



Lagos State Government

*Lagos M&E Scorecard Assessments:
Ministries of Economic Planning and
Budget, Commerce and Industry, and
Environment*

September 2014

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Abbreviations and Acronyms

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Abbreviations and acronyms

COFOG	Classification of Functions of Government
DPRS	Directors of Planning, Research & Statistics
G&SI	Gender & Social Inclusion
KPI	Key Performance Indicator
LASG	Lagos State Government
LBS	Lagos Bureau of Statistics
LGA	Local Government Area
M&E	Monitoring and Evaluation
MDA	Ministry, Department and Agency
MED	Monitoring and Evaluation Department
MEPB	Ministry of Economic Planning and Budget
MIS	Management Information System
MTSS	Medium Term Sector Strategy
NPC	National Planning Commission
PMR	Performance Management Review
P&S	Policy and Strategy
RBM	Results Based Management
SEAT	Self-Evaluation and Assessment Tool
SPARC	State Partnership for Accountability Responsiveness and Capability
TSLs	Technical Stream Leads

Executive Summary

With guidance from Ministry of Economic Planning and Budget (MEPB), all Ministries, Departments and Agencies (MDA) have implemented data collection systems and have regularly undertaken annual performance reviews against agreed Key Performance Indicators (KPIs). In May 2014, a Monitoring & Evaluation (M&E) scorecard assessment was undertaken for the education and health sectors with the overarching objective of assessing and tracking M&E efforts and results as a product of inputs, activities, operations, methods and process within the sectors. A similar assessment was undertaken for the Ministries of MEPB, commerce and industry, as well as the environment sectors in September 2014.

The approach used is adapted from the State Partnership for Accountability Responsiveness and Capability (SPARC) State Evaluation and Assessment Tool (SEAT), using similar KPIs. The rationale is to ensure consistency and synergy with existing processes. Five KPIs were assessed namely, the existence of a strategy for M&E; the organisational capacity for M&E; the effectiveness of Management Information System (MIS); Performance Management Review (PMR) processes; and whether cross-cutting issues such as gender and social inclusion are reflected in M&E systems.

Across all the KPIs measured, MEPB scored an average of 2.6 out of 4, while commerce and industry scored 2.9 out of 4, and environment scored 2.3 out of 4. Overall, the sectors have adapted well, the guidelines stipulating the state wide strategy for M&E. In terms of capacity, whereas there are designated staffs for M&E functions, not all departments in the ministries have such staff in place. Within MEPB, Lagos Bureau of Statistics (LBS) is managing the state wide MIS – EkoInfo with data captured from various levels, but there is patchy evidence that information from routine analyses is used for decision making more broadly. Although Monitoring & Evaluation Department (MED) has a module within EkoInfo called MEDInfo for managing annual PMRs, it is not yet functional and EkoInfo is not officially launched. The environment and commerce and industry sectors do not have consolidated MIS in place, although subsectors within these, have systems for data collation.

Performance management processes are in place across all sectors, and anchored by MEPB; and performance reviews have been conducted since 2012. There is little evidence however, that such reviews inform subsequent programme adjustments. Cross cutting issues of gender and social inclusion (G&SI) are taken on board differentially, with the MEPB and environment demonstrating better coverage of gender.

It is recommended that within MEPB, there should be better coordination of M&E activities, with clearer roles and responsibilities. Although MED coordinates M&E activities across the state, and supports other MDAs in undertaking annual performance reviews, roles and responsibilities within MED and other departments in MEPB are less clear.

The process of undertaking annual reviews could be improved by involving civil society organisations both in the data collection, but also in validation as well as targets for dissemination of the results of the assessments. The media should also be specific targets of assessment results.

It is also recommended that apart from the guidelines for annual performance reviews, there should be a process in place that would enable MDAs to submit data and information on a routine basis.

Introduction and Background

Background

In line with organizational reforms for strengthening Information Management and M&E in Lagos State, executive orders were issued for MDAs to establish planning units during 2010 with functions covering planning, M&E and statistics. The M&E department within MEPB additionally provided extensive guidance and training to these departments to help them establish M&E systems. Performance management processes are in place across all sectors, and anchored by MEPB; and performance reviews have been conducted since 2012.

To help streamline the performance review processes across the MDAs, MEPB prepared and distributed PMR guidelines and the State Bureau of Statistics have developed and distributed Statistics Minimum Standards. In addition, there are comprehensive guidelines covering capital project monitoring.

There is a good and increasing range of statistics held within the EkoInfo database in the State Bureau of Statistics, which is relevant across all sectors/MDAs in the state. The State Bureau of Statistics carries out a number of surveys in the state on a regular basis (e.g. household survey, transport survey). Having implemented PMR processes since 2012, the concept of using PMR to support adjustment of Medium Term Sector Strategies (MTSSs) is now understood as a result of training provided by MEPB. The extent to which this happens is however, patchy and weak.

The M&E scorecard assessments seeks to assess and track M&E efforts and results as a product of inputs, activities, operations, methods and process. Typically, a scorecard displays graphic indicators that visually convey the overall success or failure of an organization in its efforts to achieve a particular goal. The scorecard is based on a collection of KPIs, each of which represents an aspect of organizational performance. Taken together, these KPIs provide a snapshot of organization performance at a particular point in time.

In May 2014, an M&E scorecard assessment was undertaken for the education and health sectors with the overarching objective of assessing and tracking M&E efforts and results as a product of inputs, activities, operations, methods and process within the sectors. A similar assessment was undertaken for the MEPB, commerce and industry, as well as the environment sectors in September 2014.

Objectives of the M&E scorecard assessments

In line with the previous assessments, the overarching objective was to track the progress made in M&E processes and systems within the selected sectors/MDAs in Lagos State namely economic planning budget, commerce and industry and environment. Specifically, the assessment was meant to:

- Provide a snapshot of institutional performance in relation to monitoring and evaluation, within the sectors;
- Get MEPB assessed in order to further enhance its capability in undertaking similar assessments.

Approach and Methodology

Like the previous assessments, the following steps were followed:

Design of the assessment framework: The approach used was adapted from the State SEAT, using similar KPIs. The SEAT is a SPARC self-assessment tool that gives State players opportunity to evaluate and assess their performance in the context of Policy and Strategy environment, and Management Information and Monitoring and Evaluation systems. Additional parameters from a similar assessment framework used by the National Planning Commission (NPC) to assess States, were included in this assessment (please see annex 1). These parameters sought to undertake a quick snapshot of achievements and challenges for the year under review and then look at planned activities and risk factors for the coming year.

Preparation for the assessment: The revised assessment framework was shared with the SPARC Lagos team; SPARC M&E Technical Stream Leads (TSLs) and MEPB anchors; for comments. Ahead of the assessment proper, the agreed framework was discussed with MEPB. MEPB was also requested to contact the other MDAs about the assessment and to agree on the individuals that will take part in the assessment.

The assessment: The assessment was undertaken using a workshop format. It was suggested that four representatives from each of the sectors/MDAs would take part in the assessment, including four from MEPB. Two meetings were held; the first meeting was held to explain and provide background to the assessment and the tools, and how to fill out and provide the evidence and justification against each of the indicators. Thereafter, participants were given the assessment tool and encouraged to hold sector meetings in order to fill out the tool.

