

# The Role of Capacity Building in the Formulation, Implementation and Monitoring of Strategic Plans

Presented by  
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THE DIRECTOR GENERAL  
CENTRE FOR MANAGEMENT DEVELOPMENT (CMD)

at  
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Development Planning  
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# OUTLINE

- 1.0 Introduction
- 2.0 Definition of Strategic Plan
- 3.0 TNA- Kano Case Study
- 4.0 Theoretical Aspect of Capacity Building
- 5.0 Implementation of Capacity Building in Formulating and Monitoring of Strategic Plans
- 6.0 Case Studies
- 7.0 Summary
- 8.0 Recommendations
- 7.0 Q&A

**Civic**  
  
**Service**



## **3.0 – Kano State Civil Service**



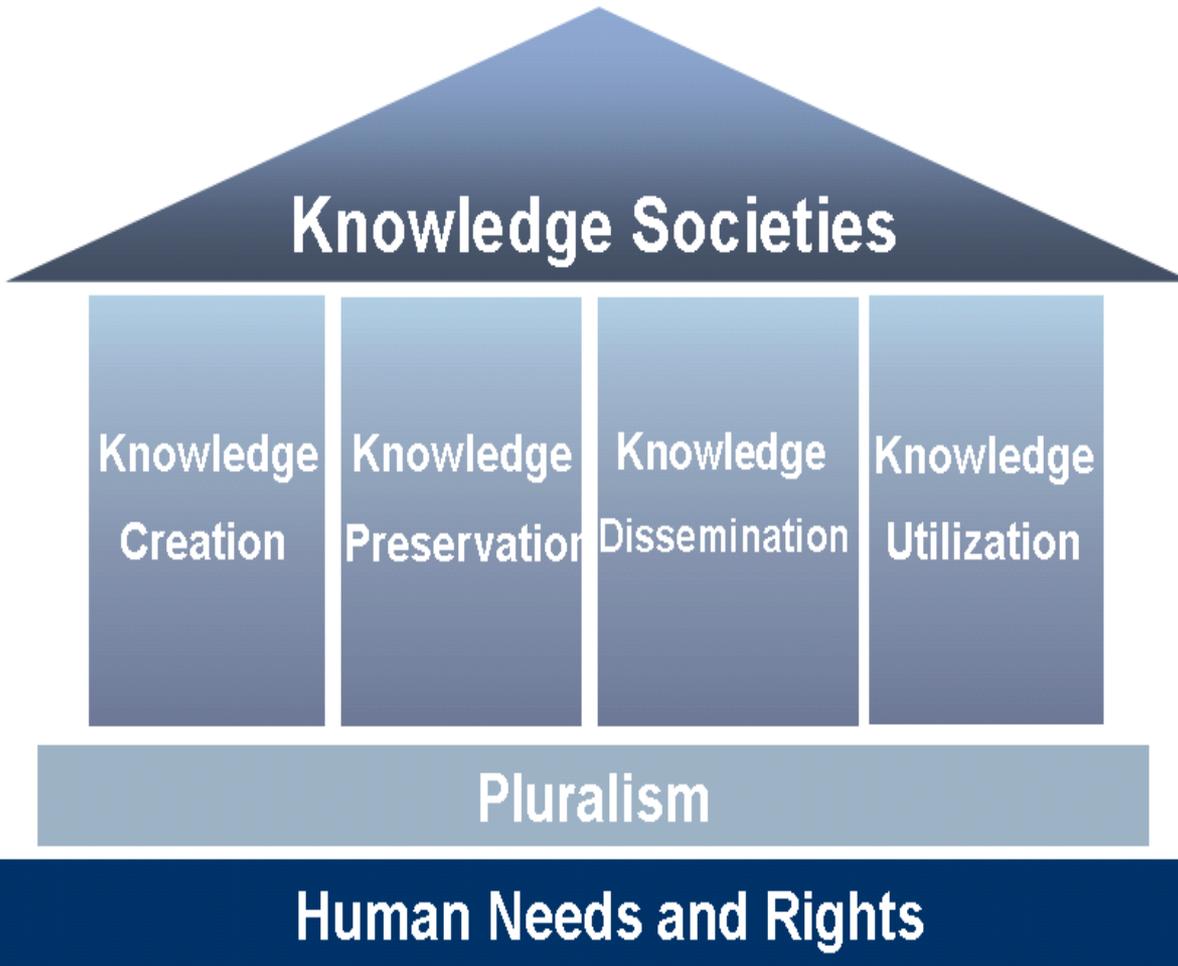
# 10 Top Qualities of Good Civil Servant

1. Listening to instructions
2. Taking responsibility
3. Taking initiative
4. Giving credit to others
5. Being responsive
6. Performing your duties cheerfully
7. Being dependable
8. Staying healthy
9. Becoming self-disciplined
10. Exceeding expectations

## CRITICAL FACTORS IN THE REPOSITIONING.

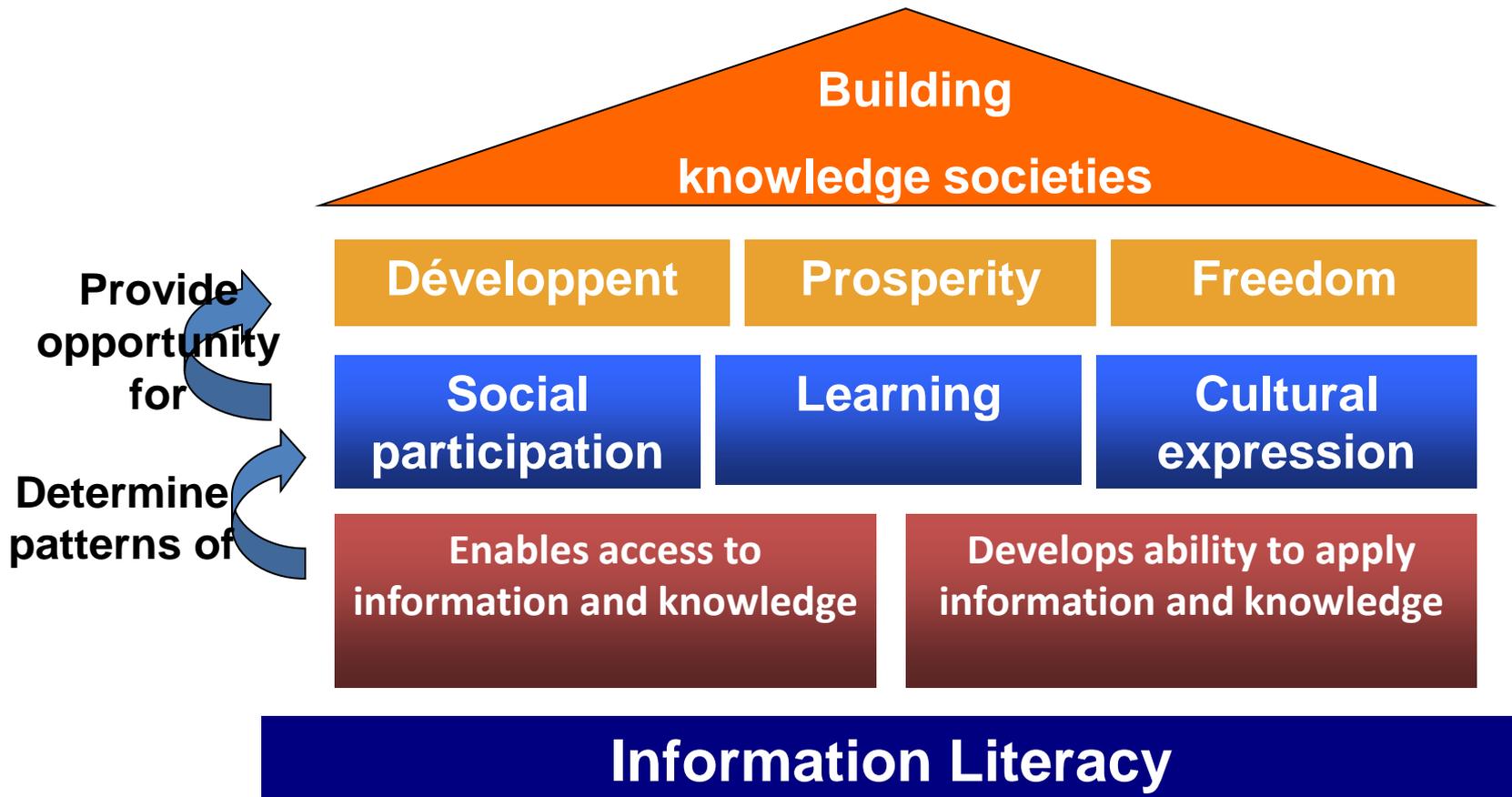
- Repositioning the Kano Civil Service to meet the current and future challenges of development will require the following 3 (triangular) levels of transformation:
- SOCIAL TRANSFORMATION
- TECHNOLOGICAL TRANSFORMATION
- KNOWLEDGE TRANSFORMATION

# Knowledge Transformation



- Freedom
- Inclusiveness
- Diversity
- Empowerment

# INFORMATION LITERACY IN KNOWLEDGE SOCIETIES



# TRAINING NEEDS

**Three reasons why people don't behave as they are expected:**

- **They don't know (Knowledge gap)  
(CONCEPTUAL NEED)**
- **They can't do (Skill gap)  
(BEHAVIOURAL NEED)**
- **They won't do (Motivation gap)  
(ATTITUDINAL NEED)**

# What is Capacity?

- **Capacity**
  - the ability of people, organizations and society as a whole to manage their affairs successfully
  - the ability of individuals, groups, organizations or units to perform functions effectively or in a sustainable manner
- ***Generic capacities*** – the ability to plan & manage organizational changes & service improvements
- ***Specific capacities*** – for e.g., public financial management or trade negotiations

# Factors Affecting Capacity

- Existence or non-existence of institutions
- Availability, number and caliber of human resources
- Financial and other resources
- Work and other organizational practices

# What Is Capacity Building?

1. An investment in human capital, institutions and practices
  2. Ability of individuals, groups, organizations and institutions to desire to implement solutions to environmental issues within their wider efforts to achieve sustainable development (OECD).
  3. A self-managed process of organizational change.
  4. It has to do with the development of the resources needed to perform a firm's tasks or accomplish her mission.
  5. A combination of people, institutions and practices to produce or to solve problems, or to provide service.
- In other words, capacity building helps organizations do more of the good work they do – and do it better.

# What Is Capacity Building? Cont'd

## Capacity building therefore includes:

- Training and manpower development
- Setting up and overhauling of institutions
- Learning by doing
- Development of effective practices development and respect for those practices
- Recruitment
- Utilization and retention of managerial professional and technical personnel in the public and private sectors of the economy and the society at large.

# Capacity Building Therefore Includes:

cont'd

- Ability to identify and analyse problems, make rational choices, formulate solutions, and implement action designed to achieve objectives
- Enhancement of human skills
- The improvement of procedures and systems.
- The adoption of best practices

# Importance of Capacity Building?

- A clearer mission
- Focused plans of action
- New or improved programs
- More diverse sources of fund
- Quality recruitment
- A stronger governing board/council
- More productive staff
- State of the art technology improvements
- Better financial management
- Stronger partnerships

# Capacity Building Categories 1

- TECHNICAL ASSISTANCE
  - skill training
  - technical inputs
  - provision of resources
  - systems development
- ORGANISATIONAL DEVELOPMENT
  - facilitation/reflection
  - team building
  - long-term holistic support for change
- MANAGEMENT ASSISTANCE
  - management & leadership skills
  - governance & board development
  - strategic planning
- EXTERNAL RELATIONSHIPS
  - network development
  - building coalitions
  - mediation
  - advocacy support
  - policy development

# Capacity Building Categories 2

- **Adaptive capacity:** The ability to monitor, assess, respond to, and stimulate internal & external changes
- **Leadership capacity:** The ability of all organizational leaders to inspire, prioritize, make decisions, provide direction, and innovate
- **Management capacity:** The ability to ensure the effective and efficient use of organizational resources
- **Technical capacity:** The ability to implement all of the key organizational functions and deliver programs and services

# Targets of Capacity Building

- Individual:
  - enhancing individual performance skills, access to information and training that enables effective performance
  - includes both formal and informal education
- Organisation:
  - Strengthening the performance of organizations
  - Elaborate management processes and systems within an organisation
  - Creating an enabling environment for performance improvement

# Building Individual Capacities

- System thinking
- Personal mastery
- Business communication
- Knowledge management
- Innovation and creativity
- Vision, scenario and strategy building
- Opinion leadership
- Networking

# Building Individual Capacities

Mechanisms include:

- Training
- Coaching
- Technical assistance
- Peer exchanges
- Publications
- New administrative or management staffing
- New equipment or software
- Facility renovation or purchase

# What is an Organisation's Capacity?

- An organisation's capacity is linked to adequate conditions of service:
  - Do you attract cutting-edge leaders?
  - Do you retain human resources that are effective, efficient, highly qualified etc.?
  - Do your organization's vital work processes permit best use of their leaders' and employees' knowledge and competencies'?
  - Is your employment and promotion system based on principles and practices of performance and merit?
  - Do you have job position descriptions based on performance indicators and measurable performance indicators?

# Building Organizational Capacities (BOC)

- Determine gap between what the organisation wants to achieve and what it has.
- Use international benchmarks (e.g. quality management systems)
- Create a culture of a learning organisation supported by top management
- Introduce new management systems (e.g. performance appraisal)
- Set up monitoring and evaluation system
- Establish a recruitment and training system (according to strategic goals and institutional needs)
- Develop 'good governance' inside your institution

# Building Organizational Capacities (BOC)

cont'd

- Benchmark against best practices
- Improve customer satisfaction through continuous work processes improvement
- Change your culture: values, norms...
- Achieve ISO 9000 standard

Capture and manage knowledge critical for the organisation:

- Improve organizational systems to increase organisation's capacity for working better
- Improve capacity of organisation to learn
- *“work smarter, and harder”...*

# Building Organizational Capacities (BOC)

cont'd

- Align objectives/goals across entire organisation
- Put into practice results-based performance evaluations
- Put in to practice program evaluations—to improve overall performance and, consequently, reduce costs, etc.
- Set all the organisation in same strategic direction by creating & harmonizing the organisation's values, vision, & global objectives
- Execute management practices that ensure the organisation achieves or exceeds customer expectations

# 1.0 Introduction

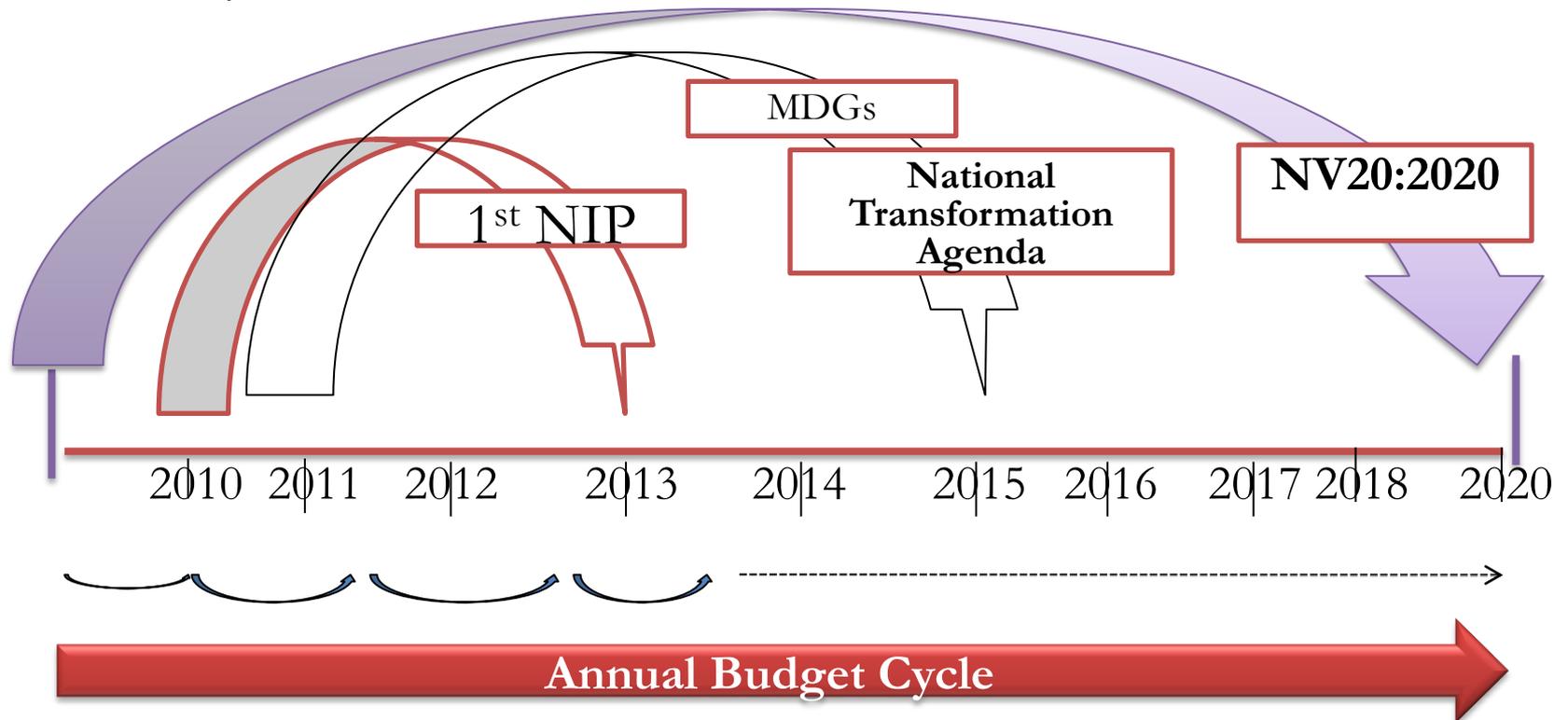
- The Success of Strategic Planning Experience from other countries
  - China, India vs. Soviet Union
  - Asian Tigers: Singapore, Malaysia, Indonesia
  - The results are obvious, and implies skilled officials are in place in the countries
  - Creates a justification for our return to strategic planning :

