment challenges
 - Indicative measures for sustainable effective management of work environment challenges
- v. Conclusion

MODULE TWO

**DEVELOPMENT AND MANAGEMENT OF HUMAN
CAPITAL AND COMMUNICATION**

CONTENTS

- 1.0. Recruitment and Career Progression
- 2.0. Succession Planning and Mentoring Management
- 3.0. Transition from Personnel Management to SHRM
- 4.0. Discipline and Integrity in the Public Service
- 5.0. Motivation and Reward System
- 6.0. Council Memoranda, Notes, Conclusions and Reporting
- 7.0. Management of the Media

MODULE 2

Development and Management of Human Capital and Communication

1. Introduction

It is generally recognised that every organization including the Public Service is unique and made up of individuals with different behavioural characteristics which ultimately influence organizational behaviour, performance, effectiveness and efficiency. It is therefore recognized that individual differences are important in understanding organizational behaviour and management. This is because, individual differences have a direct impact on behaviour and every individual is unique because of their background, characteristics, needs and perception of the world and other individual.

The development and management of human capital with a modern flexible framework for reward, and greater harmonization of terms and conditions of employment, provides the overall structure within which reforms can be implemented.

This is precisely the reason why it has been argued that the quality of human resources in an organization is the most important factor that determines whether or not the organization is going to be successful, whether it will realize a satisfactory return on its investment and whether it will attain its basic objectives.

The contextual and process problem indicate that, strategic development and management of our human capital into the various organizations will bring about the most awaited results of success and will build a climate of trust, communication, commitment, and the hearth and mind of employees' through involvement will be gained.

As part of the reform initiative of government, there have been major shifts in the management of human resources, first from the traditional personnel management to human resource management, and the later to strategic human resource management. It is important to highlight some of the process involved in strategic management such as

- a) Developing the vision, mission, values and functions of an organization
- b) Carrying out an environmental scan to analyse the Strengths, Weaknesses, Opportunities and Threats (SWOT) of an organization
- c) Developing an agenda of current issues to be managed

- d) Drawing up strategic options to manage identified priorities areas
- e) Formulating strategies for optimising the strengths and opportunities and developing risk management strategies to mitigate the weaknesses and threats
- f) Mobilizing adequate resources to implement priorities options.

2. Goal

To upgrade Participants' capacity and capability for effective development and management of human capital, and effective communication in governance.

3. Objectives

At the end of this Module, Participants will be able to:

- i. Deepen understanding of the dynamics human capital development and management in governance; and
- ii. Ensure that implementation of government decisions is governed by the applicable rules and regulations, and in accordance with the approved procedures, without fear or favour.

4. Contents

- i. Recruitment and Career Progression
- ii. Succession Planning and Mentoring Management
- iii. Transition from Personnel Management to SHRM
- iv. Discipline and Integrity in the Public Service
- v. Motivation and Reward System
- vi. Council Memoranda, Notes, Conclusions and Reporting
- vii. Management of the Media

5. Delivery Methodology

Delivery methodology will comprise a combination of:

- i. Interactive lectures in plenary sessions through multi-media presentation;
- ii. Break-Out Sessions;
- iii. Discussions, including experience sharing; and
- iv. Case Illustrations and Work Assignments (where applicable).

6. Target Participants: Officers on Grade Levels (SGLs) 14 – 16 in the Federal Civil Service

7. Duration: 2 days

8. Evaluation (*vide the attached Evaluation Form*)

9. Quality Assurance Mechanism

PSIN has:

- i. Provided standard instructional facilities;
- ii. Engaged qualified, experienced and competent Resource Persons;
- iii. Insisted on utilization of an evidence-based and interactive delivery method; and
- iv. Insisted on Case Illustrations and Work Assignments by Participants

10. Session

10.1. Session 1: Recruitment and Career Progression

10.1.1. Goal: To enhance Participants' experiential knowledge that recruitment in Nigeria's Federal Civil Service should be merit-based and governed by the Federal Character Principle, and that career progression should be predicated on a functional manpower planning mechanism

10.1.2. Learning Objectives:

At the end of this Session, Participants would have:

- i. Increased their experiential knowledge of the principles and practices of recruitment and career progression in governance;
- ii. Deepened their appreciation of the strengths, weaknesses, opportunities and threats of the present policy and practice of recruitment and career progression in Nigeria's Federal Civil Service; and
- iii. Acquired demonstrable capacity for remedying the identified weaknesses and threats, and consolidating the strengths and opportunities of the present policy and practice of recruitment and career progression in the Service.

10.1.3. Topic 1: Recruitment and Selection

10.1.3.1 Outline:

- i. Introduction (statement of purpose of the topic)
- ii. Best principles and practices of recruitment and selection of civil servants
- iii. Review of the strengths, weaknesses, opportunities and threats of recruitment and selection policy and practice in Nigeria's Federal Civil Service

- iv. Discussions:
 - Case Illustration(s) of practical experience in managing recruitment and selection, including selection procedures, use of selection tests/interviews
 - Indicative actions for remedying the identified weaknesses and threats, and consolidating the strengths and opportunities of recruitment and selection in the Service
- v. Conclusion

10.2.1. Topic 2: Career Progression in the Civil Service

10.2.1.2. Outline:

- i. Introduction (statement of purpose of the topic)
- ii. Best principles and practices of career progression for civil servants
- iii. Review of the strengths, weaknesses, opportunities and threats of career progression policy and practice in Nigeria's Federal Civil Service, including manpower planning and development
- iv. Discussions:
 - Case Illustration(s) of practical experience in managing career progression, including performance management
 - Indicative actions for remedying the identified weaknesses and threats, and consolidating the strengths and opportunities of career progression in the Service
- v. Conclusion

10.3. Session 2: Succession Planning and Mentoring Management

10.3.1. Goal: To hone Participants' capacity and capability for efficient and effective Succession and Mentoring Management in governance

10.3.1.1. Learning Objectives:

At the end of this Session, Participants would have:

- i. Deepened their experiential knowledge of the principles and practices of Succession and Mentoring Management in governance;
- ii. Enhanced their appreciation of the strengths, weaknesses, opportunities, and threats of the present policy and practice of Succession and Mentoring Management in Nigeria's Federal Civil Service;
- iii. Acquired demonstrable capacity and capability for remedying the identified weaknesses and threats, and consolidating the strengths and opportunities of the present policy and practice on Succession and Mentoring Management in the Service;

10.2.1 Topic 1: Succession Planning Management

10.2.1.1. Outline:

- i. Introduction (statement of purpose of the topic)
- ii. Best principles and practices of Succession Management in governance, including the strategies of talent audit, staff performance appraisal, and management succession schedule etc.
- iii. Review of the strengths, weaknesses, opportunities, and threats of the present policy and practice of Succession and Mentoring Management in Nigeria's Federal Civil Service, including major causes of Succession Management crises
- vi. Discussions:
 - Case illustration(s) of practical experience in effective and efficient Succession Management in the Service
 - Indicative actions for remedying the identified weaknesses and threats, and consolidating the strengths and opportunities of Succession Management in the Service
- vii. Conclusion

10.2.2. Topic 2: Mentoring Management

10.2.2.1. Outline

- i. Introduction (statement of purpose of the topic)
- ii. Best principles and practices of Mentoring Management in governance
- iii. Review of the strengths, weaknesses, opportunities, and threats of the present policy and practice of Succession and Mentoring Management in Nigeria's Federal Civil Service, including major causes of Mentoring Management crises
- iv. Discussions:
 - Case illustration(s) of practical experience in effective and efficient Mentoring Management in the Service
 - Indicative actions for remedying the identified weaknesses and threats, and consolidating the strengths and opportunities of Mentoring Management in the Service
- v. Conclusion

10.3. Session 3: Transition from Personnel Management to the New Strategic Human Resource Management (SHRM)

10.3.1. Goal: To sensitize Participants on the new SHRM framework in Nigeria's Federal Civil Service

10.3.1.1. Learning Objectives

At the end of this Session, Participants would have:

- i. Refreshed their understanding of the reasons for introducing the new SHRM framework
- ii. Being acquainted with cutting-edge issues in SHRM
- iii. Understood the essence of the new SHRM framework in Nigeria's Federal Civil Service
- iv. Strengthened their buy-in into the new SHRM framework
- v. Acquired the necessary attitudinal re-orientation towards effective implementation of the new SHRM framework

10.3.2. Topic 1: Transition from the Conventional Personnel Management to the New SHRM

10.3.2.1. Outline:

- i. Introduction (statement of purpose of the topic)
- ii. Review of the phases of the evolution of the management of the Human Factor in governance:
 - Personnel Administration (PA) Phase
 - Personnel Management (PM) Phase
 - Human Resource Management (HRM) Phase
 - Strategic Human Resource Management (SHRM) Phase
- iii. Review of the features of PA and PM in the traditional model of Public Administration
- iv. Review of the HRM under the New Public Management (NPM)
- v. Discussions:
 - Case illustration(s) of practical experience in the Federal MDAs
- vi. Conclusion

10.3.3. Topic 2: The New Strategic Human Resource Management (SHRM)

10.3.3.1. Outline:

- i. Introduction (statement of purpose of the topic)
- ii. Background to the new SHRM framework in Nigeria's Federal Civil Service
- iii. Overview of the key features of the new SHRM framework:
 - Establishment of Strategic Direction
 - SWOT Analysis
 - Formulation of Strategy

- Implementation of Strategy
- Strategy Control and Evaluation
- iv. SHRM Models:
 - High Performance Management Model
 - High Commitment Management Model
 - High Involvement Management Model
- v. Review of select country-cases on the SHRM framework implementation
- vi. Discussions:
 - Case illustration(s) of practical experience across the Federal MDAs
 - Indicative strategies for implementing the new SHRM framework in Nigeria's Federal Civil Service
- vii. Conclusion

10.4. Session 4: Discipline and Integrity in the Public Service

10.4.1. Goal: To deepen Participants' capacity and capability for fostering discipline and integrity in the Public Service

10.4.1.1. Learning Objectives:

At the end of this Session, Participants would have:

- i. Increased their operational knowledge of the cutting-edge issues of discipline and integrity in governance
- ii. Deepened their appreciation of the strengths, weaknesses, opportunities and threats of the extant rules and regulations on discipline and in Nigeria's Federal Civil Service; and
- iii. Acquired demonstrable capacity for remedying the identified weaknesses and threats, and consolidating the strengths and opportunities.