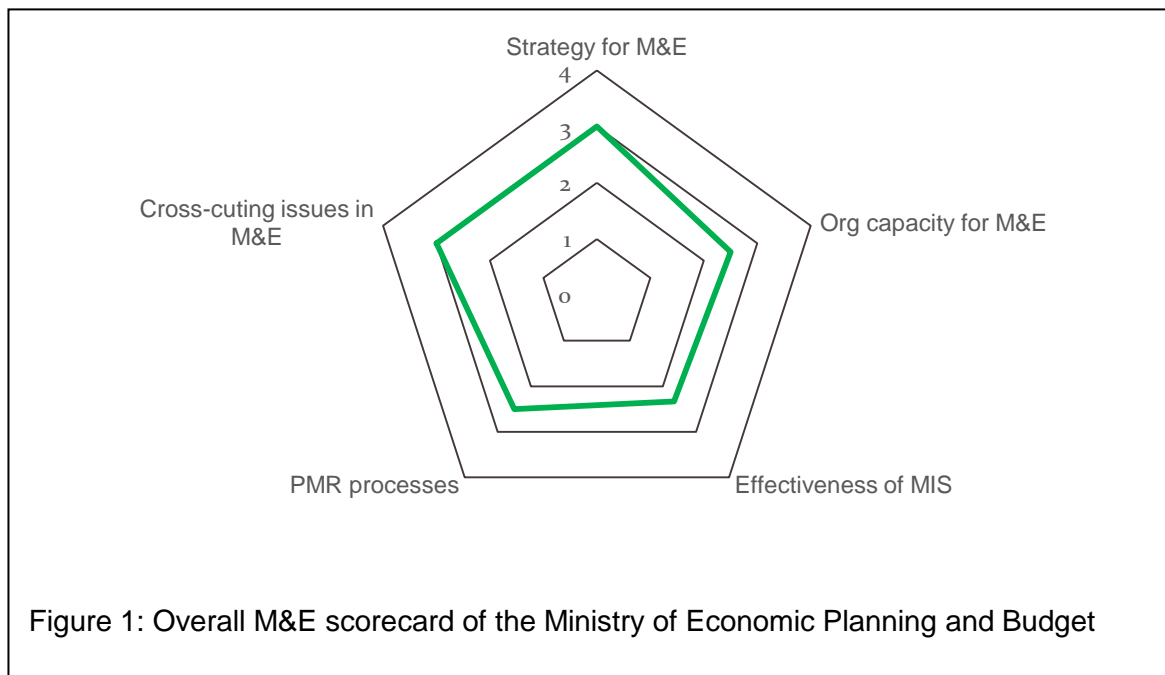
The second meeting was held a few weeks after and it involved sector/MDA teams providing feedback to all, about their assessment. Each indicator score was discussed including the justification and where necessary, the scores were adjusted based on comments by all the other participants including the SPARC team.

Findings from the assessment

There were five KPIs assessed. There were two or more sub indicators under each KPI, to provide a broader view of the KPI. The scores for each sub indicator were put together to obtain a composite score for the KPI. A score of A to D can be assigned to each sub indicator, where A is the highest and D is the lowest; with a criterion and justification for each score. In the analysis of the scores, the scores were converted into numbers for ease of obtaining the composite scores for each KPI. The score D was assigned a 1; C, a 2; B, a 3 and A, a 4.

M&E Scorecard of the Ministry of Economic Planning and Budget

The scorecard was undertaken across five indicators, which were measures of 1) the existence of a strategy for M&E; 2) the organisational capacity for M&E; 3) the effectiveness of MIS; 4) PMR processes; and 5) whether cross-cutting issues such as G&SI are reflected in M&E systems. The chart below summarise the overall findings by each of the five key performance indicators in the sector. While this provides a snapshot view, the real value of the process lies in the detailed evidence summarised in the following sections, under each of the sub indicators.



KPI1: A strategy setting out Scope and Purpose of M&E within the sector is available and implemented

Overall, this indicator was scored high, with an average score of 3 out of 4. MEPB has been providing leadership for M&E processes and systems in the state. Implementation of the state M&E strategy has been driven by MEPB and there is a focus on results. The detailed evidence is provided in the two sub indicators below.

Extent of implementation of the state-wide strategy on information management / M&E by MDA

Score	Minimum Requirements
B (3)	The Information Management/M&E strategy is being partly adapted/used by the MDA in developing and implementing their information management/M&E systems.

As the coordinating MDA for the state, MEPB has shared the state strategy for M&E which provides the basis for individual MDAs to plan and implement their own information management/M&E systems. Within MEPB, this strategy has been partly adapted in developing and implementing their Information Management/M&E systems. Guidelines for information management and performance reviews, which contain KPIs have been developed for data collection and collation; and shared with other sectors and MDAs.

Extent to which the MDA strategy for M&E ensures a sufficient focus on Goals, Outcomes and Targets

Score	Minimum Requirements
B (3)	The MDA strategy document shows some evidence of defining goals, refers to measurement outcomes; and some reference to target setting is given.

The MTSS provides the overarching focus for defining goals and objectives both for implementation and M&E. In relation to M&E, each MTSS document contains a results framework that elaborates the sector policy priorities into outcomes and key performance indicators against the expected outcomes and targets.

KPI2: Organizational Capacity for Managing Information and M&E

Overall, this indicator was scored slightly over average, with an average score of 2.5 out of 4. The MDA structure is very complex and makes identification of internal stakeholders and users of M&E outputs a bit more challenging than external stakeholders. This has often made internal information dissemination quite challenging. There are designated staffs for M&E functions, but departmental mandates make the role and responsibilities for M&E within departments a bit unclear. The detailed evidence is provided in the two sub indicators below.

Extent to which Internal M&E clients / information users (i.e. within the MDA) are identified

Score	Minimum Requirements
C (2)	There is limited understanding of users or processes requiring M&E Information within MDA and Information that is produced is limited scope, and the format and timing of this information does not reflect an understanding of user or process needs.

The LBS in at the moment a department within MEPB and it anchors the state MIS (EkoInfo) which stipulates the sources of information, as well as the processing and dissemination of the information. However, the extent to which users of information have been identified with the ministry is not clear. The M&E department is responsible for supporting other sectors/MDAs in annual performance review processes and it has set out to develop a sub module within EkoInfo called MEDInfo. MEDInfo is based on the KPIs contained in the guidelines for undertaking annual performance reviews.

Extent to which external M&E clients (i.e. outside the MDA) are identified

Score	Minimum Requirements
C (2)	There is limited understanding of users or processes requiring M&E information outside MDA and information that is produced is limited in scope and the format and timing of this information does not reflect an understanding of user or process needs.

Outside the ministry, there is better identification of external clients, but the extent to which information dissemination is undertaken is weak. In addition, the main clients identified and engaged with are the other sectors and MDAs. Other potential users like civil society organisations and the media have not been identified and targeted with information.

The clarity of roles and responsibilities of staff in MDAs relating to Information Management / M&E

Score	Minimum Requirements
B (3)	The MDA have documented and partially implemented material on the leadership, managerial and technical roles and responsibilities for the units responsible for information management / M&E and their staff.

The M&E department is the coordinating department for M&E, including providing support to other MDAs as well as undertaking other statutory role of ensuring compliance of state projects executed by contractors. The departmental Directors MED and that of LBS are responsible for coordinating activities in relation to M&E and state wide information respectively. Within MED, there are designated M&E officers, but this is not necessarily the case in the other departments.

The appropriateness of staffing levels and skills mix to MDA regarding M&E roles and responsibilities

Score	Minimum Requirements
B (3)	The MDA has insufficient skilled staff in relevant units to carry out M&E functions

As mentioned under roles and responsibilities, not all departments have designated M&E officers. In addition, not all officers assigned to carry out M&E functions (including within MED) have sufficient skills. There are plans to establish a new planning unit within MEPB that will take on the central role of planning and M&E within the MDA.

