

**Education Sector Support Programme in Nigeria
(ESSPIN)**

**Strategic Planning & MTSS Task Team Report -
Refocusing Work with States & Local Government on
School Improvement**

Report Number: ESSPIN 254

Lynton Gray

October 2012



www.esspin.org

Report Distribution and Revision Sheet

Project Name: Education Sector Support Programme in Nigeria

Code: 244333TA02

Report No.: ESSPIN 254

Report Title: Strategic Planning & MTSS Task Team Report - Refocusing Work with States & Local Government on School Improvement

Rev No	Date of issue	Originator	Checker	Approver	Scope of checking
1	Oct 2012	Lynton Gray	Nguyan Feese	Kayode Sanni	Formatting/ Checking

Scope of Checking

This report has been discussed with the originator and checked in the light of the requirements of the terms of reference. In addition the report has been checked to ensure editorial consistencies.

Distribution List

Name	Position
DFID	
Sarah White	Human Development Team Leader, DFID
Barbara Payne	Senior Education Adviser, DFID
Roseline Onyemachi	Education Project Officer, DFID
ESSPIN	
Kayode Sanni	National Programme Manager
Jake Ross	Deputy Programme Manager
Gboyega Ilusanya	State Team Leader Lagos
Emma Williams	State Team Leader Kwara
Steve Bradley	State Team Leader Kaduna
Pius Elumeze	State Team Leader Enugu
Mustapha Ahmad	State Team Leader Jigawa
Pius Elumeze	State Team Leader Enugu
Richard Hanson	Lead Specialist, Information Management
John Kay	Lead Specialist, Education Quality
Fatima Aboki	Lead Specialist, Community Demand & Accountability
Nguyan Feese	Lead Specialist, Institutional Development
Musa Hadejia	Access and Equity Specialist, Jigawa
Hadiza Umar	Access and Equity Specialist, Kaduna
Nura Usman	Access and Equity Specialist, Kano
Olufunke Bolaji	Access and Equity Specialist, Kwara
Abiodun Fowomola	Access and Equity Specialist, Lagos
Abass Kabiru	Gender and Equity Specialist, Abuja

Disclaimer

This document is issued for the party which commissioned it and for specific purposes connected with the captioned project only. It should not be relied upon by any other party or used for any other purpose.

We accept no responsibility for the consequences of this document being relied upon by any other party, or being used for any other purpose, or containing any error or omission which is due to an error or omission in data supplied to us by other parties.

Note on Documentary Series

A series of documents has been produced by Cambridge Education Consultants in support of their contract with the Department for International Development for the Education Sector Support Programme in Nigeria. All ESSPIN reports are accessible from the ESSPIN website <http://www.esspin.org/resources/reports>

The documentary series is arranged as follows:

- ESSPIN 0-- Programme Reports and Documents
- ESSPIN 1-- Support for Federal Level Governance (Reports and Documents for Output 1)
- ESSPIN 2-- Support for State Level Governance (Reports and Documents for Output 2)
- ESSPIN 3-- Support for Schools and Education Quality Improvement (Reports and Documents for Output 3)
- ESSPIN 4-- Support for Communities (Reports and Documents for Output 4)
- ESSPIN 5-- Information Management Reports and Documents

Reports and Documents produced for individual ESSPIN focal states follow the same number sequence but are prefixed:

- JG Jigawa
- KD Kaduna
- KN Kano
- KW Kwara
- LG Lagos
- EN Enugu

Contents

Report Distribution and Revision Sheet	i
Scope of Checking.....	i
Distribution List.....	i
Disclaimer	ii
Note on Documentary Series.....	ii
Abstract.....	1
Executive Summary	1
Purpose of the Consultancy.....	1
Background.....	2
Achievement of the Terms of Reference.....	3
Findings and Issues Arising	4
Options and Next Steps	4
Annex 1: October 2012 Work Programme	6
Annex 2: The annual Planning Calendar	7
Annex 3: Slippage (October 2012) in completing the key elements of the annual planning calendar, by state	8

Acronyms and Abbreviations

AESPR	Annual Education Sector Performance Review
ASC	Annual school census
CGS	Conditional Grants Scheme (to Local Governments)
DfID	Department for International Development
DPRS	Director of Planning Research & Statistics Department
DWP	Departmental workplan
EMIS	Education management information system
IDP	International Development Partner
LGEA	Local Government Education Authority
M&E	Monitoring & evaluation
MDAs	Ministries, Departments and Agencies
MoE	Ministry of Education
MTR	Mid-term review
MTSS	Medium term sector strategy
NIEPA	Nigerian Institute for Educational Planning
OD	Organizational Development
P&M	Planning and management
PRS	Planning, Research & Statistics (department)
SAVI	Strengthening Accountability and Voice Initiative
SLP	State Level Programmes
SPARC	State Partnership for Accountability Responsiveness and Capacity
SS	State specialists
STL	State team leader
STTA	Short term technical assistance
SUBEB	State Universal Basic Education Board

Abstract

1. This report reviews activities in October 2012 for ESSPIN in Abuja, Lagos, Kaduna & Kano. Outputs include political engagement initiatives with Federal Education Minister, Commissioners and SUBEB Chairs and a State Governor. They also included Output 2 quarterly meeting and workplans, support for the AESPR in Lagos, the MTSS in Kano and the Ministry Strategic Plan in Kaduna.