10.4.2. Topic 1: Discipline Management in the Public Service

10.4.2.1. Outline:

- i. Introduction (statement of purpose of the topic)
- ii. Review of the cutting-edge issues in discipline in the Public Service, including general inefficiency, incompetence, misconduct, conduct prejudicial to the security of the State, disciplinary powers and procedures, sanctions/penalty and appeals etc.
- iii. Appreciation of the strengths, weaknesses, opportunities and threats of the existing rules and regulations on discipline in Nigeria's Federal Civil Service
- iv. Discussions:

- Case illustration(s) of practical experience in effective and efficient discipline management in governance, including best practices
 - Indicative actions for remedying the identified weaknesses and threats, and consolidating the strengths and opportunities of discipline management in the Service
- v. Conclusion

10.4.3. Topic 2: Integrity Management in the Public Service

10.4.3.1. Outline:

- i. Introduction (statement of purpose of the topic)
- ii. Review of the cutting-edge issues in integrity in the Public Service, including maintenance of uncompromised standards of integrity and code of ethics, respect of citizens' needs and entitled rights in delivering services timely, fairly, honestly, effectively and transparently
- iii. Appreciation of the strengths, weaknesses, opportunities and threats of the existing rules and regulations on integrity in Nigeria's Federal Civil Service
- iv. Discussions:
 - Case illustration(s) of practical experience in effective and efficient integrity management in governance, including best practices for safeguarding integrity
 - Indicative actions for remedying the identified weaknesses and threats, and consolidating the strengths and opportunities of integrity management in the Service
- v. Conclusion

10.5. Session 5: Motivation and Reward System Management in the Public Service

10.5.1. Goal: To upgrade Participants' capacity and capability for effective management of motivation and reward system in governance.

10.5.1.1. Learning Objectives:

At the end of this Session, Participants would have:

- i. Bolstered their operational knowledge of the cutting-edge issues of staff motivation and reward management as complementary sub-sets of Performance Management Systems (PMS) in governance
- ii. Deepened their appreciation of the strengths, weaknesses, opportunities and threats of the extant policy and practices on

motivation and reward system in Nigeria's Federal Civil Service;
and

- iii. Acquired demonstrable capacity for remedying the identified weaknesses and threats, and consolidating the strengths and opportunities.

10.5.2. Topic 1: Staff Motivation System Management in the Public Service

10.5.2.1. Outline:

- i. Introduction (statement of purpose of the topic)
- ii. Review of the cutting-edge issues on staff motivation management in the Public Service, including:
 - 20 Ways to motivate staff
 - ✓ use appropriate methods of reinforcement
 - ✓ eliminate unnecessary threats and punishments
 - ✓ adequately recognise accomplishments
 - ✓ allow employees both flexibility and choice
 - ✓ increase staff responsibility through delegation
 - ✓ institute a programme of goal setting
 - ✓ clarify your expectations making sure that employees understand them
 - ✓ design tasks and environments to be consistent with staff needs
 - ✓ individualize your supervision
 - ✓ provide immediate and relevant feedback that will help improve staff performance
 - ✓ show that you have confidence in your staff
 - ✓ show interest in each individual under your supervision
 - ✓ allow individuals to participate in making decisions that affect them
 - ✓ establish a climate of trust and open communication
 - ✓ minimize the use of formal regulations and rules
 - ✓ listen to and deal effectively with staff complaints
 - ✓ point out improvements in performance, no matter how small
 - ✓ criticize behaviour, not people
 - ✓ encourage staff to engage in novel and challenging activities
 - ✓ a certain level of stress is basic to motivation, so don't eliminate it completely
 - Core elements of staff motivation etc.
 - ✓ Good work environment
 - ✓ Reward for a good job
 - ✓ Staff encouragement for optimal performance
 - ✓ Timely recognition of a job well done
 - ✓ Relating recognition to good performance
 - ✓ Poor performers are encouraged for improvement
 - ✓ Encouragement of team spirit amongst staff
 - ✓ Encouragement of staff to set improvement goals
 - ✓ Ensuring that motivation matches the staff's interests and goals

- iii. Appreciation of the strengths, weaknesses, opportunities and threats of the existing staff motivation system management in Nigeria's Federal Civil Service
- iv. Discussions:
 - Case illustration(s) of practical experience in effective and efficient staff motivation system management in governance, including best practices
 - Indicative actions for remedying the identified weaknesses and threats, and consolidating the strengths and opportunities of staff motivation system management in the Service
- v. Conclusion

10.5.3. Topic 2: Staff Reward System Management in the Public Service

10.5.3.1. Outline:

- i. Introduction (statement of purpose of the topic)
- ii. Review of the cutting-edge issues in staff reward system management in the Public Service, including financial rewards (e.g. base pay, variable pay, benefits), non-financial rewards (e.g. recognising opportunity to use and develop skills, autonomy, career opportunities, quality of work life etc.), matching of reward with staff interests and goals, reward that is specific, timely creative and sincere, creating a travelling trophy to be passed among staff members when one of them completes a difficult task etc.
- iii. Appreciation of the strengths, weaknesses, opportunities and threats of the existing policy and practices on staff reward system management in Nigeria's Federal Civil Service
- iv. Discussions:
 - Case illustration(s) of practical experience in effective and efficient staff reward system management in governance, including best practices
 - Indicative actions for remedying the identified weaknesses and threats, and consolidating the strengths and opportunities of staff reward system management in the Service
- v. Conclusion

10.6. Session 6: Council Memoranda, Notes, Conclusions and Reports

10.6.1. Goal: To enhance Participants' skills in preparing sound and quality Council Memoranda, Notes, Conclusions and Reports

10.6.1.1. Learning Objectives:

At the end of this Session, Participants would have:

- i. Enhanced their experiential knowledge of the policy environment in the preparation of Council Memoranda, Notes, Conclusions and Reports
- ii. Mastered the processes and tasks involved in the preparation of Council Memoranda, Notes, Conclusions and Reports
- iii. Deepened their knowledge of the structure and content of Council Memoranda, Notes, Conclusions and Reports

10.6.2. Topic 1: Preparation of Council Memoranda, Notes, Conclusions and Reports

10.6.2.1. Outline:

- i. Introduction (statement of purpose of the topic)
- ii. Defining characteristics of Council Memorandum:
 - Definition:
 - ✓ Key instrument of written policy advice to Cabinet
 - ✓ Tool that an individual Minister uses to obtain the support of Cabinet colleagues by describing a particular policy context, outlining the problems associated with the current situation, and recommending solutions
 - ✓ Plays a pivotal role in the Cabinet decision-making process
 - When to prepare Council Memorandum:
 - ✓ On directive of the President, Council decision, Minister
 - ✓ Response to requests or recommendations from Parliamentary Committees
 - ✓ Need for a draft Bill to be presented to the Parliament
 - ✓ Policy or programme initiative whose significance, political sensitivity or effect suggest the need for a Cabinet decision before action
 - Drafting guide:
 - ✓ use everyday language
 - ✓ avoid long complicated sentences and paragraphs
 - ✓ avoid technical terms, jargons or unfamiliar acronyms
 - ✓ be concise and stick to the key points
 - ✓ build arguments step by step
 - ✓ rework every sentence until every word counts
 - ✓ ask colleague who is familiar with the subject to read through the final draft

- iii. Familiarity with policy environment, including key actors and institutions that need to be contacted for ***factual information, clarification, advice, consultation and sign off*** during the preparation of Council Memorandum:
 - Knowledge of key policy officials that need to be consulted for technical advice and input from within and outside the MDA
 - Knowledge of where to collect the relevant supporting data and evidence
 - Knowledge of key central agencies of government that may need to provide policy guidance and support
 - Knowledge of key or relevant non-State actors whose support will be required for the proposed policy to support Cabinet approval
 - Knowledge of the proper channel of communication, as well as the timing of the submission of the Memorandum for Cabinet's consideration
- iv. Planning side of the preparation:
 - Collect from relevant central coordinating office (Cabinet Secretariat) the template/format for preparing a Council Memoranda
 - Search and assemble relevant materials for preparing a background and articulating the purpose
 - Identify a list of those to be consulted (individual and agencies)
 - List all actions to be undertaken before a deadline within which to submit the Council Memoranda. Usually the timelines for submission are specified by the Cabinet Secretariat
- v. Execution side of the preparation
 - Start preparing the background and the purpose of the Council Memoranda
 - Carry out consultations with relevant bodies and stakeholders
 - Start drafting the Memorandum by analyzing key issues, options and build a case that would end up in what comes out as Ministerial Considerations and Recommendations
 - Clearly specify the methodology guiding the case being made if the proposal is based on a study or consultancy report
 - Identify and reflect implications involved namely financial, legislative and legal, human rights etc.
 - State the conclusion by making a prayer of what Cabinet is required to consider and approve
- vi. Indicative Structure and Contents of Council Memorandum:

