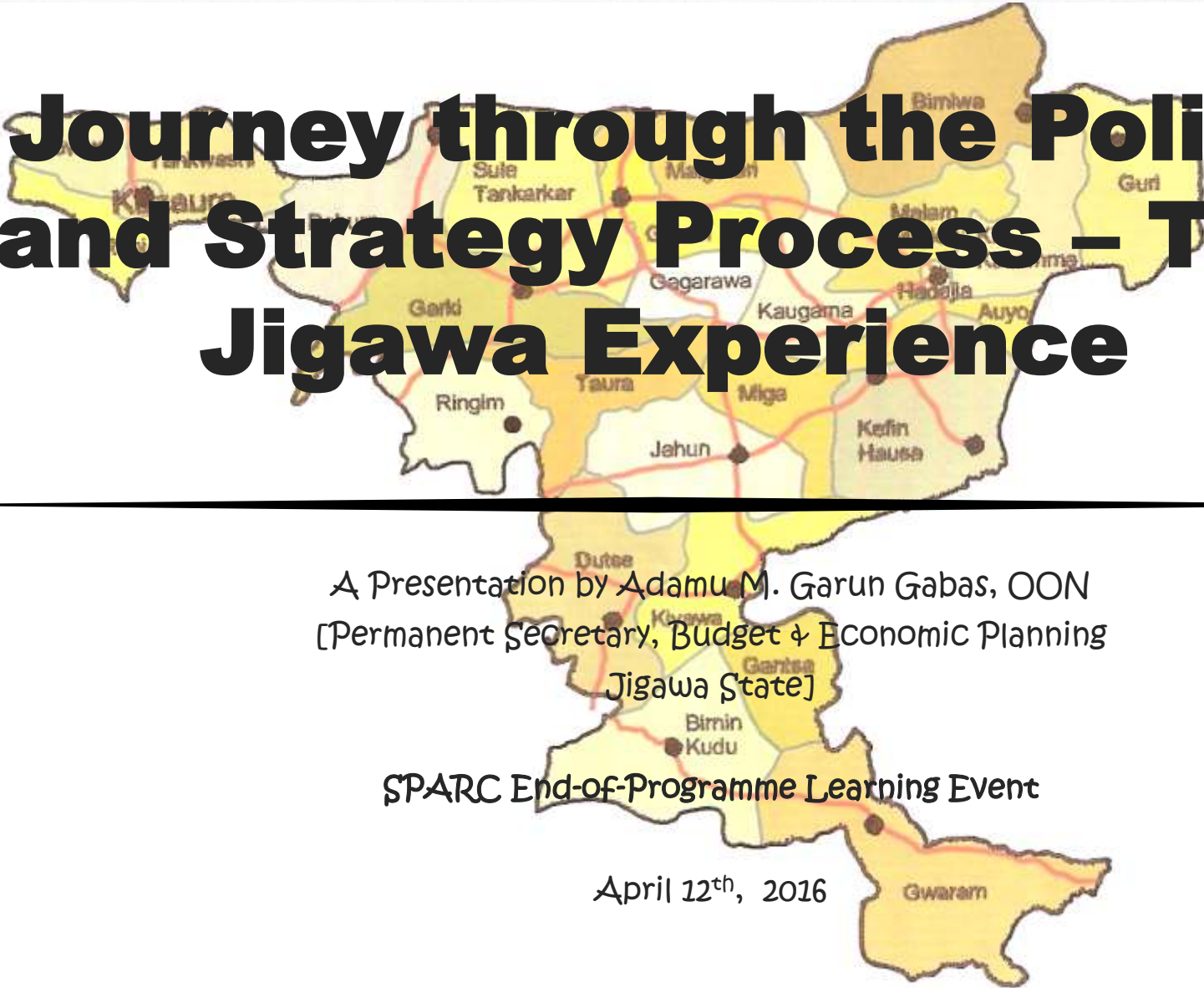


Journey through the Policy and Strategy Process – The Jigawa Experience



A Presentation by Adamu M. Garun Gabas, OON
[Permanent Secretary, Budget & Economic Planning
Jigawa State]

