



KADUNA STATE RESIDENTS IDENTITY MANAGEMENT AGENCY

ORGANISATION ALIGNMENT ASSESSMENT REPORT

By

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ACRONYMS

BCG	Boston Consulting Group
ICT	Information and Communication Technology
KII	Key Informant Interview
KADRIMA	Kaduna State Residents Identity Management Agency
MDA	Ministries, Departments and Agencies
MDM	Master Data Management
NIMC	National Identity Management Commission
PBC	Planning and Budget Commission
SATS	Staff Attendance Tracking System
SIPs	Sector Implementation Plans
SWOT	Strengths, Weaknesses, Opportunities and Threats

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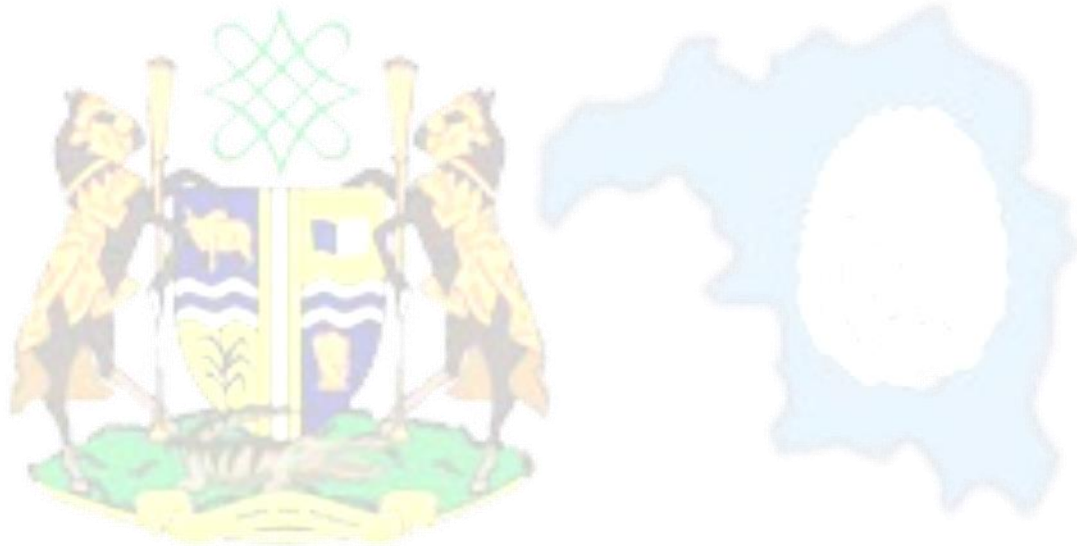
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ABSTRACT

*The McKinsey 7-S Analysis of the Kaduna State Residents Identity Management Agency (KADRIMA) was an assessment executed using a desk study, questionnaire, and SWOT Analysis. Documents were obtained from KADRIMA and ten respondents participated in the questionnaire out of Sixteen participants. There were further interactions with some staff of KADRIMA to obtain their observations and commentaries about the Agency. The data presentation and analysis were supported by an alignment test for each of the 7-S factors against other factors. Based on the outcomes of the 7-S assessment of KADRIMA, it was discovered that **KADRIMA has a Strong Structure and Style, Very good with its Strategy, System and Skill, Good with its Shared Values and Fair with its Staff.** Therefore, recommendations were suggested to enable KADRIMA to align all the 7-S elements within its organisation.*

EXECUTIVE SUMMARY

The Kaduna State Residents Registration Agency (KADSRRA) was established by law on 1st March 2018 and inaugurated on 11th April 2019. The law was repealed in 2021 and replaced by the Kaduna Residents Identity Management Agency (KADRIMA) Law of 2021.

The Agency was established to create a reliable database of all residents in the State to provide useful data for planning, security, demography, social welfare, employment, financial services, education, housing, health, and related matters. KADRIMA has an employee of 16 staff and 510 field staff. Kaduna State has made significant progress on Digital ID with an enrollment figure of 5.6 million statewide coverage out of an estimated 9.46 million residents as at January 2023.

The Agency has a Master Database Management (MDM) system which serves as Kaduna State's Digital Identity Database.

The 7-S analysis of KADRIMA enabled the understanding of the organisation's alignment to the seven elements of McKinsey assessment models. It was observed that KADRIMA has a Strong Structure and Style, Very Good with its Strategy, System and Skill, Good with its Shared Values and Fair with its Staff

Through the assessment, it was discovered that:

1. KADRIMA has a well-defined strategy and corporate documents that guide the actions of the organisation indicating its aspirations and methodology to achieve the aspiration.
2. The Executive Secretary holds a Ph.D. in IT and Operations Management, with technical expertise in business analysis, business strategy, project management, business simulation and information systems development.
3. Management meetings and departmental are regular, and the agency utilises a Staff Attendance Tracking System (SATS) within its organisation.

4. The Agency is full of young vibrant people aged 25-34 who bring zeal and enthusiasm to work.
5. For an agency with core digital skills, it was observed that the agency requires more staff as the current staff are overburdened particularly in the information and data management unit and the monitoring and evaluation unit.
6. There is sufficient Information and Communication Technology (ICT) equipment available for staff use.
7. The Agency has articulated shared values, which if enshrined, align with its strategic vision.

Based on the findings, recommendations were made to improve KADRIMA's alignment with the McKinsey 7-S. some of these include:

1. Carefully employ more people with the right values, competence, and soft skills that will support its growth and development.
2. Investing in training current staff to be technically competent to manage its various mandate and have access to contemporary issues.
3. Continuously track the efforts of the staff, reward excellent efforts, and assist struggling staff to become better.
4. Ensuring continuous management and staff interaction to identify the challenges of the organisation and organically grow the organisation's competence.
5. Imbibing the culture of value-building by ingraining the shared values in the staff and the organisation. This can be achieved through a management reward system, reactions, things management pays attention to, recurrent phrases and posters on the walls.

BACKGROUND TO THE STUDY

Organisations exist for different purposes, including meeting the objectives of external stakeholders, a community or a market segment. Others are formed to engage or utilize collective abilities. Business-oriented organisations are formed to make and maximize profits, and deliver goods and services in the most efficient, cheap, and effective manner.¹ The ultimate goal of every organisation is to make a profit while limiting costs. As an organisation grows, certain contributing factors such as its people, process, product, and target audience also continue to grow and multiply, sometimes becoming complex to manage and handle.

It is therefore important for management and leadership to strategically make efforts to remain on track to achieve its vision while still maintaining standards and value. To achieve this, they must ensure that all elements of the business are in sync and will guarantee a win in the market and adjust to the demands of growth and the dynamism of work life.

Organisations use a range of performance improvement interventions to enhance their business. Internal factors such as people and processes are continuously developed to optimize business performance. External operating factors such as the market environment shared industry space, and globalisation also impact the success and survival of organisations. Put together, the external and internal factors drive organisations to continuously change, adapt and improve.² Organisations are dynamic systems and like all other systems, they function best, when their component is designed to work together smoothly and efficiently.

¹ Bider, Ilia & Johannesson, Paul & Perjons, Erik. (2002). Goal-Oriented Patterns for Business Processes..

² Iagaraja, Meera, Kevin Rose, Brad Shuck, and Matt Bergman. (2015) "Unpacking Organisational Alignment: The View from Theory and Practice." Journal of Organisational Learning and Leadership 13(1): 18-31.

Any change we introduce into the organisation, then, must be aligned to fit the existing system or must modify the system to accept change.³

The combination of an organisation's capability to achieve its goals and the results based on the capability to achieve is called organisational effectiveness. Organisational effectiveness refers to the efficiency and capability of an organisation to realise its vision and goals, and it is one of the indicators to evaluate the development and vitality of the organisation.⁴ There are different method of analysing organisation effectiveness which includes, the six-box model, the balanced scorecard, the Boston Consulting Group (BCG) matrix, Strength, Weakness, Opportunities and Threat (SWOT) analysis, and the McKinsey 7s Model, which is one of the popular methods and our focus of study.

