



LAGOS STATE GOVERNMENT

**Using the Results-Based Management Approach to
drive LSDP Implementation**

DECEMBER 2014



Content List

Abbreviations and Acronyms.....	3
Executive Summary	4
Section One: Introduction and Background	5
Objectives of the Assignment.....	5
Module 1 Objectives	5
Module 2 Objectives	5
Scope of Work	6
Approach and Methodology Adopted	6
Section Two: Training Proceedings.....	7
Training Module 1	7
Day 1	7
Day 2.....	7
Day 3.....	8
Training Module 2	9
Day 1	9
Day 2.....	9
Conclusions	10
Recommendations.....	11
Next Steps	11
Lessons Learned	11
Appendix One: Training Agendas	12
Appendix Two: Participants.....	16
Appendix Three: MDA Self Assessments on Progress and Quality of MTSS	18
Appendix Four: Exercises on Report Writing	21



Abbreviations and Acronyms

DPD	Development Partnership Department
EP	Economic Planning
EPD	Economic Planning Department
EVD	Ebola Virus Disease
G&SI	Gender & Social Inclusion
IDH	Indonesia Demographic Health
KPIs	Key Performance Indicators
LASUTH	Lagos State University Teaching Hospital
LBS	Lagos Bureau of Statistics
LSDP	Lagos State Development Plan
M&E	Monitoring and Evaluation
MDAs	Ministries Departments and Agencies
MED	Monitoring and Evaluation Department
MEPB	Ministry of Economic Planning and Budget
MIS	Management Information System
MTSS	Medium Term Sector Strategy
PMR	Performance Management Report
RBM	Result Based Management
RF	Results Framework.
SPARC	State Partnership for Accountability, Responsiveness and Capability
TWG	Technical Working Group



Executive Summary

As part of the processes for institutionalising reforms in the state, a core group of middle level officers were selected from across the departments of Ministry of Economic Planning & Budget (MEPB) and approved by the Honourable Commissioner, to drive the Lagos State Development Plan (LSDP) implementation process and ensure synergy across reform processes in the Ministry. This core group of MEPB officers were drawn from Economic Planning, Budget, Monitoring and Evaluation, Lagos Bureau of Statistics and Development Partnerships to form the 'Reform Core Group'. The original objective of the assignment was to train a core group of officers from the Monitoring and Evaluation Department (MED). Following discussions with MEPB, a decision was taken to deliver the Result Based Management (RBM) training to the reform core group rather than the MED officers.

The training was divided into two modules. The first module was held from November 3 – 5 and the overarching objective was to enhance the capabilities of MED/ Reform Core Group in RBM application to drive the implementation of the LSDP. The approach sought to integrate previous training on the Medium Term Sector Strategies (MTSSs) and Performance Management Reports (PMRs) and help participants understand the linkages between the MTSS results frameworks and the LSDP results framework. The training also established how data should be collected and analysed in a way that responds to the performance indicators at the different levels, including the role of EkoInfo/MEDInfo in all of these processes.

The second module of the training was held from December 2 – 3 and the main objective was to further clarify the roles and responsibilities of the reform core group and to deepen their skills in report writing and editing; so that they can effectively undertake content reviews of documents such as MTSS and PMRs. The training succeeded in introducing the RBM approach accompanied by the need to activate a functional Management Information System (MIS). The core group clarified its roles and responsibilities and committed to developing a work plan for their activities.

It is recommended that State Partnership for Accountability, Responsiveness & Capability (SPARC) should explore implementing a Community of Practice among the Reform Core Group. Technical support in interrogating EkoInfo and its sub-systems is desirable, while Lagos Bureau of Statistics (LBS) should ensure that EkoInfo is launched and placed in the public domain. Ahead of this, web hosting issues need to be resolved for EkoInfo to be online and active. SPARC can also support the production of information leaflets or analytical articles using the data collated from the system to encourage their use among planners.



Section One: Introduction and Background

SPARC has provided capacity building to the Monitoring & Evaluation (M&E) Technical Working Group (TWG) both technically, but also in their ability to effectively coordinate M&E activities across the sectors, particularly the PMR processes. Although evidence suggests that the skills of the TWG, especially in leading PMR processes, have been enhanced, there have been recent changes in the MED with the appointment of the former Director as a Permanent Secretary and redeployment of staff across departments of the Ministry. It is therefore desirable to refresh the skills of staff in RBM so that new and old staff alike can use the skills in performance reviews and reporting.

The training on RBM was even more desirable following the approval of the LSDP, which has a corresponding Implementation Programme that sets out how the Lagos State Government can effectively integrate the LSDP into its existing administration, planning and budgetary systems, with the inclusion of a comprehensive Results Framework (RF). The RF is based on clear outcomes, outcome Key Performance Indicators (KPIs) and targets. The outcomes are drawn from the approved LSDP and have been extensively discussed with all Ministries Departments and Agencies (MDAs). The RF also sets out the basis for monitoring and evaluating the effectiveness of the LSDP.

