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# Outline

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- Job Creation Policies under the NV20:2020 and The Transformation Agenda?
- Monitoring and Evaluation of Job Creation Policy Development and Delivery ?
- How can Monitoring and Evaluation Support Job Creation Policy Development and Delivery ?
- Some Updates on the Implementation of the National M&E System



# Introduction

- Job Creation Policy in the Nigerian Economy a Pillar in the Nigeria's Transformation Agenda (2011-2015)
- The Government under the Transformation Agenda to pursue policy measures to re-invigorate various sectors of the economy and enhance their employment generating potentials especially for youth.
- Paper to discuss how Monitoring and Evaluation can support effective planning and delivery of Job Creation Policies and Initiatives.

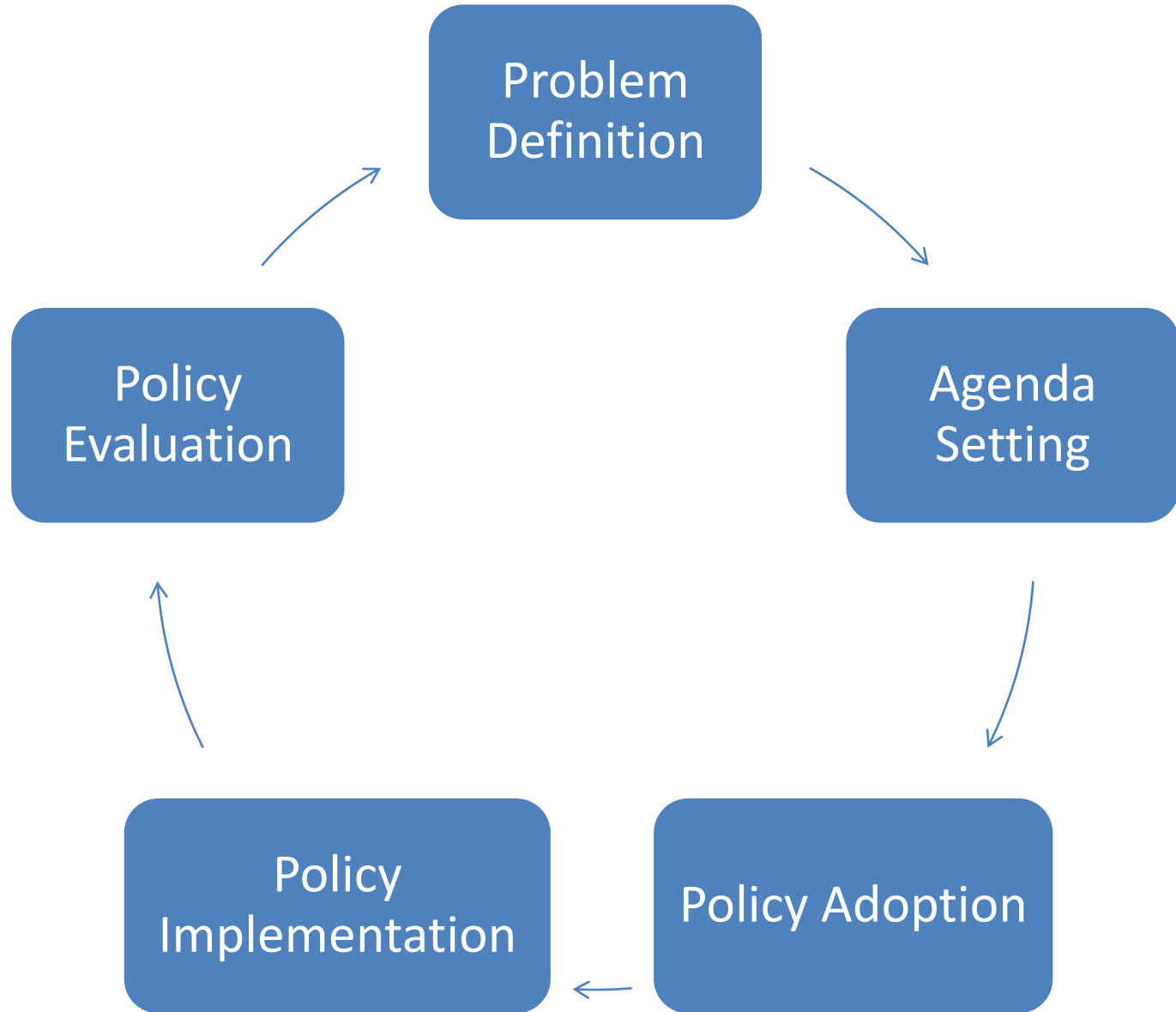


# What is a Policy?

- A policy is a principle or protocol to guide decisions and achieve rational outcomes
- Any major law, regulations, decisions, measures, actions or inaction taken by government or its representative addressing a particular issue.
- It is also a the declared objectives and principles that a government seeks to achieve and preserve in the interest of national community



# The Phases of a Public Policy Cycle





# The Phases of a Public Policy Cycle

- **Problem Definition:** This is the stage where a problem is identified and examined, and possible solutions explored through research and analysis.
- **Agenda Setting:** During this stage, efforts are used to raise profile of the problem and possible solutions among the public and decision makers
- **Policy Adoption:** The stage where policy makers discuss options and possible solutions and adopt new or amend existing policy.
- **Implementation Phase:** This is the phase during which ultimate decisions made earlier will be put into practice.
- **Policy Evaluation:** This done after policy is implemented. Policy research and analysis are strategies to evaluate whether the policy meets its original intents and if there are any unintended outcomes. If the policy is not successful on any level, evaluation findings can be used during a new phase of problem definition. The policy life cycle begins again and continues until an effective policy is created and successfully implemented.



