



State Development Plan Envisioning Session

Abuja July 2020





Session 1

Opening Ceremony





Opening prayer

By a Volunteer





Opening remarks and declaring the session open

His Excellency, Governor of the State or His/Her Representative



Goodwill messages

Team Leaders of Development Partners and any other groups, such as civil society





Background and expectations from the session

Hon Commissioner, MEPB



Know ourselves

- We need to know ourselves very well for productive interactions.
- Accordingly, each participant will introduce herself or himself along the following line:
 - Name
 - Designation
 - Organisation





Tea/Coffee Break



Session 2

Introduction, objectives, approach to the session, ground rules and programme of activities



Introduction

- Envisioning is the logical starting point of a State Development Plan (SDP) preparation process – or any plan preparation for that matter!
- As the name implies, we will be visualizing what the SDP will look like; laying the foundation.
- Outputs of the session will form the basis for all subsequent SDP preparation activities.
- It is therefore a process to be taken very seriously.
- All key decision makers of the State are expected to attend the session.



Objectives of the session – why are we here?

We are here to:

- Better understand the process of developing an SDP.
- Develop a strategic framework for the SDP (i.e. mission, vision, pillars, goals, etc.)
- Understand roles and responsibilities for developing the SDP.
- Agree an action plan and timeline for completing the SDP.



Approach to the session

The session approach comprises:

- Training on specific issues.
- Practical work in syndicate groups.
- Presentation of outputs of syndicate sessions.
- Comments, questions and suggestions on the syndicate presentations.
- Agreement on next steps and timelines.
- Various background documents should be available for consultation in doing the syndicate works (e.g. state budgets, key policies, National Development Plan, SDGs, etc.).



Ground rules

- In order to maximize the available time, participants will need to adhere to some ground rules.
- The specific rules will be agreed by the team, but may include the following:
 - Active participation in discussions;
 - Respecting the rights of others;
 - Keeping phones on silent mode;
 - Etc.
- It may be agreed that violation of any of the rules will attract a fine.



Programme of activities

- Print and distribute the programme of activities.
- A typical programme will indicate time, activity and each session's lead.
- Try to keep to the allocated time as much as possible.
- Where a practical task cannot be completed within the allotted time, the task should be completed outside of the session, for example back in the office.
- In the Action Plan, the deadlines for activities that cannot be completed at the session will be agreed.
- Next five slides set out a typical programme of activities.



Programme of activities – Day One

Time	Activity	Lead
9:00 am – 9:05 am	Opening prayer	
9:06 am – 9:20 am	Opening remarks and declaring the session open	His Excellency, Governor of the State/Representative
9:21 am – 9:35 am	Goodwill message	Development Partners
9:36 am – 9:50 am	Background to and expectations from the session	Hon Commissioner, MEPB
9:51 am – 10:00 am	Know ourselves	Director Planning, MEPB
10:01 am – 10:15 am	Introduction, objectives, approach to the session, ground rules and programme	All
10:16 am – 10:30 am	Tea/Coffee Break	Consultant or Lead Facilitator
10:31 am – 11:15 am	Gender and Social Inclusion (GESI) in MTSS development	GESI Specialist
11:16 am – 12:00 pm	Understanding conflict sensitivity and its importance in MTSS development	Conflict Sensitivity Specialist
12:01 pm – 1:00 pm	Overview of SDP development process	Consultant or Lead Facilitator
1:01 pm – 2:00 pm	Lunch	All
2:01 pm – 3:00 pm	Strategic Framework of the Plan (1): Development of state mission statement, vision statement and core values – approach & instructions	Consultant or Lead Facilitator
3:01 pm – 4:00 pm	Syndicate Session 1: Development of state mission statement, vision statement and core values	Syndicate Groups (1 Group each for Mission, Vision & Core Values)
4:01 pm – 5:00 pm	Syndicate Session 1 presentation, discussions and agreement – State mission statement, vision statement and core values.	Syndicate Groups
5:01 pm – 5:30 pm	Closing remarks and homework	Permanent Secretary, MEPB

Programme of activities – Day Two

Time	Activity	Lead
9:00 am – 9:05 am	Opening prayer	
9:06 am – 10:00 am	Recap of Day One and introduction to Day Two	Director Planning, MEPB
10:01 am – 11:00 am	Strategic Framework of the Plan (2): Sector classification and constituent MDAs	Permanent Secretary, MEPB
11:01 am – 11:30 am	Tea/Coffee Break	All
11:31 am – 12:00 pm	Strategic Framework of the Plan (3): SDP Pillars and constituent Sectors – approach & instructions	Consultant or Lead Facilitator
12:01 pm – 1:30 pm	SDP Pillars and constituent Sectors – Practical	Permanent Secretary, MEPB
1:31 pm – 2:30 pm	Lunch	All
2:31 pm – 3:00 pm	Strategic Framework of the Plan (4): SDP goals development – approach & instructions	Consultant or Lead Facilitator
3:01 pm – 4:00 pm	Syndicate Session 2: SDP goals development	Syndicate Groups (No. of groups = no. of pillars)
4:01 pm – 5:00 pm	Syndicate Session 2 presentation, discussions and agreement – SDP Goals	Syndicate Groups
5:01 pm – 5:30 pm	Closing remarks and homework	Permanent Secretary, MEPB



Programme of activities – Day Three

Time	Activity	Lead
9:00 am – 9:05 am	Opening prayer	
9:06 am – 10:00 am	Recap of Day Two and introduction to Day Three	Director Planning, MEPB
10:01 am – 11:00 am	Results framework concepts	Consultant or Lead Facilitator
11:01 am – 11:30 am	Tea/Coffee Break	All
11:31 am – 1:30 pm	Syndicate Session 3: Development of results framework (by sectors)	Syndicate Groups (Number of Groups = number of sectors)
1:31 pm – 2:30 pm	Lunch	All
2:31 pm – 5:00 pm	Syndicate Session 3 presentation, discussions and agreement – Sectors' Results frameworks	Sample Sectors (Not all can present!)
5:01 pm – 5:30 pm	Closing remarks and homework	Permanent Secretary, MEPB

Programme of activities – Day Four

Time	Activity	Lead
9:00 am – 9:05 am	Opening prayer	
9:06 am – 10:00 am	Recap of Day Three and introduction to Day Four	Director Planning, MEPB
10:01 am – 11:00 am	Financing the plan – approach & instructions	Consultant or Lead Facilitator
11:01 am – 11:30 am	Tea/Coffee Break	All
11:31 am – 1:30 pm	Financing the plan: practical – discussions and agreements	Permanent Secretary, MEPB
1:31 pm – 2:30 pm	Lunch	All
2:31 pm – 3:30 pm	Implementing the plan – approach & instructions	Consultant or Lead Facilitator
3:31 pm – 5:00 pm	Implementing the plan: practical – discussions and agreements	Permanent Secretary, MEPB
5:01 pm – 5:30 pm	Closing remarks and homework	Permanent Secretary, MEPB

Programme of activities – Day Five

Time	Activity	Lead
9:00 am – 9:05 am	Opening prayer	
9:06 am – 10:00 am	Recap of Day Four and introduction to Day Five	Director Planning, MEPB
10:01 am – 11:00 am	Roles of State Planning Committee (SPC) and Sector Planning Team (SPT)	Consultant or Lead Facilitator
11:01 am – 11:30 am	Tea/Coffee Break	All
11:31 am – 1:00 pm	Plan documentation, Table of Content	Consultant or Lead Facilitator
1:01 pm – 2:00 pm	Lunch	All
2:01 pm – 3:00 pm	Explanations on sector inputs	Consultant or Lead Facilitator
3:01 pm – 4:30 pm	Wrap up, agreed next steps and action plan	Consultant or Lead Facilitator
4:31 pm – 5:00 pm	Closing remarks and declaring the session closed	Hon Commissioner, MEPB

Tea/Coffee Break





Session 3

Gender and Social Inclusion (GESI) in SDP preparation



Clarification of concepts:

1. Difference between Gender and Sex



Sex is



Biological
difference
between men
and women

The same
every where in
the world

Girls grow up to be women and boys grow up to become men



Biological roles and functions are determined by sex

They are different between
men and women

Men and women are
assigned different roles by
biology.





GENDER is about...

- Attributes, roles and activities associated with being a man or a woman
- ... How men and women are perceived
- ... How they are expected to behave
- ... Gender is different in time, place and culture
- ... It is determined by the society
- ... We learn gender roles; this implies that they can change

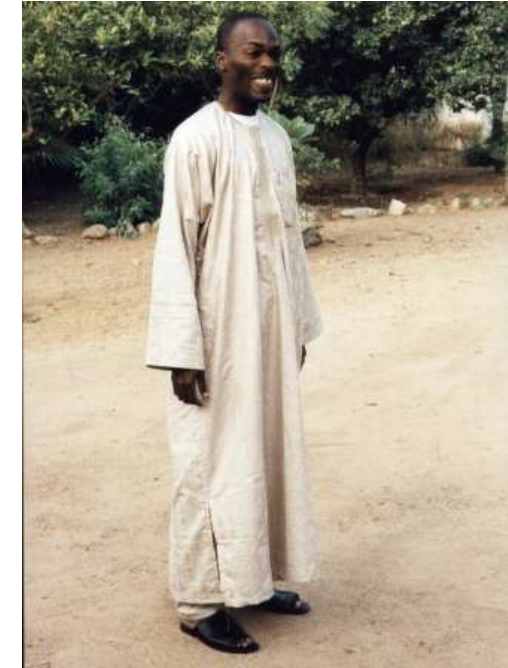
Gender is a social construct

- ... It is the society that determines what is acceptable and what is not acceptable.
- The society also sets sanctions/ punishments for unacceptable behaviour.
- ... Another example of a social construct is marriage



Cultural variations

- Culture is a strong factor in determining gender roles.
- What is acceptable for men and women in one place is unthinkable in another place!



Rules and boundaries for behaviour are set by the society and not determined by biology



Summary

- “Gender” is not another word for women.
- Gender issues are not women issues only. In some cases it may be men’s issues! E.g. boy child education problem in Eastern Nigeria; boy / men image and motivation issues of the Caribbean nations
- Rules and boundaries for behaviour are set by the society and not determined by biology



Clarification of concepts: 2. Equality and The Same

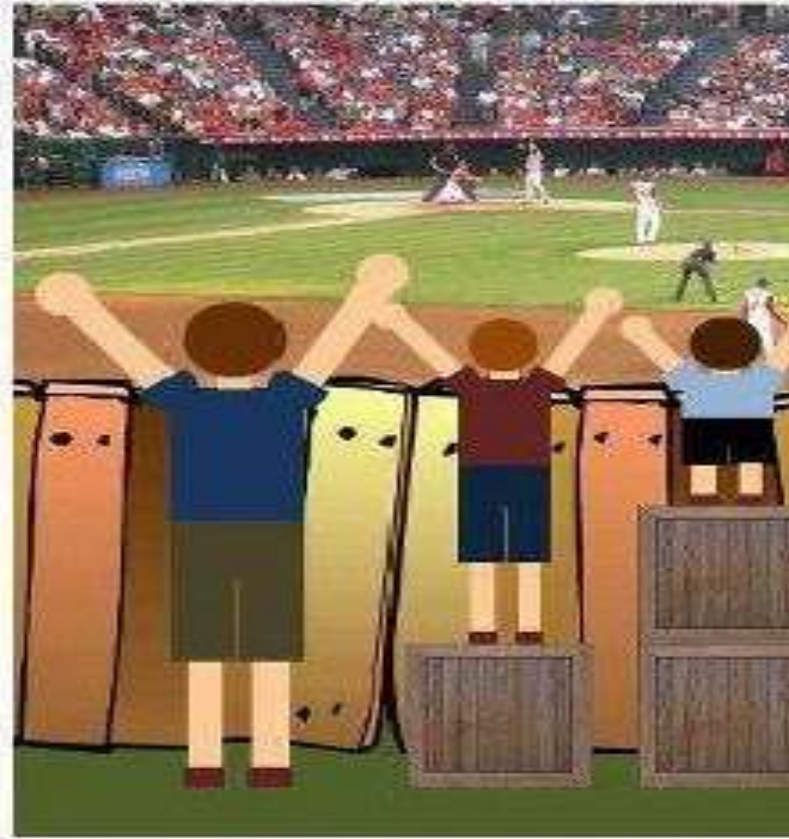


'Equality' is not always 'the same'

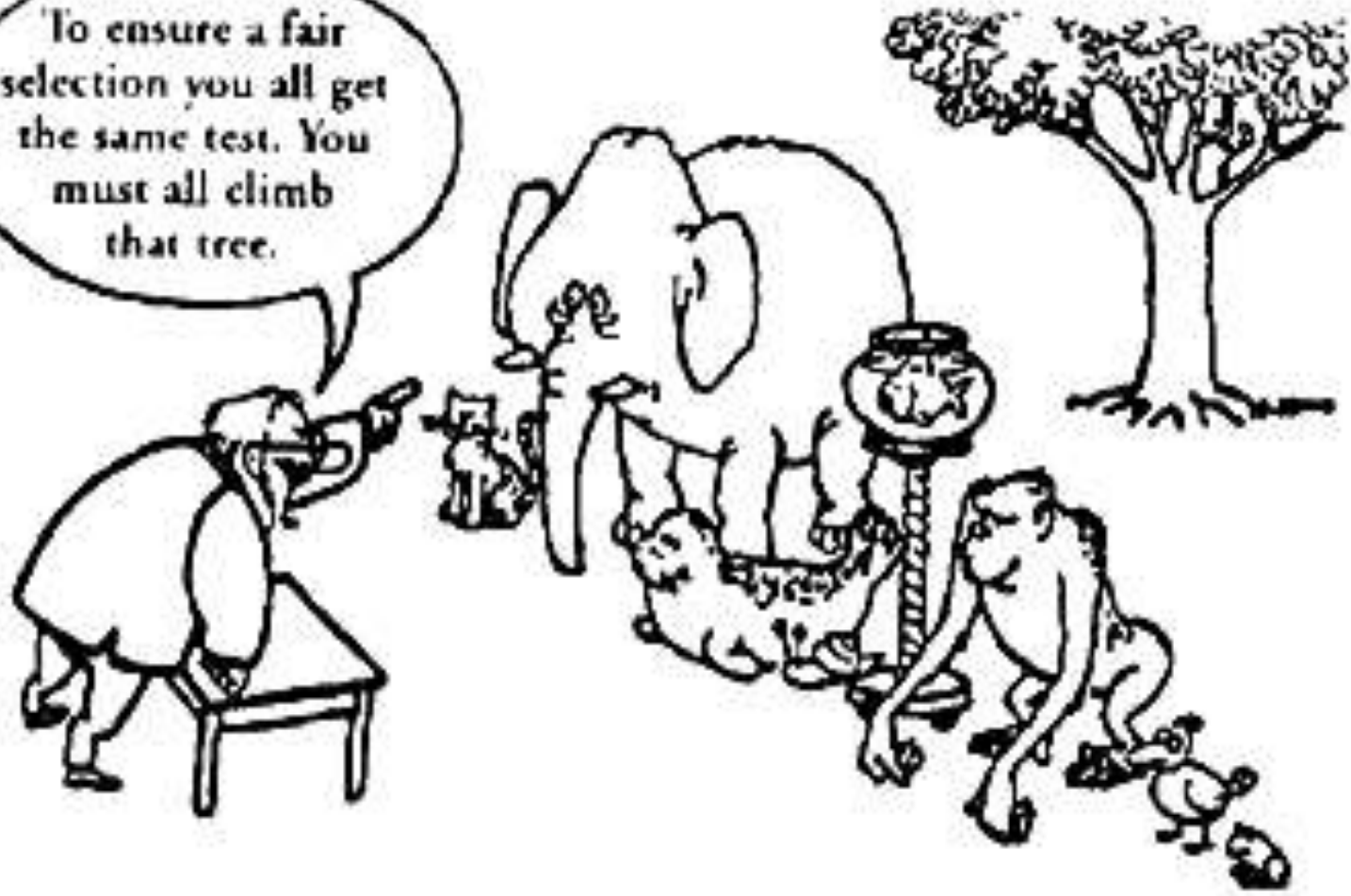
- This is 'the same'