SPARC End-of-Programme Learning Event

April 12th, 2016

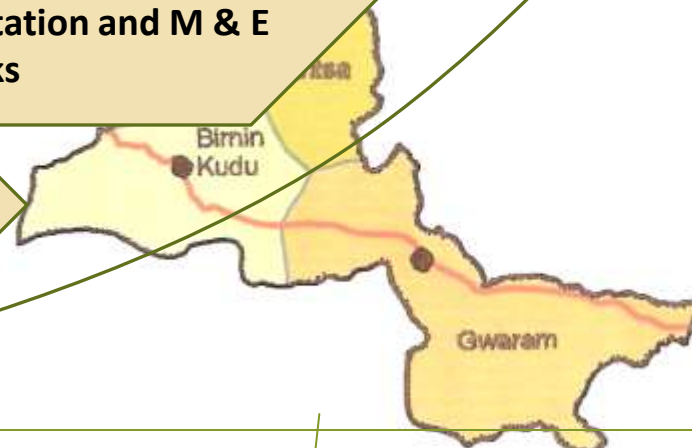
Inception to Date...



2009- 2015 : JS – CDF
High level State Policy Document;
A number of Sector-level Policies;
Annually reviewed MTSS;
Annual Sector Performance Reports;
Complimentary PFM Inputs

2005 - 2008
JS - DSD
High-level policy. For most part, with ineffective implementation and M & E frameworks

1991 – 2004
Development Process – opportunistic, haphazard and messy



**The Verdict
of 2006
SEEDS
Benchmarking**

1st on Policy & Strategy

7th on Budget & Fiscal Management

8th on Service Delivery

28th on Communication & Transparency

- 1. Budget Implementation Rate “generally below average”**
- 2. Weak connection between Policy & Strategy on the one hand, and the Annual Budgets on the other;**
- 3. Relatively Little Outputs without much Outcomes;**
- 4. M & E almost completely missing;**
- 5. Sluggish progress in key Human Development Indices including in the Education and Health Sectors;**

