
**NIGERIA
GOVERNORS'
FORUM**



STATE PEER REVIEW REPORT NO.1

ANAMBRA STATE

SEPTEMBER 2012

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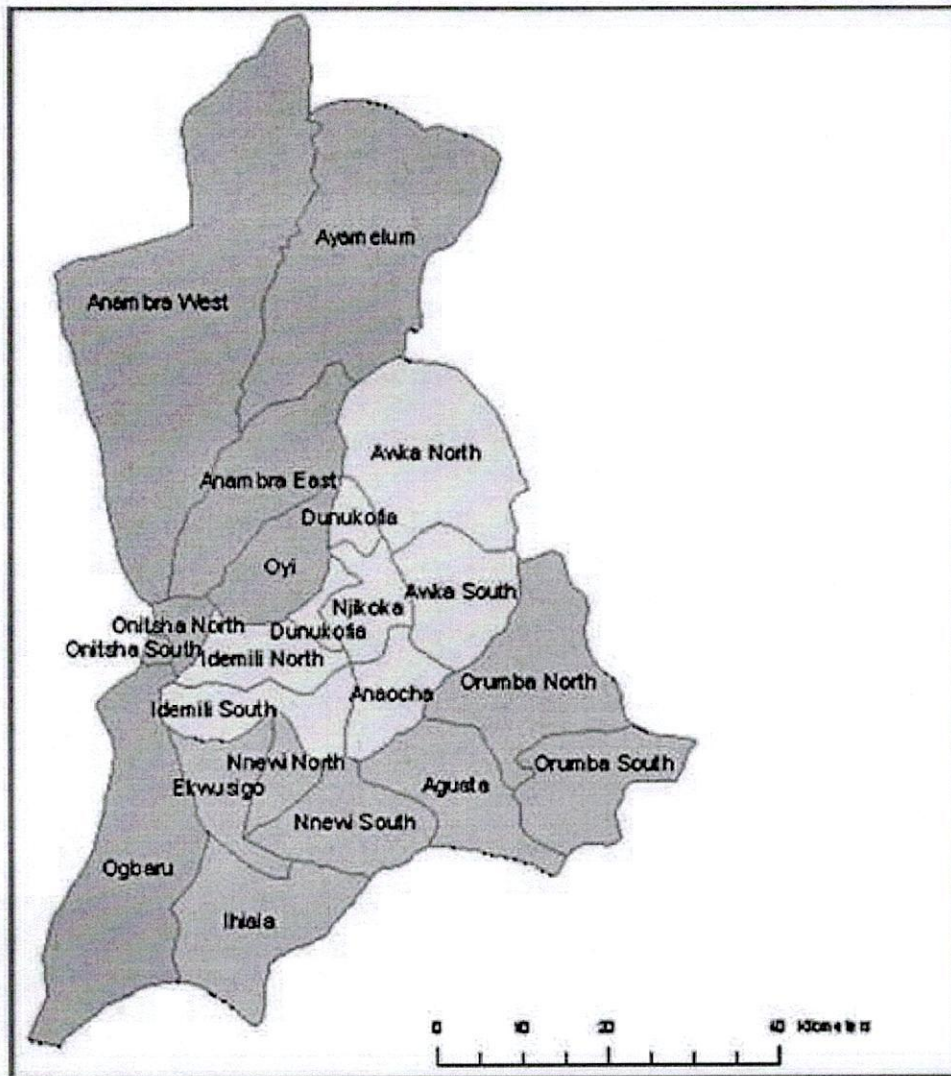
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POLITICAL MAP OF ANAMBRA STATE



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CHAPTER ONE

INTRODUCTION

1.1 The State Peer Review Mechanism

1. The State Peer Review Mechanism (SPRM) is conceived and designed by the Nigeria Governors' Forum (NGF) as an instrument to assist in improving the development programmes and the governance processes in the states of the Federal Republic of Nigeria, through periodic reviews, of each of the States. The methodology and modality for the reviews consist primarily of the sharing of experiences among the States and the identification and reinforcement of commendable and innovative practices unveiled in the review process.
2. The mandate for this task derives from a resolution of the country's National Economic Council (NEC), an inter-government body established under the 1999 Constitution of the Federal Republic of Nigeria, in 2007 imploring all thirty-six (36) States of the Federation to establish a peer review mechanism, drawing on the African Peer Review Mechanism (APRM). The NEC Resolution was subsequently endorsed by all 36 State Governors in the country under the NGF platform.
3. The endorsement provided the basis for the design and inauguration of the SPRM in the country. Thus, arising from the endorsement, the NGF mandated its Secretariat to develop the SPRM tools. As a first step, the NGF Secretariat embarked on a preliminary peer review tour of all the 36 States of the Federal Republic between 2009 and 2010. Although the initial reviews were not based on any The first of its kind at the Sub-national level in the World, the SPRM has great potential to nurture and consolidate good governance in the States where it has been embraced and is being implemented benchmarking standards, they provided opportunity for the States to show-case their achievements and to share their experiences with their governance and development challenges with the NGF review team. The expectation is that, through participation in the peer review process, State governors will be able to learn from their peers about innovative and good practices that they could adapt and adopt in their respective states.
4. The Draft Reports of the Peer Review Tours were subsequently transmitted to all the Governors. Thereafter, the NGF, in 2009, in collaboration with DFID, articulated and adopted a systematic and robust peer review mechanism that was launched at the Transcorp Hotel, Abuja on 18th May 2011 by the Forum as part of the 2011 induction programme for new and re-elected Governors, following upon the 2011 Gubernatorial Elections.
5. A great deal of preparatory work went into the design, elaboration, adoption and launching of the SPRM. Important milestones in this respect included (i) the finalization of the Base Document for the SPRM in July 2011; (ii) the inauguration of an 11- member Steering Committee on 2nd November 2011 in Abuja, with the former Chief Justice of Nigeria (CJN), Justice Mohammed Lawal Uwais as Chairman; and (iii) the training of 107 Consultants, selected through a national

competitive process, to assist the Steering Committee during the Technical Review Mission, in May 2012 in Abuja.

1.2 Implementation of the SPRM in Anambra State

6. Following the launch of the State Peer Review Mechanism (SPRM) on 17 May, 2011 in Abuja, Edo and Anambra States were selected as the pioneering States to undertake the exercise that is unprecedented at the Sub-national level in the world.
7. The Anambra State Government gave the topmost priority to the SPRM, in the hope that it would complement the efforts of the Anambra Integrated Development Strategy (ANIDS) which is aimed at developing all sectors of the state simultaneously in line with Millennium Development Goals (MDGs).
8. With this in mind, H. E. Peter Obi immediately inaugurated and flagged up the process in Anambra State, setting the stage for the unfolding and implementation of the process in the state. Professor Stella Chinyere Okunna, Anambra State Commissioner for Budget and Planning, was appointed to coordinate the SPRM process in the State.
9. The State SPRM Team from the NGF Secretariat visited Anambra State on 22nd July, 2011 to meet with the Executive Council. The meeting provided the opportunity for the team to present the tools and methodology for the SPRM, including the roadmap for advancing the SPRM process in the state to the Executive Council, and to secure its agreement with them.
10. The SPRM Initiation/ Sensitization Workshop for Anambra State was organised by the Anambra State Government, in collaboration with the Nigeria Governors' Forum (NGF) Secretariat. It was facilitated by the State Partnership for Accountability, Responsiveness and Capability (SPARC) on 14th and 15th September, 2011.
11. More than two thousand participants attended the opening ceremony of the Workshop, which was held at Anambra State Women Development Centre, Awka. The participants included (i) His Excellency, Rt. Hon. Rotimi Chibuike Amaechi, Governor of Rivers State and Chairman of the NGF, represented by His Excellency, Dr. Emmanuel E. Uduaghan, Governor of Delta State; (ii) His Excellency, Mr Peter Obi, Governor of Anambra State and Vice Chairman, NGF; (iii) His Excellency, Mr Emeka Sibeudu, Deputy Governor of Anambra State; (iv) Rt. Hon. Princess Chinwe Nwaebili, Speaker of Anambra State House of Assembly; (v) Hon. Justice Peter Nnanna Umeadi, Chief Judge of Anambra State; and (vi) HRM Alfred Nnaemeka Achebe, Obi of Onitsha.
12. A Team of Consultants led by Professor Olaseni Akintola - Bello was subsequently recruited to lead the state self-assessment process. The Team immediately commenced the task of preparing the State Self-Assessment Report, which was executed using a holistic approach. The Self-Assessment Report,

including the draft National Programme of Action, was submitted to the NGF Secretariat in March 2012

13. In all, Anambra State is highly commended for a Self-Assessment Report that is candid and extremely well written. The 325-page Report, no doubt, meets the requirements of the SPRM in respect of its technical competence, objectivity and freedom from manipulation.
14. Anambra State as the pioneer state in the SPRM, has successfully blazed the trail in the conduct of the State Self-Assessment, which paved the way for fielding the State Technical Review Mission.

1.3 The State Technical Review Mission

15. The State Peer Review Mechanism (SPRM) Technical Review Mission (TRM) to Anambra State, the first in the country, took place from 14th to 18th May 2012. Professor Ladipupo Adamolekun and His Excellency Donald Duke, both members of the SPRM Steering Committee, led the Team of reputable Consultants that participated in the Mission to validate the State Self-Assessment Report through stakeholders' meetings across the state. The TRM also inspected a number of key projects in the State. Commendably, the Government and people of Anambra State, led by H. E. Governor Obi demonstrated strong ownership and commitment to the process.

16. The 21-member TRM comprised the following members:

A. Steering Committee

- Professor Oladipupo Adamolekun
- His Excellency Donald Duke

B. NGF Secretariat

- Mr A. B. Okauru, Esq
- Alhaji L. O. T Shittu
- Dr Afeikhena Jerome
- Mr Austin Ufomba

C. Independent Technical Consultants

- Mr Weneso Orogun (Policy and Strategy/Monitoring and Evaluation)
- Professor Mike Obadan (Economic Development)
- Professor Alex Gboyega (Human Resource Management)
- Mr Chinedu Eze (Public Finance)
- Dr Rose Amadi (Education)

- Dr. Wale Okediran (Health)
- Professor Kingsley Owoniyi Ologe (Environment)
- Dr Abba Gambo (Agriculture)
- Engr. Jonadab Metibaiye (Infrastructure)
- Professor L. Adele Jinadu (Citizen's Participation, Social Inclusion and Protection)
- Dr. Hauwau Evelyn Yusuf (Gender)

D. Partner Institutions (DFID-SPARC)

- Mr Mark Walker
- Mrs Hadiza Elayo
- Mr Sam Onovo Onyia
- Abiola Ajiboye

1.4 Activities Undertaken during the Technical Review Mission (TRM)

17. Officials of the Ministry of Budget and Planning and members of Anambra State SPRM Steering Committee facilitated the mission. The Team arrived in Awka on 12th May, 2012 and the Mission commenced on 13th May, 2012, with internal working session and meeting with the State Steering Committee and Officials of the Ministry of Budget and Planning to review the Programme. On Monday 14th May 2012, the Team embarked on a guided tour of some projects commissioned by the State.
18. The official launch of the Technical Review Mission took place on Tuesday 15th May 2012 with the State Self-Assessment Report (SSAR), together with the NPOA, was formally handed over by H.E. Peter Obi, Governor of Anambra State, to the Steering Committee. The TRM subsequently met with the Governor and State Executive Council in a private session in the Government House.
19. The TRM held stakeholders' meetings with the Judiciary, the Legislature, and with non-state stakeholders, such as private sector representatives, civil society organisations, women's groups, and people living with Aids, on Wednesday 16th May, 2012.
20. On Thursday 17th May 2012, the TRM visited and held interactive sessions with stakeholders in the 21 Local Government Areas of Anambra State. The visits enabled TRM to get the views of key stakeholders on the issues that emerged from the SSAR and NPOA. In each LGA, sessions were held with the Local Government Chairman. In addition, the TRM met with stakeholder groups such as women's groups, the youth, people with disabilities, the elderly, minority groups, non-governmental organisations (NGOs), academia, the media, small businesses, FBOs, trade unions, private sector companies, and community-

based organisations (CBOs) to give them the opportunity to express their perspectives and view on governance and development issues in Anambra State.

21. On Friday 18th May 2012, the Mission held interactive session with Commissioners, Permanent Secretaries and Heads of MDAs.
22. The exit and de-briefing session was held on the 19th of May, 2012 at the Governor's Lodge, Awka. In attendance were, the state governor and the full members of the state executive councils permanent secretaries and heads of MDA's

1.5 Structure of the Report

23. The report is divided into five chapters. This introductory chapter is followed by Chapter Two, which provides an overview of Anambra State as a backdrop to the report. Chapters Three and Four evaluate developments and challenges in the ten pillars of the SPRM.
24. The SPOA received from Anambra State and the comments of the government are annexed to the report, as mandated by the SPRM rules.

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CHAPTER TWO

BACKGROUND

2.1 Brief History, Achievements and Challenges

25. Anambra State, which is located in south-eastern Nigeria, and with its capital in Awka, was one of two states created, the other state being Enugu State, on 27 August 1991 out of the Old Anambra State, which was itself created in 1976 out of the East Central State.
26. Anambra State has a population of 4, 177,828, made up almost exclusively of Igbo-speaking peoples, and a small population of Igala-speaking people in Anambra West Local Government¹. The state is one of the most densely populated states in the Federal Republic of Nigeria. Its land mass is only 1.9 square miles, larger only than Lagos state. However, it has a high economic potential because of its natural endowment of resources, manpower and the entrepreneurial spirit of the people of the state. It is noteworthy in this respect that Nnewi is an industrial hub with many manufacturing companies owned by local entrepreneurs, and that Onitsha market is one of the largest, if not the largest in West Africa. Anambra State is rich in natural gas, crude oil, bauxite, ceramic as well as arable soil. Most of its natural resources are largely untapped. The State recently became an oil producing state following the official commissioning of the Orient Petroleum Refinery, OPR, built by the Anambra State Government.
27. The state is also home to the Agulu Crocodile Lake, the Ijele Masquerade and the Ogbunike Caves that is listed as a UNESCO world heritage site.
28. Anambra is the state of origin of many eminent Nigerians, such as Dr. Nnamdi Azikiwe, President of Nigeria during the First Republic; Dr. Alex Ekwueme, Vice-President, during the Second Republic; the Late Hon. Mr. Justice Mbanefo; the Late Hon. Chuba Ikpeazu; the Late Hon. Charles Anyaegbunam; the late Emeka Odumegwu Ojukwu, the Biafran leader; Dr. Kenneth Dike, the first Nigerian Vice-Chancellor of the University of Ibadan; Chief Emeka Anyaoku, former Secretary-General of the British Commonwealth of Nations, Francis Cardinal Arinze of the Catholic Church, and Ms. Chimamanda Adichie, the world acclaimed novelist.

¹ National Population Census, 2006; See, National Bureau of Statistics, Annual Abstracts of Statistics 2009 p.

2.2 Political Development

29. Since the return to democratic civilian rule in May 1999, Anambra State has weathered a number of political crises, notably the kidnapping and removal of an incumbent governor, the impeachment of a Governor, which was nullified by the country's Supreme Court, and the invalidation of the purported election of the state Governor by the Supreme Court on the ground that the election should not have been held since the office of Governor was not vacant. The crisis also resulted in the state being the only one in the Federal Republic of Nigeria to have had a female serve as substantive Governor, following the impeachment of the Governor. That the state weathered the political crises is an indication of the robustness and competitiveness of party and electoral politics in the state, although at times it seemed that the political class in the state were all too ready and willing to violate the letter and spirit of constitutional government, separation of powers and the rule of law on the altar of partisan political advantage.
30. After the nullification of his impeachment by the State House of Assembly and his restoration as Governor in 2007, Governor Peter Obi began to lay the foundations of good governance in the state, by pursuing policies and programmes, which progressively transformed politics and development in the state. He kept the political godfathers in the state at bay and cultivated new constituencies, such community-based institutions as town unions and the Catholic Church. These have become his allies and pillars of support. The outcome is that APGA triumphed at the 2010 gubernatorial and 2011 legislative elections, giving his administration the popular mandate and the legislative majority to pursue his governance agenda.

2.3 Key Achievement and Challenges

The Anambra Integrated Development Strategy (ANIDS)

31. Anambra State has made giant strides in vigorously pursuing development based on a unique development approach, termed Anambra Integrated Development Strategy (ANIDS). The first of its kind in the country, ANIDS is aimed at the multi-sectoral and holistic development and the achievement of the Millennium Development Goals.
32. However, as observed in various parts of the Report, there is need to translate ANIDS from a philosophy of development into a blueprint of development that is organically linked to the MTEF, State Strategic Plan and the Community Needs Assessment

Governance Reforms

33. The Government of Anambra State has introduced governance reforms meant to change the conduct of government business in the state. Among the reforms adopted are (i) procurement reforms; (ii) the fiscal responsibility law; (iii) the preparation and adoption of medium term expenditure framework; and (iv) a state strategic plan.

34. The state has introduced innovations to make policy-making research and data-based. Thus, the state government has conducted poverty mapping, profiling and a community needs assessment. These studies enabled the government to appropriately target its poverty alleviation interventions to the needy. In addition, significant governance reforms have enhanced the efficiency and effectiveness of the governance process in Anambra state. As a result, the ground is now receptive to further interventions aimed at deepening and broadening what has been accomplished so far.

Peace and tranquility

35. The turbulent crisis that characterized Anambra politics between 1999 and 1996 seems to have abated since 2007 following the second re-instatement of Governor Obi as governor by the Supreme Court. Since then, a semblance of the orderly management of the governance has returned to the state.

The Civil Service

36. The state public service, which had been rendered demoralized, weak and comatose by the political crises that buffeted the state between 1999 and 2006, has since rebounded. The public service reforms instituted in the State since 2007 in lock-step with reforms at the national level have infused the state's public service with a new sense of purpose and dynamism though there is scope for improvement. The reforms include procurement and fiscal responsibility legislation, revamping of the state statistical system, the introduction of the Anambra Strategic Plan and a medium term plan. These reforms, follow the lead of the federal government which having carried out similar reforms, left it to each state to decide the whether to adopt such reforms; and if so to determine the scope and extent of such reforms.

The Grassroots

37. The Anambra State Government has, since 2007 systematically brought governance down to the grassroots and to the community level through the hometown associations. To this end, the governor of the state holds frequent town-hall meetings with the leaders of community development committees. Government-funded community development projects are executed through the executive committees of the community development committees. For example, in 2009, the governor handed over N6 million to each of the 177 communities in the state to construct a block of five classrooms in each community. However, party cadres have complained that they are denied patronage, which should empower them to sustain support for APGA, the governing party in the state, while other critics of the policy, have suggested that it is a ploy by the governor to bypass the party organs to build a personal political base for himself. However, Government officials claim it is a reliable way of ensuring that projects are executed with minimum corruption since government provides project specifications.

Contracts and Debt Management

38. Many prominent citizens commend the government's contract execution record. There are no abandoned projects and the accumulated contract debts minimal, according to officials. However, official records could not be accessed to verify the claim of high rate of completion of projects because such records are not in the public domain. The Obi administration established a state Debt Management Office, which together with the national Debt Management Office reconciled the state's external debts. The records compiled by that office showed that Anambra state had the least external debt service burden among the south-east states at 3.6%. Since its establishment, the Office has been responsible for keeping track of the state's debts and making economic analysis and forecasts to enable government know the sustainability of its debts. After its initial success, the Office is now virtually moribund without an effective head because many senior civil servants find the job "unattractive."
39. Even so, there are many visible projects that officials point to as proof of the government's satisfactory performance. These include two new blocks at the state secretariat complex, the government house, governor's office and several rural roads. Although Anambra state has passed the public procurement legislation, nevertheless, there are claims that the government's infrastructure contracts are not all awarded according to prevailing procurement procedures.

Key Challenges

Local Government Elections

40. The most intriguing aspect of governance in Anambra state is the status of local government administration. The last time local government elections were held in Anambra state was in 1998, when local elections in all states were used to determine which political parties qualified to be registered by the Independent National Electoral Commission. Since then local government councils have been run by caretaker committees appointed by the governor. The Mbadinuju (1999-2003) and Ngige (2003-2006) periods were too volatile for the governors to contemplate local elections. Obi's period has been no less politically unstable. He assumed office in March 2006 and was impeached in November. Ngige had sustained himself in office and survived PDP's attempts to impeach him by the making payoffs to the SHA members. It was the majority of the members on his side that impeached Obi. The Appeal Court restored Obi to office in February 2007, but he enjoyed little respite from his political opponents.
41. Control of the grassroots in Nigerian politics is not only an affirmation of political support for a ruling party; it is a vital resource to further electoral success. Local government councils help finance local party cadres. They assist INEC in the administration of elections and participate in the security arrangements for elections. Consequently, state governors are reluctant to conduct local elections that they are certain they could not win.
42. After Governor Obi's election in March 2010, elections fixed for later that year had to be postponed because many stakeholders were against using the existing voters' register compiled the under the discredited former chairman of INEC, Maurice Iwu. They advised the Anambra State Independent Electoral Commission (SIEC) to wait for a new electoral register, which became available after the April 2011 elections. Local elections were therefore fixed for December 2011. However, the chairman of the SIEC was fired allegedly for misappropriating the commission's funds. This effectively put on hold all arrangements to conduct the local elections.
43. While local elections have been serially postponed by all three governors who have ruled Anambra state since 2009, the statutory allocations to the LGs have been appropriated and used to fund projects that the governors claimed credit for. Caretaker committee members are suborned to acquiescence because they are allowed to play around with the crumbs. In this respect, governance under Obi is not different from the situation in other states².

² This situation is by no means unique to Anambra State. Of the 36 states and FCT, only 13 have elected local governments namely: Lagos, Akwa Ibom, Enugu, Sokoto, Cross River, Rivers, and Ebonyi. Others are Kwara, Taraba, Jigawa, Ogun, Niger and Zamfara. Nine (9) states in the Federation have not duly constituted SIECs namely: Nasarawa, Bauchi, Kano, Bayelsa, Delta, Ekiti, Osun, Oyo and Anambra.

44. For a government that has cultivated the grassroot, this is certainly a sore point for the Obi administration. Governor Obi needs to urgently set the machinery in motion and conduct credible local government elections in Anambra State. Anambra people rightly deserved a sense of continuity, advancement in all spheres, and prosperity.

Problems in Budgeting

45. Improving government budgeting is one of the biggest challenges facing governments at a level in contemporary Nigeria. A deeply ingrained practice of over-stated budgets and disconnected development strategies has obstructed rational planning and frustrated development over the years. Not surprisingly, budgets have become more of an annual ritual rather than tools for orderly development.
46. There are several challenges in the area of budgeting in Anambra State. An examination of the State's budget composition for the last few years shows that budget allocations do not unambiguously reflect the stated objectives of the government.
47. The government, no doubt, has made the MDGs the plank of its development strategy. To underscore this strategic choice, it has formulated the Anambra Integrated Development Strategy (ANIDS), which at the moment is contained only in a flier. How different this is from the *Anambra Strategic Plan* or the *Anambra Medium term Plan* is unclear. Nevertheless, the government has focused on financing its counterpart obligations on MDGs-related expenditures. Anambra state has consistently annually drawn its full entitlement under the MDGs Conditional Grants Scheme since 2007, an indication that it focuses attention on proper administration of MDG projects and meets its funding obligations under the scheme. Similarly, the state is said to be up to date with its counterpart payments to other donor-partner programmes.
48. However, the state has un-accessed funds accumulated since 2009 at the Universal Basic Education Commission. Since the accumulation began from 2009, the year when the current administration started handing over N6 million each to the 177 communities for building classrooms, one can only speculate that the difficulty of accessing the funds may be related to disregard of UBEC's procurement procedures or guidelines.
49. The government has also continuously put more money in the economic sector than the social development sectors in the budget. The capital allocations (by estimates) as proportions of the total capital budget for 2008 to 2011 are as follows: 2008 – 49.98%; 2009 – 50%; 2010 – 49.10% and 2011 – 48.22%. Consistently, Land Transport Works, meaning roads and bridges, take annually more than 50% (66% in 2011) of the allocations to the economic sector. The social development sector, on the other hand, received roughly 27% of the allocation to the economic sector in 2008; 28% in 2009; 28% in 2010; and 29% in 2011.

50. A close look at the overheads' budgets for the various MDAs shows that much spending power is concentrated in the hands of the Executive arm. In addition, despite the passage of a medium term plan, medium term expenditure framework and fiscal responsibility legislation, there is virtually no financial decentralization. The governor's approval is required for most expenditure, which is good for financial control but it is creating slowness in the execution of tasks and frustration among senior civil servants.

Paradox of Plenty

51. Anambra State is sadly very much afflicted by the Nigerian paradox- the *paradox of plenty*, or the persistence of institutional and resource deficits amidst the country's abundant human and financial resource base. While it can take exceptional pride in the contributions of its illustrious sons and daughters such as Chinua Achebe, Dora Akunyili, Chukwuma Soludo, Oby Ezekwesili, Ben Nwabueze and a host of others that have either conquered the world stage or played interventionist role on the national scene, having been drafted to help pull institutions back from the brink, Anambra State, regrettably is in dire straits and suffers from benign neglect.
52. While numerous opportunities for wealth creation abound; the problem is how to develop enough trust in the people to encourage them to pay more taxes, invest in Anambra State and put their wealth to work for their people. Despite what has been described as the great revenue potentials of Anambra State, its Internally Generated Revenue (IGR), has remained very low, hovering between N400 million and N500 million monthly. Experts believe that the state is capable of generating up to N2 billion revenue monthly from internal sources, especially as it boasts of commercial nerve centres such as Nnewi and Onitsha.
53. For sure, most of the well- to- do people in Anambra, including the professionals, live and own homes in other parts of Nigeria and come home sparingly only to attend events. Consequently, they invest more in other states thus promoting the wellbeing of those states by infusing capital into their economies and creating for them, enabling environment that is attractive to both foreign and domestic investors. Nothing is fundamentally wrong with this phenomenon except that they unwittingly shortchange Anambra State. Charity must begin at home. It is therefore imperative, and urgently so, for the political elite to create the enabling environment and build confidence in Anambra State Diaspora to invest in the State.
54. The indigenes of the Anambra State needs to rally around the leadership to crystallize a unifying vision and provide the teamwork, and commitment necessary to translate Anambra State's grand vision as the "*light of the nation*" into reality.

2.4. The Judiciary

55. The Anambra State Judiciary is vibrant and has considerable independence. It has a Judicial Service Commission, under the Chairmanship of the Hon. Chief Justice of the State. Although the Honourable Chief Judge and the Judges of the State are appointed by the Governor but this is done on the recommendation of the National Judicial Council, subject to confirmation by the State House of Assembly, once appointed the judges have tenure until their retirement age of sixty-five years. They also have pension rights.
56. The Chief Judge can only be removed by the Governor, acting on an address supported by two-thirds majority of the House of Assembly of the State, praying that he be so removed for his inability to discharge the functions of his/her office or appointment or for misconduct or contravention of the Court of Conduct. In the case of Judges of the State High Court they can only be removed by the Governor acting on the recommendation of the National Judicial Council that he/she be so removed for his/her inability to discharge the functions of his/her office or appointment or for misconduct or contravention of the Code of Conduct.
57. The Anambra State Judiciary has seven (7) judicial divisions, with the Honourable judges presiding over the High Courts in the divisions, seventeen (17) magisterial districts, presided over by Learned Magistrates, and Honourable Members, headed by a lawyer as president in-charge of the 34 customary courts, under the Customary Court of Appeal in the state.
58. However, the Judiciary in the state has enormous resource challenges, which negatively impact on its performance as can be gleaned from Tables 2.1 to 2.3 and might even compromise its independence in the long run, unless urgently addressed. The challenges include the following:
 - (a) The High Court of Anambra State has experienced about 22 per cent decline from 27 Judges in February 2005 to 19 such judges in May 2012, at the time of the Anambra SPRM.
 - (b) This decline has partly contributed to the large backlog of cases pending before the state High Court by 30 June 2011, made up of 1558 criminal cases, 12473 civil cases and 4550 motions. As of December 2010, the State Magistrate Courts had 18520 cases pending, and the State Customary Courts had 5410 for the same period. [See Tables 2.2 and 2.3 respectively]. There is, therefore, need to increase the number of not only High Court Judges but also magistrates and members of the customary courts in the State; and to encourage more expeditious disposal of cases.
 - (c) The Judiciary in Anambra State is faced with crippling infrastructure deficits, whose impact has been to affect the work of the judiciary, creating harsh working conditions and environment for staff and the general public and impairing the speedy delivery and dispensation of, and access to justice in the state. This

situation calls for the building of more court buildings, with modern ICT facilities, libraries and power supply.

- (d) If separation of powers is to mean much in practice, serious attention should be given to the financial independence of the judiciary in the state. The budget for the judiciary as well as its procurement is controlled by civil service rules. Giving the judiciary financial independence requires demonstrable political will and commitment by the appropriate authorities to strengthen funding for the judiciary as a pressing matter of public policy.
 - (e) The prisons in Anambra State are densely congested, the result of failure to build new prisons to take care of over-capacity problem in existing prisons, and to comply with provisions of the Prisons Act regarding infrastructures in prisons in the state.
 - (f) The state virtually now has no remand home for children. In addition, the state also faces the challenge of space for child courts and counseling, while there is hardly any budgetary provisions for assessors. Moreover, judgments in child abuse cases are notoriously difficult to enforce because of cultural, social and economic factors, and ignorance of the provisions of the Child Rights Act, all of which tend to contribute to, and excuse child abuse.
59. It is noteworthy that the Anambra State Government, in partnership with the state Judiciary has begun to address these challenges. This is noticeable in the appointment of more Deputy Registrars and the imposing, though uncompleted headquarters of the state judiciary in Awka.
60. The SPR team wishes to draw attention to the following additional measures to improve the justice situation in Anambra State:
- (a) The need for family centres.
 - (b) The establishment of multi-door courts in the state.
 - (c) The use of alternative dispute resolution systems in the state.
 - (d) Provision for court duty policemen/policewomen.