The McKinsey 7-S framework was developed by Tom Peters and Robert Waterman at McKinsey & Company. It argues that organisational effectiveness involves more than simply putting in place the right command and control structure to coordinate the delivery of an organisation's strategy. Instead, the framework maps a constellation of seven interacting factors that are key to helping people function effectively together, to achieve a high-performance organisation.⁵

Understanding The McKinsey 7S Model

The McKinsey 7S Model refers to a tool that analyses a company's "organisational design." The goal of the model is to depict how effectiveness can be achieved in an organisation through the interactions of seven key elements – Structure, Strategy, Skill, System, Shared Values, Style, and Staff.⁶ The focus of the McKinsey 7s Model lies in the interconnectedness of the elements that are categorised by "Soft

³ Tosti, Donald & Jackson, Stephanie. (2000). Organizational Alignment.

⁴ Yunfei X., Jian Z., Qifeng F., Han W., Dan W., Bingxin Z., and Youzi W., (2022) The Theory and Method of Organisational Effectiveness Evaluation.

⁵<https://www.cgma.org/resources/tools/cost-transformation-model/mckinsey-framework>.

⁶<https://corporatefinanceinstitute.com/resources/management/mckinsey-7s-model/>

Ss” and “Hard Ss” – implying that a domino effect exists when changing one element to maintain an effective balance. ⁷ It is believed Hard Ss; Strategy, Structure, and Systems are easier to change than their counterparts. This is true because leaders often begin change efforts by altering one or more of the hard S's. On the other hand, the "softer S's" are harder to change directly, and usually take a longer time.

Table 1: Hards and Softs Categorisation

HARD S	SOFT S
Strategy	Style
Structure	Staff
System	Skill
	Shared Value

Strategy

Strategy is a plan developed by an organisation to achieve sustained competitive advantage and successfully compete in the market. It consists of a set of decisions and action steps that need to be taken in response to changes in the company’s external environment which includes its customers and competitors. Strategy in a public service organisation differs from the private sector, though both are inclined towards achieving their distinct objectives. In general, a sound strategy is one that’s clearly articulated, long-term, helps to achieve competitive advantage and is reinforced by a strong vision, mission and values. For public and/ or impact-

⁷ Mckinsey 7-s framework (2020) "making every part of your organization work in harmony" <https://www.tss-adv.com/blog-details/7sframework/13>

driven sector organisations, strategy is the actions or programs that will be executed to achieve the goals or targets of the organisation in the most cost-effective manner.

It is, however, hard to tell if such a strategy is well-aligned with other elements when analysed alone. In McKinsey 7S Model, a well-aligned strategy means it is aligned with the other six elements hence it is important to check if your strategy is aligned with other elements. For example, a short-term strategy is usually a poor choice for a company but if it is aligned with the other 6 elements, then it may provide strong results.⁸ An effective strategy involves finding external opportunities and developing the necessary resources and capabilities to convert the environmental changes into sources of new competitive advantage.

Structure

Structure or organisational structure refers to a clear chain of command to avoid chaos & confusion. Structure is a simple yet crucial element as it creates a sense of employee accountability within the organisation.⁹ It is the chain of command and accountability relationships that form its organisational chart. It represents how the different units and divisions of the company are organised, who reports to whom and the division and integration of tasks. The structure of a company could be hierarchical or flat, centralised or decentralised, autonomous or outsourced, or specialised or integrated. Compared to most other elements, this one is more visible and easier to change.

There are four types of structure, namely; (see Appendix I: Types of Organisation Structures).

- Functional
- Divisional

⁸ <https://corporatefinanceinstitute.com/resources/management/mckinsey-7s-model/>

⁹ Priyanka Malik (2022), The McKinsey 7-S Model Framework, Explained

- Matrix and
 - Network.
- i. Functional structure is the most popular form of structure. Here, the individual is placed in charge of each function or major activity that must be accomplished for the organisation to carry out its business.¹⁰ This is the ideal start of the structural design of a company. As it grows bigger and wider, the structure may then improve into other forms to fit its demands. This type of structure excels when the organisation is small and in a relatively stable environment with less coordination across functions.
 - ii. Divisional Structure is the segmentation of different functions into groups which may be defined by geography, product, or market segmentation. In this structure, each division has a variety of functions and teams needed to succeed. Thus, this structure enables divisions to react faster to threats and leverage opportunities. Yet, it may result in a loss of economies of scale, higher cost of management and possible confusion and market dissatisfaction.
 - iii. Matrix Structure is a combination of both functional and divisional structures operating simultaneously. The structure enables divisional and functional managers with equal authority and employees to report to both within the organisation. Matrix structures often generate high levels of conflict and ambiguity, due to an unclear chain of command and control, hence the need to build mutual trust, respect, expectations, and influence by managers for it to be successful.
 - iv. Network Structures are used in organisations that have existed and gained prominence and reverence over time. This structure allows organisations to assign employees to projects and transfer them from one project to another. Workers are usually generalists and can adapt to different industries.

¹⁰ Organisational Alignment (1996). 7s Model Havard Business School

Systems

Systems refer to the business and technical infrastructure of the company that establishes workflows and the chain of decision-making. It involves the primary and secondary activities that are part of the company's daily functioning. Systems include core processes such as product development and support activities such as human resources, planning and budgeting, resource allocation, information sharing system and distribution systems, etc. This element simply focuses on the available techniques that enable work processes. Systems typically look at the software and hardware of workflow.

Staff

The most valuable strategic asset of an organisation is its staff or human resources. The Staff element is concerned with what type and how many employees an organisation will need and how they will be recruited, trained, motivated and rewarded.¹¹ Staffing also includes the analysis of the knowledge and competency gaps, the number of employees available vis a vis the required number, how the employees are cared for and how they are nurtured to excel in their careers.

Skills

Skills are the abilities that an organisation's employees perform very well. They also include capabilities and competencies that enable their employees to achieve the objective of an organisation. They are the skill set and capabilities of the organisation's human resources. Core competencies or skills of employees are intangible when considered separately but when combined form a major role in attaining sustainable competitive advantage. Skills range from customer service, technology advancement and innovation. The dynamism of this element is usually

¹¹ Ovidijus Jurevicius, (2022) McKinsey 7S Model, Strategic Management Insights.

dependent on whether the company continues to see opportunity in their institutional skill and would change if that skill does match current market realities.

Style

This represents the way the company is managed by top-level managers, how they interact, what actions they take and their symbolic value. In other words, it is the management style of the company's leaders. The attitude of senior employees in a company establishes a code of conduct through their ways of interactions and symbolic decision-making, which forms the management style of its leaders. It includes the actions they take, the way they behave, and how they interact.

Shared Values

Shared values are the norms and standards that guide employee behaviour and company actions and thus, are the foundation of every organisation. They are often unwritten norms and values that the organisation hold dearly. The mission, objectives, and values form the foundation of every organisation and play an important role in aligning all key elements to maintain an effective organisational design. Shared values are also referred to as superordinate goals and are the element that is at the core of the model. It is the collective value system that is central to the organisational culture and represents the company's standards and norms, attitudes, and beliefs. It is regarded as the organisation's most fundamental building block that provides a foundation for the other six elements. Shared values are shown in communication, and relationship and highlight what is more important to the people in the organisation.