KPI3: Effectiveness of Management Information Systems, Statistics and Data

Overall, this indicator was scored slightly above average, with an average score of 2.3 out of 4. The evidence shows that although there is a management information system (EkoInfo), with a MEDInfo module in place, these systems state-wide systems which collate data on a routine basis. In addition to challenges with the completeness of data, especially for MEDInfo, bureaucratic delays have stalled the official launching of EkoInfo and this has limited its scope and effectiveness.

Effectiveness of Management Information Systems (MIS) in supporting decision-making

Score	Minimum Requirements
C (2)	MDA has MIS in place but not functional and not able to manage and report on relevant management data in support of decision making

The state-wide MIS (EkoInfo) is anchored by LBS, and thus 'domiciled' within the MDA. Data is captured at various levels and is collated using templates developed for different programmes and MDAs. The information especially from the various surveys anchored by LBS such as the annual household survey are captured in the system. In addition, although MEDInfo exists, no data has so far been inputted into the system. As mentioned earlier however, the non-launching of the system has not made it possible to use the system to generate reports for informed decision making within and outside the MEPB.

Extent to which available data is complete, of sufficient quality and verified

Score	Minimum Requirements
B (3)	50% to 90% of data users, including managers and policy makers express confidence in the quality and completeness of data provided by MDAs and the processes used to ensure this.

Within MEPB, there is confidence in the quality and completeness of data. However because MEPB is also responsible for handling data from other sectors/MDAs, it is not clear how quality and completeness of data from 'outside' the MDA is guaranteed apart from the assurances from these sources. Apart from the guidelines for annual performance reviews, there are no processes or systems for MDAs/sectors to submit data on a regular basis.

Extent to which data collection and analysis processes allow comprehensive measurement of performance indicators

Score	Minimum Requirements
C (2)	MDA is using some indicators, but these are mainly used for measuring progress with activities or direct results and do not routinely measure outcomes.

The M&E strategy contains key performance indicators, which is used as the basis for performance measurement, whereas the EkoInfo should normally contain data that is used to measure performance. However, the annual performance review processes still focus a lot on outputs and much less on outcomes.

KPI4: Performance Management Processes in Support of Policy, Strategy and Program Adjustment

Overall, this indicator was above average high, with an average score of 2.5 out of 4. The evidence shows that MEPB anchors regular performance reviews for other sectors/MDAs as well as for itself. There are efforts to ensure that the reviews inform some of the subsequent programme adjustments, but this is not still ad-hoc. Detailed evidence is provided in the two sub indicators below.

Results orientation of annual performance assessments and reports

Score	Minimum Requirements
C (2)	MDA conducts some form of periodic performance assessments. There is limited results orientation to the assessment which largely focuses on the activities of the MDA with few recommendations. Contributions from units within the MDA is fragmented and of variable quality. The report may or may not be shared with state Government, and there is little follow up.

As a coordinating ministry, MEPB coordinates the processes for developing, implementing, as well as the review and adjustments of MTSSs for itself and other sectors/MDAs. As mentioned earlier, the MTSS contains results framework which outlines the steps and focus for performance reviews. To date, performance reviews have been undertaken against the years 2011, 2012 and 2013, using the guidelines developed by the ministry. Dissemination of results have however been ad-hoc and mainly to government functionaries.

Extent to which policy, strategies or programs are adjusted in response to review findings

Score	Minimum Requirements
B (3)	Although there are recommendations from performance reviews, there is no evidence that these are used to make strategic or programme adjustments

As indicated under results orientation of performance assessments above, there is a framework in place for undertaking regular performance reviews. There have been reviews undertaken since 2012, with recommendations collated. However it seems that such recommendations are relatively weak mostly implementation focussed and less strategic. In addition, there is no evidence that such recommendations are taken on board when follow up programmes or strategies are being designed.

KPI5: Cross-cutting Issues are addressed in the Information Management or Monitoring and Evaluation System

There was only one sub indicator under this KPI and it was scored a 3 out of 4. Evidence shows that gender and social inclusion are major cross-cutting issues addressed in the data management system.

The extent to which cross-cutting issues are reflected in the information management / monitoring and evaluation systems

Score	Minimum Requirements
B (3)	MDA can show evidence that their M&E systems address at least 2 of the cross-cutting issues given above in their MIS, survey or research study programmes that are conducted by the MDA.

The annual household survey anchored by LBS covers gender and social inclusion with focus on people living with disabilities. The guidelines for undertaking annual performance reviews also contain focus on G&SI, including the results framework of the MTSS documents.

Summary of Achievements

Achievements: In relation to M&E functions of the MDA during the past financial year (2013) includes:

- Completion of year 2012 PMR
- Completion of study tour to Brazil;
- Development of KPIs in Pilots MDAs;
- Institutionalization of Result Based Management (RBM) work in 12 pilots MDAs.

Challenges: The key challenges that were faced in relation to M&E functions of the MDA during the past financial year includes;

- Irregular capacity development programme
- Lack of adequate working equipment/tools
- Lumping together of M&E and Planning units has impacted negatively on service delivery due to overlapping roles and responsibilities

Planned Initiatives (for the year 2014):

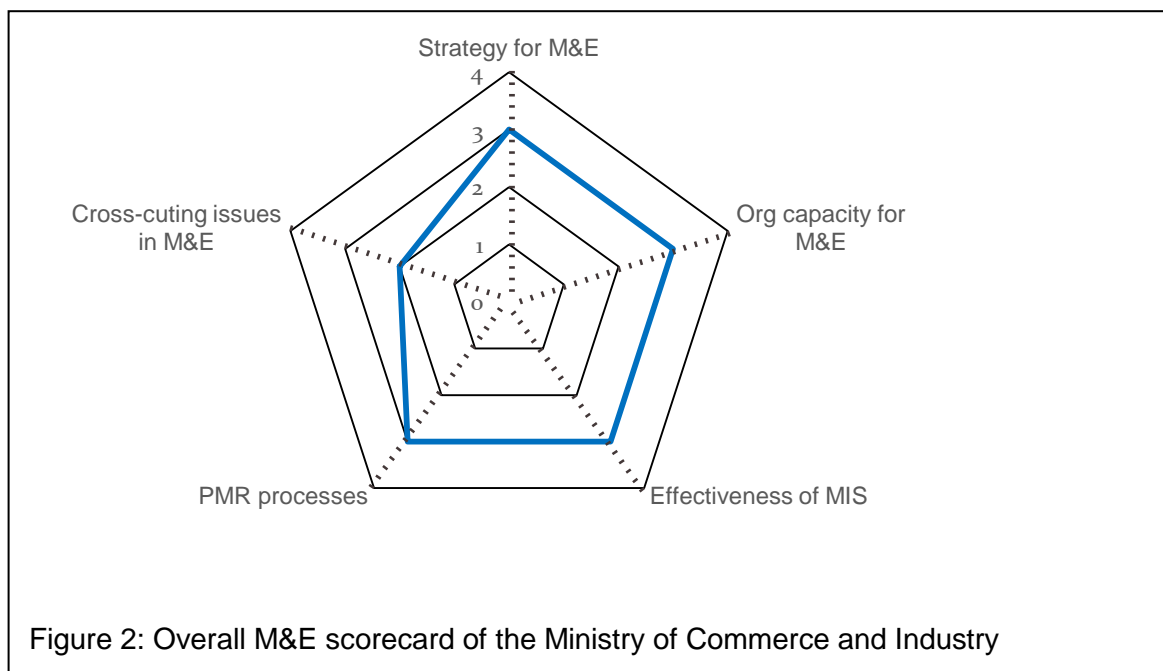
- Capacity Building in the area of M&E
- Establishment of research unit in the department
- 2nd Study Tour to India

Risk Factors

- Change of Government
- Constant redeployment of skilled staff
- Inadequate budgetary allocation

M&E Scorecard of the Ministry of Commerce and Industry

Similar to the previous assessments, the scorecard was undertaken across five indicators, which were measures of 1) the existence of a strategy for M&E; 2) the organisational capacity for M&E; 3) the effectiveness of MIS; 4) PMR processes; and 5) whether cross-cutting issues such as gender and social inclusion are reflected in M&E systems. The chart below summarise the overall findings by each of the five key performance indicators in the sector. Again, while this provides a snapshot view, the real value of the process lies in the detailed evidence summarised in the following sections, under each of the sub indicators.