Table 2.1: Statistics of Cases for the High Court of Anambra State: 1 October 2010-30 June 2011

| | Pending at beginning of 4 th quarter 2010 | Filed during the period 1 October 2010 to 30 June 2011 | Disposed of between October 2010 and June 2011: Contested | Disposed of between October 2010 and June 2011: Uncontested | Pending at 30 June 2011 |
|-----------------|--|--|---|---|-------------------------|
| Criminal | 1453 | 145 | 14 | 26 | 1558 |
| Civil | 12351 | 884 | 253 | 509 | 12473 |
| Motion | 4715 | 1233 | 404 | 994 | 4550 |

Source: Appendix to Address to the Anambra State SPR Team by the Chief Registrar, High Court of Anambra State, 16 May, 2012

Table 2.2: Performance Evaluation of Magistrates in Anambra State for the Period 1st Quarter of 2010 to 4th Quarter 2010

| Quarter, 2010 | Filed | Disposed of | Pending |
|-----------------------|--------------|-------------|--------------|
| 1 st | 5198 | 139 | 5059 |
| 2 nd | 7285 | 1757 | 5528 |
| 3 rd | 5591 | 1334 | 4257 |
| 4 th | 4777 | 1101 | 3676 |
| Total for 2010 | 22851 | 4331 | 18520 |

Source: Appendix to Address to the Anambra State SPR Team by the Chief Registrar, High Court of Anambra State, 16 May, 2012

Table 2.3: Performance Evaluation of Customary Courts in Anambra State in 2010

| Quarter | Filed | Disposed Of | Pending |
|-----------------------|-------------|-------------|-------------|
| 1 st | 781 | 12 | 769 |
| 2 nd | 2376 | 478 | 1898 |
| 3 rd | 3238 | 903 | 2335 |
| 4 th | 725 | 517 | 408 |
| Total for 2010 | 7120 | 1710 | 5410 |

Source: Appendix to Address to the Anambra State SPR Team by the Chief Registrar, High Court of Anambra State, 16 May, 2012

2.5. The Legislature

61. The Anambra State Legislature has stabilized since the tempestuous early days of the new democratic dispensation that began in May 1999, characterized by serious Executive/Legislature schisms, face-offs and impeachments, and by leadership struggle within the Legislature, involving the removal of its principal officers, in quick successions.
62. The situation was itself indicative of the rough and tumble of competitive party and electoral politics in the state. The leading parties in the state, particularly the ANPP, APGA and PDP were each embroiled in internal crisis, leading to fractionalization, decimation of party ranks, and resort to judicial adjudication to decide the rightful or legitimate faction to claim the patrimony of the party in the state. All of this reverberated in the Legislature, with horse-trading, shifting alliances and allegiances, all of which cumulatively took devastating toll on legislative work and activities.
63. The Legislature has apparently recovered from the political problems and acrimony that slowed down its work in the first few years of its inauguration in 1999. A high level of bi-partisanship and camaraderie now prevails in the Legislature, while relations with the Executive, although with occasional healthy face-offs, in the form of the exercise of its oversight and investigative powers by the Legislature.
64. There is need to build on this development away from crisis towards active , bi-partisan legislative work and smooth relations with the Executive to enhance not just the political independence of the Legislature but also its administrative and financial independence. This is imperative to strengthen separation of powers and make it meaningful in the State.
65. Apart from the establishment of the Anambra State House of Assembly Commission, to recruit, promote and discipline staff of the House of Assembly, there is a pressing need to provide the House of Assembly with a befitting Assembly Complex, with state of the art furniture, Library, training and ICT facilities. The current Assembly complex is small and congested and does not provide an environment conducive to legislative work and unbecoming of the status of the Assembly.
66. But beyond these measures to enhance the administrative independence of the Legislature, it would be desirable to provide for the training and research needs of the Members of the House and Assembly and for legislative staff. This would make for more effective and efficient legislative work, in addition to bringing about improved quality of legislation and keeping both the legislators and Assembly staff abreast of current developments.
67. On-going efforts and negotiations to provide for the financial and budgetary independence of the Legislature should be consummated with the necessary legislation. This is an area where both the Executive and Legislature should be

able to take advantage of the improved relations between them to lay the firm foundations for an effective Legislature.

68. An area of legislative work to which both the Executive and Legislature in Anambra State should urgently turn their attention is legislation to provide the legal framework to institutionalize ANIDS and the development strategy of the state. This is important for the sustainability particularly of the ANIDS.

2.6. Conclusion

69. Governor Obi has undoubtedly changed the face of governance in Anambra state. From being a state where political violence, kidnappings, illegal militias and wanton destruction of public property characterized politics and state administration, Anambra has become one of the more stable and better governed states in Nigeria. Governor Obi has succeeded in rebranding the state in such a way that it is no longer the pariah state that development partners and donor agencies avoided. While the state's transformation in a relatively short period of six years is impressive, it is also clear that there is a long way to go still to consolidate and institutionalize what has been accomplished. The Governor is confident about the direction in which he is leading the state and volunteered that Anambra should be the pioneer state to be peer reviewed under the State Peer review Mechanism sponsored by the Nigeria Governors Forum. It is a sign of commitment to reform and to openness and transparency in governance.
70. Incontestably, under Governor Peter Obi, Anambra State is no longer a state in chaos making ubiquitous and dubious headlines that it had been known for. There is a new sense of mission, of relief, of stability and of hope. The State is discernibly making the good governance grade though there is ample scope for improvement. That is a very salutary legacy that needs to be sustained. The reality, however, is that much remains to be done to sustain the gains made and bring added value to the quality of life for the people of the state by entrenching the prevailing climate of peace and security, which is devoid of rancour.

CHAPTER THREE

THEMATIC AREAS: POLICY AND STRATEGY, RESOURCE MANAGEMENT AND CITIZEN PARTICIPATION, SOCIAL INCLUSION AND PROTECTION

71. This chapter reports findings on indicators relating to some thematic areas, namely, Policy and Strategy, Economic Development, Public Finance Management, Human Resource Management and Citizen Participation, Social Inclusion and Protection. The Monitoring and Evaluation indicators are incorporated in the Policy and Strategy thematic area. For each thematic area, an overview of the findings is first presented, followed by a performance review of the indicators. A set of recommendations is provided at the end of each sub-thematic area while all the recommendations relating to a thematic area are highlighted in a box at the end of the discussion.

3.1 POLICY AND STRATEGY/MONITORING & EVALUATION

3.1.0 Overview

72. The section documents the findings on the state's performance in the sphere of policy and strategy/M&E over the period, 2008 to 2011, in relation to the 23 performance indicators provided. The performance indicators are arranged into four groups. The first looks into the existence and contents of high-level policy documents introduced in the last five years while the second group of indicators focuses on how participatory economic development planning has been in the State. Performance management is the third group examined while the last relates to the availability of statistics for planning. Against this background, this overview is organized around key achievements, commendable practices, challenges and recommendations:

Achievements

73. The following are notable achievements which are linked to the framework of indicators for the sector:

- Existence of strategic plans to drive state development priorities in five core sectors of Health, Education, Agriculture, Environment and Infrastructure but these plans seem to fall short of the technical definition of Medium Term Sector Strategy (MTSS) documents.
- Non-State actors were involved in state/sector policy planning through Annual Budget Committee, Public Participatory Budget Forum and various stakeholders' meetings (ASATU, Elders Council, Traditional Rulers Council, Church Leaders, Heads of Local Government Administration etc). However, they were not involved in the development

of the Anambra Strategic Plan (2009) and the Anambra State Medium Term Plan (2010 – 2013)

- The State Ministry of Economic Planning and Budget (MEPB) has a clear statement of functions that serves as its mandate to perform fact-based policy and strategy analysis (situation analysis which incorporates gender and social inclusion issues) upon which policy decisions are based.
- Incorporation of ingredients of in-year reviews, Economic and Fiscal Update, and Expenditure Forecasts in the preparation of 2012 Budget.
- One-on-one oversight visits to MDAs by MEPB aimed at strengthening their PRS Departments to effectively discharge their responsibility for M&E.
- The State Statistics Master Plan (SSMP) is in place, domesticated from the generic SSMP and a law establishing the State Bureau of Statistics was enacted in 2010.

Some Commendable practices

74. The commendable practices unveiled are:

- Existence of a strong coalition of CSOs, CBOs and Good Governance initiatives in the State that is represented in the Annual Budget Committee and is invited to participate in annual public budget forums.
- Regular interaction by the Governor personally with all stakeholders and even children to inform them of policies and development activities and seek their assessment and inputs.

Challenges

75. The main challenges include:

- A very weak plan-budget link in the State. Consequently, budget performance reviews have poor link to results in the plans. The State Executive Council (EXCO) is yet to institutionalise Budget Performance Review Sessions as a distinct activity, although budget reviews take place indirectly during discussions of IGR matters at EXCO meetings.
- The non-existence of an Economic Development Board in the State.
- There is no functional state-wide M&E Framework for the State. Most of the MDAs have a wrong perception of M&E roles and responsibilities and mistake project supervision with performance management.
- There is poor resource allocation to M&E within MDAs. Indeed, the M&E function in MDAs is yet to receive proper funding, except for externally supported projects and programmes. Core professional cadres of Planning Officer and Statistician are grossly under-manned.

- The State Statistics as published in the Statistical Year Books are not user friendly and also not linked to the KPIs which have not been fully defined for sectors.
- The funding of the institutions engaged in primary data production is inadequate.

Recommendations

76. In the light of the findings, the following recommendations are proffered:

- In view of the low budget outturns of generally less than 50 percent for treasury funded programmes and projects in the Ministry of Economic Planning and Budget, there is need for stakeholders, especially the Government, to devote more expenditure to planning and public financial management reforms.
- Accord priority to manning of MEPB and adequate capacity building of the different categories of officials.
- Commence full implementation of the State's Fiscal Responsibility Law.
- Government should take urgent steps to ensure that the budget is a true reflection of state development and spending priorities.

3.1.1 Introduction

77. The Anambra State Peer Review Mission set out to validate the information contained in the State Self-Assessment Report (SSAR) and in the process interacted with stakeholders in government, private sector and civil society. The findings on the state's performance in the area of policy and strategy/M&E over the period, 2008 to 2011, in relation to the 23 performance indicators provided, are discussed in four groups: the existence and contents of high-level policy documents to drive state development priorities; participatory economic development planning; performance management; and availability of statistics for planning.

78. The Ministry of Economic Planning evolved from the State Planning Bureau in 2006, and in 2007 was also mandated with budget preparation and in-year reviews of the budget to prevent dual budgeting, thus becoming the Ministry of Economic Planning and Budget. In February 2009, the Law establishing the State Bureau of Statistics was put in place, with the appointment of a Statistician General. The Bureau commenced operations in August 2010, as it moved into a stand-alone building the same month.

79. Specifically, the Ministry of Economic Planning and Budget is charged with the following responsibilities:
- Preparation of Annual Budgets, programmes and projects across sectors of the state economy;
 - Preparation of Medium and Long Term Plans and Strategic Policy documents;
 - Budget tracking as well as state-wide Monitoring and Evaluation (M&E) of programmes and projects;
 - Coordination of externally supported/donor agency interventions in the state across sectors.
 - The State Bureau of Statistics (SBS), on the other hand, has responsibility for the following:
 - Collection of data and economic investigations with a view to determining the socio-economic conditions (baseline) of the state; and
 - Publication of Statistical Year Book for dissemination to producers and users of socio-economic data.

3.1.2 Budget Performance Review

80. The budget performance reviews of the MEPB and SBS in the four years ending 2011 was expected to provide insights into the Government's priorities, programmes and projects in the planning sector. However, available data displayed in annexes 13, 14, 15 and 17 in the SSAR do not show annual budget outlays and actual releases. What is provided are consolidated data showing totals for the four years covered by the review. Annex 13, however, contains capital project titles, total amount budgeted for specific projects over the four years, the actual amounts released and the related budget outturns. These details demonstrate that of the nearly N6 billion budget outlay for MEPB over the four years, the budget outturn was barely 61 percent. More concrete evidence of poor budget performance emerges from Table 3.1. It tends to paint the picture of Government's inadequate priority to core capital projects designed to enhance capacity for systematic planning and performance management in the State; the Government released only about N14million of the budget outlay of N253.5 million for eight critical projects. As is clear from Annex 13, most projects that recorded over 50 percent budget outturn were those supported by the donor community.

Table 3.1: Capital Expenditure Review of Selected Projects (2008 – 2011) of the Ministry of Economic Planning and Budget

| Org/Sub/ Sub-Sub/ Financial Classification Codes | Project Title | YEARS 2008 - 2011 TOTAL | | |
|--|---|-------------------------|------------------|---------------------|
| | | Budgeted (Nm) | Actual (Nm) | Budget Out-turn (%) |
| 3510000/241301 | Programme/Project Formulation, Studies, Policy, and Application of State GDP | 108.000 | 1.315 | 1.22% |
| 3510000/241302 | State Planning Library and Resource Centre | 16.500 | 0.214 | 1.30% |
| 3510000/241305 | Project Monitoring and Evaluation, and Public Procurement matters | 19.000 | 4.000 | 21.05% |
| 3510000/241306 | Computerization and Planning Data Bank Activities | 11.000 | 1.600 | 14.55% |
| 3510000/241307 | Plan Development, SPRM, including PFM Reform Activities | 10.000 | 0.000 | 0.00% |
| 3510000/241308 | UNDP Supported Programmes/ Projects | 53.000 | 0.900 | 1.70% |
| 3510000/241311 | Collaboration with Relevant Agencies and Coordination of Donor-Supported Programmes | 6.000 | 0.600 | 10.00% |
| 3510000/241313 | State Governance, and Capacity Building Project II | 30.000 | 5.650 | 18.83% |
| | Sub-total for selected projects | 253.5 | 14.279 | 5.63 % |
| | Total | 5,946.500 | 3,606.277 | 60.65% |

Source: Based on Annex 13 of the CSAR

81. The record of capital budget performance for the State Bureau of Statistics (Annex 14) also indicates that except for analysis and dissemination of state budget data which had an unusual budget outturn of 423 percent during the review period, all other capital projects achieved less than 40 percent budget performance.
82. Furthermore, analysis of MEPB's recurrent cost summary for 2008 -2011 (Annex 15 reproduced in Table 3.2) shows that Government released only about 45 percent of the total budget outlay of N336.804 million for personnel (N262.304 million) and overheads (N74.500 million) over the four years. The Government

released less than half of the approved personnel budget (44%) and overhead costs (46%) at a time that the staffing situation of the MEPB showed critical low manning levels and lack of capacity.

83. Lastly, Table 3.2 below also indicates that budget outturn for total expenditure was 60 percent of the N6.401 billion budget outlay. The low budget outturns evident in this review of budget performance of the economic development planning sector underscore the urgent need for Government to devote more primary expenditure to planning and public financial management reforms.

Table 3.2: Consolidated Costs (Capital and Recurrent) Summary (2008 – 2011):

Ministry of Economic Planning and Budget (Plus State Bureau of Statistics)

| CATEGORY | YEARS 2008 – 2011 TOTAL | | |
|---------------------|-------------------------|-----------------|---------------------|
| | Budgeted (Nm) | Actual (Nm) | Budget Out-turn (%) |
| PERSONNEL COST | 262.304 | 115.672 | 44.10% |
| OVERHEAD COST | 74.500 | 34.443 | 46.23% |
| SUB-TOTAL | 336.804 | 150.115 | 44.57% |
| CAPITAL COST (MEPB) | 5,946.500 | 3,606.277 | 60.65% |
| CAPITAL COST (SBS) | 117.200 | 84.488 | 72.09% |
| SUB-TOTAL | 6,063.70 | 3,690.77 | 60.87% |
| OVERALL TOTAL | 6,400.50 | 3,840.88 | 60.01% |

Source: Annex 15

3.1.3 Policy, Strategy, and M & E Performance Indicators

A. STATE DEVELOPMENT PLAN AND STRATEGIES

P&S 1.1 Existence of strategic plans to drive state development priorities

84. There is ample evidence of strategic plans produced in the last five years. Among the State's high-level policy documents are: *Anambra State Strategic Plan, 2009*; *Input into Nigeria Vision 20: 2020 for Anambra State, August 2009*; and *Anambra State Medium Term Plan (First Implementation Plan for NV 20: 2020) (2010 – 2013)*. All the three documents articulate the Vision of Anambra State as that of being the most livable and economically vibrant state in Sub-Saharan Africa serving as the economic hub of the southern part of Nigeria. The Mission of Anambra State is to build a stable polity with equal opportunity and ability to attain most of the MDGs.
85. Both the Anambra State Strategic Plan and the Vision document outline four specific overall goals as well as seven broad objectives elaborated in sectoral plans of key sectors. The four goals are: reduce poverty; reduce unemployment; transform the state economy into a rich, modern state that is self-sufficient in food production, highly commercialized and industrialized; and improve the quality of life of Ndi-Anambra. Deriving from these are seven specific goals, three of which are as follows: Reduce poverty by half from 58% to 29% by 2015 and to 20% by 2020; Reduce Youth and Graduate Unemployment from 20% to less than 10% between 2010 and 2020; and Increase in agricultural crop, fisheries and livestock production by 10% annually.
86. The vision and mission statements as well as the articulated broad objectives leave no one in doubt about the priorities and strategic direction of Anambra State. Remarkably, there is an attempt to align the plan objectives with the MDGs and NV 20:2020. Table 3.3 illustrates this alignment in the case of the MDGs.

Table 3.3: Alignment of Goals and Objectives with MDGs

| Anambra State Goals | Objectives | Related MDG |
|---|---|---|
| Reduce poverty | <p><u>Objective 1a</u>: Reduce poverty by half from 58% to 29% by 2015 and to 20% by 2020.</p> <p><u>Objective 1b</u>: Reduce from 45% to 18%, the proportion of households classified as moderately and core poor (Those whose incomes are 50% below the state poverty line) within the next five years</p> <p><u>Objective 1c</u>: Reduce from 12% to 6%, the proportion of households classified as "just poor" - (the transient poor)</p> | Eradicate extreme poverty and hunger-Goal 1 |
| Reduce unemployment | <u>Objective 2</u> : Reduce Youth and Graduate Unemployment (those in the age bracket 15 to 24) from 20% to less than 10% between 2010 and 2020. | --do-- |
| Transform the state economy into a rich, modern state that is self-sufficient in food production, highly commercialized and industrialized | <p><u>Objective 3a</u>: Increase in agricultural crop, fisheries and livestock production by 10% annually</p> <p><u>Objective 3b</u>: Increase by 10 % per annum the gross value added by the micro industrial and commercial enterprises in the state.</p> | |
| Improve the quality of life of Ndi-Anambra | <u>Objective 4</u> : Increase in the "Quality of Life" | Goals 2-7 |

Source: Compiled by PRM from Anambra State High-Level Policy Documents

87. The Government is convinced that transforming the State into a rich, modern economy that is self-sufficient in food production, highly commercialized and industrialized will effectively reduce poverty and unemployment thereby guaranteeing the people an improved quality of life. Three pillars of development for achieving these objectives are elaborated in the Anambra State Medium Term Plan, 2010-2013. They are aligned to the three pillars of NV 20: 2020.

88. However, the plans of the five core sectors (health, education, agriculture, environment, and infrastructure/public utilities) as elaborated in the Medium Term Plan (2010-2013) are not based on a common template. Consequently, while most sectoral plans contain policy objectives of variable degrees of measurability

and timelines, not all describe the outcome of policy in terms of a better service delivery or improvement of the welfare of citizens. Thus, for example, health and agriculture sectors define their vision, mission, goals, objectives, strategies/initiatives, outputs and outcomes, but the environment sector specifies only its vision and mission statements, policy goal, objectives/targets and strategies/initiatives.

89. The four-year Medium Term Plan, 2010-2013 contains costed projects/programmes/initiatives for achieving plan objectives. The plan relies on budgetary allocations, donor budget support and 11 development enablers to achieve the plan objectives. The enablers include mandate mapping to avoid fragmentation of functions / duplication; reforming and upgrading the Civil Service with improvement in service conditions, development of state GDP, and introduction of a robust performance management system for results-oriented governance.
90. There is no doubt that sustained implementation of the strategies contained in the three high-level policy documents reviewed by the PRM will move the State to the next level in terms of socio-economic development. However, the Government should endeavour to update its plan documents to elaborate its objective of improving the quality of life of the people by specifying in more detail how MDGs 2-7 will be achieved.

P&S 1.2 Existence of Strategic plans for six core sectors of assessment

91. There are specific sector strategic plans for the five core sectors of Health, Education, Agriculture, Environment and Infrastructure but these must be distinguished from Medium-Term Sector Strategy (MTSS) documents which would need to be developed for all sectors. The MTSS for each sector will contain Key Performance Indicators (KPIs) that would form the basis of a robust State-wide M&E System.
92. Five of the six priority sectors are sufficiently covered; the Economic Development Sector is left out. The medium Term Plan identifies the key challenges in the core sectors, with specific objectives (targets) and strategies to address them. The priority programmes and projects are generally adequate to address the challenges. There are programmes that address gender and social inclusion issues, for example, education. However, capacity and plans to address the challenges appear to be inadequate. Besides, clear plans to address capacity gaps for plan development and performance management are not evident in the high-level policy documents.

P&S 1.3 The Extent to which Sector targets are met

93. Most of the objectives or targets in the State's Strategic Plan and the Medium Term Plan, 2010-2013 are specific, measurable and time-bound. However, objectives set by some sectors do not satisfy these criteria. For example, the Women and Social Development Sector plans to pursue the objective of reducing the number of able-bodied unemployed youths and adults but does not indicate the current level of unemployment and by what percentage unemployment of the able-bodied will be reduced over what timeline. It also ignores employment for those living with disability. Similarly, the ministry plans to reduce the number of households unable to satisfy their food needs but does not define the metrics.
94. The objectives /targets set for each of the five core sectors in the state's high-level policy documents are realistic given the situational analysis of the core areas based mostly on both the *Anambra State Community Needs Assessment Survey (n.d)* and the *Anambra State Citizens' Report Card*. However, the mechanisms for collecting data and monitoring achievement of the objectives and outcomes appear weak and non-robust. Consequently, available data could not establish achievement of the set objectives and outcomes. Indeed, the PRM confirmed that current M&E practice features uncoordinated efforts at project supervision that have little or nothing to do with systematic M&E where lessons of experience are fed back into the project and budget circles. Further details of current M&E practice in the State contained in the *Monitoring and Evaluation Framework for the WASH Sector*, made available to the PRM, lists institutions carrying out some M&E related activities in the State to include:
- The Ministry of Economic Planning and Budget
 - PRS Departments of MDAs
 - The Budget, Planning, Research and Statistics (BPRS) Departments in the 21 LGAs in the State
 - M&E Units in the State Ministry of Health and Health Departments of the 21 LGAs different from M&E in the PRS Departments of Ministries and LGAs
 - A separate arrangement for Monitoring domiciled in the office of the Special Adviser to the Governor on Monitoring
 - Donor-supported programmes using different templates
95. Currently, MEPB through the State Bureau of Statistics (SBS), houses the state's database from which information required for decision making may be obtained. The PRM further confirmed that Directors of Planning, Research and Statistics of MDAs undertake monitoring visits to project sites (e.g. hostel block at Psychiatric Hospital, Nawfia) for the purpose of project supervision but efforts at tracking achievement of policy outcomes is non-existent in most MDAs. Besides, inadequate coordination resulting from present arrangements has been implicated in the multiplicity of conflicting data on same issue.
96. The State Governor agreed with the Mission during a debriefing session that lack of a systematic M&E system constitutes a clog in the wheel of achieving set

objectives or targets. It is in this regard that the State has commenced domestication of the National M&E Framework which is aimed at tackling the lingering challenge.

P&S 1.4 State development trajectory linked to strategic plans

97. As already noted (see section P&S 1.1), the State has articulated its Vision of development and mission statement. A careful reading of the stated goals, objectives, strategies, outputs and outcomes of the various sectors confirms that they derive from the development path encapsulated in the State's Vision and Mission. However, it should be noted that poor plan-budget link seems to have combined with the practice of single-year budgeting to undermine funding of projects derived from the strategic plans.

Recommendations

98. The Government and stakeholders should:
- Take advantage of an opportunity to update its plan documents to elaborate its objective of improving the quality of life of the people by specifying in more detail how MDGs 2-7 will be achieved. Also, the State should articulate objectives to drive MDG 8 such as development cooperation with other states in Nigeria and other countries.
 - Harmonize the many high-level policy documents in the State into a single State Development Plan.
 - Develop Medium Term Sector Strategy (MTSS) documents for all sectors using the World Bank recommended Classification of the Functions of Government (COFOG) which facilitates national and international comparison of government performance in relation to planning and budgetary practices.
 - Accord top priority to the introduction of a robust state-wide Monitoring and Evaluation System by quickly adapting the National M&E Framework. The State can proceed faster in this direction by replicating in other sectors, the M&E Framework for the Water, Sanitation and Hygiene (WASH) sector developed in July 2011.
 - Give priority to building the capacities of planners, budget officers and statisticians to enable them contribute more effectively to strategic planning in the state's public sector.

B PARTICIPATION AND OWNERSHIP

P&S 2.1 State development strategies developed in collaboration with relevant stakeholders.

99. The State development strategies were developed in collaboration with MDAs. Officials of core MDAs confirmed this while the Honourable Commissioner, MEPB, reiterated this in the 2012 Budget Circular dated July 1st 2011. The PRM could not, however, confirm evidence of the participation of non-state actors in the development of the high-level policy documents reviewed.
100. With regard to formulation of the annual budgets, the Mission found remarkable evidence of the participation of non-State actors (See Box 3.1 below) through the annual budget forums that the State has organized since 2006. The objectives of the 2010 forum, for example, were: to enable the Government to present the performance report of the 2009 budget to the citizens; to present a situation report on the performance of IGR in 2009 and the inherent challenges; to enable the Government present its Fiscal Policy Thrust for the 2010 budget; and to garner the contributions of stakeholders to fill gaps in the 2010 capital estimates. Stakeholders participated actively with the Network for Non-State Actors (NNSA), a coalition of CSOs in Anambra State, presenting a detailed paper containing succinct recommendations. Membership of NNSA includes Anambra State Association of Town Unions (ASATU), COTAGG and Anambra Women NGOs (AN-WONN). The coalition is registered with the Corporate Affairs Commission. Although non-State actors canvassed a three-day budget forum instead of the one-day event in practice, the annual public budget forum is a commendable practice that other states may adopt with necessary improvements.
101. The Ministry of Local Government and Chieftaincy Affairs provided a large file of minutes and attendance records of meetings called by the Governor to discuss burning issues confronting the state. The file contains evidence of regular meetings and Town Hall Meetings with Elders Council, Traditional Rulers Council, President Generals of Town Unions (Male and female wings) and other stakeholders at which wide ranging policy and other issues are discussed. One example is the Anambra State Stakeholders Summit on Security held on 23rd June 2011.

Box 3.1: Commendable Practice -The Anambra State Annual Budget Forum

The public budget forum in Anambra State started in 2006 and is now a prominent event on the State's annual calendar. It is founded on the belief that a transparent and efficient budgeting system can help both the State Government and citizens to make the budget a participatory tool for the efficient management of public finance.

A report on the 2009 Budget Forum prepared by the Planning Ministry illustrates the growing usefulness of the annual event for public participation in governance. According to the report of proceedings, the event took place on 17th October 2008 at the Suncity Hotel, Awka with over 400 excited participants drawn from the 177 communities, NGOs, CSOs and other stakeholder groups interacting with the State Governor and his officials for the whole day.

Eight participants made formal presentations while another five asked questions of His Excellency, the Governor. In addition, participants broke into seven Working Groups relating to different sectors and made far-reaching submissions on various aspects of the 2009 budget proposals. Stakeholders that made formal presentations on pertinent issues included representatives of ASATU, Abba Town Union, Akweze Town Union, Atani Town Union and a Coalition of Women NGOs. The five participants representing various interests who asked questions that the Governor responded to touched on issues ranging from untapped revenue potential and infrastructure provision in schools to teacher welfare and micro-credit.

The annual budget forum has undoubtedly helped to promote citizen participation in governance in Anambra State. This is evident in the high quality of views canvassed at the budget forum and the mutual respect demonstrated by citizens and the Government team led by the State Governor. Citizen participation can be further enhanced by making copies of the approved budgets available to stakeholders ahead of quarterly and mid-year budget implementation reviews. Notwithstanding the concerns of stake-holders who feel that the one-day event be increased to three days for more effective participation by non-state actors, the Anambra State annual budget forum is a commendable practice that other States can replicate with necessary modifications.

Source: Report of the 2009 Budget Forum Held at Sun City Hotel on 17th October 2008 by Ministry of Economic Planning and Development, Awka.