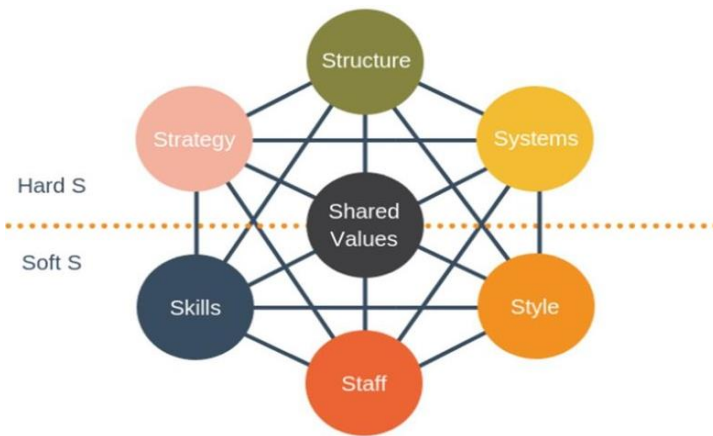
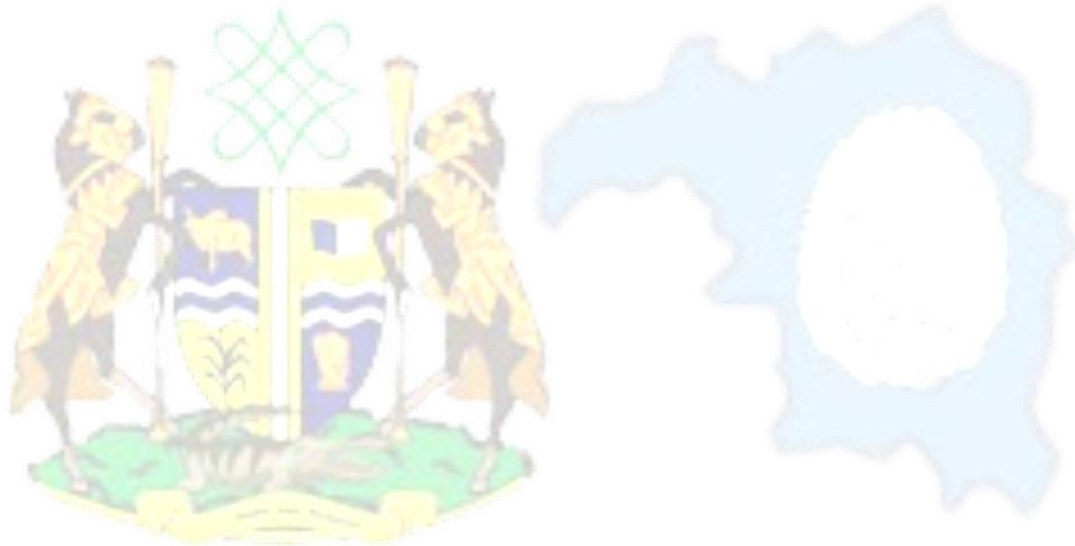


Figure 1 The McKinsey's: Hard and Soft Ss curled from <https://corporatefinanceinstitute.com>



METHODOLOGY

Applying McKinsey 7S Model Assessments.

The goal of this 7S Model Analysis of the Kaduna State Residents Identity Management Agency was to understand the organisational effectiveness and alignment to strategic goals and objectives of the organisation and establish and /or maintain standards within the organisation and help stakeholders adjust accordingly.

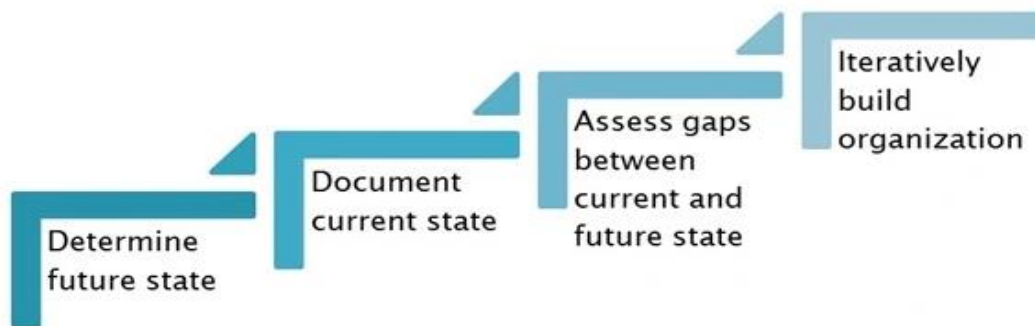


Figure 2: McKinsey Approach to understanding the desired change.

With the planned change, the destination or future state should be understood first. This knowledge gives perspective. Having a future state vision allows one to gauge progress, and set targets, and milestones to achieve. Once the future state is known, the current state can be documented to show a comparison. This makes it clear what can be leveraged, where the current strengths are, and where there are areas to build or holes to fill. The gap analysis leads to steps to build upon.

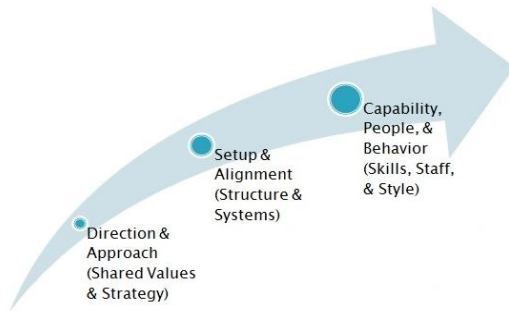
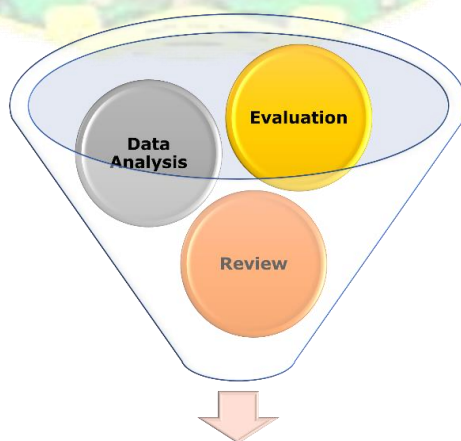


Figure 3: Progressing the Organisation

The assessment was executed by:

1. Studying the available documents at the KADRIMA documents and other available sources of information about the organisation.
2. Administration of questionnaires and Key Informant Interviews (KII) where necessary.
3. Evaluation of KADRIMA's Strengths, Weaknesses, Opportunities and Threats (SWOT).
4. Data Analysis and factoring of the following Strategy, Structure, Systems, Staff, Skills, Style, and Shared values.



7S Model Assessment Report

Figure 4: 7S Model Analysis Methodology

OVERVIEW: THE KADUNA STATE RESIDENTS' IDENTITY MANAGEMENT AGENCY

On the 1st day of March 2018, the Kaduna State Government under the leadership of Malam Nasir Ahmed El-Rufai established the Kaduna State Residents Registration Agency Law, which is Law No 16, 2018. This was repealed by the Kaduna Residents Identity Management Agency of April 2021 Law No 7, 2021.

KADRIMA was created with the mandate of creating a reliable database of all Residents in the State to provide useful data for planning, security, social welfare, employment, financial services, housing, demography, education, health, and related matters. The Agency works with the National Identity Management Commission (NIMC) to foster the orderly development of an Identity Sector to build a modern Identity Management System for Nigeria while specifically expediting enrolment in Kaduna State.

Kaduna State has made significant progress on Digital ID with an enrollment figure of 5.6 million statewide coverage out of an estimated 9.4 million residents as at January 2023. The Agency has a Master Database Management (MDM) system which serves as Kaduna State's Digital Identity Database.

The Agency has two departments namely:

1. Corporate Services
2. Operations Department

KADRIMA'S Office

Location: Muhammadu Buhari Way, Kaduna State, Nigeria.

Website: kadrima.kdsg.gov.ng/

Google Map: <https://goo.gl/maps/hTZXm4CASHQEN7uf9>

Contact Centre: +2349 129 977 2381

Email: KADRIMA@kdsg.gov.ng

Twitter: [@KDSG_KADRIMA](https://twitter.com/KDSG_KADRIMA)

Facebook: www.facebook.com/KADRIMAKaduna

General Corporate Information

Vision:

To be an effective Agency for the generation of up-to-date and reliable data of all residents in Kaduna State for effective planning, development and service delivery in the State.

Mission

To provide a secure and accurate resident identity database for all residents of Kaduna State for service delivery, effective governance, and effective planning and development of the State while protecting residents' data and ensuring their data privacy.