Country	No. of Years of consistent strategic planning	GDP per capita US\$		Poverty Rate %	
		1975	1999	1975	1999
Malaysia	45	808	14,800	65	8
India	55	430	2,420	58	36
Singapore	40	2,505	27,597	-	-
Indonesia	40	1,504	2,046	60	14
<b>Nigeria</b>	<b>15</b>	<b>454</b>	<b>325</b>	<b>47</b>	<b>70</b>

# 1.0 Introduction -

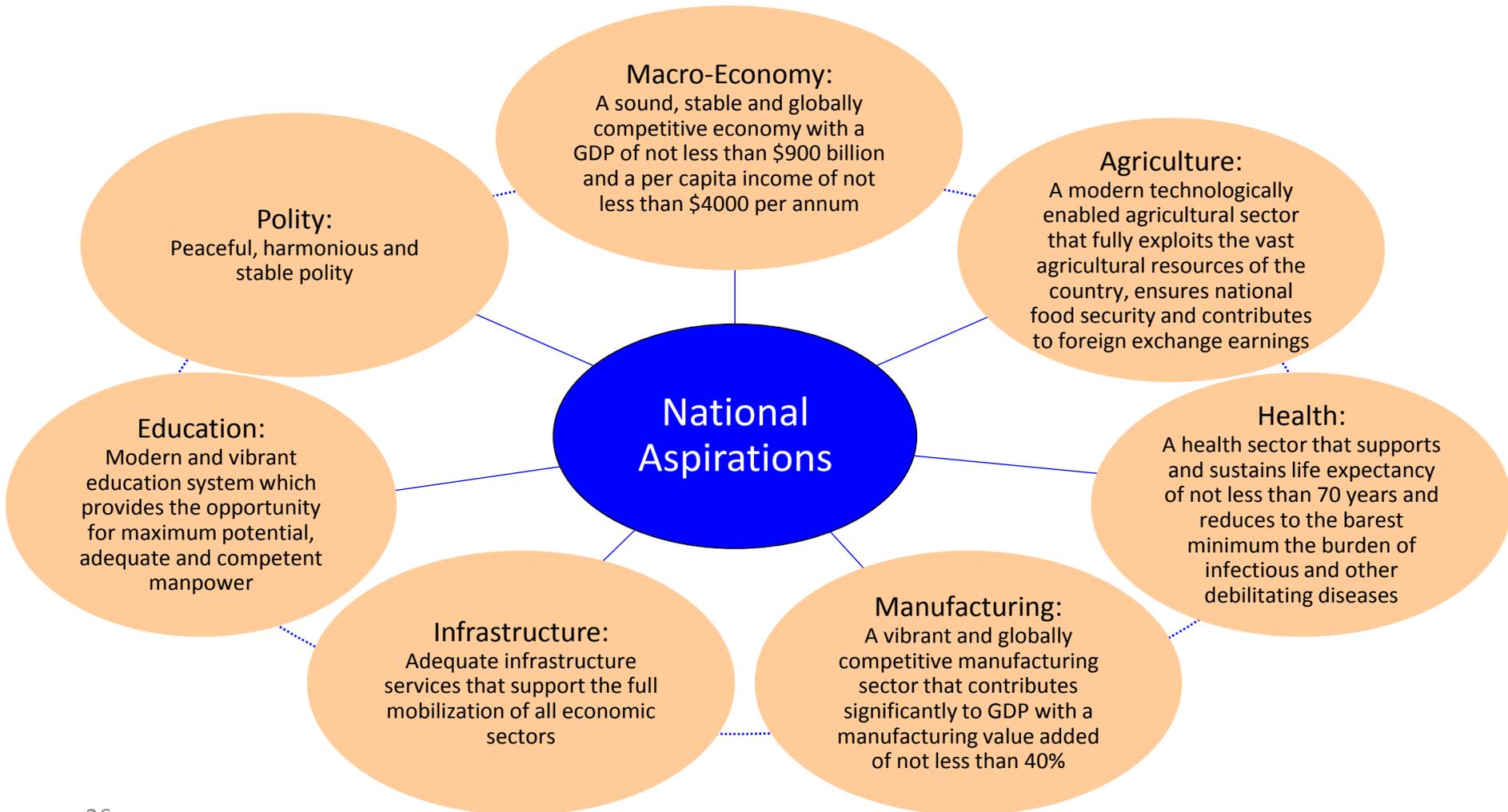
## Strategic Planning Framework in Nigeria

- NV20:2020 as basis
- Aimed at repositioning Nigeria in the league of 20 largest economies measured by GDP by year 2020
- 1<sup>st</sup> NIP, MDGs, Mr. President's Transformation Agenda, All Medium Term Implementation Plans for NV20:2020

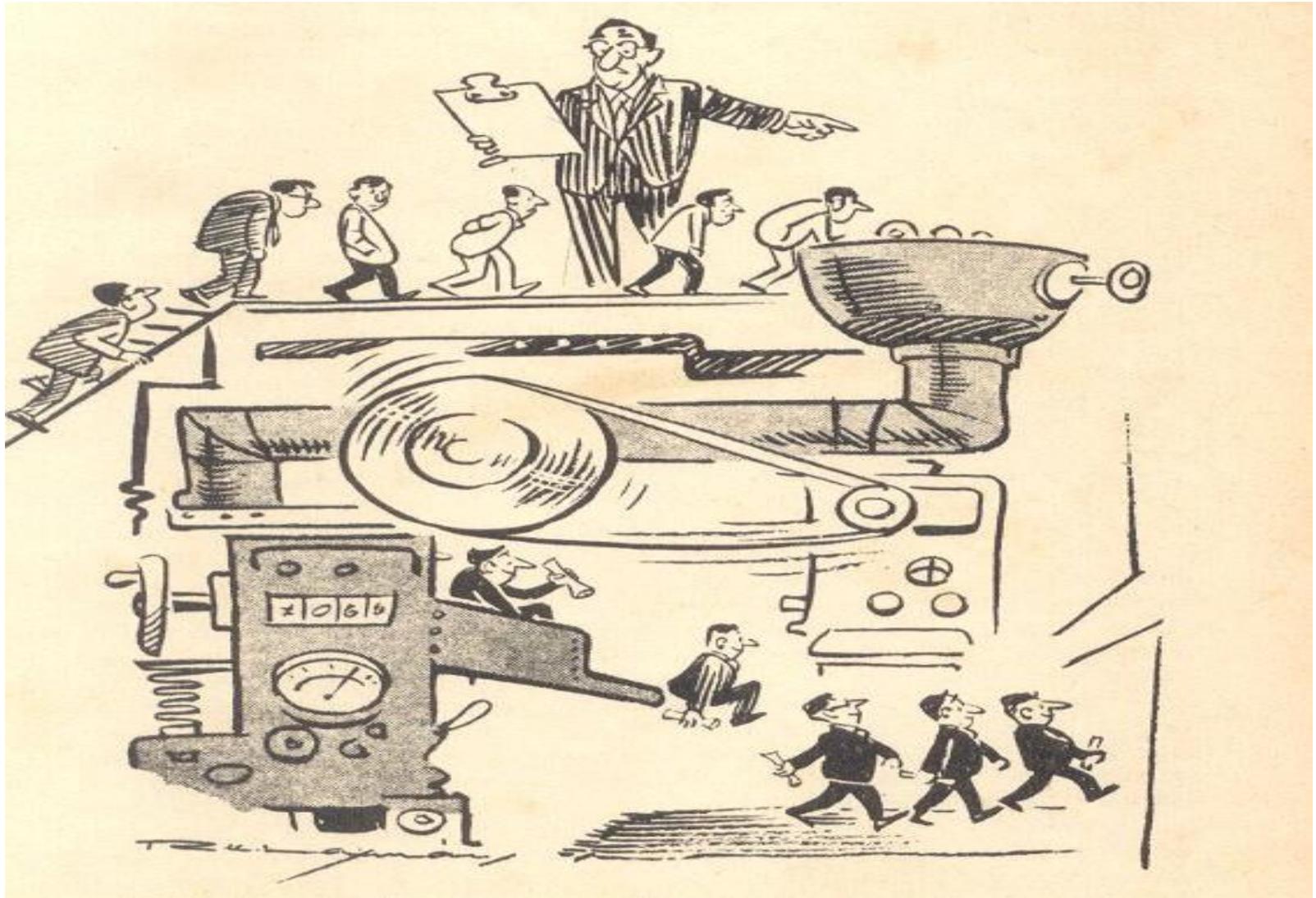


# 1.0 Linking NV20:2020 and National Aspirations

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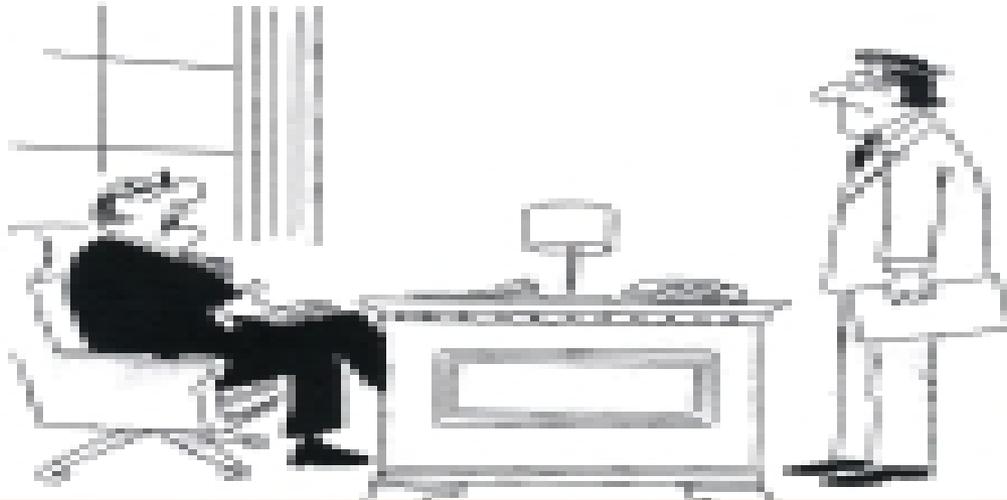
## 3 . 0 DYNAMICS OF CAPACITY BUILDING



## 4.0 The Mckinsey 7S Model - Explanation

- Shared values: central beliefs & attitudes
- Strategy: key plans for achieving goals
- System: procedures & processes for achieving goals
- Structure: model of relationship (centralized, decentralized, matrix, network etal
- Staff: types of personnel
- Style: management styles
- Skill: core competencies

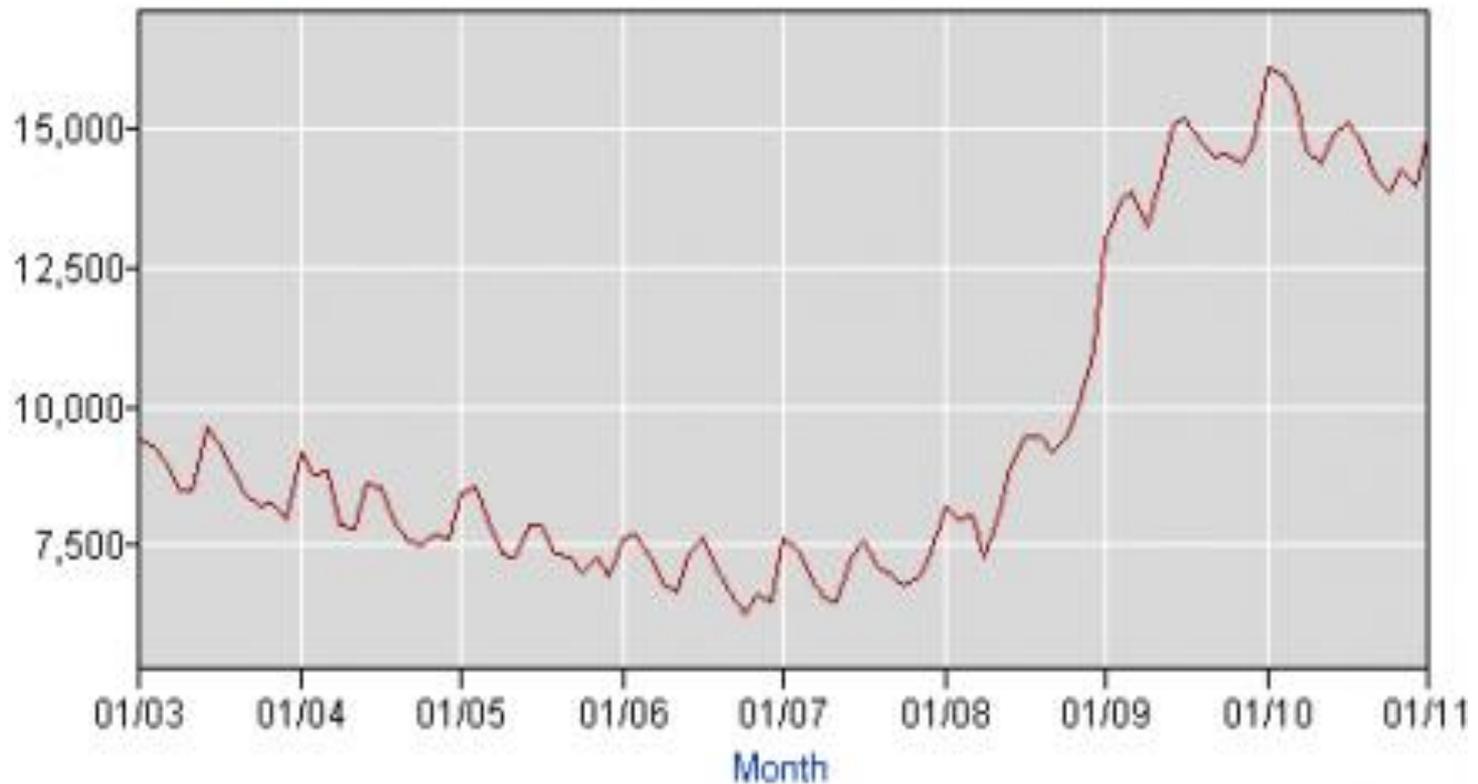
- **MINIMUM WAGE**



“We’d like to pay you what you are worth, too, Mr Worker. Unfortunately, we must conform to the minimum wage!”

