

# Overview of the Policy and Strategy Toolkit



STRATEGY



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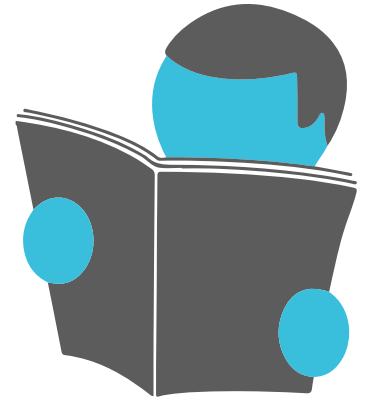
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# Overview of the Policy and Strategy Toolkit

## Background

The predecessor Programme of PERL, SPARC (State Partnership for Accountability, Responsiveness and Capability), developed a number of tools in the course of providing Policy and Strategy (P&S) support to its focal states in Nigeria. The tools were launched and handed over to the focal states before the programme's completion in 2016. The aim of handing over the tools was to encourage the focal states to continue to use the tools to further the P&S reforms with a view to ensuring sustainability of the reforms.

From the inception of PERL in 2016, the programme has been using the tools for its P&S reform interventions across its seven operational locations. Over the years, PERL has updated the tools and has produced expanded versions of them, including upgrading the tools to facilitate their practical applications. The current P&S Toolkit comprises the updated, expanded and upgraded versions of the tools developed under the SPARC programme.



## Rationale for the Toolkit



As under the SPARC programme, the main rationale for the P&S Toolkit is to enhance sustainability of the P&S reforms supported by PERL programme. In supporting reforms in Policy & Strategy, PERL has worked closely with Government Partners and has applied the tools to the various interventions jointly with the Partners. In most cases, the Government Partners have in fact been specifically trained on the use of the tools and they are reasonably familiar with the tools and their uses. Accordingly, as the PERL programme will eventually come to an end, it stands to reason to hand over the tools to the Government Partners so they can continue to use them for P&S reform work to ensure sustainability of the reforms. In a way, the toolkit is a legacy of the PERL programme to the relevant Governments!

## Benefits of using the P&S Toolkit

The key benefits derivable from using the P&S Toolkit include the following:

The Toolkit ensures that public policies, development plans, sector strategies and performance reviews are done to quality standards, which will facilitate effective implementation.

The Toolkit ensures proper linkages between public policies, development plans, sector strategies and budgets, thereby making budgets properly policy-based as they will properly reflect government priorities.

People's needs are effectively addressed in public policies, development plans, sector strategies and budgets because they fully participate in these processes.

Application of the toolkit promotes gender sensitivity, social inclusion and conflict sensitivity in the preparation of public policies, development plans and sector strategies, as well as when carrying out performance reviews as the toolkit contains specific guides and checklists for these activities.

Application of the Toolkit encourages the inflow of Development Partners' support and proper coordination, including proper alignment between the support and the government's priorities.

The Toolkit enables policy making, development planning, sector strategy development and performance reviews to be done cost effectively because the usual costly mistakes and pitfalls are avoided.

The Toolkit enables governments to properly organise their core business of making, implementing, tracking and accounting for policies, plans, strategies and budgets used in delivering public goods and services to the citizenry, and how citizens themselves engage with these processes.

Overall, application of the Toolkit demonstrates to the outside world that the government is applying good practices in the management of the state or any public entity for which they are responsible.

## Structure of the Toolkit

The P&S Toolkit comprises four main compartments as shown in Figure 1. All are directed at strengthening the budgeting process to ensure improved delivery of public goods and services to the people. A document in this Toolkit titled *“SPARC P1191 Policy & Strategy Toolkit August 2015”* provides a more detailed overview of the main P&S Governance Tools. The rest of this section provides brief descriptions of the four Toolkit’s Compartments, their uses and their sub-components.



## Toolkit's Compartments and Their Sub-Components

The four main compartments of the P&S Toolkit and their respective sub-components are as follows:



### Policy Compartment

The Policy Compartment describes the intended objectives and expected outcomes. There is always a need to think about how better governance can be attained. A way to start is to make public policy that is based on reality and devoid of political considerations as much as possible. Policies are principles, rules and guidelines formulated or adopted for reaching long-term goals. In other words, policies are the declared objectives that a government seeks to achieve and preserve in the interest of the community.

