Education Sector Support Programme in Nigeria (ESSPIN)

Assignment Report

Development of ESSPIN Programme and Management Information Communication System

Report Number: ESSPIN 511

Maria Cavanagh

May 2009

ESSPIN
EDUCATION SECTOR SUPPORT PROGRAMME IN NIGERIA

DFID Department for International Development

Report Distribution and Revision Sheet

Project Name: **Education Sector Support Programme in Nigeria**

Report Title: **Development of ESSPIN Programme and Management Information Communication System**

Report No: **ESSPIN 511**

Rev No*	Date of issue	Originators	Checker	Approver	Scope of checking
1	July 2009	Maria Cavanagh	Sam Harvey	Richard Hanson	Formatting/Content

Distribution List

Name	Position
DFID	
Kathleen Richmond	Human Development Programme Coordinator, DFID
Ian Attfield	Education Adviser, DFID Northern Nigeria Office
Roseline Onyemachi	Education Project Officer, DFID
ESSPIN	
John Martin	National Programme Manager
Ron Tuck	Deputy Programme Manager
Richard Hanson	Assistant Programme Manager
Steve Baines	Technical Team Coordinator
Abolaji Osime	State Team Leader Lagos
Emma Williams	State Team Leader Kwara
Richard Dalgarno	State Team Leader Kano
Steve Bradley	State Team Leader Kaduna
Kayode Sanni	State Team Leader Jigawa
Andy Campbell	Operations Manager
Akin Oke	Procurement and Estate Manager

Quality Assurance Sheet and Disclaimer

"This document has been prepared for the titled project or named part thereof and should not be relied on or used for any other project without an independent check being carried out as to its suitability and prior written authority of Cambridge Education Ltd. (CE) being obtained. Cambridge Education Ltd. accepts no responsibility or liability for the consequences of this document being used for a purpose other than the purpose for which it was commissioned. Any person using or relying on the document for such other purposes agrees, and will by such use and reliance be taken to confirm his agreement to indemnify Cambridge Education Ltd. for all loss and damage resulting there from. Cambridge Education Ltd. accepts no responsibility or liability for this document to any party other than the person by whom it was commissioned."

"To the extent that this report is based on information supplied by other parties, Cambridge Education Ltd. accepts no liability for any loss or damage suffered by the client, whether contractual or tortuous, stemming from any conclusions based on data supplied by parties other than Cambridge Education Ltd. and used by Cambridge Education Ltd. in preparing this report."

Note on Documentary Series

This document is one of the series to be produced by Cambridge Education Consultants in support of their contract with the Department for International Development for the Education Sector Support Programme in Nigeria.

The documents include:

ESSPIN 001   ESSPIN 1st Quarterly Report
ESSPIN 002   MTSS Strategy
ESSPIN 003   M&E Strategy
ESSPIN 004   Inception Strategy
ESSPIN 005   Report Re-assigned ESSPIN 204
ESSPIN 006   ESSPIN 3rd Quarterly Report
ESSPIN 007   Report Re-assigned ESSPIN 205
ESSPIN 008   National Consultant Capacity Building Programme
ESSPIN 009   Report Reassigned ESSPIN 206
ESSPIN 010   Institutional Development, Public Finance Management – Scoping Visit
ESSPIN 011   Development of State – level Logframe for Kano and Jigawa States
ESSPIN 012   School Case Study Reports – Kaduna, Kano & Kwara States
ESSPIN 013   ESSPIN 4th Quarterly Report