Organisational Mandate

The Kaduna State Residents Identity Management Agency (KADRIMA) Law, 2021 section 5 mandated the agency with the following functions:

1. Create a reliable database of all residents in the State to provide useful data for planning, security, social welfare, employment, financial services, housing, demography, education, health and related matters.
2. Establish the relevant infrastructure for the creation of a residents' information database for every resident of the State with a view to:

- i. producing residency cards for all qualified residents of the State.
 - ii. ensuring easy identification of residents.
3. Produce guidelines for biometric data to be contained in the registration form.
 4. Advise the government on the mode of collecting residents' data from the public.

Core Values

Integrity: Being honest, transparent, and accountable in all of our actions. Providing an accurate record of all residents in Kaduna State is at the core of our work. Our staff are well-trained, motivated, and committed to the principles of confidentiality and integrity. We put all measures in place to prevent data loss by having an effective backups and disaster recovery plans.

Reliability: A reliable database is the core of an organisation's information system as they often form the basis of strategic business decisions. We aim to create a database that is up-to-date, reliable, safe, and available at all times of use. Our staff are also active, responsive and responsible in the discharge of their duties.

Teamwork: Teamwork is indispensable in accomplishing the vision of any organisation. Through collaborative efforts and cooperation, we work together with cohesion between ourselves and with other state MDAs to achieve the set goals and objectives of the Kaduna Residents Identity Management Agency.

Collaboration: We value shared responsibilities, and we are open to learning from cross-sectoral fields. We interact effectively with relevant state, national, and international stakeholders to achieve our mandate.

Inclusion: We are committed to promoting diversity, equity and accessibility by registering all residents of Kaduna State irrespective of ethnicity, religious

identity, origin, or disabilities. Our work is dynamic to provide and accommodate everyone to have access to government services.

Unity: Peace and unity can be enjoyed only when there is equality, equity, and justice. We strive to foster unity as this is crucial to development. Having a database with records of residents’ population, location, education, and means of livelihood will help in the just allocation of resources to cater for healthcare, social welfare, education, financial inclusion, agriculture, infrastructure, etc.

KADRIMA Organogram

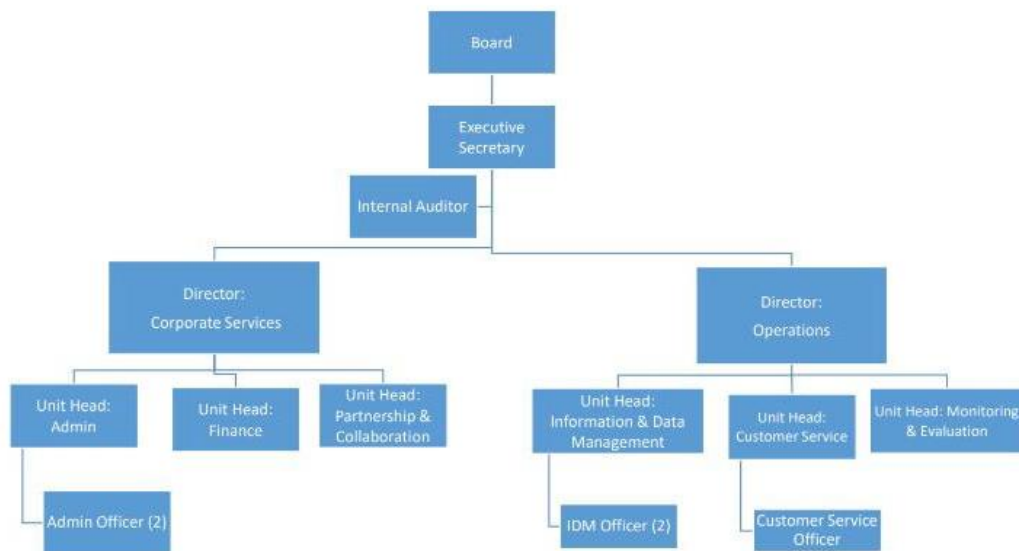


Figure 5: KADRIMA's Organogram Source: KADRIMA Corporate plan

KADRIMA has a hierarchical structure with the Honorable Commissioner, Planning and Budget as the Chair of the Governing Board. The Executive Secretary (ES), is supported by a Secretary and an Internal Auditor is attached to the office of the ES. The Director of Corporate Services and Operations reports directly to the ES. The organogram is structured around the Functional Structure pattern, but in reality, the entire organisation operates a Network structure pattern.

KADRIMA Staff

There are Sixteen (16) staff in the Agency, Twelve (12) Males and Four (4) Females. There is currently no female member in the Management Team. The team is, however, made up of diverse young individuals between the ages of 25-34. (See Appendix II). Also, an analysis of the staff qualifications revealed that KADRIMA has one (1) PhD holder, Seven (7) Master (or its equivalent) holders and Six (6) degree holders. (see Figure 6 below). There are about 510 Adhoc Staff that work in the field in charge of registration in all 23 LGAs of Kaduna State.

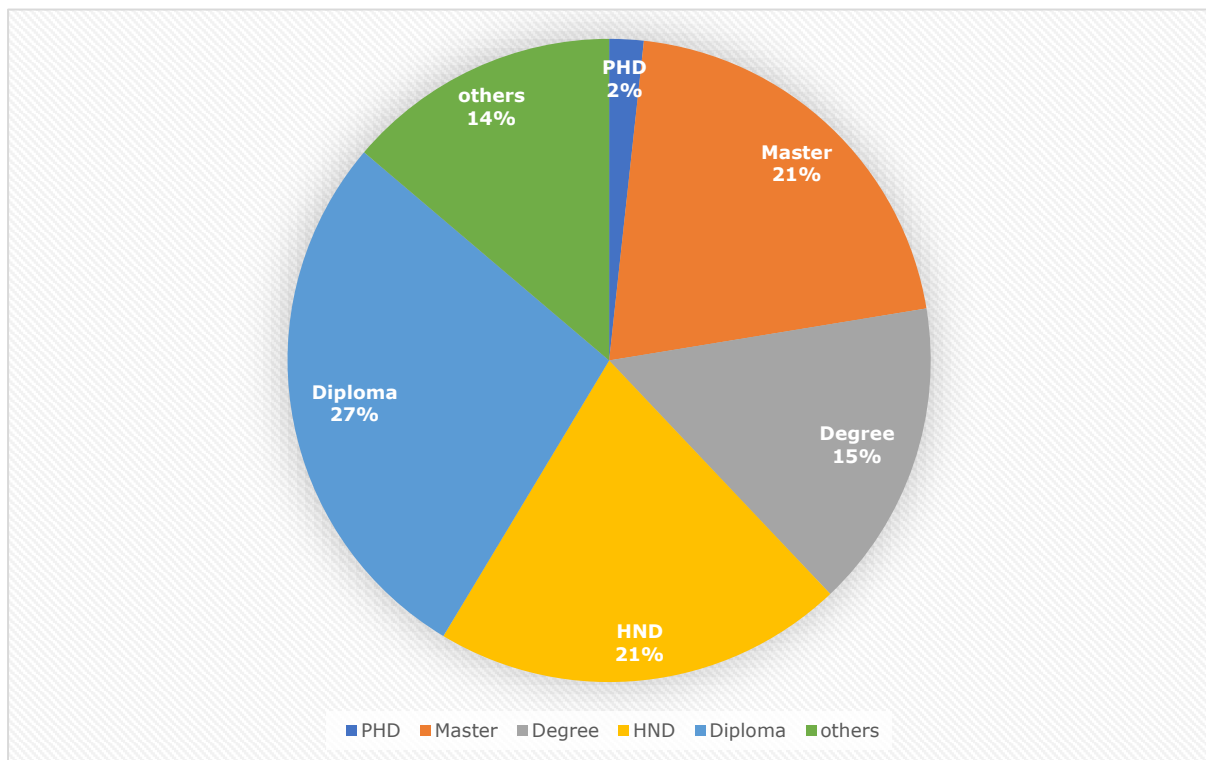


Figure 6: KADRIMA Staff Qualifications Demography

FINDINGS: DATA ANALYSIS AND PRESENTATION

As indicated in Figure 7 below, KADRIMA has a Strong Structure and Style, Very good with its Strategy, System and Skill, Good with its Shared Values and Fair with its Staff.