Objectives of the Assignment

The assignment was made up of a targeted training which was divided into two modules.

Module 1 Objectives

The overarching objective of the module 1 was to enhance the capabilities of MED/ Reform Core group in applying the RBM approach to LSDP implementation. Specifically, the training was undertaken in order:

- To apply RBM to LSDP implementation plan;
- To deepen participants' understanding of the linkages between LSDP and the MTSS;
- To clarify the linkages between sector PMRs and proposed LSDP performance management reviews;
- To agree on the role of the Lagos MIS (EkoInfo) in providing data for measuring LSDP performance.

Module 2 Objectives

Module 2 of the training focussed on the deepening the skills of the core group on report writing and editing. The approach was to use MTSS and PMRs from selected sectors for hands-on exercises on content reviews. Other exercises introduced the concepts and principles of report writing.

This module was also used to further clarify the roles and responsibilities of the reform core group including agreeing on strategies for ensuring that the LSDP is reviewed and assessed at the appropriate time.



Scope of Work

As part of institutionalising processes, a core group of medium level officers were selected from across the departments of MEPB and approved by the Honourable Commissioner, to drive the LSDP implementation and ensure synergy across reform processes in the Ministry. This core group of MEPB officers are from Economic Planning Department (EPD), Budget, MED, LBS and Development Partnerships (DPD) Departments. A decision was taken to deliver the RBM training to this core group rather than the MED officers. The training was divided into two modules. The first module – delivered from November 3 – 5, focused on the RBM approach while situating the LSDP implementation within the approach. The second module was delivered from December 2 – 3 and it focused on deepening the skills of the reform core group in report writing and editing, including further clarification of the roles and responsibilities of the core group.

Ahead of the first module of the training, a rapid Training Needs Assessment was undertaken to solicit information from the participants about their level of understanding of the RBM framework and its application to the LSDP. This is against the background that RBM had been introduced to some of the participants in 2012 during the MTSS workshop funded by SPARC and it was expected that RBM had been incorporated into MTSS implementation.

The online Training Needs Assessment had eight questions and was hosted on www.surveymonkey.com. This online survey was hosted about two weeks prior to the training workshop. An SMS reminder was sent to the proposed participants of the workshop to ensure participation in the survey.

The major issues from the baseline assessment were that:

- Majority were familiar with RBM;
- RBM implementation varied among the participants. For the majority, their units were in the process of implementing RBM.

Approach and Methodology Adopted

The approach adopted was to provide training and coaching support on RBM to a core group of MEPB officers from across the departments – Budget, DPD, EPD, LBS and MED. The training provided practical sessions on stages of RBM focusing on how to integrate existing implementation plans.

A major benefit for the participants for the integration was the previous experiences of institutionalising MTSS and PMR as their performance reporting in their departments. The approach sought to help participants understand the linkages between the MTSS results frameworks and the LSDP results framework. This module also established how data should be collected and analysed in a way that responds to the performance indicators at the different levels. The role of EkoInfo/MEDInfo in all of these processes was highlighted.

Only six persons had completed the survey before the commencement of the workshop hence the facilitators gave some time for other participants to complete the survey at the beginning of the workshop. A total of 13 participants completed the survey eventually.

The findings of the online baseline survey were used in developing the approach for the workshop as well as the content of the sessions. The findings were shared with the participants at the beginning of the workshop.



Section Two: Training Proceedings

Training Module 1

Day 1

After the routine workshop opening ceremonies the remainder of the first day of the workshop introduced the 12- 18 participants to the technicalities of the RF and introduced them to LSDP. The facilitator spent considerable time explaining the importance of implementing LSDP and tracking its achievements. RBM is thus introduced as a tool of management for tracking LSDP result.

A major achievement of the Day 1 was the review of the LSDP during the group task titled “Situating RBM in LSDP”. During the group presentations, one of the groups reflected that apart from the three homogenous sectors namely Health, Education and Environment all other Core Functions of Government sectors are not clearly reflected in the LSDP. Also implied was that using the RBM approach would make it difficult to track results from these sectors and the MDAs in those sectors. The groups also noted that processes for monitoring the targets of MDAs are missing in the plan. The facilitators clarified that the process of monitoring MDA targets are issues that should be contained in MTSSs and not necessarily the LSDP. What needs to happen is to ensure appropriate linkage between the sector/MDA MTSSs and the LSDP.

Day 2

The sessions for the day went well according to the Training Agenda. However, during the session on MIS: Extracting Results from EkolInfo , key issues emerged that required attention of the management of Economic Planning unit, M&E unit and Budget in MEPB. The participants noted the following:

- Low awareness of EkolInfo;
- Non utilization of EkolInfo by planners in particular and civil servants generally;
- Multiplicity of data collection formats for performance;
- Limited or lack of understanding about interconnectivity if any of BudgetInfo, MEDInfo and EkolInfo;
- MDA lack capacity to manage and drive performance reporting using EkolInfo;
- EkolInfo is not online and not reflected on Lagos State official website;
- EkolInfo has not been launched;
- BudgetInfo and MEDInfo have not been populated;
- Incomplete data reporting from MDAs leading to incomplete performance tracking;
- There are no official frameworks for imputing data into the databases.

