

### Annex 3c: SPARC TOR: FED-FED-25-L

<b>1. Reference and Title:</b>	FED-FED-25
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<b>2. Version</b>	<b>3. Work Planning Period</b>	<b>4. Date Approved/Revised:</b>	<b>5. Government Lead:</b>
0	2015/2016	July 1 <sup>st</sup> 2015	Director General, Nigeria Governors Forum

<b>6. Activity Milestones to be Delivered</b>	
<b>Quarter</b>	<b>Milestone</b>
1	SPRM reviewed process produced and disseminated
2	SPARC lessons and results disseminated in collaboration with KM
3	Transfer and Exit strategy Implemented

**7. Contribution to Work stream Strategic Approach**

Replicating successful reforms achieved in SPARC states across other states is a shared mandate of the Federal and Knowledge Management teams. With the winding down of SPARC, the strategic approach for both Work streams in this work plan year is to use existing and new platforms/avenue to foster replication by promoting lesson learning and sharing among states. Both work streams will also work together to implement the transfer and exit strategy. In line with this approach this ToR will focus on 1) dissemination of lessons learnt from reform initiatives implemented with partners to ensure sustainability of those initiatives 2) disseminating SPARC lessons and results across all states so as to encourage replication of same in the 36 states and 3) identifying and supporting capable institutions to house and manage SPARC resources.

**8. Co-ordination with-in Work stream**

Part of the objective of this ToR is to produce and disseminate the revised SPRM Base Document. Achievement of this objective will depend on the timely conclusion and finalization of the SPRM review process which is currently ongoing. To disseminate SPARC lessons the federal team will be using existing mediums and platforms like the NGF and the CMS as well as new forums, institutions and events. Achievement of this objective will therefore depend on the successful execution of these planned events such as the CMS training in states, the induction of new Governors and the Internally Generated Revenue event. Implementation of the SPARC exit and transfer strategy has already begun with specific steps taken to ensure that appropriate organizations with capacity to house and manage SPARC knowledge resources are identified and knowledge transferred. Recommended activities in the strategy will continue to inform our work with our partners as we move along, having made provisions for flexibility in the work plan.

**9. Summary of Relationship With other SLPs or SPARC Work streams**

Revision of the SPRM thematic and sector areas was done with significant input from SPARC's core work streams and relevant DFID programmes and other Development Partners. These revised Base Document which will serve as the basis for future assessments in states. This means that the SPRM will serve to help promote the various reforms initiatives of SPARC and those of the SLPs across all states creating wider impact and better outcomes. Given that the Federal and KM teams have a shared mandate for replication, both teams will be partnering extensively to achieve a wider dissemination of SPARC resources and to ensure that knowledge is successfully transferred to the selected legacy institutions. Also with a new government in place and the current level of demand for SPARC's support from other states, the ASK DESK will serve as a major tool for replication especially through the NGF.

#### **10. Co-ordination with other SLPs or SPARC Work streams**

Achievement of this ToR will depend on the successful execution of the End-of-programme Product Sharing event which is a major event specifically aimed at disseminating SPARC lessons and identifying legacy institutions. It will also depend on capacity and effectiveness of the ASK DESK to respond to requests from states and the preparation of the Help Desk working paper for the NGF. Inputs into the SPRM review process have been received from all SLPs, so achievement of that objective is not dependent on the activities of the SLPs.

#### **11. TOR Description**

The Federal replication strategy identifies three key steps for replication of SPARC lessons and results; 1) identification and strengthening of viable institutions that can serve as intermediaries between the supply side (SPARC) and the demand side (states) of knowledge 2) development of knowledge materials from SPARC resources for dissemination to states and 3) using those viable institutions to promote and share SPARC lessons and results in states. In line with this strategy, SPARC identified 2 institutions that could serve as intermediaries - the Nigeria Governors' Forum (NGF) and the Office of the Senior Special Adviser to the President on MDGs (OSSAP-MDGs). Initial support was devoted to strengthening these institutions and supporting their flagship programmes - the State Peer Review Mechanism and the Conditional Grants Scheme (CGS) respectively. Such support did not only strengthen the systems and processes of these institutions but also increased their credibility and relevance before their major stakeholders thereby making their reform initiatives attractive to the states.

Having achieved this, SPARC moved a step further to support these organisations to develop knowledge materials from existing resources in the three core SPARC work streams for dissemination to states. These include the NGF 'How to' Guides on developing State Plans (adapted for Local Governments and disseminated through the CGS Unit of OSSAP-MDGs) and Medium Term Sector Strategies (MTSS). These have also been adapted for federal MDAs by the Bureau for Public Service Reforms (BPSR). Others guides were also developed to help states develop more realistic budgets while others focused on providing guidance to states interested in developing Service Charters and improving service delivery and for those interested in setting up Public service reform institutions. These have been disseminated to states through these two institutions. The NGF Content Management System (CMS) is currently linked to SPARC website and also houses most of SPARC's knowledge materials. Based on the recent training of states officials on the use of the CMS, states have started downloading these 'How To Guides' for use in states. The NGF has also been supported to organize 2 series of Share Fairs for the South East and South West regions which created opportunities for sharing of SPARC lessons. The ASK DESK has also been a successful strategy for reaching other states as states like Taraba and Delta have received extensive support through the platform.