- **Background and Purpose** – Stating of major ideas (current and historical) shaping up the proposal and stating the purpose of the policy proposal
 - **Analysis** – Explaining the issues, outlining a recommended course of action or decision Cabinet should take (Advice to Cabinet)
 - **Financial Implications** – Stating detailed financial requirements and programme and information
 - **Political, Legislative, Human Rights Implications** – Spelling out the implications of the proposal on these areas and strategies for mitigation risks
 - **Consultations/Engagements** – Explaining consultations carried out and reactions (positive and negative)
 - **Recommendation** – Which simply states for example that ‘in the light of the foregoing analysis, Cabinet is respectfully requested to give consideration’ to the recommendation being asked for ...
 - **Conclusion/Prayer** – Which simply states for example that Cabinet is requested to consider the foregoing recommendation and give approval to what is requested
- vi. Discussions:
- Case illustration(s) of practical experience across the Federal MDAs
 - Indicative strategies for posting sustainable best practices
- vii. Conclusion

10.7. Session 7: Management of the Media

10.7.1. Goal: To enrich Participants’ skills for effective internal and external communication of the Organisation

10.7.1.1. Learning Objectives:

At the end of this Session, Participants would have:

- i. Increased their understanding of the cutting-edge issues in managing internal and external communication of an Organisation
- ii. Broadened insight into several scenarios of managing internal and external communication of an Organisation
- iii. Acquired relevant skills for managing internal and external communication of an Organisation
- iv. Shared relevant experiences in managing internal and external communication of an Organisation

10.7.2. Topic 1: Strengthening the Skills for Effective Management of the Internal and External Communication of an Organisation

10.7.2.1. Outline:

- i. Introduction (statement of purpose of the topic)

- ii. Relevance and benefits of effective management of an Organisation's internal and external communication
- iii. Steps in managing the communication
- iv. Critical thinking tools for effective management of the communication
- v. Skill sets for effective management of the communication
- vi. Challenges of effectively managing the communication
- vii. Discussions:
 - Case illustration(s) of practical experiences across the Federal MDAs
 - Indicative strategies for sustainable effective management of an Organisation's internal and external communication
- viii. Conclusion

MODULE THREE

UNDERSTANDING GOVERNMENT'S DEVELOPMENT AGENDA

CONTENTS

1.0. Millennium Development Goals

2.0. The 7- Point Agenda

3.0. Vision 20:2020

4.0. The Role of the Public Service in driving the Government
Agenda

5.0. Challenges

MODULE 3

Understanding Government's Development Agenda

1. Introduction

In September 2000, the world community adopted a global consensus on the need to fight extreme poverty across the globe. They therefore agreed on the MDGs which are a set of eight inter-dependent goals that address extreme poverty in various dimensions. The eight goals which are time-bound (2015) include poverty reduction, universal basic education, gender equality, child mortality, maternal mortality, HIV/AIDs and malaria, environment and global partnerships.

To domesticate the MDGs and fast track its realization, the present administration developed the 7-Point Agenda and Vision 20:2020.

With the adoption of Vision 20:2020, Nigeria has committed to strategic planning in almost all the critical areas of the economy, including power, energy, transportation, housing, health care, education, etc. The essence is to utilise Nigeria's well recognised but unrealised potential after almost fifty years.

The vision is anchored on two specific targets, by 2020 as follows;

- an annual GDP of not less than US\$900billion
- per capita income of not less than US\$4000

Overall, the success of the vision will ensure that Nigeria joins the league of the 20 most developed economies by year 2020. To achieve this, Nigeria should have large, strong, diversified, competitive, technologically enabled economy that effectively harnesses the talents and energy of its people and responsibly exploits its national endowments to guarantee a high standard of living and quality of life to its citizens. The civil service has a very crucial role to play in the implementation and popularization of these initiatives. For the civil service to be effective and efficient it must come to terms with its traditional role of formulating and implementing government policies, programmes and projects to meets the needs and aspirations of its citizens.

2. Goal

To improve Participant's operational understanding of Government's Development Agenda

3. Objectives

At the end of this Module, Participants will be able to:

- i. Know the Millennium Development Goals (MDGs), the 7-Point Agenda and Nigeria's Vision 20:2020
- ii. Explain the role of the Civil Service in the Implementation of the Agenda and how it will cascade into the national budget
- iii. Understand the role of other tiers of government in implementing Government's Development Agenda

4. Contents

- i. Millennium Development Goals (MDGs)
- ii. 7- Point Agenda
- iii. Vision 20:2020
- iv. Role of the Public Service in driving the Government Agenda
- v. Challenges

5. Delivery Methodology

Delivery methodology will comprise a combination of:

- i. Interactive lectures in plenary sessions through multi-media presentation;
- ii. Break-Out Sessions;
- iii. Discussions, including experience sharing; and
- iv. Case Illustrations and Work Assignments (where applicable).

6. Target Participants: Officers on (SGLs) 14 – 16 in the Federal Civil Service

7. Duration: 2 days

8. Evaluation (*vide the attached Evaluation Form*)

9. Quality Assurance Mechanism

PSIN has:

- v. Provided standard instructional facilities;
- vi. Engaged qualified, experienced and competent Resource Persons;
- vii. Insisted on utilization of an evidence-based and interactive delivery method; and
- viii. Insisted on Case Illustrations and Work Assignments by Participants

10. Sessions

10.1. Session 1: Millennium Development Goals (MDGs)

10.1.1. Goal: To enhance Participants' capacity in evaluating the implementation of the MDGs in Nigeria and the lessons learnt.

10.1.2 Learning Objectives:

At the end of this Session, Participants would have:

- i. Deepened their understanding of the basics of the MDGs
- ii. Reviewed the progress of implementing MDGs in Nigeria;
- iii. Appreciated the challenges faced in the implementation of the MDGs;
- iv. Developed strategies for overcoming the challenges

10.1.3. Topic 1: Basics of the MDGs:

10.1.3.1. Outline:

- i. Introduction (statement of purpose of the topic)
- ii. Overview of the MDGs:
 - 8 Goals to be achieved by 2015:
 - ✓ respond to the world's main development challenges
 - ✓ drawn from the actions and targets contained in the **Millennium Declaration** that was adopted by 189 nations, and signed by 147 Heads of States and Governments during the **UN Millennium Summit** in September 2000
 - ✓ Goals broken down into 21 quantifiable targets that are measured by 60 indicators
 - 8 Goals are:
 - ✓ **Goal 1:** Eradicate extreme poverty and hunger;
 - ✓ **Goal 2:** Achieve Universal Primary Education;
 - ✓ **Goal 3:** Promote gender equality and empower women;
 - ✓ **Goal 4:** Reduce child mortality;
 - ✓ **Goal 5:** Improve maternal health;
 - ✓ **Goal 6:** Combat HIV/AIDS, malaria, and other diseases;
 - ✓ **Goal 7:** Ensure environmental sustainability; and
 - ✓ **Goal 8:** Develop a global partnership for development.
- The MDGs:
 - ✓ synthesise, in a single package, many of the most important commitments made separately at the international conference and summits of the 1990s;

- ✓ recognise explicitly the interdependence between growth, poverty reduction and sustainable development;
 - ✓ acknowledge that development rests on the foundations of democratic governance, the rule of law, respect for human rights and peace and security;
 - ✓ are based on time-bound and measurable targets accompanied by indicators for monitoring progress; and
 - ✓ bring together, in the eighth Goal, the responsibilities of developing countries with those of developed countries, founded on a global partnership endorsed at the International Conference on Financing for Development in Monterrey, Mexico in March 2002, and again at the Johannesburg World Summit on Sustainable Development in August 2002.
- Implementation of the MDGs:
 - ✓ **Road Map Towards the Implementation of the United Nations Millennium Declaration**, issued in 2001, provides an integrated and comprehensive overview of the situation, outlining potential strategies for action designed to meet the goals and commitments of the Millennium Declaration
 - ✓ Road Map has been followed-up since then with annual report
 - Strategies for the MDGs:
 - ✓ UNDP and Millennium Project (commissioned in 2002 by the UN Secretary General) have designed a comprehensive set of services to support MDG-based national development strategies, which focus on three pillars:
 - MDG-based diagnostics and investment planning (technical and financial assistance needed to achieve the MDGs over the long term);
 - Widening policy options and choices (sectoral and cross-sectoral policy reforms and frameworks needed to accelerate growth with equity and promote long term human development); and
 - Strengthening national capacity (enable effective service delivery at the national and local levels).
- iii. Discussions:
- Case illustration(s) of practical experience across the Federal MDAs
 - Indicative strategies for promoting sustainable best practices
- iv. Conclusion

10.1.3. Topic 2: Evaluation of the Implementation of the MDGs in Nigeria

10.1.3.1. Outline:

- i. Introduction (statement of purpose of the topic)

ii. Current progress of MDGs Implementation in Nigeria:

➤ **Goal 1: Eradicate Extreme Poverty and Hunger**

- ✓ People living in relative poverty declined from 65.6% in 1996 to 54.4% in 2004 while 35 out of 100 people live in extreme poverty and 30 out of 100 children are under-weight. Poverty incidence has been consistently higher in rural areas than urban areas while wide disparity occurs in poverty trend in the zones. The prospect of reducing poverty in Nigeria is bright in view of the macroeconomics stability and progressive economic growth in the last six years. Government policies at the third tiers should be focused on increased productivity in the agricultural sector. Investment in infrastructure, especially in rural areas, should be scaled up. This should be complemented with accountability and transparent governance.