In view of these challenges, the participants requested for an open house meeting with all the Directors of the Departments. Hence Day three agenda was revised to accommodate this important need. In addition to this change, Lagos State declared Friday, November 7, as a work free day for all civil servants in order for the staff to participate in the Permanent Voters’ Card Voter’s registration exercise. Therefore most of the topics for that day were also added to the agenda for Day 3.



Multiple Performance Frameworks in MEPB

M&E Department

- Performance Management Reporting (PMR)
- Impact Assessment (Pre & Post)
- Lagos State Result (Quarterly) Management Reporting Format
- Evaluation Reporting Template

Budget

- Monthly Revenue & Expenditure Quarterly report

Economic Planning/LBS

- MEPB Reporting Template (New)

Day 3

The meeting with the Heads of Department of the four departments in MEPB was quite successful. The participants asked questions and clarifications on all the issues raised during the Day 2. The following were the resolutions:

- There is a need to make a PowerPoint presentation to the body of Permanent Secretaries on EKOInfo and its relevance in performance tracking, relationship with BudgetInfo and MEDInfo;
 - Planners need to use EKOInfo regularly;
 - There is a need to have a unified system (from MEPB) for performance data collection and reporting;
 - There is a need for harmonised data collection form;
 - EKOInfo needs to be completed and activated on the web;
 - BudgetInfo and MEDInfo need to be populated to serve the purposes of tracking quarterly Budget performance;
 - There is a need to clarify the roles of each units in data collection, processing and dissemination;
- There is a need to set up routine surveys such as DHS/MICS to serve the general use of tracking results;
 - Web hosting issues need to be resolved for EKOInfo be online and active;
 - LBS need an intranet system linked to approval/access levels so the technology can add value to reporting.

The Directors then agreed to the following next steps.

- The MEPB/Reform core group is charged to work on harmonizing the reporting templates and present the draft recommendations to the LSDP Steering Committee on November 13, 2014;
- LBS should as a matter of urgency host EKOInfo with the data available and commence on improving the comprehensiveness and robustness of the database;
- MEDInfo and EKOInfo key focal persons should be grafted into the Reform Core group membership.



Training Module 2

Day 1

After the routine workshop opening activities the remainder of the first half of the day used buzz groups and discussions to explore the roles and responsibilities of the reform core group; this was based on their own perspectives and expectations as individuals. The following issues were highlighted in relation to why the core group and what roles for the core group members:

- Core group set up as a mechanism for achieving effective implementation of LSDP using the RBM approach;
- Ensure improved interactions between and among the departments in MEPB to ensure good implementation of LSDP;
- Harmonisation of the different reporting templates originating from MEPB and ensure that they fit into data requirements for driving LSDP implementation;
- Ensure PMR and MTSS are directly linked to LSDP – that is, a more robust MTSS and PMR that will speak to the LSDP and linked to annual budget;
- Ensuring that MDAs aligns their mandate to LSDP;
- Ensuring that MDAs start their PMRs on time to feed into MTSS reviews and to offer technical assistance to MDAs on LSDP implementation;
- Assist MDA in using RBM to programmes and projects contributing to LSDP;
- Build capacity of MDAs in logical framework approach to the implementation of activities;
- Ensure that data collected routinely and inputted into the central MIS.

The second half of the day focussed on the content standard reviews of documents – mainly MTSS and PMR. The template used by SPARC for the review of MTSS and PMR content standards (Appendix 3) was shared with the participants and the concepts and approaches for reviews, discussed. Participants then used the templates to review the MTSS of the health sector.

Part of the discussions that followed the reviews was to reach a common understanding of the linkages between the processes of LSDP, PMR, Budgeting and MTSS. It was stressed that the processes should be seen not as discrete but interwoven; as demonstrated by the parameters for undertaking the content reviews of MTSS and PMR in particular.

Day 2

The first half of day 2 focused on writing good reports including their editing. There were background presentations and group exercises (Appendix 4) which looked at the main principles of producing or editing reports. Three main considerations are important in reporting. The first consideration is determining the purpose and reader of the report. A second consideration is planning the structure of, and selecting materials that go into the report. The third consideration is the style and presentation of the report. Group sessions were used to explore the principles and the rules/guidelines under each of the three considerations for producing or editing a report.

The second half of day two was devoted to looking at the way forward regarding how to measure the progress of LSDP implementation. A number of issues were discussed ranging from the timing of LSDP reviews, the roles and responsibilities of the reform core group and the requirements from other stakeholders especially sectors/MDAs. Major milestones were identified. There is the first major review of the LSDP to be undertaken in 2016. Other major



reviews are slated for 2020 and the final one in 2025. It was suggested that there should be mid-period reviews (that is, review in-between the major reviews). Below are the major timelines and associated activities.