P&S 2.2.1 State Development Board established by law

102. There is no State Economic Development Board in place but the MEPB coordinates development initiatives. Although section 7(3) of the 1999 Constitution as amended requires the State House of Assembly to enact a law establishing an Economic Planning Board, the law makers confirmed at an interactive session with the PRM that such a law has not been enacted in the State. The MEPB officials were of the view that the State may not need a State Economic Development Board or State Planning Commission in the light of recent reforms that have added budgeting to the mandate of the ministry. This view is, however, contrary to the on-going reforms initiated by the National Planning Commission to strengthen planning in all States.

P&S 2.2.2 Institutional framework for relevant sector stakeholders to participate in formulation and adoption of the state development plan

103. There is no formalized institutional framework for relevant sector stakeholders to participate in formulation and adoption of the state high-level policy documents reviewed. It would appear that the process of developing the Anambra State Strategic Plan and the others that flowed from it was consultant-driven. Besides, the Mission found no evidence of a validation meeting on the Strategic Plan. It is with reference to the annual budget that stakeholders participate through Annual Budget Committee and Public Participatory Budget Forums.
104. The Anambra State Fiscal Responsibility Law, 2010, represents a formidable institutional framework for promoting stakeholder participation in the allocation and management of public expenditure, revenue collection, debt control and transparency in fiscal matters [section 5(1b)]. The Law mandates the Commissioner in charge of economic planning to coordinate implementation of the FRL. The Mission observed that the MEPB does not include coordination of the FRL among its statutory functions. Consequently, provisions of the FRL are not currently being implemented.

P&S 2.3.1 Local governments participate in formulating state development plan and strategies.

105. There is no evidence of the participation of Local Government Councils in the formulation of the Anambra State Strategic Plan, the Vision 20: 2020 document and the Medium Term Plan, (2010-2013). However, the Government on 7th July 2011 inaugurated the Joint Planning Board (JPB) of the State and Local Government Councils with the support of UNDP. A report of the inauguration and inaugural meeting of the JPB by the EGP Desk Officer listed the objectives of the board to include:
- i. To create the platform for planners at both the Local Governments and State levels to appraise the planning outfits of the State
 - ii. To ensure that investment priorities in plan document reflect those identified through extensive consultative process that engenders ownership
 - iii. To afford Planning Officers opportunity to discuss common joint ventures
 - iv. The need to replicate Federal Joint Planning Board in the State with a view to ensuring linkages between Planners in their activities to avoid duplication of projects
 - v. To have a strong institutional framework that will enable LGAs and the State plan together, implement critical programmes across sectors and achieve the State's goals and objectives.
106. The Joint Planning Board consists of the following:
- i. Permanent Secretary, MEPB as Chairman
 - ii. Director of Planning, MEPB
 - iii. Director of Statistics, MEPB
 - iv. Statistician-General of the Anambra State Bureau of Statistics (SBS)

- v. Directors/HODs of PRS Departments in State MDAs
- vi. HODs of BPRS Departments in LGAs
- vii. Economic Governance Programme Desk Officer
- viii. However, due to lack of data it was not possible to ascertain the local government of origin of the JPB members. Government officials also confirmed that the JPB is not yet functional.

107. In addition to the establishment of the JPB, the Governor holds regular informal consultations with the Heads of Local Government Administrations and other major stakeholders at LGA level. Inputs of LGAs are presented to the Executive Council by the Honourable Commissioner for Local Government and Chieftaincy Matters who holds regular formal meetings with Heads of Local Government Administrations. The Ministry provided attendance records of a meeting between the State Governor and Heads of LGA Administrations on 5th February 2007 which was attended by members of the State Executive Council, permanent secretaries, town engineers of LGAs and HODs of DPRS Departments of LGAs

P&S 2.3.2 Sector relevant stakeholders participate in formulating and adopting state development plans and strategies

108. As stated in P&S 2.1, 2.2.2 and 2.3.1, there is no evidence of non-state actors' participation in the formulation and adoption of the Anambra Strategic Plan. Only MDAs were consulted for inputs, implying a top-down approach. There is also no evidence of a validation meeting on the Strategic Plan involving non-state actors. The commendable extensive consultation that takes place in the State is in the form of the annual public budget forum, the quarterly meetings of the Commissioner for Local Government and Chieftaincy Matters on senatorial district basis with HODs of PRS Departments in LGAs and occasional meetings called by the Governor to brief stakeholders on the activities of the Government. It is a commendable practice that the annual budget call circular is sent to the representatives of CSOs as was the case with the 2012 budget circular.

P&S 2.4.1 State planning board composition reflects broad stakeholder participation.

109. As already noted, there is no State Planning Board in the State. The MEPB coordinates planning in the State. The ministry, however, constitutes a Budget Committee annually. The report of the inauguration/inaugural meeting of the 2012 Annual Budget Committee held on 16th June 2011 showed that membership of the committee included the Director of Planning in MEPB, representatives of the Ministry of Finance, Accountant-General, Auditor-General, Head of Service, ANHA and SSA Budget in MEPB. Also on the committee are one representative each of COTAGG and ASATU making Anambra State the third in the country to include coalition of CSOs in the Annual Budget Committee. Lack of data did not allow confirmation of the local government affiliations of the individuals who attend the committee's meetings.

P&S 2.4.2 Number of sectors and Stakeholders involved in state/sector policy planning

110. MDAs in the core sectors and others included in the Anambra State Strategic Plan and Medium Term Strategy (2010-2013) participate in State/sector policy planning. Ten sectors and subsectors are covered: Education; Health; Youths and Sports; Women Affairs and Social Development; Agriculture; Commerce, Industry and Tourism; Works and Transport; Environment; Housing; and Public Utilities incorporating Rural Electrification and Community Development. However, non-state actors participate mainly at the level of the Annual Budget Committee and Public Participatory Budget Forum. Over 400 people participated in the 2009 Budget Forum held on 17th October, 2008. Stakeholders confirmed that attendance has been rising over the years.

Recommendations

111. Stakeholders, especially the State Government, should:
- Deepen collaboration with non-state actors in multi-year plan development and organize a Stakeholder Validation Workshop whenever a draft plan document is produced, e.g. Medium Term Plan.
 - Sustain the commendable Annual Budget Forum but deepen the process by responding to the concerns of stakeholders on the duration and other aspects.
 - Commence full implementation of the State's Fiscal Responsibility Law which makes multi-year budgeting mandatory and represents a formidable institutional framework for promoting stakeholder participation in the allocation and management of public expenditure, revenue collection, debt control and transparency in fiscal matters.
 - Send a bill to the State House of Assembly seeking a Law to formalize the establishment of the State/LGAs JPB.

C. PERFORMANCE MANAGEMENT

P&S 3.1.1 Clarity of roles and responsibilities relating to policy/strategy analysis within the central Agency such as Ministry of Economic Planning or its equivalent

112. The Director of Planning in MEPB submitted a position paper to the Mission in which he affirmed that the ministry has a clear statement of functions and roles that serves as its mandate to perform fact-based policy and strategy analysis incorporating gender and social inclusion issues upon which policy decisions are based. He explained the role of MEPB as that of policy coordination. The ministry collates inputs from various sectors of the economy, provides advice and streamlines submissions from MDAs. The Planning Department of MEPB oversees policy review matters.

P&S 3.1.2 Clarity of roles and responsibilities relating to M&E within the central Agency such as Ministry of Economic Planning or its equivalent

113. In Anambra State, M&E roles and responsibilities are included in the mandate of the MEPB. Such functions are expected to ensure that progress reviews and evaluations are carried out. However, most of the other MDAs have a wrong perception of M&E roles and responsibilities and mistake project supervision with performance management. This is confirmed by the report of an inspection visit by the Ministry of Environment to a flood/gully erosion control project at Osumenyi on 9th May 2012. The purpose of the visit was to confirm extent of work done and to recommend variation of the scope of work. In 2011 MEPB embarked on one-on-one oversight visits aimed at strengthening PRS Departments of MDAs. The recent redeployment of the best PRS hands to the key ministries of Health, Education, Agriculture, etc may help to position the ministry to better discharge its mandate for M&E.
114. There is presently no state-wide institutional framework for M&E as a tool for project and budget management for policy outcomes specified in strategic plans. The Government recognizes this and has expressed a desire to domesticate the National M & E Framework. The Medium Term plan (2010-2013) outlines plans in section 10.2 (pp 82-85) for establishing a robust M&E system in the State. The vision is for the state to be in the forefront of a new monitoring and evaluation culture and to build a results-oriented government. The Medium Term Plan envisages an expenditure of N88 million for the development of a robust M&E system to enhance service delivery state-wide. However, activities geared towards achieving this laudable vision of a role for M&E in the development process are not yet being implemented.

P&S 3.2.1 Number and quality of policies, strategies and plans which are informed by evidence based analysis

115. The policy statements and targets set in the State Strategic Plan and Medium Term Strategy are based on preceding situation analyses. Consequently, there is a logical link between the situation analyses and the related policy thrusts and targets. A few major programmes and policy interventions can be highlighted as examples.
- a. Capital Expenditure Programme and Policy Interventions have been influenced in the following Local Government Areas by a Poverty Mapping study carried out in the State: Awka North, Anambra East, Anambra West and Ogbaru LGA. Recently, the Ministry of Local Government & Chieftaincy Matters extended the Poverty Mapping exercise to other LGAs.
- b. The following actions were implemented through a Citizens' Report Card Survey carried out
- Stoppage of Collection of illegal fees in schools
 - Waste Collection bins increased in number and placed at strategic places

- c. Community Needs Assessment survey was conducted and this guided the State in designing programmes that are responsive to the needs of the people.

P&S 3.2.3 Extent and quality of regular cross-government (e.g. State Development Plans) and sector (e.g. MTSS) review

116. An implementation review of the Medium Term Plan has not been carried out. However, annual progress review of plans commenced with the 2010 Implementation Year. The approved formats/guidelines for progress reviews were released in 2011.

P&S 3.3.1 Extent to which the findings/recommendations from progress /performance review of state plans, MTSS and budgets are utilized

117. There is apparently not much information on this. However, the entire budget process is being overhauled in line with the previous findings from PEMFAR and other reviews.

P&S 3.3.2 Extent to which the budget performance reviews are linked to results in the plans and MTSSs

118. As already noted, there are no MTSSs as such. However, the State Executive Council regularly holds budget performance review sessions, particularly during extensive discussions of IGR issues, but budget performance reviews are yet to be institutionalized in the State.

P&S 3.4.1 Level of resources allocated for M&E within MDAs

119. The Government has expressed a desire to build a state-wide results-based M&E system but current efforts are limited mainly to project monitoring as a tool for project supervision. Funding for an M&E system that serves the purpose of project/programme/budget performance management has not yet been provided.
120. Project monitoring is taken so seriously by the State that the Governor personally heads the State's Project Monitoring Team. He has demonstrated this commitment by appointing a Special Adviser (cabinet level officer) for Project Monitoring. Reports are presented by the Special Adviser and Honorable Commissioner of Works weekly at the Executive Council.

P&S 3.4.2 Numbers of skilled staff for the performance of M&E/statistics functions in the State disaggregated by sex and level of qualification

121. The profile of professional staff of the Ministry of Economic Planning & Budget for the period 2008-2011 presented in Table 4.4 shows that the core professional cadres of Planning Officer and Statistician are grossly inadequate with only 22 and 14 Officers, respectively. In both cadres, the middle level manpower of GL 10 -14 have only one officer each. This uncomfortable scenario is even worse as 6

and 2 Officers in the cadres, respectively, are deployed to the Ministry of Economic Planning and Budget Headquarters.

122. Table 3.5 disaggregates the personnel profile of the planning ministry and shows that females represent just about half the number of males in the sector. While the planning officer cadre has equal number of males and females (11 each), there are only two female statisticians compared to 12 males while there are 13 female statistical officers in post compared to 22 males. A more worrisome instance of gender imbalance occurs among planning officers and statisticians on Grade Levels 15 and above. Only two of the 18 officers in post are females.

Table 3.4: Profile of Professional Staff of Ministry of Economic Planning & Budget as at December 2011

| CATEGORY OF PERSONNEL | MINIMUM QUAL(S). | TOTAL | GL 08 - 10 | GL 12 - 14 | GL 15 & ABOVE | PRESENT DEPLOYMENT/ POSTING | | |
|-----------------------|--|-------------|-------------|-------------|---------------|-----------------------------|-----------------|------------------------|
| | | No. on Roll | No. on Roll | No. on Roll | No. on Roll | No. Dep. to MEPB Hqtrs | No. Dep. to SBS | No. Dep. to Other MDAs |
| PLANNING OFFICERS | B.Sc. Economics; B.Sc Agric Econs; Plus ASCON | 22 | 11 | 1 | 10 | 6 | - | 16 |
| STATISTICIANS | B.Sc Statistics | 14 | 5 | 1 | 8 | 2 | 4 | 8 |
| STATISTICAL OFFICERS | HND/OND Statistics; Certificate in Statistics from NBS | 35 | 27 | 8 | - | 1 | 4 | 32 |
| TOTAL | | 71 | 43 | 10 | 18 | 9 | 8 | 56 |

Source: Ministry of Economic Planning and Budget, 2012

123. No doubt, Table 3.4 paints the picture of serious manpower shortage in MEPB and SBS while Table 3.5 tells of a high degree of gender imbalance among staff of the planning ministry and SBS. However, the Mission could not confirm the existence of an action plan to remedy the critical manpower shortage in the planning sector.

Table 3.5: Disaggregated Personnel Profile of MEPB and SBS by Sex as at December 2011

| CATEGORY OF PERSONNEL | MINIMUM QUALIFICATION(S) | TOTAL | | GL 08 - 10 | | GL 12 – 14 | | GL 15 & ABOVE | |
|-----------------------|--|-----------|-----------|------------|-----------|------------|----------|---------------|----------|
| | | M | F | M | F | M | F | M | F |
| PLANNING OFFICERS | B.Sc Economics; B.Sc Agric Econs; Plus ASCON | 11 | 11 | 1 | 10 | 1 | - | 9 | 1 |
| STATISTICIANS | B.Sc Statistics | 12 | 2 | 4 | 1 | 1 | - | 7 | 1 |
| STATISTICAL OFFICERS | HND/OND Statistics; Certificate in Statistics from NBS | 22 | 13 | 18 | 9 | 4 | 4 | - | - |
| TOTAL | | 45 | 26 | 23 | 20 | 6 | 4 | 16 | 2 |

Note: M= male; F= Female

Source: MEPB, 2012

Recommendations

There is need to:

- Introduce an Annual Performance Evaluation Report for key sectors using a standard template.
- Develop an Action Plan for meeting the manpower needs of the planning sector.

D: AVAILABILITY OF STATISTICS

P&S 4.1.1 Extent to which a State Statistical Act has been passed into law and is being applied

124. The State Statistical Master Plan (SSMP) is in place, domesticated from the generic SSMP and the related Act. Anambra State was the first State to domesticate the SSMP and was also in the forefront in the establishment of a State Bureau of Statistics now enacted into Law by the State House of Assembly. A Statistician-General has been appointed for the Bureau and the agency has moved into a standalone building but it would appear that the SG is relying on donor support to fully fund activities of the SBS.

P&S 4.2 Data Quality: Scope, Accuracy, disaggregation and timeliness of state statistics and related analysis: (NBS Statistical Standards; UNDP Statistical Standards)

125. The scope of data covers most of the relevant administrative records. Statistical Year Books are finalized and presented yearly – the current Statistical Year Book of 2009 precedes the State Strategic Plan for 2010 – 2013. The Year Book is

usually prepared using a generic template prepared by the National Population Commission and is uniform for all States of the Federation.

P&S 4.3 Extent to which statistics are user friendly and linked to the KPIs in the State Development plan/MTSS

126. The State Statistics as published in the Statistical Year Books need to be more user friendly and linked to KPIs in the Strategic Plan and the Medium Term Plan (2010-2013). However, efforts are being made by the State to ensure that the SYB covers the KPIs specified in MTSSs that will be developed in the State.

P&S 4.4 Level of demand for state statistics by politicians and senior SG officials

127. The level of demand for state statistics by politicians and senior government officials is on the increase with regular requests for data / information on state statistics and development plans. In response to these requests, the 2009 Statistical Year Book was disseminated to politicians, senior SG officials and MDAs.

Recommendations

128. The State Statistical Bureau should:

- Take steps to ensure that the Statistical Year Book contains Key Performance Indicators (KPIs) required to conduct systematic M&E exercises for improved and effective performance management.
- Organize regular sensitization workshops for groups of stakeholders including CSOs, the media, manufacturers and law makers on the role of statistics, supply of and demand for statistics, stakeholder cooperation in the generation and utilization of statistics, etc.

3.1.4 Conclusions

129. This section has examined the state's policy and strategy development with special focus on the role of MEPB from 2008 to 2011. It also considered the 23 performance indicators deployed to measure aspects of Policy and Strategy as well as Monitoring and Evaluation in the State.

130. The budget performance review found low budget outturns of generally less than 50 percent for treasury funded programmes and projects in MEPB. There is therefore need for the Government to devote more resources to planning and public financial management activities and reforms. Besides, appropriate recommendations have been made on the 23 performance indicators for policy and strategy including monitoring and evaluation.

Box 3.2: Recommendations on Policy and Strategy/M&E

The Government and stakeholders should:

- Take advantage of an opportunity to update its plan documents to elaborate its objective of improving the quality of life of the people by specifying in more detail how MDGs 2-7 will be achieved. Also, the State should articulate objectives to drive MDG 8 such as development cooperation with other states in Nigeria and other countries.
- Harmonize the many high-level policy documents in the State into a single State Development Plan.
- Develop Medium Term Sector Strategy (MTSS) documents for all sectors using the World Bank recommended Classification of the Functions of Government (COFOG) which facilitates national and international comparison of government performance in relation to planning and budgetary practices.
- Accord top priority to the introduction of a robust state-wide Monitoring and Evaluation System by quickly adapting the National M&E Framework. The State can proceed faster in this direction by replicating in other sectors, the M&E Framework for the Water, Sanitation and Hygiene (WASH) sector developed in July 2011.
- Give priority to building the capacities of planners, budget officers and statisticians to enable them contribute more effectively to strategic planning in the state's public sector.

- Deepen collaboration with non-state actors in multi-year plan development and organize a Stakeholder Validation Workshop whenever a draft plan document is produced, e.g. Medium Term Plan.
- Sustain the commendable Annual Budget Forum but deepen the process by responding to the concerns of stakeholders on the duration and other aspects.
- Commence full implementation of the State's Fiscal Responsibility Law which makes multi-year budgeting mandatory and represents a formidable institutional framework for promoting stakeholder participation in the allocation and management of public expenditure, revenue collection, debt control and transparency in fiscal matters.
- Send a bill to the State House of Assembly seeking a Law to formalize the establishment of the State/LGAs JPB.
- Introduce an Annual Performance Evaluation Report for key sectors using a standard template.
- Develop an Action Plan for meeting the manpower needs of the planning sector.
- The State Statistical Bureau should:
 - ✓ Take steps to ensure that the Statistical Year Book contains Key Performance Indicators (KPIs) required to conduct systematic M&E exercises for improved and effective performance management.
 - ✓ Organize regular sensitization workshops for groups of stakeholders including CSOs, the media, manufacturers and law makers on the role of statistics, supply of and demand for statistics, stakeholder cooperation in the generation and utilization of statistics, etc.

3.2 ECONOMIC DEVELOPMENT

3.2.0 Overview

State-level Economic Growth

131. The Peer Review Mission (PRM) found that the state has policy documents which contain strategies and measures for stimulating economic growth and development. The documents, in different degrees, highlight the strategies and measures to stimulate growth of the productive and infrastructural sectors as well as achieve regional development in the areas of environment, housing and public utilities. The strategies are relatively comprehensive and are to be found in the various growth stimulating sectors. If they were to be faithfully implemented, they would stimulate agricultural production and industrial output, provide effective support for private sector-led growth, increase the production of processed and manufactured goods, and bring about meaningful wealth creation, job creation and poverty reduction.
132. Adequate information is not available on the institutional framework for stimulating economic growth. However, there is evidence that the state has a number of broad institutional frameworks for strengthening and translating strategy into action. Notable among these are the Ministries, Departments and Agencies (MDAs) such as the Ministries of Agriculture, Commerce and Industry, Economic Planning and Budget, farm settlements, Agricultural Development Programmes, industrial parks, etc. Some of these institutions face serious challenges that need to be addressed.
133. State level GDP figures are necessary to provide a basis for monitoring trends in the economic health and growth of a state, but they are not currently produced in the country. At present there is a collaborative initiative to compute state GDP. In this regard, six pilot states have been selected for the computation and Anambra state is one of them. However, the state government would have to address the capacity challenges of the State Bureau of Statistics. The index of economic activities used as proxy by the UNDP to compute state GDP shows that Anambra state has the lowest GDP per capita both in naira and in US Dollars when compared with the other states in the South East. However, considering the observed high volume of business activities, in particular industrial activities, in Anambra state in relation to the other states, there is the likelihood that the level of economic activities (GDP) might have been underestimated in the state. Agriculture, real estate development, wholesale and retail trade and manufacturing are the important sectors in the state economy. An enabling environment is required for the sectors to realize their growth potentials.
134. The National Bureau of Statistics (NBS) data on the incidence of poverty show that the poverty situation has worsened in Nigeria as a whole and also in Anambra state, among others. The Anambra State Poverty Mapping and Profiling, 2008, also indicates high incidence of poverty. Nevertheless, officials of the Anambra state government have expressed strong reservations about the poverty incidence figures provided by the National Bureau of Statistics. A joint

survey by the NBS and the state government may be necessary to resolve the issue. However, the government would need to be concerned about the low HDI score for Anambra as at 2007 which was 0.441 compared to 0.471 for the South East Zone. Also, the trend of the unemployment rate in the state is worrisome.

135. In light of the foregoing, there is need for the following actions; adequate staffing and equipment/facilities for core institutions of government, especially, MEPB and SBS; conducive environment for the growth sectors of the state economy and stimulation of broad-based and inclusive growth and implementation of effective poverty reduction programmes.

Business Environment

136. The state has policy documents which highlight incentives to promote businesses and motivate private sector participation in the development process. The state government provides support to businesses through the various incentives, publication of the State Business Directory, the Investors' Guide to Commerce, Industry and Tourism, and very importantly, the N2.0 billion Intervention Fund for micro, small and medium enterprises (MSMEs). The latter can be considered a commendable practice. The Manufacturers' Association of Nigeria (MAN) confirmed to the Peer Review Mission that the Government of Anambra state directly contributes to industrial development of the state in many spheres. But the Association expects the government to do more to encourage the growth of industries in the state, especially tackling the challenges of infrastructure decay, high cost of energy, multiple taxes, insecurity of lives and property.
137. There are perceptions that incidences of crime are rife in the state. However, the data provided to the PRM show drastic reduction in various crimes including armed robbery, murder, kidnapping, rape/indecent assault and burglary/stealing. Nevertheless, stakeholders still feel the strong need for government to tackle the issue of insecurity more effectively. Business operators and civil society groups particularly expressed this need. The good thing is that the Anambra state government acknowledges the need for concerted effort to address the problem of crime and insecurity in the state. Vigilante groups are organized in the various communities and supported officially to assist in maintaining security. Also, various forms of support have been provided to law enforcement agencies to assure security of lives and properties.
138. No doubt, it is necessary for the government to continue to work to achieve a more conducive business environment. The financing schemes for MSMEs need to be sustained while the information about them should be widely disseminated. Finally, besides implementing programmes that are employment generating and poverty reducing, it is desirable to sustain the financial and logistics support to the law enforcement agencies to assure effective fighting of crimes.

3.2.1 Introduction

139. Economic growth and development are the desired outcomes of the various policy making and implementation activities of government and of the activities of the private sector in the various sectors of the economy. Economic growth which is the quantitative change or expansion in a country's economy, should lead to employment generation, poverty reduction and overall development. Development which presupposes growth is represented by improved quality of life, reflected in higher incomes, better education, higher standards of health and nutrition, a cleaner environment, more equality of opportunities, greater individual freedom and a richer cultural life. In other words, the challenge of development is not just economic growth but human development and sustainable development with a focus on environmental and social issues. The major economic activities of Anambra State are to be found in real estate development, agriculture, trading/commercial and artisan activities, among others. These are geared towards enabling the citizens to eke out a living and contributing to the growth and development of the state. In the rest of the section, economic development performance indicators are first examined, followed by business environment indicators

3.2.2 Economic Development Performance Indicators

A. STATE LEVEL ECONOMIC GROWTH

ED 1.1 Existence of framework to support State Level Economic Growth

140. The state has policy documents which contain strategies and measures for stimulating economic growth and development. The ones that the Peer Review Mission accessed are *Anambra State Strategic Plan, 2009*; *Anambra State Industrial Policy Handbook, October 30, 2006*; *Input into Nigeria Vision 20: 2020 for Anambra State, August 2009* and *Anambra State Medium Term Plan (First Implementation Plan for NV 20: 2020) (2010 – 2013)*. These documents, in different degrees, highlight the strategies and measures to stimulate growth of the productive and infrastructural sectors as well as achieve regional development in the areas of environment, housing and public utilities. The Medium Term Plan, for example, has a list of 25 strategies to achieve the targets set for agriculture in the spheres of crop production, livestock, fisheries, agro-processing, forestry and agro forestry, and extension service.

141. Five of the notable strategies are: acquisition, preparation and allocation of land to farmers for agriculture in the state; subsidizing the cost of fertilizer and agro chemicals each by at least 30 percent; procuring of a number of bulldozers, tractors, harvesters and threshers and increasing the level of mechanization of agriculture in the state; improvement and multiplication of choice culture fish species; and increasing budgetary allocation to agriculture from 2.55 percent to 15 percent. For the industrial sector, the Medium Term Plan spells out strategies which include: provision of soft loan ranging from N50,000 to N200,000 for a number of cottage and small scale industries; provision of infrastructural facilities,

viz, roads, water, drainage, sewage and electricity in the industrial lay-outs; and building a skill acquisition centre at Ojoto by the year 2013.

142. Similarly, the Industrial Policy Handbook, 2006, spells out a number of strategies to promote industrial development in the state. Among the strategies are the following: establishment of a one-stop Industrial Centre which will process all information required by prospective investors in the state; actively promoting the procurement policy of Made in Anambra goods by all agencies of the state government; appointment of an Infrastructural Committee made up of public and private sector officials to supervise and implement the development of appropriate infrastructure in the industrial lay-outs, parks and estates.
143. No doubt, the strategies are relatively comprehensive and are to be found in the various growth stimulating sectors. If they were to be faithfully implemented, they would stimulate agricultural production and industrial output, provide effective support for private sector-led growth, increase the production of processed and manufactured goods, and bring about meaningful wealth creation, job creation and poverty reduction.

ED 1.2 Institutional Framework for strengthening and translating Strategy into Action

144. Adequate information is not available on this indicator. Nevertheless, there is evidence that the state has a number of broad institutional frameworks for strengthening and translating strategy into action. Notable among these are the Ministries, Departments and Agencies (MDAs) such as the Ministries of Agriculture, Commerce and Industry, Economic Planning and Budget, etc. Specifically, some of the frameworks to stimulate production are farm settlements, Agricultural Development Programmes and industrial parks. However, the funding of the institutions engaged in primary production is inadequate although the right crops of professionals are in place. Even then, dearth of middle level manpower is a big challenge. The staff profile of the Ministry of Economic Planning and Budget reflects inadequacy of the middle level cadre of planning officers and statisticians.
145. The Ministry confirmed that professional statisticians are in short supply in the state. There is need not only to recruit more of the needed cadres of planning officers and statisticians but also to improve the level of motivation of the professionals to enhance the performance of their functions. On Farm Settlements, these existed in some parts of Anambra State. But they are hardly functioning as expected. The Farm Settlement at Igbariam is an example. About 80 percent of its land area is said to have been given to the Anambra State University. There is thus the need to revive farm settlements with improved basic facilities. Similarly, facilities need to be significantly improved in the industrial layouts in Awka and Onitsha as well as the industrial clusters like those in Nnewi. The various stakeholders that the Peer Review Mission interacted with complained about the binding constraint posed by lack of or epileptic electricity supply for industrial development, in particular, and overall economic development generally. Business enterprises, as vital engines of growth in

Anambra State, need help in the area of electricity supply considering their indispensable role in the development of the state.

ED 1.3 State level GDP, Agriculture's share of state level GDP, Manufacturing sector's share of state level GDP and Oil sector's share of state level GDP

146. State level GDP figures are necessary to provide a basis for monitoring trends in the economic health and growth of a state. Importantly, they provide a measure of the quantum of economic activities of each state and enable the determination of variations in economic growth and development across the country. However, until recently interest had not been shown in the country in the computation of state level GDP. At present there is an initiative entailing the collaboration of the National Bureau of Statistics, National Planning Commission, Nigeria Governors' Forum and the States to compute state GDP. In this regard, six pilot states have been selected for the computation and Anambra state is one of them. The flag-off of the computation exercise in the state is 22nd June, 2012. The state has already paid its counterpart funding of about N14.2 million. However, the state government would have to address the capacity challenges of the State Bureau of Statistics, namely, dearth of professional statisticians, provision of equipment in terms of survey materials, computers, vehicles, and training of staff. The MDAs would also need to cooperate and participate actively in the exercise for GDP computation.
147. However, the UNDP, in its Human Development Report 2008/2009, has used the proxy of index of economic activities to provide estimates of State level GDP for the year 2007. Table 3.6 shows the GDP estimates for the five South Eastern states. Anambra state has the lowest GDP per capita both in naira and in US Dollars when compared with the other states in the South East. Although Anambra state has the highest population among the South Eastern states, the fact that the state is reported to have the second lowest estimated GDP size raises issues about the methodology used in arriving at the GDP figures relating to index of economic activities. Considering the observed high volume of business activities, in particular industrial activities, in Anambra state in relation to the other states, there is the likelihood that the level of economic activities (GDP) might have been underestimated in the state. The results of the computation of Anambra state actual GDP commencing in June should throw more light on the true level of the state's gross output.