# EMPLOYMENT

Labor force status: Unemployed  
Type of data: Number in thousands  
Age: 16 years and over



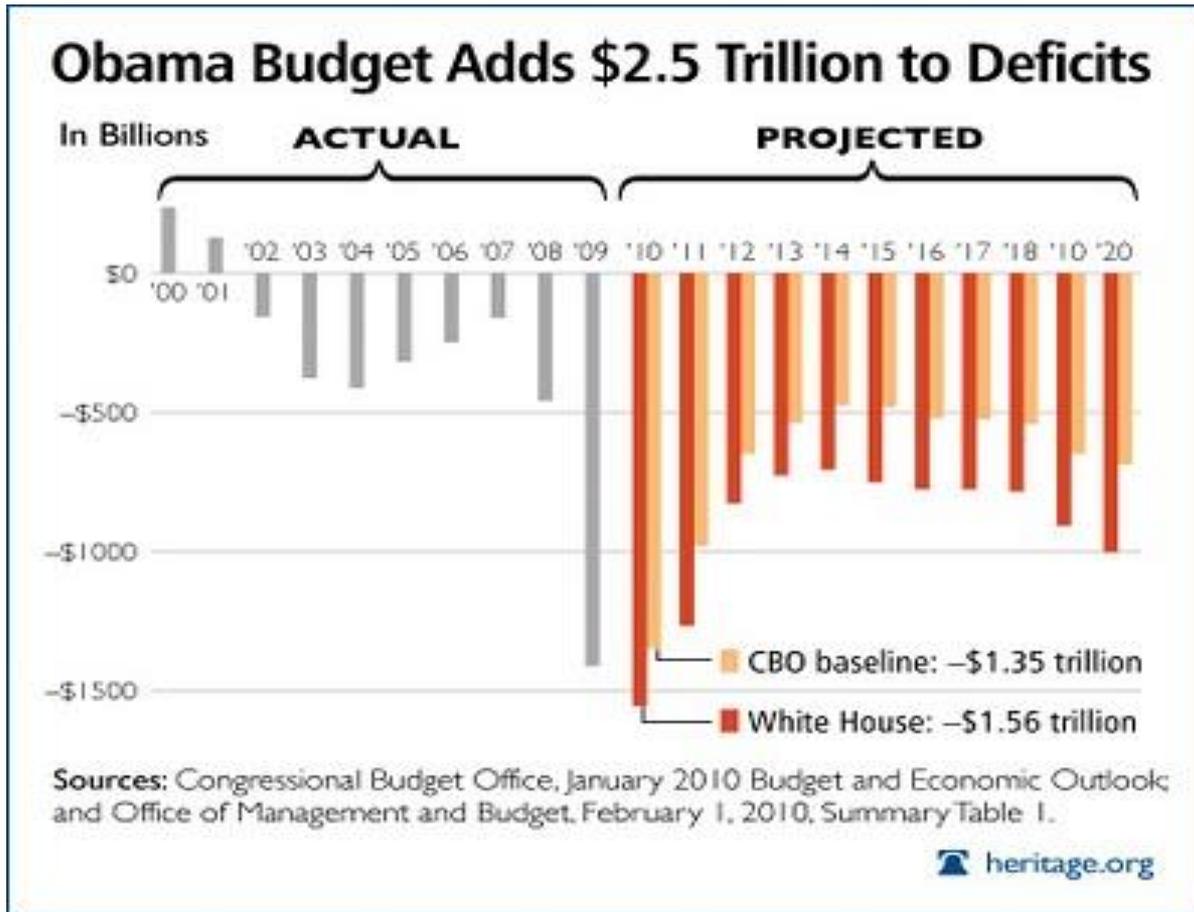
# FUEL SUBSIDY



# SECURITY



# BUDGET DEFICIT



# NATIONHOOD/STATEHOOD



# POWER SECTOR & TARRIF



# REVENUE ALLOCATION FORMULA



# WORLD SOVEREIGN FUND



***Saudi Arabia has one of the world's  
biggest sovereign wealth funds***

# EXCESS CRUDE OIL



# ATTITUDE – VALUE ORIENTATION



# MONITORING AND EVALUATION



# CORRUPTION

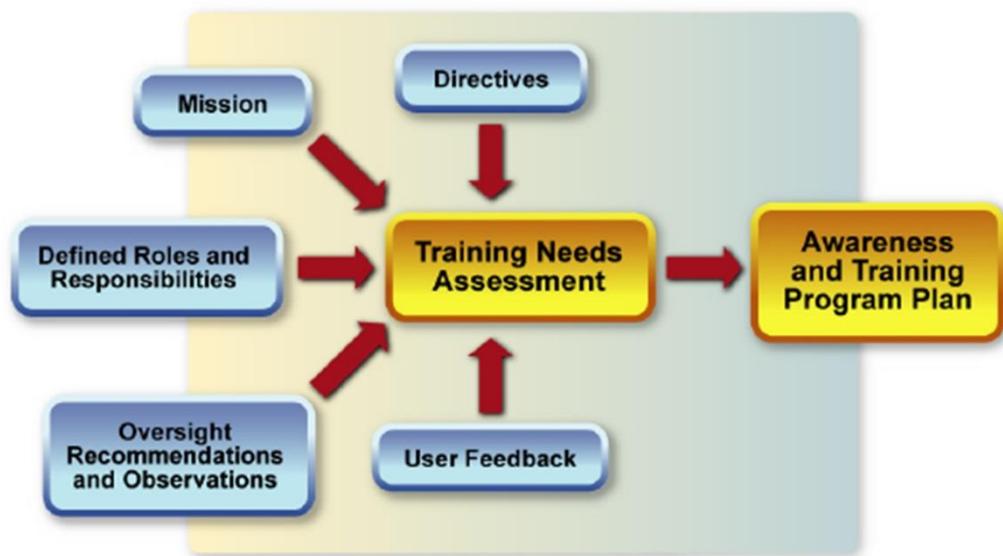


**Disturbing Facts**

Working together,  
getting results.



# Results of Training Needs Assessment (TNA) Conducted By CMD For Kano State Workforce



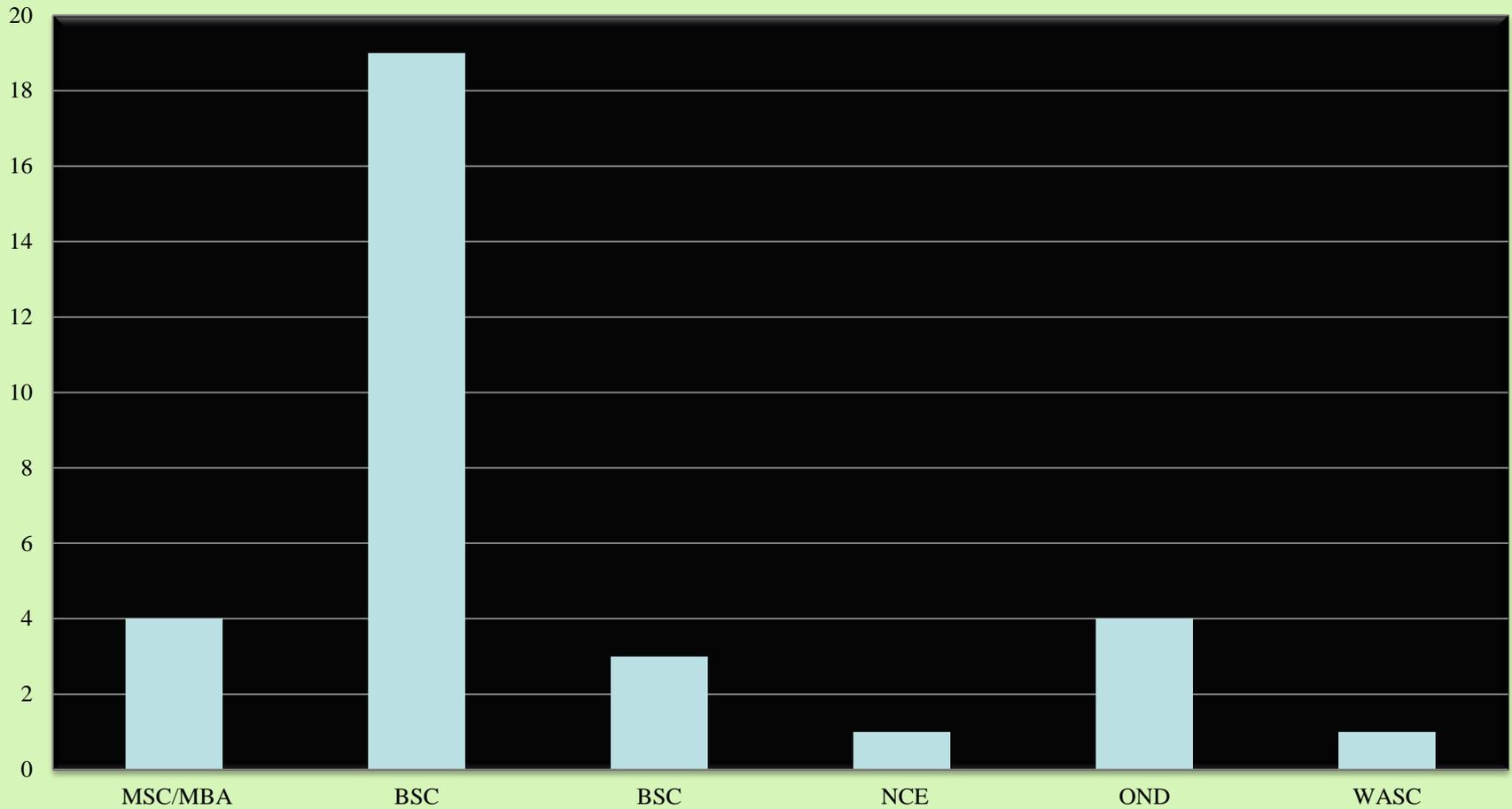
# The Objective of Conducting the Training Needs Assessment (TNA)

- CMD conducted the Training Needs Assessment (TNA) for Kano State workforce from December 27, 2011 to February 20, 2012. The objective of the study is to identify issues of skills gap, shortages and mismatch among the state workforce and to develop appropriate training courses/programmes and modules to address the issues. This exercise is necessary for the effective implementation of the capacity building programmes approved by the National Executive Council (NEC) for the departments of planning, research and statistics (DPRS) of MDAs of the 36 states of the federation.

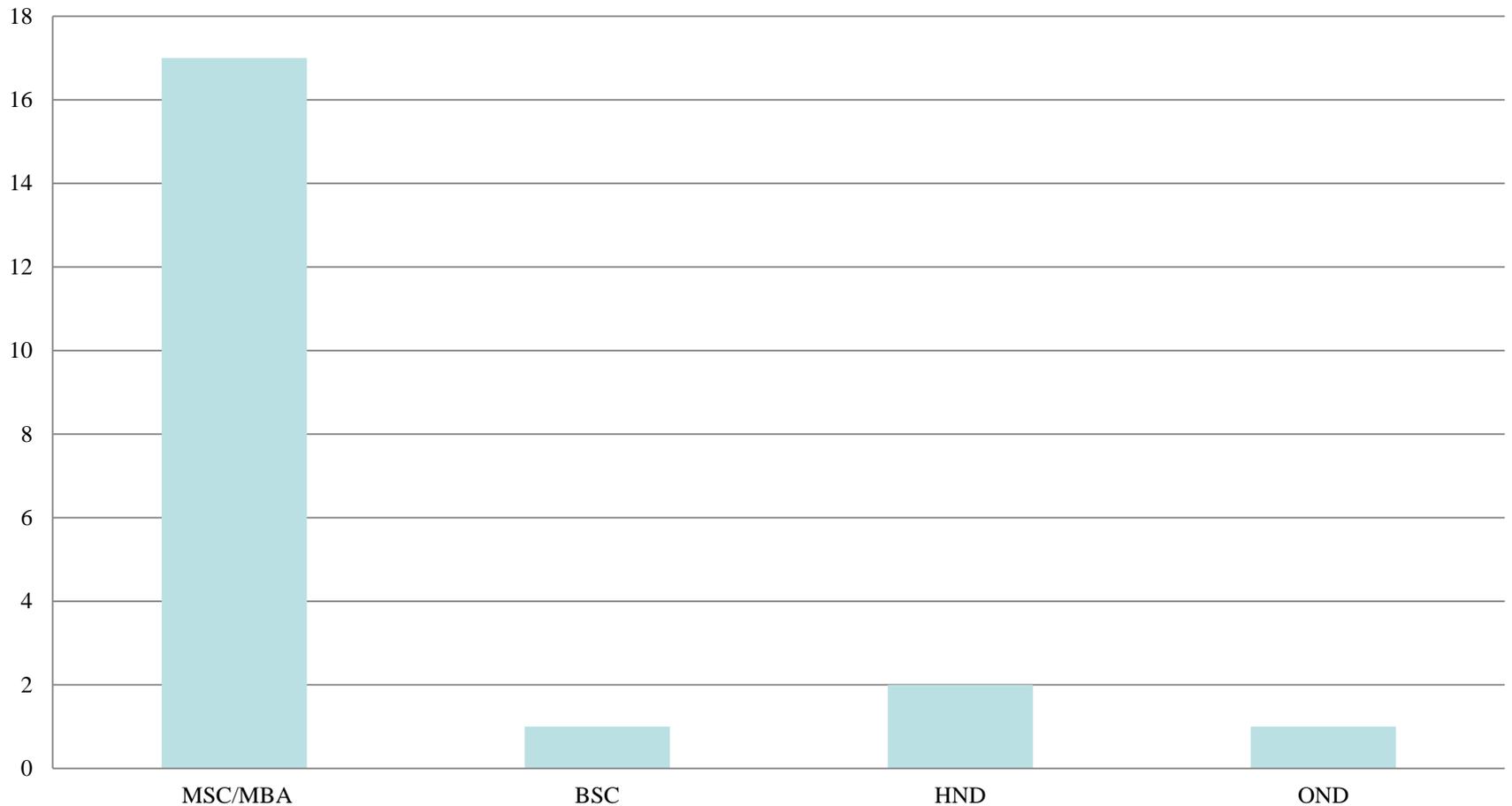
# Methodology

- Well designed TNA questionnaires were administered to Kano State public workforce using random sampling technique in order to minimize survey bias. The data generated were then subjected to rigorous statistical analysis using most recent data management software (SPSS 19.0), and the summary of major findings is presented below.
- The TNA used questionnaires to extract relevant data and information to identify the capacity gaps from the DPRS of ministries sampled in the state. The TNA instrument was designed in such a way that it availed most of the respondents interviewed the opportunity to provide answers to the questions raised.

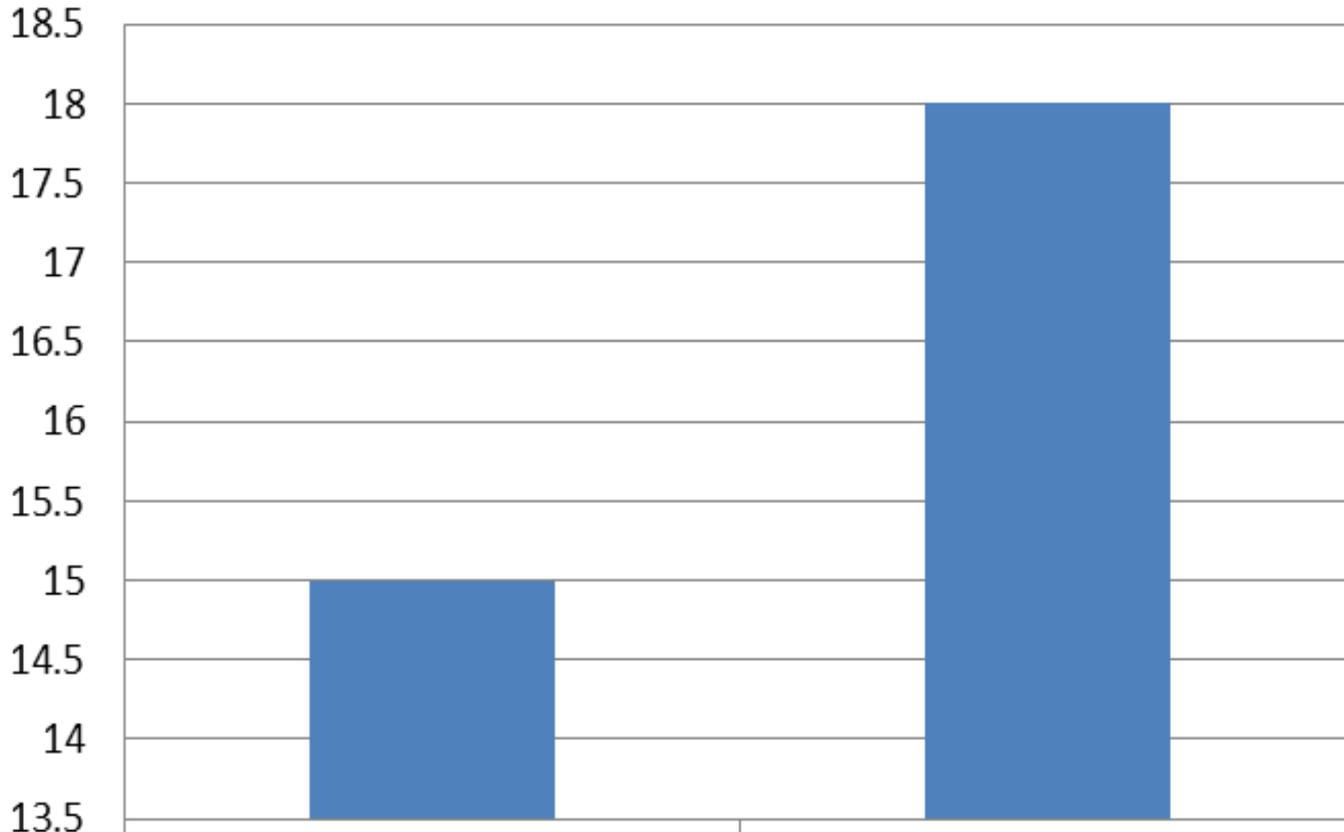
# Analysis of Highest Academic/Professional Qualifications at the time of employment