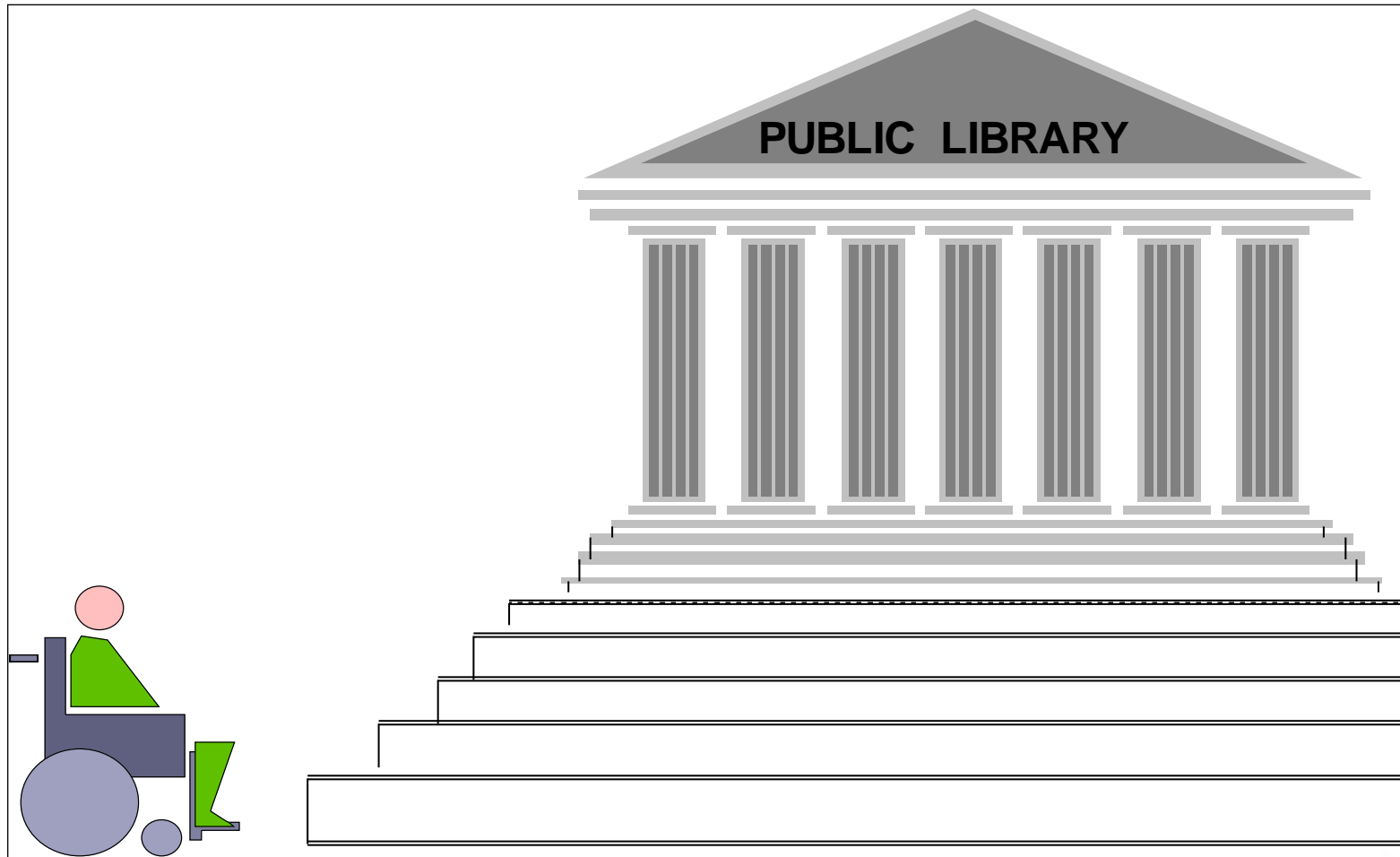
- This is 'Equality'



To ensure a fair selection you all get the same test. You must all climb that tree.



Excluded by Disability



Aspects of Identity

- Used to discriminate against groups on the basis of their:
 - Race
 - Sex
 - Ethnicity
 - Religion
 - Disability
 - Migrant status
 - Human Immunodeficiency Virus (HIV) status
 - Geographical location
 - Indigene/ settler dichotomy
 - Class
- Depends on time, place and context
- Can change e.g. colonialism, government policy

What is Social Inclusion?

- The problem: '**Social exclusion**' is a process by which certain groups are systematically excluded from social, political and economic activities and institutions so that they are unable to access resources and opportunities, participate in society, or assert their rights.
- '**Social inclusion**' seeks to reverse exclusion – a society where all people feel valued, their differences respected and their basic needs met so they can live in dignity.



Clarification of concepts:

3. Gender Mainstreaming and Gender Analysis



What is gender mainstreaming? (UN Economic and Social Council)

Process

of assessing implications for women & men of any planned action, e.g. legislation, policies, programmes, in all areas at all levels.

Strategy

for making all women's as well as men's concerns & experiences an integral aspect of design, implementation, monitoring & evaluation of policies/programmes in all political, economic & societal spheres, so women & men benefit equally, & inequality is not perpetuated.

Ultimate goal = to achieve gender equality.



Gender Analysis

Sex disaggregated data
and information

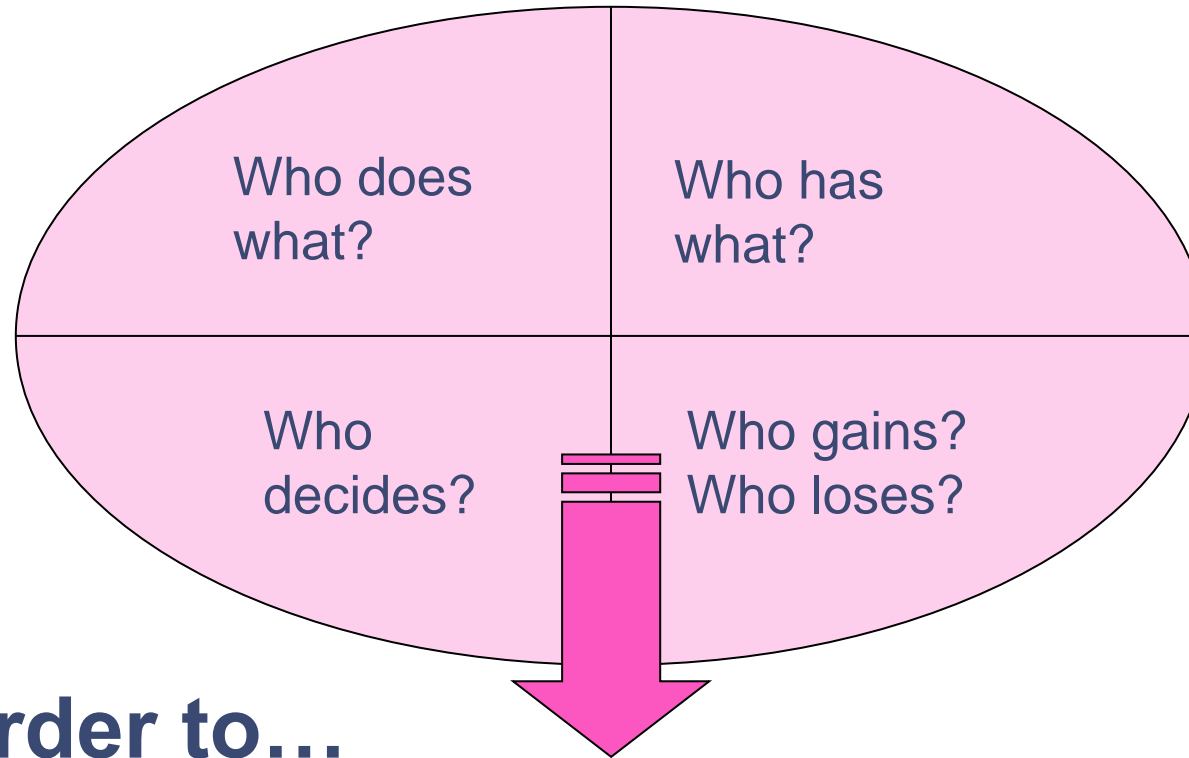
+



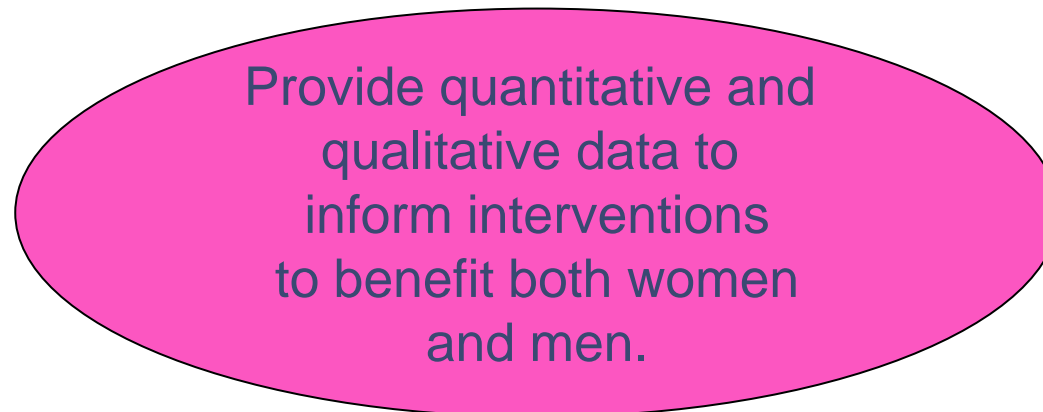
Gender sensitive analysis



Gender analysis asks



In order to...



Gender and MTSS: issues to focus

- Background and justification
- Target beneficiaries
- Objectives
- Activities
- Indicators
- Implementation
- Monitoring and evaluation
- Risks
- Budget
- Annexes
- Communication strategy
- See Annex 1 to SPT Training titled: Checklist for Gender Mainstreaming in MTSS development

Finally

- Gender analysis is required at all stages of the MTSS process to provide the sustainable benefits that we want for ourselves and for our children.



Session 4

Understanding conflict sensitivity and its importance in SDP preparation



What is conflict?

1. Why do we have conflict? i.e. what are the causes of conflict?
2. Is conflict good or bad?
3. Can conflict have positive outcomes?



Conflict

Any situation in which two or more parties perceive that they possess mutually incompatible goals.



