A GUIDE TO SETTING-UP STATES' TRANSITION COMMITTEE WITH COMPREHENSIVE DATA COLLECTION TEMPLATES

2023

Introduction

Working towards a successful transition and beyond requires the need for robust planning and capacity enhancements. This is a crucial step in ensuring a smooth and efficient transition of power from one administration to another.

The purpose of this guide is to provide a comprehensive manual on how to form a transition committee at the state level. It aims to provide a step-by-step approach that state governments can follow to create an effective transition committee. It discusses the specific objectives to achieve and outline the roles and responsibilities of the members of such committees.

Transition Committee Strengthening

Transition Committee Strengthening refers to the process of improving the effectiveness and efficiency of a transition committee. The strengthening of the committee is essential to ensure that it is well-equipped to handle the complex and challenging task of managing a transition process successfully.

Some of the crucial steps in strengthening a transition committee are given below:

Development of Transition Committee's ToR

Forming a transition committee will require a Term of Reference (ToR) that outlines the committee's specific objectives and scope. A good ToR will serve as a guide to the TC and make their activities and submissions effective and useful. The ToR is a critical document that provides a clear understanding of the committee's purpose and expected outcomes. It should be developed collaboratively by the incoming and outgoing administrations, and other key stakeholders should also be consulted. The ToR should include a clear timeline for the transition process, including key milestones and deadlines. It should also identify the roles and responsibilities of each committee member, including any subcommittees or working groups. Developing a comprehensive ToR will help ensure that the transition process is well-structured and efficient, enabling the incoming administration to start effectively governing as soon as possible. A sample ToR is contained in Appendix 1.

Development of Information Collection Template (ICT)

An Information Collection Template (ICT) is a tool used to gather and organize information during the process of transitioning from one administration to another. This template helps the committee to systematically collect, and document important information related to the State, its operations, finances, personnel, policies, and procedures. ICT includes a set of questions design to ensure that the committee obtains a comprehensive understanding of the State's current status and identify potential.

Experience shows that without a robust ICT, TC's activities may result to mere political and inquiry discussions with little or no documented facts. We have developed detailed ICTs for each of these 3 areas listed below.

- Broad/Government-wide institutions: See Appendix 2
- MDA-specific institutions: See Appendix 3
- Non-government institutions: See Appendix 4

It should be noted that these ICTs can be sent ahead to the MDAs and other stakeholders to enable them come along with relevant information when meeting with the TC, thereby saving time and bringing efficiency.

Organisation of Strategic Session for Transition Committee (TC)

Following the development of Information Collection Template (ICT), there is the need for a strategic session to define a framework for harmonising opinions and achieving focus. This session will aim at identifying and prioritising key issues that need to be addressed during the

transition period. We suggest the following for effective organisation of such strategic sessions.

- Detailed explanation and discussions of the ToR and expectations
- Introduction to the ICTs and methodology for their completion
- Modalities for technical supports to the TC
- Inputs from TC members to improve ICTs and ToR.

Technical report

The committee may need to write reports to assess the current state of a particular system or process, to identify potential risks and challenges, or to propose solutions and recommendations for moving forward. It is important to strengthen the TC's final report and make it useful to inform policy decisions later. The information obtained through the standardised ICT can be used to prepare a technical report.

Appendix 1

Sample Terms of Reference

Assignment Title	**Terms of Reference for *[…name...]* State Government Transition Committee**

Specific Activities

a. To develop a clear modalities and framework for liaison and engagement with the out-going Administration for purposes of a smooth hand-over/take-over;

b. To engage with, and receive hand-over documents from Ministries, Departments and Agencies;

c. To itemize and profile the most important or most urgent issues that will require the immediate attention of the in-coming government in line with its strategic direction

d. To review and make preliminary assessment of the fiscal position of the State government with particular emphasis on

- The status of assets and liabilities of government.
- The implementation status of the 2023 approved budget
- Revenue and cash flow position
- Public domestic and external debt and their utilization.
- On-going and outstanding contractual obligations, including salary arrears due to public-sector employees and pensioners.
- Status of implementation of capital projects – infrastructure, education, health, agriculture etc

e. Interface with stakeholder groups such as labour groups, traditional rulers, academia, religious bodies, professional groups, market women and men, youth bodies, artisans, farmers, representatives of CDAs, student bodies etc for the purpose of documenting their expectations for the in-coming administration.

f. Make immediate policy and project priorities, which will lead to tangible results capable of improving State citizens' satisfaction within 30 days, 100 days and 6 months after the incoming administration's take-off.

g. Make any other observations, which would be helpful to the transition and take-off of the new Administration.

h. Report back to the Governor-elect under the timeline given.