Executive Summary

2. The major part of this visit was spent in Lagos, Kaduna and Kano, helping to review and complete key activities within the annual planning calendar, in response to state requests for support. In Lagos, the AESPR was reviewed by a state-appointed working group: consultancy support included clarification of the annual school census analysis and, following the workshop, further analysis and report editing.
3. In Kaduna the Ministry of Education requested help with updating and completing its strategic plan and functional review. A two-day workshop reviewed the plan and functional changes proposed in 2011. Consultancy support then updated the plan, recommended further organisational reforms across the ministry and its MDAs and presented the findings to the Hon. Commissioner.
4. Kano requested help in completing the 2013-15 MTSS. However, when it was discovered that the 2013 budget proposals had already been completed consultancy help focused on retro-fitting the MTSS to the agreed budget structure, so that the activities underpinning the budget could be spelled out through the MTSS.
5. Political engagement work included support for visits to the Governor of Kaduna State and the Federal Minister of Education and preparations for the quarterly meetings of Hon. Commissioners and SUBEB Chairs and the Output 2 state specialists. At the latter meetings the importance of avoiding slippage in the annual planning cycle was emphasised.

Purpose of the Consultancy

Support for state strategic planning 2011-2014 & Output 2 forward planning

6. The main purposes of this visit were:
 - To take forward ESSPIN's political engagement agenda;
 - To assist in preparing the Output 2 2013-14 workplan; and
 - To support states in completing the key components of their annual planning cycles.

Background

7. The MTSS/ Strategic Planning team has now supported the preparation of 3-year MTSSs in all six ESSPIN states. In the five states that began this work in 2009, the evidence is that they have been successful in establishing state policy guidelines and in shaping to varying degrees the 2012 state budgets. This work has been followed by the preparation of a number of linked plans, including those for the state MoEs, SUBEBs and LGEAs as well as departmental workplans. The next step has been the preparation of a generic strategic plan for LGEAs that can be used as the basis for individual LGEA action plans. The focus in this visit has been on ensuring that the key activities required for effective planning in an annual planning cycle are both undertaken and completed in time to impact on the next activities and particularly the annual education budget.

8. With the consolidation of this integrated planning framework in Education Ministries and SUBEBs, the challenges are now to engage with political policy-makers to ensure continuing recognition of and support for the reform processes; to embed the planning work within the relevant PRS departments; and to sharpen the focus of the work on school improvement so that the plans and budgets ensure the resources required for planned school development.

Achievement of the Terms of Reference

Tasks	Progress made and agreements reached (with whom)	Proposed/agreed follow up (by whom and when)
Conduct visioning workshops to review national and State goals and priorities and examine the procedures needed to implement them; and develop strategies for linking more closely political processes to planning and budgeting procedures	Lagos AESPR edited and returned. Kaduna MoE draft strategic plan and functional review prepared and returned. Kano MTSS supported	Lagos SS to support publication of AESPR. Kaduna Hon Commissioner to report back on responses to draft plan and review. Kano SS to report on completion of MTSS in line with 2013 budget proposal Consultant to review, edit and comment on documentation produced as basis for plan completion.
Hold State & Federal visioning workshops for political policy-makers and key education planners to review expectations and develop a common understanding of educational needs and political constraints leading to an agreed vision for the State and work with individual MDAs to move from visioning to the establishment of relevant strategic plans.	Helped organise meeting for Commissioners and SUBEB Chairs to review their expectations and develop understanding of ESSPIN/ DfID priorities. Meetings with key political policy-makers in Kaduna.	Aide memoire prepared
Participate in activities that support ESSPIN institutional development, including knowledge building and sharing, identification of lessons learned and key messages to be integrated into communications and knowledge management	At Output 2 meeting ways of holding effective meetings were outlined and state specialists urged to mentor DPRS etc. in making departments more effective and sticking to timings required for annual planning calendar	State specialists to review annual planning calendar and comment on usefulness of printing for Govt. departments