Conflict Outcomes

WIN-WIN

Positive nonzero-sum outcome: both parties gain

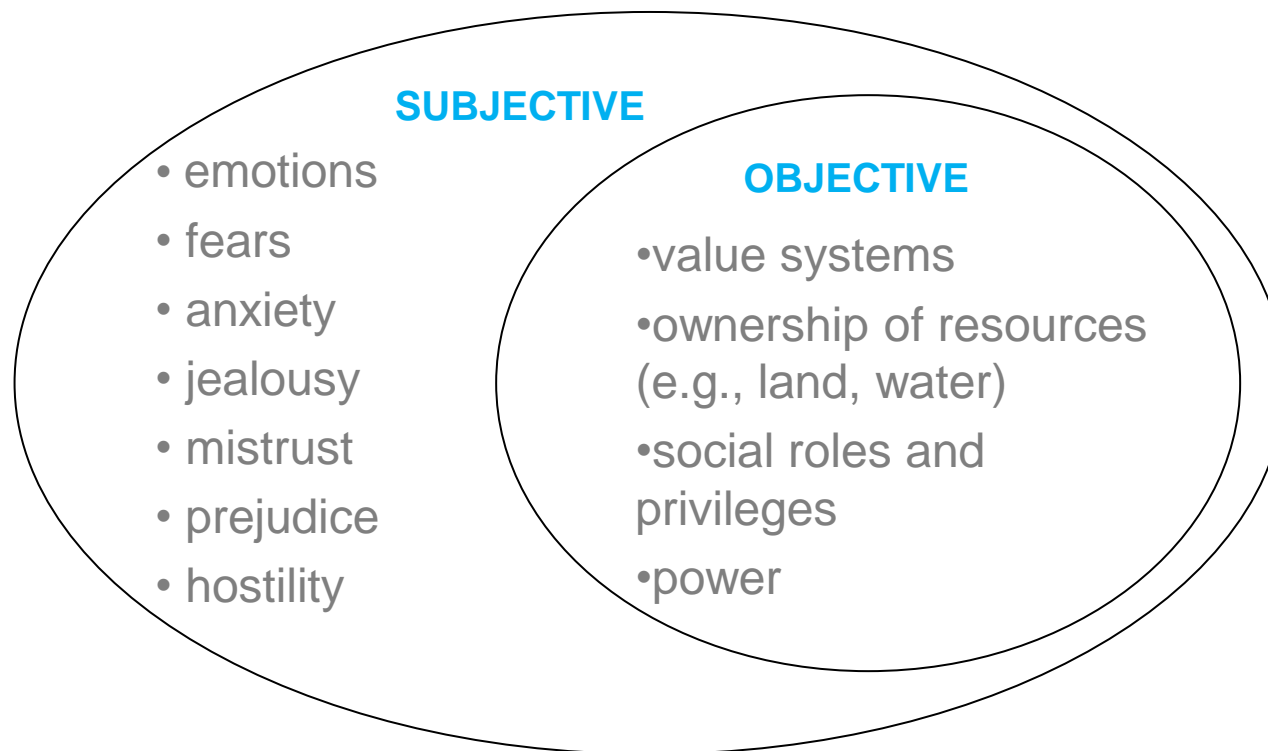
LOSE-LOSE

Negative nonzero-sum outcome: both parties lose

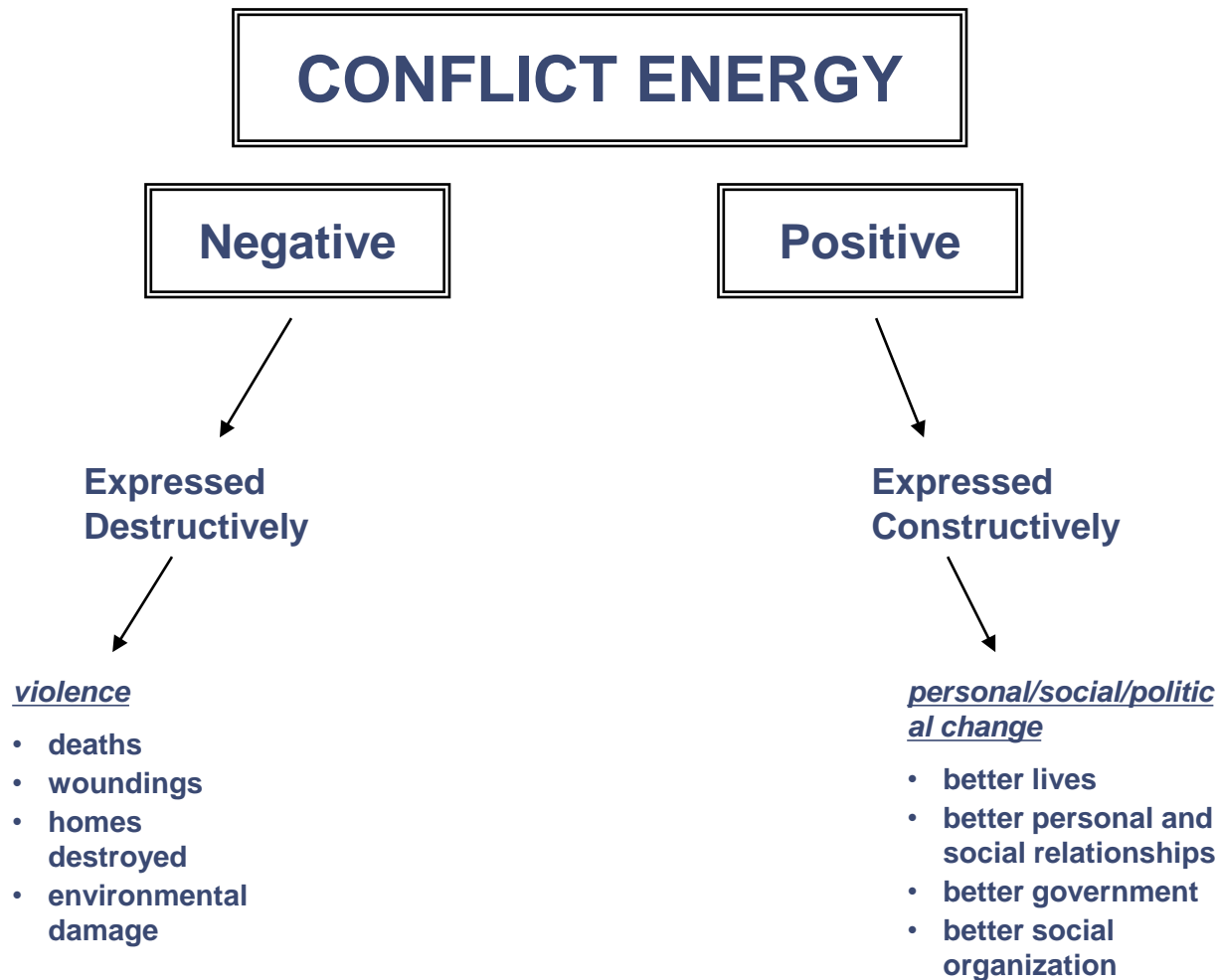
WIN-LOSE

Zero-sum outcome: one's gain is the other's loss

Dimensions of Conflict



Conflict energy

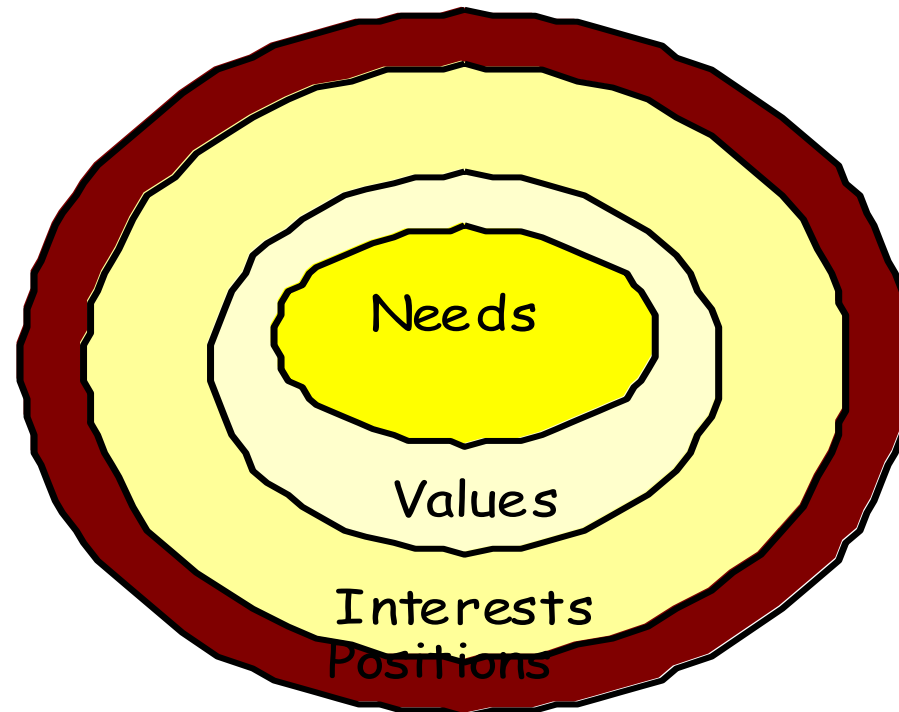


Conflicts are about....

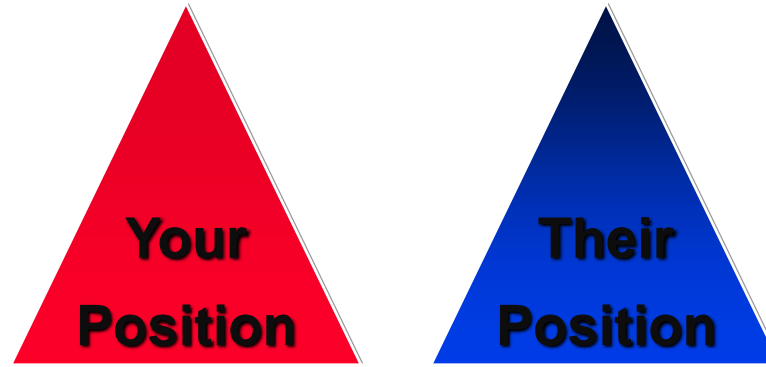
- **Positions:** demands
- **Interests:** concerns
- **Needs:** basic human needs



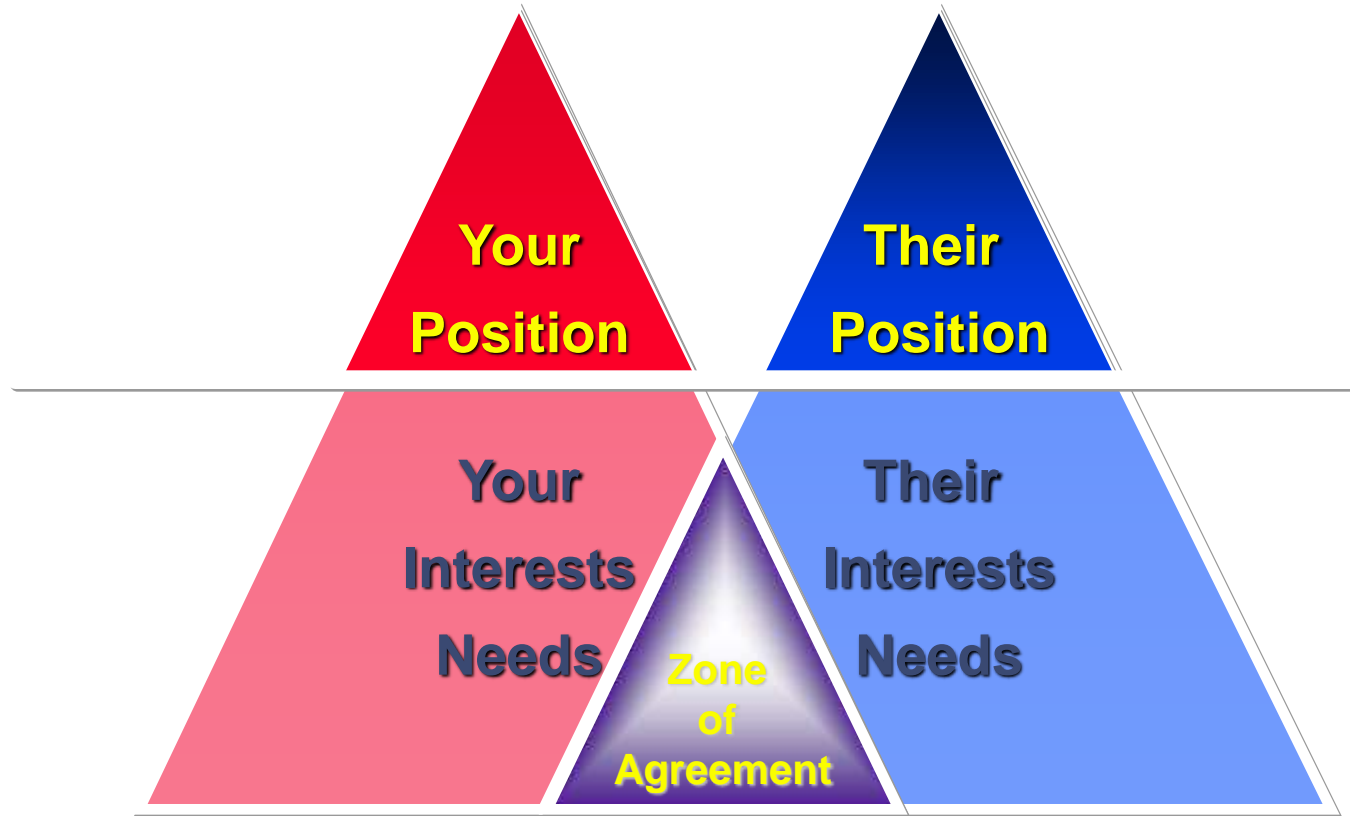
Positions, Interests, Values and Needs: The Onion Model



Focus on Positions = Impasse



Your Position Versus Their Position



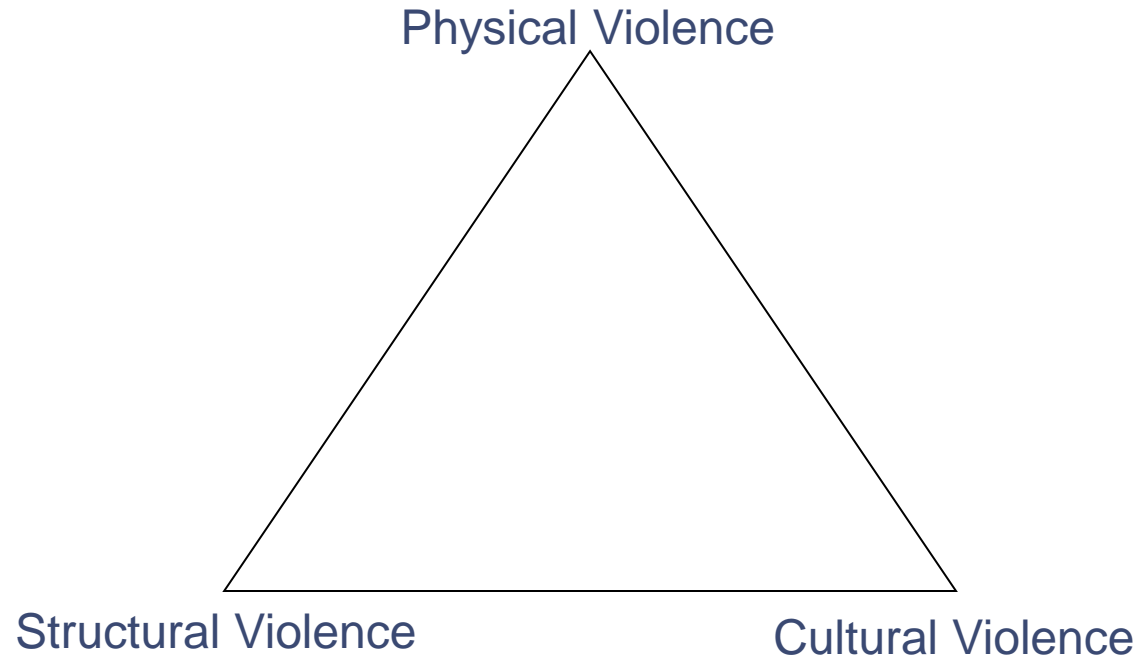
What is Violence?

1. Why do we have violence? i.e. what are the causes of violence?
2. Is violence always bad?
3. Can violence have positive outcomes?

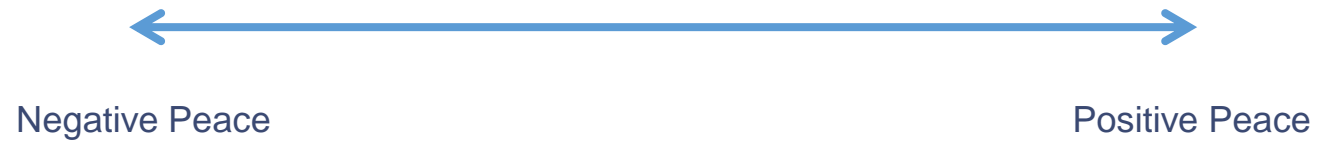
Violence

Occurs when an individual or a group is avoidably prevented from reaching their full potential.