ESSPIN 201   Analysis of the Role of LGAs and LGEAs in Supporting Basic Education in Nigeria, December 08
ESSPIN 202   MTSS preparation in Jigawa, Kaduna and Kano State: Planning Task Specialist Visit 1
ESSPIN 203   Analysis of the Role of LGAs and LGEAs in supporting basic education in Nigeria, May 09
ESSPIN 204   Initial Report from the MTSS Task Team Leader
ESSPIN 205   Support to completion of MTSS in Lagos and Kwara States: Finance Task Specialist Visit 1
ESSPIN 206   Service to support the completion of MTSS in Lagos State: Task Team Leader Visit 2
ESSPIN 207   Further Support to the Completion of MTSS in Lagos & Kwara states: Task Team Leader Visit 3
ESSPIN 208   Progress Report on the MTSS Preparation in Jigawa, Kaduna and Kano: Planning Task Specialist Visit 2
ESSPIN 209   Support to the completion of Medium-term Sector Strategy (MTSS) for Jigawa, Kaduna and Kano: Finance Task Specialist Visit 1
ESSPIN 210   Support to the completion of Medium-term Sector Strategy (MTSS) for Jigawa, Kaduna and Kano: Finance Task Specialist Visit 2

iv

ESSPIN 211   Services to support the completion of Medium–term Sector Strategies (MTSS) in Lagos & Kwara states: Task Team Leader Visit 4

ESSPIN 212   Support to the Completion of Medium-term Sector Strategy (MTSS) for Jigawa, Kaduna and Kano: Finance Task Specialist Visit 3, May 09

ESSPIN 301   Teaching and Learning Survey

ESSPIN 302   School Infrastructures and Maintenance Review for ESSPIN States

ESSPIN 401   School Based Management Committees Research February 09

ESSPIN 402   School Based Management Committees Research March 09

ESSPIN 501   Communications and Knowledge Management Strategy

ESSPIN 502   Communication Task Specialist Visit Report, December 08

ESSPIN 503   Education Management Information Systems (EMIS) - Scoping Mission

ESSPIN 504   Communication Task Specialist Visit Report, February 09

ESSPIN 505   Report on Scoping Visit to Develop BBCWST Communications Strategy for ESSPIN

ESSPIN 506   Education Management Information Systems (EMIS) May 09

ESSPIN 507   Communications Task Specialist Visit Report, April/May 09

ESSPIN 508   Knowledge Management Task Specialist Support Visit Report, Mar/April 09

ESSPIN 509   Information and Communication Technology (ICT) Strategy Draft April 09

ESSPIN 510   Information and Communication Technology (ICT) Implementation Plan Draft 1 April 09

ESSPIN 511   Development of ESSPIN Programme and Management Information Communication System

KN 301   Education Institutional Development: Teacher Education Strategy, Kano State: Task Specialists Visit 1

KW 301   An Assessment of the Development needs of Teachers in Nigeria – Kwara State Case Study

KW 302   Oro College Review of Strategic Priorities

KW 303   Curriculum Transformation for College of Education Oro

KW 304   Towards a Transformed Pre-Service Teacher Education Curriculum for College of Education Oro

KW 305   Institutional Strengthening of Oro College

KW 306   Teacher Strategy; Improving the Teaching of Literacy and Numeracy: Scoping visit

KW 307   Institutional Strengthening at Oro College and Teacher Development Strategy

KW 308   Curriculum Transformation at Kwara State College of Education

Contents

Acronyms and Abbreviations

ESSPIN	Education Sector Support Programme In Nigeria
KM	Knowledge Management
ICT	Information and Communication Technology
IT	Information Technology
SPARC	State Partnership for Accountability, Responsiveness and Capability
SAVI	State Accountability and Voice Initiative
SLP	State Led Programmes
LAN	Local Area Network
WAN	Wide Area Network
VPN	Virtual Private Network

Abstract

1. The ESSPIN Programme KM/ICT requirements are interrelated and complex. A number of requirements have been identified by the programme team and there is good progress towards implementation in key areas, such as the network and shared drive set up, however, a number of practicalities such as server location may need to be piloted and reviewed in due course. Other aspects of ICT development are still at the conceptual stage and require further thought and consensus to be developed before being taken forward.