- 2013: Sector/MDA PMRs produced and collated by MED and MTSS roll-over activities undertaken
- 2014: Sector/MDA PMRs produced and collated by MED and MTSS roll-over activities undertaken
- 2015: Mid period review of LSDP, using the 2012 – 2014 PMRs as the background documents for such a review. This was deemed necessary as a way of showcasing LSDP to the new administration in the state
- 2016: Major LSDP review is due - to be finalised by first quarter of 2017. This review will provide the opportunity to undertake the first major revision of the LSDP.
- 2018: Mid period review of LSDP
- 2020: Major LSDP review
- 2022: Mid period review
- 2025: Major LSDP review

As part of undertaking the mid period and major LSDP reviews, it was stressed that sectors/MDAs would be invited pillar by pillar to undertake a review of progress against the pillar achievements. Ahead of this, MED would collate PMRs and do summaries of the PMRs

In order to ensure that all of these happen, the following issues were deemed necessary:

- MEPB should reinforce the message to sectors/MDAs on the need to have strategy meetings to collate their PMRs ahead of sending the reports to MEPB;
- The reform core group should develop a reporting template for LSDP;
- The reform and steering committee would hold an annual retreat to synthesize and collate progress against LSDP implementation – this will be after MED has received PMRs from sectors/MDAs and collated the summaries;
- The core group should develop a work plan for their activities including the cost implications so that these can happen smoothly. Work plan should include a number of meetings to keep abreast of topical or current issues related to the mandate of the core group;
- Core group should ensure that MED undertakes the summary of the PMRs that will feed into the collation of the progress against LSDP.

Conclusions

The workshop succeeded in introducing the RBM approach to the participants and the need to activate a functional Management Information system. The Reform Core group is charged with the responsibility of ensuring that LSDP performance is tracked and reported promptly for management decision making processes.



Recommendations

To ensure that the core group plays their role adequately, they would benefit from any additional support that they can get. The following areas are critical:

1. SPARC should follow up with the core group as it harmonizes the reporting format and establishes the linkages with existing systems.
2. The Reform Core group would benefit from implementing a Community of Practice and SPARC should explore this.
3. Technical support in interrogating EkolInfo and its sub-systems is desirable.
4. LBS should ensure that EkolInfo is launched and placed on public domain.
5. SPARC can support the production of information leaflets or analytical articles using the data collated from the system to encourage their use among planners.

Next Steps

At the end of the second module training, it was agreed that the core group will schedule a meeting after receiving the summary report and recommendations from SPARC following this workshop. The core group coordinator should send an immediate email to all core group members with the Terms of Reference for the core group.

Lessons Learned

Having a reform core group appointed and approved by the Hon. Commissioner, MEPB, with a steering committee to oversee the affairs, is an important step in institutionalising the smooth management of the LSDP implementation. Because the core group is made up of officers drawn from across MEPB departments, it will ensure that two things happen:

1. The views and issues from across the different departments would be captured, while also ensuring that matters arising from the core group would 'flow' back to the departments.
2. The problems created by inter-departmental moves would be minimised. It is expected that no matter the department a core group member is posted, he/she is still in MEPB and can make contributions to the core group activities as appropriate.



Appendix One: Training Agendas



Lagos State MEPB Workshop Agenda

Supporting LSDP Implementation using RBM Approach Workshop

Day 1: Tuesday, November 4, 2014

9:00 – 9:30	Arrival/Registration	SPARC
9:30 – 9:35	Opening Prayer	
9:35 – 10:00	Introduction	MEPB
10:00 – 10:15	Welcome and Workshop Opening	Mr Ifeanyi Peters SPARC
10:15 – 11:15	Rubbing Minds	
11:15 – 11:30	Tea Break	
11:30 – 1:00	Introduction into the Lagos State Development Plan (LSDP)	Dr Abdulkareem Lawal SPARC
1:00 – 2:00	Lunch	
2:00 – 3:00	Introduction to Result Based Management (RBM)	Mrs Toyin Akpan SPARC
3:00 – 4:00	Group Task Situating RBM in LSDP	Group work facilitators
4:00 – 4:10	Wrap up	SPARC
4:10 – 4:20	Closing Prayer & Tea Break	SPARC

Day 2: Wednesday, November 5, 2014

9:00 – 9:05	Opening prayers	MEPB
9:05 – 10:05	Phase 1: Formulating Objectives Activity 1	Dr Abdulkareem Lawal SPARC
10:30 – 11:00	Tea Break	
11:00 – 12:00	Phase 1: Formulating Objectives cont....	Dr Abdulkareem Lawal SPARC
12:00 – 1:00	Phase 2: Identifying Indicators Activity 2	Mrs Toyin Akpan SPARC
1:00 – 2:00	Lunch	
2:00 – 3:00	Phase 3: Setting Targets	Dr Abdulkareem Lawal SPARC
3:00 – 4:00	Phase 4: Monitoring Results Activity 3	Mrs Toyin Akpan SPARC
4:00 – 4:10	Wrap up	SPARC
4:10 – 4:20	Closing Prayer & Tea Break	SPARC