# What are Job Creation Policies and Strategies?

- Job Creation Policies and Strategies are Policies designed by government to:
  - ✓ Provide new jobs especially for people who are unemployed
  - ✓ Enable provision of own jobs
  - ✓ Make more paid jobs available
  - ✓ Create more jobs through Job Creation Programmes
  - ✓ Reduce unemployment



## Job Creation Policies under the NV20:2020 and The Transformation Agenda?

- Job Creation Policies and Strategies planned under the NV20:2020 and the Transformation Agenda are expected to cover areas of:
  - ✓ Conditional Cash Transfer and Vocational Training
  - ✓ Development of Industrial Clusters
  - ✓ Reviewing of University Curricula to align with industry Job Requirements
  - ✓ Promotion of Apprenticeship/Work Experience Programmes and Joint Ventures
  - ✓ Enforcement of Mandatory Sub-Contracting and Partnering with Locals by Foreign Construction Companies
  - ✓ Implementation of Mandatory Skills Transfer to Nigerians by Foreign Construction Companies



# Monitoring and Evaluation of Job Creation Policy Development and Delivery ?



- *What does Monitoring System to support Job Creation Policy entails? It basically entails the following:*
  - ✓ developing a **systematic data** collection system for the policy on specified *indicators of performance for the policy* using systematic methodology/tools to provide policy makers, managers and the main *stakeholders* of the policy with **indications of the extent of progress** and achievement of objectives/mandates of the policy.

# Monitoring and Evaluation of Job Creation Policy Development and Delivery ?



- *What does Evaluation System to support Job Creation Policy entails? It entails the following processes::*
- ✓ Systematic and objective **periodic assessment** of the Policy including its design, implementation and results, with aim to determine its :
  - Relevance
  - Effectiveness
  - Efficiency
  - Impact
  - Sustainability

# How can Monitoring and Evaluation Support Job Creation Policy Development and Delivery ?



■ The M&E System can support formulation and delivery of Job Creation Policies in the following ways:

- 1) **Managing for Results and Clear Understanding of Results:** The M&E Processes will help managers and stakeholders of the policies focus on results through having a clear understanding of the “Results Chain”, which is the core of any system managing for results.