KPI1: A strategy setting out Scope and Purpose of M&E within the sector is available and implemented

Overall, this indicator was scored high, with an average score of 3 out of 4. There is a strategy for M&E, which focuses on results. The detailed evidence is provided in the two sub indicators below.

Extent of implementation of the state-wide strategy on information management / M&E by MDA

Score	Minimum Requirements
B (3)	The Information Management / M&E strategy is being partly adapted/used by the MDA in developing and implementing their Information Management / M&E systems.

MEPB has shared an appropriate state strategy document which provides the basis for individual MDAs to plan and implement their own information management/M&E systems. This strategy has been partly adapted and used by the ministry in developing and implementing their internal information management and M&E systems. The results from the system are used as the materials, which are collated into the annual performance management reports of the ministry.

Extent to which the MDA strategy for M&E ensures a sufficient focus on Goals, Outcomes and Targets

Score	Minimum Requirements
B (3)	The MDA strategy document shows some evidence of defining goals; refers to measurement of outcomes; and some reference to target setting is given.

Like all sectors/MDAs in the state, the MTSS provides the overarching focus for defining goals and objectives both for implementation and M&E in the ministry. The commerce and industry MTSS document contains a results framework that elaborates the sector policy priorities into outcomes and key performance indicators against the expected outcomes and targets.

KPI2: Organizational Capacity for Managing Information and M&E

Overall, this indicator was scored high, with an average score of 3 out of 4. The evidence shows that both internal and external stakeholders and users of M&E outputs are identified and targeted for information dissemination. There are also designated staffs for M&E functions, although not all units and directorates are covered and not all of the designated staffs are sufficiently skilled. The detailed evidence is provided in the two sub indicators below.

Extent to which Internal M&E clients / information users (i.e. within the MDA) are identified

Score	Minimum Requirements
B (3)	The MDA have identified some of the internal users of M&E information and have systems in place which ensure that most users have access in the appropriate formats when required.

Given the importance of the sector to the state's economy, and the need to provide information on a regular basis, the sector has identified internal and external users of information. Data in relation commerce as well as industries are used to generate reports for informed decision making within the sector.

Extent to which external M&E clients (i.e. outside the MDA) are identified

Score	Minimum Requirements
B (3)	The MDA have identified some of the external users of M&E information and have systems in place which ensure that most users have access in the appropriate formats when required.

Similar to issues related to internal users above, the ministry has identified external users of information. Information is often disseminated through meetings with external stakeholders. Data generated on the activities of industries in the state and also to attract investors.

The clarity of roles and responsibilities of staff in MDAs relating to Information Management / M&E

Score	Minimum Requirements
B (3)	The MDA have documented and partially implemented material on the leadership, managerial and technical roles and responsibilities for the units responsible for information management / M&E and their staff.

The Directors of Planning Research and Statistics (DPRS) are responsible for coordinating activities in relation to M&E and information in the major sub-sectors of commerce and industry. However, not all Agencies and Units have designated M&E officers. Nonetheless data is collated on a routine basis to generate reports on the activities carried under commerce and industry.

The appropriateness of staffing levels and skills mix to MDA regarding M&E roles and responsibilities

Score	Minimum Requirements
B (3)	The MDA has insufficient skilled staff in relevant units to carry out M&E functions

Units and departments have some officers assigned to collect and collate data and report routinely on the activities carried out in relation to commerce and industry. However, not all units have such officers and not all the officers assigned to carry out M&E functions have sufficient skills.

KPI3: Effectiveness of Management Information Systems, Statistics and Data

Overall, this indicator was scored high, with an average score of 3 out of 4. The evidence shows that there is no integrated MIS in place, although individual sub sectors of commerce and industry have systems for data collection. There are also issues with the completeness of data, especially from the private sector stakeholders who do not always submit data promptly. Detailed evidence is provided in the two sub indicators below.

Effectiveness of Management Information Systems (MIS) in supporting decision-making

Score	Minimum Requirements
B (3)	MDA has MIS in place and partially able to collect, manage and report on relevant management data and MDA managers are able to use this data in support of decision making

Although there are systems in place to collate data in each of commerce and industry sub-sectors, these are not yet integrated into a management information system for the sector. As stated earlier, the information generated is used to undertake analysis in relation to commerce and industries in the state and also for the purposes of attracting investors.

Extent to which available data is complete, of sufficient quality and verified

Score	Minimum Requirements
B (3)	50% to 90% of data users, including managers and policy makers express confidence in the quality and completeness of data provided by MDAs and the processes used to ensure this.

Completeness of data is a major data quality constraint of the ministry of commerce and industry. This is because most of the activities of the sector are undertaken by the private sector, and they are not prompt in submitting data or on a regular basis.

Extent to which data collection and analysis processes allow comprehensive measurement of performance indicators

Score	Minimum Requirements
B (3)	MDA is using a range of indicators for measuring outcomes and results of their programmes, but impact studies on beneficiaries are not routinely carried out.

As stated earlier, the sector has an MTSS document which contains a results framework with key performance indicators, and which is used as the basis for performance measurement. Although there is some effort at measuring programme performance which are linked to the MTSS, there is a slight skew towards outputs and less on outcomes, and specific studies have not been commissioned to complement the routine data from performance assessments.

KPI4: Performance Management Processes in Support of Policy, Strategy and Program Adjustment

Overall, this indicator was scored high, with an average score of 3 out of 4. The evidence shows that regular performance reviews are conducted by the sector and the reviews inform some of the subsequent programme adjustments. Detailed evidence is provided in the two sub indicators below.

Results orientation of annual performance assessments and reports

Score	Minimum Requirements
B (3)	MDA conducts a performance assessment regularly. The assessment attempts to measure progress against MDA outcomes and targets, with some recommendations. The assessment is led by key units within the MDA (e.g. DPRS) with other units playing less of a role. The report is shared and discussed only with state Government.

Similar to all the sectors in the state, there is an MTSS for the sector and it contains a results framework which sets out the framework for performance reviews. From 2011, the sector has been using the PMR guidelines from MEPB to conduct performance assessments led by DPRS which is disseminated mainly to government functionaries.

Extent to which policy, strategies or programs are adjusted in response to review findings

Score	Minimum Requirements
B (3)	Although there are recommendations from performance reviews, there is no evidence that these are used to make strategic or programme adjustments

As indicated under results orientation of performance assessments above, there is a framework in place for undertaking regular performance reviews. There is however patchy evidence that the recommendations arising from such reviews are being used to influence program adjustment.

KPI5: Cross-cutting Issues are addressed in the Information Management or Monitoring and Evaluation System

There was only one sub indicator under this KPI and it was scored a 2 out of 4. Evidence shows that location is the major cross-cutting issue addressed in the specific studies commissioned by the sector.

The extent to which cross-cutting issues are reflected in the information management / monitoring and evaluation systems

Score	Minimum Requirements
C (2)	MDA can show evidence that their M&E systems address at least 1 of the cross-cutting issues given above in their MIS, survey or research study programmes that are conducted by the MDA.