The Policy Compartment of the P&S Toolkit comprises the following tools:

- SPARC Policy & Strategy Toolkit: Provides a more detailed overview of the main P&S Governance Tools of Policy Making, Development planning, Strategy Development and Performance Review;
- SPARC How to Guide 1 – Preparing a Policy: Provides a step-by-step guide to preparing an effective public policy;
- SPARC Policy Process and Contents Standards: Is a checklist for ensuring quality standards of the process followed in developing a policy and the contents of the policy document; and
- Annex 1 Checklist for Assessing Gender Sensitivity and Social Inclusion of Policies: Is a checklist for ensuring that the public policy is gender and social inclusion sensitive.



### Planning Compartment

The Planning Compartment of the P&S Toolkit comprises the following five tools:

- SPARC – Preparing a State Development Plan (SDP): Provides a step-by-step guide to preparing a State Development Plan; also applicable for preparing any development plan;
- State Development Plan Preparation Process: Lists the key activities involved in preparing an SDP in their sequential order; including the purpose and key tasks in each activity. This tool is available in MS Word and PowerPoint to facilitate training;
- State Development Plan Envisioning Session: Is a complete presentation for running an envisioning session during an SDP preparation, including all necessary syndicate sessions;
- Annex 2.1 to SDP Envisioning Workshop – Sample State Development Plan Table of Contents: Is a sample SDP Table of Contents that can be adapted by states or the entity preparing the Development Plan; and
- Annex 2.2 Preparation of the Financing Section of the SDP: Provides a step-by-step guide to the preparation of the chapter on how to finance the SDP.



### Strategy Compartment

The Strategy Compartment explains how to achieve the intended objectives and deliver the expected outcomes as articulated in the Development Plan. Strategies are usually prepared by sectors; hence, they are called Medium-Term Sector Strategies (MTSSs). An MTSS links policy as set out in the Development Plan to the budget and lays out how the policies will be implemented. MTSSs help government MDAs make the best use of resources to deliver public services. MTSSs cover a three-year period, but they are 'living' documents that need to be revised every year and are adjusted in light of an evaluation of the previous year's performance and the level of finance that can be made available.

The Strategy Compartment of the P&S Toolkit comprises the following seven tools:

- SPARC How to Guide 3 – Preparing Medium Term Sector Strategy (MTSS): Provides a step-by-step guide to the development of sector strategies;

- MTSS Sector Planning Teams (SPTs) Training Session: Is a complete presentation on organising a training session for sector planning teams, including necessary syndicate sessions;
- MTSS Development Strategy Session: Is a complete presentation on organising a strategy session in the course of preparing MTSS, including necessary syndicate sessions;
- MTSS Projects Prioritisation & Costing Template: Is a user-friendly template for prioritising and costing the projects to be included in the MTSS;
- MTSS Report Template + Guides: Is a template for documenting the MTSS, including guides on how to populate each chapter and sections of the report;
- Annex 3.1 to SPT Training – Checklist for Gender Mainstreaming in MTSS development: Application of the checklist ensures that the MTSS is gender and social inclusion sensitive; and
- SPARC Strategy Process and Content Standards: Is a checklist for ensuring quality standards of the process followed in developing the MTSS and the contents of the MTSS document.

## Performance Review Compartment

The Performance Review Compartment of the P&S Toolkit focuses on monitoring and evaluation (M&E) of performance. A Sector Performance Review (SPR) is undertaken to enhance sector strategy formulation, implementation and monitoring as well as to facilitate decision-making at all levels of government operations, including budgeting. An SPR is usually conducted annually; i.e., after one year of implementation of an MTSS, the performance of the sector will be assessed to ascertain the extent to which the outputs and outcomes targets set out in the MTSS have been achieved; including the reasons for non-achievement of some targets and recommendations for the current year MTSS.

The Performance Review Compartment of the P&S Toolkit comprises the following two tools:

- SPARC How to Guide 4 – How to Conduct Sector Performance Review: Provides a step-by-step guide to the process of conducting a review of the performance of a sector. The outputs of the review are used to adjust sector objectives, expected outcomes, outcomes targets and strategies in the course of rolling over or revising an MTSS;
- Annex 4.1 Checklist for Sector Performance Review: Lists the key activities and tasks in conducting a sector performance review with tips on how to carry out the activities and tasks.



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