CDF AS THE HIGH-LEVEL STATE DEVELOPMENT PLAN

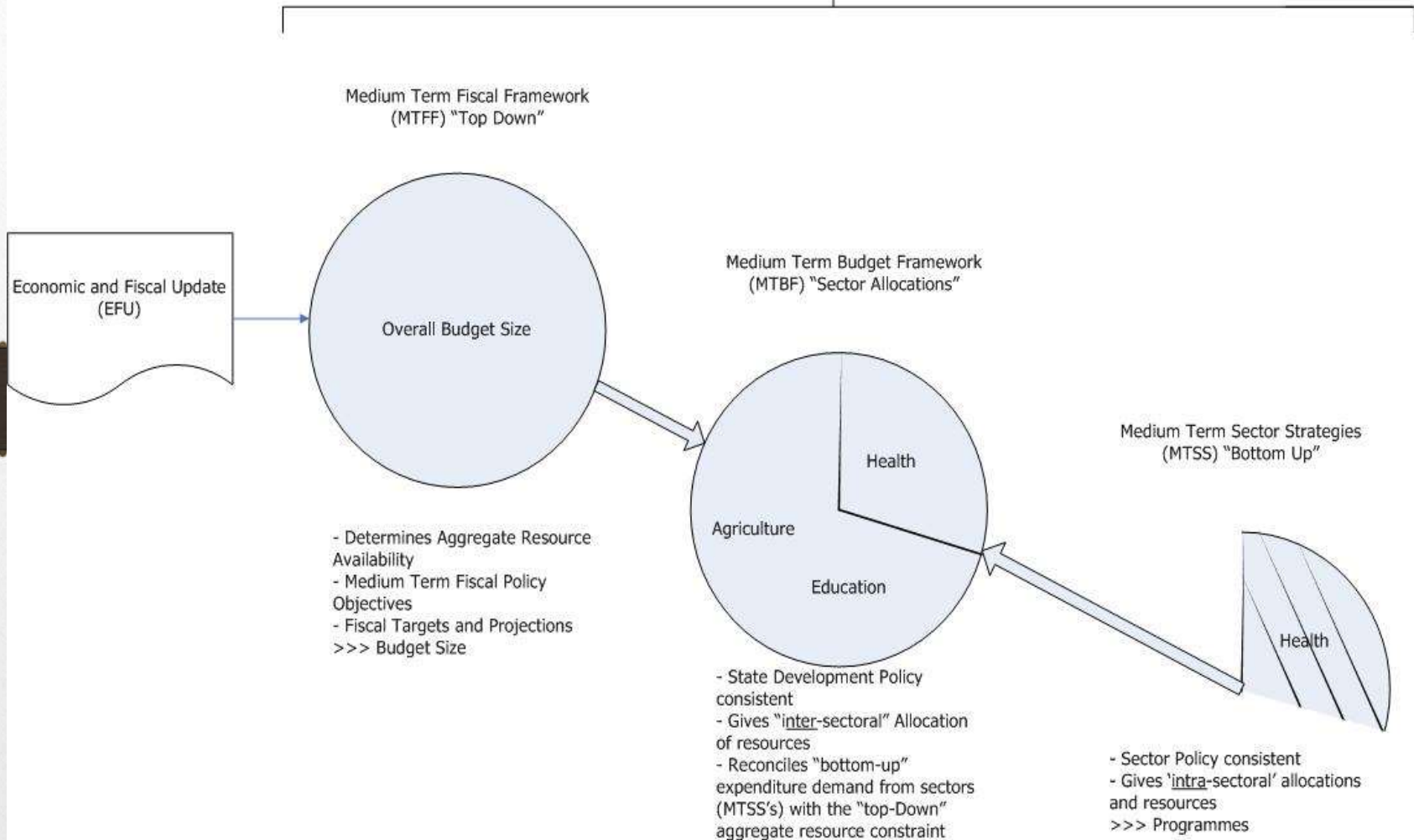
- Provides Long-term Vision & Mission of the desired State of affairs;
- Coherently defined sectoral policy objectives, targets, priorities and the underline strategies;
- Connects with a number of sector level policies;
- Recognizes Governance and Institutional Reforms as central to State Development Objectives;
- Provides an Implementation and M & E Framework