The sector undertakes surveys in relation to commerce and industries. The major cross-cutting issue which the ministry takes into consideration seem to be hard to reach areas.

Summary of Achievements

Achievements: In relation to M&E functions of the MDA during the past financial year (2013) includes:

- Helped to highlight the level of success/failure in relation to the goals/objectives in line with the government policy
- Helped to enhance accountability both within the ministry, but also to external stakeholders

Challenges:

- Inadequacy of funding for M&E activities
- Inadequate M&E capacity training
- Leadership role – not enough interest at the level of the ministry leadership

Planned activities

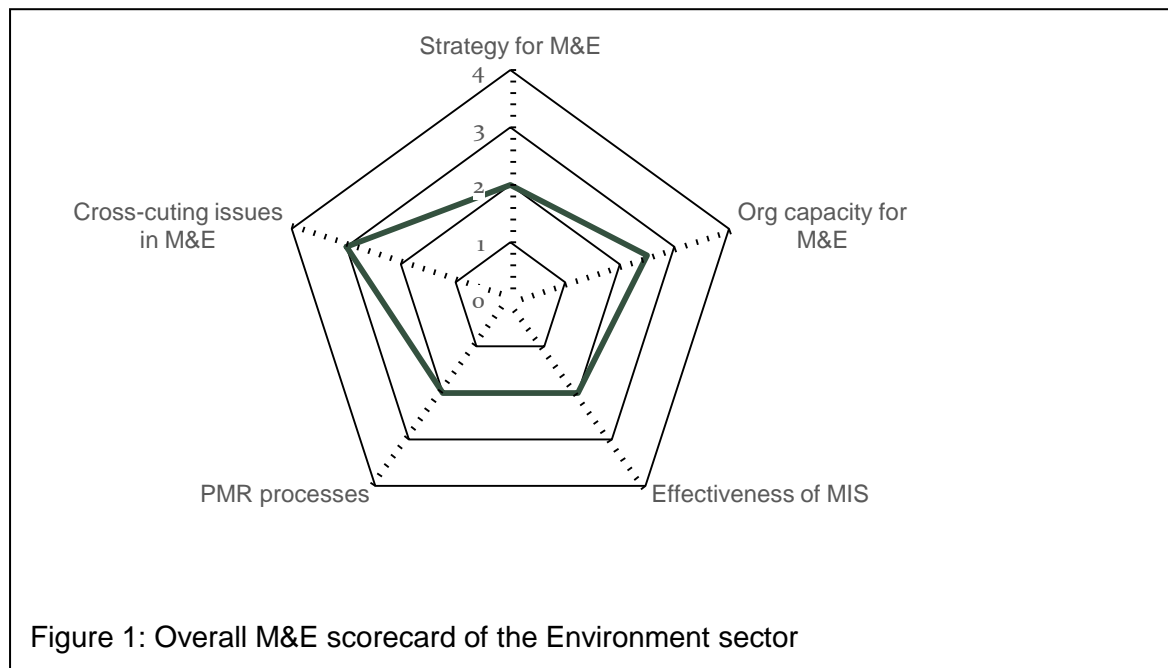
- Carry-out relevant training on M&E
- Design of effective work-plan towards efficient M&E
- Undertake advocacy and awareness to ensure more interest and commitment of the leadership

Risk factors

- Possible slowdown of activities towards the end of the year because of approaching elections
- Change in government policy
- Inadequate budget provision

M&E Scorecard of the Ministry of Environment

Similar to other sectors/MDAs, the scorecard was undertaken across five indicators, which were measures of 1) the existence of a strategy for M&E; 2) the organisational capacity for M&E; 3) the effectiveness of MIS; 4) PMR processes; and 5) whether cross-cutting issues such as gender and social inclusion are reflected in M&E systems. The chart below summarise the overall findings by each of the five key performance indicators in the sector. Again, while this provides a snapshot view, the real value of the process lies in the detailed evidence summarised in the following sections, under each of the sub indicators.



KPI1: A strategy setting out Scope and Purpose of M&E within the sector is available and implemented

Overall, this indicator was scored average, with an average score of 2 out of 4. The sector does not yet have a strategy for M&E. It however uses the state-wide strategy distributed by MEPB to undertake some M&E activities. The detailed evidence is provided in the two sub indicators below.

Extent of implementation of the state-wide strategy on information management / M&E by MDA

Score	Minimum Requirements
C (2)	The Information Management / M&E strategy is not being used by the MDA in developing and implementing their Information Management / M&E systems.

MEPB has shared an appropriate state strategy document which provides the basis for individual MDAs to plan and implement their own information management/M&E systems. There is no evidence that this strategy has been adapted and used by the sector in developing and implementing their internal information management and M&E systems.

Extent to which the MDA strategy for M&E ensures a sufficient focus on Goals, Outcomes and Targets

Score	Minimum Requirements
C (2)	The MDA strategy document shows little evidence of defining goals for each sector, and basically refers to progress reporting on activities; and there is very little reference or importance given to target setting.

Like all sectors/MDAs in the state, the MTSS provides the overarching focus for defining goals and objectives both for implementation and M&E in the ministry. The environment sector MTSS document contains a results framework that elaborates the sector policy priorities into outcomes and key performance indicators against the expected outcomes and targets. However, there is patchy evidence on outcome reporting; most of the reporting done is based on activities and outputs.

KPI2: Organizational Capacity for Managing Information and M&E

Overall, this indicator was scored above average, with a score of 2.5 out of 4. The evidence shows that more external, than internal stakeholders and users of M&E outputs are identified and targeted for information dissemination. There is not much clarity in the roles of staffs for M&E functions, and not all units are covered and not all of the staffs with M&E functions are sufficiently skilled. The detailed evidence is provided in the two sub indicators below.

Extent to which Internal M&E clients / information users (i.e. within the MDA) are identified

Score	Minimum Requirements
2 (C)	There is limited understanding of users or processes requiring M&E information within MDA and information that is produced is limited in scope, and the format and timing of this information does not reflect an understanding of user or process needs.

The complexity of the sector makes identification of internal users of M&E information a bit challenging. This is mostly due to the overlapping responsibilities of the different units within the sector. Because of these overlaps, the process of information dissemination within the sector is ad-hoc and uncoordinated.

Extent to which external M&E clients (i.e. outside the MDA) are identified

Score	Minimum Requirements
B (3)	The MDA have identified some of the external users of M&E information and have systems in place which ensure that most users have access in the appropriate formats when required.

Unlike the issue related to internal users, the ministry has identified external users of information. Information is often disseminated through meetings with external stakeholders. Data generated on environmental hazards, flooding and drainage in particular, are routinely shared with external stakeholders.

The clarity of roles and responsibilities of staff in MDAs relating to Information Management / M&E

Score	Minimum Requirements
C (2)	The MDA have documented but not implemented material on the leadership, managerial and technical roles and responsibilities for the units responsible for information management / M&E and their staff.

Because of the overlap in departmental functions in relation to M&E, there is not much clarity in the roles of staffs in relation to M&E functions, and not all units are covered and not all of the staffs with M&E functions are sufficiently skilled. Notwithstanding these issues, data is collated on a routine basis especially on flooding and drainage related issues.

The appropriateness of staffing levels and skills mix to MDA regarding M&E roles and responsibilities

Score	Minimum Requirements
B (3)	The MDA has insufficient skilled staff in relevant units to carry out M&E functions

Units and departments have some officers assigned to collect and collate data and report routinely on the activities carried out particularly in relation to flooding and drainage. However, not all units have such officers and not all the officers assigned to carry out M&E functions have sufficient skills.