Executive Summary

2. The purpose of this report is to summarise findings in relation to scoping of general ICT requirements and proposed function specific system developments. A broad range of general requirements have been identified and evaluated for the short medium and long term.

3. To date, progress towards establishing consistent IT policy, skills and practice across the ESSPIN team has been hampered by the severely limited IT infrastructure available prior to the office move. The situation has only been exacerbated by the unsuccessful attempt to recruit a full time IT manager to the programme.

4. This report and the draft ICT Strategy and Implementation Plan that accompanies it describe the steps that need to be taken to establish the basic IT infrastructure and bring some key IT related risks under control. Once these foundations are in place, the programme will be in a position to make informed ICT choices, leverage greater impact from ICT and collaborate more effectively in cross-programme initiatives.

Purpose of the Consultancy

5. To undertake initial scoping of an ESSPIN Management and Information Communication (Technology) System that allows the electronic storage of programme documentation and data and access, at differentiated levels, to a full range of internal and external stakeholders.

Achievement of the terms of reference

TOR Tasks	Progress made and agreements reached (with whom)	Proposed/agreed follow up (by whom and when)
Prior to the visit, participate in initial briefing with ESSPIN's senior management team and undertake a desk study of relevant documentation.	Initial briefing with Sam Harvey and key documents reviewed.	
In consultation with key ESSPIN staff, appraise the programme and management information requirements and communication pathways between: (i) ESSPIN staff and programme offices (micro level). This should include: a review and understanding of existing Mott Macdonald/Cambridge Education Finance and HR management systems, as well as other local monitoring systems in place. (ii) It should also cover the management and dissemination of technical programme information. (Both these aspects of the assignment will	Reviewed strategy papers and scoping documents related to the internal and external ESSPIN environment; List of key documents reviewed attached at Appendix C. Held meetings with key team members to establish basic process maps and statements of requirements.	

require an understanding of staff roles and responsibilities of the ESSPIN team in Nigeria) ESSPIN and Clients and other Key Stakeholders (meso level) (iii) ESSPIN and the Wider Public (macro level)		
Identify the sources, types and end users of programme generated data.	Detailed meetings with Ndi Essien, Carlos Orte and Alan Griffiths to begin the development of high level process maps and statement of requirements for proposed HR and Finance systems development. Undertook more general meetings with David Theobald and Richard Hanson to establish scope of KM ICT requirements.	ICT strategy and implementation plan should be reviewed by • Ndi Essien for HR and CV database • Alan Griffiths for Finance • Richard Hanson for Knowledge Management and Communications • Annette Ikongo for Contacts database • Jim Minton in relation to Website developments
Determine and design the most appropriate and user friendly system(s) to ensure secure storage and optimum connectivity at each level.	Recommendations are attached to this report	Key decisions in relation to connectivity have already been taken. Further recommendations are included here for management review.
Present preliminary proposals to key ESSPIN Operations, Information Management and Technical Teams in a participatory workshop allowing for feedback and further comment.	Preliminary proposals presented to Sam Harvey, Richard Hanson and John Martin	Broad proposals accepted. Agreement reached on general principles.
Prepare a detailed analysis (report) and recommendations / proposal for the	ICT Draft Strategy and Implementation Plan have been produced.	Management team to review Strategy and implementation plan and, where appropriate

development of a comprehensive and appropriate ESSPIN Management and Information Communications (Technology) system.		identify resources to support delivery.
Finalise an Agreed M&ICT Strategy.	ICT Strategy drafted.	For review.
Produce a brief visit report in the required format (see annex attached) outlining progress made against these terms of reference.	Completed.	

Background

6. The objective of this assignment is to establish an ESSPIN Management and Information Communication (Technology) System that allows the electronic storage of programme documentation and data and access, at differentiated levels, to a full range of internal and external stakeholders.