MAKING THE CDF A REALITY

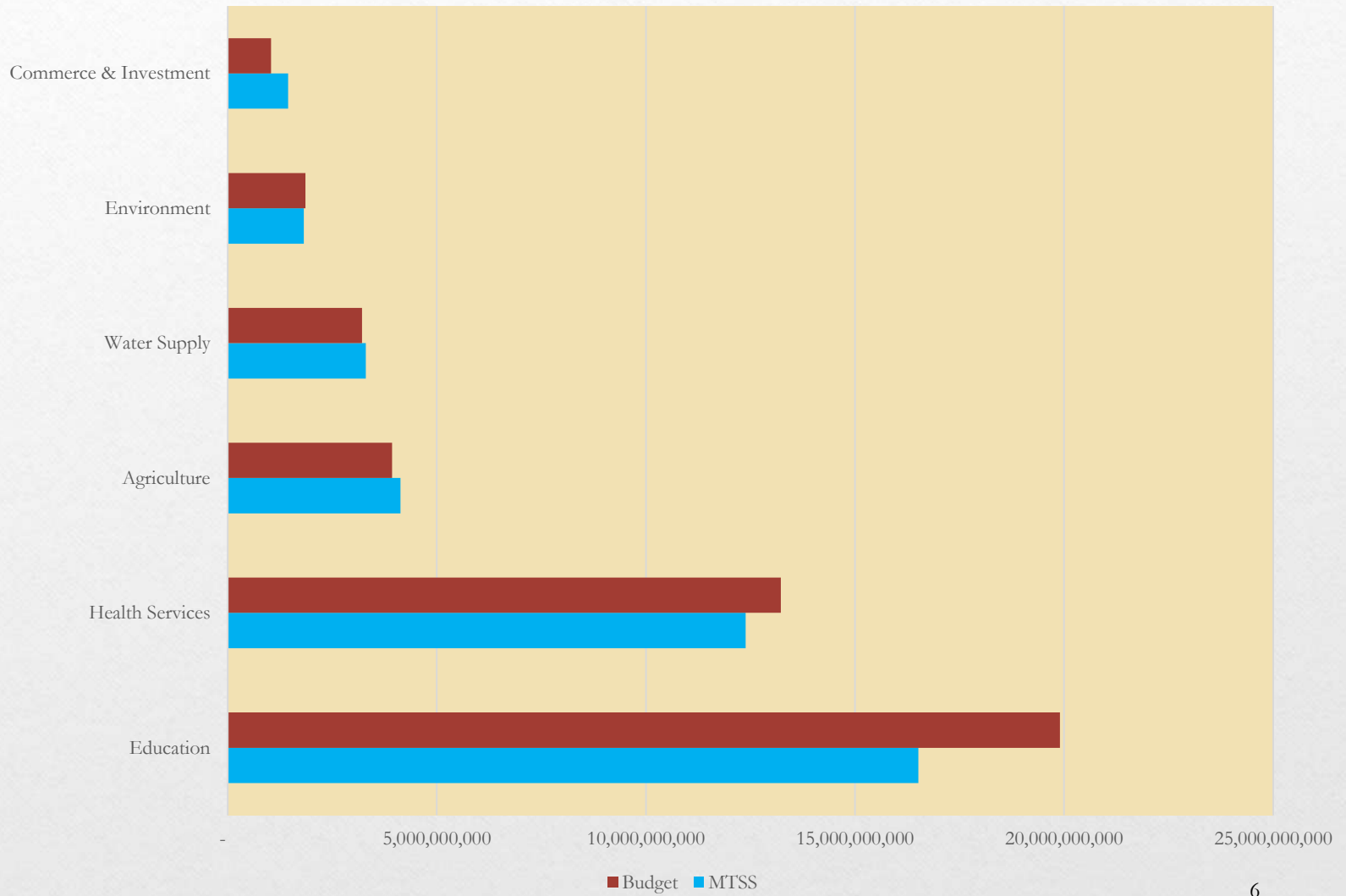
- MTSS and Annual Budgets informed by an MTEF developed on the basis of EFU, FSP and BPS;
- MTSS in Six Sectors – Education, Health, Water & Sanitation, Agriculture, Environment and Commerce & Investment;
- Annual Budgets drawn from MTSS which links back to the CDF. Process combines “Bottom-up” – Top down” principles and elements of PPM and ZBB;
- Sector Performance Reviews informing MTSS Roll-over.