KPI3: Effectiveness of Management Information Systems, Statistics and Data

Overall, this indicator was scored average, with a score of 2 out of 4. There is no sector MIS in place, although the different subsectors routinely collate data on their activities. Detailed evidence is provided in the two sub indicators below.

Effectiveness of Management Information Systems (MIS) in supporting decision-making

Score	Minimum Requirements
B (3)	MDA has MIS in place and partially able to collect, manage and report on relevant management data and MDA managers are able to use this data in support of decision making

Although there are systems in place to collate data across the subsectors drainage and environmental sanitation, these are not yet integrated into a management information system for the sector. The information generated is used to undertake analysis by the subsectors.

Extent to which available data is complete, of sufficient quality and verified

Score	Minimum Requirements
B (3)	50% to 90% of data users, including managers and policy makers express confidence in the quality and completeness of data provided by MDAs and the processes used to ensure this.

As a result of the complexity of the sector and the overlaps in M&E functions across the subsectors, the data collection and collation systems are not streamlined and this often leads to some confusion in sources, including the promptness of data collection. This has a knockoff effect on the completeness of data and hence the confidence of data users.

Extent to which data collection and analysis processes allow comprehensive measurement of performance indicators

Score	Minimum Requirements
C (2)	MDA is using some indicators, but these are mainly used for measuring progress with activities or direct results and do not routinely measure outcomes.

As stated earlier, the sector has an MTSS document which contains a results framework with key performance indicators, and which is used as the basis for performance measurement. Performance measurement to date has however, focussed a lot on activities and outputs, but less on outcomes. In addition, there is no evidence that specific studies have been commissioned to complement the routine data from performance assessments.

KPI4: Performance Management Processes in Support of Policy, Strategy and Program Adjustment

Overall, this indicator was scored average, with a score of 2 out of 4. Although annual performance reviews are conducted by the sector, there is patchy evidence that the reviews inform subsequent programme adjustments. Detailed evidence is provided in the two sub indicators below.

Results orientation of annual performance assessments and reports

Score	Minimum Requirements
C (2)	MDA conducts some form of periodic performance assessments. There is limited results orientation to the assessment which largely focuses on the activities of the MDA with few recommendations. Contributions from units within the MDA is fragmented and of variable quality. The report may or may not be shared with state Government, and there is little follow up.

Similar to all the sectors in the state, the MTSS results framework sets out the framework for performance reviews. From 2011, the sector has been using the PMR guidelines from MEPB to conduct performance assessments led by DPRS. There is no evidence that the reports are disseminated beyond the sector. The assessments are mainly activity-focussed and coordination across the sector is often a challenge because of overlaps in M&E functions.

Extent to which policy, strategies or programs are adjusted in response to review findings

Score	Minimum Requirements
C (2)	Although there are recommendations from performance reviews, there is no evidence that these are used to make strategic or programme adjustments

As indicated under results orientation of performance assessments above, performance assessments are activity-focussed and recommendations are often weak. In addition, there is patchy evidence that the recommendations arising from such reviews are being used to influence program adjustment.

KPI5: Cross-cutting Issues are addressed in the Information Management or Monitoring and Evaluation System

There was only one sub indicator under this KPI and it was scored a 3 out of 4. Evidence shows that gender and location are cross-cutting issue addressed in the in M&E systems and specific studies undertaken by the sector.

The extent to which cross-cutting issues are reflected in the information management / monitoring and evaluation systems

Score	Minimum Requirements
B (3)	MDA can show evidence that their M&E systems address at least 2 of the cross-cutting issues given above in their MIS, survey or research study programmes that are conducted by the MDA.

The sector undertakes surveys in relation to flooding and drainage. The major cross-cutting issue which the sector takes into consideration are gender and location, especially hard-to-reach areas.

Summary of Achievements

Achievements: In relation to M&E functions of the MDA during the past financial year (2013) includes:

- Conceptualisation of the environment planning and climate change department to take charge of surface and underground water research and development, climate change programme and carbon desk matters
- Reduction in the incidence of flooding via efforts geared towards rehabilitation and maintenance of drains, as well as community awareness and land reclamation

Challenges:

- Prevalence of unserviceable utility vehicles, which led to reduction in the number and frequency of site visits
- Inadequate capacity building in relation to M&E, including inadequate office accommodation
- Inadequate role – not enough interest at the level of the ministry leadership

Planned activities

- Sectoral M&E retreat for officers in the planning units
- In-house workshop to familiarise officers with M&E related issues

Risk factors

- Hostile nature of the members of the public towards data collection

Conclusions and Recommendations

Conclusions

In comparison with the other two MDAs assessed, MEPB M&E structure, systems and functions were slightly better than those of the environment sector, with a score of 2.6 and 2.3 out of 4, respectively. With a score of 2.9 out of 4, the M&E structures, systems and functions of the ministry of commerce and industry was slightly better than those of MEPB and environment.

Overall, the sectors have adapted well, the guidelines stipulating the state wide strategy for M&E. In terms of capacity, whereas there are designated staffs for M&E functions, not all departments in the ministries have such staff in place. As custodians of data in the state, LBS is managing the state wide MIS – EkolInfo – with data captured from various levels, but there is patchy evidence that information from routine analyses is used for decision making more broadly. Although MED has a module within EkolInfo called MEDInfo for managing annual PMRs, it is not yet functional and EkolInfo is not officially launched. The environment and commerce and industry sectors do not have consolidated MIS in place, although subsectors within these, have systems for data collation.

Performance management processes are in place across all sectors, and anchored by MEPB. Performance reviews have been conducted since 2012. There is little evidence however, that such reviews inform subsequent programme adjustments. Cross cutting issues of gender and social inclusion are taken on board differentially, with the MEPB and environment demonstrating better coverage of gender.

Recommendations

Recommendations to MEPB

- Within MEPB, there should be better coordination of M&E activities, with clearer roles and responsibilities. Although MED coordinates M&E activities across the state, and supports other MDAs in undertaking annual performance reviews, roles and responsibilities for internal M&E within MED and other departments in MEPB are less clear. It is hoped that the proposed establishment of a planning unit would take care of this.
- MEPB should continue to ‘mentor’ the sectors to ensure that the guidelines on state M&E are well adapted to suit the peculiar circumstances of each sector.
- MEPB should support the sectors to ensure that the planning units are well staffed and that M&E designated staff are well trained. This will make planning and M&E functions easier and by extension the MEPB role as coordinating ministry easier especially in terms of collecting data.
- MEPB should ensure that EkolInfo is operationalised by putting in place a process which enable MDAs interact with EkolInfo in a way that allows them input data into the system and retrieve information on a routine basis.

Recommendations to the other MDAs

- The process of undertaking annual reviews should be improved by involving civil society organisations both in the data collection, but also in validation as well as targets for dissemination of the results of the assessments. The media should also be specific targets of assessment results.
- MDAs should comply with the processes for submitting quarterly assessment data collection and submission issued by MEPB earlier in 2014.

Annexes

Annex 1: Monitoring and Evaluation Scorecards – Lagos State

Background

Organizational reforms have taken place within Lagos State Government (LASG) in order to strengthen Information Management and M&E in the State through: a) developing the Central office of Statistics (within MEPB) into a State Bureau of Statistics, and b) developing the MEPB Central Project Coordinating Department into an M&E unit with a broader mandate.

In order to strengthen the service delivery capability of MDAs, Executive orders were issued for MDAs to establish planning units during 2010 with functions covering planning, M&E and statistics. Subsequently, the M&E department within MEPB provided extensive guidance and training to these departments to help them establish M&E systems - particularly within the “functional groups” of Health, Education and Environment. All MDAs have implemented data collection systems and MDAs now regularly report statistics to MEPB against agreed KPIs.