Table 3.6: Anambra with Comparator States

| South East | Population | GDP in Million Naira | GDP per capita in Naira | GDP per capita in US \$ |
|--------------|----------------------|----------------------|-------------------------|-------------------------|
| Abia | 3,051,841 | 156,581.86 | 51,307.34 | 407.75 |
| Anambra | 4,459,236 | 91,536.69 | 20,527.44 | 163.14 |
| Ebonyi | 2,317,922 | 57,656.38 | 24,874.17 | 197.68 |
| Enugu | 3,388,168 | 131,168.00 | 38,713.55 | 307.67 |
| Imo | 3,963,039 | 205,609.17 | 51,881.69 | 412.32 |
| Total | 17,180,206.00 | 642,552.10 | 37,400.72 | 297.20 |

Source: UNDP, Human Development Report Nigeria, 2008 - 2009

Table 3.7: Sectoral Composition of Anambra State GDP, 2007

| | Percent |
|----------------------------|-----------|
| Crop Production | 20.94 (2) |
| Livestock | 1.45 (9) |
| Other Manufacturing | 2.90 (6) |
| Building and Construction | 1.66 (7) |
| Wholesale and Retail trade | 19.01 (3) |
| Road Transport | 4.31 (5) |
| Telecommunications | 1.51 (8) |
| Financial Institutions | 14.7 (4) |
| Real Estate | 28.44 (1) |
| Other Services | 1.28 (10) |
| Other Sectors | 3.8 |

Note: Figures in brackets show the ranks of the sectors in terms of importance of contribution to total GDP

148. Table 3.7 shows the sectoral composition of Anambra state GDP. The most important contributors, in order of importance, are: Real Estate, Crop production, Wholesale and Retail trade, Financial Institutions, Road Transport, and Other Manufacturing (other than oil refining and cement production). In the absence of data, it is not possible to indicate which of these sectors are the drivers of growth of the state economy. One thing that is clear is the importance of agriculture, real estate development, wholesale and retail trade and manufacturing to the state economy. What is required is an enabling environment for the sectors to realize their growth potentials.

ED 1.4 State Human Poverty Index, Human Development Index and Unemployment Rate Incidence of poverty and State Human Poverty Index

The National Bureau of Statistics data on the incidence of poverty show that the poverty situation has worsened in Nigeria as a whole and also in Anambra state, among others. While the relative incidence of poverty for Nigeria increased from 54.4 percent in 2004 to 69.0 percent in 2010, that for Anambra state increased from 20.11 percent in 2004 to 68.0 percent in 2010. The absolute poverty incidence similarly showed significant increases. However, in 2010 Anambra state had the second lowest poverty incidence in the South East, after Imo with 57.3 percent incidence.

149. The Poverty Mapping and Profiling in Anambra State, 2008, also show high incidence of poverty. Across the three senatorial districts surveyed, the average head count poverty index was 58 percent. But then, two local Governments had a poverty rate of over 80 percent. The least incidence occurred in two Local Governments with 35.52 and 37.67 percent, respectively. Besides, the household self-assessment of poverty showed that 82.3 percent of the households considered themselves to be poor.
150. In the National Bureau of Statistics survey of 2010, 47.6 percent of the people in Anambra State considered themselves as very poor while 45 percent felt they were moderately poor. Nevertheless, officials of the Anambra state government including the top leadership, in their interactions with the Peer Review Mission, expressed strong reservations about the poverty incidence figures provided by the National Bureau of Statistics. The argument is that the citizens of the state are heavily involved in various economic activities which should have resulted in lower poverty incidence. Again, it is possible that the methodology employed in the surveys produced misleading poverty statistics. The state government could lodge a formal complaint and request for a fresh survey of the poverty profile of the state with officials of the National Bureau of Statistics and Anambra State Bureau of Statistics jointly undertaking the exercise.
151. The Human Poverty Index which combines measures of selected benchmarks such as probability at birth of not surviving to age 40, the adult illiteracy rate, and percentage of population not using an improved water source and percentage of children underweight for age 5 shows a low index of 22.8 compared to Nigeria's average of 32.3. Anambra State's low human poverty index mirrors those in states such as Abia (21.9), Edo (21.7), Ekiti (22.2), Imo (22.7), Osun (22.1), Rivers (22.8). The index of Lagos state is much lower (14.5). Nevertheless, the very high relative poverty incidence of Anambra state suggests the ineffectiveness of various intervention measures and the non-pro-poor nature of economic growth.

Human Development Index

152. The Human Development Index (HDI) combines life expectancy at birth with Adult Literacy rate, Gross Enrolment Ratio and GDP per capita. The HDI score for Anambra as at 2007 was 0.441 compared to 0.471 for the South East Zone and it was the second lowest in the zone (Table 3.8). Generally, human development, GDP per capita, gender development and gender empowerment and higher life expectancy positively vary together with poverty, while the incidence of underweight children under age 5 and not having access to improved water sources and associated health problems move in opposite directions with human development. Inequality contributes to poverty. The inequality index appears to have reduced in Anambra state from 0.40 in 2004 to 0.3803 in 2010. And in that year Anambra state had the lowest inequality index among the South Eastern states. This is cheering news.

Table 3.8: Human Development Statistics for Anambra State

| Index | Anambra State | Average for South East Zone |
|----------------------------------|---------------|-----------------------------|
| Human Development Index | 0.441 | 0.471 |
| Human Poverty Index | 22.8 | 26.07 |
| Gender Development Measure (GDM) | 0.437 | 0.455 |
| Gender Empowerment Measure (GEM) | 0.414 | 0.315 |
| Inequality Measure | 0.40 | 0.38 |

Source: UNDP, Human Development Report, 2008 -2009

Unemployment Rate

153. Using the NBS CWIQ (2006) figures, six percent of persons aged 15 and above were unemployed, with 5.7 percent of rural and 6.6 percent of urban population. The central senatorial district had the highest rate of 9.1 percent. While the South had 5.2 percent and North 3.3 percent adults unemployed, about 5.0 percent male and 6.0 percent female adults were unemployed. However, the trend of unemployment rate in Anambra is worrisome. The rate of unemployment has increased consistently from 6.6 percent in 2002 to 16.8 percent in 2008. In that year, Anambra had the highest unemployment rate after Imo state. Stakeholders told the Peer Review mission that the high unemployment rate is a major source of the high incidence of poverty and insecurity in the state and that the state government embargo on employment is not helping matters.
154. However, senior government officials informed the Peer Review Mission that there is no embargo on employment and that government carried out recruitment of junior staff in 2011. Recruitment into the senior positions was stalled because of labour strike and that the exercise would be conducted this year. The point though is that considering the large army of unemployed, recruitment by government would only make very limited impact. Therefore, strategies and

measures geared towards generating employment opportunities especially in the private sector would be very much desired. Furthermore, the State Bureau of Statistics should develop the capacity to conduct surveys on unemployment and employment.

Recommendations

- Adequate staffing for core institutions of government, in particular in the area of planning officers and statisticians in the Ministry of Economic Planning and Budget. There is a structural problem in this cadre of staff entailing very limited numbers in the middle grade category. Adequate staffing is also required in the State Bureau of Statistics to enable them carry out their functions effectively including the computation of state level GDP that it is about to embark upon. With adequate capacity, the Bureau would also be able to conduct surveys on employment and unemployment.
- Against the backdrop of growing unemployment, there is need to revive farm settlements with improved basic facilities. In the same way, facilities need to be significantly improved in the industrial layouts in Awka and Onitsha as well as in the industrial clusters. Assistance to businesses in the sphere of improved electricity supply will be very much cherished by them as they told the Peer Review Mission.
- The State Bureau of Statistics also needs equipment, in terms of survey materials, computers, vehicles, and training of staff.
- The sectors that contribute most to economic activities in the state are agriculture (crop production), wholesale and retail trade, real estate and manufacturing. A conducive environment is required for these sectors to realize their growth potentials in relation to wealth creation, poverty reduction and employment generation.
- The reported high poverty incidence, if it reflects the rue situation, is worrisome; there is need to promote broad based and inclusive growth of the state economy as well as implement effective poverty reduction programmes. Inclusive and pro-poor growth should generate jobs and reduce unemployment.
- To douse the government's strong reservations about the poverty statistics for the state, it may consider requesting for a fresh survey of the poverty profile jointly by the National Bureau of Statistics and the Anambra State Bureau of Statistics.

B. BUSINESS ENVIRONMENT

ED 2.1 State Legislations and Strategic Framework for improving the ease of doing Business in the State

155. The state has policy documents which highlight incentives to promote businesses. Two such documents are: Anambra State Industrial Policy Handbook (2006) and Anambra State of Nigeria Investors' Guide to Commerce, Industry and Tourism (1999). These documents spell out various incentives to motivate private sector participation in the development process. The incentives relate to the following:

- raw materials data bank (compilation of exhaustive data base detailing the availability of raw materials);
- implementation of reforms in the processes and management of the Lands Ministry to facilitate land acquisition by businesses;
- provision of industrial layouts, preparation of project profiles, at an affordable fee, of project profiles which are distributed to interested investors at the Ministry of Industry;
- granting of soft loans to small-scale enterprises at highly subsidized interest rates under the State Government's Fund for Small-scale Industries (FUSSI);
- advisory and technical services;
- minimal government equity participation in some businesses;
- provision and maintenance of basic infrastructure in existing industrial clusters and industrial layouts;
- encouragement of businesses, including PPP projects in the State;
- general support services such as helping businesses to source capital on favourable terms and government assistance in the off-shore marketing of finished products and procurement of raw materials; and patronage by the government and its agencies of the goods produced by the private sector.

ED 2.2 Level of Support by the State for Businesses

156. The State Business Directory is already in print for mass distribution. Already printed is the Investors' Guide to Commerce, Industry and Tourism. Support is provided to businesses through the various forms of incentives listed above. However, the main government support to micro, small and medium enterprises (MSMEs) is the ANSG/Bank of Industry (BOI) N 2.0 billion Intervention Fund for credit provision to MSMEs. This is a commendable practice (Box 3.3).

Box 3.3: Commendable Practice - The ANSG/Bank of Industry (BOI) N 2 billion Intervention Fund

The ANSG/Bank of Industry (BOI) N 2 billion Intervention Fund for credit provision to MSMEs is a good practice worthy of emulation by other states. It is a joint loan scheme to which the state government has contributed N 1 billion while the Bank of Industry contributed the balanced N 1 billion. The interest rate at 8.0 percent is subsidized by the government. The government has also donated an office block to the Bank. Already 10 SMEs and cooperative societies have benefitted from the scheme with loans totalling N97, 018,000.00. The second batch of loans application totalling N518,458,000 is currently being processed by the BOI. Three large/medium industries, 9 stand alone and 24 cooperative societies are involved. The committee handling the loan has as chairman an industrialist with 7 other industrialists, 4 civil servants and a consultant as members.

The other notable scheme is the N2.5 billion State Micro Finance Scheme implemented in collaboration with Access bank. Again, this scheme is managed by a committee comprising various stakeholders.

157. Although the schemes are working as testified to by some key stakeholders, there is need to address the concerns of some others. During the interaction of the Peer Review Mission with private sector operators, a business man claimed ignorance of the Intervention Fund while another complained of lack of response to his company's application for a loan made about nine months ago. These suggest the need for wide dissemination of information on the schemes and prompt processing of requests for assistance. However, the Peer Review Mission was informed that the N 2.0 billion Intervention Fund caters for the funds needs of manufacturers who are members of organised industrial groups, in particular, the Manufacturers' Association of Nigeria. Members are said to be well informed about the scheme and those who claim ignorance are those who do not belong to organised industrial groups.
158. The Manufacturers' Association (MAN) of Nigeria confirmed to the Peer Review Mission that the Government of Anambra state directly contributes to industrial development of the state in many spheres, for example, creating visibility for companies and products, patronage of products manufactured by members of MAN in the state, and support in infrastructure development. Reference was made to the rehabilitation of the roads and facilities at Awada industrial layout currently being undertaken by the government which was a direct outcome of MAN's quarterly meeting with the government. Also acknowledged by MAN is the government's encouragement of industries in the state by directly patronising products manufactured by member companies or directing local contractors to purchase products from local industries. Nevertheless, the Association expects the government to do more to encourage the growth of industries in the state, especially tackling the challenges of infrastructure decay, high cost of energy, multiple taxes, insecurity of lives and property.
159. Anambra State, however, performed poorly in the Doing Business in Nigeria 2010 which compares regulations in 36 States, FCT and 183 Economies. It ranked 35th overall in terms of ease of doing business. The four criteria evaluated included starting a business (27th), dealing with construction permits (31st), registering a property (30th), and enforcing contracts (31st).

ED 2.3 Number of Private Sector Businesses operating in the State (Banks, Insurance Companies, Insurance & Stock Brokers and Micro Finance Banks).

160. The State has prepared a Directory of Businesses that is currently being printed. In the financial sector, all the Banks in Nigeria have branches in Anambra State. In this direction, there are a total number of 195 bank branches in the State. The Micro Finance Banks are 70 in number while Insurance Companies are 15. The numbers of businesses in the non-financial sectors are given in Table 3.9. The

table has information on over 90 percent of the number of businesses in the state.

Table 3.9: Number of Businesses in Anambra State by Groups

| 1. | Notable Industries by Sectoral Group | Number |
|------|---|--------|
| A | Food, Beverages and Tobacco Group | 106 |
| B | Chemical and Pharmaceutical Sectoral Group | 75 |
| C | Domestic, Industrial Plastic, Rubber and Foam Sectoral Group | 74 |
| D | Basic Metal Iron and Steel and fabricated Metal Products Sectoral Group | 45 |
| E | Pulp, Paper and Paper Products, Printing and Publishing Sectoral Group | 21 |
| F | Electrical and Electronics Sectoral Group | 9 |
| G | Textile, Lateering Apparel and Leather Sectoral Group | 6 |
| H | Wood and Wood products including Furniture Sectoral Group | 11 |
| I | Non-metalicMineral Products Sectoral Group | 23 |
| J | Motor Vehicle and miscellaneous Assembly | 29 |
| 2. | Small Businesses | |
| i. | SMEs engaged in Agro-allied Business | 811 |
| ii. | SMES engaged in Construction Activities | 570 |
| iii. | SMEs engaged in Manufacturing and Allied Businesses | 836 |

Note: The source document indicated incompleteness of the data on number of businesses. This means that the number of businesses is a little more than presented here.

Source: Anambra State Ministry of Commerce and Industry's unpublished State Directory of Businesses.

161. The records of the Manufacturers' Association of Nigeria, Anambra, Enugu and Ebonyi branch (with Enugu as its headquarters), show that 334 members were registered over the 25 year period of its existence. Out of this number, 143 companies are active and 103 of them are located in Anambra state. In spite of the challenges that industries encounter in Nigeria and the South East, specifically, the rate of survival of industries in Anambra state is quite remarkable. And although economic activities are mostly concentrated at the Onitsha and Nnewi axis, new clusters have developed at Nkpor, Obosi and Awka. Thus, there are pointers that the volume of economic activities in the state is relatively high and this should reflect in high levels of income and poverty reduction.

162. **ED 2.4 Perception on Security and Safety and Existence of Alternative Dispute Resolution Mechanism in the State**

163. In the Anambra State **First Implementation Plan for NV 20: 2020**, the government acknowledges that incidences of crime are rife in the state, and cuts

across every community and LGA, particularly, Awka South, Anambra East, Dunukofia, Idemili South, Nnewi North and South, Onitsha North and South. However, from the statistics of reported cases of crime in the state, the crime wave reduced drastically in 2011 compared to 2010. Table 3.10 shows the crime statistics for 2010 and 2011.

Table 3.10: Statistics of Reported Crimes in 2010 and 2011

| No. | Nature of Offence | Jan. – Dec. 2010 | Jan. – Dec. 2011 |
|-----|-------------------------|---------------------|---------------------|
| 1 | Armed robbery | 117 | 81 |
| 2 | Murder | 95 | 8 |
| 3 | Kidnapping | 130 | 57 |
| 4 | Suicide | 5 | 6 |
| 5 | Rape/Indecent assault | 137 | 80 |
| 6 | Burglary/Stealing | 80 | 16 |
| 7 | House breaking/Stealing | 147 | 103 |
| 8 | Store breaking/Stealing | 179 | 165 |
| 9 | Forgery | 75 | 34 |
| 10 | Theft/Other stealing | 716 | 720 |
| 11 | Grievous harm/Wounding | 219 | 240 |

Source: Anambra State Police Command, "Yearly major Crime Statistics Return", January – December, 2010 and 2011

164. The data in the Table show drastic reduction in various crimes including armed robbery, murder, kidnapping, rape/indecent assault and burglary/stealing. But there are slight increases in the rate of suicide and theft/other stealing. Nevertheless, stakeholders still feel the strong need for government to tackle the issue of insecurity more effectively. Business operators and civil society groups particularly expressed this need. And as reported in the First Implementation Plan, most of the households in Anambra East, Ekwusigo, Ogbaru, Orumba North, Idemili South and Nnewi North, and Awka North and South feel unsafe in their communities and public places in the day and night.

165. One thing though is that security concerns have become a national problem for the federal and sub-national governments to tackle effectively. The good thing is that the Anambra state government acknowledges the need for concerted effort to address the problem of crime and insecurity in the state. Vigilante groups are organized in the various communities and supported officially to assist in maintaining security. Also, various forms of support have been provided to law enforcement agencies to assure security of lives and properties.

166. Some of the types of support are as follows:

- Provision of N400 million in the First Implementation Plan (2010 – 2013) for security/communication equipment;

- N2 million grant each year to the vigilante groups in each of the 177 communities in the state. The vigilante services in the communities work in collaboration with the police;
 - Donation of a total of 146 vehicles by the government to the Anambra state Police Command between 2006 and 2010;
 - Budgetary expenditure of various sums of money on provision of security/communication equipment State security/vigilante service as follows:
 - ✓ 2008 - N31.02 million
 - ✓ 2009 - N 7.5 million
 - ✓ 2010- N 150.00 million
 - ✓ 2011 - N 39.68 million
167. The huge budgetary expenditure on security in 2010 probably paved the way for the observed reduction in crimes in 2011. The support portrays the seriousness of the state government in ensuring adequate financial and logistics support for security operations in order to guarantee security of lives and property and an enabling business environment.
168. Alternative Dispute Resolution (ADR) facilities/mechanisms exist in the state. Besides the traditional rulers and town unions which resolve communal disputes and conflicts, the government established an ADR institution called the Citizens Rights Directorate (CRD) in 2006. CRD was established to settle disputes through ADR by creating a non-adversarial forum for parties who voluntarily agree to settlement of their dispute by the Directorate. The CRD seeks to tackle one of the major challenges of the justice Delivery System in Nigeria, namely, effectively settling disputes without delays and providing access to justice to those who cannot afford to pay for legal representation. The Directorate provides service free of charge for the poor and the indigent citizens of Nigeria resident in the state irrespective of their sex, tribe, religion and state. Its headquarters is at Government House Awka. It also has one out-station at the Ministry Justice Complex at Enugu road, Onitsha.
169. Between 2006 and 2012, a total of 2,053 cases were handled at both the Awka headquarters and the Onitsha out-station. 593 of these cases were handled at the Onitsha out-station. However, in the absence of information on the categories of cases, it is not clear how many business related cases that were handled. Nevertheless, the ADR mechanism in the state is commendable. An out-station of the CRD could be established in each senatorial zone to make its impact more widely felt.

Recommendations

- The appropriate Authority needs to embark on wide dissemination of information about the various financing schemes for businesses, in particular, the N2 billion Intervention Fund. In addition, prompt processing of loan applications is required to prevent frustration among potential beneficiaries.

- Besides implementing programmes that are employment generating and poverty-reducing, continued financial and logistics support to law enforcement agencies is vital. Greater involvement of traditional institutions in preventing and fighting crimes may also be helpful.
- To make the impact of the ADR mechanism more widely felt in the state, there may be need to establish out-stations of Citizens Rights Directorate in each senatorial district.

3.2.3 Conclusions

170. Anambra state has policy documents which contain strategies and measures for stimulating economic growth and development. If the strategies and measures were to be faithfully implemented, they would stimulate agricultural production and industrial output, provide effective support for private sector-led growth, increase the production of processed and manufactured goods, and bring about meaningful wealth creation, job creation and poverty reduction.
171. State-level GDP statistics are not currently produced in the country. But there is at present a collaborative initiative to compute state GDP. Anambra state is one of the six pilot states selected for the computation. However, the state government would have to address the capacity challenges of the State Bureau of Statistics. The index of economic activities used as proxy by the UNDP to compute state GDP shows that Anambra state has the lowest GDP per capita both in naira and in US Dollars when compared with the other states in the South East. However, considering the observed high volume of business activities in the state, the possibility that its proxy GDP might have been underestimated cannot be ruled out.
172. Considering the controversy surrounding the poverty incidence figures estimated for the state, a joint survey by the NBS and the state government may be necessary to resolve the issue. The state government provides support to businesses through various incentives including the N2.0 billion Intervention Fund for micro, small and medium enterprises (MSMEs). But the Manufacturers' Association of Nigeria expects the government to do more to encourage the growth of industries in the state, especially tackling the challenges of infrastructure decay, high cost of energy, multiple taxes, and insecurity of lives and property.

Box 3.4: Recommendations on Economic Development

- Adequate staffing for core institutions of government, in particular in the area of planning officers and statisticians in the Ministry of Economic Planning and Budget. There is a structural problem in this cadre of staff entailing very limited numbers in the middle grade category. Adequate staffing is also required in the State Bureau of Statistics to enable them carry out their functions effectively including the computation of state level GDP that it is about to embark upon. With adequate capacity, the Bureau would also be able to conduct surveys on employment and unemployment.
- Against the backdrop of growing unemployment, there is need to revive farm settlements with improved basic facilities. In the same way, facilities need to be significantly improved in the industrial layouts in Awka and Onitsha as well as in the industrial clusters. Assistance to businesses in the sphere of improved electricity supply will be very much cherished by them as they told the Peer Review Mission.
- The State Bureau of Statistics also needs equipment, in terms of survey materials, computers, vehicles, and training of staff.
- The sectors that contribute most to economic activities in the state are agriculture (crop production), wholesale and retail trade, real estate and manufacturing. A conducive environment is required for these sectors to realize their growth potentials in relation to wealth creation, poverty reduction and employment generation.
- The reported high poverty incidence, if it reflects the rue situation, is worrisome; there is need to promote broad based and inclusive growth of the state economy as well as implement effective poverty reduction programmes. Inclusive and pro-poor growth should generate jobs and reduce unemployment.
- To douse the government's strong reservations about the poverty statistics for the state, it may consider requesting for a fresh survey of the poverty profile jointly by the National Bureau of Statistics and the Anambra State Bureau of Statistics.
- The appropriate Authority should embark on wide dissemination of information about the various financing schemes for businesses, in particular, the N2 billion Intervention Fund. In addition, prompt processing of loan applications is required to prevent frustration among potential beneficiaries.
- Besides implementing programmes that are employment generating and poverty-reducing, continued financial and logistics support to law enforcement agencies is vital. Greater involvement of traditional institutions in preventing and fighting crimes may also be helpful.
- To make the impact of the ADR mechanism more widely felt in the state, there may be need to establish out-stations of CRD in each senatorial district.

3.3 PUBLIC FINANCIAL MANAGEMENT

3.3.0 Overview

173. The Peer Review Mission interacted with the Commissioner of Finance, Commissioner of Economic Planning and Budget, Permanent Secretary Ministry of Finance, Permanent Secretary Ministry of Planning and Budget, State Accountant General, State Auditor General, Director, Board of Internal Revenue, Director, Due Process Office, Other officials of the Ministry of Economic Planning and Budget, Members of State House of Assembly, Representatives of Civil Society Organizations, and Organized Private Sector. The essence was to validate those aspects of the SSAR relating to Public Financial Management indicators.
174. The findings of the Peer review Mission are summarized as follows.
175. Anambra State has enacted a Fiscal Responsibility Law (5th April 2010) based on the Federal Fiscal Responsibility Act of 30th July, 2007. But it is yet to inaugurate the Fiscal Responsibility Commission as provided in the Fiscal Responsibility Law. However, other institutions needed to perform public financial management functions such as Ministry of Finance, Ministry of Planning and Budget, Office of Accountant General, Office of Auditor General, Due Process Office and Board of Internal Revenue are in place. Some of these institutions particularly the Ministry of Economic Planning and Budget (Budget Department), Board of Internal Revenue and Due Process Office have issues of skill gap, inadequate funding and lack of operational tools, facilities and equipment.
176. In respect of budget planning and preparation, the Budget Call Circulars were issued on time in the last three years (on or before 1st of July). But the draft and approved budget for the same period were presented to the State House of Assembly in December and passed in the following year between February and April. The State used the new set of budget classification codes and chart of accounts to prepare the 2011 and 2012 budgets.
177. One measure of the government's ability to deliver public services is reflected in the performance of aggregate outturn against budget. Credibility of the budget depends on the government's ability to realize its revenue and expenditure plans. There have been significant differences between both planned revenue and expenditure against outturns in the four years (i.e. 2007 to 2010). Revenue and expenditure outturns were below planned levels for all the four years at aggregate level.
178. The Accountant General of Anambra State has in the past three years submitted the Annual Financial statement and Account on time and also the Auditor General has presented to the State House Assembly within the stipulated time period in line with the requirements of the law.
179. Although members of the public are consulted in respect of budget preparation and other fiscal management issues, the approved budget, information on tax

liabilities and revenue distribution to Local Governments are not readily available to the public.

3.3.1 Introduction

180. The Anambra State Government had, in the last four years, embarked on a series of public financial management (PFM) reforms aimed at strengthening the performance of the system. The main reforms include developing new budget classification codes and chart of accounts, putting in place a clear legal and regulatory framework that would facilitate sound public financial management practice. The legal and regulatory framework includes enacting a Fiscal Responsibility Law, Public Procurement Law and State Revenue Administration Law. The State is currently working with an updated Financial Instruction and a Budget Manual prepared in 2008. The draft Organic Budget Bill is currently with the State House of Assembly. Against this background, the performance of the public financial management system of Anambra State was assessed against the six key areas of:

- Fiscal Planning
- Budget Preparation and Budget Realism
- Revenue Administration
- Procurement
- Financial Recording, Reporting and External Scrutiny
- Inter-Government Fiscal Relation

3.3.2 Public Finance Management Performance Indicators

A. FISCAL PLANNING

PFM 1.1 Extent to which the State has adopted and localized the Fiscal Responsibility Act 2007

181. Anambra State has enacted a Fiscal Responsibility Law (5th April 2010) based on the Federal Fiscal Responsibility Act of 30th July, 2007. The law covers five (5) of the seven (7) key issues which are central to public expenditure management, namely: the annual budget management process; the medium-term expenditure framework and limits on deficit financing; indebtedness, limits on the use of debt, and introduction of a debt management framework; fiscal transparency and Accountability budget planning of state enterprises. The law also recommends the establishment of a Fiscal Responsibility Commission to enforce compliance. However, the two issues that the law does not fully cover are savings and assets management rules; and Conditions for borrowing (partly provided for in the Law). The State has also produced Fiscal Responsibility Implementation Manual and Toolkit with the support of UNDP in 2011.

PFM 1.2 Institutional framework for fiscal planning and multi-year perspective in expenditure planning and budgeting

182. The State is yet to inaugurate the Fiscal Responsibility Commission as provided in the Fiscal Responsibility Law. The Ministry of Economic Planning and Budget, in the absence of a Fiscal Responsibility Commission, currently carries out the functions of fiscal planning, multi-year expenditure planning and budgeting.
183. The issues of funding of the Ministry, availability of operational tools, facilities, equipment and professionally qualified and well-motivated staff to perform the fiscal planning and multi-year expenditure planning and budgeting functions have already been reported to be inadequate. (See the report on Policy, Strategy and M&E and Economic Development Sector for details).
184. PFM 1.3 Medium-Term Sector Strategies 'MTSS' (Education, Health, Environment, Agriculture and Infrastructure) with full costing of recurrent and investment expenditure broadly consistent with fiscal forecast
185. Anambra State has Strategic plans, 2010 – 2013, for the major sectors. However, it is only the Commerce and Industry component of the State's 2010 – 2013 Strategic plans that has costed investment. There exists a Medium-Term Expenditure Framework for Capital Items in the State Budget on the basis of the main categories of economic and functional/sector classification.

PFM 1.4.1 Level of Stakeholders' (including women and vulnerable groups) participation in Fiscal Planning and Level of Public accessibility to fiscal information

186. Key stakeholders are consulted in the process of fiscal planning but this consultation received a new light with the 2012 State Budget. The 2012 Annual Budget Planning Committee was made up of representatives from:
 - The State House of Assembly;
 - Key PFM MDAs in the State;
 - Coalition of Civil Society Organizations (CSOs), that is, Coalition of Transparency, Accountability and Good Governance (COTAGG);
 - Umbrella Body of CBOs , that is, Anambra State Association of Town Unions (ASATU);
 - The wider public through Public Participatory Budget forums held yearly in the State; Participants always include the physically challenged men and women.