Structural, Cultural and Physical Violence



Understanding Peace



Overview of Conflict Sensitivity

Defining Conflict Sensitivity

- Conflict sensitivity is based on the assumptions that any initiative conducted in a conflict-affected area will interact with that conflict and that such interaction will have consequences that may have positive or negative effects on that conflict.
- Conflict Sensitivity means the ability of you are able/your organization to:
 - Understand the context in which you operate;
 - Understand the interaction between your intervention and the context; and
 - Act upon the understanding of this interaction, in order to avoid negative impacts and maximize positive impacts

Rationale for “Being Conflict Sensitivity”

- Conflict sensitivity is an approach to your work and presence.
- Conflict sensitivity is not a specific tool or checklist.
- Conflict sensitivity is about being aware of conflict dynamics in the context in which you work and making a commitment to thinking through how to structure and manage your work and adapt your presence in order to:
 - on the one hand, avoid as far as possible feeding into conflict dynamics in a negative way and,
 - on the other, to maximize the potential of your work or presence to help shift or alter conflict dynamics in a positive way.

Clarifying Conflict Sensitivity

- Being conflict sensitive does not mean avoiding all kinds of conflict at all costs.
- If you are engaged in recovery/development work, for example, you have to accept that your work will inherently create some kinds of conflict as existing power relationships are modified.
- To be «Conflict Sensitive», you must fully understand the conflict dynamics within the context that you are working in so that you can think through clearly how your particular development project will interact with these dynamics and making sure that your work does not inadvertently end up doing more harm than good.

The What and How of Conflict Sensitivity

What to do	How to do it
Understand the context in which you operate	Carry out a conflict analysis, and update it regularly
Understand the interaction between your intervention and the context	Link the conflict analysis with the programming cycle of your intervention
Use this understanding to avoid negative impacts and maximize positive impacts	Plan, implement, monitor and evaluate your intervention in a conflict-sensitive way (including redesign when necessary)

What is Conflict Analysis?

Why Analyse Conflict?

- To understand the background and history of the situation as well as current events;
- To identify all the relevant groups involved;
- To understand the perspectives of all the groups and know more about how they relate to one another;
- To identify factors and trends that underpin conflicts;
- To build a common understanding and reduce misconceptions between opposing groups in a conflict situation

Understanding the Context through Conflict Analysis

- **Profile**

What is the political, economic, and socio-cultural context?

What are emergent political, economic and social issues?

What conflict prone/affected areas can be situated within the context?

Is there a history of conflict?

- **Causes**

What are the structural causes of conflict?

What issues can be considered as proximate causes of conflict?

What triggers could contribute to the outbreak/ further escalation of conflict?

What new factors contribute to prolonging conflict dynamics?

What factors can contribute to peace?

- **Actors**

Who are the main actors?

What are their interests, goals, positions, capacities and relationships?

What capacities for peace can be identified?

What actors can be identified as spoilers? Why? Are they inadvertent or intentional spoilers?

- **Dynamics**

What are current conflict trends?

What are windows of opportunity?

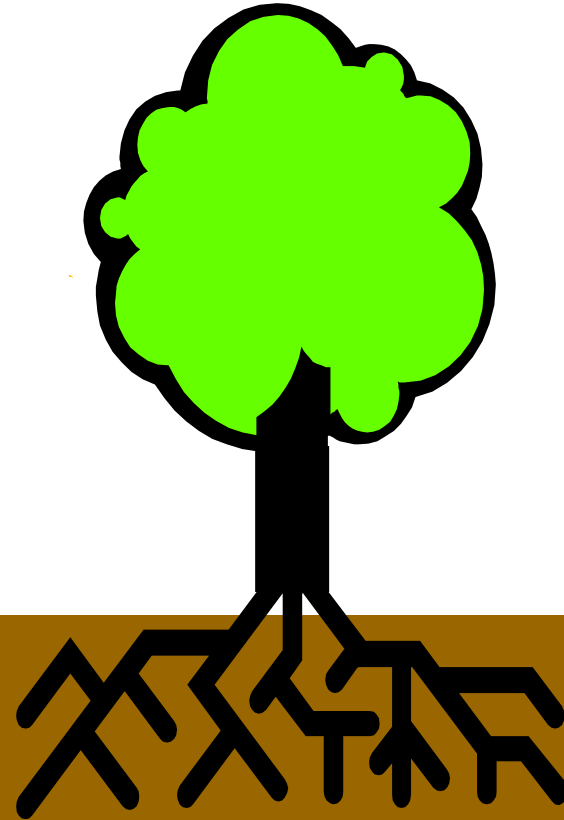
What Causes Conflict?

Conflict Tree

Consequences

Key Problem

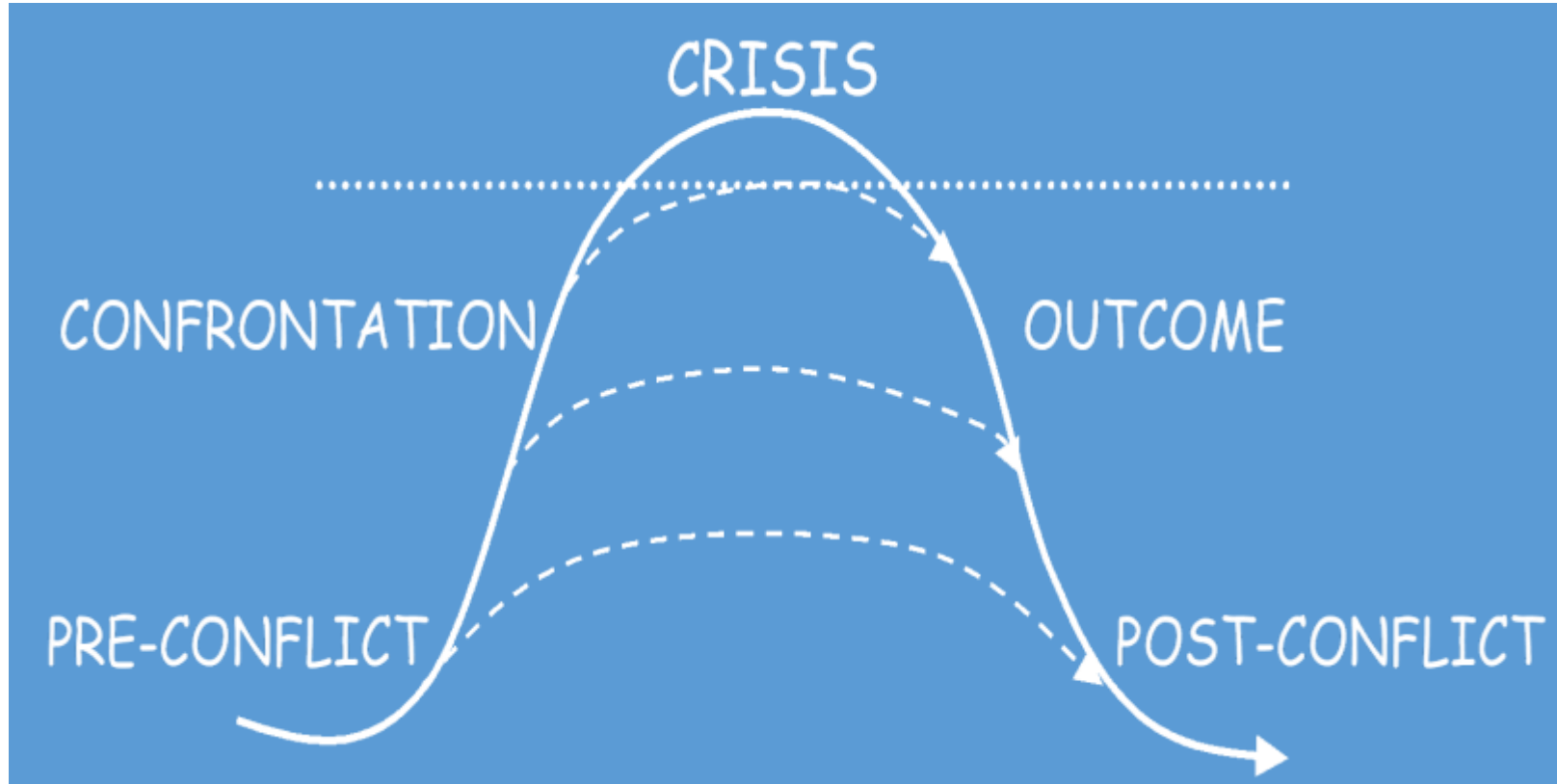
Roots/Causes



When does conflict occur?

When does conflict escalate towards violence and de-escalate towards peace?

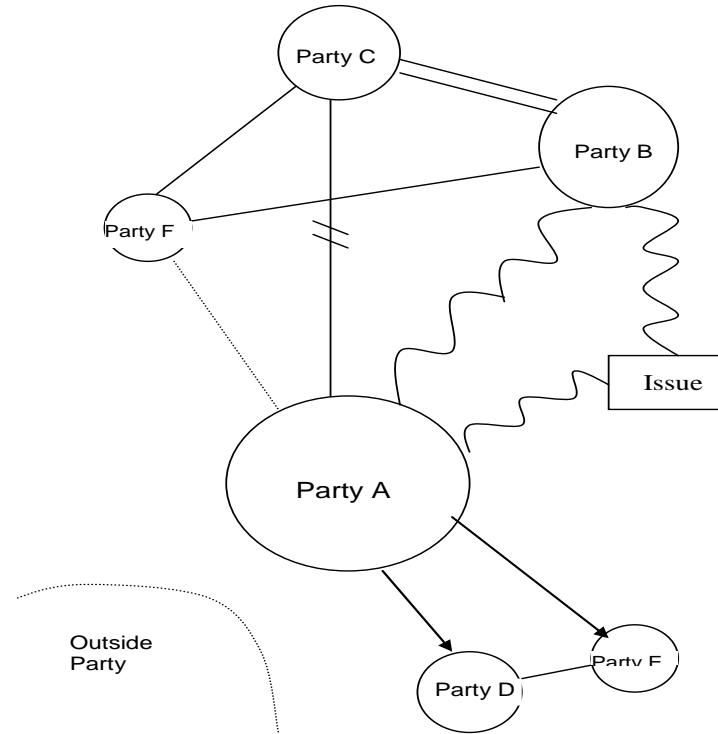
Stages of Conflict



Who is involved in conflict?

MAPPING: EXAMPLE

Below is an example of what a conflict map might look like:



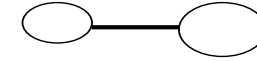
Try making a map of a situation that you are currently working on. Some questions you might ask are:

- Who are the main parties in this conflict?
- What other parties are involved or connected in some way, including marginalised groups and external parties?
- What are the relationships between all these parties and how can these be represented on the map? Alliances? Close contacts? Broken relationships? Confrontation?
- Are there any key issues between the parties that should be mentioned on the map?
- Where are you and your organisation in relation to these parties? Do you have any special relationships that might offer openings for working on this conflict situation?

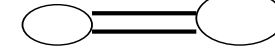
KEY: In mapping, we use particular conventions. You may want to invent your own.



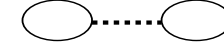
- circles indicate parties to the situation;
relative size = power with regard to the issue



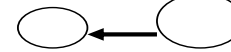
-straight lines indicate links, that is, fairly close relationships;



- a double connecting line indicates an alliance



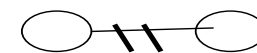
-dotted lines indicate informal or intermittent links



- arrows indicate the predominant direction of influence or activity



-lines like lightning indicate discord, conflict



-a double line like a wall across lines indicates a broken connection



-a square or rectangle indicates an issue, topic, or something other than people

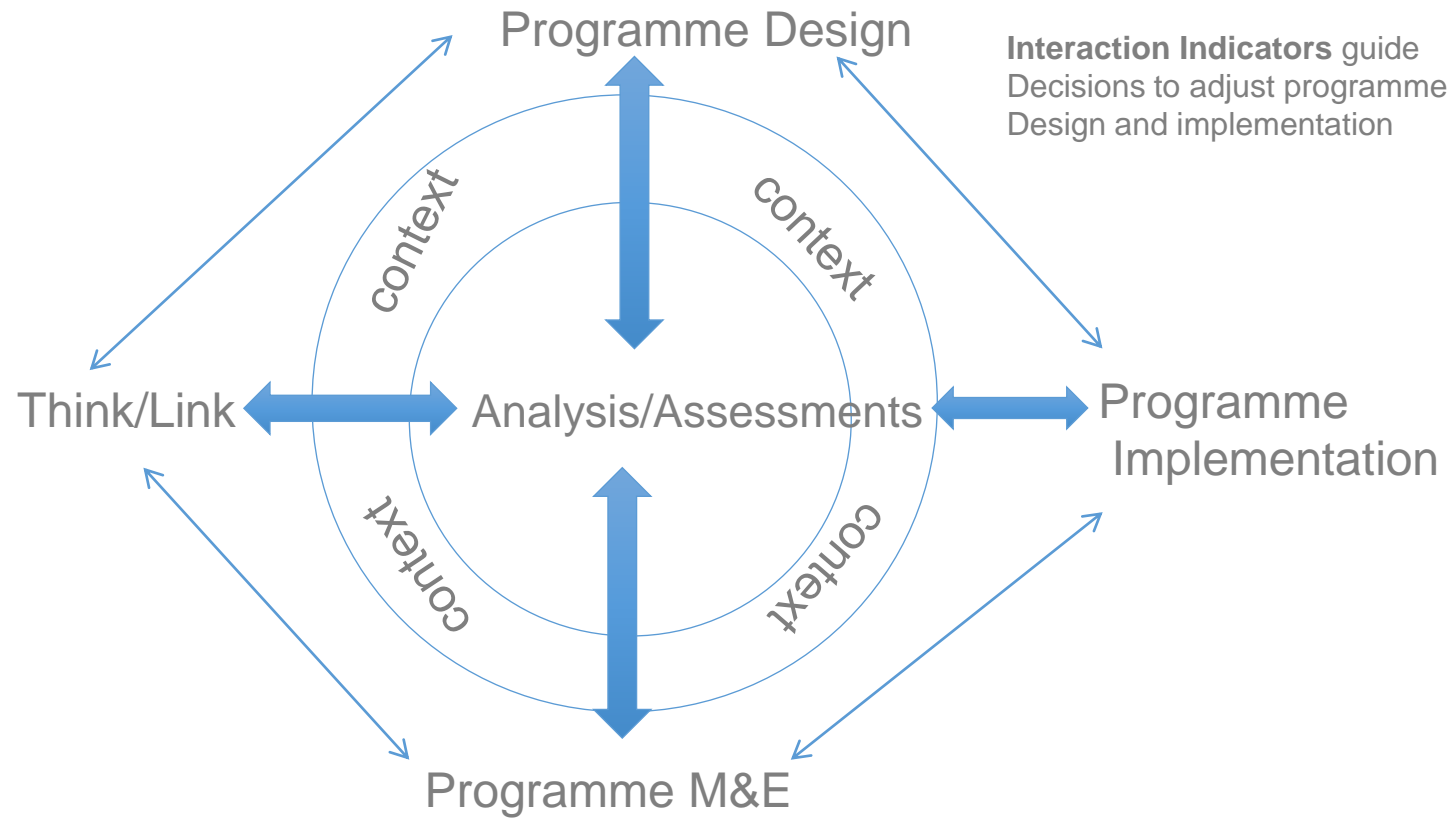


-a shadow shows external parties which have influence but are not directly involved