Across all MDAs and Classification Of Functions Of Government (COFOG) sectors having implemented PMR processes, the concept of using PMR to support adjustment of MTSSs is now understood as a result of training provided by MEPB. However, the extent to which this process has been fully institutionalized is not clear.

The M&E Scorecards

A scorecard measures performance against goals. Typically, a scorecard displays graphic indicators that visually convey the overall success or failure of an organization in its efforts to achieve a particular goal. The scorecard is based on a collection of KPIs, each of which represents an aspect of organizational performance. Taken together, these KPIs provide a snapshot of organization performance at a particular point in time.

The M&E scorecard seeks to assess and track M&E efforts and results as a product of inputs, activities, operations, methods and process. The approach used is adapted from the SEAT, using similar KPIs. The SEAT is a SPARC self-assessment tool that gives State players opportunity to evaluate and assess their performance in the context of Policy and Strategy environment, and Management Information and Monitoring & Evaluation systems. The tool assessed key features and specific indicators that describe ideal situations for both Policy and Strategy (P&S), and Information Management and Monitoring and Evaluation (M&E).

An initial scorecard assessment has been carried out in the education and health sectors in May 2014. This next set of scorecards will be carried out in three more MDAs namely MEPB, Environment and works and infrastructure. The rationale is to ensure consistency and synergy with existing processes. It is hoped that the scorecards would prepare the sectors for the next set of SEAT.

Section A: Key Performance Indicator Scores

A Strategy Setting out Scope and Purpose of M&E within the Sector is available and implemented

Context

In order for MDAs to design, plan and implement effective Information Management / M&E systems across the state in a coordinated and consistent way, MEPB has shared an appropriate state strategy document which provides the basis for individual MDAs to plan and implement their own information management / M&E systems. The indicators below will be assessed

Extent of implementation of the state-wide strategy on information management / M&E by MDA

Score	Minimum Requirements
A	The Information Management / M&E strategy is being fully adapted/used by the MDA in developing and implementing their Information Management / M&E systems.
B	The Information Management / M&E strategy is being partly adapted/used by the MDA in developing and implementing their Information Management / M&E systems.
C	The Information Management / M&E strategy is not being used by the MDA in developing and implementing their Information Management / M&E systems.
D	No state-level strategy for Information Management / M&E exists and any M&E implementation developed internally by the MDA

Extent to which the MDA strategy for M&E ensures a sufficient focus on Goals, Outcomes and Targets

Score	Minimum Requirements
A	The MDA strategy document shows evidence of a clear focus on defining goals, measurement of outcomes and on the importance of target setting.
B	The MDA strategy document shows some evidence of defining goals; refers to measurement of outcomes; and some reference to target setting is given.
C	The MDA strategy document shows little evidence of defining goals for each sector, and basically refers to progress reporting on activities; and there is very little reference or importance given to target setting.
D	The MDA strategy either does not exist, or shows no evidence of addressing the need for identifying goals, outcomes or targets.

Organizational Capacity for Managing Information and M&E

Context

The organizational capacity of MDAs to effectively implement and carry out Information Management / M&E functions and processes is dependent on a number of factors. M&E functions and processes can be focused within a specialist organizational unit and/or distributed throughout a number of units. The organization should be able to identify internal and external clients or users of M&E information, the processes this information is intended to support and the unit which is responsible for supporting them.

Clear mandates must exist for these units together with a specification of their roles and responsibilities, consistent with identified users and processes to be supported. There must be effective leadership of M&E systems and staffing and resourcing should be sufficient to implement them. The skill mix of staff should reflect the different technical requirements of various M&E functions and processes.

There are also a number of internal management processes which are important but which are beyond the scope of this assessment to address, including the effectiveness of: a) infrastructure, equipment and technology, b) human resource management, c) financial management and d) organizational learning. The indicators below will be assessed

Extent to which Internal M&E clients / information users (i.e. within the MDA) are identified

For example, there are a number of potential users and processes which require M&E information generated by MDAs, (e.g. Commissioner, Permanent Secretary, section heads etc.), and extent to which there is a clear understanding of their information needs, including types and format of information they require (analytical reports, statistics) and the timing and frequency with which they are required (monthly, annually).

Score	Minimum Requirements
A	The MDA has clearly identified all of the internal users of M&E information and have systems in place to ensure access in the appropriate format when required.
B	The MDA have identified some users of M&E information and have systems in place which ensure that most users have access in the appropriate formats when required.
C	There is limited understanding of users or processes requiring M&E information within MDA and information that is produced is limited in scope, and the format and timing of this information does not reflect an understanding of user or process needs.
D	Little or no M&E information is produced by MDA and this information is not sufficient for the needs of the majority of internal users and processes.

Extent to which EXTERNAL M&E clients (i.e. outside the MDA) are identified.

For example, there are a number of potential users and processes which require M&E information generated by MDAs, (e.g. State Parliament, other MDAs, Performance Audit, Federal Agencies, Donor Agencies), and extent to which there is a clear understanding of their information needs including types and format of information they require (analytical reports, statistics) and the timing and frequency with which they are required (monthly, annually).

Score	Minimum Requirements
A	The MDA has clearly identified all of the external users of M&E information and have systems in place to ensure access in the appropriate format when required.
B	The MDA have identified some users of M&E information and have systems in place which ensure that most users have access in the appropriate formats when required.
C	There is limited understanding of users or processes requiring M&E information within MDA and information that is produced is limited in scope, and the format and timing of this information does not reflect an understanding of user or process needs.
D	Little or no M&E information is produced by MDA and this information is not sufficient for the needs of the majority of external users and processes.

The clarity of roles and responsibilities of staff in MDAs relating to Information Management / M&E.

Effective M&E organizational arrangements within MDAs should ideally include clear allocation of different M&E responsibilities across the relevant units within the organization such that all identified M&E information needs are satisfied without duplication or omission.

Score	Minimum Requirements
A	The MDA has well documented and fully implemented material on the leadership, managerial and technical roles and responsibilities for the units responsible for information management / M&E and their staff.
B	The MDA have documented and partially implemented material on the leadership, managerial and technical roles and responsibilities for the units responsible for information management / M&E and their staff.
C	The MDA have documented but not implemented material on the leadership, managerial and technical roles and responsibilities for the units responsible for information management / M&E and their staff.
D	The MDA does not have documented material on the leadership, managerial and technical roles and responsibilities for the units responsible for information management / M&E and their staff.

The appropriateness of staffing levels and skills mix to MDA regarding M&E roles and responsibilities.

In order for units to effectively carry out their M&E responsibilities, each unit should have an adequate number of staff, consistent with any operational guidelines or regulations. Staff should be sufficiently skilled and qualified to effectively carry out the role for which they are responsible and staff development plans should be in place.

Score	Minimum Requirements
A	The MDA has sufficient skilled staff in relevant units to carry out M&E functions
B	The MDA has insufficient skilled staff in relevant units to carry out M&E functions
C	The MDA has no skilled staff in relevant units to carry out M&E functions
D	The MDA has no unit to carry out M&E functions

Effectiveness of Management Information Systems, Statistics and Data

Context

The extent to which information, statistics and M&E data can be effectively used to support planning, monitoring and management by the information users in the MDA and other agencies is dependent on the data being in the required format, in the appropriate level of detail, of good quality and produced on a timely basis. Thus, a key requirement of this the data is sufficiently disaggregated to support comprehensive analysis that supports decision making. For example, if the data is only able to produce state wide statistics on school enrolment levels, it is not sufficient to identify potentially underperforming Local Government Areas (LGAs) which require targeted assistance.

