



INSTITUTIONALIZATION OF M&E FRAMEWORK AT THE SUB-NATIONAL LEVEL

*Lessons from the Performance Evaluation
Experience of Federal MDAs 2010 & 2011*

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Introduction

- ❑ Nigeria has always developed feasible and effective strategic plans and programs, however it has been characterized by;
 - Inherent weaknesses in implementation and execution
 - Vacillations and inconsistency in policy direction following regime changes.
- ❑ **Nigeria's experience of planning:**
 - Inadequate planning and implementation in almost all areas a major cause of Nigeria's slow progress between 1975- 1999.

Period	GDP Growth Rate	Population Growth Rate	Poverty Rate
1962-1975	9.4%	0.5%	47.9%
1975-1990	-0.7%	1.8%	58%
1990-1999	2.8%	2.8%	70%
1999-2009	7.0%	3%	50%

Introduction

- ❑ **Nigeria's Vision 20:2020**
 - Has addressed all of the issues raised above and more.
 - Long term perspective plan to be among the top 20 economies in the world by 2020
- ❑ Vision anchored on 2 specific targets, by 2020:
 - GDP of not less than US\$ 900 billion
 - Per Capita Income of not less than US\$ 4,000
- ❑ From here on, deriving the plan is almost mechanical.
- ❑ Growth, essentially a means to an end, the end being an improvement in the quality of life for Nigerians
- ❑ People as the fundamental reason for growth.

Introduction

- ❑ NV20:2020 is intended to serve a critical purpose of harmonizing Nigeria's strategic planning efforts by encapsulating the key principles and thrusts of NEEDS, MDGs and the Transformation Agenda within a single, long term strategic planning perspective.

- ❑ NV20:2020 is also intended to serve as an opportunity to deepen Nigeria's implementation capabilities
 - An implementation strategy underpinned by a ***strong monitoring and evaluation framework***
 - With emphasis on deepening the ability of Government to consistently translate strategic intent into action and results on a permanent basis

Monitoring and Evaluation

- ❑ What is Monitoring and Evaluation?
- ❑ The Organization for European Cooperation and Development (OECD) defines monitoring and evaluation as follows:
 - **Monitoring** - is a continuous function that uses systematic collection of **data on specified indicators** to provide management and the main stakeholders of an ongoing development intervention (such as the NV 20:2020 and the Transformation Agenda) with indications of the extent of progress and **achievement of objectives** and progress in the use of allocated funds.



Monitoring and Evaluation

□ What is Evaluation?

- **Evaluation** - is the systematic and objective periodic assessment of an on-going or completed project or policy (such as the priority projects, programmes in the Vision/ Transformation Agenda), including its design, implementation and results.
- The aim is to determine the relevance and fulfillment of objectives, **effectiveness, efficiency, impact and sustainability.**

Monitoring and Evaluation

□ Importance of M&E

- It supports **policy making** - especially performance-based budgeting, and national planning.
- It helps government ministries in their **policy development and policy analysis** work and in program development.
- It helps government ministries and agencies **manage activities at the sector, program, and project levels**. This includes government service delivery and the management of staff.
- It **enhances transparency** and supports accountability by revealing the extent to which government has attained its desired objectives.
- Monitoring information and evaluation findings can contribute to sound governance in a number of ways: **evidence-based policy making** (including budget decision making), policy development, management, and accountability.

Institutionalizing M &E System at the Federal Level: What has been done

- ✓ Monitoring and Evaluation department established and operational at the NPC
- ✓ Produced 1st Federal MDA M&E Report for 2010
- ✓ Sensitized the key policy makers on the concepts of **Results Based Management** and **Results Based Monitoring and Evaluation**, the **concept and relevance** of performance management / tracking in government
- ✓ Training and Capacity building support to MDAs
- ✓ Developed and agreed Key Performance Indicators (KPIs) of outputs and outcomes for the 30 Federal Ministries with 2010 baseline targets and planned projections for the year 2011-2020

Institutionalizing M &E System at the Federal Level: What has been done

- ✓ Collected MDA performance on the KPI as at Dec. 2011
- ✓ Data undergoing analysis, 2011 annual report to be ready soon
- ✓ Articulated a Performance Agreement /Contract for the year 2012 to be signed between Mr. President and Ministers on July 26,2012
- ✓ Commenced cascading the M&E system to states (piloting in 7 states namely: Jigawa, Niger, Ekiti, Lagos, Rivers, Cross river and Imo)

Cascading the M&E System to Sub-national Level: Where we are.....