➤ **Goal 2: Achieve Universal Primary Education**

- ✓ Performance on this goal is on course in 2005. About 84 out of 100 school age children attend school and an increasing number stay there through to Grade 5. Net enrolment ration in primary school education was 84.26% in 2005 as against 81.1% in 2004. The literary rate among 15-24 year-olds also improved from 76.2% in 2004 to 80.20% in 2005. The success was bolstered by the implementation of the UBE, improved policy environment and better inter-governmental coordination in the sector. Concerted efforts are needed to reduce the cost of primary and junior school education, improve the quality of teaching and schooling, and sustain political commitment to the implementation of the UBE

➤ **Goal 3: Promote Gender Equality and Empower Women**

- ✓ The ratio of boys to girls in primary education improve from 79% in 2000 to 81% in 2005 while the proportion of women in non-agricultural wage employment stood at 79% in 2005. The proportion of women in national parliament was 5.76% as against 30% target. Secondary school enrolment has increase for both males and females at the tertiary level. The incentives for parents to send their girl-children to school and keep them there should be strengthened, while state and local government need to reduce the cost of schooling and making school environment more girl-friendly. There is also the need to mainstream gender issues into local, state and federal governments' development strategies.

➤ **Goal 4: Reduce Child Mortality**

- ✓ Reduction of child mortality remains a key challenge. As against the global target of 30/1000 live births in 2005, Nigeria had 110/1000 live births in 2005. Low maternal education, low coverage of immunisation, weak primary health care system, high incidence of poverty and inequality, and poor household practices accounted for high mortality rate. Under-five mortality rate (per 1000 live births) improved from 210 in 2003 to 197 in 2004 as against the target of 64 in 2015. Percentage of one-year-olds fully immunised against the measles rose from 31.4% in 2003 to 50% in 2004. Yet wide disparities subsist between rural and urban centres and among geographical zones. There is need for improved coordination among the three tiers

of government in the provision of health services. Better decentralisation of immunisation management, strong advocacy on better household practices, access to drinking water and adequate sanitation are needed for success.

➤ **Goal 5: *Improve Maternal Health***

- ✓ Maternal mortality also remains a daunting challenge to Nigeria. Against a global target of less than 75/100,000 live births in 2015, Nigeria had 800/100,000 in 2004. Rural areas and the northern region are worst than the national average. About 15% and 46% of urban and rural dwellers did not go for antenatal care, while about 44% deliveries were attended to by skilled healthcare personnel. About 2 million women of reproductive age do not survive pregnancy or childbirth. High cost of treatment, some cultural and social practices, low patronage of health infrastructure, training of health workers, scaling up of investment in healthcare system, improve value-for-money in use of resources, and strong collaboration with stakeholders are required for success.

➤ **Goal 6: *Combat HIV-AIDS, Malaria and Other Diseases***

- ✓ The HIV prevalence rate fell from 5.8% in 2001 through 2005 to 4.4%. Prevalence across the States, however, varied significantly. Although AIDS-orphans remained on the increase, the percentage of the people reporting the use of condom during sexual intercourse with non-regular partners increased. Malaria and TB still remain major public health problems. Malaria accounted for 60% of all out-patient attendance, 30% of all hospital admissions and 300,000 deaths annually. Blood transmission, unsafe injection and sexual practices are key drivers of HIV and AIDS while stigmatisation and discrimination against people living with HIV and AIDS still remain rife. Poor sanitation and high cost of treatment accounted for the prevalence of malaria while poor reporting network and weak public education are responsible for the spread of TB. The foregoing factors, coupled with improved *vfm* in use of resources, and scaling up of health spending require urgent attention.

➤ **Goal 7: *Ensure Environmental Sustainability***

- ✓ Nigeria's reach environmental resource base is being undermined by deforestation (3.5% per annum), erosion, desertification, gas flare and oil pollution. Access to safe drinking water is improving but access to sanitation is still low, while housing has reached a crisis point with only 31% having secured tenure. Environment programmes need to be mainstreamed into development agenda of the federal, state and local governments, while resources for environmental management should be increased appreciably. Strong collaboration among key stakeholders is also needed.

➤ **Goal 8: *Develop a Global Partnership for Development***

- ✓ Nigeria has enjoyed the benefits of progressive partnership with the international community. The decision to exit the Paris Club Creditors was finalised in 2005. Debt services as a percentage of exports of goods and services improve from 7.3% in 2004 to 3.4% in 2005, while foreign private investment also improved significantly. However,

access of Nigeria's agricultural and semi processed goods to the industrial countries' markets still remains weak. Improved macro-economic management, promoting transparent and accountable governance, and substance of structural reforms are critical to improved partnership.

- iii. Some Key Challenges:
 - Accurate disaggregated data
 - Gender budgeting
 - Implementation standards
 - Proper coordination of MDG projects
 - Conflict of interest
 - Access to MDG funds
 - Appropriate monitoring and evaluation
- iv. Discussions:
 - Case illustration(s) of practical experiences across the Federal MDAs
 - Indicative strategies and indicators for effective evaluation of progress in the implementation of the MDGs in Nigeria

10...4.Session 2: The 7-Point Agenda

10.4.1.Goal: To enable Participants evaluate implementation of the 7-Point Agenda and the lessons learnt

10.4.1.1. Learning Objectives:

At the end of this Session, Participants would have:

- i. Deepened their understanding of the basics of the 7-Point Agenda
- ii. Reviewed the progress of implementing 7-Point Agenda;
- iii. Appreciated the challenges faced in the implementation of the 7-Point Agenda; and
- iv. Developed strategies for overcoming the challenges

10.4.2. Topic 1: The Yar'Adua 7-Point Agenda

10.4.2.1. Outline:

- i. Introduction (statement of purpose of the topic)
- ii. Overview of the 7-Point Agenda:
 - **Power and Energy:** The infrastructural reforms in this critical sector through the development of sufficient and adequate power supply will be to ensure Nigeria's ability to develop as a modern economy and an industrial nation by the year 2015
 - **Food Security and Agriculture:** This reform is primarily agrarian based. The emphasis on the development of modern technology, research, and financial injection into research, production and development of agricultural input will revolutionize the agricultural sector leading to a 5-10 food increase in yield and production. This will result in massive

domestic and commercial output and the technological knowledge transfer to farmers.

- **Wealth Creation and Employment:** By virtue of its reliance on revenue from non-renewal oil, Nigeria has yet to develop industrially. This reform is focussed on wealth creation through diversified production especially in the agricultural and solid mineral sector. This requires Nigeria to choose to work, as hard work by all is required to achieve this reform.
- **Transport Sector:** This sector with its poor roads networks is an inefficient means of mass transit of people and goods. With a goal of a modernised industrialise Nigeria, it is mandatory that Nigeria develops its transport sector. Government has already started this process by the on-going rehabilitation and modernisation of the railway. While the reforms might take sometimes to take effect, it is a need that must be addressed.
- **Land Reform:** While hundreds of billions of dollars have been lost through unused government-owned landed asset, changes in the land laws and the emergence land reforms will optimise Nigeria's growth through the release of lands for commercialise farming and other large scale businesses by the private sector. The final result will ensure improvement and boosts to the production and wealth creation initiatives.
- **Security:** An unfriendly security climate precludes both external and internal investments into the nation. Thus, security will be seen as not only a constitutional requirement but also as a necessary infrastructure for the development of a modern reform economy with its particular need, the Niger Delta security issue will be the primary focus, marshalled not with physical policy or military security, but through honest and accurate dialogue between the people and the federal government.
- **Qualitative and Functional Education:** The two-fold reforms in the educational sector will ensure firstly the minimum acceptable international standards of education for all. With that achieved, a strategic educational development plan will ensure excellence in both the tutoring and learning of skills in science and technology by students who will be see as the future innovators and industrialists of Nigeria. This reform will be achieved through massive injection into the educational sector.

iii. Evaluation of the implementation of the 7-Point Agenda:

- **Power and Energy:**

- **Food Security and Agriculture:**
- **Wealth Creation and Employment:**
- **Transport Sector:**
- **Security:**
- **Qualitative and Functional Education:**
- iv. Some Key Challenges:
 - Accurate disaggregated data
 - Gender budgeting
 - Implementation standards
 - Proper coordination of MDG projects
 - Conflict of interest
 - Access to MDG funds
 - Appropriate monitoring and evaluation
- v. Discussions:
 - Case illustration(s) of practical experiences across the Federal MDAs
 - Indicative strategies and indicators for effective evaluation of progress in the implementation of the 7-Point Agenda

10.3. Session 3: Nigeria Vision 20:2020

10.3.1. Goal: To deepened Participants' understanding of the basics of Nigeria Vision 20:2020.

10.3.1.1. Learning Objectives:

At the end of this Session, Participants would have:

- i. Deepened their understanding of the basics of Nigeria Vision 20:2020
- ii. Reviewed the progress of the Vision formulation;
- iii. Appreciated the challenges faced in the formulation of the Vision;
- iv. Developed strategies for overcoming the challenges