Membership of the Committee

1. *...Name of Chairperson*
2. *...Name of Deputy Chairman*
3. *...Name of Secretary*
4. *...Member*
5. *...Member*

*6.	...Member*
*7.	...Member*
*8.	...Member*
*9.	...Member*

Meeting schedule and Timeline

Meetings	Timelines
1. Meeting with Government 2. Meeting with Stakeholders 3. Meeting with the Governor-Elect	

Expected Output

- Activity Plan and Timeline of Meetings
- Reports of the Committee
- Compilation of hard and soft evidences
- Recommendation on Immediate policy and project priorities that will lead to evident changes in 30 days, 100 days and 6 months.

Appendix 2

STATE TRANSITION COMMITTEE
Information Collection Template
Category: Broad/Government-Wide

Name of MDA	SN	Name of MDAs Representatives	Designation

Instruction: Attempt to fill as much of the questions as are available and relevant

PART A: FISCAL ISSUES

1. Status of assets and liabilities of the State government

Year	Total Assets (N'bn)	Total Liabilities (N'bn)	Net Asset (N'bn)
2016			
2017			
2018			
2019			

Year	Total Assets (N'bn)	Total Liabilities (N'bn)	Net Asset (N'bn)
2020			
2021			
2022			
2023			

NB: Obtain supporting documents with the breakdown items of the total assets and total liabilities, label them appropriately and insert the label in this box

2. Annual Budget Summary (N'bn)

Year	Budget Estimates			Actual		
	Total Revenue (N'bn)	Total Expenditure (N'bn)	Deficit (N'bn)	Total Revenue (N'bn)	Total Expenditure (N'bn)	Deficit (N'bn)
2016						
2017						
2018						
2019						
2020						
2021						
2022						
2023						

3. Annual Budget Breakdown (N'bn)

	2016	2017	2018	2019	2020	2021	2022	2023
Total Revenue & Grants								
Share in Federation Account								
Value Added Tax								
Internally Generated Revenue								
Grants and Others								
Total Expenditure								
Recurrent								
Personnel Cost & Pensions								
Overhead Cost								

	2016	2017	2018	2019	2020	2021	2022	2023
CRF Charges and Others								
Interest (Debt Charges)								
Transfers								
Capital								
Extra-budgetary Expenditure								
Primary Balance								
Current Balance								
Overall Balance								
Financing								
Loans								
Internal								
External								
Opening Balance								
Other Funds								

NB: Obtain supporting document such as budget documents, budget performance reports, etc, label them appropriately and insert the label in this box

4. Budget by MDA

MDAs Name	2020		2021		2022		2023	
	Actual Expenditure (N'bn)	Actual Revenue (N'bn)	Actual Expenditure (N'bn)	Actual Revenue (N'bn)	Actual Expenditure (N'bn)	Actual Revenue (N'bn)	Estimated Budget Expenditure (N'bn)	Estimated Budget Revenue (N'bn)

MDAs Name	2020		2021		2022		2023	
	Actual Expenditure (N'bn)	**Actual Revenue (N'bn)**	**Actual Expenditure (N'bn)**	**Actual Revenue (N'bn)**	**Actual Expenditure (N'bn)**	**Actual Revenue (N'bn)**	**Estimated Budget Expenditure (N'bn)**	**Estimated Budget Revenue (N'bn)**

NB: Obtain supporting document such as budget documents, budget performance reports, etc, label them appropriately and insert the label in this box

5. Brief description of the state government cash management system

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NB: Obtain supporting documents, label them appropriately and insert the label in this box

6. Current cash position of the government

Cash item (description)	Value (N'bn)	Status

NB: Obtain supporting documents with the breakdown items, label them appropriately and insert the label in this box

7. Domestic debt and utilization.

Year	Total Stock (Position) at Year Begin (N'bn)	Debt Incurred During the Year (N'bn)	Total Stock (Position) at Year End (N'bn))	Reason for change in debt and utilization purpose
2016				