Findings and Issues Arising

9. The main objectives of this visit were to support states in completing the key elements of their annual planning calendars and to continue the development of ESSPIN's political engagement strategy.
10. The limited TA support available to states over the past 18 months has resulted in some significant slippage in the annual planning calendar (Annex 2). Delays in the annual school census resulted in delays to the preparation of the AESPR. In consequence, those Reports are not available for MTSS preparation – which is not completed in time to shape the annual budget proposals. All of the activities are being undertaken (in most states) – but not at the right time and not in time to shape the budget allocations for school improvement. The summary in Annex 3 points to the degree of slippage recorded in October 2012 across the six ESSPIN-focus states.
11. At this stage in the ESSPIN programme we should be pursuing strategies to embed reforms within the SUBEBs and Ministries and in particular their PRS departments. One step towards this end was the workshop held with state specialists on 'managing meetings'. The intention is that ESSPIN state specialists should mentor the PRS Directors and Deputies to ensure that the necessary planning activities take place at the right time by helping to improve the overall effectiveness of departmental management. In this way the reforms will be sustained after ESSPIN has disappeared.
12. Much of the work in this visit has been palliative: completing the AESPR for Lagos; reviewing and revising the strategic plan & functional review for Kaduna, and shaping the MTSS in Kano to match the already specified budget proposals. If ESSPIN's institutional development reforms are to be sustained it is crucial that the need for timely completion of the necessary ASC, AESPR & MTSS initiatives is recognised as the essential steps towards achieving a budget that will resource the planned school development initiatives. This may mean some review of the TA allocation for Output 2 for the next year.
13. The political engagement initiatives are proceeding satisfactorily to date. The involvement of the Kaduna State Governor is hopefully a precursor to similar meetings in the other ESSPIN-focus states. While Commissioner attendance at the quarterly political engagement meeting in October was not as complete as might have been looked for, there is no doubt about the commitment of those present and their firm wish to continue the meetings in their current format into 2013.

Options and Next Steps

14. Following the visit to the Federal Education Minister on 18th October, the next step will be to take up her wish to extend the dialogue to the Education Commissioners' Forum. Opportunities should also be sought to make similar inputs to the SUBEB Chairs' Forum and the Governors'

Refocusing Work with States & Local Government on School Improvement

Forum (with help from SPARC). Within the states, a programme of meetings with the State House of Assembly Education Committee and the local government chairman is planned.

15. Efforts should continue to enhance the mentoring skills of our state specialists. They have requested support with Excel and this should be cascaded to state colleagues. Further skill development will come from the planned internal staff development programme – further needs, through which state specialists can then mentor their state colleagues, are likely to include:
 - Monitoring & supervising departmental activities
 - Managing communications & knowledge management – documentation; filing; internal information & consultation systems
 - Staff motivation, appraisal and performance management
 - Delegation and time management.

16. The next visit is scheduled for 13 January to 2 February. One focus will again be political engagement with the next meeting of Commissioners and SUBEB Chairs and any feasible Federal level initiatives through MDG Office etc. A further planned major activity will be political engagement with State Houses of Assembly and LGA Chairs, to draw attention to the benefits of integrated actions in support of the school improvement programme.

Annex 1: October 2012 Work Programme

Dates	Location	Activities	Outcomes
1-3 Oct	Abuja	Preparations for meeting with Commissioners and SUBEB Chairs for the 6 ESSPIN states. Output 2 quarterly meeting	Future Commissioners & SUBEB Chair meetings. Output 2 workplan and TA requirements
4-6 Oct	Lagos	Workshop to finalise 2012 AESPR	AESPR publication
8-9 Oct	Kaduna	Meetings with Governor & Commissioner. Workshop to review and update strategic plan & functional review	Revised MoE strategic plan & functional review
10-11 Oct	Kano	Workshop with MTSS drafting & costing groups to prepare 2013-15 MTSS	Completed MTSS in line with agreed budget proposal
12-19 Oct	Abuja	Output 2 state specialists meeting. HC/EC SUBEB quarterly meeting Visit to Fed,. Minister of Education	Aide memoire summarising 3 rd quarter reports from HCs.

Annex 2: The annual Planning Calendar

	KEY TASKS	RESPONSIBILITY	MEETINGS
January	Annual Budget Allocation	MEPB	
February	Departmental Workplans	All MDAs	Dept. planning groups
March	Census Analysis	M&E/EMIS	
April			
May	AESPR	M&E/ all MDAs	Drafting Committee
June	Education Summit	All MDAs	Stakeholder Forum
July	MTSS	All MDAs	Policy Review Group
August	State Self-Assessment MTSS	All MDAs	Self-Assessment team. MTSS Costing & Drafting Committees. Policy Review Group
September	Budget Call Circular	DPRS	Budget Committee
October	Budget Proposals	All MDAs	Budget Committee
November	Annual School Census	EMIS	EMIS Committee Training enumerators
December	Annual School Census: data collection	EMIS	

Annex 3: Slippage (October 2012) in completing the key elements of the annual planning calendar, by state

	Required completion date	Enugu	Jigawa	Kaduna	Kano	Kwara	Lagos
Annual school census	April/May	1 st draft completed, awaiting publication	Not finalised	Completed	Not finalised: inconsistent data	Finalised and printed	Completed
AESPR	July	1 st draft	Not completed because no ASC	Printed	Not completed because no ASC	Finalised and printed	Final draft ready
MTSS	Sept	Not completed	Review in progress	Being costed	Previous MTSS reviewed	In progress: logframe updated	Logframe ready