Day 3: Thursday, November 6, 2014

9:00 – 9:05	Opening prayers	MEPB
9:05 – 10:35	MIS Extracting results from EKOInfo	Dr Abdulkareem Lawal SPARC
10:35 – 11:00	Tea Break	
11:00 – 1:00	Phase 5: Reviewing and Reporting Results Activity 4	Mrs Toyin Akpan SPARC
1:00 – 2:00	Lunch	
2:00 – 4:00	Phase 6: Integrating evaluation Activity 5	Dr Abdulkareem Lawal SPARC
4:00 – 4:10	Wrap up	SPARC
4:10 – 4:20	Closing Prayer & Tea Break	SPARC

Day 4: Friday, November 7, 2014

9:00 – 9:05	Opening prayers	MEPB
9:05 – 10:35	Phase 7: Using performance evaluation	Mrs Toyin Akpan SPARC
10:35 – 11:00	Tea Break	
11:00 – 12:00	Action/Work Planning Activity	Dr Abdulkareem Lawal SPARC
12:00 – 12:30	Introduction to Module 2 of Workshop Activity	Dr Abdulkareem Lawal SPARC
1:00 – 2:00	Lunch	
2:00 – 2:20	Wrap up	SPARC



Module 2 Agenda



Lagos State MEPB Reform Core group Technical Meeting Agenda Ensuring smooth LSDP Implementation

Day 1: Tuesday, December 2, 2014

9:00 – 9:30	Arrival/Registration	SPARC
9:30 – 9:35	Opening Prayer	
9:35 – 10:00	Welcome and Workshop Opening	Mr Ifeanyi Peters SPARC
10:00 – 10:30	Where are we with the streamlined data templates? What are the next steps	Reform Core group
10:30 – 11:00	What are our roles and responsibilities in relation to LSDP implementation?	Group work facilitated by Consultant
	Activity 1	
11:00 – 11:30	Tea Break	
11:30 – 1:00	How do we ensure linkages between planning (MTSS), budgeting, implementation and performance reviews (PMR)	Group work facilitated by Consultant
	Activity 2	
1:00 – 2:00	Lunch	
2:00 – 4:00	Ensuring MTSSs and PMRs meet structure and content standards	Group work facilitated by Consultant
	Activity 3	
4:00 – 4:10	Wrap up and Close	SPARC

Day 2: Wednesday, December 3, 2014

9:00 – 9:05	Opening prayers	MEPB
9:05 – 11:00	Writing good reports: Defining the Purpose and Reader	Group work facilitated by Consultant
	Activity 4	
11:00 – 11:30	Tea Break	
11:30 – 1:00	Writing good reports: Determine Materials and Structure	Group work facilitated by Consultant
	Activity 5	
1:00 – 2:00	Lunch	
2:00 – 4:00	Writing good reports: Work on Style and Presentation	Group work facilitated by Consultant
	Activity 6	
4:00 – 4:10	Wrap up	SPARC



Day 3: Thursday, December 4, 2014

9:00 – 9:05	Opening prayers	MEPB
9:05 – 11:00	Reporting LSDP progress: What and how? Activity 7	<i>Group work facilitated by Consultant</i>
11:00 – 11:30	<i>Tea Break</i>	
11:30 – 1:00	Practice sessions on agreed reporting format for LSDP Activity 8	<i>Group work facilitated by Consultant</i>
1:00 – 2:00	<i>Lunch</i>	
2:00 – 4:00	Action planning and way forward Activity 9	<i>Group work facilitated by Consultant</i>
4:00 – 4:10	Wrap up and close	SPARC



Appendix Two: Participants

Lagos State Government Ministry of Economic Planning and Budget with support from DFID/SPARC

Supporting LSDP Implementation using RBM Approach

Day 1-4th November 2014

ATTENDANCE SHEET

S/N	NAME	GENDER	MDA/ORGANISATION	DEPARTMENT	DESIGNATION/GRADE LEVEL	PHONE NO.	EMAIL
1	PEMEMDE SENAMI B.	F	MEPB	LBS	Asst Chief Statistician	08060832149	bolanlepemedede@yahoo.com
2	OMORODION TITILAYO	F	MEPB	M&E	Chief Admin Officer	08023041091	Titimorodion99@yhoo.co.uk
3	OLOWONISAYE SAHEED O.	M	MEPB	EPD	Asst chief planning officer	08174741776	Adesina_66@yahoo.com
4	OYEDEJI ADEYEMI	M	MEPB	MED	Senior Planning Officer	07035088651	<u>Yemiyemi2oo3@yahoo.com</u>
5	OROJIMI OLUFEMI A.	M	MEPB	BUDGET	Asst Chief Statistician	08055544720	<u>Femiao2000@yahoo.com</u>
6	OMOLARIN DANIEL O.	M	MEPB	BUDGET	ACPO	08023210295	<u>domolarin@yahoo.com</u>
7	SOFIE ADAMS	M	MEPB	EPD	ACSO	08161293951	sofileadams@gmail.com
8	TINUBU AMINAT O.	F	MEPB	EPD	P.O.II	08122625410	<u>Bunmi.tinubu@yahoo.com</u>
9	AKINADE A.A	M	MEPB	LBS	ACS	08023556108	Akinade.arimiyu2yahoo.com