7. There are a number of significant factors that have influenced the progress made on this to date, namely

    (i)   The ESSPIN project office is currently still co-located within British Council office space, but does not share ICT systems and support resources. Consequently, progress towards developing ESSPIN-specific IT and information management systems and processes has been limited.   The forthcoming move to dedicated offices presents a major window of opportunity to progress the area of ICT systems and process provision and, even more significantly to bring a number of ICT related risks under control.

    (ii) The ESSPIN Communications and Knowledge Management Strategy has been developed in detail for the pre-inception and inception phases and this includes strands of activity that will rely to some extent upon an effectively functioning ICT systems. The relationship between the ICT strategy and the communications and knowledge management strategies will become even more important in the future as target audiences diversify, so it is vital that these two strategies are developed in tandem.

    (iii) An initiative under the auspices of the SPARC programme includes proposals to develop a multi-programme extranet. This work is in its early stages, but the potential impact upon the benefits to the ESSPIN programme are significant and so must be borne in mind throughout future ESSPIN ICT strategy developments.

Findings and Issues Arising

8. The initial areas that had been identified for particular development focus were:

    (i)   Intranet, Extranet and Internet development
    (ii) HR system – mainly related to logging and tracking the number of consultancy days used against plan / contract
    (iii) Finance System – mainly related to the interface and exchange of information between the Mott MacDonald / Cambridge financial system and manual spreadsheets in use in Abuja and the States.
    (iv) Contacts Database
    (v)   CV database to aid identification and searching of consultants matching specific technical specifications

6

9. The background factors highlighted above mean that the ESSPIN programme currently lacks an ICT platform or strategy that is sufficient to support either its day to day operational needs or the potentially more challenging aspects of its Communications and Knowledge Management Strategies.

10. It should however be noted that some key decisions around networks, storage space and connectivity (related to task 4 of this consultancy) have been reached as the result of an earlier IT consultancy.   Work is already well under way to implement these decisions including procurement and network wiring. This has therefore been taken as a 'given' in relation to this assignment. It is strongly recommended that wider consultation and information be afforded across the team when deployment takes place following the move to ensure that configuration has the closest possible fit to the full range of operational requirements. (E.g. virtual drives, back up options, drive naming conventions etc).

11. The programme has been unsuccessful to date in recruiting a dedicated IT Manager and this role is currently being filled on a call down contract basis by a Nigerian consultant.   Recently drafted job descriptions indicate that some of the responsibilities generally assigned to an IT manager are beginning to cascade into other roles (e.g. Web Designer and Communications Officers). Whilst this is not a problem in itself, it does present some risk that residual, but critical, aspects of the IT role could be overlooked unless there is some degree of collective IT oversight by a suitably well informed member of the team.

12. The current IT management configuration places a very high reliance on a single third party entity. It is strongly recommended that steps be taken to mitigate this risk, by ensuring that equipment and processes are documented in detail and by identifying internal ESSPIN resource that can shadow this work to achieve some level of familiarity.

13. There is some evidence that IT audits and scoping visits have happened in at least some states, however these appear to have been carried out independently of each other, for slightly different purposes and consequently, they lack comparability and consistency. None of the available reports appear to make reference to the 'human' aspects of ICT requirements (e.g. skills, training / compliance etc).

14. There is some evidence of cross-programme consultation having taken place in relation to ICT, but little documentary evidence of consensus reached or decisions made. However, given the lack of a centrally stored filing system, this could well be misrepresentative.

15. No evidence was found of documents in general programme circulation concerning the IT environment, infrastructure, security or general IT policies, although the core

7

business functions of HR and Finance benefit from some support and protection via the Cambridge / Mott MacDonald online systems in use.

16. The wider programme faces significant risks in relation to hardware, software and information management.

(i) The current hardware configuration includes a range of non-standard equipment with varying degrees of reliability from computers and printers to USB data-sticks and backup drives. The risk to data from hardware failure or equipment loss is high and potential data protection issues are undefined.

(ii) There is no systematic programme-wide backup regime in place, nor is there any definitive guidance available to staff on interim data backup arrangements. Reliance on individual back-up routines is risky and there is high likelihood of failure as a result of human error or hardware malfunction.