Stakeholder Mapping



A Conflict Sensitive Programme Cycle

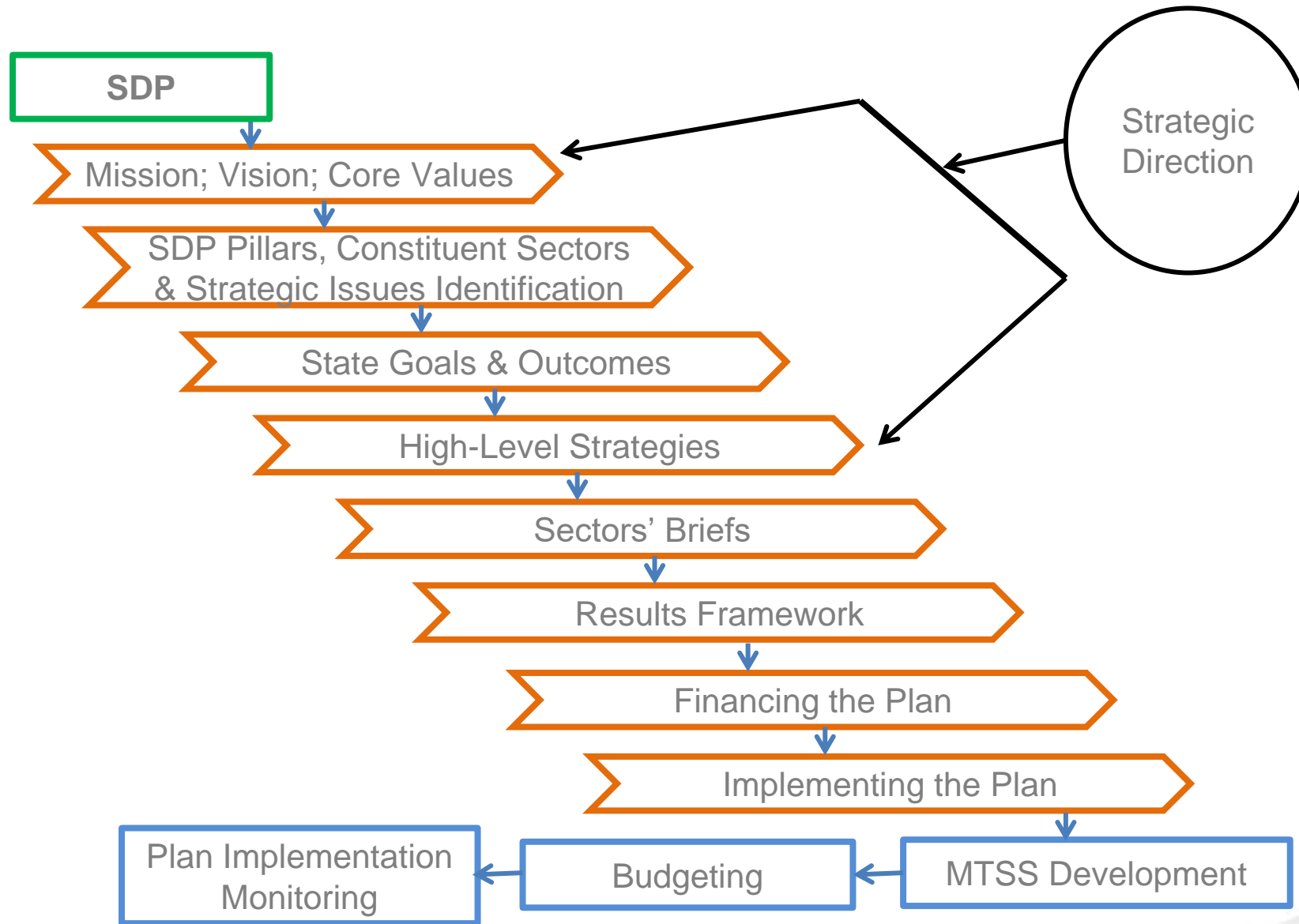


Session 5

Overview of the SDP development process



State Development Planning Process/1



State Development Planning Process/2

- The diagram in the preceding slide summarises the state development planning process.
- The red boxes represent key activities in the process.
- The blue boxes represent what the plan is used for.
- The boxes are now briefly discussed; detailed discussions of the boxes will come up later.



State Development Planning Process/3

- Mission & Vision:
 - Set the overall direction of the plan; and
 - Provide the policy context.
- Core values guide staff behaviors and interactions with themselves and stakeholders.
- SDP Pillars, Constituent Sectors and Strategic Issues Identification:
 - The pillars provide more specific direction;
 - Constituent sectors indicate the sectors responsible for delivering each SDP pillar; and
 - Strategic issues facilitate goals & broad strategies development.

State Development Planning Process/4

- State goals and outcomes:
 - State goals provide specific direction concerning the desired end results; and
 - Outcomes are the benefits derivable by the society from achieving the goals.
- Broad strategies:
 - Strategies describe how the goals will be achieved; and
 - They are broad in the SDP because the detailed strategies will be in the MTSS.



State Development Planning Process/5

- Sector briefs provide:
 - Sectors' situation analysis;
 - Key learning points in implementing a previous plan (if any);
 - Key challenges that will need to be resolved;
 - Key opportunities;
 - Key sector priorities;
 - Sector objectives - derived from SDP pillars and goals;
 - Outcomes deliverables - from the objectives.
 - Broad sector strategies; and
 - Sectors' results framework:
 - Outcomes indicators (KPIs);
 - Outcomes baselines; and
 - Outcomes targets.

State Development Planning Process/6

- Results framework comprises:
 - Outcomes deliverables (benefits the society will derive from achieving the goals of the SDP and objectives of the respective sectors);
 - Outcomes indicators (Key Performance Indicators – KPIs);
 - Outcomes baselines; and
 - Outcomes targets
- Sectors' results frameworks are set out in an appendix for easy reference during MTSS.



State Development Planning Process/7

- Financing the plan is about:
 - How to find resources to execute the plan?
 - How much will come from the State Government?
 - What level of resources from non-government quarters (private sector, development partners, etc.)?
 - What strategy to attract the needed resources (e.g. IGR development, tax reform, private sector incentives, etc.)?



State Development Planning Process/8

- Implementing the plan is about:
 - How will the plan be implemented?
 - Will there be a Plan Implementation Committee or Steering Committee?
 - What will be the composition of such a committee, if yes?
 - What will be the committee's roles?
 - What support will be required by the committee?
 - How would the support be sourced?
 - Would MTSSs be developed?



State Development Planning Process/9

- MTSS development:
 - Sectors will be responsible for implementing the plan;
 - Sectors will need to develop MTSS to do so; and
 - Sectors' MTSSs will derive from the SDP.
- Budgeting:
 - Sectors' budget will derive from their MTSS;
 - Thereby making the budgets policy based.



State Development Planning Process/10

- Plan implementation monitoring is to:
 - Determine the extent to which the set goals, objectives and outcome targets are being archived;
 - Identify the implementation enablers and strengthen them;
 - Assess the challenges being faced in the implementation; and
 - Decide necessary plan revision based on the M&E findings (revision of goals, strategies and outcome targets).





Lunch Break



Session 6

Strategic Framework of the Plan (1): Development of state mission statement, vision statement and core values – approach & instructions



Introduction

- The first activity in the SDP development process is to establish the mission, vision and core values of the State.
- If the State already has a mission statement, a vision statement, and core values, these will only need to be reviewed and validated in the light of current realities.
- In developing or refining the mission, vision and core values, the explanations in the next few slides will need to be borne in mind.



Mission statement

- An organisation's mission statement is a concise description of the purpose for which the organisation exists or the reason for being in the society or in the market – i.e. “Telling the world what business we are in”.
- Developing an apt mission statement requires answering the question: "Why does our organisation exist?" For example, why does XYZ State exist?
- Carol Lewis illustrated the importance of a Mission Statement when he said that: **“If you don't know where you're going, it doesn't matter which way you go”**.



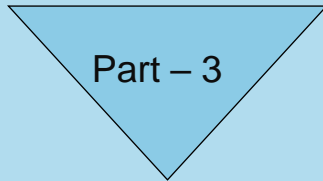
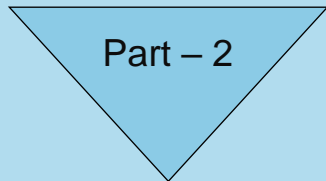
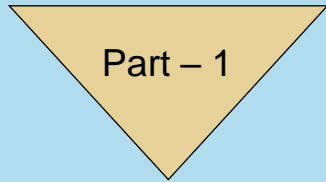
Premises that shape a mission statement

- A good mission statement consists of 3 sub-statements; namely:
 - Purpose statement;
 - Business statement; and
 - Value statement.
- These will be illustrated using the Mission Statement of Jigawa State; the Mission Statement says:

“To promote a sustainable and socio-economically developed state through exemplary and transparent leadership, provision of social service through strong and functional institutions and the development of physical infrastructure based on broad participation by the people ”.



Purpose statement



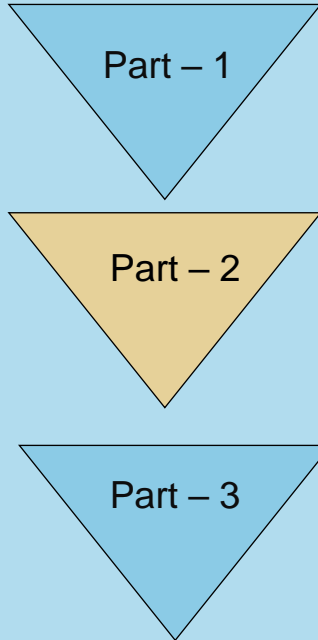
Part 1 – The Purpose Statement

Clearly states what the organisation seeks to accomplish: why does the organisation exist? What is the ultimate result of its work?

Example: Jigawa State's Mission Statement:

To promote a sustainable and socio-economically developed state...

Business Statement



Part 2 – The Business Statement

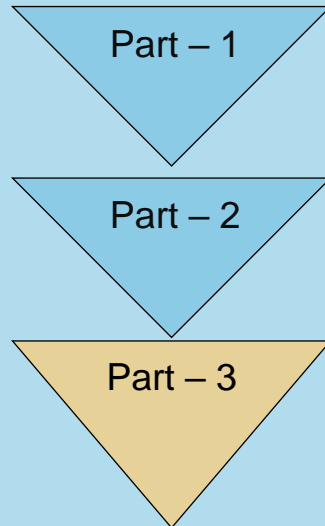
This outlines the “business(es)” i.e. activities or programmes the organisation chooses in order to pursue its purpose. The answer must be provided for the question – what main activity are we going to undertake in order to accomplish our purpose?

Example: Jigawa State’s Mission Statement:

.... through exemplary and transparent leadership, provision of social service through strong and functional institutions and the development of physical infrastructure...

Business statements often link a purpose statement with the words “by” or “through”

Value statement



Part 3 – Values Statement

These are beliefs which the organisation’s members hold in common and endeavour to put into practice. The values guide the organisation’s members in performing their work. The question to ask is “what are the basic beliefs that we share as an organisation?”

Examples of values include:

- A commitment to excellent service
- Innovation
- Diversity
- Creativity, honesty, integrity, and so on

Example: Jigawa State’s Mission Statement:

...based on broad participation by the people.

Examples of a mission statement/1

- **Jigawa State Water Sector:** To provide safe water to the esteemed customers through trained and motivated staff, while committed to reducing water related diseases and poverty (Good or Bad Mission Statement?).
- **Lagos State:** To promote Poverty Eradication and Sustainable Economic Growth through Infrastructural Renewal and Development (Good or Bad Mission Statement?)



Examples of a mission statement/2

- **ECOWAS:** To coordinate all activities leading to the promotion of cooperation and integration among member states in order to raise the living standards of its people by enhancing their capacity to access and harness resources, maintain political and economic stability, through the pursuance of sound economic management and good governance, and adopting dialogue as a means of fostering relations among member states (Good or Bad Mission Statement?).



What is a Vision Statement

- An organisation's vision statement describes where the organisation wishes to be in future.
- It shows where the organisation is going or wishes to go in future.
- A Vision provides a picture of a future state; an ideal state that is appealing to the hearts and minds of the operators of that organisation.
- In deciding where we are going, we need to ask ourselves: **“what is our preferred future?”**



Considerations for answering the critical question

In answering the question, “**what is our preferred future?**”, you should:

- Draw on the beliefs, mission, and the environment of the State developing the SDP.
- Describe what you wish to see in future.
- Be specific about what you wish to see.
- Be positive and inspiring (the vision statement must be stretching!).
- Not assume that the State will have the same framework in the future as it does today.
- Be open to dramatic modifications to the current ways of doing things in the State.



Examples of a vision statement/1

- **Kaduna State:** Make Kaduna Great Again (Good or Bad Vision Statement?).
- **Lagos State:** To be Africa's Model Megacity and Global, Economic and Financial Hub that is Safe, Secure, Functional and Productive (Good or Bad Vision Statement?).
- **Federal Government (ERGP):** Promote national prosperity and an efficient, dynamic and self-reliant economy to secure the maximum welfare, freedom and happiness of every citizen on the basis of social justice and equality of status and opportunity (Good or Bad Vision Statement?).



Examples of a vision statement/2

- **ECOWAS:** To be the pace-setter in regional integration management (Good or Bad Vision Statement?).
- **Jigawa State:** To be a secure and just society, full of opportunities, where the people are sufficiently empowered to participate in decisions and processes that affect their lives with an enabling environment for sustainable growth and development (Good or Bad Vision Statement?).
- **BDO:** To be world class provider of assurance services, taxation, consultancy services, corporate secretarial services and management consultancy services of choice in Nigeria (Good or Bad Vision Statement?).



