BPSR: DELIVERING OUR MANDATE

"It is possible to achieve almost anything as long as you are not worried about who gets the credit.”

- H.S. Truman

Every Government needs a vibrant public service for the implementation of policies and programmes. Over the years, the public service has been beset with human inadequacies and declining institutional capacity to fulfill its fundamental role in governance. To revigorate the Public Service machinery of Kaduna State, a self-assessment exercise was conducted in 2009 by senior government officials to assess the strengths, weaknesses, opportunities and threats (SWOT) in the public service. The outcome of the exercise was the wide range of reform programmes being implemented in governance and all sectors of the state economy. The reform is being anchored under the Kaduna State Development Cooperation Framework (KSDCF) supported by the UK Department for International Development (DFID), United Nations Development Programme (UNDP). The Kaduna State government in its quest to improve service delivery has adopted the concept of Medium Term Sector Strategy (MTSS) in four Pilot Ministries: Education, Health, Agriculture and Water Resources. The MTSS is a strategy that serves as a mechanism for breaking down high level government policies or development agenda into goals, objectives, programmes and projects presented in a Medium Term Expenditure Framework of three years and within available resources. This involves:

- Deriving and clearly articulating medium term goals and programmes that can be implemented to achieve government policies and development agenda;
- Identifying key projects and programmes that can be implemented to achieve the goals and objectives;
- Costing the identified projects and programmes in a clear and transparent manner;
- Phasing implementation of the identified projects and programmes over the medium term and;
- Defining the expected outcomes of the projects and programmes in clear and measurable terms.

MTSS describes everything that a sector intends to do over a medium term period (three years). This must be done in such a way that clearly demonstrates how outputs will contribute to the most effective and efficient way possible to policy statements. One of the most important benefits of MTSS is that it limits policy objectives, budget performance analysis more often than not, Nigeria’s policy and budget exist in isolation. But with the MTSS, there is improved departmental coordination, reduced duplication and resource wastage. Because the MTSS is a detailed procedure of simultaneous analysis of policies and programmes, it clearly identify areas of duplication in their statutory functions and responsibilities. Pilot MDAs of the MTSS have recorded some progress and we believe that if it is rolled out in most MDA, it will improve budget performance and improve planning and service delivery in the State.

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INSIGHT INTO THE IMPLEMENTATION OF THE MTSS IN KADUNA STATE (MINISTRIES OF HEALTH AND EDUCATION IN FOCUS)

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MTSS IN MINISTRIES OF HEALTH AND EDUCATION

There is also improvement in the volume of implementation of the sector plan activity by Development Partners as a result of prioritization of planned activities in the MTSS. Others are improved government spending on health as shown in financial discipline, getting value for money, aligning activities to financial allocation as planned. The MTSS process has also improved the capacity of the health sector on the concept and practice of results-based management on project planning and implementation.

The MTSS provides an effective mechanism for guaranteeing transparency and accountability for public resources by all stakeholders and has also brought about the improved management of health planning officers on the use of Microsoft Excel for budgeting and planning.

The State Strategic Health Development Plan, 2010-2015, is the current sector-wide strategic document developed within the framework of the National Strategic Health Plan in support of the reform agenda of the State. The five-year strategic document outlines policy objectives, targets and broad strategies for a planned and realistic approach to driving health development in the State.

The health sector is presently articulating the fourth circle of the Medium Term Sector Strategy, 2014 – 2016, with rollout of activities not implemented in the last circle (2013-2015). This shall ensure that the planned activities of Kaduna State Strategic Health Development Plan 2010-2015, are linked to the annual budgets of the sector.

The first stage of the Health Sector 2014-2016 MTSS process commenced on the 18th June 2013. Review meeting was held which identified the benefits / impact of the MTSS on the performance of the Ministry since its introduction in 2010. Following the conduct of the review meeting, the 2014-2016 MTSS proposed activity template was distributed to agencies, training institutions and Departments in the Ministry to populate their proposed activities.

For the Ministry of Education, the use of the MTSS has enabled it put in place a strategic and operational plan in place at the sub-sector level, while stakeholders are gradually getting result cards as in the case of the Education Summit held in February 2013. It has also strengthened the Planning and Budgeting Department of the Ministry of Education through structural and functional review, establishment of Education Management Information (EMIS) Unit, M&E unit in Planning Research and Statistics as well as capacity building. It has also brought about reduced input from external consultants, as local MDA staff now assume more responsibility for the development of MTSS.