(iii) There is no evidence of consistent software or guidance in place to protect against computer viruses and there are no limitations to installation of new software, so the programme may face additional security threats as well as licensing issues.

(iv) The lack of a shared storage facility hampers dialogue and decision making in relation to ICT provision across the programme as well as collaboration within technical work-streams and locating the latest version of any collaborative endeavour can often involve identifying the right person to be available at the right time to supply the relevant file.

(v) The period immediately following the forthcoming office move represents a window of opportunity to take significant steps forward in relation to establishing an effective and efficient infrastructure and for establishing ways of working and information management disciplines.

Options and next steps

General IT Management and Governance

17. The initial ICT strategy should focus upon establishing an effective and efficient platform that meets the basic operational and technical requirements of the programme. There is a significant amount of work to be done in relation to this, although some of it is understood to be under way. The work that is currently underway needs to be documented in some detail in a reasonably standardised format to ensure that relevant internal stakeholders are aware of progress and can be advised and consulted as necessary and so that interdependencies can be identified

8

between technical ICT development and other initiatives (e.g. Communication and KM Strategy, Web Strategy etc).

18. If the information is not already readily available, it is recommended a comprehensive IT site survey is undertaken for each of the ESSPIN state offices. This need not be a huge task and may primarily be an information gathering exercise; it should however cover aspects of the technical, operational and human environment that are relevant for IT systems development and maintenance, Communications and KM strategy and potential external developments in relation to the SPARC / SAVI aspirations.

19. IT policy documents, guidelines, roles and responsibilities are in progress and should be finalised and circulated to the wider ESSPIN team as a matter of urgency.

20. A suitable backup and recovery strategy must be developed and implemented as a matter of urgency. This should document agreed processes, intervals, equipment and tools to be used for backup. A comprehensive IT disaster recovery plan should be formulated that takes into account the full range of risks to IT operations that exist in Nigeria.

21. Decisions need to be reached around core software solutions, particularly in relation to Anti-Virus and Internet Security. There are a number of freely available products that are effective against Virus infections at the desktop level. However, it is recommended that a commercial license be purchased for full network security and anti-virus protection. Leading reliable software brands include Kaspersky, McAfee, Norton and AVG; however an informed choice will only be possible when made against the final network configuration – as yet largely unknown.

22. A comprehensive IT and support strategy should be developed in consultation with systems users. This should aim to identify and plan for new and evolving requirements that are likely to arise in the medium and longer time as a result of e.g. increased operational activity, further development of key technical strategies - e.g. Communications and KM and collaboration with external partners (e.g. SPARC / SAVI etc).

Network and File Storage

23. Agree and set up virtual drives and an agreed basic folder structure and file / folder authorities as soon as possible. Some discussion has already taken place around the central filing structure. It is recommended that initially only the top levels of folders are established and that user groups identify their own administrators who will be able to set up lower level folders as necessary.

24. An amended version of a proposed filing structure is attached at Appendix D. It is recommended that the majority of folders are set up in workgroup structures with

9

general read access for all ESSPIN users. It is recommended that write access be limited to workgroup members.

25. Some folders that will contain sensitive information will need to be established with restricted viewing rights.

26. Certain folders will need to be established to contain protected 'definitive' snapshots of agreed documents such as templates, guidelines, policy documents and reports. These folders will need to be carefully administered and managed.

27. It is recommended that a data take-on strategy is developed to manage the movement of files from individual data storage locations to the central file servers. This should incorporate an element of data cleansing and rationalisation.

Intranet Development

28. Much of the information that would generally be made available via an Intranet is still work in progress. Initially, the general shared file storage system should be used to store these documents in a predefined location. A discipline needs to be developed in relation to the production, versioning and updating of these documents. This can be established by keeping 'released' versions of documents in a separate file location to their 'working' equivalents. It is recommended that this file store be owned and administered by the role that will ultimately take responsibility for Intranet management. It is furthermore recommended that these documents initially be kept to a minimum of core files and that future expansion be demand driven.