Lagos State Government Ministry of Economic Planning and Budget with support from DFID/SPARC

Supporting LSDP Implementation using RBM Approach

Day 1-4th November 2014

ATTENDANCE SHEET

S/N	NAME	GENDER	MDA/ORGANISATION	DEPARTMENT	DESIGNATION/GRADE LEVEL	PHONE NO.	EMAIL
10	MUSTAPHA C.A(MRS)	F	MEPB	EPD	ACPO	08029437864	adenikemusty@yahoo.com
11	AROMIRE O.A	M	MEPB	DPD	Deputy Director	08181064396	Olakunlearomire@yahoo.com
12	GBAFE F.Y (MRS)	F	MEPB	MED	Assistant Director	08023336763	Gbafe08@yahoo.com
13	TOYIN AKPAN	F	SPARC	SPARC	Consultant	08023148755	toyinakpan@yahoo.com
14	A.O LAWAL	M	SPARC	SPARC	Consultant	07030882683	Abdulkareem.lawal@itad.com



Appendix Three: MDA Self Assessments on Progress and Quality of MTSS

Name of Ministry Year of MTSS assessed

Scoring Standard: Score on a scale of 0 to 2 with respect to each criterion; where 2 mean “Yes”, 1 means “Partially Yes” and 0 means “No”.

A: Linkage between MTSS and LSDP

	Criteria	Score	Justification and evidence	Issues and Challenges
1	Sector has an up-to-date MTSS (in this case 2015 – 2017)			
2	MTSS covers three years (in this case 2015 – 2017)			
3	MTSS contains well defined results framework (i.e. outputs, outcomes, baselines, KPIs and targets)			
4	MTSS identified the Development Pillar the sector/MDA belongs to in the Lagos State Development Plan (LSDP)			
5	Sector has aligned its goals and programmes to relevant policy objectives in the LSDP and if there is no relevant objective to the Sector/MDA in the LSDP, this fact has been drawn to the attention of MEPB.			
6	Sector Strategy demonstrates specific means of contributing to the achievement of relevant policy objectives in the LSDP			
7	Sector has identified programmes relevant to its sector goals and has developed suitable projects for the implementation of the programmes			
8	Outcomes have been specified for the respective programmes with KPIs and targets for each of the three years of MTSS			
9	Sector’s outcomes are well aligned/linked to sector outcomes in the LSDP.			
10	Projects in the MTSS have been prioritised and the prioritisation method is well explained			
11	Projects in the MTSS are properly costed			
12	MTSS proposed expenditures (personnel, overhead and capital) are within the indicative			



	budget ceilings provided to the sector by MEPB; i.e. the MTSS is financially feasible.			
13	Sector strategies demonstrate that there is the human resource and organisational capacity to implement them			
14	Sector strategies demonstrate their contributions to Sustainable Development Goals (successor to Millennium Development Goals achievement)			
15	Sector strategies are gender and social inclusion (G&SI) compliant			
16	Sector strategies demonstrate that public views have been taken into account			
17	Programmes and projects recognise and are related to the relevant codes in the Chart of Accounts and ready for presentation in the Budget Format			
	TOTAL			

B: Process Standards

	Criteria	Score	Justification and evidence	Issues and Challenges
1	Sector has an up-to-date MTSS (in this case 2015 – 2017)			
2	MTSS covers three years (in this case 2015 – 2017)			
3	MTSS contains well defined results framework (i.e. outputs, outcomes, baselines, KPIs and targets)			
4	MTSS identified the Development Pillar the sector/MDA belongs to in the Lagos State Development Plan (LSDP)			
5	Sector has aligned its goals and programmes to relevant policy objectives in the LSDP and if there is no relevant objective to the Sector/MDA in the LSDP, this fact has been drawn to the attention of MEPB.			
	TOTAL			



C: Content Standards

	Criteria	Score	Justification and evidence	Issues and Challenges
1	Objectives are output and outcome based, and the sector strategy includes KPIs (SEAT 2).			
2	Sector Strategies cover three years, and rolling versions demonstrate changes made on the basis of performance reviews.			
3	Sector Strategy demonstrates specific means of achieving or contributing to the achievement of relevant Policy Statements in the State Development Plan.			
4	It is possible to discern in the Sector Strategy consistency with National and Regional Policy Guidelines (SEAT 4).			
5	Sector Strategies incorporate reference to cross government and cross-stakeholder working (SEAT 5).			
6	Sector Strategies are financially feasible (SEAT 1B).			
7	Evidence including research findings are used in the development of strategies. (SEAT 3).			
8	Sector strategies demonstrate that there is the human resource and organisational capacity to implement them (SEAT 6).			
9	Sector strategies demonstrate that public views have been taken into account (SEAT 7).			
10	Sector strategies demonstrate their contributions to MDG achievement and to G&SI targets.			
	TOTAL			

Appendix Four: Exercises on Report Writing

Activity 6: Eliminating Wordiness Exercise 1

Revise these sentences to state their meaning in fewer words. Avoid passive voice, needless repetition, and wordy phrases and clauses. The first sentence has been done as an example.