Year	Total Stock (Position) at Year Begin (N'bn)	Debt Incurred During the Year (N'bn)	Total Stock (Position) at Year End (N'bn))	Reason for change in debt and utilization purpose
2017				
2018				
2019				
2020				
2021				
2022				
2023				

NB: Obtain supporting documents with the breakdown items, label them appropriately and insert the label in this box

8. Breakdown of domestic debt (N'bn)

Year	Contractors' Arrears	Commercial Loans	State Bonds	Pension And Gratuity	Govt.-To-Govt.	Salary Arrears And Other Claims	Judgement Debt	Other Liabilities	Total Domestic Debt
2016									
2017									
2018									
2019									
2020									
2021									
2022									
2023									

NB: Obtain supporting documents, such as contractors' information, etc, label them appropriately and insert the label in this box

9. External debt and utilization.

Year	Total Stock (Position) at Year Begin ($'mn))	Debt Incurred During the Year ($'mn))	Total Stock (Position) at Year End ($'mn))	Reason for change in debt and utilization purpose
2016				
2017				
2018				
2019				
2020				
2021				
2022				
2023				

NB: Obtain supporting documents with the breakdown items, label them appropriately and insert the label in this box

10. Any other issues affecting the fiscal position and outlook of the state?

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NB: Obtain supporting documents, label them appropriately and insert the label in this box

PART B: GENERAL POLICY AND SOCIO-POLITICAL ISSUES

11. General economic and state-wide policies, not specific to a particular MDA (cross-MDAs policies)

SN	Policy Name	Objective	Cost	Implementation Status	Outcome	Next Action	Primary Driving MDA(s)

NB: Obtain supporting documents, label them appropriately and insert the label in this box

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12. Size of the State civil service

SN	MDAs	Total Staff	Gender		Cadre					Total Wage bill (N'm)
			Male	Female	Junior	Senior	Management	Senior Mgt.	Executive Mgt.	

NB: Obtain supporting documents, label them appropriately and insert the label in this box

13. State's demographic structure

SN	LGAs	Total Population	Gender		Occupational		
			Male	Female	Primary	Secondary	Tertiary

NB: Obtain supporting documents, label them appropriately and insert the label in this box

14. Description of the State Inter-governmental relationship (between state and federal government and regional integration status)

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NB: Obtain supporting documents, label them appropriately and insert the label in this box

15. Description of the State relationships with donor, bilateral, multilateral etc agencies.

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NB: Obtain supporting documents, label them appropriately and insert the label in this box [   ]

16. Pending legal issues and status

SN	Description of Legal Issue	Current Status	Next Action

NB: Obtain supporting documents, label them appropriately and insert the label in this box

Appendix 3

STATE TRANSITION COMMITTEE
Information Collection Template
Category: Ministries, Departments and Agencies

Name of MDA	SN	Name of MDAs Representatives	Designation

Instruction: Attempt to fill as much of the questions as are available and relevant

PART A: MDAS STATUS

1. Core mandates of the MDA

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NB: Obtain supporting document such as excos approval, law extract, executive order etc, label them appropriately and insert the label in this box

2. Size of the MDA

	Gender Distribution		Cadre Distribution					
Total Staff	Male	Female	Junior	Senior	Management	Senior Mgt.	Executive Mgt.	Total Wage bill (N'm)

NB: Obtain supporting document, label them appropriately and insert the label in this box

3. Departments and Functions within MDA

SN	Departments	Functions

4. Major facilities under the control of the MDA (this includes tangible items and equipment such as properties, buildings - schools, hospitals, farm settlements etc, vehicles)

S/N	Facility Items	Quantity	Status (used, damaged, abandoned, moribund etc)	Utilization of such facilities

S/N	Facility Items	Quantity	Status (used, damaged, abandoned, moribund etc)	Utilization of such facilities
	NB: Obtain supporting documents with detail like date acquired, value, specification etc, label them appropriately and insert the label in this box			

5. Uncompleted capital projects by the MDA

S/N	Capital projects	Status of Implementation (ongoing, abandoned, no longer feasible?)	Reason for non-completion	Other remarks
S/N	Capital projects	Status of Implementation (ongoing, abandoned, no longer feasible?)	Reason for non-completion	Other remarks
NB: Obtain supporting documents, label them appropriately and insert the label in this box				