Extranet Development

29. It is recommended that proposals for the development of the Extranet be shelved for the time being for the following reasons:

   (i) There is a significant amount of work to be done in preparing the basic IT infrastructure;
   (ii) The requirements for an Extranet, as distinct from those that can be met via either Intranet or Internet have yet to be established;
   (iii) There is significant risk of overlap, duplication and nugatory work in light of the SPARC proposals for an inter-programme Extranet to be developed.

Additional Systems Requirements

30. Of the system developments that were proposed, it is recommended that only the HR and Finance developments be progressed in the first instance. The changes to HR and

10

Finance relate primarily to time efficiency savings that can be made by streamlining the exchange of data between State staff, core functions of HR and Finance and Mott MacDonald systems.   It is anticipated that both efficiency and accuracy will be improved by these amendments.

31. It is recommended that the CV database is not taken forward at this time. Although substantial time savings could be achieved by a more efficient search method, it is likely that this would be negated by the amount of technical input required to scope a database and classify the existing CVs. It is recommended that steps are taken to improve the effectiveness of existing search facilities.

32. In relation to the Contacts database, no requirements were identified that could not be met by system solutions that are already available. It is recommended that the existing Outlook system be used and that once the shared drive facilities are in operation, that a shared directory and shared distribution lists are set up.

33. Further details on improvements that can be made without the need for additional systems development are included in the attached ICT strategy and accompanying implementation plan.

Annexes

Education Sector Support Programme in Nigeria (ESSPIN)

Annex A: TERMS OF REFERENCE

Title of the assignment: Development of ESSPIN Programme and Management Information Communication System

Duration and dates of the assignment: Up to 10 working days (including travel)

Background

Despite the possession of considerable oil wealth, a rising population, inefficient government investment in front line public services and years of neglect have left the Nigerian education system in a poor state. Education indicators are amongst the lowest in Sub-Saharan Africa, particularly for girls. Currently it is estimated that there are 7-9 million school aged children not attending school, a disproportionate percentage of who are girls.

Since legislation was passed in 2004 establishing 9-year compulsory Universal Basic Education, the main sectoral focus of Federal and State governments has been an expansion of basic education to meet the Millennium Development Goals. There has been a significant increase in investment in the basic education sector through State governments and through Federal sources such as the Universal Basic Education Commission (UBEC), Access remains a problem, as do the low quality of education outcomes and the stark inequities in the system.

The Education Sector Support Programme in Nigeria (ESSPIN) is a six year DFID programme of education development assistance and is a part of a suite of programmes aimed at improvements in governance and the delivery of basic services. ESSPIN's aim is to have a sustainable impact upon the way in which government in Nigeria delivers education services and is directed at enabling institutions to bring about systemic change in the education system, leveraging Nigerian resources in support of State and Federal Education Sector Plans and building capacity for sustainability. It is currently operating in five States (Kano, Kaduna, Kwara, Jigawa and Lagos) and at the Federal level. ESSPIN builds upon previous technical assistance projects in education, in particular the Capacity for Universal Basic Education Project (CUBE). ESSPIN is running in parallel with World Bank credit-funded projects in four of the States (the State Education Sector Project (SESP) in Kano, Kaduna and Kwara and SESP II in Lagos).

ESSPIN is currently in its Inception Phase and, as part of the ongoing strategic planning process; the ESSPIN State Teams need to develop programme log frames. These will be informed by consultation with ESSPIN staff and strategic partners and key stakeholders at State level.

12

Objectives of the assignment

The objectives of the assignment are:

> To establish an ESSPIN Management and Information Communication (Technology) System that allows the electronic storage of programme documentation and data and access, at differentiated levels, to a full range of internal and external stakeholders.