# Highest Academic/Professional Qualifications since Employment

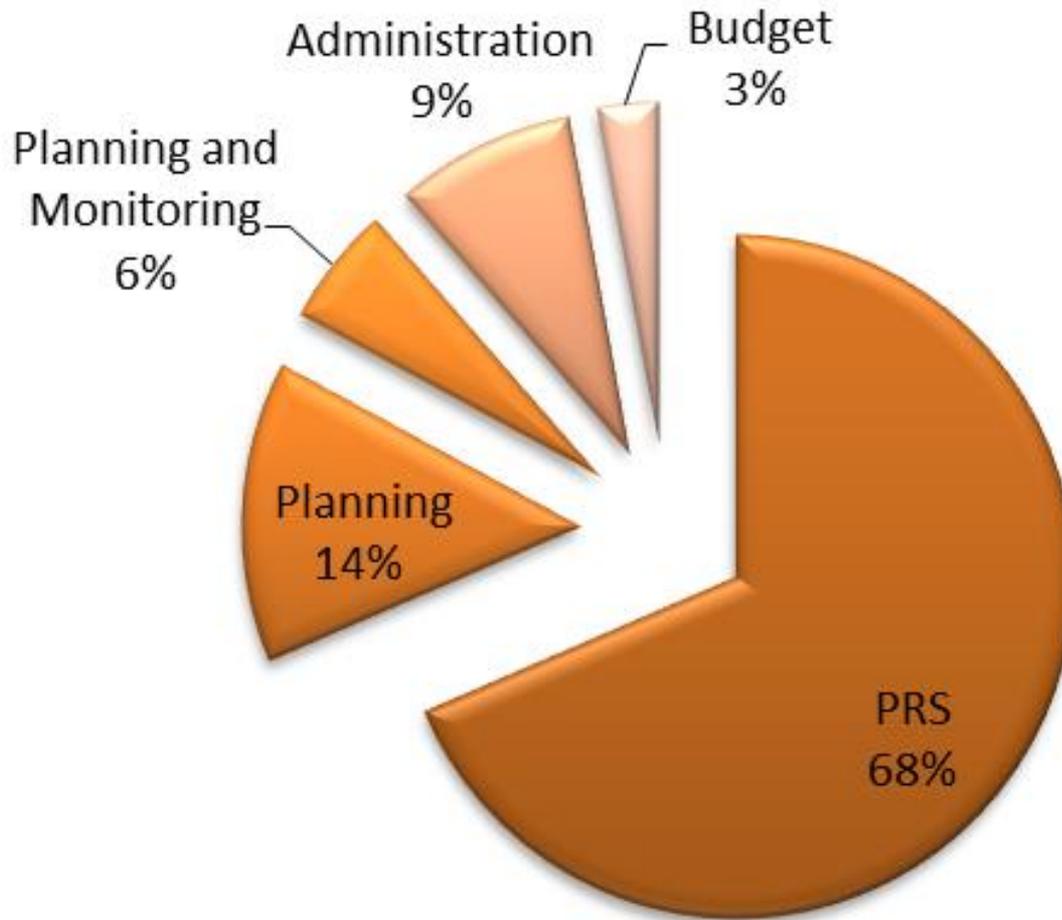


# Analysis of Staff that have gone on any training/short course(s) in the past five years



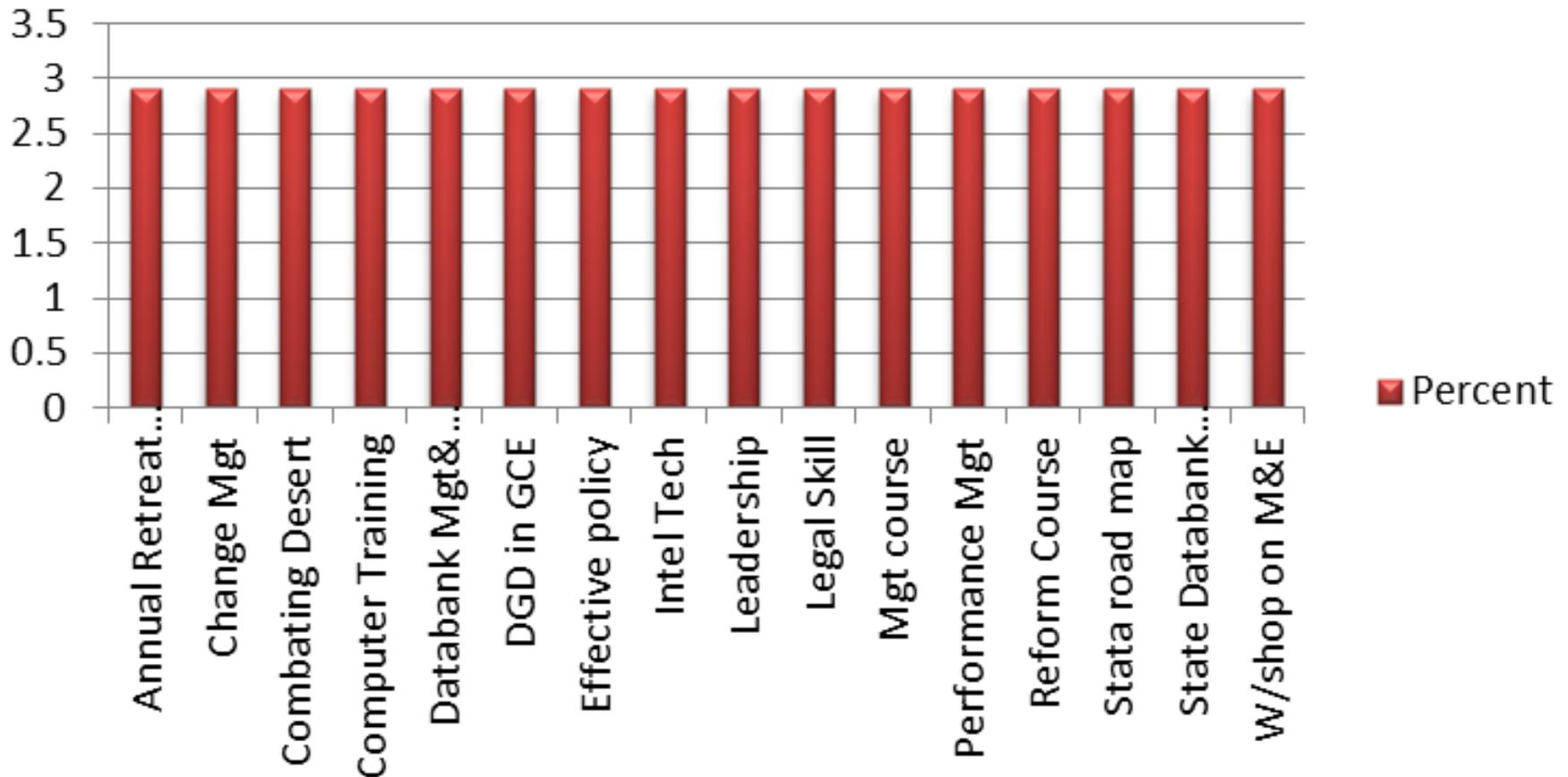
Series1	15	18
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# Analysis of Staff by Department



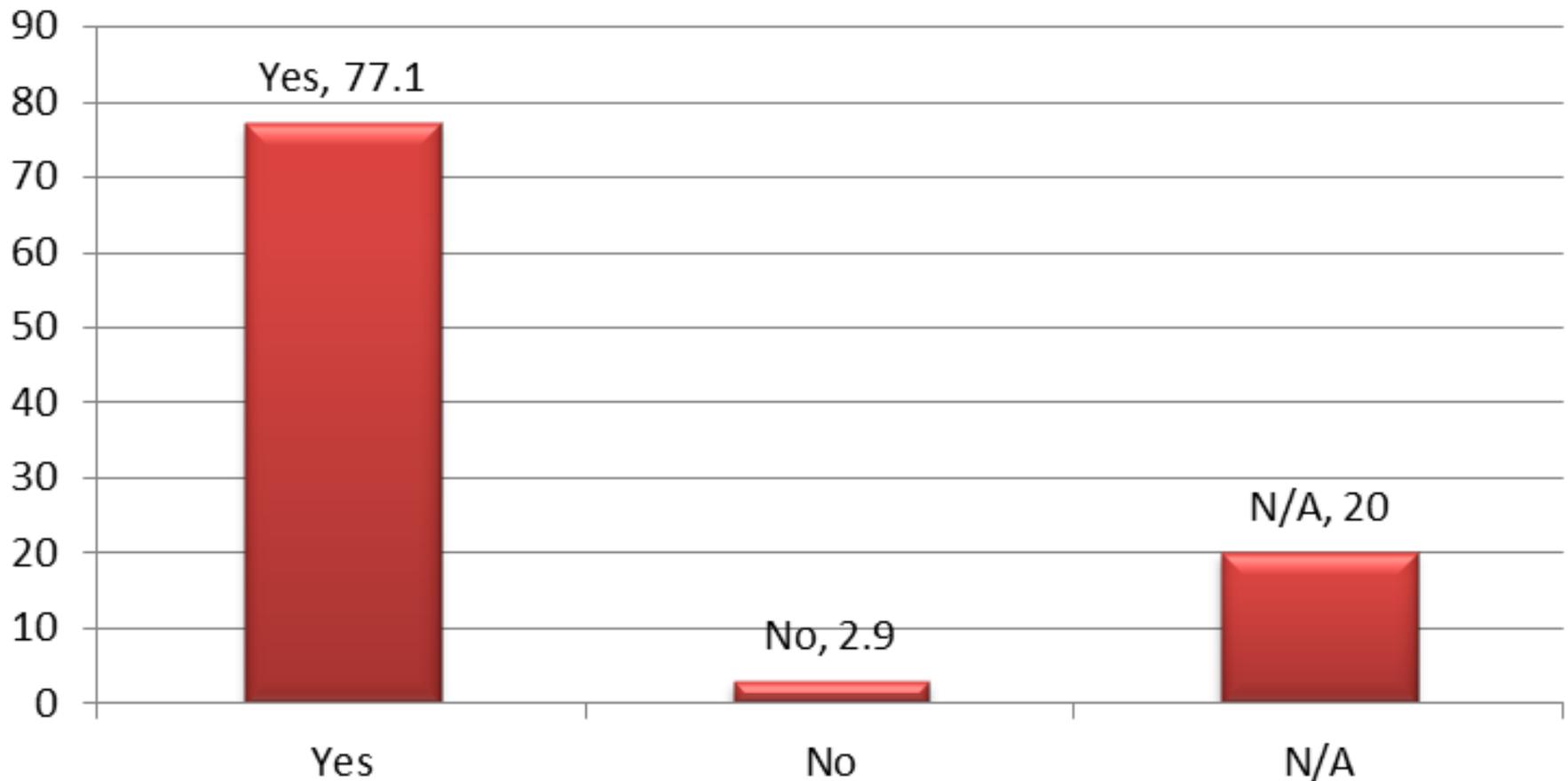
## List of courses attended in the last five years

### Percent

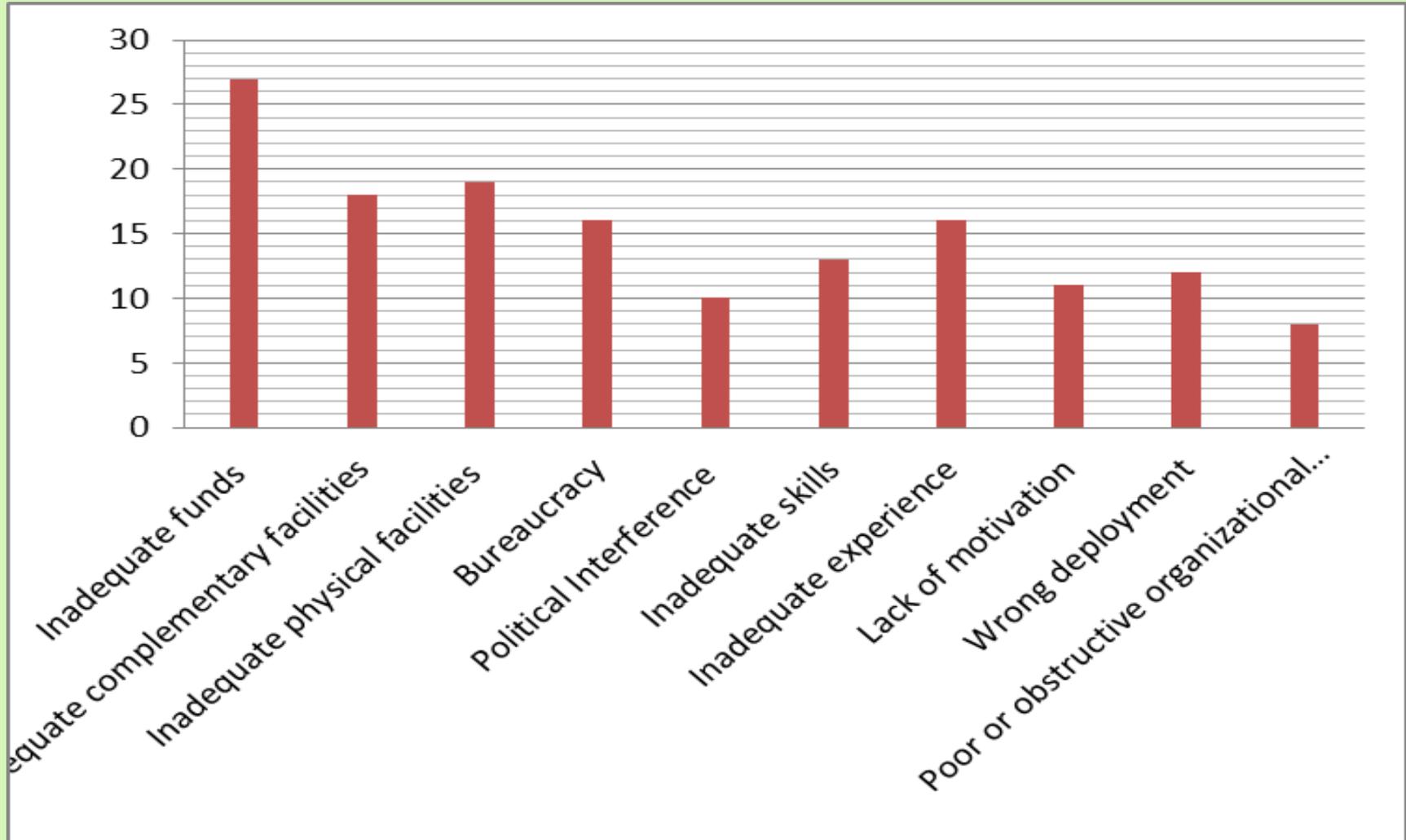


Are there any factors hindering the effective performance of your job schedule?