What is a core values statement?

- An organisation's values statement comprises a set of important core behavioural traits or attributes by which the managers of that organisation want their organisation to operate (Same with a State).
- The core values depict the priorities in how an organisation (or a state) carries out activities with its stakeholders.
- Core values are beliefs which an organisation's members hold in common and endeavour to put into practice. The values guide the organisation's members in performing their work.



Operational definition of core values

- An organisation's (or state's) core values must be operationally well defined in order to be able to monitor compliance with them.
- The operational definition will be carried out as in the table on the next slide, specifying:
 - Core value;
 - What the core values means;
 - Examples of the behavioural traits pertinent to the core value; and
 - The strategy implications of each of the core values.



Operational definition of core values (an Example)

Value	Definition	Examples of Behaviour	Strategy Implications
<p>Integrity (As a state that is entrusted with people's resources, integrity is essential in managing the resources entrusted to us.)</p>	<p>All actions are consistent with ethical principles such as sincerity, honesty, impartiality, all of which are internalized by all personnel.</p>	<ul style="list-style-type: none"> • Frankness in a constructive manner in dealing with others • Honesty in all dealings with everyone • Do what you say and say what you mean and feel • Transparency and openness 	<ul style="list-style-type: none"> • Best Management practices (financial, HR, facilities) will need to be instituted to demonstrate integrity.
<p>Teamwork (Teamwork promotes synergy which is essential for higher productivity)</p>	<p>Collaboration, fostering the sharing of best practices, participation of each and every member of the team and productive interaction.</p>	<ul style="list-style-type: none"> • Cooperation • Spontaneous sharing • Interconnectedness • Interdependences 	<ul style="list-style-type: none"> • Teamwork should be promoted through appropriate reward and sanction system

Syndicate Session 1

Syndicate work on the development of state mission statement, vision statement and core values



Three Syndicate Groups

- There will be three syndicate groups.
- Syndicate Group A: will develop or update the State's Mission Statement.
- Syndicate Group B: will develop or update the State's Vision Statement.
- Syndicate Group C: will develop or update the State's Core Values Statement and operationally define the core values.



Syndicate Groups work

- Break into your Syndicate Groups.
- Following the instructions in the preceding session:
 - Group A to develop or update the Mission;
 - Group B to develop or update the Vision; and
 - Group C to develop or update the Core Values
- Appoint one of your team members to present the output of your session.

Syndicate Session 1 Presentation

Presentation of the outputs of Syndicate work on the development of state mission statement, vision statement and core values



Presentation of the output of syndicate work

- Each Syndicate Group's Spokesperson to present the output of the group's work.
- Participants will comment on the presentation, seek clarifications and offer suggestions for improvement.
- The Syndicate Group should take proper note of the comments and suggestions for revising the output of their group.
- The plenary session will agree the mission, vision and core values.



End of Day 1

Closing remarks and homework



Closing remarks and homework

- Syndicate Groups will finalise their outputs after the day's work (Home work).
- Syndicate Groups will submit their final output to the Chairman of the State Planning Committee (SPC).
- The Permanent Secretary, MEPB to make closing remarks and declare the day's work closed.
- Closing prayers by a volunteer.





Session 7

Day 2 Preliminaries



Opening prayers

By a Volunteer





Recap of day one and introduction to day two

Director Planning, MEPB



Session 8

Strategic Framework of the Plan (2): Sector classification and constituent MDAs – approach & instructions



Why sectors classification?

The various Ministries, Departments and Agencies (MDAs) need to be classified into sectors in order to:

- Make them manageable - the usual number in a state is always too large;
- Facilitate resource allocation (as part of MTEF); and
- Facilitate MTSS development.

Also because the sectors will implement the SDP.



Sectors classification process

- The process for classifying the sectors will be as follows:
 - The sector's name will be agreed; e.g. Education sector, Health Sector, Agriculture Sector, etc.; and
 - The MDAs under each sector will be agreed; i.e. the MDAs that constitute each sector;
- This process will be led by the Permanent Secretary, MEPB.



Some basic rules in sectors classification

In classifying the sectors, the following basic rules should be observed:

- Number of sectors should not be too large; standard is between 12 and 15 sectors;
- Every MDA must belong to a sector; i.e. the sector classification must be comprehensive, must cover all MDAs;
- One MDA should not belong to more than one sector; and
- Sectors must be clearly defined; things like Economic Sector, Social Sector, etc. are not quite meaningful.



Table for sector classification

- This table will be used for sectors classification:

S/N	Sector Name	Constituent MDAs
1		
2		
3		
4		
5		

- An MS Word version of the table will be used.
- A list of all MDAs will be provided for the exercise.

Tea/Coffee Break



Session 9

Strategic Framework of the Plan (3): SDP Pillars, Constituent Sectors, Strategic Issues, and High-Level Strategies – approach & instructions



What are SDP pillars & why needed?

- Like the name implies, SDP pillars are the supports on which the SDP rests.
- In other word, pillars are major compartments into which development issues in the SDP are divided; hence they are sometimes called Development Pillars.
- A simple way is to see pillars as compartmentalisation of the SDP into development issues or development subject matters or Government's priorities.
- The pillars are required to streamline or simplify the contents of the SDP.
- Pillars bring together allied programmes and ensure appropriate linkages among them.



SDP pillars development process

- The process for developing the SDP pillars is as follows:
 - Agree the major developmental issue in State (e.g. economic, infrastructure, etc.);
 - Articulate the state aspiration in respect of each development issue;
 - Specify the expected outcome from the aspiration; and
 - Specify the MDAs **directly** responsible for delivering each development pillar.



Some basic rules in developing SDP pillars

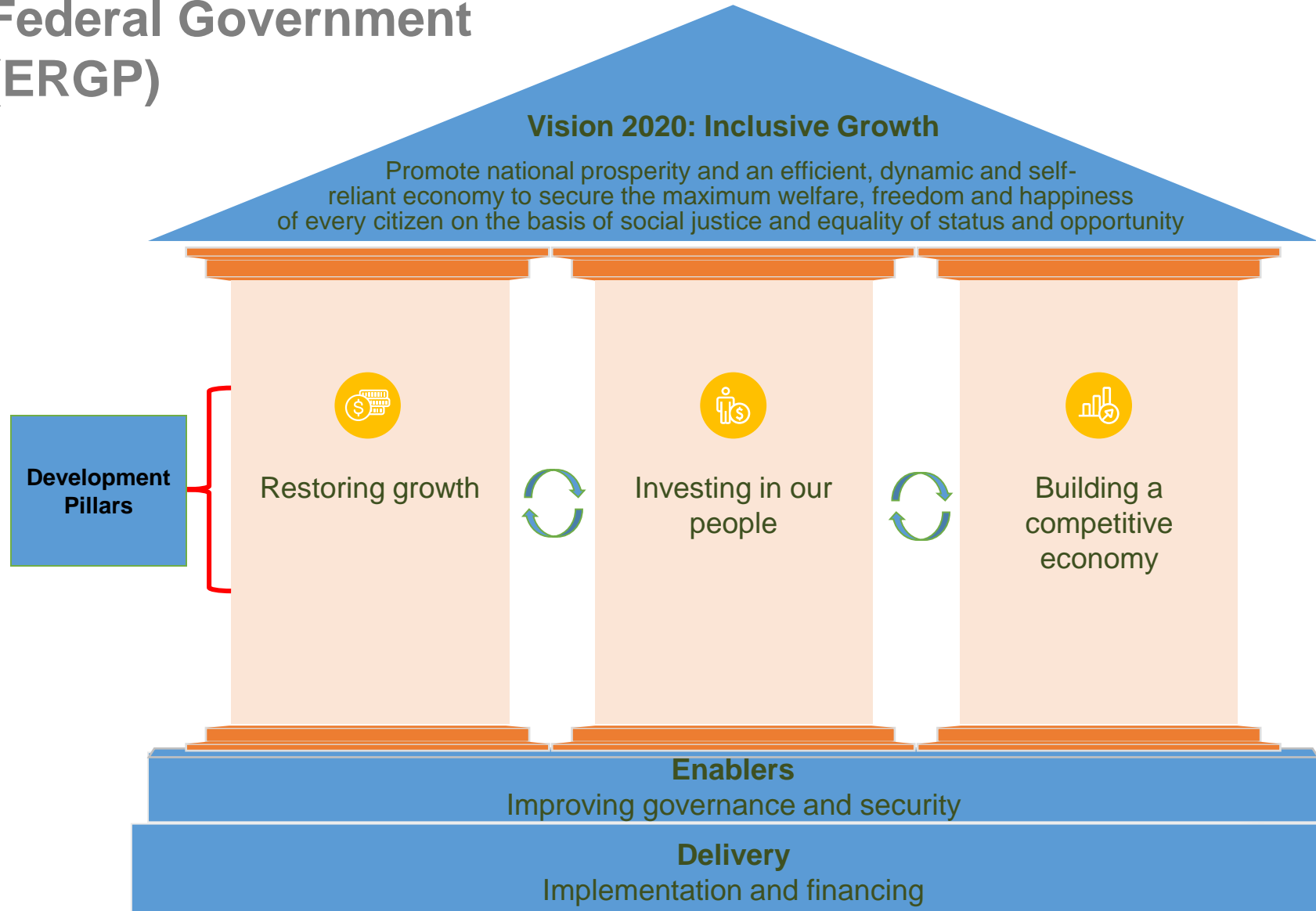
In developing SDP pillars, the following basic rules should be observed:

- The number of pillars should not be too large; standard is between 4 and 6 pillars;
- Every MDA must be contributing to at least one pillar;
- Expected outcome from each pillar should be explicitly/clearly defined; and
- Pillars presentation should be graphic and easy to comprehend (as in the examples later).



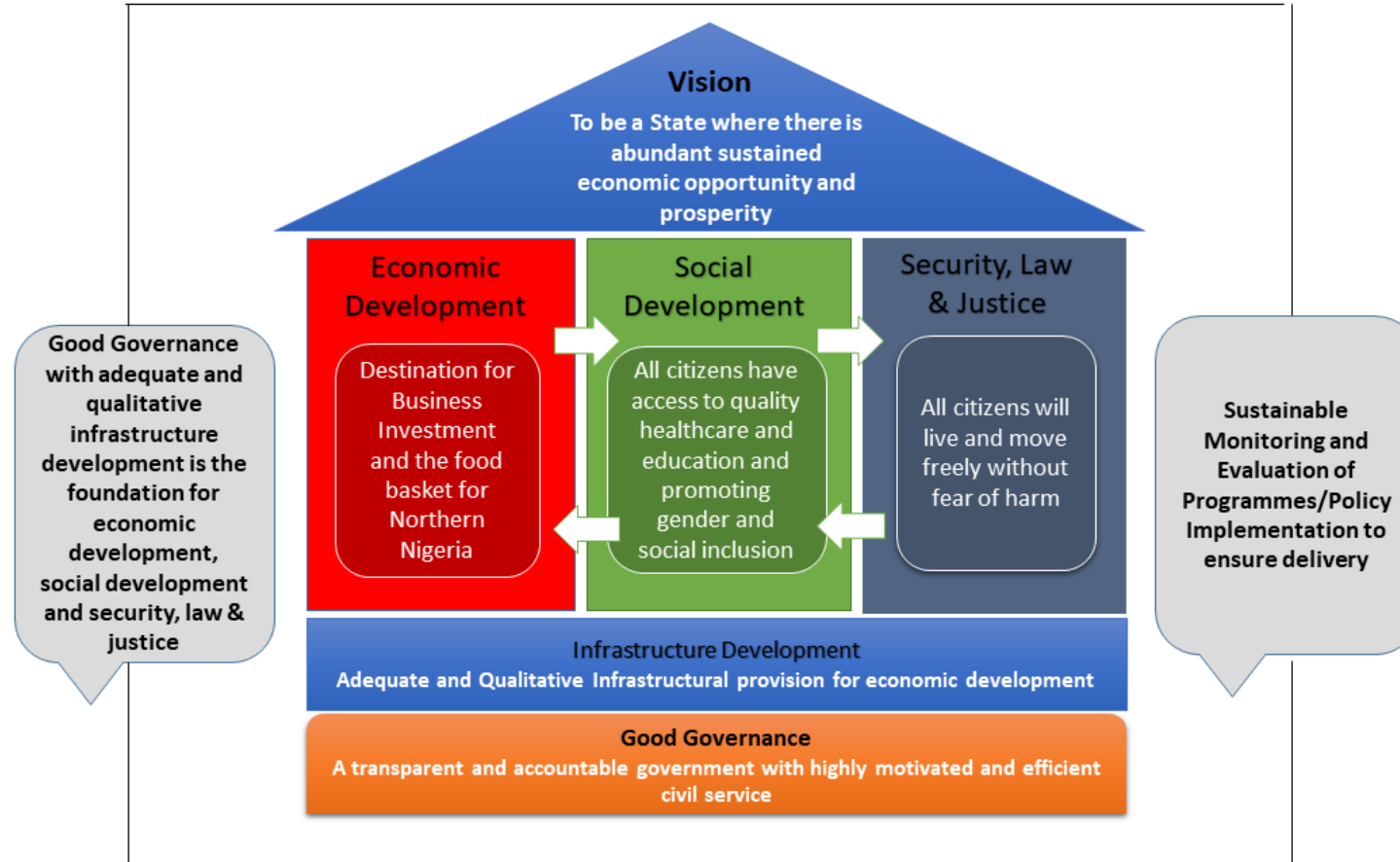
Examples of development pillars/1

Federal Government (ERGP)