This was realised upon administering of questionnaire, key informant interviews and desk study to analyse the seven factors of the McKinsey 7-S Model Analysis in the organisation.

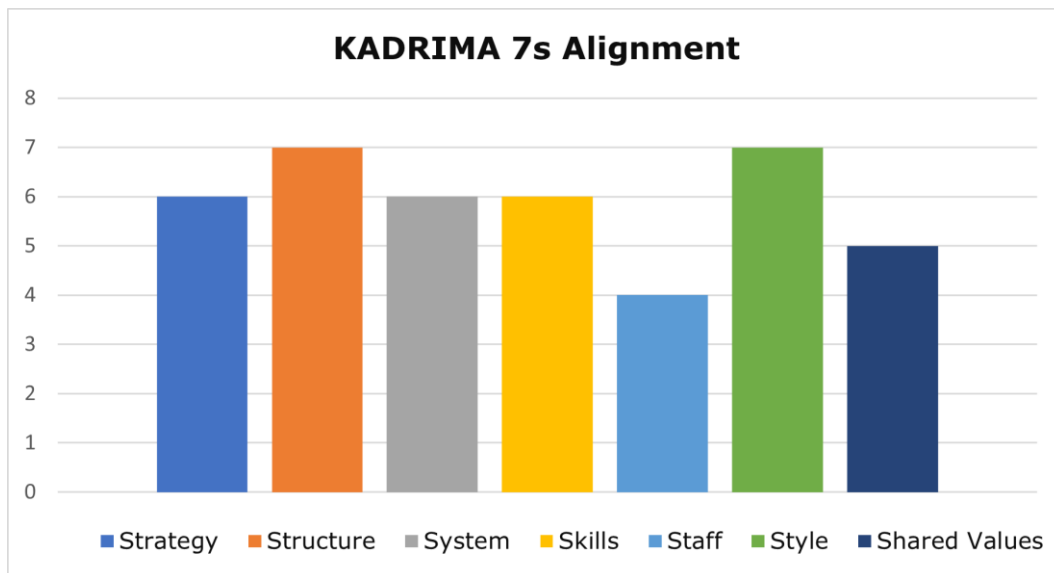


Figure 7: Chart of KADRIMA Alignment to the McKinsey 7S Model

As indicated in Table 2 below, each factor was analysed on their specific alignment to other components the total value point obtainable is 7. Structure and Style Scored 7, Strategy, Systems and Skills scored 6, Shared Values scored 5, and Staff scored 4. This indicates how each specific factor aligns with other factors. (Please see Appendix III for detailed analysis).

Table 2: Analysis of KADRIMA 7-S Alignment

Factors	Strategy	Structure	Systems	Skills	Staff	Style	Shared	
							Values	Total
Strategy	1	1	1	1	0	1	1	6
Structure	1	1	1	1	1	1	1	7
Systems	1	1	1	0	1	1	1	6
Skills	1	1	1	1	0	1	1	6
Staff	1	0	1	0	1	1	0	4
Style	1	1	1	1	1	1	1	7
Shared Values	1	1	1	0	0	1	1	5

Strategy

KADRIMA is committed to utilising technology to facilitate its services. It has a robust structure for people management to deliver its mandates using digital tools. It has developed multiple frameworks as a strategic way of edging ahead of other agencies and providing its services in the most reputable manner for the citizens. KADRIMA also collaborates with other MDAs to achieve its mandates.

Structure

From the organisation's organogram and responses from the administered questionnaire, KADRIMA runs a Networked structure where the agency is broken down into small independent but interrelated teams or units. This structure

allows the agency to assign employees to projects and transfer them from one project to another.

There are only 2 departments in the Agency and decision-making is centralised, top-bottom. Each department performs specific, distinctive functions although, they work in sync and work together when needed.

System

There is a Staff Attendance Tracking System (SATS) in the agency which is responsible for tracking punctuality and the closing hours of staff. The SATS uses the biodata of staff to record attendance and has been very effective. There is also a performance reward system used to assess the staff and reward them accordingly.

The agency operates under the civil service rules where there are channels of communication, a hierarchy of leadership; passing of responsibilities; reward and compensation, through promotional exams; planning, monitoring and evaluation; and budgeting and auditing, among others. However, Agency is leveraging technology in improving its processes and system and has developed internal rules that enable it to work effectively.

Staff

The agency is involved in the recruitment and selection of its staff and 71.1 per cent of the respondents agree that training in the agency is need-based. 62.5 per cent responded that there is a need for more staff and 33.3 per cent agreed that the agency is conducive for personnel growth and they are satisfied while 33.3 per cent agreed that it can be improved with 22.2 per cent being indifferent.

Skills

The agency is good at creating and managing a reliable database for Kaduna residents. Staff at KADRIMA are digitally savvy and this improves the quality of

their work. The use of ICT in KADRIMA enables the team to collaborate in real-time and eliminates the use of paper. 37.5 per cent of the respondents agreed that there are skill gaps in the agency and 55.6 per cent are satisfied with their jobs.

Style

The management style at KADRIMA is typical of public service leadership on paper, with a top-bottom, vertical and centralised decision-making style. However, in reality, it's an open-door leadership, with a focus on result delivery. 62.5 per cent of respondents agreed that personnel inputs are valued during decision-making, and 62.5 per cent agreed that management rewards behaviours, tasks and deliverables. There is a friendly working relationship, staff members are supportive of managements decision and they are cooperative rather than competitive.

Shared Values

From the respondents, there seems to be inconsistency in the shared values of KADRIMA. The major shared value mentioned by respondents includes unity, inclusion, teamwork, integrity and collaboration.

SWOT Analysis

Table 3: SWOT Analysis Outcomes

S/N	Strengths	How to Harness
1	Digitised systems	Ensure continual use of digital systems for a seamless and robust strategy for systems and procedures which effectively and efficiently improves the quality of work.
2	Government Support/ Stakeholders Buy-ins	<ol style="list-style-type: none"> 1. The Kaduna State Development Plan 2021-2025 is “Towards a Knowledge-Based Economy” and KADRIMA forms the foundation for the achievement of a knowledge-based economy. All MDAs will be working on their Sector Implementation Plans (SIPs) to fit into these themes. Therefore, an opportunity to leverage support from the administration. 2. Collaborate with MDAs to boost the enrollment of Residents.
3	Staff Experience and Expertise	Ensure the team is equipped with adequate skill sets and kept motivated to further the ambition of the organisation
4.	e-Governance	Leverage the Digital Strategy of the People and Government of Kaduna State and the National Digital Economy Policy and Strategy (NDEPS).

S/n	Weaknesses	How to Counter
1	Limited Staff Strenght	<p>1. Ensure staff with technical skillsets are employed and motivated to work.</p> <p>2. Encourage current staff with capabilities to learn new skills, provide training support and facilitate structured growth</p>
2	Technical Capabilities	Create a culture of optimum performance and professionalism to prevent public bias on government-owned entities.
S/n	Opportunities	How to Exploit
1	Access to Funding	Expand advocacy, reach, and impact by leveraging funding opportunities, particularly from development agencies.
2	Revenue generation	State-wide adoption of the Master Data Management (MDM) System and dependency on the MDM serves as an avenue for revenue generation.
3	Capacity Building	Intervention by development partners to train and build capacity.
S/n	Threats	How to Mitigate
1	Staff Negligence	Develop a system that encourages and rewards hard work, frowns at carelessness and promotes the dignity of labour.

OBSERVATIONS/ RECOMMENDATIONS

Strategy

KADRIMA has well-defined processes and documents for operational guidelines. The strategy of the agency is to create a reliable database of all residents in the State, which seems to fit the current structure, where decisions are made centrally. KADRIMA is an ICT 100 per cent compliance agency with a full focus on integrating every MDA into the Master Data Management (MDM) system. Its collaboration with other MDAs facilitates the achievement of its strategy.