Another key requirement of M&E data is that it be sufficiently complete. For example, if data for only 75% of health clinics is available, it is difficult to provide reliable information about disease incidence. The extent to which M&E information is reliably used is dependent on the perceived quality of the data used to produce it. Processes for verifying and correcting data can assure data quality and reassure users as to its value.

Effectiveness of Management Information Systems (MIS) in supporting decision-making.

Effective M&E systems make use of well designed and implemented MIS. Ideally, MIS should be designed with a clear understanding of the users and processes it will be required to support (e.g. Permanent Secretary, annual performance reviews), the information requirements of these users and processes (e.g. summary budget execution data, detailed statistics), the format in which this information is required (e.g. statistical tables, analytical reports) and the frequency with which this information is required (e.g. monthly, annually).

Score 2012	Minimum Requirements
A	MDA have a fully functional MIS guided by relevant standards and MDA managers are able to obtain a broad range of information in support of decision making
B	MDA has MIS in place and partially able to collect, manage and report on relevant management data and MDA managers are able to use this data in support of decision making
C	MDA has MIS in place but not functional and not able to manage and report on relevant management data in support of decision making
D	MDA does not have an MIS in place

Extent to which available data is complete, of sufficient quality and verified

The extent to which Management Information Systems can effectively support decision making is dependent upon the completeness and quality of data within these systems.

Ideally, MDAs should have in place processes for assessing the completeness of datasets and procedures for addressing any gaps. MDAs should have in place processes for verifying the accuracy of data and addressing any identified areas of concern. Users of data should be aware of these processes and confident in their effectiveness.

Score	Minimum Requirements
A	Over 90% of data users, including managers and policy makers express confidence in the quality and completeness of data provided by MDAs and the processes used to ensure this.
B	50% to 90% of data users, including managers and policy makers express confidence in the quality and completeness of data provided by MDAs and the processes used to ensure this.
C	20% to 50% of data users, including managers and policy makers express confidence in the quality and completeness of data provided by MDAs and the processes used to ensure this.
D	Less than 20% of data users, including managers and policy makers express confidence in the quality and completeness of data provided by MDAs and the processes used to ensure this.

Extent to which data collection and analysis processes allow comprehensive measurement of performance indicators

Ideally MDAs will have drawn up lists of properly formulated ‘indicators’ in order to measure results, outcomes and impact of their implementation activities. These indicators (which the MDA needs to identify) should be directly linked to the planned for results and objectives of the programmes being implemented. Any MDA MIS, survey or research study type activity should be designed to ensure that data collected/captured can be used to comprehensively measure these indicators.

Score	Minimum Requirements
A	MDA has identified and are using a complete range of indicators for measuring impact, outcomes and results of their programmes, including the impact on the beneficiaries.
B	MDA is using a range of indicators for measuring outcomes and results of their programmes, but impact studies on beneficiaries are not routinely carried out.
C	MDA is using some indicators, but these are mainly used for measuring progress with activities or direct results and do not routinely measure outcomes.
D	MDA has not developed indicators, or use them only occasionally, and then only to measure progress with implementation (i.e. not for results or outcome monitoring)

Performance Management Processes in Support of Policy, Strategy and Program Adjustment

Context

Annual performance reviews within MDAs are an essential part of a performance management process. Through effective use of monitoring and evaluation information,

MDAs can identify strengths and constraints in their organization and make policy, strategy and program adjustments in response.

Results orientation of annual performance assessments and reports

Ideally, MDAs should have a performance management framework which sets out the medium-term outcomes and targets to be achieved, possibly within a medium-term sector strategy and program. These outcomes and targets, together with a baseline assessment, should form the basis against which progress and performance is measured. Ideally, MDAs should prepare regular performance reports which not only focus on what was done, but provide an assessment of progress against agreed outcomes and targets for the organization, drawing on similar reports prepared by individual units against an agreed standard.

Score	Minimum Requirements
A	MDA conducts a comprehensive performance assessment regularly. The assessment is results focused, as opposed to reporting on “what was done”, and provides a set of recommendations regarding attainment of targets in MDA plans. All relevant units within the MDA contribute to the report which is shared with a broad range of stakeholders from other MDAs, civil society and development partners.
B	MDA conducts a performance assessment regularly. The assessment attempts to measure progress against MDA outcomes and targets, with some recommendations. The assessment is led by key units within the MDA (e.g. DPRS) with other units playing less of a role. The report is shared and discussed only with state Government.
C	MDA conducts some form of periodic performance assessments. There is limited results orientation to the assessment which largely focuses on the activities of the MDA with few recommendations. Contributions from units within the MDA is fragmented and of variable quality. The report may or may not be shared with state Government, and there is little follow up.
D	MDA does not conduct a regular performance assessment and produces only rudimentary reports. The report focuses only on the activities implemented by the MDA and provides no recommendations based on analysis of progress. The assessment is mainly used internally, with little external sharing.

Extent to which policy, strategies or programs are adjusted in response to review findings

In order for sector performance assessments and joint review processes to be of value, they must lead to adjustments to MDA strategies and programs in response to identified strengths or weaknesses. Ideally, any annual review processes should result in a review report which makes recommendations for these adjustments. Senior MDA decisions makers should review these recommendations and agree what changes to MDA strategy, programs or performance management frameworks are required. These agreed recommendations should then be acted upon and guide program implementation over the subsequent period.

Score	Minimum Requirements
A	There is evidence that MDA makes strategic or program adjustments in line with the agreed recommendations resulting from a sector performance review process.
B	Although there are recommendations from performance reviews, there is no evidence that these are used to make strategic or programme adjustments
C	There is patchy evidence on instances where performance review recommendations have been successfully implemented, and these adjustments have been limited
D	There is no evidence that MDA makes annual adjustments to strategies or programs, mainly due to the lack of any formal performance assessments

Cross-cutting Issues are addressed in the Information Management or Monitoring and Evaluation System

Context

For the majority of programmes which the MDAs are implementing, it is important to ensure that they address a number of cross-cutting issues, which are important measures of the success or appropriateness of the programme. Such issues concern for example, whether gender issues are being adequately catered for and that the programme does not have a gender bias (i.e. not fully including women for example); whether the programme is being made available across all areas of the State including remote areas; or whether the programme seeks to include traditionally excluded people like persons living with disabilities.

The extent to which cross-cutting issues are reflected in the information management / monitoring and evaluation systems

Score 2012	Minimum Requirements
A	MDA can show evidence that their M&E systems address the cross-cutting issues given above in their MIS, survey or research study programmes that are conducted by the MDA.
B	MDA can show evidence that their M&E systems address at least 2 of the cross-cutting issues given above in their MIS, survey or research study programmes that are conducted by the MDA.
C	MDA can show evidence that their M&E systems address at least 1 of the cross-cutting issues given above in their MIS, survey or research study programmes that are conducted by the MDA.
D	MDAs can show no evidence that they are addressing any of the cross-cutting issues given above.

Section B: Summary of Achievements

Achievements: Please describe the key achievements in relation to M&E functions of the MDA during the past Financial Year (FY 2013). (ITEMISE ACHIEVEMENTS FOR THE YEAR)

Note: Achievements refer to any major policies, programs and projects of the MDA not already reflected in the Outcome and Output KPI sections above.

Challenges: Please describe the key challenges that were faced in relation to M&E functions by the MDA in the past Financial Year (FY 2013).

Planned Initiatives: Please describe the key initiatives planned in relation to M&E functions, by the MDA for the coming Financial Year (FY 2014).

Risk Factors: Please describe the future risks anticipated by the MDA in the coming Financial Year (FY 2014).



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