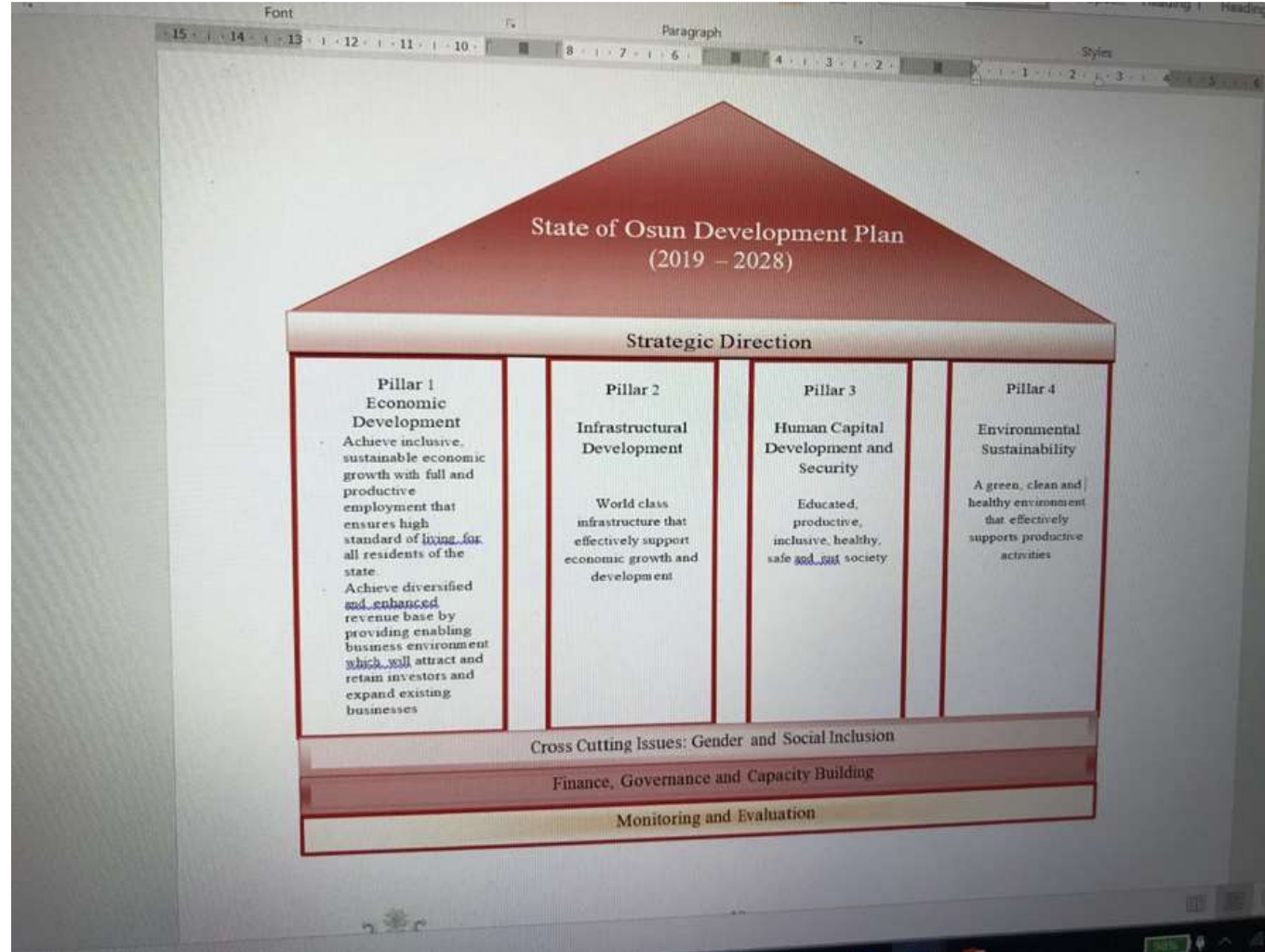
Examples of development pillars/2

Kaduna State:



Examples of development pillars/3

Osun State



Examples of development pillars/4

Lagos State:

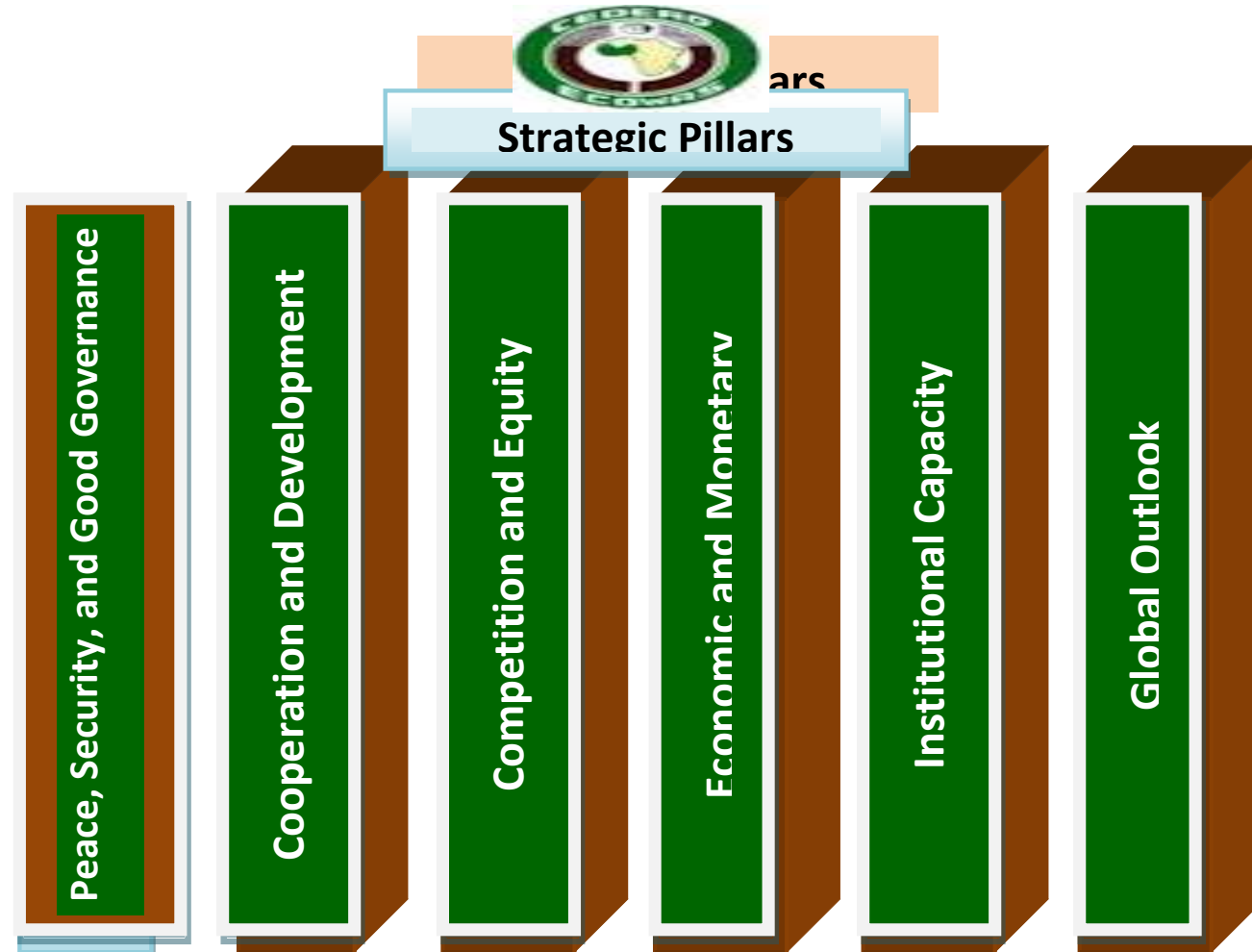
Table 14: Development Pillars: Aims and Direction

DEVELOPMENTAL PILLARS	STRATEGIC DIRECTION
<p>Pillar 1: Economic Development <i>Aim: A dynamic, expanding economy, functional and visually attractive</i></p>	<p>Harnessing public and private investment to create a strong, mixed economy that can provide jobs for all and create the base for expanding social services and environmental sustainability</p>
<p>Pillar 2: Infrastructure Development <i>Aim: An efficient and effective infrastructure capable of meeting future needs</i></p>	<p>Providing efficient power, effective mass transit systems and other key infrastructures essential to achieve a sound and growing economy and achieve social progress</p>
<p>Pillar 3: Social Development and Security <i>Aim: An educated, skilled, healthy and secure people</i></p>	<p>Ensuring a dynamic, progressive social and economic environment that will result in a well-educated, healthy people able to fulfill their potential and meet the skill needs of new industries.</p>
<p>Pillar 4: Sustainable Environment <i>Aim: A green, clean and liveable city that can sustain its complex natural and man-made environment</i></p>	<p>Creating sound systems, regulations and public participation to maintain a healthy and sustainable environment that can overcome the environmental deficit and meet future challenges posed by climate change.</p>



Examples of development pillars/5

ECOWAS:



Strategic issues identification & high-level strategies/1

- Strategic issues are otherwise called priority issues.
- These are issues requiring development and implementation of strategies to resolve them.
- Such issues may include:
 - Slow economic growth;
 - Poor infrastructures;
 - Widespread unemployment;
 - Increasing insecurity; and
 - Etc.



Strategic issues identification & high-level strategies/2

- The Planning Team will identify such issues for the State.
- The number should not be too large; top 10 or 12 strategic issues will be enough.
- Having identified the issues, the Team needs to develop high-level strategies for dealing with the issues.
- For example, what should be done to address:
 - Slow economic growth?
 - Poor infrastructures?
 - Widespread unemployment?
 - Increasing insecurity?



Session 10

SDP Pillars, constituent sectors, strategic issues and high-level strategies – practical work



SDP Pillars, constituent sectors, strategic issues & strategies/1

- Participants will now:
 - Develop the development pillars for SDP;
 - Specify constituent sectors for each pillar;
 - Identify the strategic issues for the State; and
 - Develop high-level strategies for addressing each of the issues.
- The tasks will be taken one after the other.



SDP Pillars, constituent sectors, strategic issues & strategies/2

- The session will be led by the Permanent Secretary, MEPB.
- Main reference documents will include:
 - Previous SDP;
 - Governor's campaign manifesto; and
 - Any other high-level policy documents.
- The session will be in plenary.
- All participants should participate actively.





Lunch



Session 11

Strategic Framework of the Plan (4): SDP goals development – approach & instructions



Establishment of SDP goals – what is a goal?/1

- English dictionary defines a goal as: “The purpose toward which an endeavour is directed”.
- In planning, a goal is a strategic and broadly defined **end** which an entity (e.g. a State) is trying to achieve.
- Goals are specific accomplishments that must be made in order to achieve some larger overall result preferred by an organisation e.g. the mission and vision of a State.



Establishment of SDP goals – what is a goal?/1

- All of the entity's (e.g. a State's) strategies and resources will be directed at achieving such a goal.
- The achievement of a goal is manifested by an outcome deliverable.
- An outcome is the benefit that the people of society will derive from achieving a goal of the SDP.



Process of establishing SDP goals

- There is no specific approach for establishing SDP goals.
- A common approach is to examine the SDP pillars and describe what the State wishes to achieve in relation to each pillar.
- In doing so, you need to bear in mind:
 - The strategic issues with respect to each pillar;
 - The available resources (financial and manpower);
 - Mission and vision of the state;
 - Etc.



Basic rules in establishing SDP goals

- Number of goals for an SDP should not be excessive (6 is usually the maximum);
- The goals should give a clear and concise picture of what will drive the State's activities over the plan period;
- Goals must be properly aligned with the state's mission, vision, strategic issues and stakeholders expectations; and
- Goals should be clearly defined – this may involve setting broad quantitative targets as in the MDGs, or qualitative statements of policy intension for the Sector. They should however remain broad.



Examples of development plan goals/1

ECOWAS (They called them objectives):

- Promote cooperation among member states for the development of a viable regional infrastructure.
- Develop a Harmonized Policy and Strategy for the Development of Industries and Mines in the Region.
- Promote trade integration, labour and capital mobility.
- Provide policy direction for the promotion of human development as an Instrument of Poverty Reduction.
- Design strategies and tools to give impetus to regional agricultural development and to ensure the sustainability of the environmental bases of production.



Examples of development plan goals/2

Lagos State:

- To sustain Lagos State as the hub of innovation and creativity in the West African Sub Region and secure its position as a learning economy
- To promote broadband usage
- To achieve 100% computer ownership in homes with children of school going age
- To improve standards of education in institutions of learning
- To create a gateway to encourage access from bigger markets for trade and investment
- To create opportunity for entrepreneurs and job seekers
- Easier access to emergency communications at lower cost
- Easier access to government's e-services





Syndicate Session 2

SDP goals development – practical



Six Syndicate Groups (or number of development pillars)

- There will be six syndicate groups or as required.
- Each group will be assigned a development pillar and a set of strategic issues.
- Each group will develop a goal in relation to the development pillar and strategic issues assigned to it.
- The goal should reflect the instructions provided previously.



Syndicate Groups work

- Break into your Syndicate Groups.
- Following the instructions in the preceding session, develop an SDP goal in relation to the development pillar and strategic issues assigned to your group.
- Articulate the outcome deliverable from achieving the goal.
- Appoint one of your team members to present the output of your session.





Syndicate Session 2 Presentation

SDP Goals – presentation, discussions and agreement



Presentation of the output of syndicate work

- Each Syndicate Group's Spokesperson to present the goal developed by his/her group.
- The presenter should explain the justifications for the goal and the outcome it will deliver.
- Participants will comment on the presentation, seek clarifications and offer suggestions for improvement.
- The Syndicate Group should take proper note of the comments and suggestions for revising the goal.
- The plenary session will agree the goals.





End of Day 2

Closing remarks and homework



Closing remarks and homework

- Syndicate Groups will finalise their goals after the day's work (Home work).
- Syndicate Groups will submit their final goals to the Chairman of the State Planning Committee (SPC).
- The Permanent Secretary, MEPB to make closing remarks and declare the day's work closed.
- Closing prayers by a volunteer.





Session 12

Day 3 Preliminaries





Opening prayers

By a Volunteer





Recap of day two and introduction to day three

Director Planning, MEPB



Session 13

Results framework conceptual framework – approach & instructions



Results framework – introduction

- Detailed results frameworks are expected to be prepared by sectors in the course of developing their MTSS.
- The sequencing is to:
 - Develop sector objectives (from SDP goals);
 - Break the objectives down into programmes;
 - Develop expected outcomes from programmes;
 - Develop outcomes key performance indicators (KPIs);
 - Specify outcomes baselines; and
 - Set outcomes targets for each year or sub-periods of the SDP period.
- However, broad results frameworks will be developed in the course of developing the SDP.



Results framework concepts – outcome/1

- An outcome is the ultimate result of implementing a programme; it is a statistical or numerical measure of the benefits to citizens or the community of a Government policy; it is a kind of deliverable.
- Alternatively, an outcome is the benefits to be derived from the output of a project or from the outputs of a set of projects.

Results framework concepts – outcome/2

- For example, if a project name is: “Construct 4 blocks of 6 classrooms each”; the output of the project will be: “4 blocks of 6 classrooms each constructed”.
- The benefit derivable from the output of the project (i.e. 4 blocks of 6 classrooms each constructed) is that the school will be able to accommodate larger number of pupils or students.
- So, the outcome is “Increased enrolment of pupils or students”.