**Result Chain:** Is the causal sequence for a development policy intervention that stipulates the necessary sequence to achieve desired objectives beginning with:

**Inputs → Activities → Outputs → Outcomes → Impact → Sustainability**

# How can Monitoring and Evaluation Support Job Creation Policy Development and Delivery ?



**Inputs** refer to the human, financial, technical, and material resources required to implement the policies and strategies by Agencies.

**Activities** are the actions, operations and methodologies employed by the Agencies to produce the targeted outputs of the policies.

**Outputs** are concerned with the quantity and quality of the goods and services produced by the Agencies with the intention of effecting a desired change in the livelihood and living conditions of the beneficiaries citizens (Outcomes).

**Outcomes** are concerned with expected economic, socio-cultural, political etc. effects on the target beneficiaries as a result of the outputs produced by the Agencies.

**Impact** is concerned with the long term economic, socio-cultural, political effects of the Inputs, Activities, Outputs, and Outcomes on the beneficiaries and communities, whether planned or unplanned.

**Sustainability** is concerned with whether the Impact can be maintained, replicated, and institutionalized following the completion of the policy by the Agencies.

# How can Monitoring and Evaluation Support Job Creation Policy Development and Delivery ?



2. **Setting Key Performance Indicators and Performance Measurement** for all the Levels of Results within the Results Chain through establishment of Baselines and Performance Targets.

This will assist the stakeholders assess success and failure of the policy delivery and decide on measures of correction.

3. Provision of **Reliable and Credible system of data collection**, analysis and reporting.

4. M&E will assist in **Fostering Learning and Knowledge Generation** through learning “what works and what does not” based on the information collected on the KPIs

# How can Monitoring and Evaluation Support Job Creation Policy Development and Delivery ?



5. Evidence Based and Quality Decisions: M&E information can support stakeholders' deliberations and decisions by providing facts on issues.
6. Assist in identifying cost-effective effective strategies and alternatives for Job Creation to be employed through the good data provided by the M&E Platform.
7. Enhance transparency and support accountability relationships by revealing the extent to which desired objectives the level of commitment of each stakeholder . Strong accountability, in turn, can provide the incentives necessary to improve performance.
8. Enhancing Public Support for the Policy through the dissemination of the information generated through the M&E System.

# Updates on the National M&E System Development from the Last JPB/NCP to Date



- 1) Development of Association of Evaluators in Nigeria ( with support from UNICEF)
- 2) Development of a Draft National Monitoring and Evaluation Policy Framework ( NPC-DFID Federal Public Administration Reform Programme –FEPAR Collaboration)
- 3) SWOT Diagnostic of Current M&E systems of Federal Ministries, Department and Agencies (NPC- DFID-FEPAR)
- 4) Refinement of Key Performance Indicators of MDAs in Progress (in NPC- DFID FEPAR Collaboration)
- 5) Production of National M&E Manual in Progress (NPC-PEFAR Collaboration)

# Updates on the National M&E System Development from the Last JPB/NCP to Date



- 6) Production of SURE P M&E Manual in Progress
- 7) Monitoring & Evaluation Technical Support to SURE-P
- 8) Produced the 2012 Federal Annual Performance Monitoring Report and preparation of 2013 APMR in progress.
- 9) Established a Geographic Information System Laboratory at the NPC for collection of geo-spatial data to support the M&E system.
- 10) M&E Capacity Building and Training of Federal Ministries, Departments and Agencies





## NEXT STEPS

- 1) Cascading the M&E Diagnostic Surveys ( On Request by States/ Development Partners)
- 2) Support to Development of State M&E Systems (On Request by States/ Development Partners)
- 3) M&E Capacity Building & Training Support to Federal MDAs/States  
**(On Request )**



# Thank You...