10.3.2.Topic 1: Understanding the Basics of Nigeria Vision 20:2020

10.3.2.1. Outline

- i. Introduction (statement of purpose of the topic)
- ii. Basics of Nigeria Vision 20:2020:
 - **Vision Statement**
 - **Institutional Framework:**
 - ✓ *National Council on Vision 20:2020*, chaired by the President, is at the apex, providing leadership and direction to galvanise the whole nation. The process will be based on bottom-up strategic planning process which ensures ownership by all stakeholders

- ✓ **National Steering Committee (NSC) on Vision 20:2020**, chaired by the Minister and deputy chairman of the National Planning Commission (NPC), is charged with the responsibility of developing
 - the Vision's implementation guidelines, and M&E strategy, ensuring bottom-up approach by which all key MDAs, as well as State and Local Governments etc are encouraged to prepare and implement their "component of the V2020" in line with the national priorities;
 - a template for preparing the V2020 strategic plan and annual Communication on Progress (COP), and collating same to prepare the annual performance report for the National Council.
- ✓ **Secretariat of the National Steering Committee**: NPC
- ✓ **National Technical Working Group**, comprising about 20-25 groups of experts for the identified thematic areas, is to provide support to the **NSC**
- ✓ **Stakeholder V2020 Development Committees**, comprising about 20-25 major stakeholder committees with each preparing its V2020 Document base on the guidelines approved by the National Council in line with the national goals and priorities
- ✓ **Economic Management Team (EMT)** will serve as a *Think-Tank* to drive the visioning process. The Chairman and the Vice-chairman of the *EMT are members of the National Council and NSC on Vision 202020*, and thus provide the vital link and feedback from both directions between the National Council and NSC
- **Visioning Process:**
 - ✓ **Stage 1: Building a Solid Foundation for V2020 (2008-2010)**
 - ✓ **Stage 2: Achieving the MDGs en route to V2020 (2011-2015)**
 - ✓ **Stage 3: Becoming a Top 20 Economy by 2020 (2015-2020)**
- **Funding: NV2020 Business Support Group** is to:
 - ✓ Generate publicity, public opinion and national buy-in
 - ✓ Mobilise resources from the Private Sector
 - ✓ Organise fund raising activities to support NV2020
 - ✓ Provide technical and financial support
- iii. Evaluation of the Visioning Process:
 - **Stage 1: Building a Solid Foundation for V2020 (2008-2010)**
 - **Stage 2: Achieving the MDGs en route to V2020 (2011-2015)**
 - **Stage 3: Becoming a Top 20 Economy by 2020 (2015-2020)**
- iv. Some Key Challenges:
 - Accurate disaggregated data
 - Gender issues
 - Proper coordination
 - Conflict of interest
 - Adequate and secured funding
 - Appropriate monitoring and evaluation
- v. Discussions:
 - Case illustration(s) of practical experiences across the Federal MDAs

- Indicative strategies and indicators for effective evaluation of progress in the implementation of Nigeria Vision 20:2020.

vi. Conclusion

10.4. Session 4: Role of the Public Service in Driving the Government Agenda

10.4.1. Goal: To strengthen Participants capacity in being cost-effective, productive and citizen-focused in driving the implementation of government-initiated development agenda

10.4.1.1. Learning Objectives:

At the end of this Session, Participants would have:

- i. Enhanced their understanding of the cutting-edge issues on the role of the Public Service in driving the implementation of government-initiated development agenda
- ii. Appreciated and drawn lessons of experience from the strengths, weaknesses, opportunities and threats faced by the Public Service in implementing the past development agenda in Nigeria;
- iii. Deepened their understanding of the current government development agenda in Nigeria;
- iv. Developed strategies for being cost-effective, productive and citizen-focused in driving the implementation of the current government development agenda

10.4.2. Topic 1: Enriching the Role-Play of the Public Service in Driving the Implementation of Government-Initiated Development Agenda

10.4.2.1. Outline:

- i. Introduction (statement of purpose of the topic)
- ii. Review of the cutting-edge issues on the role of the Public Service in driving the implementation of government-initiated development agenda
- iii. Appreciation of lessons of experience from the role of Public Service in implementing the past development agenda in Nigeria:
 - Strengths
 - Weaknesses
 - Opportunities
 - Threats
- iv. Understanding of the current government-initiated development agenda in Nigeria:
 - MDGs

- 7-Point Agenda
- NV20:2020
- APRM-Nigeria National Programme of Action (NPoA)
- v. Strategies for the Public Service to be cost-effective, productive and citizen-focused in driving the implementation of the current government-initiated development agenda
- vi. Discussions:
 - Case illustration (s) of practical experience across the Federal MDAs
 - Indicative strategies for promoting best practice
- vii. Conclusion

MODULE FOUR

THE CONCEPT OF e-GOVERNANCE

CONTENTS

1.0. The Concept of e-Governance

2.0. Relevance and Benefits of e-Government

3.0. Essential Requirements, Stages and Problems of e-Government

MODULE 4

Concept of e-Governance

1. Introduction

E-governance refers to the use of information technologies such as the internet to provide services, information, and knowledge in an efficient and cost-effective manner. Its major strength lies in its potential to allow for closer ties between the citizenry and the public sector, the main service providers.

e-governance therefore represents an opportunity to make a major contribution to economic development by assisting businesses to reduce their operating costs in dealing with government and, by so doing, have immediate access to government information. Similarly, the provision of e-services to citizens represents an opportunity to reduce the complexity of dealing with government administration and of bringing citizens and government closer together, thereby making government more transparent and accessible.

e-governance is an important element of administrative reform and state modernization. It means more than offering services on-line, it means, above all, modernizing the public administration and not merely a question of putting existing procedures on the internet but reforming them.

The introduction of IT in public administration allows the government, individuals, and companies to interact in new ways, such that individuals and companies receive efficient and effective services, regardless of their locations or the time of day when they log on to the internet. It also allows major improvements in internal processes in government administration as well as the creation of new processes, thus bringing together the various existing systems in a single entity to share resources and improve internal management among several entities.

2. Goal

To bolster Participants' knowledge and skills in e-Governance

3. Objectives

At the end of this Module, Participants will be able to:

- i. Enrich their understanding of the relevance and importance of e-Government
- ii. Deepen their knowledge of the aims and objectives of IPPIS

4. Contents

- i. Concept of e-Governance
- ii. Relevance and Benefits of e-Government
- iii. Essential Requirements, Stages and Problems of e-Government

5. Delivery Methodology

Delivery methodology will comprise a combination of:

- i. Interactive lectures in plenary sessions through multi-media presentation;
- ii. Break-Out Sessions;
- iii. Discussions, including experience sharing; and
- iv. Case Illustrations and Work Assignments (where applicable).

6. Target Participants: Officers on (SGLs) 14-16 in the Federal Civil Service

7. Duration: 2 days

8. Evaluation (*vide the attached Evaluation Form*)

9. Quality Assurance Mechanism

PSIN has:

- i. Provide standard instructional facilities;
- ii. Engage qualified, experienced and competent Resource Persons;
- iii. Insist on utilization of an evidence-based and interactive delivery method; and
- iv. Insist on Case Illustrations and Work Assignments by Participants

10. Sessions

10.1. Session 1: Concept of e-Governance

10.1.1. Goal: To enrich Participants' understanding of the operational fundamentals of e-Governance.

10.1.2. Learning Objectives:

At the end of this Session, Participants would have:

- i. Been able to distinguish between e-Government and e-Governance
- ii. Deep their understanding of the fundamentals of e-Governance, including sharing of experiences across the MDAs
- iii. Enhance their awareness of the importance of e-Governance as a tool for effective and efficient Public Service in a globalise world
- iv. Enrich their e-Governance management skills

10.1.3. Topic 1: Overview of the Concept of e-Governance

10.1.3.1. Outline:

- i. Introduction (statement of purpose of the topic)
- ii. Clarification of Concepts:
 - e-Government defined
 - e-Governance defined
 - e-Government and e-Governance differentiated
- iii. Fundamentals of e-Governance
- iv. Importance of e-Governance as an effective and efficient communication tool in a globalised world
- v. e-Governance management skills
- vi. Challenges and critical success factors of e-Governance for Nigeria Civil Service
- vii. Discussions:
 - Lessons of experience from the introduction of e-Governance across the Federal MDAs
 - Indicative strategies for e-Governance sustainability in Nigeria's Federal Civil Service
- viii. Conclusion

10.2. Session 2: Relevance and Benefits of e-Government

10.2.3. Goal: To enhance Participants' appreciation of the relevance and benefits of e-Government in a globalise world

10.2.4. Learning Objectives:

At the end of this Session, participants would have:

- i. Appreciate and valued the relevance and benefits of e-Government
- ii. Deepen their knowledge of e-Government management skills
- iii. Enrich their understanding of the Challenges and critical success factors of e-Government in Nigeria

10.2.5. Topic 1: Enhancing Understanding of the Relevance and Benefits of e-Government

10.2.5.1. Outline:

- i. Introduction (statement of purpose of the topic)
- ii. Fundamentals of e-Government

- iii. Relevance and benefits of e-Government in a fast globalising and dynamic world
- iv. e-Government management skills
- v. Challenges and critical success factors of e-Government in Nigeria
- vi. Discussions:
 - Lessons of experience from the introduction of e-Government in Nigeria
 - Indicative strategies for e-Government sustainability in Nigeria
- vii. Conclusion