Structure

With only 2 departments in the Agency, coordination is easy and decision-making is centralised, top-bottom. Each department performs specific, distinctive functions although, and works together when needed. The unit heads report to the director, who in turn reports to the Executive Secretary. There is also an internal auditor who reports to the Executive Secretary.

System

KADRIMA utilises its Staff Attendance Tracking System (SATS) which is highly effective in tracking the attendance and movement of staff. Furthermore, the performance evaluation system used to evaluate staff is highly commendable. However, there is a need for a disciplinary system to help keep staff in check.

Staff

KADRIMA has a diverse team of young people between the ages of 25-34 with an average working experience of 6-10 years and a majority of the staff have a Master's degree. However, there are limited staff at the agency required to implement the vision, mission and mandates of the agency. There is a need for more staff and capacity-building of staff.

Skill

The agency's core skill is digital identity. Creating a reliable database of all residents of Kaduna State and the use of ICT is fully integrated into the agency. The ES holds a PhD in IT and Operations Management, with technical expertise in business analysis, business strategy, project management, business simulation and information systems development. Similarly, the Director of Operations holds an MSc in Computer and Network Security. These experiences and support staff enable the effective running of the agency.

Style

The management style currently fits its system, structure and strategy. In addition to the Management and departmental meetings, there is a need for a general meeting to ensure an inclusive goal and synergy among the various departments. There is an internal reward system different from the civil service reward (promotion), which motivates and improves the mindset of staff to meet up with the demands of the agency.

Shared Values

The agency has a strong set of values which needs to be imbibed in the working culture of the environment. There should be placards and boards at strategic locations within the agency with these shared values to serve as a constant reminder of the very values the agency holds dear.

CONCLUSION

The McKinsey 7s framework is often used to align an organisation to its organisational design and effectiveness using the seven elements; Strategy, Structure, Systems, Skills, Staff, Style and Shared values. These seven elements are dynamic and they change constantly. A change in one element always has effects on the other elements.

Therefore, there should be a continuous review of each area to keep the organisation in alignment.

The analysis of the organisation Alignment of the Kaduna Residents Identity Management Agency reveals that:

1. The Agency has a focused strategy that, if properly aligned with its staffing needs, will improve growth and development.
2. The agency has a good system and structure through which it interfaces with other agencies etc. however, its human capital and skills need to be improved by leveraging training and technology.
3. There are opportunities for revenue generation in the long run.

Based on this analysis, it is suggested that KADRIMA should:

1. Recruit more staff to reduce the overburdened staff and invest in training the current staff to increase technical capabilities, competent to manage its various mandates.
2. Ingraining the shared values in the staff and the organisation by imbibing the culture of value-building. This can be achieved through a management reward system, recurrent phrases during meetings and routing check-in during programs and seminars.
3. Ensure management and staff members interact more, to identify the challenges of the organisation and organically grow the skills of the organisation.