PART B: MDAS PERFORMANCE

6. Key policies running in the MDA

SN	Policy Name	Objective	Cost	Implementation Status	Result/ Outcome	Next Action
SN	Policy Name	Objective	Cost	Implementation Status	Result/ Outcome	Next Action

NB: Obtain supporting documents, label them appropriately and insert the label in this box

7. Description of existing programmes and projects in the MDA with their implementation status

SN	Programme/Project Name	Objective	Implementation Status	Implementation Partner (private, donor, multilateral, bilateral etc agencies?)	Expected Date of Completion of Programme or Project
SN	Programme/Project Name	Objective	Implementation Status	Implementation Partner (private, donor, multilateral, bilateral etc agencies?)	Expected Date of Completion of Programme or Project
NB: Obtain supporting documents, label them appropriately and insert the label in this box					

8. If revenue-generating, list sources, value and challenges

S/N	Revenue type (sources)	Value (N'mn)								Areas requiring improvement
		2015	2016	2017	2018	2019	2020	2021	2022	
NB: Obtain supporting documents, label them appropriately and insert the label in this box										

9. Basic performance statistics relevant to MDA (e.g student-teacher ratio, patient-bed ratio, etc)

S/N	Statistics Name (units of measurement)	Values								Areas requiring improvement
		2015	2016	2017	2018	2019	2020	2021	2022	
1										
2										
3										
4										
5										
6										
7										
8										
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NB: Obtain supporting documents, label them appropriately and insert the label in this box										

10. Major achievements of the MDA in the last 8 years

S/N	Summary Description of Achievements

PART C: MDAS COLLABORATION AND OTHERS

11. Description of inter-governmental (between state and region; state and federal government) projects, programmes and initiatives running in the MDA

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NB: Obtain supporting documents, label them appropriately and insert the label in this box [   ]

12. Description of the MDAs relationships with donor, bilateral, multilateral etc agencies

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NB: Obtain supporting documents, label them appropriately and insert the label in this box

13. Issues requiring urgent attention in the MDA

SN	Issues in MDA and Cross Cutting Issues

NB: Obtain supporting documents, label them appropriately and insert the label in this box

14. What other important or urgent things to note in the MDA?

SN	Description	Actions Taken/ Status	Next Action/ Recommendation

Appendix 4

STATE TRANSITION COMMITTEE
Information Collection Template
Category: Non-Governmental Stakeholders Group

LIST OF ATTENDEES

SN	Name of Representatives	Designation	Other details

Instruction: Attempt to fill as much of the questions as are available and relevant

PART A: ABOUT THE STAKEHOLDER GROUP

1. Official name (*please include acronyms*)

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2. Contact Address (*please present registered or official Head Office*)

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3. Contact person(s)

SN	Name	Designation	Phone Number	Email

4. Aims and objective

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PART B: RELATIONSHIP WITH MDA

5. MDA you relate with most

S/N	MDA	Mode of relationship	Improvement you want to see in MDAs services

PART C: CONCERNS

6. Issues that are of most concern to you as a group

S/N	Issues	How would you know when this issue is resolved?

7. Issues/ things that are of most concern to you State-wide

S/N	Issues/ Things	Reason

PART D: EXPECTATIONS IN SPECIFIC AREAS

8. Expectations of Infrastructural Development

S/N	Expectation	Reason

9. Expectations of Policies

S/N	Expectation	Reason

10. Expectations of Security

S/N	Expectation	Reason

11. Expectations of Ease of Doing Business

S/N	Expectation	Reason

12. Expectations of Entrepreneurship Development and Employment Generation

S/N	Expectation	Reason

13. Expectations of Participatory Governance

S/N	Expectation	Reason

PART E: OTHERS

14. Description of the role you can play in the administration of the Governor Elect

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15. Appraise the last administration with respect to what concern you most

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16. Administration of the Governor Elect will address your concerns and meet your expectations (tick the relevant box):

We believe ☐   Unsure ☐   We do not believe ☐

Please state your reason(s):

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NB: Obtain supporting document, position papers and list of requests, label them appropriately and insert the label in this box

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Analysts' House, Opp. University of Ibadan 2nd Gate, Ibadan, Nigeria

+234 7037470047

mail.adsr@gmail.com, info@adsrng.com

www.adsrng.com

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