Cross-River, Ebonyi, Ekit and more recently Abia states have also applied for support through the ASK Helpdesk. As a way of increasing the reach, an HELP DESK portal will be created on the NGF CMS which will also help to increase traffic on the CMS. In addition to the knowledge products earlier mentioned, a couple of other products have also been produced to showcase the effectiveness of national mechanisms in improving state governance and service delivery in states including the Conditional Grants Scheme (CGS )Fact Sheets, the updated SPRM flyer and brief on the Nigeria Millennium Development Goals Information System. These will also be shared widely to reinforce the sustainability of these initiatives.

In this final year of SPARC and in line with the Transfer and Exit strategy, definite steps have been taken and some others yet to be taken, to ensure that capable legacy institutions are identified and useful knowledge transferred. The NGF with direct access to all the 36 states of the country and a functional Content Management System (CMS) in place has been identified as one of the legacy institutions. With the introduction of the HELP DESK portal, the NGF will be trained to manage it and be supported to market it to donors for funding and to states for use.

Focus will also be on supporting the NGFS to share lessons from the SPRM among states and other national bodies like the New Partnership for Africa Development currently overseeing the Nigeria's second assessment under the Africa Peer Review Mechanism. Other learning events are also planned in collaboration with the NGF, the KM team and other SLPs which will be used as an avenue to disseminate SPARC lessons. SPARC will also support the NGF to adapt SPARC resources for dissemination in states. Other viable institutions that can be supported to encourage the use and adoption of SPARC resources include the National Economic Council, the National Council on Establishment and the BPSR.

### **Objective**

The objective of this ToR is to;

- Support the production of the revised Based Document to enable other states implement a more practicable SPRM process
- Foster replication by using existing and new institutions and platforms to disseminate SPARC lessons
- Implement the transfer and exit strategy in order to ensure that SPARC finds willing and capable homes for all its knowledge materials.

12. Lead Consultant:	Days
Afeikhena Jerome SPARC Federal and KM teams	10

13. Supporting Consultants:	Days
Jude	3

14. SPARC Staff:	Days
Hadiza	5
Chioma	10
Virtuous Igbodika	3
Uchenna Awa	3
<b>NGF Staff</b>	
David Nabena	10
Lanre Ajobgasile	10

15. Specific Outputs	16. Deadline	17. Int' Days	18. Nat' Days	19. Activities	20. Responsibility
SPRM reviewed process produced and disseminated	30/09/2015	10		<ul style="list-style-type: none"> <li>• Based on the reviewed process, harmonize and produce a first draft of the revised Base Document for submission to SPRM review team members</li> <li>• Attend to comments of the SPRM team and resubmit for approval</li> <li>• Submit the first draft of the revised Base Document to the NGFS, SPARC and the Steering Committee for comments.</li> <li>• Collate and attend to comments to produce a final draft of the revised Base Document for editing and layout.</li> <li>• Review the edited and laid out Base Document and approve for printing.</li> <li>• Support the NGF to present the SPRM to the new Governors during the induction</li> <li>• Use NEPAD and SAVI events and other platforms to share SPRM lessons and to promote the SPRM to Civil society in order to create demand for it in states.</li> <li>• Using SPARC report template, produce and submit an end of assignment report detailing activities carried out with lessons and recommendations.</li> </ul>	Afeikhena Jerome David Nabena Lanre Ajobgasile Chioma Itodo

15. Specific Outputs	16. Deadline	17. Int' Days	18. Nat' Days	19. Activities	20. Responsibility
SPARC lessons and results disseminated in collaboration with KM	31/12/2015		3	<ul style="list-style-type: none"> <li>Meet with SPARC and NGF for initial briefing</li> <li>Develop a HELP DESK portal on the NGF CMS that will be hosted on NGF website location</li> </ul>	Jude
				<ul style="list-style-type: none"> <li>Develop a HELP DESK working paper to establish specific NGF protocols</li> <li>Develop a HELP DESK marketing strategy that will target interested donors (who can fund it) and also help the NGF sell it to states as a one stop shop for all donor assistance.</li> <li>Train a desk officer at the NGF to effectively manage the DESK.</li> </ul>	SPARC Federal and KM teams
				<ul style="list-style-type: none"> <li>Adapt identified SPARC Knowledge products and produce them as partner products using existing templates where applicable.</li> <li>Submit first drafts of the branded Knowledge products for review and comments</li> <li>Edit, proof read and layout final drafts after approval has been given</li> <li>Produce and submit the print ready and web versions</li> </ul>	TBD
Transfer and Exit strategy Implemented	31/03/2016			<ul style="list-style-type: none"> <li>Identify recommended activities in the Transfer and exit strategy that are to be implemented and ensure they are executed according to the timelines set against the activities.</li> <li>Liaise with the KM team to discuss the identified activities and work together to effectively implement them.</li> </ul>	Chioma Itodo Virtuous Igbodika Uchenna Awa
<b>Totals:</b>		<b>16</b>	<b>3</b>		

### 21. Reporting

A Visit Report is required at the end of each visit, or at the end of each month if the visit spans more than one month (including for use in updating the M&E MIS).

**Evidences**

**SPRM reviewed process produced and disseminated** –Revised Base Document and Abridged

**SPARC lessons and results disseminated in collaboration with KM** –

- Partner branded Knowledge products
- Help Desk portal on the NGF CMS
- Help Desk working paper for the NGF with customized protocols
- Marketing Strategy for the NGF HELP DESK

**Transfer and Exit strategy Implemented** – Letter from partners indicating interest in establishing legacy partnership with SPARC, Exit plan.

**Note:** These reports should be prepared in accordance with associated SPARC reporting templates and guidance.