10.3. Session 3: Essential Requirements, Stages and Challenges of e-Government

10.3.3. Goal: To strengthen Participants' capacity in understanding the dynamics of e-Government

10.3.4. Learning Objectives:

At the end of this Session, Participants would have:

- i. Deepen their knowledge of the essential requirements, and stages of e-Government
- ii. Master the skills and strategies for addressing e-Government problems

10.3.5. Topic 1: Deepening Understanding the Essential Requirements, Stages and Challenges of e-Government

10.3.5.1. Outline:

- i. Introduction (statement of purpose of the topic)
- ii. Essential requirements for e-Government:
 - Convenience and Satisfaction
 - Supporting Activities
 - Integration and Efficiency
 - Critical success factors
- iii. 4-Stage Development Process:
 - **Stage 1: Information**
 - **Stage 2: Interaction**
 - **Stage 3: Processing**
 - **Stage 4: transaction**
- iv. Links:
 - Government-to-Citizen Links (G2C)
 - Government-to-Business Links (G2B)
 - Government-to-Government Links (G2G)
- v. Problems of e-Government:

- Digital divide
- Privacy and security
- Implications of e-Government for politics
- Difficulties with implementation
- vi. Discussions:
 - Lessons of experience from the MDAs on the essential requirements, stages, and problems of e-Government
 - Indicative strategies for e-Government sustainability in Nigeria
- vii. Conclusion

MODULE FIVE

MODERN OFFICE MANAGEMENT

CONTENTS

1.0. Microsoft Office Tools

2.0. Data Base Management

MODULE 5

Modern Office Management

1. Introduction

Managerial efficiency depends not only on the competency of the executives, but also on the proficiency of other staff in handling office management. Proficiency in office management depends on how the officers entrusted with different responsibilities are able to handle a number of assignments, including methodical filing and indexing, management of business information and documents, meetings, correspondences, report writing, etc. In most public and private sector organizations, however, the staff saddled with the responsibility of office management often lacks the requisite skills to effectively handle these functions. Besides, the growing complexity of work in the office often combines with dynamic management challenges, opportunities and the increasing societal demands for more result oriented organizations to make the duties of executive aides more critical.

2. Goal: To enrich Participants' knowledge and skills for effective and efficient Modern Office Management.

3. Objectives

At the end of the Module, Participants will be able to:

- i. Improve their skills in operating various Microsoft Office application packages
- ii. Enhance their performance through the use of relevant application software
- iii. Upgrade their skills in information processing, storage and retrieval, and
- iv. Have in-depth practical knowledge of simple basic tools used for ICT system operations

4. Contents

- i. Microsoft Office Tools
- ii. Data Base Management

5. Delivery Methodology

Delivery methodology will comprise a combination of:

- i. Interactive lectures in plenary sessions through multi-media presentation;
- ii. Break-Out Sessions;
- iii. Discussions, including experience sharing; and
- iv. Case Illustrations and Work Assignments (where applicable).

6. Target Participants: Officers on (SGLs) 14 – 16 in the Federal Civil Service

7. Duration: 2 days

8. Evaluation (*vide the attached Evaluation Form*)

9. Quality Assurance Mechanism

PSIN has:

- i. Provide standard instructional facilities;
- ii. Engage qualified, experienced and competent Resource Persons;
- iii. Insist on utilization of an evidence-based and interactive delivery method; and
- iv. Insist on Case Illustrations and Work Assignments by Participants

10. Sessions

10.1. Session 1: Basic Microsoft Office Tools

10.1.1. Goal: To enhance Participants capacity and capability in operating Basic Microsoft Office Tools

10.1.2. Learning Objectives:

At the end of the Module, Participants would have:

- i. Deepen their understanding of the components of the Microsoft Office:
- ii. Enhance their awareness of the relevance and benefits of Microsoft Office tools in governance
- iii. Improve their skills in operating various Microsoft Office application packages

10.1.3. Topic 1: Windows Operating System Environment

10.1.3.1. Outline:

- i. Introduction (statement of purpose of the topic)
- ii. Introduction to Windows:
- iii. Windows Tutorial Topics:
 - Introduction to Windows
 - Windows Basics

- Customising Windows
- Creating Documents
- Creating Pictures
- File Management
- Using the Internet
- Printing Information
- iv. Challenges and critical success factors of Windows Operating System Environment in the Federal MDAs
- v. Discussions:
 - Lessons of practical experience across the Federal MDAs
 - Indicative strategies for promoting sustainable best practices

10.1.4. Topic 2: Microsoft Word

10.1.4.1 Outline:

- i. Introduction (statement of purpose of the topic)
- ii. Microsoft Word Tutorial Topics:
 - Getting acquainted with Word
 - Creating Basic Documents
 - Basic Editing Skills
 - Using Text Tools
 - Formatting Text
 - Formatting Paragraph
 - Setting Document Layout
 - Using Wizards and Templates
 - Printing Documents
 - Working with the Tabs
 - Using Clip Art
 - Drawing Objects
 - Adding Bullets and Numbering to Lists
 - Creating and Modifying Tables
 - Table Tools
 - Creating a Mail Merge Document
 - Creating and Modifying a Data Source
 - Modifying the Merge Documents
 - Creating a Table of Content
 - Creating an Index
 - Customising Toolbars
- iii. Challenges and critical success factors of Microsoft Word in Federal MDAs
- iv. Discussions:
 - Lessons of practical experience across the Federal MDAs
 - Indicative strategies for promoting sustainable best practices

10.1.5. Topic 3: Microsoft Excel

10.1.5.1 Outline:

- i. Introduction (statement of purpose of the topic)
- ii. Microsoft Excel Tutorial Topics:
 - Getting Acquainted with Excel
 - Creating Basic Spreadsheet
 - Using Ranges
 - Creating Formulas
 - Copying and Pasting Formulas
 - Columns and Rows
 - Formatting Spreadsheet
 - Conditional Formatting and Auto Formatting
 - Setting Spreadsheet Layout
 - Printing Spreadsheet
 - Spreadsheet Tools
 - Using Workspaces
 - Paste Special
 - Sharing and Reviewing Workbook
 - Creating Spreadsheet Charts
 - Editing and Formatting Charts
 - Sorting Data
 - Data Tables
- iii. Challenges and critical success factors of Microsoft Excel in Federal MDAs
- iv. Discussions:
 - Lessons of practical experience across the Federal MDAs
 - Indicative strategies for promoting sustainable best practices

10.1.6 Topic 4: Microsoft PowerPoint

10.1.6.1 Outline

- i. Introduction (statement of purpose of the topic)
- ii. Microsoft PowerPoint Tutorial Topics:
 - Getting acquainted with PowerPoint
 - Creating a Presentation
 - Opening, Closing and Saving a Presentation
 - Introducing Presentation Views
 - Normal View (Slide View)
 - Modifying Text Placeholders
 - Modifying Text in a Text Box or Placeholder
 - Text Tools
 - Inserting Movies and Sound
 - Using Slide Sorter View
 - Using Slide Show View

- Printing your Presentation
- Animating Slide Objects
- Creating Customise Presentation Template
- Setting up the Presentation
- Inserting Tables, Charts, and other Objects
- iii. Challenges and critical success factors of Microsoft PowerPoint in Federal MDAs
- iv. Discussions:
 - Lessons of practical experience across the Federal MDAs
 - Indicative strategies for promoting sustainable best practices

10.2. Session 2: Data Base Management

10.2.1. Goal: To enhance Participants' capacity in appreciating, understanding and usage of database management system to aid governance processes and decision making

10.2.2. Learning Objectives:

At the end of this Session, participants would have:

- i. Improve their understanding of the nature, relevance and benefits of database management in governance
- ii. Improve their skills in managing database systems
- iii. Strengthen their skills in using database management models

10.2.3. Topic 1: Understanding the Basics of Database Management

10.2.3.1. Outline:

- i. Introduction (statement of purpose of the topic)
- ii. Overview of database management:
 - Database Management Concept
 - Database Management System (DBMS):
 - ✓ Data, Information and Database
 - ✓ Goals of DBMS
 - ✓ Advantages of DBMS
 - ✓ Components of DBMS
 - Database Management Models (DBMM)
 - ✓ Flat Model/Flat File
 - ✓ Network Model
 - ✓ Relational Model
 - ✓ Hierarchical Model
 - ✓ Dimensional Model
 - ✓ Object Database Model
 - ✓ Entity-Relationship Model
- iii. Database Management Application Software:
 - Microsoft Access Tutorial Topics:
 - ✓ Getting Acquainted with Microsoft Access
 - ✓ Creating Relational Database Tables
 - ✓ Using Tables
 - ✓ Field Properties

- ✓ Joining Tables in a Database
- ✓ Indexing Tables
- ✓ Queries
- ✓ Creating Forms
- ✓ Form and Report Controls
- ✓ Control Toolbox
- ✓ Reports

v.Challenges and critical success factors of Database Management in the Federal MDAs

vi.Discussions:

- Lessons of practical experience across the Federal MDAs
- Indicative strategies for promoting sustainable best practices

MODULE SIX

PERFORMANCE MANAGEMENT

CONTENTS

1.0. The concept of Performance Management

2.0. Monitoring and Evaluation Strategies

3.0. Staff Performance

4.0. Getting Best Value for the Least Cost

MODULE 6

Performance Management

1. Introduction

It is generally recognized that every organization is unique in the same way as every employee is an individual. Notwithstanding these differences, there are certain factors which are common to all. For instance, organizations employ people no matter its major areas of focus, be it in the service domain, profession, commerce or manufacturing, financial intermediation or even a charitable trust, the way the organization performs will be a major determinant of its success or failure. Towards this end, each organization is structured into departments, each of which makes contributions in its functional specialization towards the attainment of the corporate objectives. The work of each department or unit is further segmented into skill areas or tasks and entrusted to an officer to discharge. The effective execution of that responsibility is crucially important if the responsible unit, and indeed, the organization is to achieve its purpose.