- **States are essential to the nation's development**, so effective engagement between Federal and State governments for a truly National M&E system
- NPC has mandate of coordinating government policies across tiers of government
- National Technical Working Group established to drive engagement with States on M&E
 - Permanent Secretaries State Min. of Econ. Planning & DM&Es as members
 - Chaired by Secretary to National Planning Commission, who is also Chairman of JPB

Cascading the M&E System to Sub-national Level: Where we are.....

- **Inception, Sept-Dec 2011 (completed):** initiative conceived, concept note developed
- **Piloting in 7 states (current phase), Jan-Dec 2012:** empirical testing of the M&E system in seven states with known M&E systems in place
 - Evidence from piloting will inform **States M&E Master plan** which will guide nation-wide implementation of M&E
 - **Rollout across all States, Jan 2013 - Dec 2014**

Cascading the M&E System to Sub-national Level: Where we are.....

- **Generic State-level Scorecard** established
 - Desk Review of the under listed documents to establish initial catalogue of State KPIs done:
 - ✓ State Peer Review Mechanism (SPRM) base document
 - ✓ NV20:2020
 - ✓ Transformation Agenda,
 - ✓ 1st National Implementation Plan document,
 - ✓ SURE Program document,
 - ✓ and Millennium Development Goals (MDGs)
 - Initial catalogue of generic State-level KPIs developed
 - Scorecards to be validated at JPB/NCDP



Cascading the M&E System to Sub-national Level: Next Steps

- Review and align State Development Plans to the generic KPIs and targets

- **State-level M&E system transformation Review**
 - Conduct Desk review of M&E Systems including the Malaysian Model and come out with the desired state.
 - Develop guidelines for state transformation to the ideal M&E system
 - Present the finalized guidelines to JPB/NCP

Cascading the M&E System to Sub-national Level: Next Steps

- **State-specific M&E systems transformation program**
 - Baseline assessments to ascertain the present level of their M&E systems
 - Development of advocacy tool to elicit the Executive Governors' commitment to State M&E
 - Advocacy visits to Executive Governors and State Commissioners by TWG
- **Supporting collection of KPI data for State Scorecards**
 - Defining of KPIs by data requirements, for easy calculation and use
 - Harmonization of KPIs across States
 - Data capturing collection, collection, processing and user-friendly presentation

Cascading the M&E System to Sub-national Level: Next Steps

- **States' Performance Evaluation Reports**
 - Develop operational guidelines for evaluations
 - Develop annual evaluation report template
 - Evaluate **KPI performance against targets**
 - Analyze performance gaps based on causal factors, with strategic options for policy interventions
 - Presentation of performance scores of pilot states, and guidelines for analysis and reporting to JPB/NCDP
 - Production of **1st Annual States' Performance Report**
 - High-level retreat for feedback and learning

- **Development of States' M&E Master Plan**, based on experiences from piloting phase for full roll out in 2013

Implementing the M&E System: Some lessons learnt

- Buy-in by top policy makers critical- Need for strong advocacy for this category of stakeholders
- A strong leadership of a coordinating ministry/agency essential
- A strong coordinating department/Unit fully staffed with committed personnel to drive the implementation process critical
- Weak capacity in M&E in government institutions- need for strong and continuous training/capacity essential for success
- Initial apathy and resistance to M&E processes in government: M&E associated with policing and auditing- need to emphasize the learning aspect provided by M&E
- Poor funding of M&E in government- advocacy to government and other development partners very important

The Way Forward for Institutional M&E

- **Strong strategic planning → Strong M&E**
 - Logical framework with specific, measurable, achievable, relevant and time-bound (“S.M.A.R.T.”) objectives
 - Realistic & consistent financing/implementation strategy with buy-in from stakeholders
- **Investing in M&E**
 - Programme budgets which take M&E into account
 - M&E activities require logistical and technical support
 - Continuous capacity building for specialized staff, as M&E is a dynamic and continuous exercise
- **Promoting culture of performance management**
 - M&E is a routine and essential exercise for institutions practicing performance management

The Way Forward for institutional M&E

- **Prioritization and “piloting” at early stages**
 - “Learn by doing” - identify practical challenges while the programme is still in early stages
 - Develop and hone M&E tools, techniques and staff capacity
- **Sustaining political will/support for M&E**
 - Leadership cognizant of the institutional benefits of M&E
 - Culture of accountability and transparency upheld
 - Political will for evidence-based decision-making essential



Conclusion

- Institutionalizing M&E is a critical governance reform for the achievement of the Transformation Agenda and NV20:2020.
- Piloting phase of sub-national M&E has begun in 7 states, with nationwide implementation to follow
- Sustained commitment to strategic planning and accountability by government will promote the well-being of all Nigerians.



Thank You All