At the moment, four circles of MTSS have been produced. Monitoring and Evaluation (M&E) has been institutionalized, with M&E units fully established in Ministry of Education (MoE) and the State Universal Basic Education Board [SUEBEB]. Departmental work plans now form part of the basis for budget releases in SUEBEB, while a clear roadmap and Strategic Plans for MoE, SUEBEB and Local Government Education Authorities (LGEA) have been produced.

However, the progress made in the preparation and implementation of MTSS in these MDA is not without challenges. These include Sub-optimal acceptance of MTSS during annual budget defense by the leadership of the Estimates Committee. For example the budget presentation for the year 2013 still followed the traditional pattern devoid of MTSS.

- Paucity of data for quantification of costs for the planned activities is a major challenge.
- All attempts to transparently classify project cost within the budget framework were constrained by the current practice that encourages the sector to allocate expenditures to one budget sub head or charge.
- Inadequate and ineffective funding of MTSS Activities.
- Funding of the MTSS process framework were constrained by the current practice that encourages the sector to allocate expenditures to one budget sub head or charge.
- Inadequate technical capacity to develop MTSS.
- Frequent changes of the MTSS costing Template.
- Limited data for baseline at the Initial stage.
- Ownership and buy-in by all stakeholders among many others.

With the progress recorded by these two Ministries in focus, it would be right to say that if the MTSS is allowed to drive the budget, there will be increased transparency, accountability and proper planning as only projects captured in the MTSS will be reflected in the budget and those not completed rolled over to the next year until all have been executed. There is, therefore, the need for roll out of the MTSS in more MDAs for improved planning and service delivery.
DCF – Education

Continued from page 3

provided to the children. Other measures taken include the establishment of School Based Management Committee (SBMC) where, for the first time, community members take direct and active participation in education service delivery. SBMCs are established in over 160 schools and nearly 3000 community members have been trained to serve on the Committees.

The State Government supports the integration of Quranic schools into the UBE Programme. To this end, an Islamic Quranic, Tsangaya Education (IQTE) intervention model has been established. Over 3000 almajrnis and 1000 girls are being taught basic literacy and numeracy by volunteer teachers in respective local community based schools, run by Mallams.

The State has delivered a major reform by the establishment of Education Quality Assurance Board to replace the old and ineffective Inspectorate system. The Kaduna State Education Quality Assurance Board (KDEQA&B) was created principally to ensure a unified, efficient and effective school evaluation system. In 2010 only a negligible 4% of schools were evaluated but with the recent development, over 400 schools below tertiary level.

The Ministry of Education is intensifying efforts to ensure teacher quality. About 1848 teachers found with fake certificates were flushed out and quite a number of primary school teachers without the requisite minimum teaching qualification of NCE were identified and given a 5year time frame within which to obtain the requisite qualification or quit. There has been intensive capacity building to scale up teacher development. Over 200 teachers have so far been trained to effectively teach mathematics and English, while so many primary school teachers were equipped with skills to handle primary school pupils to have a sound educational foundation. To ensure effective school administration, the position of Education Secretaries has been professionalized as appointments into such position are based on merit and open competition.

Though Learner Achievement is yet to be conducted using Monitoring Learning Achievement (MLA) Mechanism, efforts are being intensified to critically look into the challenges and ensure the conduct of MLA.

The reforms have just begun but the impact has started to manifest. The percentage of students who passed WAEC examination in the State has risen from a mere 4 percent in 2010, 10 percent in 2011 to 44 percent in 2012/13 WAEC examination.

“Education is the most powerful weapon which you can use to change the World” – N. Mandela.
A mandate review will clarify functions of MDAs and prevent duplication in the State Civil Service.

Regular interaction with Development Partners enhances understanding and better cooperation.

The implementation of the HRD Policy opens up opportunities for training & retraining of Civil Servants for effective Service Delivery.

Introducing family life and HIV Education into Schools curriculum is a step towards providing the right information on HIV to the young ones.

Stakeholders key into early family & HIV Education to curb the scourge.

Regular ICT training and retraining is Key to promoting innovation and economic transformation.