PFM 1.4.2 Level of Public accessibility to fiscal information

187. The dissemination of fiscal information to the public has been mainly through the following channels:

- i) Public Participatory Budget forums held yearly in the State;
- ii) Budget Speech of the Governor of the State, during presentation of budget proposals at the State House of Assembly; and
- iv) Various meetings / interactions with various stakeholders: Traditional Rulers Council, Elders Council, ASATU, and His Excellency's tours of all 177 communities.

188. The participatory budget forum and meetings though, very novel are not sufficient to make fiscal information available to the public in easily accessible location and/or medium.

Recommendations

- Inaugurate a Fiscal Responsibility Commission that is properly funded, has the required professionals and staff to perform fiscal planning as provided in the Fiscal Responsibility Law.
- Prepare realistic forecasts of fiscal aggregates for at least three years on a rolling annual basis (on the basis of the main categories of economic and functional/sector classification).
- Review current Strategic plans 2010 – 2013 for the major sectors and provide full costing of recurrent and investment expenditure, broadly consistent with fiscal forecasts.

B. BUDGET PREPARATION AND BUDGET REALISM

PFM 2.1 Framework of the State Budget Preparation and Implementation Guidelines (processes, activities, roles, responsibilities and timelines)

189. The State has prepared an Organic Budget Bill for the approval of the SHoA. The Bill addresses the contents of the call circular, fixes budget calendar and discusses other budget management processes. The State as one of the six focal States supported by the European Union under the EDF9 was mandated to produce and implement the Organic Budget Law. The European Union funded Support for Reforming Institution Programme in 2009 developed Organic Budget Bills for the six (6) States of Osun, Cross River, Anambra, Kano, Jigawa and Yobe. In 2010 the six States adopted the draft bill and undertook to present the bill to their respective State Houses of Assembly for enactment.

190. The Organic Budget Bill covers issues of budget planning, budget preparation, budget execution and control, budget monitoring and evaluation, and financial reporting and auditing.
191. The State is currently working with a Budget Manual prepared in 2008, which details the Budget Calendar as well as Action Plans for budget planning, preparation and implementation.
192. The State has however devised new budget codes and chart of accounts. One of the features of the new budget codes and chart of accounts is that several new expense items have been included and capital expenditure items have been further disaggregated and assigned codes.
193. Besides, the Budget Classification (BC) & Chart of Accounts (COA) codes now have Thirty two (32) digits with each item having codes ranging from 1 to 6 digits. The new BC & COAs will enhance efficiency, accountability and transparency in budgeting and financial accounting by the State Government.

Box 3.5: Commendable Practice - The Budget Classification Codes and Chart of Accounts

The State Government has developed a new set of Budget Classification Codes/Chart of Accounts to replace the old ones which have been in use for decades and have become obsolete. The Anambra State's current budget classification codes/chart of accounts comprises a classification of the various types of revenues and expenditures together with the entity classifications. The Peer Review Mission confirmed that the new chart of accounts were effectively used in the preparation of the 2011 and 2012 budgets of the State and will henceforth be used for the accounting of revenue, expenditure, assets and liabilities of the State Government to ensure that accounts can be compared with the original budget.

PFM 2.2.1 Extent to which the annual budgets on Education, Health, Environment, Agriculture and Infrastructure are based on State Approved Medium-Term Strategy for each of these five main sectors

194. The State's Medium-Term Expenditure Framework (MTEF) is for 2012 – 2014. The Capital budgets for the core sectors for the previous year did not flow directly from MTSS or MTEF; however there is a plan for the 2013 budget to flow from the state MTEF.

PFM 2.2.2 Date of Key Budget Activities and Proper Legislative Scrutiny of Appropriation Bill

195. This indicator examined the following issues:

(i) Timeliness of budget call circular to ministries, departments and agencies (MDAs): Budget Call Circulars were issued timeously for the last three years' budgets on or before 1st of July.

(ii) Timeliness of presentation of the budget to the State Assembly: Budget Proposals were generally presented late to the State Assembly; in the last three years budget in December.

(iii) Extent of Legislative scrutiny: In consideration of Budget Proposals for the past three (3) years, the Legislature was provided with fiscal policies in advance of review of details of expenditure and revenue, though the information is not comprehensive for the State House of Assembly to question the basis for the Budget size, Sectoral allocations, capital and recurrent allocations proposed by the Executive.

(iv) Timeliness of passage and Governor's assent to Appropriation Law Budget Proposals for the past four years (2009, 2010, 2011 and 2012) were passed and assented late in the incoming year (between February and April).

PFM 2.3.1 Percentage of State Budget Allocation to Education, Health, Agriculture, Environment and Infrastructure

196. The percentage of State budget allocation to education, health, agriculture, environment and infrastructure from 2007 to 2010 is shown in Table 3.11. The analysis shows that from 2007 to 2010, the percentage of State budget allocation to Education was 6.12%, while the actual was 3.02%. The budgeted for health was 3.12%, while actual was 2.97%. For Agriculture, the budgeted was 4.48%, while actual was 2.26%, and for environment, the budgeted was 6.34% while the actual was 5.89%. Lastly, the share of infrastructure in the total budget was 39.52%, while the actual was 56.71% over the period 2007-2010.

Table 3.11: Percentage of State Budget Allocation to Education, Health, Agriculture, Environment and Infrastructure

| SECTOR | PERCENTAGE OF STATE BUDGET ALLOCATION | | | | | | | | AVERAGE | |
|----------------|---------------------------------------|--------|--------|--------|--------|--------|--------|--------|-----------|--------|
| | 2007 | | 2008 | | 2009 | | 2010 | | 2007-2010 | |
| | BUDGET | ACTUAL | BUDGET | ACTUAL | BUDGET | ACTUAL | BUDGET | ACTUAL | BUDGET | ACTUAL |
| EDUCATION | 6.61 | 3.90 | 5.54 | 3.67 | 6.10 | 1.59 | 6.22 | 2.91 | 6.12 | 3.02 |
| HEALTH | 3.45 | 1.99 | 2.29 | 2.43 | 3.45 | 2.01 | 3.28 | 5.44 | 3.12 | 2.97 |
| AGRIC | 4.19 | 0.76 | 6.87 | 2.72 | 4.11 | 1.17 | 2.75 | 4.38 | 4.48 | 2.26 |
| ENVIRONMENT | 7.95 | 5.49 | 5.99 | 2.40 | 6.25 | 7.91 | 5.16 | 7.77 | 6.34 | 5.89 |
| INFRASTRUCTURE | 38.64 | 63.77 | 41.63 | 59.06 | 39.50 | 69.07 | 38.34 | 34.92 | 39.52 | 56.71 |

Source: Derived from Annex B-budget allocation and variance analysis, 2007-2010.

PFM 2.3.2 Level of Budget Deviation and/or Variance

197. The budget deviation/variance analysis is based on the budget performance analysis for Anambra State in Annex 17 of the SSAR. The results obtained show that for the past two years, the average percentage deviation of actual from budgeted expenditure on education is about 69.61%, while that of health is about 46.01%, Agriculture, 51.84%, Environment is 33.28% and lastly, infrastructure, 35.99%. This summary can be seen in Table 3.12.

Table 3.12: Percentage deviation of actual from budgeted expenditure, 2007 – 2010

| SECTOR | Percentage deviation of actual from budgeted expenditure, 2007 – 2010 | | | |
|----------------|---|-------|-------|-------|
| | 2007 | 2008 | 2009 | 2010 |
| Education | 57.61 | 66.28 | 87.49 | 51.72 |
| Health | 58.57 | 45.92 | 72.01 | 20.01 |
| Agric | 28.19 | 28.19 | 51.95 | 51.72 |
| Environment | 50.41 | 79.67 | 39.24 | 27.32 |
| Infrastructure | -18.53 | 27.83 | 15.97 | 56.02 |

Source: Derived from Annex B-budget allocation and variance analysis, 2007-2010.

198. The average percentage of expenditure out-turn compared to budgeted expenditure for education for the last two years (2009-2010) is about 30.40%, health 53.99%, agriculture 48.17%, environment 66.72% and infrastructure 64.01%. All the figures stated cover the period 2009 - 2010. Table 3.13 shows details on the respective years, ranging from 2007-2010.

Table 3.13: Percentage of expenditure out-turn compared to budgeted expenditure for Education, Health, Environment, Agriculture and Infrastructure, 2007 – 2010

| SECTOR | Percentage of expenditure out-turn compared to budgeted expenditure, 2007 – 2010 | | | |
|----------------|--|-------|-------|-------|
| | 2007 | 2008 | 2009 | 2010 |
| EDUCATION | 42.39 | 33.72 | 12.51 | 48.28 |
| HEALTH | 41.43 | 54.08 | 27.99 | 79.99 |
| AGRIC | 71.81 | 71.81 | 48.05 | 48.28 |
| ENVIRONMENT | 49.59 | 20.33 | 60.76 | 72.68 |
| INFRASTRUCTURE | 118.53 | 72.17 | 84.03 | 43.98 |

Source: Derived from Annex B-budget allocation and variance analysis, 2007-2010.

199. The percentage of actual revenue collection in-relation to projection is captured in Table 3.14. According to the Table, the percentage of IGR collected in the past four years (between 2007 and 2010) was about 74.5%, while the Statutory allocation in the same period was about 59.23%. The amount for actual capital receipts for the past four years was about 59.23%. Therefore, the average percentage of the total revenue collected in relation to projection over the four-year period (2007-2010) stood at 78.26%.

Table 3.14: Percentage of actual revenue collection in relation to projections, 2007 – 2010

| REVENUE | Percentage of Actual Revenue Collections In Relation to Projections 2007-2010 | | | | SUMMARY |
|-------------------------|---|--------------|--------------|---------------|--------------|
| | 2007 | 2008 | 2009 | 2010 | 2007-2010 |
| Total IGR | 70.87 | 101.06 | 61.86 | 64.38 | 74.54 |
| Statutory Allocation | 77.94 | 115.37 | 91.43 | 143.29 | 107.01 |
| Actual Capital Receipts | 56.86 | 43.74 | 34.37 | 101.97 | 59.23 |
| TOTAL REVENUE | 71.26 | 74.45 | 60.29 | 107.03 | 78.26 |

Source: Derived from Anambra State Audited Financial Statement (2007 – 2010)

200. Considering the relatively low rate of implementation, the budgets for 2007 to 2010 cannot be described as realistic.

PFM 2.4.1 Level of citizens'/ stakeholders' participation and engagement in budget process

201. Anambra State utilizes an integrated top-down and bottom-up budgeting process, involving central agencies, spending agencies, political leadership and members of the public through civil society organizations, non-governmental organizations, faith-based organizations, professional organizations and private sector bodies.

202. An annual public participatory budget forum has been in place since 2006. So far, about six participatory budget forums have been organised in the State including series of children's town hall meetings and consultative forums. All these led to the initiation of various programmes and projects which have positively impacted the lives of the citizens of Anambra. For instance, the engagement with citizens and other stakeholders by the State Government in the budget process, has led to adjustments in the provisions for education and MDGs Projects in the 2012 budget proposals.

203. Also, during stakeholder meetings and budget forums, the following amongst others, were clearly presented and explained to the participants at the forum:

- (i) Justification of budget appropriations for financing of targeted new programmes, and
- (ii) Explanation of budget implication of new policy initiatives.

PFM 2.4.2 Key budget documents submitted to the State House of Assembly (SHoA) for budget scrutiny and approval.

204. Summarized budget data for both revenue and expenditure according to budget main heads, including data for the current and previous year were included in the documentation to the State Legislature for scrutiny and approval. However, prior years' budget out-turn within the period under review, was not presented in the same format as the current year. Therefore, the budget documentation to the State House of Assembly was not comprehensive enough to provide the complete overall picture of fiscal risks to the legislature. The legislative scrutiny of proposed budget is relatively weak and not comprehensive. The members of the State House of Assembly requested for training on legislative process including Appropriation process.

PFM 2.4.3 Level of access of key budget documents as submitted to State House of Assembly and approved budget by the public

205. The key budget documents submitted to SHoA and approved budget are available to the public on request. The detailed budget is printed and available to the public on demand. Participatory budgeting is currently being practiced in the State and this offers the opportunity to make all key budget documents available to interested and participating members of the public in the State budget process. For instance, the State Budget Committee which comprises representatives of the coalition of civil societies in Anambra State and other organized groups ensures that the general public is co-opted in the State budgeting process and has access to key budget documents.

206. However, there is no website for dissemination of approved budget and only very limited copies of the approved budget document is printed.

Recommendations

- Use realistic fiscal forecasts to prepare a credible annual budget that will be implemented as intended to deliver public service in a transparent and accountable manner.
- Organize training and capacity development programme for key budget staff of MDAs on budget planning, preparation and implementation requirements and procedures.
- Organize training and capacity development programme for members of the State House of Assembly, particularly the Appropriation Committee members, on the legislative budgeting process.
- Develop State web-site to host the annual budget and other fiscal management information and ensure that it is accessible to the public.

C. REVENUE ADMINISTRATION

PFM 3.1 Extent to which the State has internalized the revenue legislations and procedures

207. The Governor of Anambra State on 17th January 2011 assented to the Anambra State Revenue Administration Law 2010. The law established the Board of Internal Revenue, and specified the composition, tenure, remuneration, meetings and functions of the Board; funding, assessment, collection procedures; etc.

208. The State has documented processes for other internal revenue activities and the processes are provided in the following:

- Anambra State extant rules and circulars
- Anambra State extant regulations & Laws passed by the State House of Assembly for every revenue window head in the State.

PFM 3.2 Status of the State Board of Internal Revenue and State Inland Revenue Service

209. The State has inaugurated the State Board of Internal Revenue (SBIR) headed by a Chairman, Directors and other Heads of Departments in line with provisions of Anambra State Revenue Administration Law 2010.

210. However, the State Board of Internal Revenue is still poorly funded; there is failure to professionalize the organization, while the working environment, facilities and equipment for revenue administration are hardly satisfactory.

PFM 3.3 Percentage of State total IGR to Total Revenue for the past two years

211. Anambra State's level of reliance on the Federation Account for revenue is about 80% on the average, for the period 2007 – 2010. The percentage IGR to total revenue for the period 2007-2010 is shown in the table 3.15 below. For more details on the revenue profile of the State see Annex 24 of Consolidated State Budget and Performance Analysis (2007 – 2010) in the State Self-Assessment Report.

Table 3.15: Summarized Anambra State Revenue Profile for the Period 2007 – 2010

| REVENUE PROFILE | 2007 | | 2008 | | 2009 | | 2010 | |
|--------------------|--------|--------|--------|--------|--------|--------|--------|--------|
| | N' bn | | | | | | | |
| | BUDGET | ACTUAL | BUDGET | ACTUAL | BUDGET | ACTUAL | BUDGET | ACTUAL |
| Total IGR | 8.50 | 6.02 | 6.00 | 6.06 | 10.53 | 6.51 | 12.00 | 7.73 |
| FAAC Receipts | 32.60 | 25.41 | 27.18 | 31.36 | 24.00 | 21.94 | 18.00 | 25.79 |
| Total Revenue (TR) | 41.10 | 31.43 | 33.18 | 37.42 | 34.53 | 28.45 | 30.00 | 33.52 |
| % IGR to TR | 20.68 | 19.15 | 18.08 | 16.19 | 30.50 | 22.88 | 40.00 | 23.06 |

Source: Derived from Anambra State Audited Financial Statement (2007 – 2010)

PFM 3.4 Extent to which Taxpayers have easy access to comprehensive information on tax liabilities and administrative procedures for major taxes.

212. The State does not have brochures to guide and educate taxpayers. There is currently an attempt to produce a detailed 'Citizen's Guide' for taxpayers to promote voluntary compliance and self-assessment.

213. The state recently concluded interactive sessions between the Government and the general public in the Three (3) senatorial Zones of the State on IGR and related matters.

Recommendations

214. The current internally generated revenue of N7.73 Billion is too low considering the commercial activities and potential taxpayers of the State. Therefore, the following recommendations are considered crucial to the reform of internal revenue administration and improvement of revenue generation.

- Review of internal revenue processes (i.e. assessment, collection, reporting and monitoring) to ascertain lapses and proffer solutions.
- Detailed assessment of resources of the Board of Internal Revenue including staffing, facilities, equipment, tools, etc, with a view to redressing identified gaps.
- Development of State Database of Taxpayers and Unique Tax Identification System to capture all potential taxpayers in the Database.
- Accelerated training & capacity development of revenue staff.
- Printing and circulation of brochures to guide and educate taxpayers.

D. PROCUREMENT

PFM 4.1 Extent to which the State has adopted and localized the Public Procurement Act

215. Anambra State enacted the State Procurement Law in 2011. The Procurement Law provides for the following issues:

- a. Roles and Responsibilities in Procurement Process;
- b. Procurement Thresholds;
- c. Competitive, Transparent and Value for Money Bidding and Award Processes;
- d. Control Mechanism;
- e. Penalties and Sanctions.

216. However, implementation of the procurement framework as provided in the law has been very slow. Although there is a Due Process Office, its operations have not been as effective as may be desired and it has continued to operate as a one-man professional unit.

PFM 4.2 Evidence of value for money in the Six (6) biggest contracts of the State in the past three years

217. The state essentially uses more of selective Tendering Process as against Open competitive process. However, all payments for jobs are based on certificate of job completion duly authenticated by the responsible officers. For most of the projects in respect of Health, Education and Water, the State has designed a unique partnership with Faith Based Organizations (FBOs) and Community Based Organizations (CBOs) to transfer the approved allocation to the organizations to implement projects through the direct labour approach. This unique approach has saved billions of money for the State. The FBOs and CBOs deliver the project at lower cost than the State would have if the projects were to be implemented through contract award process. However, there were no data to verify the issue of value for money in the six (6) biggest contracts of the State in past three years.

PFM 4.3 Percentage of contracts in excess of N5,000,000.00 awarded on the basis of open competitive process.

218. The Governor's approval limit is N30 Million; therefore, only contracts with value in excess of NGN 30 million are considered. These contracts are required to be done through selective and negotiated tendering, and the documents thereafter forwarded to the State Executive Council for review and approval. It was difficult to calculate the percentage of contracts that fall within the N30 Million threshold awarded on the basis of this process because required data were not readily available to the Peer Review Mission during the period of the visit.

PFM 4.4 Level of awareness, by the intended beneficiaries of major projects, of the fact that a contract has been awarded and a contractor should be starting work.

219. The Anambra State Government keeps intended beneficiaries of major projects in the loop about contracts awarded for projects that will benefit them. It also informs them when a contractor is to start work.

220. The practice of flagging off commencement of major projects in the State has been a regular tradition of the State Government, in which event the major beneficiaries, especially the immediate community where the project is located, are invited to witness and be part of what Government intends to do. Furthermore, community project supervision committees are often set up to complement government supervision.

Recommendations

- Operationalize the Public Procurement Law.
- Empower the Due Process Department to operate in line with the requirements of the Law.

E. FINANCIAL RECORDING, REPORTING AND EXTERNAL SCRUTINY

PFM 5.1 Existence of Comprehensive Financial and Auditing Procedure Guidelines

221. For effective and efficient financial reporting, accounting and auditing there should be formal guiding rules in the state. The rules should also provide standard financial procedures to be followed by all Ministries, Departments and Agencies.

222. Anambra State uses guidelines for financial reporting, recording and reporting, referred to as State Financial and Stores Instructions (updated in 2005), as well as updated Audit Guidelines.

PFM 5.2.1 Timeliness in preparation of in-year budget reports

223. The in-year budget report is prepared monthly on revenue collections by the office of the Special Adviser to the Governor on IGR. The revenue and expenditure quarterly budget performance report is consolidated by the Ministry of Economic Planning and Budget. These reports, particularly the expenditure budget reports have generally been submitted late with time slippage usually in excess of 4 weeks

PFM 5.2.2 Timeliness of submission of annual financial statements for audit

224. In line with the requirement of the law, the Accountant General has in the past three years under review promptly submitted the Annual Financial statement and Account of the state as shown in Table 3.16.

Table 3.16: Timeliness of submission of annual financial statements for audit

| Year | Date of submission |
|-------------|----------------------------|
| 2008 | 19 th June 2009 |
| 2009 | 30 th June 2010 |
| 2010 | 28 th June 2011 |

PFM 5.4 Scrutiny of Audited Accounts by the State House of Assembly.

225. In Anambra State, scrutiny of audited accounts is carried out by the State House of Assembly, through a designated Public Accounts Committee. The Public Accounts Committee usually summons MDAs to clarify relevant sections of the report but there is no clear evidence of rigorous and incisive scrutiny of the Accounts.

PFM 5.3 Presentation of Audited Accounts to the State House of Assembly

226. Presentation of Audited Accounts to the State House Assembly has always been timely as shown below:

| | |
|------|-------------------------------|
| 2008 | 27 th August 2009, |
| 2009 | 24 th Sept. 2010, |
| 2010 | 6 th Sept. 2011 |

Recommendations:

- Organize training and capacity development programme for members of the Public Accounts Committee of the State House of Assembly on legislative review and scrutiny of financial statements.

- Ensure that the new chart of accounts codes are used for the 2011 Financial Statements as provided in the budget classification and chart of accounts codes manual.

F. INTER-GOVERNMENTAL FISCAL RELATION

PFM 6.1 Extent to which the State has internalized the Constitutional provisions for Inter-Governmental Fiscal Relation

227. The State operates a functional Joint State Local Government Accounts as specified in Section 156(6) of the Constitution. The Joint State Local Government Accounts Committee meets two times every month.

PFM 6.2 Percentage of available Federal Grants such as UBEC and CGS accessed by the State

228. Anambra State is one of the few States that has been able to access most of the available Federal Grants under UBEC. Also the State is the highest beneficiary of Conditional Grants Scheme fund. Accessing CGS grants by States is dependent on the States' ability to implement and account for CGS grants amongst other conditions. Anambra has demonstrated over the years a robust system for intergovernmental fiscal relations with Federal and with Local Governments hence it is the highest beneficiary of CGS grants, a scheme that rewards good practice in this regard.

PFM 6.3 Percentage of LG fund transferred to LGs on transparent and rule-based systems (federation accounts and State IGR)

229. The Federation Accounts Allocation Committee (FAAC) receipts for the twenty (21) Local governments of Anambra State are transferred to the twenty one (21) Local Government Areas based on need of the Local Governments and not on the allocation formula used by FAAC. The total amount transferred is subject to statutory deductions. The state has not strictly complied with the 10% of the state IGR to be allocated to the LGA.

PFM 6.4 Level of public access to information on distribution and transfer of revenue to LGs and grants from Federal

230. There is no publicly available information on distribution and transfer of revenue to Local Governments. The information on distribution and transfer could be sourced from the Ministry of Economic Planning and Budget, the Ministry of Finance and the Ministry of Local Government.

Recommendation

- Make available to the public information on revenue transferred to Local Governments

Box 3.6: Recommendations on Public Financial management

1. Inaugurate a Fiscal Responsibility Commission that is properly funded, has the required professionals and staff to perform fiscal planning as provided for in the Fiscal Responsibility Law.
2. Prepare realistic forecasts of fiscal aggregates for at least three years on a rolling annual basis (on the basis of the main categories of economic and functional/sector classification).
3. Review current Strategic plans 2010 – 2013 for the major sectors and provide full costing of recurrent and investment expenditure, broadly consistent with fiscal forecasts.
4. Use realistic fiscal forecasts to prepare credible annual budget that will be implemented as intended to deliver public service in a transparent and accountable manner.
5. Organize training and capacity development programme for key budget staff of MDAs on budget planning, preparation and implementation requirements and procedures.
6. Organize training and capacity development programme for members of the State House of Assembly, particularly, the Appropriation Committee members, on the legislative budgeting process.
7. Develop State web-site to host the annual budget and other fiscal management information and ensure that it is accessible to the public.
8. Review internal revenue processes (i.e. assessment, collection, reporting and monitoring) to ascertain lapses and proffer solutions.
9. Undertake a detailed assessment of the resources of the Board of Internal Revenue including staffing, facilities, equipment, tools, etc, with a view to redressing identified gaps.
10. Develop State Database of Taxpayers and Unique Tax Identification System to capture all potential taxpayers in the Database.
11. Provide accelerated training & capacity development for revenue staff.
12. Undertake printing and circulation of brochures to guide and educate taxpayers.
13. Operationalize the Public Procurement Law.
14. Empower the Due Process Department to operate in line with the requirements of the Law.
15. Organize training and capacity development programmes for members of the Public Accounts Committee of the State House of Assembly on legislative review and scrutiny of financial statements.
16. Ensure that the new chart of accounts codes are used for the 2011 Financial Statements as provided in the budget classification and chart of accounts codes manual.
17. Make available to the public information on revenue transferred to Local Governments and criteria used for distribution.

and criteria used for distribution.

3.4. HUMAN RESOURCE MANAGEMENT

3.4.0 Overview

231. The public service of a state is the engine room of the Government for promoting the socio-economic development and well-being of the people. The civil service, in particular, is the instrument of the elected officials for implementing their manifestoes and developing policies to meet developmental challenges. The health of the public service, therefore, is important to the successful implementation of government policies, plans and strategies. However, despite the critical role that the public service plays in the implementation of public policy, the nurturing of the public service as an institution to ensure that it recruits, retains and develops the staff necessary for the growth and sustenance of its capacity is often neglected or insufficiently promoted.
232. Anambra state has done fairly well trying to keep the public service primed for effective delivery of services in the face of competing demands for resources and the Government's need to show rapid delivery on its promises. The Human Resource Management (HRM) assessment under this section focuses on three main components of the state's civil service management. These are "civil service governance," "service delivery and performance" and "incentives and accountability."
233. Civil service governance in Anambra state is based mostly on policies and instruments formulated at the federal level which are adopted by the State Government. Besides constitutional provisions on its role, the civil service is also regulated principally by four instruments, which are: (i) the "Public Service Rule," which was updated in 2000; (ii) the "Financial Regulations"; (iii) the "Scheme of Service"; and (iv) the "Guidelines for Appointments, Promotion, Discipline and other Personnel Determinants". These are supplemented by establishment circulars, which clarify, modify or spell out new rules for the public civil service.
234. These instruments have been applied consistently to ensure stable governance of the civil service. Nevertheless, there are issues such as equitable sourcing of higher civil servants from all sections within the state and the need to focus on how to ensure that the service attracts and retains the critical skills required to make it effective in service delivery.
235. There are policies, guidelines and performance assessment mechanisms for ensuring that the MDAs deliver on their mandates. The Office of the Head of Service has responsibility for ensuring that these are implemented to keep civil servants on their toes. A critical aspect in this process is training of the personnel and their retention for which rules have been developed.
236. The incentives in place compare reasonably with those on offer in the geopolitical zone. However, the accountability system needs to be made more robust. The assessment which follows elaborates on the above key aspects of the Anambra public service.

3.4.1 Introduction

237. The Anambra state civil service came into existence in 1991 when Enugu state was excised out of the old Anambra state. The new state retained Enugu as its capital, while Anambra state indigenes in the civil service migrated to Awka, the new state capital, to form the new Anambra state civil service.
238. The Human Resource Management (HRM) assessment focuses on three main components of the state's civil service management, namely, "civil service governance," "service delivery and performance" and "incentives and accountability." Together, they critically affect the ability of the civil service to implement the government's policies and programmes. The findings on the various indicators relating to them are presented as follows.

3.4.2 Human Resource Management Indicators

A. CIVIL SERVICE GOVERNANCE

HRM 1.1 Extent to which the State has laws, regulations and policies, including affirmative action to regulate public service employment, deployment, promotion and overall management.

239. Civil Service Governance is enhanced through the existence of laws, regulations and policies, including affirmative action, to regulate employment into the service, deployment, promotion, and overall management. The primary legal instrument that establishes the state's civil service is the 1999 Constitution. Section 206 of the Constitution has a generic provision which states that there "shall be for each state of the Federation a civil service." The Constitution further establishes a Civil Service Commission (Section 197), which is empowered to appoint persons into the state civil service and to exercise disciplinary control over them, including the power to dismiss them. It also vests authority to appoint the Head of the Civil Service and Permanent Secretaries/Chief Executive Officers in any Ministry or Department in the State Governor and regulates how he should exercise such authority.
240. The constitutional provisions are supplemented by the Public Service Rule (PSR), which was updated in 2000. The processes of appointment into the service and enrollment of newly appointed civil servants are provided in the PSR. It details the operational rules that should regulate the conduct of civil servants, their duties, obligations and entitlements. The PSR spells out the offences against civil service ethics and the procedures, as well as punishments that may be meted out to those found guilty of such offences. The PR is complemented by the Financial Regulations (FR) which regulates financial transactions of the government. They are both comprehensive and are built upon previous such regulations as periodically updated.