4. Explore opportunities for generating revenue from the MDM.
5. Have a disciplinary system to keep staff in check.



END NOTE

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APPENDICES

Appendix I: Types of Organisation Structures

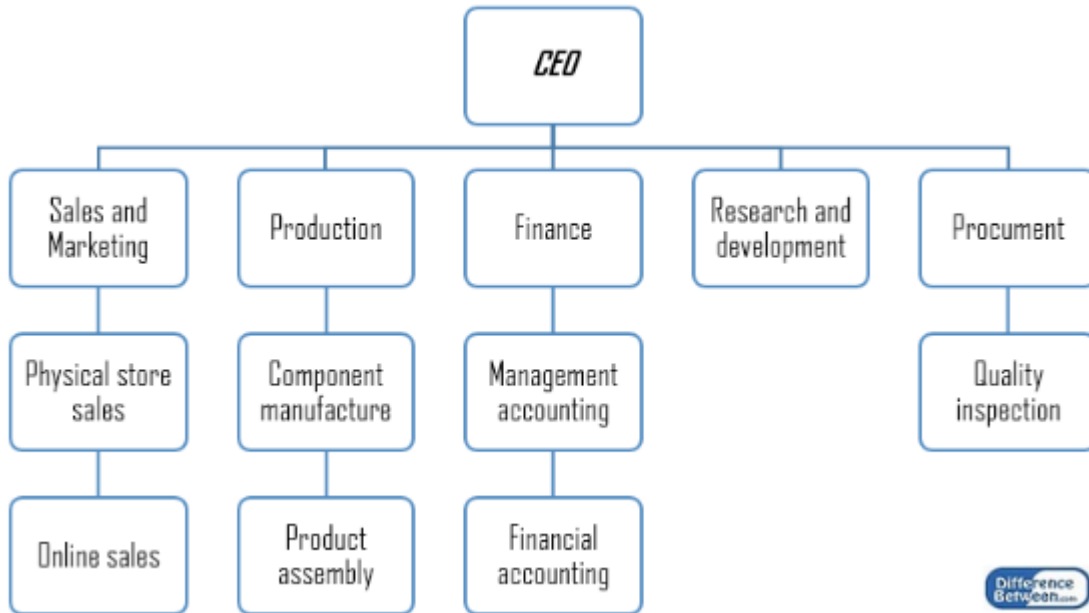


Figure 8: Functional Organisational Structure. Source: Differencebetween.com



Figure 9: Divisional Structure. Source: Graycampus.com

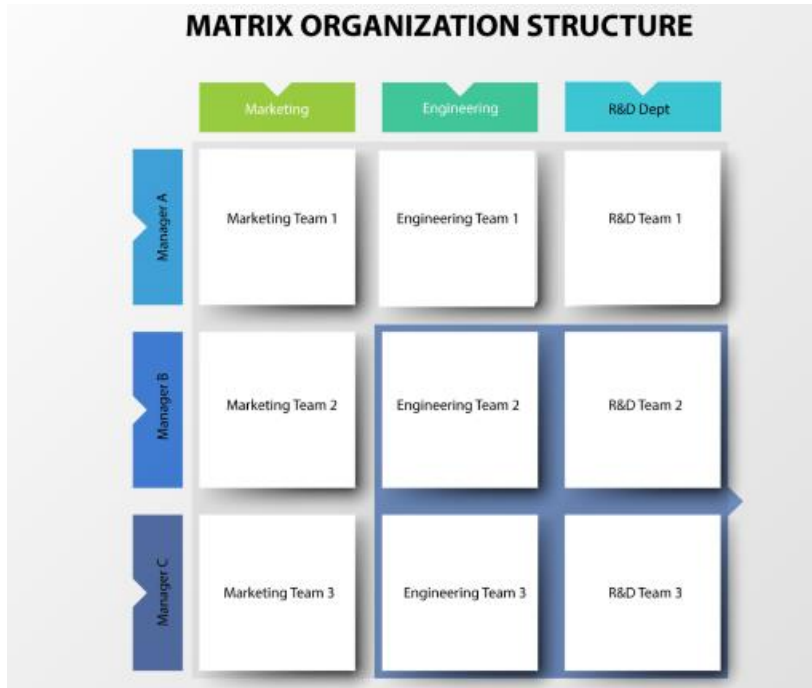


Figure 10: Matrix Organisational Structure. Source:ntaskmanager.com/

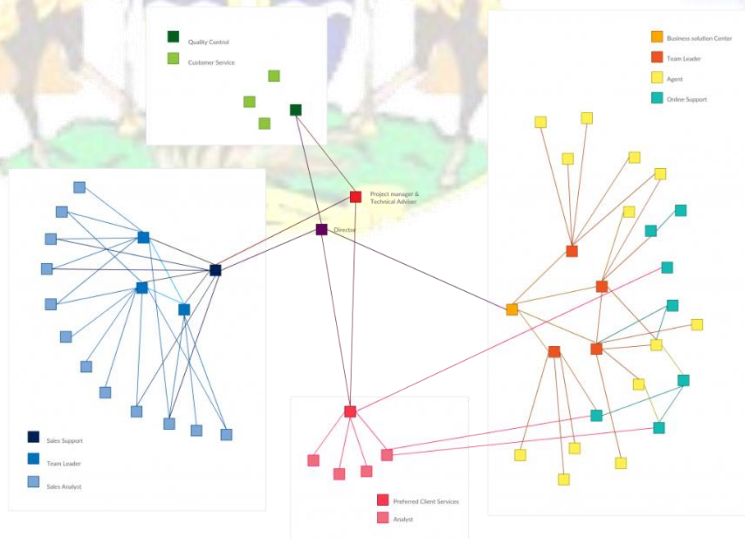


Figure 11: Network Organisational Structure. Source:creately.com

Appendix ii: Result of analysis from the questionnaire

Age

10 responses

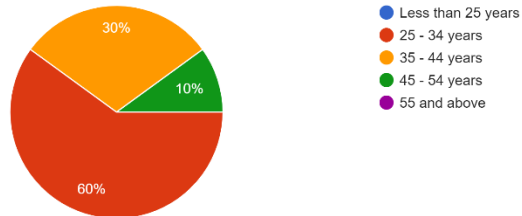


Figure 12: Age demography of KADRIMA Staff

Highest Level of Education

10 responses

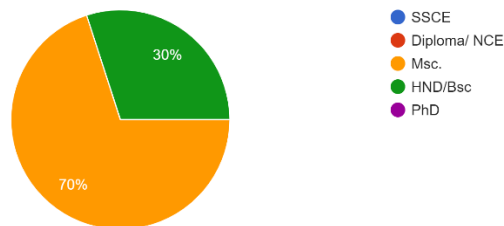


Figure 13: Level of Education

Working Experience

10 responses

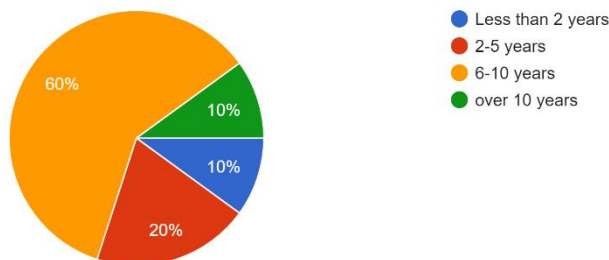


Figure 14: Working Experience of KADRIMA Staff

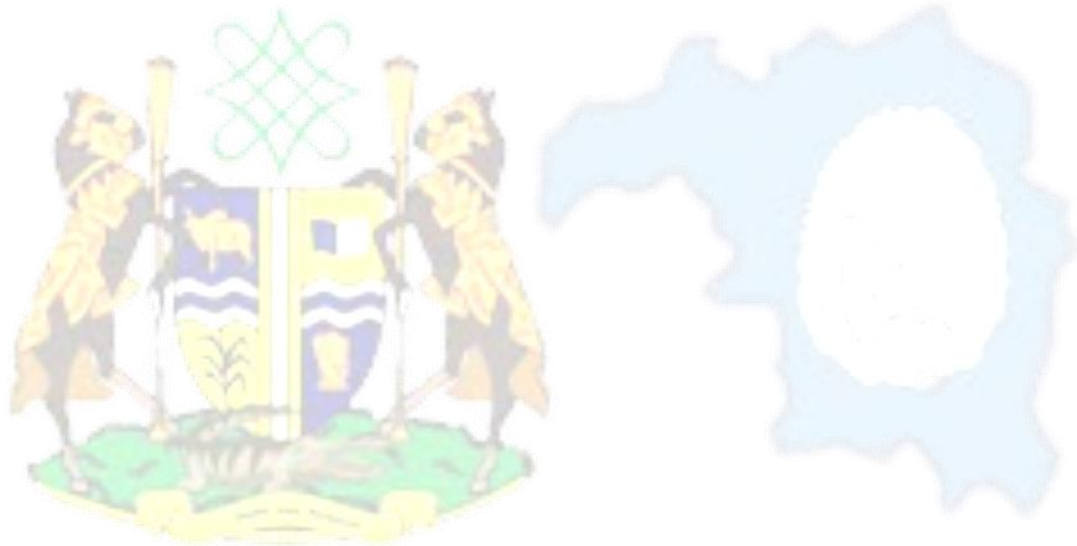
Appendix III: Detailed Analysis of 7-S Alignment of KADRIMA

Strategy		
Factor	Description	Alignm ent
Strategy	Does the evident observed Strategy align with the stated organisation Strategy?	Yes
Structure	Does the Structure available fit the current strategy?	Yes
System	Is the available system fit for the organisation's strategy	Yes
Skill	Is the organisation's core skill (competence) aligning with the organisation's strategy?	Yes
Staff	Do the staff strength support and aid the achievement of the organisation's strategy?	No
Style	Does the management style aligned with the organisation's current strategy?	Yes
Shared Value	Does the organisation's shared values align with its strategy?	Yes
Structure		
Factor	Description	Alignm ent
Strategy	Does the observed Strategy align with the stated organisation Structure?	Yes
Structure	Is the structure observed the same as the one stated on the organogram?	Yes
System	Is the available system fit for the organisation's structure?	Yes
Skill	Does the current structure support the organisation's skills?	Yes
Staff	Does the staffing policy align with the organisation's structure?	Yes
Style	Does the management style aligned with the organisation's structure?	Yes

Shared Value	Do the organisation's shared values fit the structure?	Yes
System		
Factor	Description	Alignm ent
Strategy	Does the organisation's strategy conform with the various systems?	Yes
Structure	Is the current structure a fit for the available systems?	Yes
System	Does the observed system align with the anticipated system?	Yes
Skill	Do the current skills enables the achievement of the organisation's systems?	No
Staff	Does the staffing policy align with the organisation's system?	Yes
Style	Does the management style align with the organisation's system?	Yes
Shared Value	Do the shared values align with the organisation's system?	Yes
Skill		
Factor	Description	Alignm ent
Strategy	Does the organisation's strategy align with the available skills?	Yes
Structure	Is the available structure a fit for the current skill?	Yes
System	Is the available system a fit for the current skill?	Yes
Skill	Do the current skills match the envisaged skill for the organisation?	Yes
Staff	Does the current staff strengthen the organisation's skills?	No
Style	Does the management style align with the organisation's skills?	Yes
Shared Value	Do the shared values align with the organisation's skills?	Yes

Staff		
Factor	Description	Alignm ent
Strategy	Does the organisation's strategy help the available staff?	Yes
Structure	Is the organisation structure a fit for the current staff?	No
System	Is the organisation system a fit for the available staff?	Yes
Skill	Does the organisation's skill support the staff's strength?	No
Staff	Does the current staffing culture align with the anticipated staffing?	Yes
Style	Does the management style benefit the current staff?	Yes
Shared Value	Is the shared values well known and strengthen the staff?	No
Style		
Factor	Description	Alignm ent
Strategy	Does the available strategy support the organisation's style?	Yes
Structure	Does the available structure support the organisation's style?	Yes
System	Does the available system support the organisation's style?	Yes
Skill	Does the current skill match the current organisation's style?	Yes
Staff	Is the current staff a fit for the current organisation style?	Yes
Style	Does the current style equate to the desired style?	Yes
Shared Value	Does the available shared value support the organisation's style?	Yes
Shared Value		
Factor	Description	Alignm ent
Strategy	Is the available strategy a fit for the current shared value?	Yes

Structure	Is the available structure a fit for the current shared value?	Yes
System	Is the available system a fit for the current shared value?	Yes
Skill	Do the current skills strengthen the current shared values?	No
Staff	Does the current staff strengthen the current shared values?	No
Style	Does the management style align with the organisation's shared values?	Yes
Shared Value	Are the current shared values aligned with envisaged shared values?	Yes