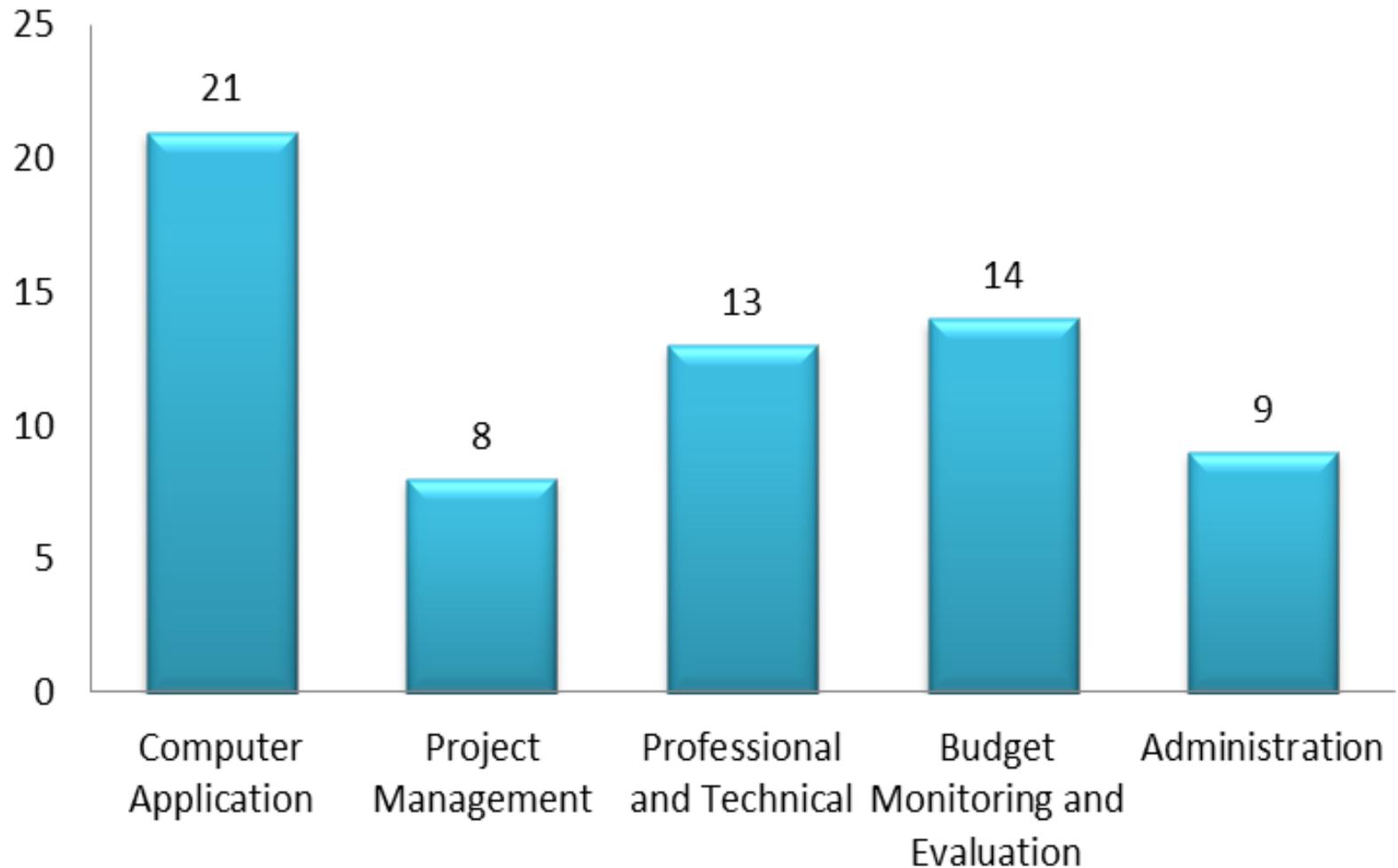
## Percent



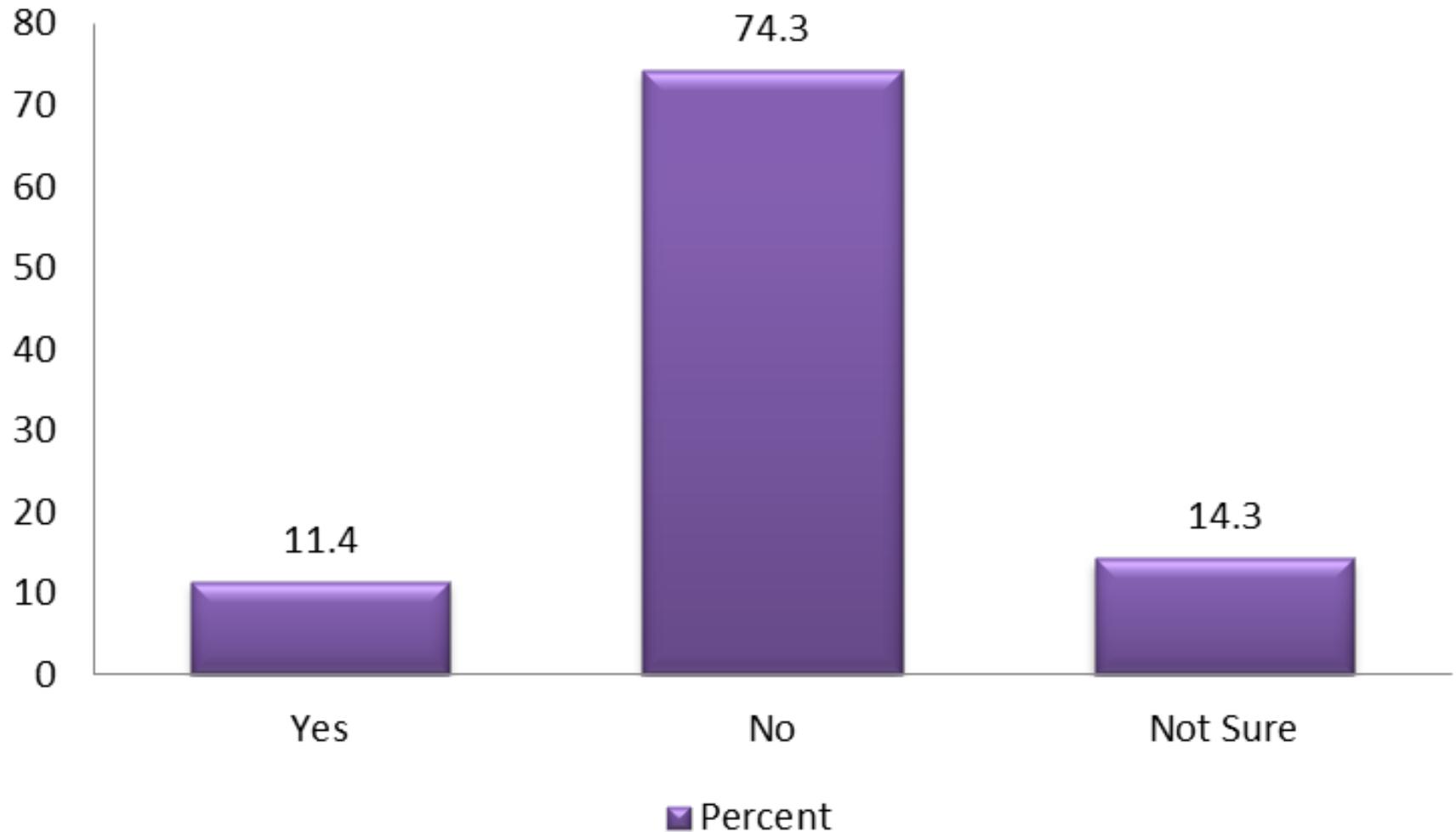
# What are the factors hindering the effective performance of your job schedule?



Given your schedule of duties, what is the training (training needs) you require for effective performance?

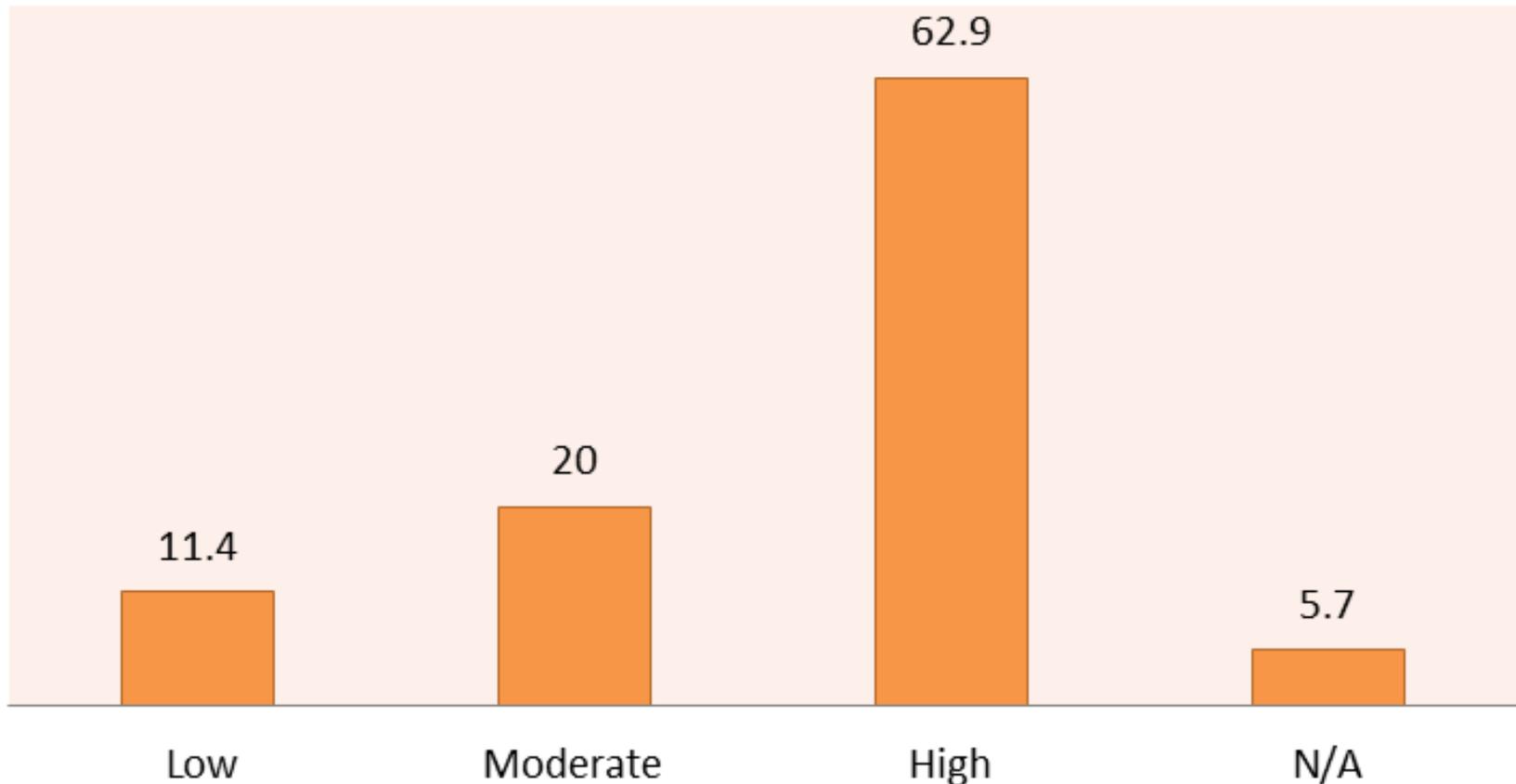


Are the staff of your department/unit adequately skilled for the task of the department/unit?

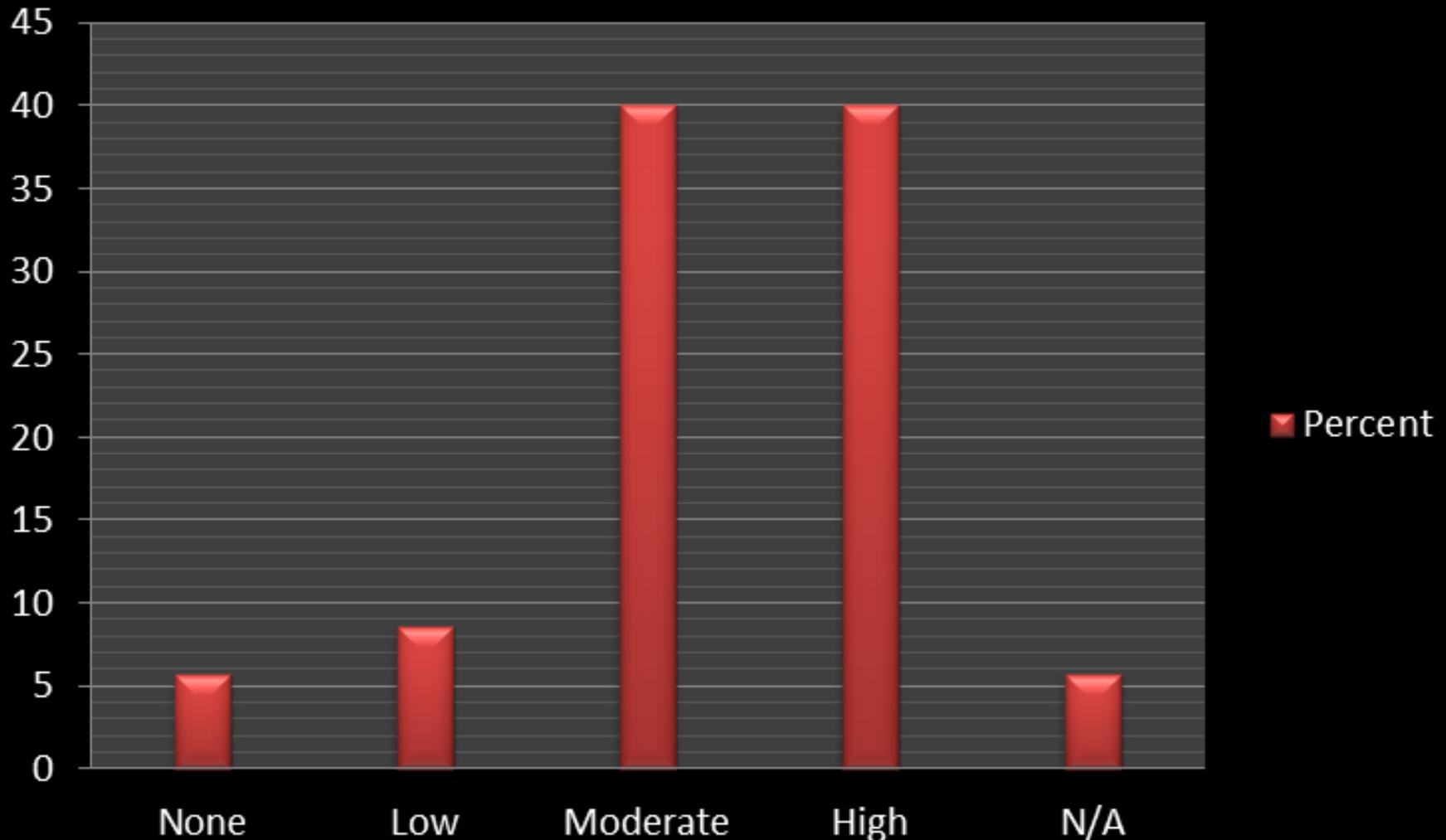


If you were provided with an opportunity to participate in a short management training and development course, would you prefer its content to cater for: **The technical aspect of your job**

■ Percent



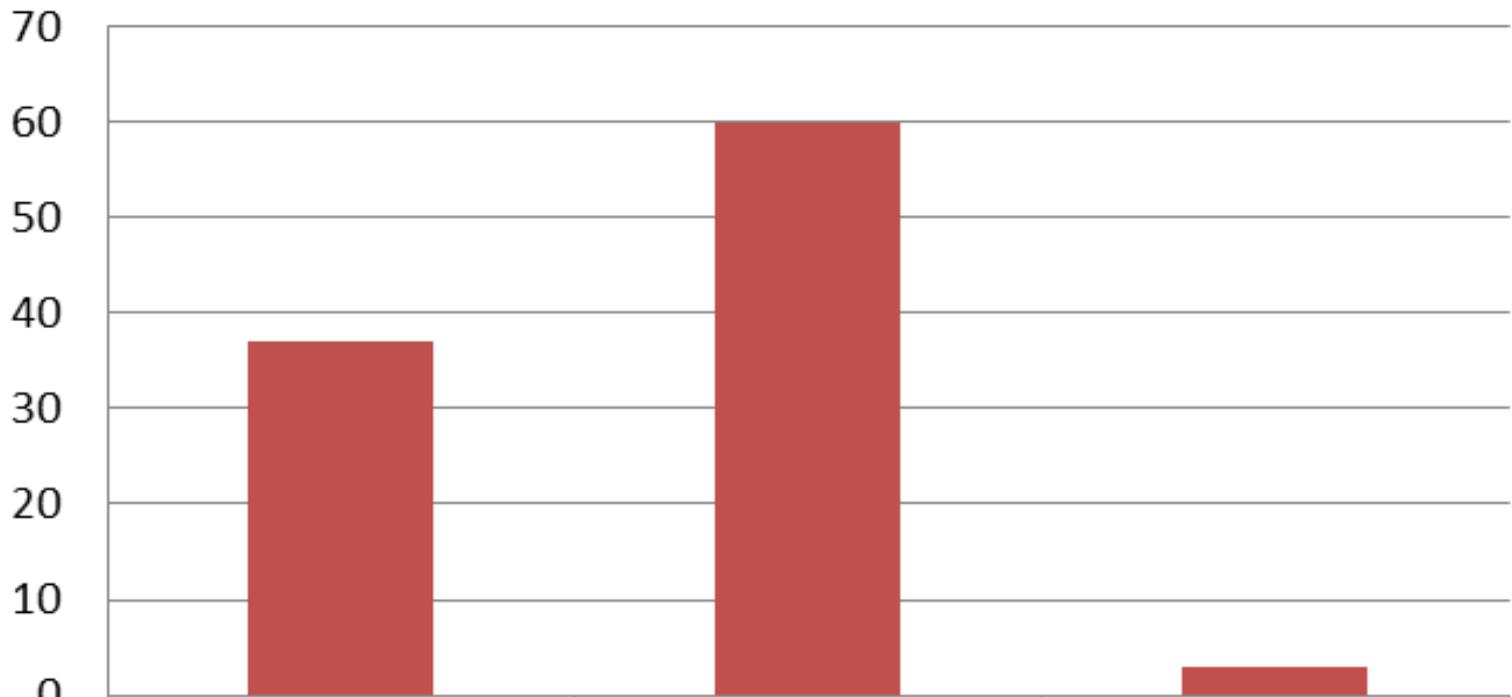
If you were provided with an opportunity to participate in a short management training and development course, would you prefer its content to cater for: **The people related aspect of your job**



If you were provided with an opportunity to participate in a short management training and development course, would you prefer its content to cater for:

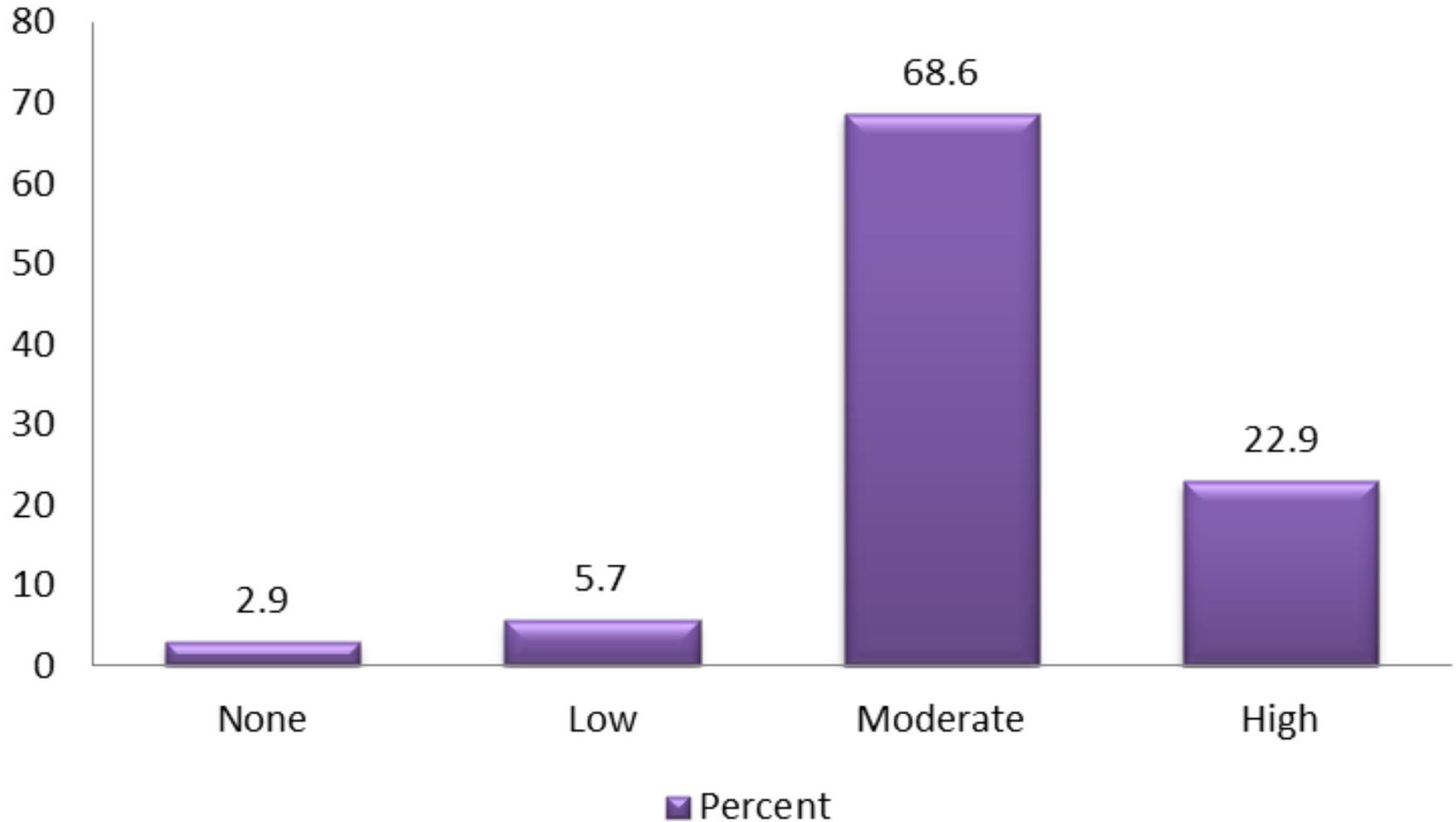
**Development of your own potentials for more effectiveness**