The MTEF Process – From 2015 – 2017 JS EFU-FSB-BPS Document

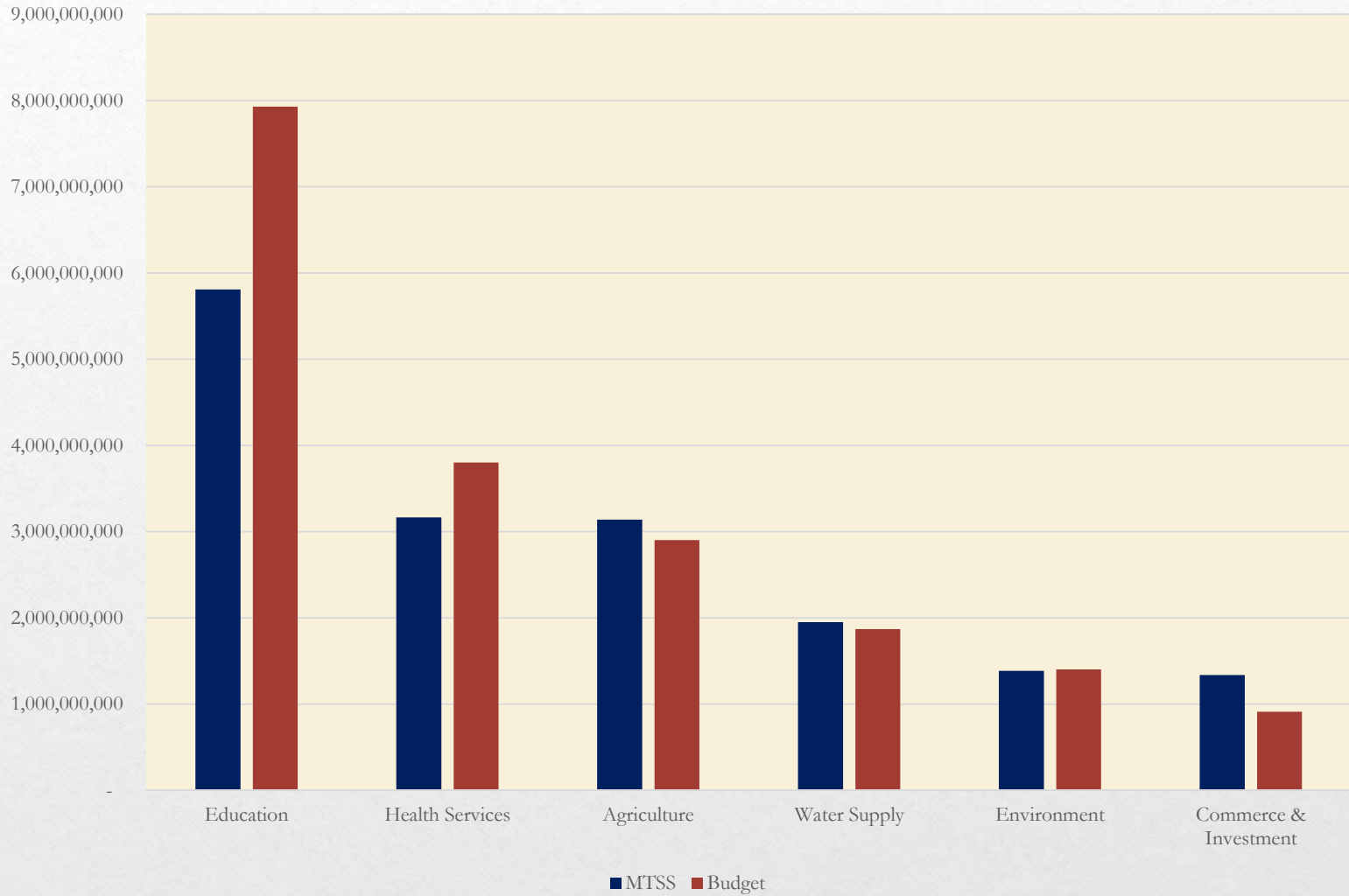
Comprehensive Medium Term Expenditure Framework (MTEF)



MTSS - Budget Comparison, 2014 FY Whole Budget



MTSS - Budget Comparison, 2014 FY Capital



**SELF-
APPRAISAL:
CDF Is Real
and Alive
– Not a
Bookshelf
Document**

✓ **Excellent Policy & Strategy**

✓ **Rich Budget & Fiscal Management
Processes**

✓ **Improved Service Delivery**

✓ **Better Communication & Transparency
backed by a Public Procurement Law**

1. **Enhanced policy-based budgeting with greater realism leading to improved fiscal discipline and higher budget implementation rates;**
2. **Proactive and Greater concern with Budgetary Outputs and Outcomes;**
3. **M & E gradually being entrenched with greater concern for both budgetary outputs and outcomes;**
4. **Improved HD-Indicators;**

The Making of CDF II: Process and Contents

Process and Contents well-informed by sparac's *"Policy and Strategy How to Guide"* for preparing a SDP;

The Process

- Political Commitment by two successive administrations;
- Wider and more qualitative Stakeholder Consultations involving CSOs, Private Sector, Professionals and Veterans;
- Decentralised Focus Group Discussions including one with Women Groups;
- Expert Guidance for the State Technical Team;
- To be finally validated, ratified and adopted by the State Economic Planning Board, the State EXCO and State Legislature respectively; .