Appendix IV: List of Requested Documents

S/ N	Document Requested	Document Received	Remarks
1.	Organisation Corporate Plan	KDSG KADRIMA Corporate Plan	Utilised
2.	Employee Manual or Detail of Employees	Staff List	Utilised
3.	CV of Management Team	Not received	Not Utilised
4.	Law Establishing the Agency	KADRIMA Law	Utilised
5.	Action Plan or any Plan Available	Corporate Strategy Plan	Utilised
6.	Any other Available Relevant Document		

Appendix V: List of KADRIMA Staff

Main Staff

S/N	Full Name	Qualification at point of Entry	Cadre at Point of Entry	Duty Station MDA description	Employment Status	Job Title	Gender	GL/Step	Highest Qual.	Date of First Appt.
1	Zayyad Danlami Tsiga	Ph.D.	Special Assistant	KADRIMA	Political	Executive Secretary	Male	C18.03	Ph.D.	1/14/20
2	Muhammed Jibrin Bamalli	M.A	Special Assistant	KADRIMA	Civil Servant	Director Corporate Service	Male	GL.13-02	M.A	9/25/20
3	Umar Abubakar	BSc Economics	Planning Officer	KADRIMA	Civil Servant	Planning Officer	Male	GL8	BSc Economics	6/8/22
4	Abbas Yusuf Yerima	Master's Degree	Chief Program Analyst	KADRIMA	Civil Servant	Director Operations	Male	GL13	Master's Degree	6/8/22
5	Yaseer Ismail Kugu	BSc.	Admin Officer	KADRIMA	Civil Servant	Admin Officer II	Male	GL8	BSc.	6/8/22
6	Solomon Kumai Ngu	MSc ACCOUNTING AND FIN	Senior Accountant	KADRIMA	Civil Servant	Senior Accountant	Male	G.L 10	MSc	6/8/22

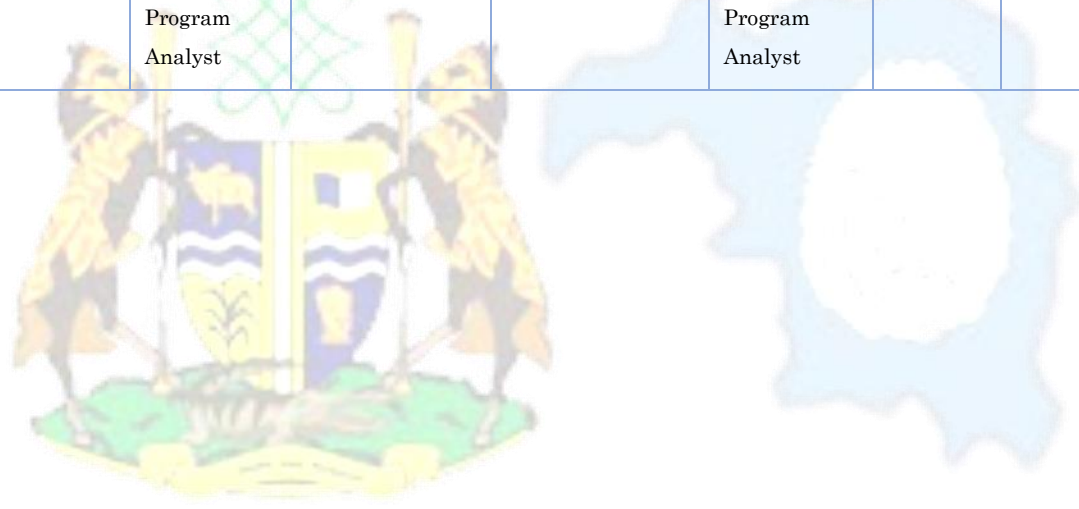


ORGANISATION ALIGNMENT ASSESSMENT OF THE KADUNA STATE RESIDENTS IDENTITY MANAGEMENT AGENCY (KADRIMA)



7	Gaddafi Nura	Msc Information Technology	Program Analyst	KADRIMA	Civil Servant	Program Analyst	Male	GL9	Msc Information Technology	6/8/22
8	Adeleke Abdulwasiu Oyebisi	B.SC ECONOMICS	Chief Planning Officer	KADRIMA	Civil Servant	Unit-Head Finance	Male	13/01	B.SC Economics	6/8/22
9	Biya Bobai	Master of Science	Senior Program Analyst	KADRIMA	Civil Servant	Unit-Head M&E	Male	GL10	Master of Science	6/8/22
10	Muhammad Kabir Isah	Bachelors Degree	Program Analyst	KADRIMA	Civil Servant	Unit- Head IT	Male	GL 09	Bachelors Degree	6/8/22
11	Baboshiya Isaac Asake	B.A	Admin Officer	KADRIMA	Civil Servant	Customer Officer	Female	GL 8	B.A	6/8/22
12	Hafsat Isa Maliki	Master in Development Studies	Admin Officer	KADRIMA	Civil Servant	Admin Officer 1	Female	GL9	Master in Development Studies	6/8/22
13	Hassan Abdullahi Musa	Masters in Defence and Strategic Studies	Senior Admin Officer	KADRIMA	Civil Servant	Senior Admin Officer	Male	GL10	MASTERS	6/8/22

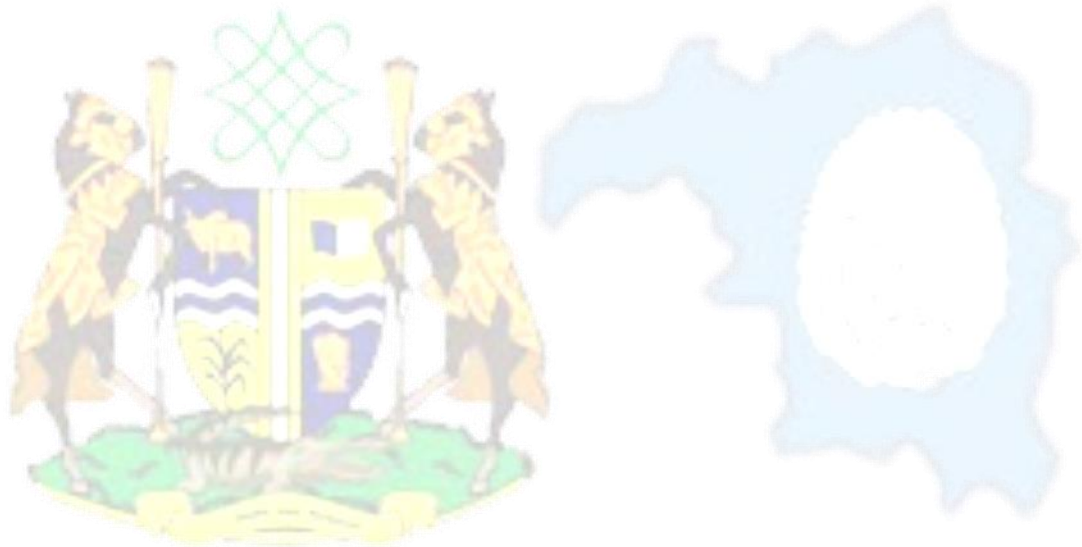
14	Bagaiya Dorcas	BA International and Comparative Politics	Senior Admin Officer	KADRIMA	Civil Servant	Senior Admin Officer	Female	GL10	MBA	6/8/22
15	Nurudeen Abdulganiyu	Masters in Public Administration(MPA)	Principal Admin Officer	KADRIMA	Civil Servant	Unit- Head Customer Service	Male	GL 12	MPA	8/8/22
16	Kareema Wakeel Imam	Bsc Computer Science	Senior Program Analyst	KADRIMA	Civil Servant	Senior Program Analyst	Female	GL9	MSc	8/8/22



Appendix VI: Survey Questionnaire

The survey Questionnaire can be assessed via this link:

<https://forms.gle/DGdeAey9nrcVRkpP7>



Appendix VII: Raw Responses to Survey

The 10 responses received can be retrieved can be assessed below:

https://docs.google.com/spreadsheets/d/1pWldlJ0i85wAG2YCpSTzBXl6sNv3L54ymVkH3WD_uAY/edit?usp=sharing