Results framework concepts – outcome/3

- Other examples of outcomes are as follows:

Programme (a set of projects)	Outcome
Seeds, fertilizer and pests control programme	Increased crops yield per hectare in the State
Irrigation programme	All year round farming is made possible
Road transport programme	Affordable road transport system

Results framework concepts – outcome indicator (KPI)/1

- Outcome indicator is what will show us whether or not the outcome is delivered.
- For the previous example, if the outcome is “Increased enrolment of pupils or students”, the outcome indicator will be “Number of pupils or students enrolled in the school”.
- See other examples on next slide.



Results framework concepts – outcome indicator (KPI)/2

- Other examples of outcome indicators are as follows:

Programme (a set of projects)	Outcome	Indicator
Seeds, fertilizer and pests control programme	Increased crops yield per hectare in the State	Crop yield per hectare
Irrigation programme	All year round farming is made possible	Number of months of farming per year
Road transport programme	Affordable road transport system	Cost of road transport



Results framework concepts – outcome baseline/1

- Outcome baseline is the starting point or benchmark; it must be related to the outcome indicator; i.e. where are you starting from?
- For example, if the outcome indicator is “Number of pupils or students enrolled”, the question is “How many pupils or students are currently enrolled?”
- If the enrolment is 560 pupils or students as at 2017 or the year preceding the start of the SDP, then that is the baseline figure.

Results framework concepts – outcome baseline/2

Other examples of outcomes baselines are as in column 4:

Programme (a set of projects)	Outcome	Indicator	Baseline (2017)
Seeds, fertilizer and pests control programme	Increased crops yield per hectare in the State	Crop yield per hectare	Maize yield is 3 tonnes per hectare
Irrigation programme	All year round farming is possible	Number of months of farming per year	6 months of farming per year
Road transport programme	Effective and affordable road transport system	Cost of road transport	N100 per kilometer

Results framework concepts – outcome target

- Outcome targets are what you want to achieve in subsequent years given the baseline specified in the above examples.
- For example, if the baseline was 560 pupils or students in 2017, what do you expect the enrolment to be in 2018 by the time you have constructed 4 blocks of 6 classrooms each?
- What do you expect the enrolment to be in 2019, 2020, etc. The numbers for these years are the targets.

Results framework – putting it all together

- Each sector will need to complete this table:

Outcome	Indicator	Baseline (Starting Situation)	Targets		
			Year 1	Year 2	Year 3

- Number of outcomes should not be too many; between 6 and 8 outcomes per sector will suffice.

Tea/Coffee Break



Syndicate Session 3

Development of results framework (by sectors)



Sectors Syndicate Groups (number of agreed sectors)

- Break into your Sector Syndicate Groups.
- Following the instructions in the preceding session, develop a results framework for your sector (Use standard table to be provided).
- Appoint one of your team members to present the results framework for your sector.





Lunch Break



Syndicate Session 3 Presentation

Sectors' Results frameworks – presentation, discussions and agreement (sample sectors because of time constraint)



Presentation of sectors results framework

- Each Sector Syndicate Group's Spokesperson to present the results framework for his/her sector.
- Participants will comment on the presentation, seek clarifications and offer suggestions for improvement.
- The Syndicate Group should take proper note of the comments and suggestions for revising their results framework.
- The plenary session will agree the results frameworks for each sector or these may be finalized after the envisioning session.





End of Day 3

Closing remarks and homework



Closing remarks and homework

- Sectors Syndicate Groups will finalise their results frameworks after the day's work (Home work).
- Syndicate Groups will submit their final results frameworks to the Chairman of the State Planning Committee (SPC).
- The Permanent Secretary, MEPB to make closing remarks and declare the day's work closed.
- Closing prayers by a volunteer.





Session 14

Day 4 Preliminaries





Opening prayers

By a Volunteer





Recap of day three and introduction to day four

Director Planning, MEPB



Session 15

Financing the plan – approach & instructions



Financing the plan – introduction

As noted previously, financing the plan is about:

- How to find resources to execute the plan.
- How much will come from the State Government and from what sources (MTEF)?
- What level of resources from non-government quarters (private sector, development partners, philanthropists, etc.)?
- What strategy to attract the needed resources (e.g. IGR development, tax reform, private sector incentives, etc.)?



Financing the plan – purpose & outline of discussion/1

- The discussions on financing the plan is to help the State Planning Committee (SPC) in articulating the issue in the SDP.
- There is no prescribed content of what the discussions should cover.
- Issues normally covered under financing the plan include the following:
 - Fiscal policy direction of the state (e.g. Treasury Single Account, zero-based budgeting, IGR development, tax reform, etc.)

Financing the plan – purpose & outline of discussion/2

- Issues normally covered under financing the plan include the following:
 - Revenue and expenditure projections (Medium Term Expenditure Framework – MTEF).
 - Deficit financing and debt servicing.
 - Fiscal plan for the plan period as indicated by MTEF.
 - Sectors resource allocation for the plan period (Sectors' indicative budget ceilings).
 - Expected role of the private sector (potential sectors of interest, expected investments, incentives needed).
 - Expected role of the Development Partners (potential sectors of intervention, level of supports, etc.)



Tea/Coffee Break



Session 16

Financing the plan – discussions and agreements in a plenary session



Financing the plan – discussions and agreements

- As mentioned previously, the discussions on financing the plan is to help the State Planning Committee (SPC) in articulating the issue in the SDP.
- SPC should therefore take proper note of the submissions in the discussions.
- The session will be led by the Permanent Secretary, MEPB.
- All participants should please contribute actively.





Lunch Break



Session 17

Implementing the plan – approach & instructions



Implementing the plan – introduction

As noted previously, implementing the plan is about:

- How will the plan be implemented?
- Will there be a Plan Implementation Committee or Steering Committee?
- What will be the composition of such a committee (if any)?
- What will be the committee's roles?
- What support will be required for implementing the committee?
- How would the support be sourced?
- Would MTSSs be developed?
- What other institutions will be involved and what roles would they play?
- Etc.



Implementing the plan – purpose and outline of discussions/1

- The discussions on implementing the plan is to help the State Planning Committee (SPC) in articulating the issue in the SDP.
- There is no prescribed content of what the discussions should cover.
- Issues normally covered under implementing the plan include the following:
 - Institutional framework for plan implementation:
 - Role of State Executive Council.
 - Roles of the Local Government Areas (LGAs).



Implementing the plan – purpose and outline of discussions/1

- Institutional framework for plan implementation:
 - Communities mobilisation and coordination.
 - Sectors Implementation Committees.
 - State Implementation Committee (to coordinate).
 - Role of Delivery Unit (if available or if necessary).
 - Role of MEPB's M&E Department / Unit.
 - Roles of other MDAs' M&E Department / Unit.
- The Plan – MTSS – Budget linkage.
- Approach to performance management reviews.



Session 18

Implementing the plan – discussions and agreements in a plenary session



Financing the plan – discussions and agreements

- As mentioned previously, the discussions on implementing the plan is to help the State Planning Committee (SPC) in articulating the issue in the SDP.
- SPC should therefore take proper note of the submissions in the discussions.
- The session will be led by the Permanent Secretary, MEPB.
- All participants should please contribute actively.





End of Day 4

Closing remarks and homework



Closing remarks and homework

- Any outstanding tasks will be given to participants as Home Work if any.
- The Home Work will be completed and submitted to the Chairman of the State Planning Committee (SPC).
- The Permanent Secretary, MEPB to make closing remarks and declare the day's work closed.
- Closing prayers by a volunteer.





Session 19

Day 5 Preliminaries





Opening prayers

By a Volunteer





Recap of day four and introduction to day five

Director Planning, MEPB



Session 20

Roles of State Planning Committee (SPC) and Sector Planning Team (SPT) – instructions



Roles of the State Planning Committee/1

- The SPC is the Author of the SDP
- Meaning, it:
 - Superintends the articulation of the SDP's strategic framework (including: mission, vision, core values, pillars, strategic issues, goals, high-level strategies and results framework).
 - Prepares the plan preliminaries (foreword, acknowledgement and Executive Summary).



Roles of the State Planning Committee/2

Meaning, it:

- Prepares background to the plan, profile of State and strategic framework of the plan (pillars, goals and high-level outcomes).
- Collects briefs from sectors, review/polish them and incorporates them into the SDP.
- Prepares the concluding part of the plan (i.e. Plan Implementation, Financing the Plan and Implementation M&E).



Roles of the State Planning Committee/3

Meaning, the SPC:

- Documents the plan fully (writes up the plan).
- Validates the plan (exposes the plan to stakeholders and communities/citizens for their inputs).
- Finalizes the plan, incorporating stakeholders' inputs.
- Submits the Plan to the Hon Commissioner for onward transmission to State ExCo for approval.
- Obtains the sign-off of His Excellency, the Governor and Hon Commissioner, MEPB.
- Submit the final Plan to the Hon Commissioner, MEPB for further actions.



Roles of the Sector Planning Teams/1

- The SPTs develop the sectors' briefs using the stipulated format and submit to SPC.
- A SPT is the author of the MTSS of its sector.
- Meaning, it:
 - Attends SPT Training.
 - Reviews high-level policy documents.
 - Conducts sector situation analysis
 - Attends a 5-day (or any number of days) strategy session.



Roles of the Sector Planning Teams/2

- Meaning, it:
 - Undertakes projects prioritisation – ensures fit with the State's Government priorities.
 - Costs the projects.
 - Phases projects implementation over 3 years.
 - Develops the results framework (i.e. outputs, outcomes, key performance indicators (KPIs), baseline and targets).



Roles of the Sector Planning Teams/3

- Meaning, the SPT:
 - Documents the sector plan (MTSS) using standard documentation format.
 - Holds a validation session on the draft MTSS (with internal & external stakeholders).
 - Finalizes the Sector Plan / MTSS after the validation session.
 - Obtains the sign-off of the Hon Commissioner and the Permanent Secretary.
 - Submits the MTSS to MEPB.
 - Ensures that the MTSS is used to prepare the sector's budget.



Tea/Coffee Break



Session 21

Plan documentation, Table of Content – approach & instructions



Plan documentation, Table of Content

- A sample Table of Contents (ToC) of the SDP is presented as Annex 1 to this Guide.
- The ToC will be prepared by the State Planning Committee (SPC).
- The draft ToC will be discussed and agreed by the participants at the Envisioning Session.
- The SDP will be documented by the SPC using the agreed ToC.
- Facilitator should go through the sample ToC (MS Word version) with participants for clarifications and agreement.
- The SPC, and SPTs in particular, should take proper note.



Lunch Break



Session 22

Explanations on sectors' inputs



Explanations on sectors' inputs

- Inputs from sectors for the SDP should follow the same format.
- A recommended outline/format of the sectors' briefs is presented on the next slide.
- Contents of the format are explained in subsequent slides.

Outline of sectors' inputs

- Sector Overview or Situation analysis;
- Key learning points in implementing a previous plan (if any);
- Key challenges in the sector;
- Key opportunities;
- Key sector priorities;
- Sector Objectives (in line with the State's Vision, SDP Goals, key sector challenges and key sector opportunities);
- Expected Outcomes;
- Broad Strategies for Achieving the Sector Objectives and delivering the expected outcomes; and
- Results framework.



Sector inputs format – situation analysis

- Analysis (should be brief) of the current situation of the sector, including the:
 - Level and quality of the service provided or output produced by the sector;
 - Major achievements or success stories;
 - Importance of the sector to the state (in terms of revenue, employment generation, industrial development, etc.);
 - Potentials of the sector;
 - Future trends/prospects;
 - etc.



Sector inputs format – Key learning points in implementing a previous plan (if any)

If there was an SDP before, briefly explain:

- The major achievements from implementing the plan;
- The key lessons learnt in implementing the plan;
- What were the enabling factors in implementing the plan?;
- What major challenges were faced in implementing the plan and how were they addressed; and
- What would your sector do differently in implementing the SDP being developed?



Sector inputs format – key challenges

- Outline of the key challenges faced by the sector and which the sector's strategy will be directed at solving.
- Exclude shortage of funds in the articulation of the challenges (shortage of funds is a generic challenge which affects all sectors).

Sector inputs format – Key opportunities

List and discuss the key opportunities facing the sector, e.g.:

- Quality and skilled staff;
- Political support for the sector;
- International Development Partners' supports;
- Etc.

Sector inputs format – Key sector priorities

- List and discuss what constitute key priorities of the sector.
- Priorities are those things that the sector will focus during the period of the plan being developed.

Sector inputs format – sector objectives

- Specify the objectives which the Sector wishes to pursue over the plan period.
- The objectives should derive from relevant goal(s) of the SDP.
- Such objectives should not be too many, they should be between 4 and 6 objectives.
- Avoid using the concept of goal; this is because goals normally belong to the State as a whole.
- Goals are determined at the State level, while sector objectives contribute to the achievement of the state goals.



Sector inputs format – key strategies

- Take the sector objectives one by one and list the broad strategies for achieving each objective.
- That is, what the sector plans to do to achieve each of the objectives.
- The strategies should be at a high-level and be fairly broad.
- Detailed strategies will be developed at the stage of the MTSS.



Sector inputs format – outcomes deliverables

- Specify the outcome which the achievement of each objective will deliver.
- An outcome is the benefit the people or society will derive from achieving a particular sector objective.
- In other words, what benefits will accrue to the society from achieving each of the sector objectives?



Sector inputs format – results framework

- For each specified outcome, define the following in a tabular format:
 - Outcome indicator (Key Performance Indicators – KPIs);
 - Outcome baseline;
 - Outcome targets for years of the SDP period.
- This should be the final version of the results framework developed at the envisioning session.
- Use the results framework table discussed previously.



Sector inputs format – final note

- The sector brief should not be too long; it is called a sector brief.
- The sector brief should not exceed 4 pages per sector.

Session 23

Wrap up, agreed next steps and action plan



Wrap up

Director Planning to provide a brief wrap up of the envisioning session.



Next steps

The next steps include the following:

- All outstanding tasks at the envisioning session to be completed by those concerned.
- State Planning Committee (SPC) to collect all outputs of the work done at the session.
- Sector Planning Teams (SPTs) to prepare and submit their sectors' briefs with a deadline to be stipulated.
- SPC to deliver the SDP within a deadline to be stipulated by the Hon Commissioner, MEPB.
- Any other next step?



Action plan

- An action plan will be developed to indicate the next steps, deadline for execution and who is responsible.
- The action plan will be developed and agreed in a plenary session.
- The table to be used for the action plan is as follows:

S/N	Task	Deadline	Responsibility
1			
2			
3			
4			
5			



Session 24

Closing remarks and declaring the session close





Closing remarks and declaring the session closed

Hon Commissioner, MEPB



Thank You!