Outputs

- A detailed analysis (report) and recommendations / proposal for the design and implementation of a comprehensive and appropriate ESSPIN ICT system.
- A Final Agreed ICT Strategy Document

Tasks:

1. Prior to the visit, participate in initial briefing with ESSPIN's senior management team and undertake a desk study of relevant documentation.
2. In consultation with key ESSPIN staff, appraise the programme and management information requirements and communication pathways between:
   - ESSPIN staff and programme offices (micro level). This should include:
     a. a review and understanding of existing Mott Macdonald/Cambridge Education Finance and HR management systems, as well as other local monitoring systems in place.
     b. It should also cover the management and dissemination of technical programme information.

     (Both these aspects of the assignment will require an understanding of staff roles and responsibilities of the ESSPIN team in Nigeria)
   - ESSPIN and Clients and other Key Stakeholders (meso level)
   - ESSPIN and the Wider Public (macro level)
3. Identify the sources, types and end users of programme generated data.
4. Determine and design the most appropriate and user friendly system(s) to ensure secure storage and optimum connectivity at each level.
5. Present preliminary proposals to key ESSPIN Operations, Information Management and Technical Teams in a participatory workshop allowing for feedback and further comment.
6. Prepare a detailed analysis (report) and recommendations / proposal for the development of a comprehensive and appropriate ESSPIN Management and Information Communications (Technology) system.
7. Finalise an Agreed M&ICT Strategy
8. Produce a brief visit report in the required format (see annex attached) outlining progress made against these terms of reference.

Institutional/administrative arrangements

The consultant will report to the ESSPIN Operations Manager / Information Management Lead Specialist in Abuja. The consultant will mainly be working in Abuja but may visit one or more of the ESSPIN State Offices in Kwara, Kaduna, Lagos, Kano and Jigawa States. Administrative, travel and accommodation arrangements will be made by ESSPIN.

Competencies

Qualifications/experience

1. Proven experience in successfully developing bespoke information management and communications systems for large, multi site operations.
2. A minimum of a degree in a relevant area and 10 years' international experience of international development in developing countries, preferably in the education sector.
3. Experience of providing specific professional inputs in the context of a wider development assistance strategy.

Knowledge

1. High level of technical expertise in ICT systems design.
2. Practical knowledge of educational development issues in Nigeria and other countries.
3. Knowledge of Nigerian Government and Parastatal structures and systems.
4. Knowledge of the capacity constraints that may hamper effective and efficient action.
5. Knowledge of the purpose and principles of ESSPIN.

Abilities

1. Ability to communicate appropriately and interact constructively with clients and stakeholders and to elicit reliable information.
2. Possession of inter-personal skills and the ability to deploy them as and when necessary, especially in a workshop context.
3. Ability to inspire colleagues and to act as member of a team.

14

Annex B: Meetings Held

	Personnel Involved	Purpose of Meeting
1	Sam Harvey, Operations Manager	• Introductions and overview of programme, TOR requirements • Periodic review of progress
2	Alan Griffiths, Finance Manager	• Gain detailed understanding of processes, functional and technical requirements for Finance related system developments. • Clarify position in relation to MM systems and integration requirements
3	Ndi Essien, HR Manager Carlos Orte, Cambridge Education	• Gain detailed understanding of processes, functional and technical requirements of HR related system developments • Clarify position in relation to MM systems and integration requirements
4	Akin Oke, Procurement and Estates Manager	• Understand the current position in relation to the IT strategy / policies and procurement
5	Richard Hanson, Assistant National Programme Manager	• Understand the broad functional specifications required in relation to ESSPIN knowledge management
6	David Theobald	• Understand the nature of discussions to date around intranet design and development
7	Jim Minton, DHA Communications	• Ascertain current structure, progress and content of ESSPIN website. • Ascertain potential developments and likely maintenance processes
8	Sam Harvey, Operations Manager, Richard Hanson, Assistant National Programme Manager John Martin, National Programme Manager	• Round up meeting • Presentation of findings and general indications of next steps