1. Many local farmers plan to attend next Friday's meeting.
2. Although Awo Hall is regularly populated by students, close study of the building as a structure is seldom undertaken by them.
3. He dropped out of school on account of the fact that it was necessary for him to help support his family.
4. It is expected that the new schedule will be announced by the bus company within the next few days.
5. There are many ways in which a student who is interested in meeting foreign students may come to know one.
6. It is very unusual to find someone who has never told a deliberate lie on purpose.
7. Trouble is caused when people disobey rules that have been established for the safety of all.
8. A campus rally was attended by more than a thousand students. Five students were arrested by campus police for disorderly conduct, while several others are charged by campus administrators with organizing a public meeting without being issued a permit to do so.
9. The subjects that are considered most important by students are those that have been shown to be useful to them after graduation.
10. In the not too distant future, college freshmen must all become aware of the fact that there is a need for them to make contact with an academic adviser concerning the matter of a major.
11. In our company there are wide-open opportunities for professional growth with a company that enjoys an enviable record for stability in the dynamic atmosphere of aerospace technology.
12. Some people believe in capital punishment, while other people are against it; there are many opinions on this subject.

Activity 6: Eliminating Wordiness Exercise 2

Directions: Combine each sentence group into one concise sentence.

1. The cliff dropped to reefs seventy-five feet below. The reefs below the steep cliff were barely visible through the fog.
2. Their car is gassed up. It is ready for the long drive. The drive will take all night.
3. Sometimes Stella went running with Blessing. She was a good athlete. She was on the track team at school.
4. Tade brought some candy back from Europe. It wasn't shaped like American candy. The candy tasted kind of strange to him.
5. Government leaders like to mention the creation of new jobs. They claim that these new jobs indicate a strong economy. They don't mention that low-wage jobs without benefits and security have replaced many good jobs.

Activity 6: Eliminating Wordiness Exercise 3

Revise the following passage, avoiding wordiness and undesirable repetition.

A large number of people enjoy reading crime mysteries regularly. As a rule, these people are not themselves criminals, nor would these people really ever enjoy seeing someone commit a crime, nor would most of them actually enjoy trying to solve a crime case. They probably enjoy reading crime mysteries because of this reason: they have found a way to escape from the monotonous, boring routine of dull everyday existence.

To such people the crime mystery is realistic fantasy. It is realistic because the people in the crime mystery are as a general rule believable as people. They are not just made up pasteboard figures. It is also realistic because the character who is the hero, the character who solves the crime mystery, solves it not usually by trial and error and haphazard methods but by exercising a high degree of logic and reason. It is absolutely and totally essential that people who enjoy crime mysteries have an admiration for the human faculty of logic.

But crime mysteries are also fantasies. The people who read such books of fiction play a game. It is a game in which they suspend certain human emotions. One of these human emotions that they suspend is pity. If the reader stops to feel pity and sympathy for each and every victim that is harmed or if the reader stops to feel terrible horror that such a thing could happen in our world of today, that person will never enjoy reading murder mysteries. The devoted reader of crime mysteries keeps uppermost in mind at all times the goal of arriving through logic and observation at the final solution to the mystery offered in the book. It is a game with life and death. Whodunits hopefully help the reader to hide from the hideous horrors of actual life and death in the real world.

Activity 5: Exercise on Purpose and Reader (setting the Objective)

There has been a proposed system of flexible working hours in your department and you have just finished a Human Resources training that talked about flexible working hours. Flexible working hours allow employees to put in their normal daily working hours within a flexible time arrangements – employees can resume early and close early or resume late and close late.

Normal work hours are 8AM to 4PM, but the proposed flexible times are Resumption: between 7AM – 9AM and closing between 3PM – 5PM

Write a report of the training with the aim of **persuading** your Director to **authorize** the proposed system of flexible working hours.

What we know about the Director

- a) *Knowledge*: The Director is a busy man, and has never heard of flexible working hours.
- b) *Attitudes*: He is a stickler for discipline and good timekeeping.
- c) *Wants*: According to the grapevine, he is worried just now about rising costs because of devaluation of the Naira.

Activity 5: Exercise on Materials and Structure

You have been asked to do an analytical report on the achievements of Lagos State in containing and controlling the Ebola Virus Disease; to the National Planning Commission. Use the materials provided to write a report that has all the main structures we have discussed.