## Percent

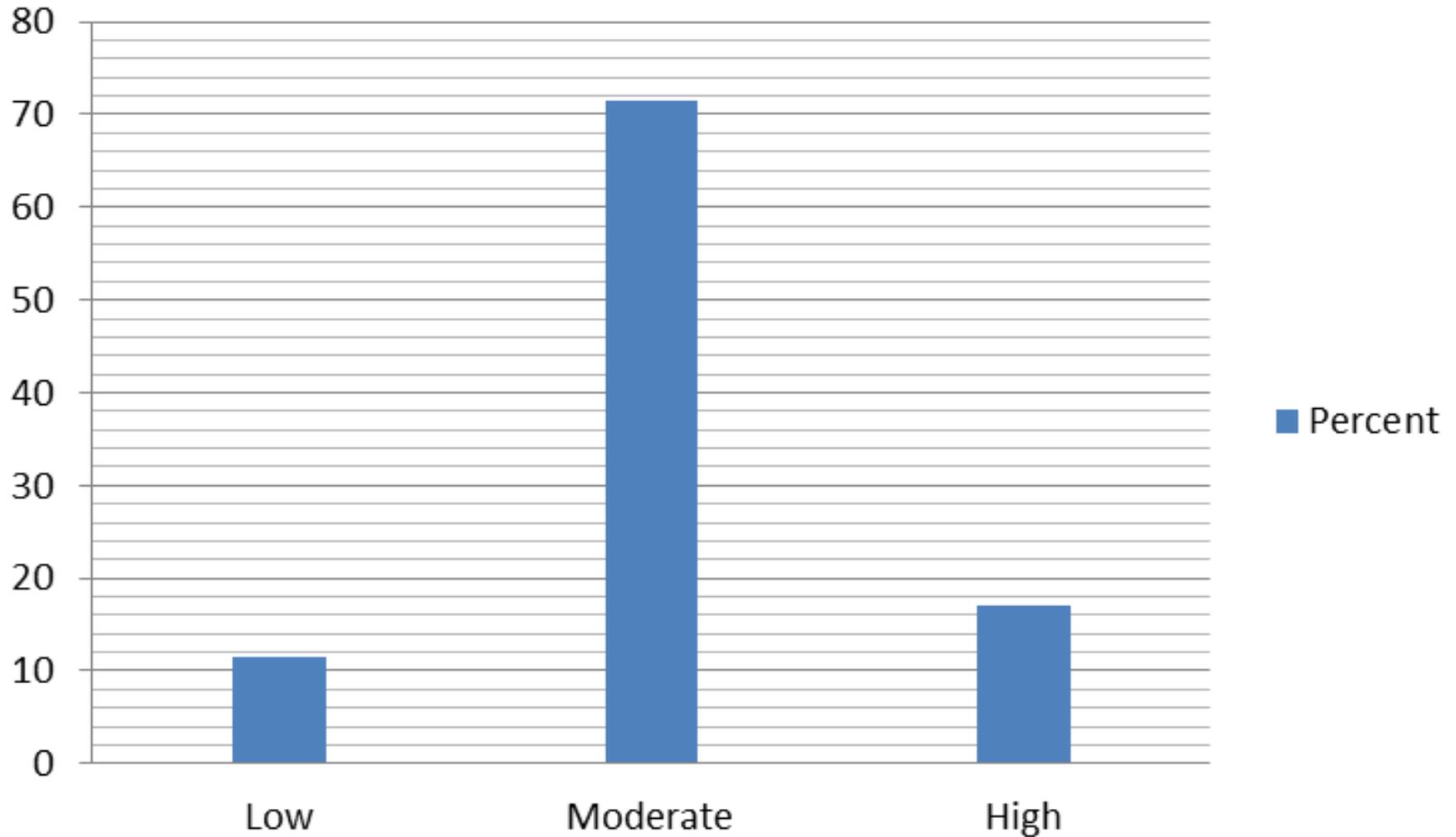


■ Percent	37.1	60	2.9
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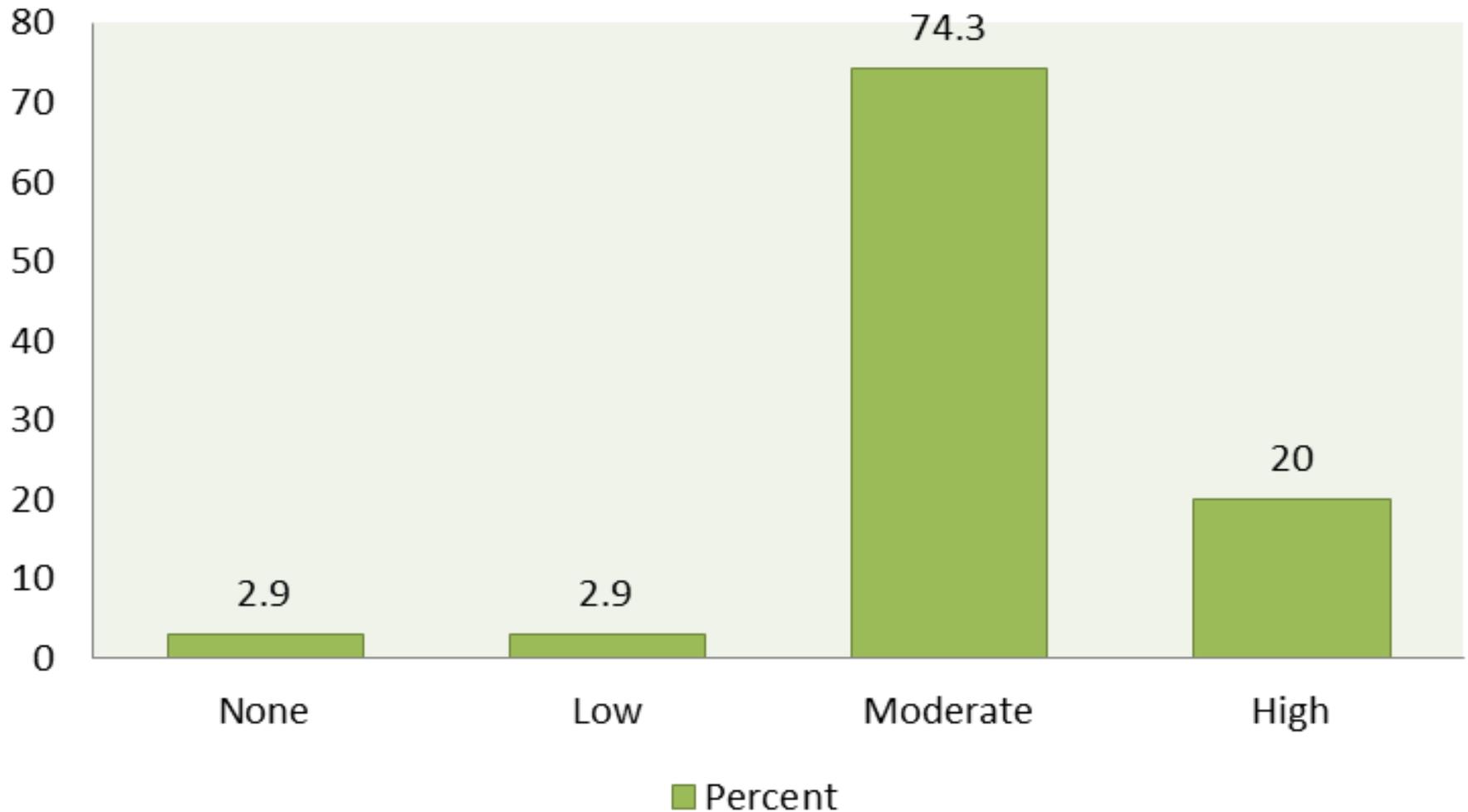
Please indicate your present knowledge of how to analyse the organizational structure and its operation



Please indicate your present knowledge of how to manage effective communication with your superior, colleagues and the clients of the organization

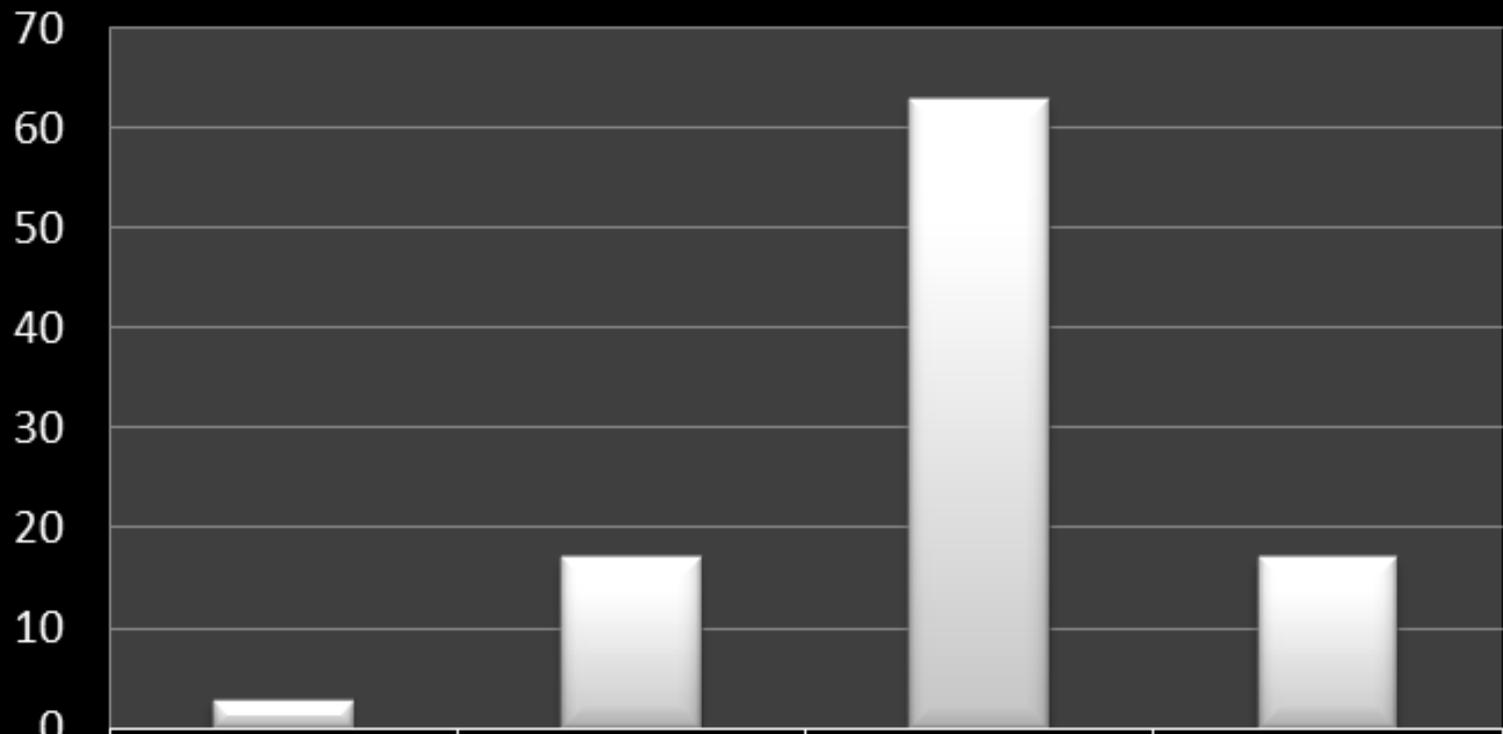


Please indicate your present knowledge of how to deal with conflict within the work environment



Please indicate your present knowledge of how to manage the introduction of change into your organization

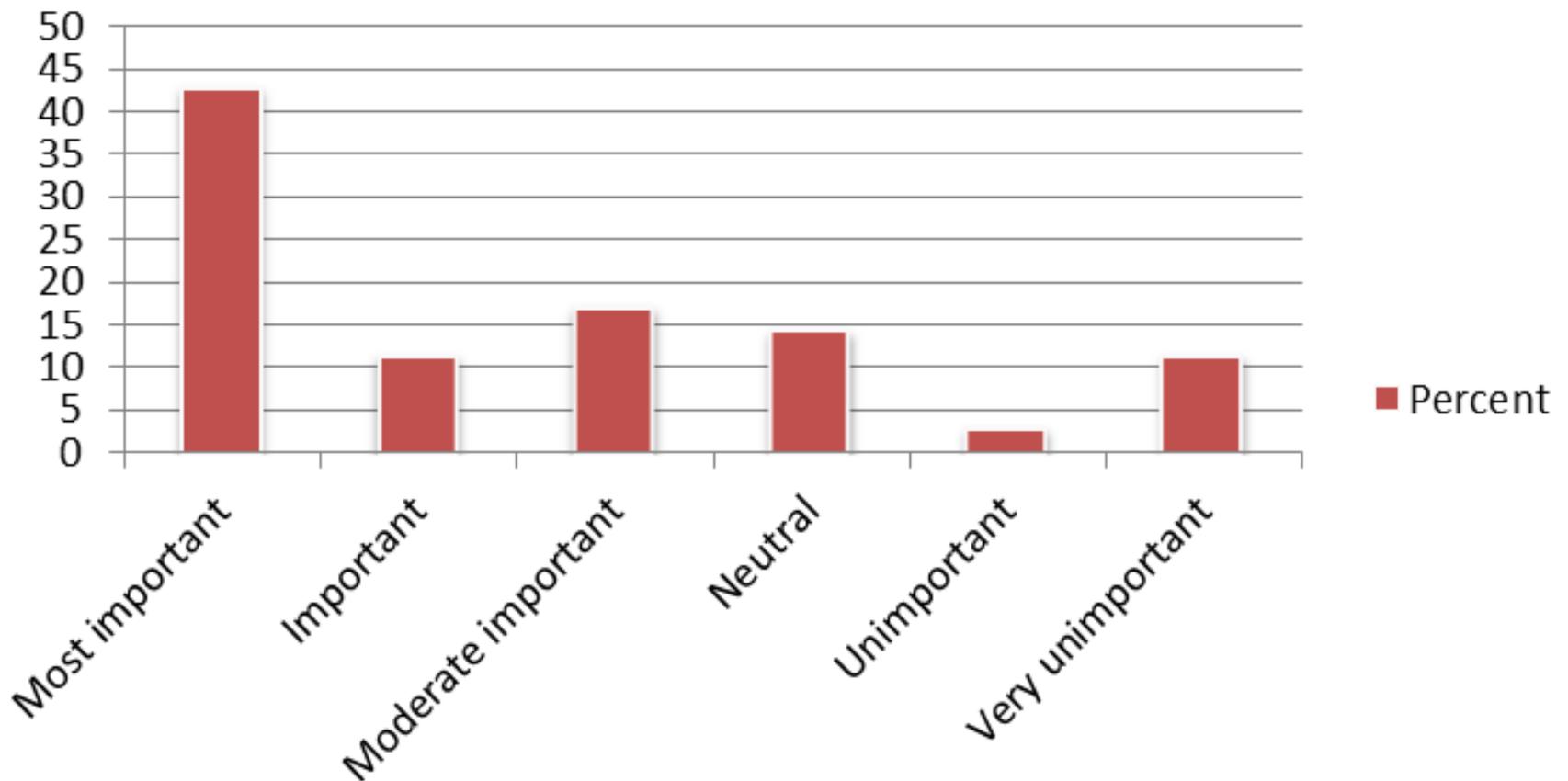
## Percent



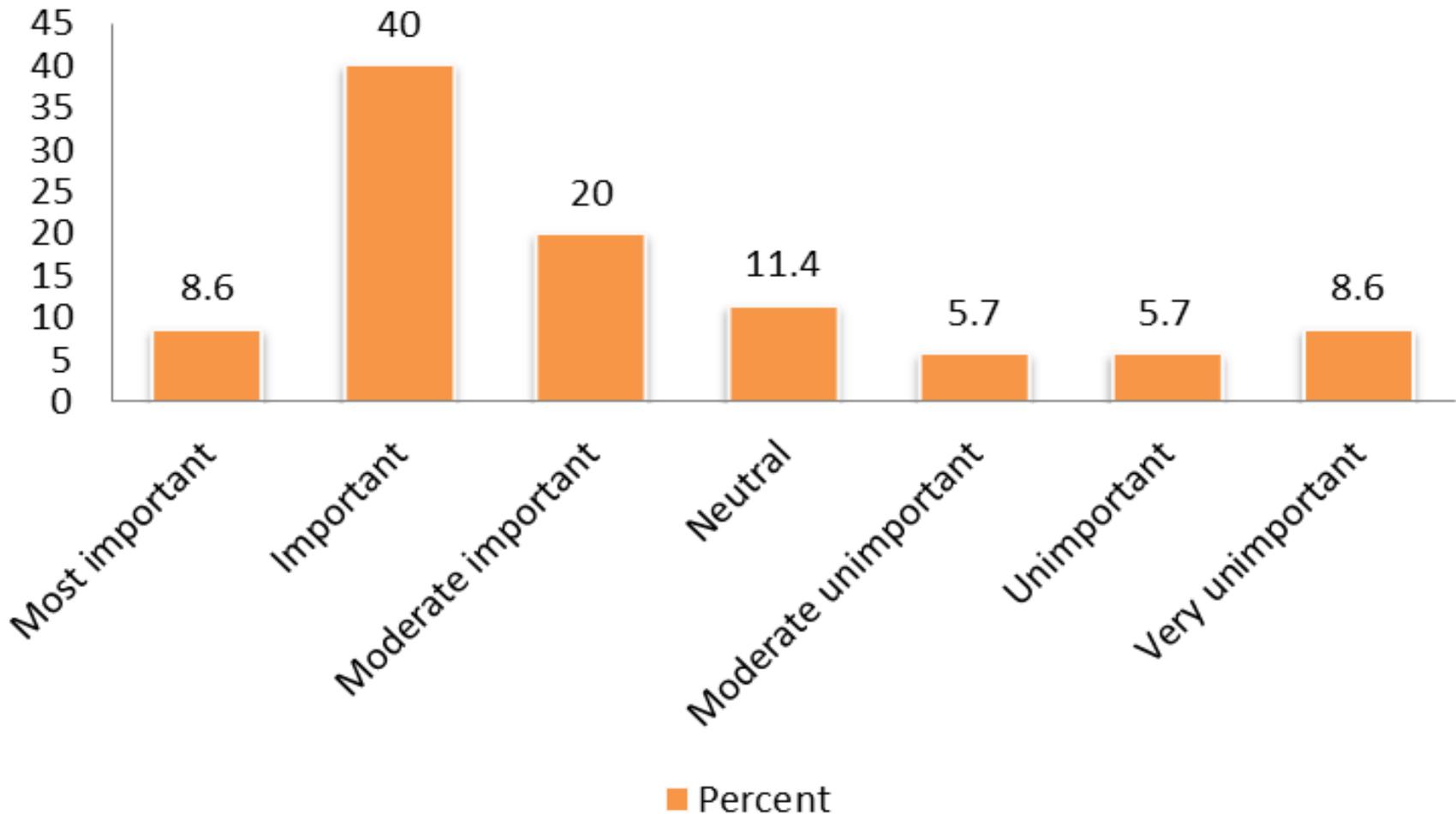
■ Percent	2.9	17.1	62.9	17.1
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Given the opportunity to take part in a management development course, rank how important to you the skill - how to analyse the organizational structure and its operation