241. The Scheme of Service (S/S) is the document that specifies the various cadres in the civil service, their entry qualifications and required work experiences and the progression criteria for each cadre. Anambra state uses the Scheme of Service issued by the Head of Service of the Federation. Like the PSR and FR, the Scheme of Service is periodically updated, but at the federal level. It is comprehensive and provides adequate service schemes to ensure that the skills needed to make the civil service perform its role as the implementation arm of the government can be attracted and retained in the service.
242. These three main documents – the PSR, FR, and S/S - collectively provide the main guidelines to the State's Civil Service Commission, the Head of the Civil Service and the civil servants on how the civil service is to be staffed, their conduct regulated, and their performance evaluated and rewarded. They are supplemented by circulars issued periodically to elaborate, modify or introduce new aspects to existing regulations for the governance of the civil service. Circulars enable the State Government to respond dynamically to issues as they occur without recourse to the more tedious process of amending the PSR, FR or S/S. Circulars usually emanate from the Office of the Head of Service, the Office of the Secretary to the State Government, the Civil Service Commission and the Budget Department. Through the circulars the Government communicates policy directives quickly and unambiguously or calls attention to and demand adherence to neglected civil service rules and regulations, which it wants to enforce.
243. The Civil Service Commission has also issued the Guidelines for Appointment, Promotion, Discipline and other Personnel Determinations to streamline procedures for processing personnel matters. This was necessitated by the need to align the concessions won through collective bargaining by some staff unions to existing service schemes and conditions of service of the state. The concessions are usually negotiated and agreed at the national level with the endorsement of the National Council on Establishment, which obliges states to adopt or adapt them as applicable to their situations.
244. Although not included in the SSAR, the Peer Review Mission obtained evidence (copies of circulars) from the Office of the Head of the Civil Service that circulars are issued to cover burning issues and to communicate government policy on various aspects of the management of the civil service personnel such as changes in entitlements and training policy.
245. It is safe to conclude that Anambra State has adequate laws, regulations and policies to regulate employment, deployment, promotion and discipline in the state civil service.

Affirmative Action

246. The 1999 Constitution (Section 14[4]) provides that "The composition of the Government of a State, a local government council, or any of the agencies of such Government or council, and the conduct of the affairs of the Government or

council or such agencies shall be carried out in such manner as to recognise the diversity of the people within its area of authority and the need to promote a sense of belonging and loyalty among all the people of the Federation.” Religion and ethnicity are not prominent factors of differentiations in Anambra state. Therefore, this provision for affirmative action, insofar as Anambra state is concerned, is pertinent mainly with regard to gender and local government differentiations and identities.

247. There is a rough gender balance in the composition of Anambra State's civil service, more the result of sociological force than any conscious policy. Anambra State is one of the states in the south-east zone where male drop-out rate from schools is higher than female drop-out rate and men are more attracted to business than to public service employment. Consequently, there is no shortage of women with requisite qualifications to compete for positions in the civil service, which is not the first choice of employment for most men. The availability and competitiveness of the women shows in their large numbers in the professional/technical class and the administration and managerial class. In the former, there are 1206 men against 1173 women, while in the latter there are 389 men against 492 women.
248. A holistic view reveals that female dominance goes just beyond large numbers both in the professional and technical classes. For example, it is safe to say that, the female gender dominates the service and even in almost all areas without exception. Table 3.17 demonstrates this fact clearly in the years 2008 to 2010. In all the three years, female officers dominated the service with clear majority of 58% in 2008, 56% in 2009 and 60% in 2010.

Table 3.17: Percentage of Female Gender in Anambra Public Service (2008-2010)

| 2008 | 2009 | 2010 |
|--------------|--------------|--------------|
| Male (42%) | Male (44%) | Male (40%) |
| Female (58%) | Female (56%) | Female (60%) |
| Total (100%) | Total (100%) | Total (100%) |

249. As Table 3.17 further reveals, the female dominance also extends to the decision making positions in the directorate levels (i.e. levels 15-17) of the service although the men appear to be in control. Again for example, female officers dominated the service in 2010 with 58.3%, while the men dominated in both 2008 with 71% and in 2009 with 59.4%. In the education sector however specifically, the male gender has a token representation at both the primary and secondary school levels.

250. The profile of the civil service in terms of LGA of origin of the employees is less balanced. The SSAR did not include evidence of the staff profile segregated by LGA. However, the Office of the Head of the Civil Service supplied data during the Panel's visit to Anambra for the validation of the report on the composition of the civil service according to LGAs. This showed that some LGAs were strongly represented at the professional/technical and administrative/managerial levels of the civil service, as reflected in the attached Annex HRM 3.1. Whatever the reason for the lopsidedness at those levels, the Civil Service tries consciously to reflect LG diversity in the composition of the Personnel Management Staff Committee of MDAs.
251. The Mission received data which showed that the Committees were composed to ensure that they were not dominated by people from a few LGAs. However, given the concentration of people from a few LGAs at the higher echelons of the civil service, they inevitably are represented in the Committees across a number of MDAs. Although, the state's obligation to provide a level playing field for all applicants for employment and promotion in the service is addressed through the diverse composition of the Committee, this does not give a guarantee that equity in the recruitment of civil service staff from the LGAs will be achieved sometime soon.

HRM 1.2 Extent to which open and transparent processes is applied in recruitment and promotion of personnel

252. The SSAR reports that the recruitment and promotion processes are open and transparent. The Civil Service Commission issues uniform guidelines which are complemented by circulars from the Office of the Head of Service aimed at ensuring merit-based recruitment and promotions that would guarantee the availability of needed skills and expertise in the civil service.
253. The Civil Service Commission advertises available vacancies in national dailies inviting qualified interested candidates to apply for application forms which should be filled and returned to it together with evidence of educational qualifications and LGA of origin. The Commission shortlists suitable candidates for interviews and employs those successful to positions in the civil service. The results of the interviews are well publicized. Similar transparent procedures are followed in the conduct of promotions exercises.
254. The Mission received proof of evidence that the Civil Service advertises vacancies and tries to ensure balance between LGAs in recruiting for the civil service. However, it is not evident that there are any definite policies for reverse affirmative action in favour of men or of under-represented LGAs. As advised above, there is a need to redress imbalances in these areas.

HRM 1.3 Appropriateness of public service workforce to State needs and recruitment based on need.

255. Employment into the State's Public Service is based on the critical staff needs of the MDAs to enable them to achieve their mandates. To ensure need-based recruitment, circulars are issued to Ministries, Departments and Agencies requesting them to forward their critical areas of personnel needs indicating cadres, posts and grade levels. This was the process followed in the staff recruitment exercises which was nearing conclusion at the time of the Mission's visit to Anambra. However, it came after nearly two decades of an embargo on new appointments into the civil service, after creation of the state newly. This created significant quantitative and qualitative shortages in manpower. During this period transfers from the teaching services filled some of the gaps in the workforce.
256. As more and more senior officers retire, the absence of succession planning threatens to weaken the ability of the civil service to perform its functions effectively. With an average of over 600 civil servants retiring annually in the past five years, there is need for the state to focus attention on how to maintain the required quality of staffing in the civil service. For example, the latest advert of vacancies in the Daily Sun of February 9, 2011, contained only one position each of Forest Officer Grade II (Salary Grade Level 08) and Forest Technologist Grade II (Salary Grade Level 08). Given the massive depletion of staff of the Forestry Department, one would have expected a higher number of recruitments to the department.

Box 3.7: The Staffing Situation of the Anambra Civil Service

The civil service has a top heavy, ageing work force with many junior officers at the entry point. In certain departments such as Forestry, Pharmaceutical Services, Surveying and Environmental Health, there are only GL.15 – 17 officers and a few GL.08 and 09 officers down the line. There are no middle level officers who can ascend to the top level when the current senior officers retire without some loss of competence. The SSAR describes staffing situation in the State Civil Service as "disconcerting and very worrisome" and we could not agree more.

The workforce in the Forestry Department is particularly depleted. For instance, at State creation, the Forestry Department had over 600 personnel manning the available six (6) Forest Reserves in the State. The staff strength now is 22 resulting in all forms of illegal activities and massive depletion of forests, which promote erosion that seriously threatens the State.

HRM 1.4 Level of Capacity Development of Civil servants disaggregated by sex

257. The State has a robust training and capacity development programme capable of sustaining an effective civil service. The Office of the Head of Service at the beginning of every year calls for different MDAs training needs, which are analyzed and vetted to ascertain the actual training needs of the State. Training vote constitutes about 3% of the total recurrent budget.

Table 3.18: Summary of Training Statistics between 2007 and May 2012³

| | Training Organised for the State Public Service from 2007 – 2012 | Total | Male | Female |
|----|--|--------------|--------------|--------------|
| 1. | March 2007 – Nov., 2007 | 17 | 10 | 7 |
| 2. | January 2008 – Nov., 2008 | 307 | 228 | 79 |
| 3. | April 2009 – Dec., 2009 | 649 | 430 | 219 |
| 4. | January 2010 – Dec., 2010 | 600 | 351 | 249 |
| 5. | February 2011 – Sept., 2011 | 617 | 530 | 87 |
| 6. | January 2012 – May 11, 2012 | 1650 | 700 | 950 |
| | | 3,840 | 2,249 | 1,591 |

258. Anambra State public service has a knowledgeable workforce and qualified manpower when seen purely in terms of paper qualifications. In 2010 for example, the civil service had 57.3% of its staff strength in GL 08 to 17, with 42.7% in GL 01 to 07. Again, the existence of senior level manpower was widely spread in all sectors and levels as professional and technical manpower constituted 45%, while administrative and managerial class constituted 17%. Furthermore, the clerical staff constituted 10% and others 29%. Both the teaching and LGS had good spread of capacity also. In fact, capacity has remained high in the teaching service as there are many employees with higher degrees working in both the classrooms as well as offices like the Ministry of Education, and the Post-Primary Schools Services Commission.

259. However when capacity is seen in terms of competence and skills needed to drive a modern civil service, the level of such capacity is questionable. This has

³The figure as stated above excludes the 8787 participants recorded in the first, to sixth Public Service Lectures organized by the Office of the Head of Service from February, 2008 to March, 2011.

to do with type of training received in some educational institutions which to some extent are deficient in cutting-edge knowledge. This is why there is need for local training institutions to collaborate with foreign or international experts in the delivering of training services.

Anambra State Civil Service Training Policy

260. According to the training policy articulated in the Circular on "Training Policy for Anambra State Civil Service" (Ref. No. HOS/TD/128/13 of 7th May 2007), the aim of the training policy is to "increase productivity and improve the organizational effectiveness of the Anambra State Civil Service" through investment "in its human capital with a view to making personnel more knowledgeable, more creative, more resourceful, more result-oriented and more self-confident."
261. The training policy identifies three types of training opportunities available to civil servants as follows:
- Study Leave without Pay: confirmed officers who have gained admission to a University may apply for "study leave without pay." The applicant must have served in the State's public service for at least five years before her/his application could be considered for approval.
 - Study Leave with Pay: confirmed officers who have served in the state public service for a minimum of five years "may apply for study leave with pay." This is open to applicants in special areas in Medicine, Nursing, Engineering, Law, Technical Teacher Training and other programmes deemed relevant by the civil service. Those whose applications are successful sign a bond committing them to serve for stipulated years before they can disengage from the service. Such officers continue to receive their salaries and fringe benefits only during the training period. The Government has made arrangements with the Nnamdi Azikiwe University, Awka to prepare programmes of study leading to the award of PhD; first and second degrees; diploma; and certificate courses.
 - In-Service Training: In the case of "in-service training," applicants must have at least eight more years to serve in the public service in addition to having served for a minimum of five years. They will enter a bond to serve for a stipulated number of years. Those in "in-service training are entitled to funding for their entire training costs, i.e., course fees, books, boarding, lodging and monthly salaries".
262. Bonding is a pre-requisite for the grant of Study Leave With or Without Pay and In-Service Training. For studies less than six months, there is no bond. Courses of six months to one year attract a two-year bond, and for courses spanning over a period more than one year, the officers are bonded for five years.
263. Some of the training institutions engaged for the training of the civil servants of Anambra State are:
- i. Anambra State Staff Development Centre, Awka.
 - ii. Federal Training Centres throughout the Federation.
 - iii. Administrative Staff College of Nigeria (ASCON) Badagry.

- iv. Centre for Management Development, Lagos.
- v. Industrial Training Centre.
- vi. Mold Computer, Kaduna.
- vii. Treasury Academy Orozo, Abuja.

264. Between 2007 and 2012, a total of 59 training workshops and formal training courses were conducted for the State Public Service at which a total of 3,840 Officers were trained made up of 2,249 Males and 1,591 Females.

Recommendations:

- In order to create a critical mass of prospective male applicants into the state civil service and address the problem of gender imbalance, the State should build more incentives into its existing policy of tackling the problem of boys-drop-out of schools.
- Given the gross-under-representation of some LGAs in the top echelons of the service, the state should adopt a positive affirmative action in its recruitment policy.
- The state should carry out a comprehensive staff audit (with emphasis on skills audit) necessary for ascertaining the critical training needs of the service.
- The extant recruitment policy that allows the decentralization of employment of junior officers to MDAs should be implemented rather than the prevailing practice of resorting to the Governor for authority to employ such level of staff.
- The Office of the Head of Service should maintain a comprehensive database of staff across MDAs and such data should be disaggregated by manning level, sex, cadre, and LGA, etc. to facilitate succession planning in the service.
- Although the civil service appears to have a robust training programme, much more could be achieved with enhanced funding for training.

B. SERVICE DELIVERY AND PERFORMANCE

HRM 2.1 Extent to which the state has prepared and documented clear guidelines of MDAs' structures, mandates, functions and accountabilities:

265. The Mission confirms that there is a document titled "Restructuring of the Public Service of Anambra State for Improved Performance: A New Way Forward 2012". This publication clearly specifies the structures, mandates and functions of all MDAs including all commissions and local government organisations across government. It also contains their Vision and Mission statements, goals/policy objectives, targets, strategies, outputs, outcomes and Key Performance Indicators (KPIs). This document was produced in-house by the Office of the Head of Service and at the time of this report, it was waiting for approval by the State Executive Council. The production of this document is a demonstration of the willingness of the Office of the Head of Service to maintain the tempo of the civil service reforms in the State.

266. In addition, the document on 'Performance Management and Staff Appraisal Workshop For Permanent Secretaries And Directors' and the Annual Budgets make provisions for mandatory responsibilities and functions of MDAs outlining strategies for their realization, including the visions and missions of the MDAs.
267. The Office of the Head of Service is responsible for executing this mandate, which is performed by the Reforms and Productivity Improvement Department. There is also a Monitoring Team on personnel performance, which ensures that MDAs perform according to mandates and specifications.

HRM 2.2 Existence of administrative mechanism to support conduct of State MDAs performance management

268. The Office of the Head of Service has responsibility for conducting performance management of the MDAs. However, the performance of this function has not been robust because of shortage of manpower and expertise with which to carry out the assignment.
269. While the State has a performance appraisal system in place there is no evidence that it has been applied robustly to streamline or rationalize functions among MDAs, or to distinguish between those institutions with diminished or outdated relevance. Such review will also enable the state to shift human and financial resources to priority areas rationally.

HRM 2.3 Regular performances of management systems reviews linked to mandates and service standards

270. The need to ensure efficient service delivery compelled the State to institute regular management systems reviews, which gave rise to performance management and staff appraisal workshops.
271. The State has just concluded the production of a comprehensive Performance Improvement Document capturing the Mission, vision, Targets, Outcome and Indicators of performance for every MDA in the State Service.

HRM 2.4 Feedback mechanism to measure service user satisfaction and awareness for redress

272. The Civil Service Commission and the Office of the Head of Service provide platforms for feedback by end users of the services offered by the civil service. In addition, the Office of the Head of Service periodically interacts with organized groups, including labour unions to gauge the reactions of service users towards public policies and programmes. Furthermore, there are representations by the Civil Service Commission and the Office of the Head of Service on the functions of the various Staff Committees in the MDAs to identify palpable areas of attention for correction.

273. The existing feedback mechanisms are not robust enough, being essentially internal to the machinery of government. During the Mission's visit to Anambra state, it was observed that the state has very active civil society organizations (CSOs) comprising traditional authorities, religious organizations, town unions, etc. The adversarial relationship commonly found between CSOs and governments in the country can be ameliorated through encouraging constructive criticisms of the performance of the civil service. For this to succeed, the Government should discourage sycophancy. The Office of the Head of Service can foster rapprochement with CSOs by scheduling regular meetings with them to appraise the performance of the civil service.

Recommendations

- The document on the *Restructuring of the Public Service of Anambra State for Improved Performance: A New Way Forward 2012* should serve as a driving force for empowering MDAs towards serving as the effective and efficient machinery for implementing government policies and programmes. There should be a balance between the use of ad hoc bodies (meant for political expediency) and permanent machinery of government in the interest of enduring and sustainable development.
- The Government should publish the **Performance Management Document** in a gazette and empower the Head of Service to enforce it.
- The need to recruit performance management professionals who would be responsible for institutionalized and periodical reviews of the service has become imperative given the ad hoc nature of the reviews presently.
- The State Government should use CSOs to get feedback on the delivery of services by the state's public service.
- Complaint Boxes should be installed in the MDAs and some strategic public institutions to enable end-users react to public policies.

C. INCENTIVES AND ACCOUNTABILITY

HRM 3.1 Extent to which there are procedures for incentive planning, payments and monitoring

274. The SSAR states that the "State has a salary structure for all categories of workers but differentials may arise in the allowances payable to some categories of workers like Medical Doctors and Allied Workers." There is a harmonized salary in place in the state. By the time of the visit of the Mission to the state, the protracted negotiations following the agreement on N18,000 minimum wage at the federal level, had been concluded and a salary structure commonly agreed with the labour unions was being implemented.

275. However, the state has no formalized procedures for incentive planning, payments and monitoring beyond salary negotiations triggered by salary awards decided at the national level, mainly through the National Council on Establishments. Given the politics of wages' negotiations in the country since

1999, states are always playing catch-up resulting in unnecessary industrial disputes. Anambra state should take proactive steps to break out of this trap.

HRM 3.2.1 How Salary Structure of the State compares with Federal and Other States

276. According to the SSAR "While the State Public Service Salary Structure may not compare favourably with the Federal, it does compare reasonably with States which share the same economic indices" with Anambra State, especially those in the South East.
277. The Office of the Head of Service provided comparative data on salary structures of Imo and Enugu states. The data confirmed that the salary structure of Anambra State is comparable to those of its neighbours. While Anambra state's salary structure was lower than that of Imo state, it was similar at the lower levels and slightly better at the higher levels of the service compared to that of Enugu state as Table 3.19 below shows.

Table 3.19: Comparative Salary Grade Structures of Anambra, Enugu and Imo States

| GRADE LEVEL | ANAMBRA STATE | ENUGU STATE | IMO STATE |
|-------------|---------------|-------------|-----------|
| 01 Step 1 | 18,675 | 18,000 | 20,000 |
| 01 Step 2 | 18,831 | 18,831 | 20,208.35 |
| 01 Step 3 | 18,987 | 18,987 | 20,415.76 |
| 01 Step 4 | 19,142 | 19,143 | 20,632.75 |
| 01 Step 5 | 19,298 | 19,298 | 20,805.83 |
| 01 Step 6 | 19,454 | 19,454 | 20,987 |
| 01 Step 7 | 19,610 | 19,610 | 21,168.13 |
| 01 Step 8 | 19,766 | 19,766 | 21,348.75 |
| 01 Step 9 | 19,921 | 19,922 | 21,530.37 |
| 01 Step 10 | 20,077 | 20,078 | 21,711.2 |
| 01 Step 11 | 20,233 | 20,233 | 21,892.62 |
| 01 Step 12 | 20,389 | 20,389 | 22,083.75 |
| 01 Step 13 | 20,545 | 20,545 | 22,254.87 |
| 01 Step 14 | 20,700 | 20,701 | 22,435.3 |
| 01 Step 15 | 20,856 | 20,857 | 22,617.12 |

| | | | |
|------------|----------|---------|-------------|
| 08 Step 1 | 31, 511 | 26, 512 | |
| 08 Step 2 | 32, 169 | 27, 169 | 43, 999.32 |
| 08 Step 3 | 32, 826 | 27, 826 | 44, 869.5 |
| 08 Step 4 | 33, 483 | 28, 483 | 45, 747.97 |
| 08 Step 5 | 34, 140 | 29, 141 | 46, 626.37 |
| 08 Step 6 | 34, 797 | 29, 797 | 47, 504.88 |
| 08 Step 7 | 35, 455 | 30, 455 | 48, 383.33 |
| 08 Step 8 | 36, 112 | 31, 117 | 49, 261.79 |
| 08 Step 9 | 36, 769 | 31, 769 | 50, 140.25 |
| 08 Step 10 | 37, 426 | 32, 427 | 51, 018.7 |
| 08 Step 11 | 38, 083 | 33, 084 | 51, 897.15 |
| 08 Step 12 | 38, 741 | 33, 741 | 52, 775.61 |
| 08 Step 13 | 39, 389 | 34, 398 | 53, 737.4 |
| 08 Step 14 | 40, 055 | 35, 055 | 54, 532.98 |
| 08 Step 15 | 40, 712 | 35, 713 | 55, 410.98 |
| 13 Step 1 | 47, 551 | 42, 552 | 64, 985.45 |
| 13 Step 2 | 48, 990 | 43, 990 | 66, 907.55 |
| 13 Step 3 | 50, 428 | 45, 428 | 68, 829.82 |
| 13 Step 4 | 51, 866 | 46, 866 | 70, 751.94 |
| 13 Step 5 | 53, 304 | 48, 304 | 72, 674.2 |
| 13 Step 6 | 54, 742 | 49, 742 | 74, 596.32 |
| 13 Step 7 | 56, 180 | 51, 180 | 77, 023.39 |
| 13 Step 8 | 57, 618 | 52, 618 | 78, 440.69 |
| 13 Step 9 | 59, 056 | 54, 056 | 80, 362.95 |
| 13 Step 10 | 60, 494 | 55, 494 | 82, 285.07 |
| 13 Step 11 | 61, 932 | 56, 932 | 84, 207.34 |
| 16 Step 1 | 106, 006 | 78, 105 | 144, 805.87 |
| 16 Step 2 | 108, 518 | 80, 617 | 148, 157.40 |

| | | | |
|-----------|----------|---------|-------------|
| 16 Step 3 | 111, 029 | 83, 129 | 151, 52.07 |
| 16 Step 4 | 113, 542 | 85, 640 | 154, 871.41 |
| 16 Step 5 | 116, 054 | 8, 152 | 158, 236.30 |
| 16 Step 6 | 118, 565 | 90, 664 | 161, 593.82 |
| 16 Step 7 | 121, 077 | 93, 176 | 164, 950.16 |
| 16 Step 8 | 123, 589 | 95, 688 | 168, 309.02 |
| 16 Step 9 | 126, 101 | 98, 200 | 171, 666.63 |

Source: Office of the Head of Service, Anambra State (May 2012)

HRM 3.2.2 Degree of integration and reconciliation between personnel records and the payroll data

278. The SSAR is silent on whether the state has achieved a degree of integration and reconciliation between personnel records and payroll data. The Peer Review Mission ascertained during the field visit that the state in 2009 computerized state pensioners' data to enhance pensions' management. We were informed that salaries have been computerized, but that it had not yet been integrated into personnel records. However, the system in place can ensure that those that are due to retire when they are due are weeded out of the salary data and placed on the pension list. This is a step short of full integration of personnel records with payroll data, and we recommend that the gap be filled.

HRM 3.3 Internal controls of changes to personnel records and the payroll

279. It was impossible to assess this indicator. Integration of payroll data with personnel records as advised above will provide the data by which to assess this indicator in the future.

280. One area where there are serious issues concerning the proper management of personnel records and payroll is the staff of Local Government Service Commission. Discussions held with officials of the Commission indicated that there is imperative need to pay close attention on the effectiveness of the services provided by the contractors handling the e-payment system. The prevailing situation wittingly or unwittingly allows absentee workers to receive their monthly salaries off-sight without any system of control. Indeed, the prevailing control system appears to be very weak.

HRM 3.4 Existence of Payroll Audits to identify Control Weaknesses and/or Ghost Workers

281. The Anambra State Public Service maintains strong annual payroll audits, which serve for control and monitoring purposes to check incidence of ghost workers in the service. In addition, the staff nominal roll is reviewed annually to weed out names of officers who have either retired or left the service but whose names still appear on the payroll. Between 2009 and 2010, the state engaged the service of EXMARK Technologies, a private consultancy firm to conduct full personnel audit and biometric data capture of all public servants, as well as a life verification and computerization of Anambra State Pensioners.
282. The SSAR admits that the state's "wage structure can still be enhanced." There is a gap in effecting changes on personnel emolument and implementation of same by the Computer Centre which leaves the affected officers short changed. Occasionally, officers are shortchanged in the implementation of staff promotions as the pay does not accurately reflect the content of the policy paper. Finally, the Audit Department is hampered in the performance of its functions as a result of poor staffing and inefficient performance.

Recommendation

- The Office of the Head of Service should constantly monitor changes in salaries and incentives at the federal level and in other states, especially those in the south-east geopolitical zone, to be able to advise the state Government on disparities in compensation as they manifest.

Box 3.8: Summary of Recommendations on Human Resource Management

- In order to create a critical mass of prospective male applicants into the state civil service and address the problem of gender imbalance, the State should build more incentives into its existing policy of tackling the problem of boys-drop-out of schools.
- Recruitment into the Civil Service to fill vacancies should be more regular, besides being more aligned to the critical needs of the service as identified in the SSAR.
- Given the gross-under-representation of some LGAs in the top echelons of the service, the state should adopt a positive affirmative action in its recruitment policy.
- The state should carry out a comprehensive staff audit (with emphasis on skills audit) necessary for ascertaining the critical training needs of the service.
- There is need for local training institutions to collaborate with foreign or international experts in the delivering of training services that embody cutting-edge knowledge.
- The extant recruitment policy that allows the decentralization of employment of junior officers to MDAs should be implemented rather than the prevailing practice of resorting to the Governor for authority to employ such level of staff.
- The Office of the Head of Service should maintain a comprehensive database of staff across MDAs and such data should be disaggregated by manning level, sex, cadre, and LGA, etc. to facilitate succession planning in the service.
- The document on the *Restructuring of the Public Service of Anambra State for Improved Performance: A New Way Forward 2012* should serve as a driving force for empowering MDAs towards serving as the effective and efficient machinery for implementing government policies and programmes. There should be a balance between the use of ad hoc bodies (meant for political expediency) and permanent machinery of government in the interest of enduring and sustainable development.
- The Government should publish the **Performance Management Document** in a gazette and empower the Head of Service to enforce it.
- The need to recruit performance management professionals who would be responsible for institutionalized and periodical reviews of the service has become imperative given the ad hoc nature of the reviews presently.
- The State Government should use CSOs to get feedback on the delivery of services by the state's public service
- Complaint Boxes should be installed in the MDAs and some strategic public institutions to enable end-users react to public policies.
- The Office of the Head of Service should constantly monitor changes in salaries and incentives at the federal level and in other states, especially those in the south-east geopolitical zone, to be able to advise the state Government on disparities in compensation as the manifest.

ANNEX HRM 1.1: Distribution of Civil Servants by LGA, Sex and Cadre

| | Professional/Technician | | Admin. & Manager | | Clerical | | Others | | Total | | |
|--------------------|-------------------------|-------------|------------------|------------|------------|------------|------------|------------|-------------|-------------|-------------|
| | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Both |
| Aguata | 77 | 124 | 34 | 33 | 11 | 28 | 31 | 72 | 153 | 257 | 410 |
| Anambra East | 66 | 54 | 11 | 18 | 3 | 10 | 22 | 35 | 102 | 117 | 219 |
| Anambra West | 12 | 5 | 10 | 4 | 1 | 6 | 12 | 13 | 35 | 28 | 63 |
| Anaocha | 58 | 90 | 23 | 28 | 2 | 19 | 45 | 58 | 128 | 195 | 323 |
| Awka North | 38 | 37 | 2 | 4 | 4 | - | 30 | 35 | 75 | 76 | 151 |
| Awka South | 124 | 136 | 74 | 59 | 15 | 70 | 100 | 60 | 313 | 325 | 638 |
| Ayamelum | 25 | 9 | 6 | 6 | 12 | 6 | 28 | 20 | 71 | 41 | 112 |
| Dunukofia | 37 | 30 | 16 | 12 | 3 | 9 | 36 | 30 | 92 | 81 | 173 |
| Ekwusigo | 36 | 39 | 11 | 16 | 12 | 11 | 29 | 36 | 88 | 102 | 190 |
| Idemili North | 130 | 137 | 35 | 47 | 4 | 25 | 44 | 80 | 213 | 289 | 502 |
| Idemili South | 37 | 50 | 2 | 11 | 2 | 20 | 40 | 45 | 81 | 126 | 207 |
| Ihiala | 59 | 59 | 18 | 20 | 11 | 14 | 36 | 33 | 126 | 126 | 252 |
| Njikoka | 97 | 107 | 34 | 80 | 25 | 37 | 49 | 60 | 206 | 284 | 489 |
| Nnewi North | 28 | 30 | 3 | 11 | - | 2 | 21 | 21 | 52 | 64 | 116 |
| Nnewi South | 21 | 16 | 2 | 11 | 11 | 7 | 22 | 18 | 56 | 52 | 108 |
| Ogbaru | 31 | 24 | 5 | 9 | 2 | 14 | 26 | 30 | 64 | 77 | 141 |
| Onitsha North | 95 | 47 | 26 | 19 | 15 | 15 | 31 | 44 | 167 | 125 | 292 |
| Onitsha South | 7 | 14 | 21 | 1 | 1 | 1 | 8 | 14 | 18 | 30 | 48 |
| Orumba North | 81 | 60 | 31 | 28 | 17 | 24 | 37 | 30 | 166 | 142 | 308 |
| Orumba South | 57 | 45 | 18 | 34 | 1 | 22 | 30 | 40 | 106 | 141 | 247 |
| Oyi | 65 | 54 | 21 | 40 | 1 | 17 | 29 | 23 | 116 | 134 | 250 |
| Other States' LGAs | 25 | 6 | 4 | 1 | 3 | 6 | 34 | 9 | 66 | 22 | 88 |
| Total | 1206 | 1173 | 389 | 492 | 256 | 363 | 742 | 806 | 2493 | 2834 | 5327 |

3.5. CITIZEN PARTICIPATION, SOCIAL INCLUSION AND PROTECTION

3.5.1. Overview

283. Citizen participation social inclusion and protection thematic indicators serve as significant cross-cutting measures of the democratic and good governance content of the policies of the Anambra State Government, not only in the indicative areas below, but also in other thematic areas of the SPRM.
284. Anambra State continues to make notable progress, in partnership with non-state stakeholders and international development partners, in promoting and implementing policy measures to advance women's rights and child right. However, it has to design more vigorous strategic measures to remove or neutralize the residual cultural, economic, religious and social impediments to the full enjoyment of the rights by women and children.
285. A major deficit in promoting and achieving the objectives of CPSIP and, therefore, of democratic government in the state is the failure to conduct local government elections since 1998, when the last set of local government elections were held in the state.