The Making of CDF II: Process and Contents

Process and Contents well-informed by sparc's *"Policy and Strategy How to Guide"* for preparing a SDP;

The Contents

- CDF I, Sector policies and existing SPERs, all provided an excellent starting point;
- Adopted Mission & Vision of CDF I with expanded High-level Policy Objectives & Priorities and redefined Strategic Pillars [The "Pillar & Arrow" Approach];
- Gender & Social Inclusion Mainstreamed;
- SDGs infused into major sectoral policy objectives;
- Concern for Social Protection, Emergency Response & Preparedness
- A section on Local Governance, CD & CSOs;
- Includes a Medium-term Macroeconomic and Fiscal Frameworks;
- Recognises PPP as alternative means of financing capital development;

Setting the Stage with an Overview of the State and a Macroeconomic & Fiscal Frameworks

The Strategic Development Framework

- Main Chapters
 - Agriculture
 - Commerce and investment
 - Critical infrastructure
 - Economic empowerment
 - Education
 - Health
 - Women and Social Development;
 - Environment
 - Water supply and Sanitation
 - Urban Development, Lands and Housing
 - Governance and Institutional Reforms
 - Administration of Justice

Making CDF II a Reality with an Implementation and M & E Frameworks and fewer and more focused KPIs.

CDF II Strategic Development Framework

Pillars of the State Development Strategy

Generating Economic Growth & Empowerment

- Agriculture [Production and Value-chain]
- Critical Infrastructure
- Commerce and Investment
- Economic Empowerment

Development of Human Capital

- Education
- Health
- Water Resources and Sanitation);
- Women & Social Development and Social Protection

Ensuring Sustainable Development

- Environmental Sustainability
- Land Administration
- Urban Planning
- Regional Development
- Cross-cutting Sectoral Issues

Governance and Institutional Development

- Administrative, Institutional and other Governance Reforms [PFM, PSR, Justice, etc.]
- Societal Reorientation for Peace, Security, Social Cohesion and Participatory Development
- Fiscal Responsibility and Due Process

Success Stories

- Keeping CDF Real and Alive
- Gradual entrenchment of the MTSS Process at Sector level
- High Budget Implementation Rates with improved efficiency and effectiveness in the process
- Gradual Improvement in the Socioeconomic Wellbeing of the People

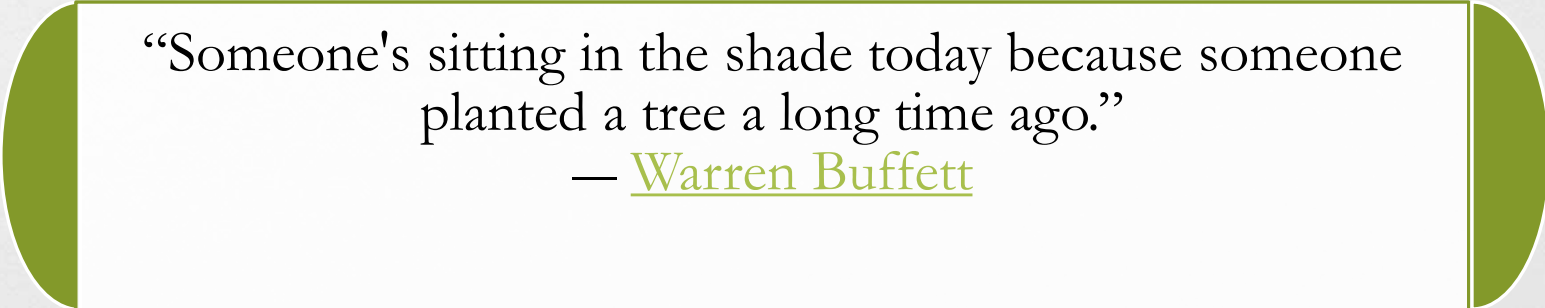
Challenges

- Weak process of Sector Performance Evaluation [data issues and staff capacities;
- Non-implementation of the Fiscal Responsibility Law which, at any rate, would need to be reviewed;
- Slow PFM System transition to IPSAS Standards;
- Evolving a Holistic SIFMIS



The

END



“Someone's sitting in the shade today because someone
planted a tree a long time ago.”

— Warren Buffett