## Percent

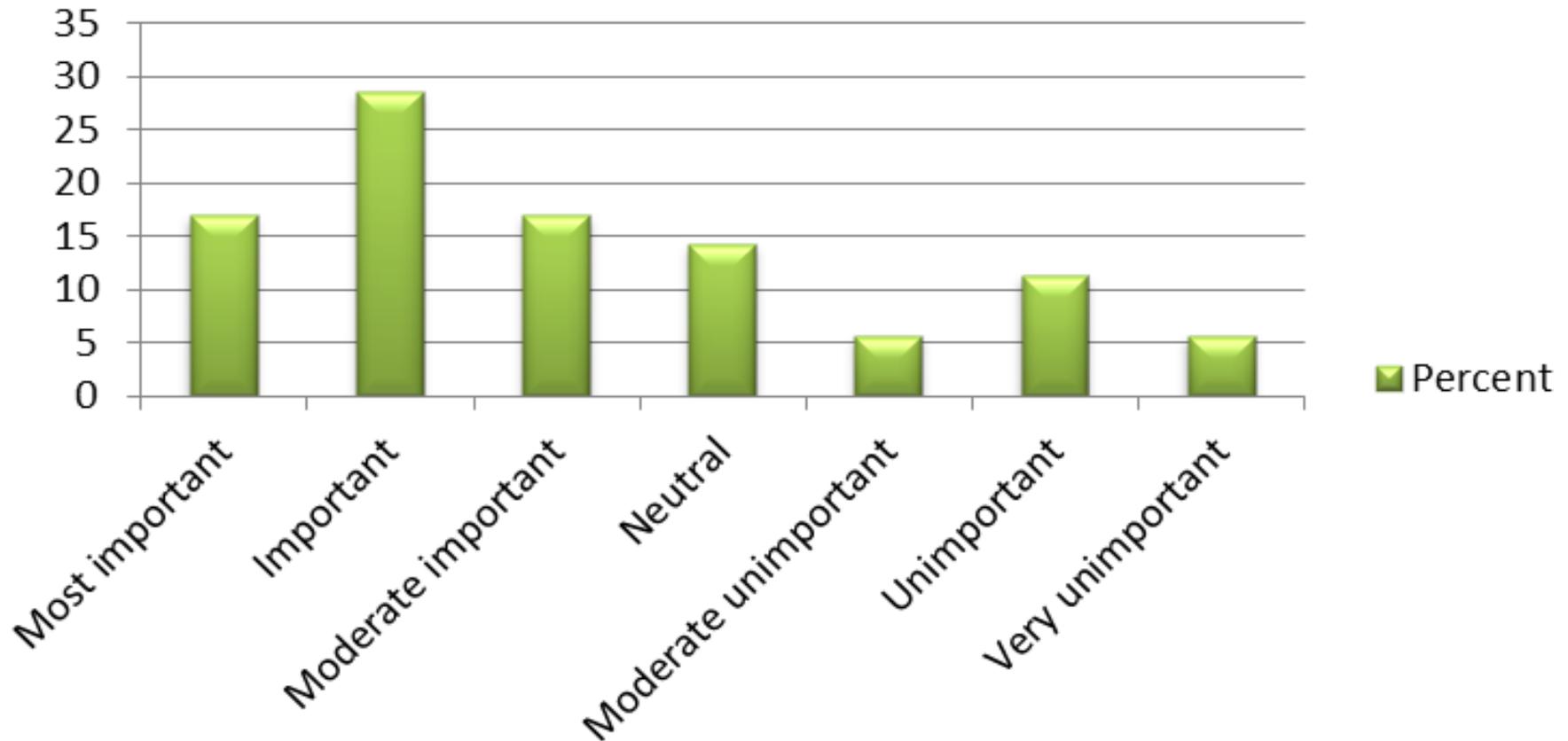


Given the opportunity to take part in a management development course, rank how important to you the skill - how to manage people through understanding their needs and providing them with the right motivation



Given the opportunity to take part in a management development course, rank how important to you the skill - how to manage effective communication with your superior, colleagues and the clients of the organization

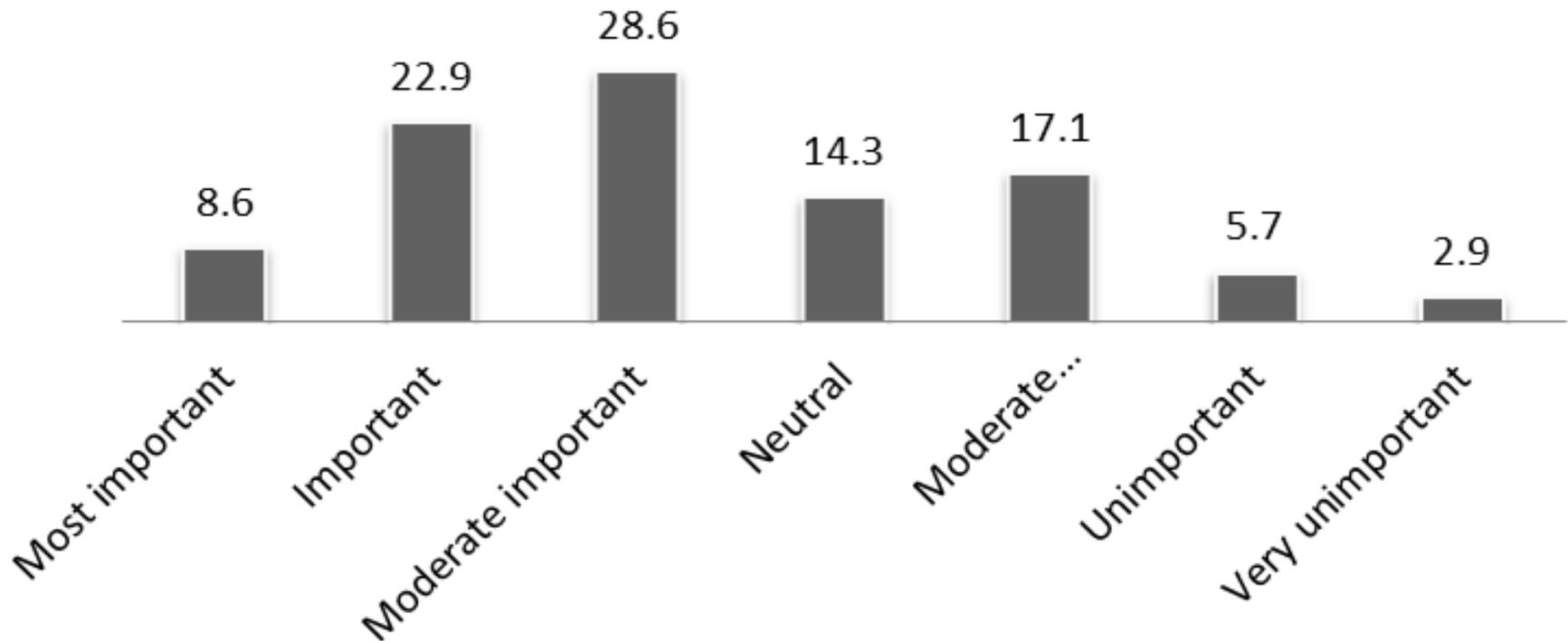
## Percent



Given the opportunity to take part in a management development course, rank how important to you the skill - how to deal with conflict within the work environment

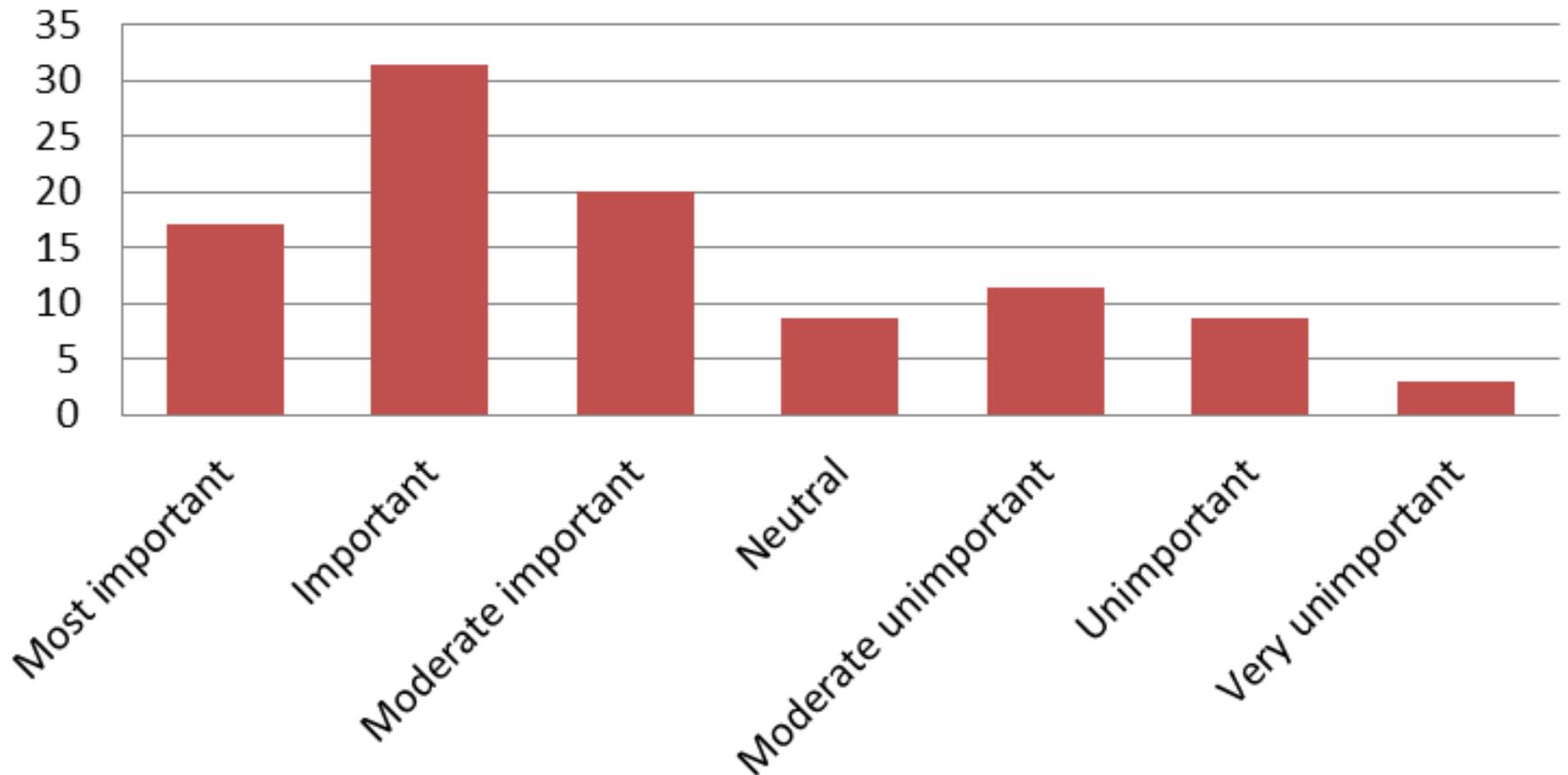
## Percent

■ Percent

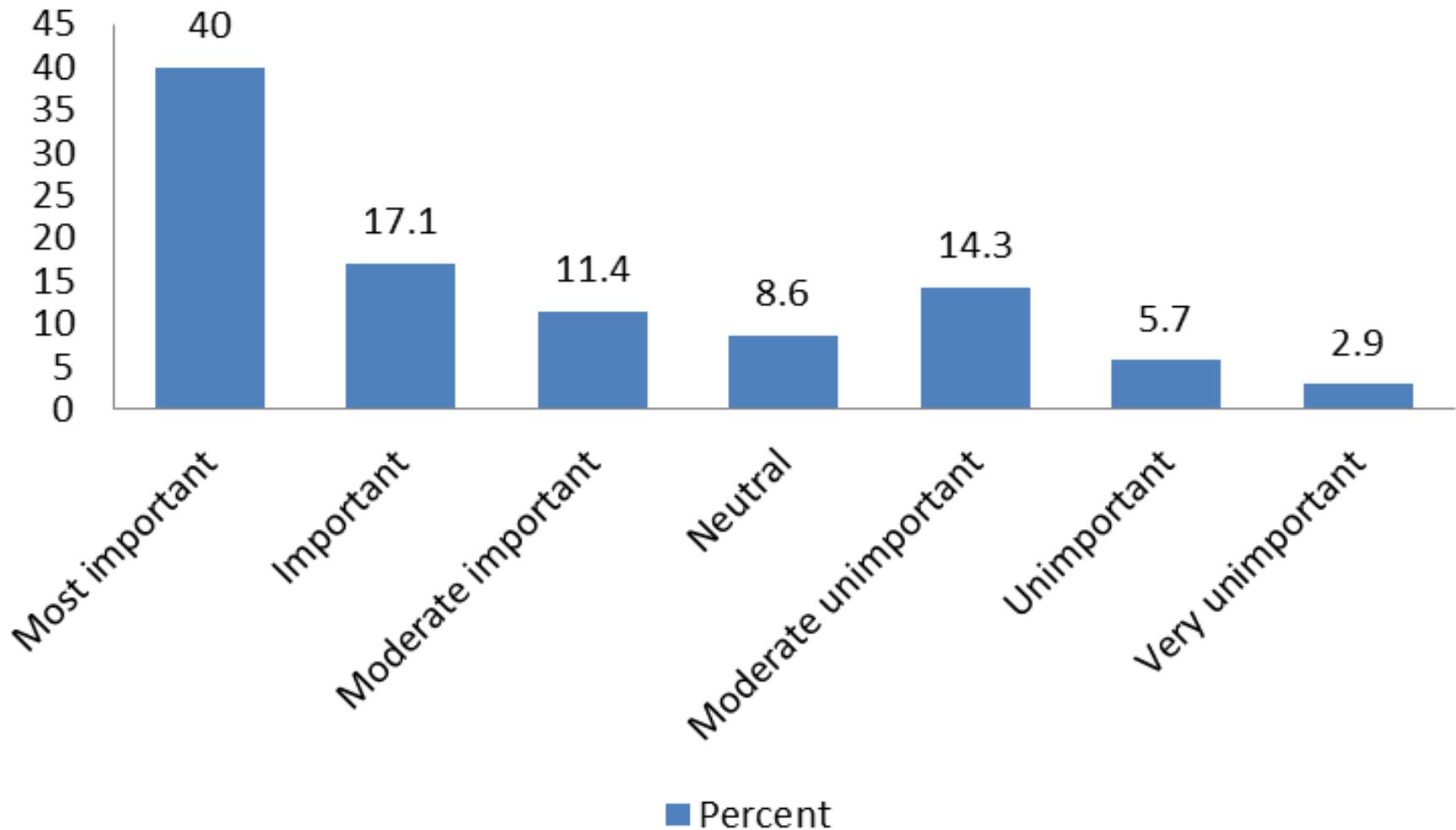


Given the opportunity to take part in a management development course, rank how important to you the skill - how to diagnose and then decide on a solution for problems