3.5.2 Background

286. Citizen Participation, Social Inclusion and Protection (CPSIP) theme provides the overarching substantive and process nexus connecting the various thematic areas of the SPRM. It provides the theoretical base for democratic governance and the standard by which to access the policy thrust in various policy areas, and to determine the extent to which governance is owned by the citizens of the state, and exude the corresponding confidence they have in those who have been entrusted with governing them, through democratic elections.
287. The indicators under this thematic area, therefore, serve as significant cross-cutting measures of the democratic and good governance content of the policies of the Anambra State Government, not only in the indicative areas below, but also in other thematic areas of the SPRM.

3.5.3 Citizen Participation, Social Inclusion and Protection Indicators

A. WOMEN'S RIGHTS

CP 1.1.1 Evidence of Affirmative Action Legislation passed by SHOA and assented to by State Governor

288. Although women have historically played active roles in the economic, political and social life of the old Eastern Region, and now in Anambra State since its creation, those roles have been historically circumscribed by cultural, especially patriarchal, and traditional religious beliefs and practices, whose impact has been to marginalize them in positions of public power in society and government.
289. These traditio-cultural practices subsist and continue to wield strong influence on the political will of the political leadership in Anambra State to pursue aggressively public policy to advance and strengthen the rights of women in the state under the constitution, in spite of the provisions of Chapter II and Chapter IV of the country's constitution. Evidence for this abounds and is particularly illustrated by the dithering over the Affirmative Action Legislation in the state.
290. The result is that much action in this respect tends to depend on the attitude of the Governor and the relative weight of the political and socio-cultural forces that drive or oppose the cause of women's rights in the state. In this respect, the various women's groups in the state and the civil society organizations and faith-based organizations in the human rights areas in the state have not been proactive and successful in mounting state-wide awareness and consciousness-raising campaign to mobilize the public and, particularly the political parties and state legislature to champion the cause of affirmative action for women in the state.
291. However, the state has achieved some notable progress within the higher echelons of (i) the state public service, where 11 out of 23 permanent secretaries were, at the time of the technical review mission, women; (ii) in the state judiciary, where 6 out of 13 judges of the state high court and several magistrates were women; and (iii) in the state's public school system, where several women are principals and senior teachers.
292. However, it is unclear whether this progress was due either to affirmative action or is merit-based or to the dwindling interest in seeking a career in the civil/public service by men, who have tended to pursue alternative opportunities in the private sector. The Table below summaries the female/male composition of a number of elective/appointive public political positions in the executive and legislature and of appointments in the judiciary in the state:

Table 3.20: Gender Performance in Elective/ Appointive Positions in the Public Sphere

| | Absolute Figures | | Gender Parity Index | |
|---------------------------------------|------------------|--------|---------------------|--------|
| | Male | Female | Male | Female |
| State House of Assembly (SHOA) | 7 | 23 | 0.23 | 0.77 |
| Commissioners | 4 | 15 | 0.21 | 0.79 |
| Judges | 6 | 13 | 0.32 | 0.68 |
| Permanent Secretaries | 11 | 12 | 0.47 | 0.52 |
| Special Advisers | 1 | 7 | 0.13 | 0.87 |

Source: Technical Review Mission

293. But in respect of the state public service more needs to be done to institutionalize specifically designed women in management and women in development programmes for women, as part of an affirmative action designed for them to consolidate their mainstreaming into the higher echelons of the public service.
294. Because of the dominant patriarchal structure of the state's party system, the number of women in the SHOA, 6 in a legislature comprising 23 members, is far out of proportion to the female population of the state. The marginalized position, and therefore, exclusion of women in the mainstream of the political parties, in their executive committees, and in their power structures have largely contributed to their underrepresentation in elective public political offices at the state and local government levels, amply illustrated by the fact that out of 16 commissioners in the state cabinet, only 4 are women; and of 7 special advisers to the Governor, only one is a woman.
295. It seems, therefore, that it is at the level of the political party and competitive party and electoral politics that pressure has to be applied for affirmative action to reserve quotas for women in the nomination of candidates for elective public political offices, as well as for appointive ones such as advisers to executive and legislative branch public office holders, e.g. Governor, Deputy Governor, Speaker and Deputy Speaker, among others. Internal party democracy must reflect the gender composition of the political parties, in line with the demand of participatory and inclusive politics and the democratic management of diversity within and outside the party political system, under Chapter II, Chapter IV and the federal character clauses of the country's constitution.
296. The current adverse ratio, to the advantage of women, in female/male enrolment in educational institutions at various levels in the state foreshadows in the medium- to long-term a situation of reverse discrimination in the professional and'

higher administrative cadre of the public service and in the higher judiciary, where there will be many more women in senior managerial and judicial positions than men; reflecting the tendency among men and young men in the state to opt out of secondary, university and other tertiary education for employment in the private sector.

3.5.4 Institutional framework for affirmative action to support women in appointive and elective positions

297. The findings above indicate that there is weak institutional framework for affirmative action to support women in appointive and elective positions in Anambra State. The political parties, which provide the primary institutional framework and which serve as mechanisms for competitive party and electoral politics are not prepared to take the initiative because of their dominant patriarchal structures, and the general culture anchoring them, in the absence of a reform of the party system to provide legislation to compel the parties to do so.
298. Nor have civil society organizations working for electoral reform and women organizations, which could provide a countervailing pressure group to force a change of heart in the political parties, generally made such a reform their primary platform or priority for political action.
299. Doing this will have to be part of a broader national constitutional, political and electoral reform process for affirmative action for women and other marginalized groups, especially in line with the following recommendations of the Hon. Mr. Justice Mohammed Lawal Uwais-led Electoral Reform Committee that political parties: (i) develop internal procedures for party nomination that are open, transparent, inclusive and democratic; (ii) pay more attention to the nomination of women and youth as candidates; (iii) ensure that women have equal access to leadership opportunities within party organizations, and not consigned to the margins of the political parties through establishment of women wings and youth wings; and (iv) that the country's electoral system of first-past-the-post be injected and modified with a dose of proportional representation based on the close list to ensure that 30 per cent of the party lists under the proposed proportional representation system are reserved for women, and 2 per cent for physically challenged persons, without prejudice to their right also to compete for representation under the first-past-the post electoral system.

3.5.5 The extent to which the state has domesticated international conventions on violence against women.

300. Acts of violence against women are still common in the state. At stakeholders' meetings convened by the Review Team, several speakers gave various examples, and narrated incidences of the various forms, which physical and psychological violence against women typically assumes, ranging from rape, assault, beatings, and genital mutilation to the shaving of heads and the confinement of widows against their will.
301. However, the Review Team found that the state government and various non-governmental organizations have taken action to discourage and punish incidences of violence against women. For example, there is now legislation in the form of the Widowhood Law to protect widows from acts of violence against them, while the state government has established committees at the community level to monitor and report cases of violence against women. The International Federation of Women Lawyers (FIDES), with support from UNICEF, offers pro bone legal services to victims of violence against women, who seek redress in the courts.
302. However, there are still major problems in combating and eliminating violence against women in the state. Although the widowhood law in the state addresses the elimination of violence against Women, it does not cover all incidences of violence against women and as such cannot be said to be adequate.
303. For example, owing to cultural reasons, much of the incidence of violence against women tends to go unreported, and if reported, more often than not is not prosecuted; or if prosecuted suffers long delay because the justice system and the judicial process are not attuned to treating it as a criminal matter.

Recommendations

- More vigorous and reenergized dissemination and advocacy activities to popularize Women's Rights , through legislation creating a commission drawn from a cross-section of state and non-state actors. [Executive, Legislature, Civil Society Organizations]
- Undertake commissioned study of how culture and tradition can best be adapted and integrated into mechanisms for promoting, protecting and strengthening Women's Rights in the state. [Executive]
- Provide the economic, political and social environment, through social provisioning and redistribution, to enable women enjoy their rights under the Nigerian constitution and international codes, conventions and standards. [Executive]
- Political leadership in the state to demonstrate the political will and leadership to convince political parties to pursue affirmative action-type policy such as quota for

women and other marginal groups in nominations for elective public political offices.
[Executive, Legislature, Political Parties]

C. CHILD RIGHT

CP 3.1 /CP 3.2/CP 3.3 Extent to which the State has adopted and localized international conventions and national acts on the rights of children; Child Rights Act enacted into law in the state; and existence of institutions and mechanisms to promote and protect Child Rights .

304. The state has domesticated a number of international codes, standards and conventions on the rights of the Child, and is pursuing vigorous policy initiatives and programmes, which target action against incidences of child abuses, such as child-trafficking, child (domestic and non-domestic) labour, including apprenticeship and street-hawking, and corporal punishment. A case in point is the state's Child Right Act, 2006 and the establishment of Family Courts to hear, conciliate, and resolve cases of abuse of the right of the child.
305. A Family Court system has been established in the State for the purposes of hearing and determining matters relating to Children. The Court has unlimited jurisdiction to hear and determine any civil proceeding in which the existence of a legal right, duty, liability, interest or claim against in respect of a Child is at issue; and to determine any criminal proceeding relating to any penalty, punishment or other liability in respect of an offence committed by a Child. The Family Court shall be guided by the principle of conciliation of the parties and the encouragement of the amicable settlement of the matter.
306. Child right legislation has been reinforced by strenuous dissemination, advocacy and counseling activities against child abuse, jointly sponsored by ministries, departments and agencies with non-governmental organizations in the state. The Ministry of Women Affairs and Social Development through the SHoA House Committee on women and children sponsored the Child Rights Act, 2006. Also with support from UNICEF, advocacy and sensitization programme on the provisions of the Child rights Law was conducted, while community- based child protection network on survival, development, protection and participation and Child protection network exists in the State.
307. Additionally, the State has a high gross and net enrolment rate for primary school age children. There are also non-governmental initiatives on the protection of child rights in the state, such as the Women Action Coalition against Child Abuse (WACCA) – principally through counselling or Right- Based Education with active involvement of the State Ministry of Education and State Universal Basic Education Board. Counselling programme against child abuse has been institutionalized in Anambra State Primary Schools. Moreover, a simplified education material (handbook) exists on child abuse and rights of the child - a Child Abuse Prevention Education (CAPE) - to sensitise school children

especially girls against child abuse and highlighting the need for vigilance against violent practices against the girl-child in the State

308. Other important initiatives in this respect include the encouragement given to head teachers in the state school system to inaugurate child right clubs in their schools, initiatives by non-governmental organizations in this area, such as the State Child Right Implementation and Monitoring Committee and its local government counterpart, the Local Government Child Right and Implementation Committee. Other NGO initiatives include Children's Parliament, Emancipation of Child Association and Women Action Coalition against Child Abuse (WACCA) which operates primarily through counselling or Right Based Education with active involvement of State Ministry of Education and State Universal Basic Education Board
309. But much remains to be done in this area because of the limited effect of dissemination and advocacy by relevant state and non-state actors in addressing and extirpating the age-old cultural, socio-economic and institutional causative roots of child abuse that are deeply rooted in traditional social mores and practices define and shape the nature and structure of family as an institution. This is a formidable stonewall against which child right policy and their advocates continue to contend with.
310. At stakeholders' meeting with the Judiciary, several magistrates narrated how cultural attitudes towards child right and the judicial process continue to hamstring and vitiate the work of the Family Courts, evident in reluctance of people to appear before or bring cases to the courts. The situation is complicated, as several speakers at stakeholders meetings noted, by the apparent conflict between what some of them described as rights of parents over their children and their obligations to provide for them, and the rights of the children as citizens and wards of society, whom society must protect, even against parental abuses and exploitation.
311. Yet, as other stakeholders pointed out, the problem is much more complicated than that; in that it raises important questions about the conflict of western and traditional African concepts of the family and of family values, and of the threshold of what constitutes "abuse." Another group of stakeholders pointed to the material- structural aspects of the problem---the necessity for the vast army of lower class families to provide for themselves under hard and severely harsh economic conditions of impoverishment and deepening immiseration, compounded by the retreat of the state from its redistributive role, and the consequential deficits of social provisioning to serve as a safety net. For this group of stakeholders, child right legislation and policy, to be successful and effective, will require a socio-economic framework and a political environment conducive to poverty alleviation and social development.

Recommendations

- Undertake more vigorous and reenergized dissemination and advocacy activities to popularize Child Right, through legislation creating a commission drawn from a cross-section of state and non-state actors. [Executive, Legislature, Civil Society Organizations]
- Provide the economic, political and social environment, through social provisioning and redistribution, to allow children enjoy their rights under the Nigerian constitution and international codes, conventions and standards. [Executive]
- Take action to encourage boy child education, especially at the tertiary level, as a medium- to long-term investment to reverse the apparent trend towards reverse discrimination against men in the higher echelons of the state public service and school system. [Executive, Legislature, Civil Society Organizations]

C. MANAGEMENT OF ELECTIONS

312. The 1999 Constitution of Nigeria vests the power to manage and conduct local government elections in state governments. It also guarantees a system of democratically elected local government councils in the country, which in turn derives from the right of the population of every local government in the country to competitive party and electoral politics. Democratically elected local government council is, therefore, envisioned as the autonomous site for grassroots-based citizen participation, social inclusion, protection, and accountability within the states of the federation.
313. The state executive and legislature have joint constitutional responsibility for legislation to regulate local government administration and of elections to local government, including the establishment of the state independent electoral commission (SIEC) and the appointment of the members of the SIEC to manage and conduct local government elections.
314. The technical review mission notes with concern the apprehension of non-state stakeholders that local government elections have not been conducted in Anambra since December 1998 (See Box 1). The attempt under Governor Ngige in November 2004 to conduct local government elections became hostage to partisan party politics, when the headquarters of the Anambra State Electoral Commission was allegedly set ablaze by those described as political thugs.
315. The impeachment of Governor Obi, who succeeded Governor Ngige, whose election was nullified by the Court of Appeal in 2006, brought further delays to the conduct of local government elections in the state. On his reinstatement, Governor Obi removed the Chairman of ANSIEC, Chief Cornel Umeh from office, who in turn sought redress in the court, challenging the constitutionality of his removal. During the pendency of the case, elections to local government councils could not be held.

Box 3.9: Local Government Elections in Anambra State

The technical review mission notes with concern the apprehension of non-state stakeholders that, contrary to constitutional provisions, no local government elections have been conducted in Anambra since the last ones were conducted in December 1998, i.e. almost fourteen years ago.

The technical review mission found out that at the expiration of the tenure of the councilors elected in December 1998 in 2002, local government administration in the 21 local government councils in the state has been under the rule of caretaker committees. This has created political tension in the state that is directly related to partisan political politics and struggle over who or which party controls local government councils in the state. Controlling local government councils was seen across the political divide as having significant implications for the conduct and outcome of state and federal elections.

Source: Technical Review Mission

316. While the case was pending in the courts, the tenure of Chief Umeh lapsed. In view of this, Governor Obi reconstituted the ANSIEC, with Professor Titus Eze, a former Resident Electoral Commissioner in Anambra State as chairman of ANSIEC, although the Governor took time in reconstituting ANSIEC. But the reconstituted ANSIEC, like its predecessors, was soon engulfed by the maelstrom of partisan party politics, when the State House of Assembly voted to remove the chairman of ANSIEC from office. This set off a chain of reactions within the state, notably from the Anambra State Association of Chairmanship and Councillorship Aspirants, and state politicians, both within and outside the ruling party, deploying the delay in conducting local government elections in the state, as undemocratic and against the grain of citizenship participation, social inclusion, parottection, as well as transparency and accountability in governance
317. 31. When the review team raised the matter at its meetings with the Governor and the Legislature, both gave different responses. The Governor attributed the delay to inaction by the legislature in finalizing the necessary legislation to enable elections to take place; while the legislature asserted it had finalized the necessary legislation and attributed the delay to pending litigation on the composition of ANSIEC. I suggest we delete the next paragraph. We might not be able to quench the fire.
318. In the absence of democratically elected local governments in the state, the technical review committee noted that the executive branch has increasingly been creating and relying on parallel structures to local government councils, in the form of town meetings and selected town leaders as instruments and mechanisms for local development.

319. 33. While this was expedient in view of the combination of various factors and forces, which continue to create controversy over local government elections in the state, there were stakeholders who expressed doubt about the desirability of recourse to this form of grassroots organization; while yet other stakeholders raised question about its sustainability, noting that it was incompatibility with the principle of citizen participation, social inclusion and protection at the local government level,

Recommendations

- Immediate and urgent action to conduct democratic local government elections in the state. [Executive, Legislature, Judiciary, Political Parties]
- Political leadership in the state to demonstrate the political will and leadership to convince political parties to pursue affirmative action-type policy such as quota for women and other marginal groups in nominations for elective public political offices. [Executive, Legislature, Political Parties]

Box 3.10: Summary of Recommendations on Citizen's Participation, Social Inclusion and Participation

- More vigorous and reenergized dissemination and advocacy activities to popularize Women's Rights and Child Right, through legislation creating a commission drawn from a cross-section of state and non-state actors. [Executive, Legislature, Civil Society Organizations]
- Provide the economic, political and social environment, through social provisioning and redistribution, to enable women and children enjoy their rights under the Nigerian constitution and international codes, conventions and standards. [Executive]
- Political leadership in the state to demonstrate the political will and leadership to convince political parties to pursue affirmative action-type policy such as quota for women and other marginal groups in nominations for elective public political offices. [Executive, Legislature, Political Parties]
- Take action to encourage boy child education, especially at the tertiary level, as a medium-to long-term investment to reverse the apparent trend towards reverse discrimination against men in the higher echelons of the state public service and school system. [Executive, Legislature, Civil Society Organizations]
- Immediate and urgent action to conduct democratic local government elections in the state. [Executive, Legislature, Judiciary, Political Parties]

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CHAPTER FOUR

SECTOR REVIEWS: EDUCATION; HEALTH; ENVIRONMENT; AGRICULTURE AND INFRASTRUCTURE

320. This Chapter is concerned with the reviews carried out on five core sectors of the mandate of State Governments – education, health, environment, agriculture and infrastructure. Good performances in these sectors reflect the success of the policies of the Government and the developmental strides the state is making. As the reports below indicate, Anambra state is making remarkable progress in all the sectors. However, in the light of the ambitious goals set by the framework of indicators, there are also areas where the achievements need to be reinforced or the strategies need to be re-examined or changed. The analyses below indicate the commendable achievements of Anambra state in the various sectors and point out necessary improvements to enhance the development of the state.

4.1 Education Sector

4.1.1 Overview

321. The Anambra State Government believes that functional and qualitative education is a veritable instrument for development hence the concerted efforts made by the current State Government to provide needed infrastructure, human and material resources that ensure access to quality and equitable education for all the citizenry in order to accelerate the development of the State. The visit of members of the State Peer Review Mechanism (SPRM) was to validate the strides made in the various sectors as contained in the State Self-Assessment Report (SSAR).

322. This section of the report focuses on the education sector under the following four areas:

- Access and equality/equity;
- Teaching and learning environment;
- Sector management and systems; and,
- Quality.

4.1.2 Background

323. The State Ministry of Education is responsible for the overall management of education in the State. It carries out this function through the 6 decentralized Education Zones, departments and parastatals. The State also owns a Community Education Resource Centre (CERC). The Ministry of Education has 7 departments charged with various responsibilities. The departments are: Schools, Education Services, Higher, Technical and Vocational, Examination Development Centre, Administration, Accounts and Planning, Research and Statistics. The

Education Zones are: Aguata, Awka, Nnewi, Ogidi, Onitsha and Otuocha. Each of the parastatal also carries out its functions at Zonal levels. This is aimed at reaching the grassroots.

324. The parastatals and State owned Institutions of higher learning are:
- Anambra State Universal Basic Education Board (ASUBEB), established by Anambra State Law, No. 9 of 2005, following UBE Act No. 8 of 2004.
 - Post Primary Schools Service Commission (PPSSC), established by the Public Education Law, Cap 43, of 1970. The Education Law, Amendment Edict, 1995 changed the name to Post Primary Schools Service Commission.
 - Agency for Adult and Non-Formal Education (AANFE), statutorily established vide the Anambra State of Nigeria Gazette, 1992.
 - Anambra State University, Uli & Igbariam campuses, established by Anambra State of Nigeria Gazette Vol 10, No.8 Law, 2000.
 - Nwafor Orizu College of Education, Nsugbe, established by the Anambra State of Nigeria in 1982.
325. The state has two higher education institutions, namely: Anambra State University, Uli and Igbariam campuses and Nwafor Orizu College of Education, Nsugbe geared towards producing high and medium manpower needed for a developing economy. They are fully accredited in all the programmes they offer by the National Universities Commission (NUC) and the National Commission for Colleges of Education (NCCE), respectively, thanks to the support given by the State Government in the provision of necessary infrastructure and facilities.

4.1.3 Educational Performance Indicators

A. ACCESS AND EQUITY

ES 1.1 Extent to which the State has adopted and localised laws ensuring access to quality education for all children

326. In the implementation of education services in Anambra State, Government is guided by the National Policy on Education, the Revised Education Law of 1991, the Nigerian Constitution and laws establishing the parastatals. Government domesticated and implemented the Child Rights Act of 2004, in that every child is guaranteed the right to free education from pre-primary to primary school.

ES 1.2.1 Level of participation of children from disadvantaged groups

327. Anambra State has Two Primary Schools and One Secondary School for the physically challenged though four other Secondary Schools practice inclusive education. The Primary Schools are located at Isulo and Umuchu while the Secondary School is at Odoakpu, Onitsha. Enrolment is as follows:

Table 4.1: Level of participation of children from disadvantaged groups

| | Male | Female |
|--------------------|------------|------------|
| Primary Schools | 202 | 161 |
| Secondary School | 65 | 48 |
| Total | 267 | 209 |
| Grand Total | | 476 |

Source: State Self-Assessment Report (SSAR) by Government of Anambra State of Nigeria P. 84

328. There exists Almajiris in some towns in Anambra State and their population is estimated in the SSAR to be around 1, 400 children.
329. The Mission observed however that nothing is physically on ground for the education of the Almajiris. However, a committee has been inaugurated, a desk officer appointed and land purchased for the take-off of the school. Some physically challenged persons who interacted with the mission wished that people with disability are not submerged in the Ministry of Women Affairs. They would rather have a separate unit in the ministry that caters for their special needs with members of the group given the opportunity to contribute to the running of the unit.

ES 1.2.2 Percentage of children enrolled in technical and vocational colleges

330. The SSAR reported that the percentage of children enrolled in Technical and Vocational schools is not encouraging. There are few vocational schools with very low enrolment. The total number of children enrolled in technical Colleges is 432 which is just about 0.2%.
331. The Mission observed that there were more vocational schools in the State than those recorded in the annex of the SSAR. However, some vocational schools have either been converted to comprehensive or ordinary secondary schools. It is also pertinent to note that many new vocational schools have been established by private entrepreneurs. However, due to recent placement of the embargo on the approval of more vocational schools in Anambra State, these newly established vocational schools are yet to be approved by the Ministry of Education.

332. Table 4.2 presents the statistical returns on student population in Technical Colleges in Anambra State. It shows a quantum rise in student population from 432 recorded in the SSAR to 4,741. This is most encouraging.

Table 4.2: Statistical return on student population in technical colleges in Anambra State

| S/N | NAME OF SCHOOL | MALE | FEMALE | TOTAL |
|-----|---------------------|--------------|--------------|--------------|
| | G.T.C Onitsha | 751 | 934 | 1,685 |
| | G.T.C Nkpor | 583 | 239 | 822 |
| | G.T.C Nnewi North | 231 | 209 | 440 |
| | G.T.C Nnewi South | 70 | 13 | 83 |
| | G.T.C Ihiala | 261 | 159 | 420 |
| | G.T.C Enugu Agidi | 82 | - | 82 |
| | G.T.C Umuleri | 78 | 31 | 109 |
| | G.T.C Umunze | 182 | 116 | 298 |
| | G.T.C Umuchu | 72 | 42 | 114 |
| | G.T.C St. John Alor | 118 | - | 118 |
| | G.T.C Ossomala | 366 | 204 | 570 |
| | Grand Total | 2,794 | 1,947 | 4,741 |

Source: DD. Tech, Ministry of Education, Awka.

ES 1.3.1 Gross and Net enrolment rates and completion rate by gender, level, location and economic status

333. The 2010/2011 Gross Enrolment Rates (GER) for primary Schools is 94.11 while the Net enrolment Rate (NER) for the same level is 86.77. The completion rate is 99.5%. Junior Secondary School level: GER is 40.88 and NER is 38.54. Senior Secondary School level: GER is 28.28 and NER is 27.41.

334. The sharp decline in (NER) from 86.77% for primary school to 38.54% in junior secondary school level to a low of 27.41% for senior secondary school level shows a high dropout rate which is most worrisome. Interactive sessions with

various stakeholders revealed the need for continuous sensitization of parents and guardians on the importance of education for their children. Also, the provision of incentives for the youth will be very motivating. The enforcement of the education laws will ensure that the Child Rights Act vis-a-vis education is implemented.

335. Commendably, in Aguata LGA, parents have been duly sensitized and the LGA has made it compulsory that no child can drop out of school until he/she completes JSS 3. The high dropout rate in secondary school was largely attributed to the get-rich-quick mindset of the boy child in particular who would rather go into business than stay in school. This is now being addressed by the establishments of market schools to enable them complete their education as well as carry on with their businesses. The establishment of the Microsoft Academy is expected to equip the youth with skills that will make them either employable or help them become employers of labour.
336. During the mission's interactive session with members of the judiciary, it was suggested that for recalcitrant dropouts, a school in the state be converted to a remand home where such students can continue their schooling and also be reformed in the process. These measures not only can boost enrolment in the state but also act as a deterrent to dropouts.

ES 1.3.2 Youth and adult literacy rate by gender, location and economic status

337. The Adult Literacy rate is about 73.4% (2010). The Adult literacy rate in each senatorial zone of the state is shown in Table 4.3. This shows that the state is making very steady progress and it is certain that the MDG target of 75% and above would be met even before 2015.

Table 4.3: Adult Literacy Rate by Senatorial District 2010

| ANAMBRA STATE | LITERACY IN ENGLISH | | | LITERACY IN ANY LANGUAGE | | |
|-----------------|---------------------|-------------|-------------|--------------------------|-------------|-------------|
| | Male | Female | Both Sexes | Male | Female | Both Sexes |
| Anambra North | 78.4 | 67.1 | 72.6 | 79.9 | 69.5 | 74.6 |
| Anambra Central | 72.2 | 64.2 | 67.8 | 72.5 | 64.7 | 68.2 |
| Anambra South | 82.6 | 73.1 | 77.5 | 83.1 | 74.5 | 78.5 |
| OVERALL | 78.0 | 68.3 | 72.8 | 78.9 | 69.8 | 74.0 |

Source: Nigeria Literacy survey 2010

Table 4.4: Youth and Adult Literacy Rate by Gender/Location for Anambra State

| S/NO | LGA NAME | MALE | FEMALE | BOTH SEXES |
|------|---------------|--------------|--------------|--------------|
| 1. | Aguata | 75.0% | 65.6% | 96.0 |
| 2. | Anambra East | 61.7 | 53.1 | 57.4 |
| 3. | Anambra West | 60.6 | 51.6 | 55.7 |
| 4. | Anaocha | 74.2 | 66.8 | 70.5 |
| 5. | Awka North | 75.2 | 67.9 | 71.1 |
| 6. | Awka South | 75.2 | 67.9 | 71.6 |
| 7. | Ayamelum | 73.2 | 49.6 | 62.0 |
| 8. | Dunukofia | 77.3 | 64.7 | 71.6 |
| 9. | Ekwusigo | 75.3 | 66.5 | 70.9 |
| 10. | Idemili North | 61.8 | 59.7 | 60.8 |
| 11. | Idemili South | 62.9 | 58.3 | 60.4 |
| 12. | Ihiala | 76.0 | 65.7 | 70.9 |
| 13. | Njikoka | 78.8 | 65.9 | 71.6 |
| 14. | Nnewi North | 93.2 | 84.2 | 88.8 |
| 15. | Nnewi South | 93.2 | 84.2 | 88.7 |
| 16. | Ogbaru | 93.4 | 92.3 | 92.9 |
| 17. | Onitsha North | 96.6 | 95.5 | 96.0 |
| 18. | Onitsha South | 98.4 | 96.3 | 97.4 |
| 19. | Orumba North | 94.1 | 70.0 | 72.1 |
| 20. | Orumba South | 75.9 | 70.1 | 73.0 |
| 21. | Oyi | 98.4 | 96.3 | 97.4 |
| | TOTAL | 78.0% | 68.3% | 72.8% |

338. Government is making concerted effort to raise the literacy level of Anambra citizenry. One such effort is the setting up of market schools where the youth as well as other market men and women can avail themselves of the opportunity of going to school and still engage in their respective trades. Table 4.4 presents the locations of these market schools. It was confirmed during the interactive sessions that the teachers implement the NPE curriculum and that the classes hold from 1 pm to 5 pm.