A truism in management is that no matter how efficient the equipment may be and no matter how great the available technical competence, a supervising officer relies principally on the people, who are the life wire of any organization, to get things done. Therefore, two of the prime tasks of any manager, whether operating in the public or private sector, must always be;

- Obtaining the highest possible efficiency ratio from all those reporting to him, and
- Developing his subordinates either for improved capability and capacity in their present jobs or for greater responsibilities through promotion.

For performance to be appropriately devised, including strategies and to objectively assess the contributions of an officer to the attainment of the corporate objectives, we need an adequate understanding of what constitutes performance.

Performance is a multi-dimensional phenomenon and the basic elements include effectiveness, efficiency, economy, productivity, quality and behaviour, all of which can be tangible and measurable.

2. Goal

To enrich Participants' capacity and capability in productive Performance Management

3. Objectives

At the end of this Module, Participants will be able to;

- i. Deepened their understanding of the concept of Performance Management in governance
- ii. Appreciate the impact of their behaviour on the operational effectiveness and efficiency of the Public Service
- iii. Enrich their knowledge of performance evaluation and reward system, including sharing of international best practices
- iv. Acquire strategic thinking skills for management support
- v. Set long term goals for survival and sustainability.

4. Contents

- i. Concept of Performance Management
- ii. Monitoring and Evaluation Strategies
- iii. Staff Performance Appraisal
- iv. Getting Best Value for the Least Cost

5. Delivery Methodology

Delivery methodology will comprise a combination of:

- i. Interactive lectures in plenary sessions through multi-media presentation;
- ii. Break-Out Sessions;
- iii. Discussions, including experience sharing; and
- iv. Case Illustrations and Work Assignments (where applicable).

6. Target Participants: Officers on (SGLs) 14 – 16 in the Federal Civil Service

7. Duration: 2 days

8. Evaluation (*vide the attached Evaluation Form*)

9. Quality Assurance Mechanism

PSIN has:

- i. Provide standard instructional facilities;
- ii. Engage qualified, experienced and competent Resource Persons;
- iii. Insist on utilization of an evidence-based and interactive delivery method; and
- iv. Insist on Case Illustrations and Work Assignments by Participants

10. Sessions

10.1. Session 1: Concept of Performance Management

10.1.1. Goal: To enhance Participants' understanding of the fundamentals of Performance Management in governance

10.1.2. Learning Objectives:

At the end of this Session, Participants' would have:

- i. Deepen their knowledge of the cutting-edge issues in Performance Management in Governance
- ii. Increase their understanding of the relevance and benefits of monitoring and evaluation strategies in Performance Management
- iii. Appreciate the critical role of staff performance appraisal in Performance Management
- iv. Increase their skills in realising the need of getting best value for the least cost.

10.1.3. Topic 1: Clarifying Performance Management Concept

10.1.3.1. Outline:

- i. Introduction (statement of purpose of the topic)
- ii. Cutting-edge issues in Performance Management:
 - Clear definition of the purpose of the job
 - Clear identification of Key Performance (results) Areas (KPAs) for holding the staff accountable
 - Identification of the objectives for each KPA
 - Establish Key Performance Indicators (KPIs) for measuring or assessing performance
 - Setting of Performance Targets (PTs)
 - Reviewing of the objectives to see their harmony with the organisational goal
 - Monitoring and reviewing performance against objectives
 - Using feedback to improve Performance Management System
 - Performance Management System (PMS)
 - Performance Appraisal under PMS
 - Motivation and Performance Reward System
- iii. Review of strengths, weaknesses, opportunities and threats of Performance Management in Nigeria's Federal Civil Service

- iv. Discussions:
 - Case illustration(s) of practical experience in the Federal MDAs
 - Indicative actions for sustainability of PMS in Nigeria's Federal Civil Service
- v. Conclusion

10.2. Session 2: Monitoring and Evaluation Strategies

10.2.1. Goal: To sharpen Participants' skills to carryout systematic and effective Monitoring and Evaluation activities in Performance Management of Nigeria's Federal Civil Service

10.2.2. Learning Objectives:

At the end of this Session, Participants would have:

- i. Deepen their understanding of the fundamentals of Monitoring and Evaluation Frameworks for Performance Management
- ii. Appreciate the challenges militating against effective Monitoring and Evaluation of Performance Management in Nigeria's Federal Civil Service
- iii. Been equippe with cognate strategies and skills for carrying out effective Monitoring and Evaluation of Performance Management

10.2.3. Topic 1: Monitoring and Evaluation of Performance Management in Nigeria

10.2.3.1. Outline:

- i. Introduction (statement of purpose of the topic)
- ii. Principles and Methods of Monitoring and Evaluation
- iii. Challenges of Monitoring and Evaluation of Performance Management in Nigeria
- iv. Discussions:
 - Case illustration(s) of practical experience in the Federal MDAs
 - Indicative strategies for enhancing effective and efficient Monitoring and Evaluation System for Performance Management in Nigeria's Civil Service
- v. Conclusion

10.3. Session 3: Staff Performance Appraisal

10.3.1. Goal: To enhance Participants' understanding of the strategic position of staff performance appraisal in Performance Management System.

10.3.2. Learning Objectives:

At the end of this Session, Participants would have:

- i. Enrich their understanding of the principles and methods of Staff Performance Appraisal under Performance Management System
- ii. Appreciate the challenges militating against effective Staff Performance Appraisal in Nigeria's Federal Civil Service
- iii. Been equip with cognate strategies and skills for carrying out effective Staff Performance Appraisal

10.3.3. Topic 1: Staff Performance Appraisal in Nigeria's Federal Civil Service

10.3.3.1. Outline:

- i. Introduction (statement of purpose of the topic)
- ii. Principles and Methods of Staff Performance Appraisal:
 - Developing Staff:
 - ✓ Encouraging staff to work to their full potential for successful result
 - ✓ Praising staff good performance to motivate staff do better
 - ✓ Ensuring of their importance to the organisation
 - Appraisal Types:
 - ✓ Top-Down Appraisal
 - ✓ Peer Appraisal
 - ✓ 360-degree Appraisal
 - ✓ Self Assessment
 - Setting Objectives
 - Achieving Objectives
 - Empowering People
 - Preparing Staff Appraisal
 - Managing Staff Appraisal
 - Following-up Staff Appraisal
- iii. Challenges of Staff Performance Appraisal in Nigeria's Federal Civil Service
- iv. Discussions:
 - Case illustration(s) of practical experience in the Federal MDAs
 - Indicative strategies for enhancing Staff Performance Appraisal Nigeria's Civil Service
- v. Conclusion

10.4. Session 4: Getting Best Value for the Least Cost

10.4.1. Goal: To deepen Participants' understanding on how to get best value for the least cost

10.4.2. Learning Objectives:

At the end of this Session, Participants would have:

- i. Increase their insight into the cutting-edge issues of getting the best value for the least cost, including global principles and best practices
- ii. Relevance and benefits of getting best value for the least cost in an Organisation
- iii. Steps in getting best value for the least cost for an Organisation
- iv. Critical thinking tools for getting the best value for the least cost for an Organisation
- v. Challenges of ensuring that the best value for the least cost is gained for an Organisation
- vi. Discussions:
 - Case illustration(s) of practical experiences in the Federal MDAs
 - Indicative strategies for ensuring that best value for ensuring sustainable practice for getting the best value for the least cost for an Organisation
- vii. Conclusion

MODULE SEVEN

EMERGING ISSUES IN GOVERNMENT

CONTENTS

1.0. Procurement, Outsourcing and Public Private Partnership

2.0. Medium Term Sector Strategy (MTSS) and the Budget Process

3.0. Fiscal Responsibility Act, Petroleum Bill and other recent Acts.

MODULE 7

Emerging Issues in Government

1. Introduction

Governments have the difficult task of protecting the public interest while meeting the diverse needs of their citizens. Citizen's expectations continue to rise as they demand more and better government services at lower costs. Effective public-private sector collaboration is often borne out of necessity. This perhaps underscores the recent unprecedented surge in the drive towards public-private partnership in order to head-off the following tendencies;

- Massive wastage of public fund,
- Natural disasters and
- Other pressing public policy issues.

With no formal contracts in place to provide a guide on how private entities should respond or collaborate with public enterprises, PPP is increasingly becoming more critical in providing new pathways for meeting the demands of citizens, businesses and employees through improved communication and methods for meeting impending challenges. Therefore, getting PPP right is becoming more critical.

2. Goal: To upgrade Participants' understanding of the emerging issues of government in Nigeria

3. Objectives

At the end of the Module, Participants will be able to:

- i. Increase their operational understanding of the details of the Public Procurement Act, 2007.
- ii. Enhance insight into the principles and practice of outsourcing, procurement and public-private partnership (PPP)
- iii. Improve their knowledge of the process of preparing the Medium Term Sector Strategy (MTSS) and the Budget
- iv. Deepen their operational knowledge of the Fiscal Responsibility Act

4. Contents

- i. Procurement, Outsourcing and PPP
- ii. MTSS and the Budget Process
- iii. Public Procurement Act, 2007, Fiscal Responsibility Act, 2007, Petroleum Bill and other recent Acts.