15

Annex C: Background Documents Reviewed

	Document Title	Origin	Date
1	Summary Report of IT Audit Carried Out at ESSPIN Office Ilorin	SEEDS Communication and Technologies	
2	ESSPIN Website Basic Information	ESSPIN	
3	Job Description: Communications and Knowledge Management Manager	ESSPIN	March 2009
4	Job Description: Communications and Knowledge Management Officers (States)	ESSPIN	March 2009
5	Job Description: Communications and Knowledge Management Officer (Abuja)	ESSPIN	March 2009
6	Job Description: Web Designer Abuja	ESSPIN	March 2009
7	Education Sector Support Programme in Nigeria (ESSPIN) Communications and Knowledge Management Strategy Action plan for the pre-inception and inception phase.	ESSPIN	October 2008
8	KM Strategy for SPARC	Saodat Pulatova	December 2008
9	KWARA IT System Audit	ESSPIN	
10	Education Sector Support Programme (ESSPIN) ICT Network Installation & Support Consultancy Report	Tade Durojaiye	February 2009
11	Developing the ESSPIN Intranet	ESSPIN	
12	Scoping work to share information and explore common platforms; technical advice on networking systems and support to IT systems	Davies Chukwuma Ogbodo	March 2009
13	SPARC TOR: Reference KM006	SPARC	
14	ESSPIN 3rd Quarterly Report	ESSPIN	March 2009
15	Proposed Intranet File Structure	ESSPIN	

Annex D: Proposed File Structure and Principles

External (Internet)	Programme Wide (Intranet) Read Only	Programme Wide Read / Workgroup only Write	Work Group & SMT Limited	Level 1	Level 2	Level 3	Folder Name	Description of Contents	Owner	Administrator
			X	X			**Administration**		**Sam Harvey**	
			X		X		HR		Ndi Essien	
			X		X		IT		Akin	
			X		X		Resources		Akin	
			X		X		Finance		Alan Griffiths	
		X		X			**C&KM**		**Richard**	
					X		Communication			
					X		EMIS			
					X		Knowledge Management			
					X		M&E			
					X		MLA			
					X		Research			
		X		X			**ESSPIN Reports**			
					X		ESSPIN Programme Reports			
					X		Image Bank			
					X		Output 1			
						X	PDF Version of Reports			
						X	Word Version of Reports			
					X		Output 2			
						X	PDF Version of Reports			
						X	Word Version of Reports			
					X		Output 3			
						X	PDF Version of Reports			
						X	Word Version of Reports			
					X		Output 4			
						X	PDF Version of Reports			
						X	Word Version of Reports			

External (Internet)	Programme Wide (Intranet) Read Only	Programme Wide Read / Workgroup only Write	Work Group & SMT Limited	LEVEL 1 2 3 Folder Name	Description of Contents	Owner	Administrator
		X		**Federal**			
				Contacts			
				Image Bank			
				Plans			
				Reference Documents			
				Reports			
				Output 1			
				Output 5			
				TOR			
		X		**Technical**		Steve	
				Community Interaction			
				Education Reform			
				Institutional Development			
				IQTE			
				Quality Assurance			
				School Performance and Education Quality			
X	X			**Programme Wide Information**		Richard	
X	X			**Key Information**			
X	X			Management Structure			
X	X			Overview			
X	X			Partners			
X	X			*Plans*			
X	X			Quarterly Reports			
X	X			Technical Proposals			
X	X			Other Published Reports	*(Index of Reports)*		
	X			**Administration**		Sam	
	X			HR	Job Descriptions, Job Vacancies, Templates, Policies		
	X			IT	Policies, Procedures, Templates		
	X			Finance	Policies, Procedures, Templates (Financial Authorities)		
	X			General	Policies, Procedures, Templates (Health and Safety, Emergencies, Disaster Recovery)		