## Percent

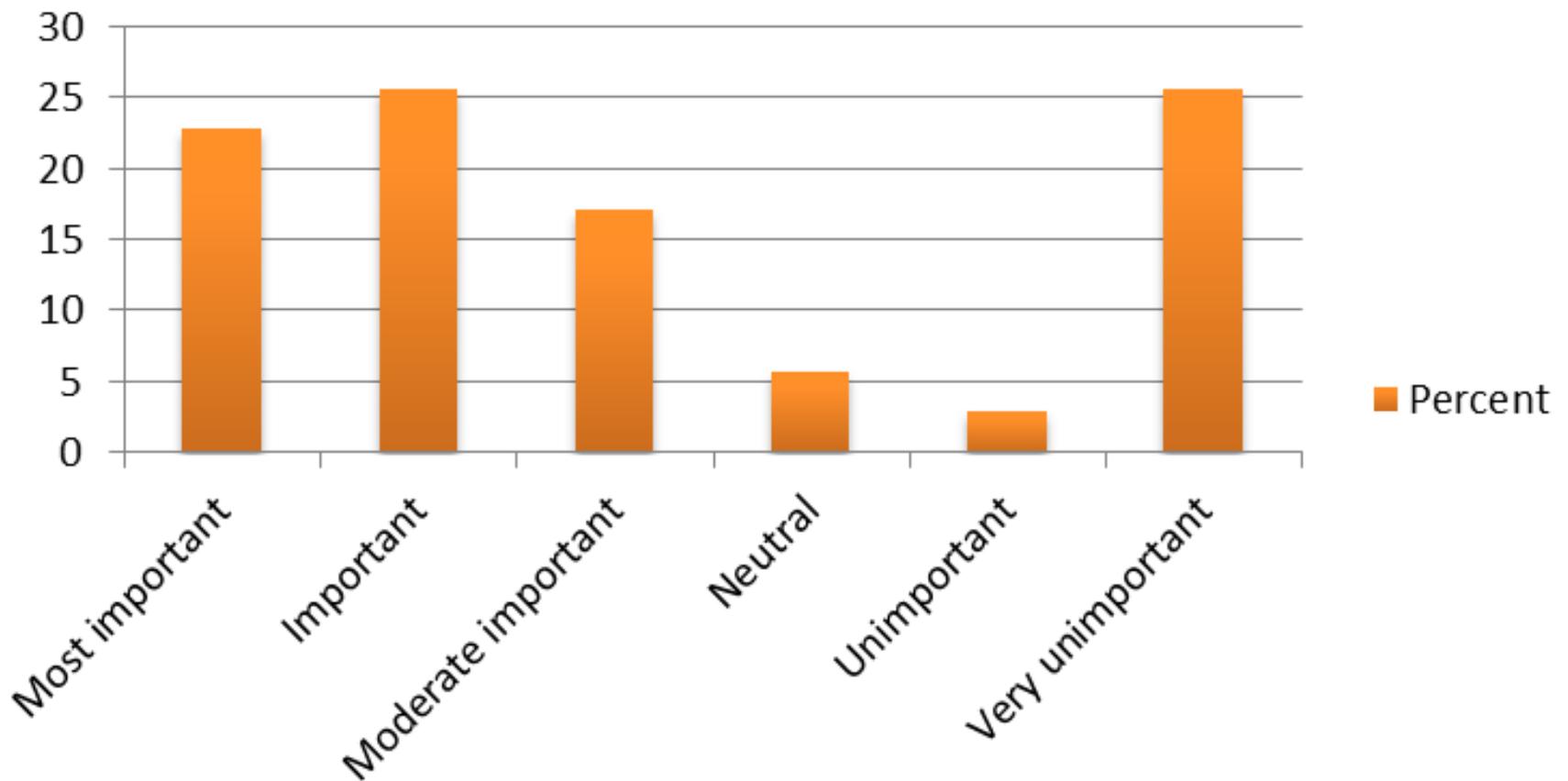


Given the opportunity to take part in a management development course, rank how important to you the skill - how to improve your overall effectiveness at work



Given the opportunity to take part in a management development course, rank how important to you the skill - how to manage the introduction of change into your organization

## Percent



# Results

- The analysis of the individual questionnaires clearly demonstrated the capacity gaps, shortages and mismatch in the state workforce. The most needed training are ICT-related courses that required planning, research and statistics functions. Others are Plan and Budget management, project management and in other professional / technical areas.

# Conclusion

- In addition to addressing training needs issues, the Kano State government should endeavour to remove completely or reduce to the barest minimum the factors hindering the effective performance of staff as identified, the most common being inadequate funds identified by 83.4 percent of the workforce. This is followed by inadequate physical infrastructure (63.4 percent), inadequate complementary facilities (60.0 percent), cumbersome bureaucratic government procedures and inadequate experience (53.4 percent).

# Introduction

- Given the challenges of national development and the NV202020,
  - there is increasing demand for the right knowledge and skills for the formulation, implementation and monitoring of strategic plans
- Huge capacity gap exists
  - foreign intellectual/professional experts and multilateral institutions are increasingly being involved in the formulation and implementation of medium and long term plans

# Introduction Contd.

- Hence the need for improvement of national capacity for plan formulation, implementation, and monitoring.
- Outline of paper:
  - conceptual framework
  - role of capacity building in the formulation, implementation and monitoring of strategic plans.
  - policy recommendations for enhancing the effectiveness of capacity building measures

# Conceptual Framework: Strategic Plan, Strategic Planning and Capacity Building

- Strategic plan:
  - a road map to lead an organization from where it is now to where it would like to be in five or ten years.
  - to include a Mission Statement, Objectives, Goals, and an Action (or Implementation Plan).
  - Action Plan should be designed after the main goals and objectives have been set .
  - Strategic Planning therefore, is an essential first step in the development of a results-based accountability system.

# Conceptual Framework: Strategic Plan, Strategic Planning and Capacity Building Contd.

- *Strategic planning is worthless unless there is first a strategic vision.*
- *Setting a goal is not the main thing; It is deciding how you will go about achieving it and staying with that plan that matter.*

# Determinants of Effective Strategic Planning

1. articulating the organization's core identity and values
2. employing a process of strategy development that is designed with the requirements of effective implementation in mind;
3. integrating strategy and the strategic planning system with other elements of the organization's management system;
4. ensuring effective action planning and linking measures of performance with strategic goals;

# Determinants of Effective Strategic Planning Contd.

5. providing feedback from performance to ensure appropriate modifications to action plans, strategy
6. aligning the organizational structure with the strategy, emphasizing communication and human resource development
7. allocating resources.

# Elements of capacity building

- Capacity building entails the development of a workforce through the acquisition of technical and managerial efficiency and effectiveness in the overall performance of an organization.
  - It is the creation of an enabling environment with appropriate policy and legal frameworks, institutional development, including community participation (of women in particular), human resources development and strengthening of managerial systems (UNDP)

# Elements of capacity building:

- It comprises activities which strengthen the knowledge, abilities, skills and behavior of individuals and improve institutional structures and processes (World Customs Organization).
- Elements of capacity building:
  - Human resource development
  - Organizational development
  - Institutional and legal framework development

# Levels of Capacity Development

- Capacity building can take place at three basic levels:
  - *The individual level* : the sharing of skills, knowledge, experience and values amongst individuals belonging to a group or organization translates, over time, into the very organization's capacity, comprising of procedures, systems, policies and culture.
  - *The organizational/institutional level* : fostering change within their complex system of policies, systems, procedures, regulations and organizational culture

# Levels of Capacity Development contd.

- *The societal level* : Transformation and change that is driven by that which takes place within individuals and organizations within the society.

# Role of Capacity Building in the Formulation, Implementation and Monitoring of Strategic Plans

- The blue prints for the NV202020 follows a strategic planning framework.
  - Hence the success of development planning and government's reform programs is contingent upon the availability of adequate capacity in public institutions.
  - there is need for appropriate institutional framework as a viable way to boost the development of and implementation of strategic plans.

# Role of Capacity Building in the Formulation, Implementation and Monitoring of Strategic Plan Contd.

- Hence the Planning, Research and Statistics Department (PRSD) of MDAs has a key role to play in the design and implementing Strategic Plans.
- However, evidence from a recent national training needs assessment (TNA) undertaken by the Centre for Management Development, which focused on the DPRS revealed capacity gaps in the PRSDs.
- there is a need to focus on training, the provision of resources, infrastructure and working tools for the PRSDs.

# Role of Capacity Building in the Formulation, Implementation and Monitoring of Strategic Plan Contd.

- Capacity building initiatives must therefore be geared towards helping to achieve the requisite needs that will enhance effective performance of individuals or groups involved in Strategic planning and implementation.

# Required Areas of Capacity Building initiative

- These include:
  1. Strategic Planning and Management
    - the setting of policy and functional targets
    - deciding the best strategies for achieving set targets
    - prioritization of identified strategies and full costing of identified strategies
    - budgeting and allocating resources in line with the policy strategies.

# Required Areas of Capacity Building initiative contd.

## 2. Data Gathering and Management Capacity

- The capacity of institutions and individuals will have to be built to generate, collect, manage and analyse data and statistics that reflect inputs, outputs, outcomes and impacts of the development process.

## 3. Research Capacity

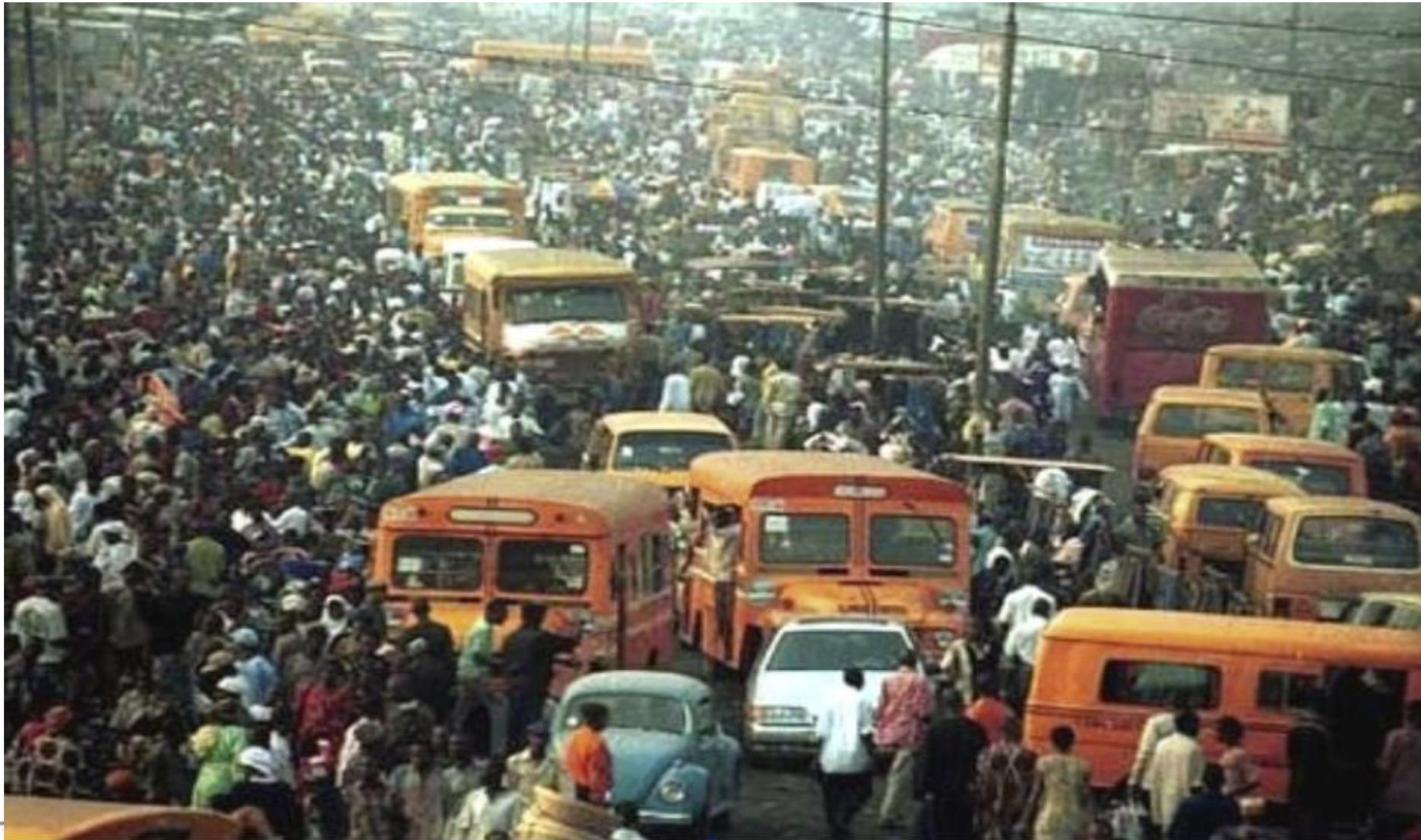
- aimed at enabling policy-oriented and action research
- Conducting investigations, inspections and studies of all aspects of the structure, operational modalities and management practices of the MDA.

# Required Areas of Capacity Building initiative contd.

## 4. Monitoring and Evaluation

- crucial for implementation of the National Vision 20:2020 blue print
- should cover the spectrum of economic management processes including policy, plans, programs and projects
- should involves monitoring not just for program and project inputs, but also for outputs, outcomes and impacts in what is now popularly referred to as results-based monitoring.

# GOOD OLD LAGOS – OSHODI (2007)



# THE NEW LAGOS – OSHODI (2009)



# DUBAI 1990



# SAME STREET IN 2003



# Modern Farming in UAE UAE



# AGRICULTURAL FACILITIES IN UK



# EDUCATION FACILITIES IN UK



# EDUCATION FACILITIES IN JAPAN



# EDUCATION FACILITIES IN SAUDI ARABIA



# TRANSPORTATION IN GHANA



# HOSPITALS AND FACILITIES IN MALAYSIA



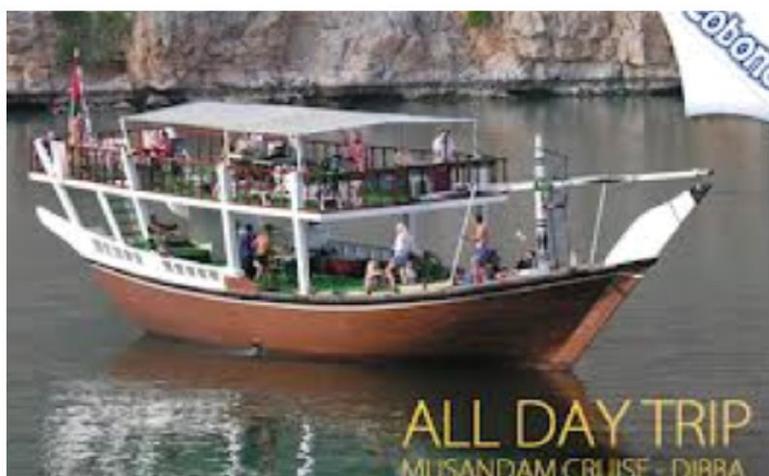
# HOSPITALS AND FACILITIES IN CHINA



# HOSPITALS AND FACILITIES IN UAE



# TRANSPORTATION IN UAE



# TRANSPORTATION IN MALAYSIA



# Brazil

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# Singapore



# Summary

- Capacity Building, despite its limitations and constraints, still remains the only acceptance instrument for implementation of policies, and is therefore critical for the realization of a Strategic Plan.
- Government should therefore continuously seek new and better ways to build the capacity of its work force in order to have the capacity to champion and advance the course of development.

# Summary

- From the stand point of Vision 20:2020, human capital development has become highly imperative if we are to make any meaningful achievement.
- Capacity building in the implementation of strategic plans is one key area that need to be strengthened and financially supported if we are to achieve the desired target of an effective management and development of the economy.

# Summary

- Within DPRS for example, capacity building initiatives must be those that will specifically strengthen the functions of strategic planning and management, research for policy decision making, data and statistical gathering and monitoring and evaluation as these constitute the core mandates of the department

# Summary

- In strategic Planning, there should be blueprint on the organisation's plans and visions produced;
- What is required then is for the organisation to ensure effective implementation of the plans and the visions;
  - Need to ensure that annual budgetary submissions are consistent with the aspirations of their plans and vision
- Workforce to be repositioned and strengthened to ensure consistency between their Budgets and Plans;
- Creation of M & E Units of all MDAs levels
- Need for NEC to endorse the capacity building programme to be implemented by the NPC in close collaboration with the Governors forum at all levels.

# Recommendations

- In order to ensure that the nation's capacity challenges are successfully and continuously addressed, the following steps are required:
  1. *Adequate budgetary allocations to capacity building efforts:*
    - earmark 20 per cent of personnel costs for staff training.
    - The Nigerian National Capacity Assessment Report (2000), for instance, indicates that all senior staff are expected to take a course at least once every two years

# Recommendations Contd.

2. *Adequate funding of training/educational institutions*
3. *Institutional relations between public sector training institutions*
4. *Public-Private Sector Partnership to foster the sharing of skills and know-how between the public and private sectors.*
5. *Stakeholder consultations/Ownership through training, education and enlightenment*



**“I hear and  
I forget.  
I see and  
I remember.  
I do and I  
understand.”**

[Confucius, Chinese philosopher, 551–479 BC.]

THANK YOU



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