5. Delivery Methodology

Delivery methodology will comprise a combination of:

- i. Interactive lectures in plenary sessions through multi-media presentation;
- ii. Break-Out Sessions;
- iii. Discussions, including experience sharing; and
- iv. Case Illustrations and Work Assignments (where applicable).

6. Target Participants: Officers on (SGLs) 14 – 16 in the Federal Civil Service.

7. Duration: 2 days

8. Evaluation (*vide the attached Evaluation Form*)

9. Quality Assurance Mechanism

PSIN has:

- i. Provide standard instructional facilities;
- ii. Engage qualified, experienced and competent Resource Persons;
- iii. Insist on utilization of an evidence-based and interactive delivery method; and
- iv. Insist on Case Illustrations and Work Assignments by Participants

10. Sessions

10.1. Session 1: Public Procurement, Outsourcing and Public-Private Partnership (PPP)

10.1.1.Goal: To enrich Participants' practical knowledge of the principles and practice of Procurement, Outsourcing and Public-Private Partnership (PPP)

10.1.2.Learning Objectives:

At the end of this session, Participants would have:

- i. Deepen their insight into the principles and practice of public procurement, outsourcing and PPP
- ii. Appreciate the challenges and critical success factors of the practice of public procurement, outsourcing and PPP in Nigeria
- iii. Come-up with strategies for sustainable public procurement, outsourcing and PPP in Nigeria

10.1.3.Topic 1: Deepening Insight into the Principles and Practice of Public Procurement

10.1.3.1. Outline:

- i. Introduction (statement of purpose of the topic)
- ii. Global trends of principles and practice of procurement
- iii. Challenges and critical success factors of public procurement practice in Nigeria
- iv. Discussions:
 - Critical lessons of experience of public procurement practice in Nigeria
 - Indicative strategies for efficient sustainable public procurement in Nigeria
- v. Conclusion

10.1.4.Topic 2: Deepening Insight into the Principles and Practice of Outsourcing

10.1.4.1. Outline:

10.1.5.Introduction (statement of purpose of the topic)

10.1.6.Global trends of principles and practice of outsourcing

10.1.7.Challenges and critical success factors of outsourcing practice in Nigeria

10.1.8.Discussions:

- Critical lessons of experience of outsourcing practice in Nigeria
- Indicative strategies for efficient sustainable outsourcing

10.1.9.Conclusion

10.1.10. Topic 3: Deepening Insight into the Principles and Practice of Public-Private Partnership (PPP)

10.1.10.1. Outline:

- i. Introduction (statement of purpose of the topic)
- ii. Global trends of principles and practice of PPP
- iii. Challenges and critical success factors of PPP practice in Nigeria
- iv. Discussions:
 - Critical lessons of experience of PPP practice in Nigeria
 - Indicative strategies for efficient sustainable PPP in Nigeria
- v. Conclusion

10.2. Session 2: Medium Term Sector Strategy (MTSS) and Budget Process

10.2.1.1. **Goal:** To Improve Participants' operational knowledge on the process of preparing the Medium Term Sector Strategy (MTSS) and the Budget

10.2.2. Learning Objectives:

At the end of this Session, Participants would have:

- i. Deepen their knowledge of the principles and practice of MTSS and budget process
- ii. Appreciate the challenges and critical success factors of the practice of MTSS and budget process in Nigeria
- iii. Come-up with strategies for sustainable MTSS and budget process in Nigeria

10.2.3. Topic 1: Strengthening Understanding of the MTSS and Budget Process

10.2.3.1. Outline:

- i. Introduction (statement of purpose of the topic)

- ii. Global trends of principles and practice of MTSS and budget process
- iii. Challenges and critical success factors of MTSS and budget process in Nigeria
- iv. Discussions:
 - Critical lessons of experience of MTSS and budget process in Nigeria
 - Indicative strategies for sustainable MTSS and budget process in Nigeria
- v. Conclusion

10.3. Session 3: Public Procurement Act 2007, Fiscal Responsibility Act 2007, and Petroleum Industry Draft Bill (PIB) 2008

10.3.1. Goal: To broaden and deepen Participants' understanding of the role of the Civil Service in promoting the enforcement of the Public Procurement Act 2007, and Fiscal Responsibility Act 2007.

10.3.2. Learning Objectives:

At the end of this Session, Participants would have:

- 10.3.2.1.1.1.1.1. Broadened and deepened their knowledge of the Public Procurement Act 2007, and Fiscal Responsibility Act 2007
- 10.3.2.1.1.1.1.1.2. Understood the role expected of the Civil Service in promoting and safeguarding the enforcement of the Public Procurement Act 2007, and Fiscal Responsibility Act 2007
- 10.3.2.1.1.1.1.1.3. Appreciated the challenges of the role of the Civil Service in promoting and safeguarding the enforcement of the Public Procurement Act 2007, and Fiscal Responsibility Act 2007

10.3.3. Topic 1: Public Procurement Act 2007

10.3.3.1. Outline:

- i. Introduction (statement of purpose for the topic)
- ii. Overview of the Public Procurement Act 2007
- iii. Expected role of the Civil Service in promoting and safeguarding the enforcement of the Public Procurement Act 2007
- iv. challenges of the role of the Civil Service in promoting and safeguarding the enforcement of the Public Procurement Act 2007
- v. Discussions:

- Critical lessons of experience of promoting and safeguarding the enforcement of the Public Procurement Act 2007
 - Indicative strategies for full role-play of the Civil Service in promoting and safeguarding the enforcement of the Public Procurement Act 2007
- vi. Conclusion

10.3.4. Topic 2: Fiscal Responsibility Act 2007

10.3.4.1. Outline:

- i. Introduction (statement of purpose for the topic)
- ii. Overview of the Fiscal Responsibility Act 2007
- iii. Expected role of the Civil Service in promoting and safeguarding the enforcement of the Fiscal Responsibility Act 2007
- iv. challenges of the role of the Civil Service in promoting and safeguarding the enforcement of the Fiscal Responsibility Act 2007
- v. Discussions:
 - Critical lessons of experience of promoting and safeguarding the enforcement of the Fiscal Responsibility Act 2007
 - Indicative strategies for full role-play of the Civil Service in promoting and safeguarding the enforcement of the Fiscal Responsibility Act 2007
- vi. Conclusion

10.3.5. Topic 3: Petroleum Industry Draft Bill (PIB) 2008

10.3.5.1. Outline:

- i. Introduction (statement of purpose for the topic)
- ii. Overview of the Petroleum Industry Draft Bill (PIB) 2008
- iii. Expected role of the Civil Service in adding value to the on-going debate on the Petroleum Industry Draft Bill (PIB) 2008
- iv. challenges of the role of the Civil Service in adding value to the on-going debate on the Petroleum Industry Draft Bill (PIB) 2008
- v. Discussions:
 - Critical lessons of experience of adding value to the on-going debate on the Petroleum Industry Draft Bill (PIB) 2008
 - Indicative strategies for ensuring the contribution of the Civil Service into the on-going debate on the Petroleum Industry Draft Bill (PIB) 2008
- vii. Conclusion

PROGRAMME EVALUATION FORM

1. COURSE REGISTRATION

(a) Courtesy at Registration Desk

- | | | |
|-------------|-----|----|
| • Courteous | YES | NO |
| • Hostile | YES | NO |

(b) Registration Procedure

- | | | |
|--------------|-----|----|
| • Simple | YES | NO |
| • Cumbersome | YES | NO |

(c) Suggestions for improvement (if any) -----

2. PROGRAMME MANAGEMENT AND DELIVERY

(a) The learning objectives were met

Strongly Agree

Agree

Disagree

Strongly Disagree

Undecided

(b) Programme Content: To what extent did the contents of the programme meet your expectations?

Very Great Extent

Moderate Extent

Very Low Extent

Not at All

Not Sure

(c) Availability, Adequacy and Relevance of Programme Materials

Available, adequate and relevant

Available, relevant but inadequate

Available, but irrelevant and inadequate

Available, adequate but irrelevant

Unavailable

(d) Method(s) of Programme Delivery

Very effective and Interactive	<input type="checkbox"/>
Very effective but not interactive	<input type="checkbox"/>
Effective and Interactive	<input type="checkbox"/>
Effective but not interactive	<input type="checkbox"/>
Ineffective but Interactive	<input type="checkbox"/>

(e) Resource Persons/Facilitators: How good were the Resource Persons/Facilitators?

Very Good	<input type="checkbox"/>
Fairly Good	<input type="checkbox"/>
Good	<input type="checkbox"/>
Not Good	<input type="checkbox"/>
Undecided	<input type="checkbox"/>

(f) Logistics and Environment: How adequate were logistics and environment?

Highly Adequate	<input type="checkbox"/>
Fairly Adequate	<input type="checkbox"/>
Adequate	<input type="checkbox"/>
Inadequate	<input type="checkbox"/>
Undecided	<input type="checkbox"/>

(g) Time Management: Was time properly managed?

Very properly managed	<input type="checkbox"/>
Properly managed	<input type="checkbox"/>
Not properly managed	<input type="checkbox"/>

Undecided

3. KNOWLEDGE GAINED: Comment on knowledge gained in relation to programme objectives and your job goal -----

THANK YOU.