You may want to look for additional information elsewhere as necessary. The report should not be more than five pages.

Activity 5: Background Information

LAGOS STATE UNIVERSITY TEACHING HOSPITAL (LASUTH), IKEJA YEAR 2014 ACHEIVEMENT.

Service Delivery Headlines:

- LASUTH has been a referral centre for other Hospitals, even outside the country. In 2014, there were over 2000 referrals from other hospitals in Lagos and more than 1500 from other States and West African countries.
- LASUTH also took an active part in the Management of Ebola Virus Disease (EVD) by deploying more than 20 staff to Indonesia Demographic Health (IDH) for case management. Some of the patients (about six) were handled by the hospital.

GOAL/OBJECTIVE	RESULTS
GOAL 2: To revitalize integrated service delivery towards a quality, equitable and sustainable healthcare	LASUTH also took an active part in the Management of Ebola Virus Disease (EVD) by deploying (no) of staff to IDH for case management. Some of the patients were handled by the hospital (no of patients).
OUTCOME 2.4: To increase demand for health care services (outpatient data for 2014)	LASUTH has been a referral centre for other Hospitals, even outside the country. In 2014, there were (no) of referrals from (places.)
OUTCOME 2.5: To provide financial access especially for the vulnerable groups	LASUTH had provided financial access for 28 vulnerable between the 1 st and end of 3 rd 2014.
GOAL 3: To plan and implement strategies to address the human resources for health needs in order to enhance its availability as well as ensure equity and quality of health care	Getting Accreditation for the Clinical Departments from West Africa College of Surgeons/Physicians (WACS/P) and National Postgraduate Medical College (NPMC). 7 Clinical Departments were accredited (Renewal) with procurement of new medical equipment for the newly Accredited and intend Accredited Department.
OUTCOME 3.4: To strengthen the capacity of training institutions to scale up the production of a critical mass of quality, multipurpose, multi skilled, gender sensitive and mid-level health workers	Payment of Part I and II Examinations for the Residency Programmes of LASUTH. 40 Resident Doctors Examination fees were Paid (WACS/P and NPMC). 21 Resident Doctors passed their Part 1 while 11passed part 11. Recruitment of Medical House Officers. 80 Medical House Officers were employed

Activity 5: Background Information

DIRECTORATE OF DISEASE CONTROL KEY ACHIEVEMENTS FOR 2014

ACHIEVEMENTS	TOTAL NUMBERS	ACTION TAKEN TO ARRIVE AT ACHIEVEMENTS
Ebola Virus Disease (EVD) contained	<ul style="list-style-type: none"> • 16 cases (including index case) • 15 Laboratory confirmed, 1 Epid-linked • 14 treated at IDH (out of which 1 referred from P/H) • 10 survivors in Lagos 	<ul style="list-style-type: none"> • Prompt evacuation and decontamination activities in hospitals and homes of suspects and confirmed. • Prompt recruitment of volunteers at ETC • Prompt contact tracing and monitoring of contacts for symptoms • Adequate health Education and awareness creation of the populace on EVD. • Prompt design and construction of isolation and quarantine wards and provision of materials at IDH • Prompt isolation of suspects and management of suspects and confirmed at IDH • Prompt laboratory analysis of blood samples and other body fluids from suspects and confirmed • Safe evacuation and burial/cremation of copses. • Psychosocial support provided to contacts/suspects/survivors. • Effective Surveillance activities which are still on-going
State-wide Wellness week scheduled for 9 th -13 th Dec., 2014 - Diabetes, Hypertension, breast and cervical cancer	<ul style="list-style-type: none"> • 2014 figures expected after wellness week is conducted • 87,598 people were screened in 2013 • Breast- 4920 and Cervical- 2,919 in 2013 	<ul style="list-style-type: none"> • Training of personnel on-going • Advocacy, Social mobilisation and Awareness creation on- going • Logistics being organised
Insecticide Residual Spray conducted	648,880 rooms sprayed in 7 LGAs in 2014 in Lagos State	<ul style="list-style-type: none"> • Adequate Coordination by the State • Adequate provision of materials (chemicals and pumps) and prompt movement to the field. • Adequate training of personnel on IRS • Advocacy, social mobilisation • Prompt payment of stipends to sprayers and supervisors • Adequate monitoring and supervision of exercise
HIV /AIDs treatment	<ul style="list-style-type: none"> • 50,000 people covered with antiretroviral drugs in the State 	<ul style="list-style-type: none"> • Numerous equipment provided through partners' support • Training of personnel • Effective and efficient monitoring and supervision • Collaboration with partners
TB treatment	<ul style="list-style-type: none"> • 7,000 patients placed on treatment- Jan-Sep, 2014 • 28 Microscopes purchased by State to enhance prompt diagnosis 	<ul style="list-style-type: none"> • Effective coordination • Training of personnel • Awareness creation • Prompt sourcing of drugs • Adequate monitoring and supervision



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