Table 4.5: Market Adult Education Schools

| Bridge Head 1 Amalgamated Timber Dealers' ANFE Center, Onitsha | | | Bridge Head 11 ANFE Center, Onitsha | | |
|--|---------------|----------------------|-------------------------------------|---------------|----------------------|
| | Post Literacy | Continuing Education | | Post Literacy | Continuing Education |
| Male | 18 | 39 | Male | 15 | 22 |
| Female | 5 | 7 | Female | 5 | 13 |
| Total | 23 | 46 | Total | 20 | 35 |
| Ochanja Market ANFE Center, Onitsha | | | Agbaedo Market ANFE Center, Nnewi. | | |
| | Post Literacy | Continuing Education | | Post Literacy | Continuing Education |
| Male | 30 | 37 | Male | 15 | 22 |
| Female | 7 | 10 | Female | 5 | 13 |
| Total | 37 | 47 | Total | 20 | 35 |
| Central (St. Faith) ANFE Center, Awka. | | | St. Mary ANFE Market School, Awka | | |
| | Post Literacy | Continuing Education | | Post Literacy | Continuing Education |
| Male | 115 | 142 | Male | 29 | 41 |
| Female | 39 | 41 | Female | 9 | 8 |
| Total | 154 | 183 | Total | 38 | 49 |

Source: Ministry of Education, Awka.

ES 1.3.3 Per pupil expenditure by level of education

339. This indicator could not be ascertained because of non-availability of data.

ES 1.4 Infrastructure and staff provision in line with forecast requirement

340. As indicated in the SSAR, the rate of dilapidation of classrooms which was on the increase is gradually reducing as the State Government renovates and constructs new buildings through the State Universal Basic Education and the State budget. Teachers are not adequate though they are qualified. The State Government employed some teachers in 2011 and this trend will continue every year until the number is considered adequate.
341. Available documents presented to the Mission show that the State is addressing the inadequacy of staff by the recruitment of teachers during the 2010/2011 school session. Nonetheless, there is need for additional teachers in order to reduce the high teacher/pupil ratio in the state. In terms of qualification of teachers, an unscheduled visit to a primary school showed that the school has sixteen (16) teachers, eight (8) of whom have degrees while the other eight (8) have NCE certificates, a clear indication that teachers in that school are qualified.
342. Government also embarked on the renovation of 200 classrooms and the construction of new buildings and plans are on ground to sustain this effort.

Recommendations

- Actions should be expedited on the immediate take off of the school for the Almajiris to enable the state achieve inclusive education which the Federal Government is currently propagating.
- Enforcement of policies/laws, such as the ban on street trading which is not currently strictly enforced, would boost boys' enrolment and completion rates in secondary schools and also improve the literacy rate in Anambra State.
- Management of data should be significantly improved so that statistical information on any issue would be readily available.

B. TEACHING AND LEARNING ENVIRONMENT

ES 2.1 Extent of adoption and localisation of policies setting minimum standards for teaching and learning environment

343. The National Policy on Education is fully implemented in the State. The minimum teaching qualification for primary schools is NCE while for secondary schools it is B. Ed, B. Sc, etc. In the public schools, 90% of the teachers are qualified but this

is not so in the private sector. About 55% of their teachers are below the minimum standard for teaching.

344. The 2010/2011 Annual School Census reveals that there are 13,942 graduate teachers in Primary Schools out of which 12781 are females; 5871 graduate qualified teachers in JSS with 4361 as females; 6301 graduate qualified teachers with 4647 as females. These are graduate teachers with educational qualifications.
345. The State has set standards for the learning environment – size of classrooms (1:35 for Primary Schools and 1:40 for Secondary Schools), water and sanitation, furniture, recreational facilities. These are included in the application form for the establishment of new schools and are in line with national standards.
346. The National Policy on Education (NPE) guides the decisions in the setting of Standards for Schools. For example, standards for the provision of infrastructure in schools are largely met. A secondary school in Awka visited by the Mission had classrooms that are well-ventilated and built to specifications, a well-equipped computer room with desktops and laptops with internet connectivity. However, a primary school visited had no demarcations between classes, making teaching and learning difficult because of noise.

ES 2.2 Measures undertaken to ensure compliance with established minimum standards

347. School Based Management Committees (SBMCs) are established with its members trained especially in Public primary schools. Education officers are trained on using the new Quality Assurance (QA) instrument for supervising teaching and learning. Re-inspection of all public and private approved secondary Schools conducted and information obtained from re-inspection guided the recently conducted clearance for on-line registration for 2011/2012 SSCE
348. The Education Officers are duly trained in school monitoring and evaluation. Supporting documents (conference papers, attendance register, telephone and addresses of participants and communiqué) show that the SBMC was inaugurated on Thursday, March 15, 2007 at ASUBEB Headquarters, Awka. Between 2007 and 2009, the SBMC was subsequently inaugurated in all the LGEAs followed by enlightenment and sensitization.

ES 2.3.1 Percentage of classrooms in need of major repairs

349. Table 4.6 shows that the total number of classrooms in primary schools is 12024 of which 5898 needs major repairs. Equally, in secondary schools there are 5132 classrooms of which 3186 are in need of major repairs. This indicates that 49% and 62% of the classrooms in primary and secondary schools respectively are in need of major repairs.

Table 4.6: Percentage of classrooms in need of major repairs (primary and secondary schools)

| LGA | PRIMARY SCHOOLS | | PCR | SECONDARY SCHOOLS | | PCR |
|---------------|------------------|------------------------|--------------|-------------------|------------------------|--------------|
| | TOTAL CLASSROOMS | NO. NEED MAJOR REPAIRS | | TOTAL CLASSROOMS | NO. NEED MAJOR REPAIRS | |
| Aguata | 957 | 501 | 76.20 | 533 | 321 | 27.19 |
| Anambra East | 372 | 174 | 92.78 | 173 | 125 | 50.77 |
| Anambra West | 347 | 121 | 76.02 | 111 | 54 | 47.14 |
| Anaocha | 1046 | 498 | 40.73 | 402 | 141 | 15.30 |
| Awka North | 402 | 150 | 56.83 | 138 | 126 | 18.80 |
| Awka South | 227 | 135 | 114.24 | 484 | 176 | 33.87 |
| Ayamelum | 351 | 59 | 51.06 | 140 | 108 | 37.54 |
| Dunukofia | 240 | 136 | 75.30 | 192 | 120 | 18.98 |
| Ekwusigo | 421 | 193 | 59.05 | 216 | 100 | 44.44 |
| Idemili North | 1585 | 1061 | 53.47 | 398 | 190 | 76.93 |
| Idemili South | 452 | 238 | 40.26 | 308 | 128 | 28.70 |
| Ihiala | 1004 | 385 | 47.52 | 318 | 202 | 54.45 |
| Njikoka | 531 | 304 | 52.80 | 274 | 120 | 23.87 |
| Nnewi North | 642 | 334 | 62.82 | 195 | 123 | 91.88 |
| Nnewi South | 279 | 179 | 124.72 | 257 | 166 | 36.05 |
| Ogbaru | 435 | 203 | 77.40 | 214 | 147 | 61.51 |
| Onitsha North | 439 | 125 | 116.92 | 573 | 307 | 54.89 |
| Onitsha South | 541 | 394 | 86.43 | 185 | 111 | 80.22 |
| Orumba North | 863 | 349 | 36.24 | 283 | 119 | 25.94 |
| Orumba South | 422 | 155 | 61.75 | 247 | 132 | 29.86 |
| Oyi | 468 | 204 | 54.10 | 291 | 170 | 26.09 |
| TOTAL | 12024 | 5898 | 62.73 | 5132 | 3186 | 41.20 |

Source: Anambra SSAR, March, 2012, P. 86.

350. Again, during an interactive session, it was confirmed that these schools are in dire need of repairs. Government has renovated 200 schools and equipped them with modern educational gadgets, promising that the remaining ones will also be renovated.

ES 2.3.2 Pupil per functional toilets

351. From Table 4.7, it can be seen that the total number of toilets (Pit, water cistern and bucket system) in primary schools is 1631.

Table 4.7: Toilet Facilities in Public Primary Schools by Type – Pupils

| Local Govt. Areas | Number of Schools with Toilet Facilities for Pupils | | | | | | | | |
|-------------------|---|------------|------------|-------------|------------|------------|---------------|----------|-----------|
| | PIT | | | Water Flush | | | Bucket system | | |
| | Boys | Girls | Total | Boys | Girls | Both | Boys | Girls | Both |
| Aguata | 47 | 51 | 98 | 26 | 26 | 52 | 0 | 0 | 0 |
| Anambra East | 18 | 18 | 36 | 26 | 29 | 55 | 0 | 0 | 0 |
| Anambra West | 9 | 9 | 18 | 10 | 9 | 19 | 0 | 0 | 0 |
| Anaocha | 25 | 44 | 69 | 9 | 9 | 18 | 0 | 0 | 0 |
| Awka North | 12 | 13 | 25 | 13 | 16 | 29 | 0 | 0 | 0 |
| Awka South | 21 | 22 | 43 | 19 | 20 | 39 | 0 | 0 | 0 |
| Ayamelum | 10 | 10 | 20 | 5 | 4 | 9 | 0 | 0 | 0 |
| Dunukofia | 9 | 9 | 18 | 13 | 14 | 27 | 0 | 1 | 1 |
| Ekwusigo | 27 | 30 | 57 | 7 | 7 | 14 | 0 | 0 | 0 |
| Idemili North | 14 | 22 | 36 | 32 | 46 | 78 | 0 | 0 | 0 |
| Idemili South | 24 | 26 | 50 | 20 | 21 | 41 | 2 | 2 | 4 |
| Ihiala | 36 | 41 | 77 | 34 | 36 | 70 | 0 | 0 | 0 |
| Njikoka | 19 | 19 | 38 | 18 | 17 | 35 | 0 | 0 | 0 |
| Nnewi North | 24 | 22 | 46 | 22 | 23 | 45 | 0 | 0 | 0 |
| Nnewi South | 32 | 33 | 65 | 3 | 3 | 6 | 2 | 1 | 3 |
| Ogbaru | 12 | 12 | 24 | 17 | 17 | 34 | 0 | 0 | 0 |
| Onitsha North | 0 | 0 | 0 | 21 | 22 | 43 | 0 | 0 | 0 |
| Onitsha South | 5 | 2 | 7 | 21 | 15 | 36 | 0 | 0 | 0 |
| Orumba North | 30 | 29 | 59 | 17 | 17 | 34 | 0 | 0 | 0 |
| Orumba South | 26 | 27 | 53 | 18 | 18 | 36 | 1 | 1 | 2 |
| Oyi | 16 | 15 | 31 | 15 | 16 | 31 | 0 | 0 | 0 |
| Total | 416 | 455 | 870 | 366 | 385 | 751 | 5 | 5 | 10 |

Source: Calculated from Anambra SSAR, March, 2012 P.87

352. These facilities are still grossly inadequate. There is need for the provision of adequate functional toilets and the upgrading of the existing ones are absolutely necessary.

ES 2.3.3 Pupil per functional classroom

353. The NPE stipulates a teacher-pupil ratio of 1:35 pupils per functional classroom in primary schools and 1:40 for secondary schools. The pupil/classroom ratios of 1:63, 1:44 and 1:41 (2010/2011 Annual School Census) do not meet the NPE standards.

E.S. 2.4.1 School Feeding Programmes

354. School Feeding Programmes is currently not implemented in the State because of its cost. Available document however showed that the homegrown School feeding and health programme, (HGSFHP) in primary schools was attempted during the second term of 2006/2007 school year and was discontinued due to lack of funds. Therefore, HGSFHP is not functional in the state at present

ES 2.4.2 Level of community participation in school management

355. Communities participate in schools management. For example, the District Education Committee includes representatives of churches, markets, NUT, ANCOPS and P.T.A who meet regularly to discuss issues affecting education and proffer the way forward.

356. SBMCs are well established and functional in all primary schools in the State and in two Educational zones: Awka and Aguata for secondary schools. Establishments of SBMCs in the secondary schools in the remaining zones are in progress.

Recommendations

- Continuous training and re-training of Education Officers are needed to ensure compliance with set standards.
- Efforts should be made to complete the renovation of the remaining schools so that conducive learning environments are assured for all children.
- The adoption of an ongoing and systematic maintenance programme will reduce classroom repairs to a manageable level.
- Strict compliance with the NPE policy document to ensure effective teaching and learning is absolutely necessary.
- Immediate action should be taken to establish SBMCs in all the secondary schools in the State where they do not currently exist.

C. SECTOR MANAGEMENT AND SYSTEMS

ES 3.1 Teacher performance management and deployment system

357. Teacher performance management and deployment system are in existence though no document is in print. The Post Primary Schools Service Commission is in charge of Teacher performance Management and Deployment.

358. A functional PPSSC is in existence in the State. Teachers are equitably deployed based on needs. The maximum number of years a teacher can stay in any school is 5 years. School heads write monthly reports on the teachers in their schools.

ES 3.2.1 Extent to which information technology is infused in curriculum and instruction

359. Two hundred ICT teachers were recruited and deployed to schools to ensure compliance with the teaching of ICT which is part of the secondary school curricula though the teachers are yet to use their ICT knowledge in teaching other subjects.

360. Evidence of approved scheme of work based on New National Curriculum for Senior Secondary Schools was submitted to the mission. A list of postings to Microsoft Academy Centre showed a total of one hundred and ninety eight (198) ICT teachers posted in various LGAs as follows:

Table 4.8: Information Technology Infusion in Curriculum and Instruction

| LGA | NUMBER OF TEACHERS | LGA | NUMBER OF TEACHERS |
|---------------|--------------------|--------------------|--------------------|
| Aguata | 10 | Ihiala | 10 |
| Anambra East | 8 | Njikoka | 10 |
| Anambra West | 3 | Nnewi North | 10 |
| Anaocha | 10 | Nnewi South | 4 |
| Awka North | 8 | Ogbaru | 10 |
| Awka South | 14 | Onitsha North | 26 |
| Ayamelum | 8 | Onitsha South | 6 |
| Dunukofia | 10 | Orumba North | 8 |
| Ekwusigo | 8 | Orumba South | 7 |
| Idemili North | 10 | Oyi | 10 |
| Idemili South | 8 | Grand Total | 198 |

Source: PPSSC Headquarters, Awka.

361. Since these teachers are yet to use their ICT knowledge to teach other subjects, there is a need for extensive, regular and adequate training in the use of ICT in these specific subject areas.

Box 4.1: Commendable Practice - The Microsoft Academy in Anambra State

Anambra State is leading other States in the Country in ICT through the establishment of Microsoft Academy with internet connectivity in 100 model Post-Primary Schools in the State.

The Microsoft Academy equips students with skills that qualify them to become either employable or self-employed.

ES 3.2.2 Arrangements to ensure reliability and relevance of education management information system

362. The Ministry has an Education Management Information Systems (EMIS) Unit domiciled in the Planning, Research and Statistics Department. This unit carries out the Annual School Census every year and analyses the data. So far, the unit has not published any data but will start with the 2011/2012 school census. It is also in Anambra State Universal Basic Education Board but not fully equipped.
363. The central EMIS Unit has been established with the following facilities in use:
- One Server
 - Ten computers and accessories linked to the server and fully networked
 - Internet facility
 - Ten UPS
 - Tables and chairs
 - One printer
 - Two air conditioners
364. The unit is understaffed. It has two people managing the unit but has another eight who come in to do data entry. All have been trained on the use of the software though only one person can manage the unit effectively. Staffs from the Ministry, ASUBEB, PPSSC and AANFE need to be trained fully on data management, analysis and presentation. The EMIS policy is partially being implemented. There is no data catalogue, however, there are ongoing activities to put it in place before the end of this year.

365. Plans are underway to fully equip the EMIS units of the PPSSC and ASUBEB. Action plans for proposed trainings and monitoring were submitted. Full institutionalization of this policy will ensure the reliability and relevance of EMIS at the pre-primary to senior secondary level of education.
366. EMIS staff trained in data management and analysis should be able to provide data hitherto unavailable, for example, the data per pupil teaching cost by level of education is still not available.

ES 3.3.1 Pupil Teacher Ratio

367. In Anambra State, the pupil-teacher ratio (primary schools) is 1:46. In some Local Governments such as Anambra West LGA, Aguata, and Anambra East, the pupil-teacher ratio was found to be high, at 1:100, 1:72, and 1: 79 respectively. However, in other local governments such as Awka south, Idemili south and Ogbaru, the pupil-teacher ratio is 1: 25, 1: 26 and 1: 28 respectively. Only the LGA with PTR below 1: 35 met the standard set in the policy document.

Table 4.9: Pupil Teacher Ratio (Primary Schools) by location and sex

| S/N | LGAs | Number of Teachers | | | Number of Pupils | | | PTR |
|--------------|---------------|--------------------|--------------|--------------|------------------|---------------|---------------|--------------|
| | | Male | female | Total | Boys | Girls | Total | |
| 1 | Aguata | 80 | 993 | 1073 | 37889 | 35032 | 72921 | 71.61 |
| 2 | Anambra East | 91 | 325 | 416 | 16410 | 18105 | 34515 | 79.03 |
| 3 | Anambra West | 115 | 151 | 266 | 13336 | 13043 | 26379 | 102.07 |
| 4 | Aniocha | 45 | 673 | 718 | 21637 | 20968 | 42605 | 63.98 |
| 5 | Awka North | 62 | 256 | 318 | 11395 | 12175 | 23570 | 71.79 |
| 6 | Awka South | 122 | 977 | 1099 | 12783 | 13150 | 25933 | 24.94 |
| 7 | Ayamelum | 105 | 168 | 273 | 8951 | 8972 | 17923 | 65.77 |
| 8 | Dunukofia | 25 | 373 | 398 | 9084 | 10217 | 19301 | 46.66 |
| 9 | Ekwusigo | 82 | 590 | 672 | 12579 | 12279 | 24858 | 42.76 |
| 10 | Idemili North | 306 | 1911 | 2217 | 41710 | 43249 | 84959 | 40.41 |
| 11 | Idemili South | 51 | 662 | 713 | 9069 | 9128 | 18197 | 26.25 |
| 12 | Ihiala | 222 | 932 | 1154 | 24883 | 22823 | 47706 | 43.93 |
| 13 | Njikoka | 56 | 770 | 826 | 14075 | 13953 | 28028 | 37.70 |
| 14 | Nnewi North | 81 | 1298 | 1379 | 18785 | 21546 | 40331 | 33.04 |
| 15 | Nnewi South | 50 | 546 | 596 | 17487 | 17310 | 34797 | 62.28 |
| 16 | Ogbaru | 175 | 1055 | 1230 | 16406 | 17320 | 33726 | 28.43 |
| 17 | Onitsha North | 103 | 1338 | 1441 | 25213 | 26223 | 51436 | 39.45 |
| 18 | Onitsha south | 85 | 1087 | 1172 | 21790 | 33694 | 55484 | 44.44 |
| 19 | Orumba North | 78 | 533 | 611 | 15643 | 16352 | 31995 | 56.15 |
| 20 | Orumba South | 57 | 452 | 509 | 13636 | 13506 | 27142 | 58.68 |
| 21 | Oyi | 60 | 488 | 548 | 12481 | 12839 | 25320 | 47.24 |
| TOTAL | | 2051 | 15578 | 17629 | 375242 | 391884 | 767126 | 46.30 |

Source: Anambra SSAR, March, 2012. P. 89

368. Pupil per teacher ratio (secondary schools) in Anambra State is 1:18. Table 4.10 shows that all the secondary school in the State having PTRs below 1:40 meet the standard set in the policy document.

Table 4.10: Pupil per Teacher Ratio (Secondary Schools) by Location and Sex

| S/N | LGA | Number of Teachers | | | Number of Pupils | | | PTR |
|--------------|---------------|--------------------|--------|-------|------------------|--------|--------|-------|
| | | Male | Female | Total | Boys | Girls | Total | |
| 1 | Aguata | 345 | 685 | 1030 | 7227 | 7263 | 14490 | 14.85 |
| 2 | Anambra East | 181 | 264 | 445 | 4391 | 4393 | 8784 | 20.90 |
| 3 | Anambra West | 146 | 59 | 205 | 2824 | 2408 | 5232 | 25.24 |
| 4 | Aniocha | 146 | 289 | 435 | 2481 | 3771 | 6252 | 13.97 |
| 5 | Awka North | 90 | 234 | 324 | 1268 | 1326 | 2594 | 8.07 |
| 6 | Awka South | 209 | 1072 | 1281 | 8101 | 8291 | 16392 | 12.14 |
| 7 | Ayamelum | 104 | 74 | 178 | 2781 | 2475 | 5256 | 29.62 |
| 8 | Dunukofia | 49 | 217 | 266 | 1643 | 2001 | 3644 | 13.70 |
| 9 | Ekwusigo | 192 | 385 | 577 | 4449 | 5168 | 9617 | 18.36 |
| 10 | Idemili North | 511 | 1188 | 1699 | 15272 | 15345 | 30617 | 18.26 |
| 11 | Idemili South | 171 | 394 | 565 | 3668 | 5172 | 8840 | 15.90 |
| 12 | Ihiala | 294 | 383 | 677 | 8373 | 8943 | 17316 | 25.56 |
| 13 | Njikoka | 146 | 384 | 530 | 3601 | 2939 | 6540 | 11.74 |
| 14 | Nnewi North | 246 | 576 | 822 | 8580 | 9337 | 17917 | 23.58 |
| 15 | Nnewi South | 196 | 337 | 533 | 4064 | 5202 | 9266 | 18.89 |
| 16 | Ogbaru | 205 | 561 | 766 | 5718 | 7445 | 13163 | 15.80 |
| 17 | Onitsha North | 248 | 1157 | 1405 | 11854 | 19597 | 31451 | 21.61 |
| 18 | Onitsha south | 126 | 692 | 818 | 8972 | 5869 | 14841 | 19.32 |
| 19 | Orumba North | 143 | 317 | 460 | 3696 | 3645 | 7341 | 16.40 |
| 20 | Orumba South | 171 | 210 | 381 | 3825 | 3550 | 7375 | 20.73 |
| 21 | Oyi | 167 | 364 | 531 | 3581 | 4012 | 7593 | 14.82 |
| TOTAL | | 4086 | 9842 | 13928 | 116369 | 128152 | 244521 | 17.66 |

Source: Anambra SSAR, March 2012, PP. 89 - 90

369. The NPE document stipulates a pupil/teacher ratio of 1:35 in primary and 1:40 in secondary schools. The high pupil-teacher ratio in primary schools in some LGAs 1:102.07, 1:79 must be addressed as a teacher cannot effectively manage so many pupils at this level of education and expect effective learning to take place.
370. In the secondary schools, the teacher-student ratio has a total average of 1:17.66 which is very low compared to the 1:40 ratio recommended by the policy document. Again, pupil per qualified teacher ratio is 1:55 in primary school and 1:23 in secondary schools. The ratio of 1:55 for pupil per qualified teachers is quite high for primary school and needs to be reduced.

ES 3.3.2 Pupils per qualified teacher ratio

371. The Pupil per Qualified teacher ratio is 1: 55 for primary schools and 1: 23 for Secondary schools.

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Table 4.11: Pupils per Qualified Teacher Ratio (Primary Schools) by Location and Sex

| S/N | LGAs | Number of Qualified teachers | | | Number of pupils | | | PQTR |
|--------------|---------------|------------------------------|--------|-------|------------------|--------|--------|--------|
| | | Male | female | Total | Boys | Girls | Total | |
| 1 | Aguata | 42 | 792 | 834 | 37889 | 35032 | 72921 | 90.39 |
| 2 | Anambra East | 58 | 298 | 356 | 16410 | 18105 | 34515 | 94.67 |
| 3 | Anambra West | 91 | 143 | 234 | 13336 | 13043 | 26379 | 117.68 |
| 4 | Aniocha | 30 | 591 | 621 | 21637 | 20968 | 42605 | 71.56 |
| 5 | Awka North | 32 | 243 | 275 | 11395 | 12175 | 23570 | 83.27 |
| 6 | Awka South | 65 | 830 | 895 | 12783 | 13150 | 25933 | 29.57 |
| 7 | Ayamelum | 57 | 142 | 199 | 8951 | 8972 | 17923 | 88.83 |
| 8 | Dunukofia | 13 | 330 | 343 | 9084 | 10217 | 19301 | 52.69 |
| 9 | Ekwusigo | 50 | 434 | 484 | 12579 | 12279 | 24858 | 56.13 |
| 10 | Idemili North | 228 | 1637 | 1865 | 41710 | 43249 | 84959 | 46.96 |
| 11 | Idemili South | 34 | 546 | 580 | 9069 | 9128 | 18197 | 30.79 |
| 12 | Ihiala | 162 | 804 | 966 | 24883 | 22823 | 47706 | 50.23 |
| 13 | Njikoka | 30 | 627 | 657 | 14075 | 13953 | 28028 | 45.29 |
| 14 | Nnewi North | 50 | 1021 | 1071 | 18785 | 21546 | 40331 | 41.19 |
| 15 | Nnewi South | 17 | 437 | 454 | 17487 | 17310 | 34797 | 79.69 |
| 16 | Ogbaru | 107 | 822 | 929 | 16406 | 17320 | 33726 | 35.52 |
| 17 | Onitsha North | 39 | 1161 | 1200 | 25213 | 26223 | 51436 | 45.29 |
| 18 | Onitsha south | 35 | 937 | 972 | 21790 | 33694 | 55484 | 51.48 |
| 19 | Orumba North | 51 | 456 | 507 | 15643 | 16352 | 31995 | 65.96 |
| 20 | Orumba South | 32 | 378 | 410 | 13636 | 13506 | 27142 | 71.12 |
| 21 | Oyi | 29 | 453 | 482 | 12481 | 12839 | 25320 | 52.95 |
| TOTAL | | 1252 | 13082 | 14334 | 375242 | 391884 | 767126 | 55.05 |

Source: Anambra SSAR, March 2012, P. 90

ES 3.3.3 Percentage of teaching staff that received in-service training

372. Available supporting documents indicate that teachers were trained in the National Health Policy under the UNICEF supported project activities. Two thousand seven hundred and seventy seven (2,777) teachers were trained in Anambra zones by the National Teachers Educational Institute, Kaduna. Another group of 63 teachers were trained in Scaling up Early Reading in Young Learners, from 24-26th November, 2011 in Anambra State.
373. There was a training/workshop for 70 Head Teachers on CFSI Modules and Benchmarks in Management of Schools from 18th-19th January, 2012. In addition, there were training sessions for 57 Supervisors, Inspectors, AIEs, ZIEs and NGOs on Infusing CFS Principles into Schools from 23rd-25th January 2012. On the whole, a total of 2967 staff representing 20.7 percent of all teachers were trained from 2011 to January 25th, 2012.

ES 3.3.4 Timely production of annual school census and annual education sector performance report (AESR)

374. The AESR is not yet available. Reason given is the delay in the release of funds for the collection of data. However, the 2010/2011 Annual School Census Report was made available to the mission. Therefore, timely release of appropriate funds is needed for prompt collection of data which will ensure timely release of the AESR report.

ES 3.4.1 Arrangements for ensuring appropriate staff attendance standards

375. Education Officers of the Ministry and Zones monitor re-opening of schools at the beginning of every term and check on staff and students attendance at school. Schools keep staff and pupils/students' attendance registers. There exists monthly inspection from the LGAs and the State to monitor staff performance.

ES 3.4.2 Institutionalisation of M&E system

376. The M&E system is not properly harmonized though Education officers are now on regular inspection visits to schools. Monitoring is usually on monthly basis, notably:
- On-the-spot-check at resumption of schools to ensure that staff/students comply with resumption date.
 - Comprehensive monitoring four weeks later to examine the school environment, check diaries and lesson note of teachers, children's books, etc
 - Follow-up monitoring after seven weeks to verify whether the lapses and corrections pointed out had been effected.
 - During examinations, to ensure that examination conditions are duly observed to forestall examination malpractices.

377. The Ministry of Education submitted sample documents of monitoring reports which recorded objectives, findings/observations as well as recommendations based on the findings.

378. ASUBEB has a functional Monitoring and Evaluation Unit.

Recommendations

- A written document policy will enhance the work of the committee which has been set up for the purpose of managing teachers' performance and deployment.
- The EMIS should be fully equipped to become more functional than it is currently.
- Strict compliance with the recommendations of the NPE vis-à-vis the pupil-teacher ratios should be adhered to.
Significant improvement in the reduction of qualified teacher/pupil ratio in primary schools in the State is a goal to be vigorously pursued.
- The training of staff is strongly encouraged and all staff should undergo periodic training.
- The timetable for data collection as directed by the national body should be judiciously followed in the State.

D. QUALITY ASSURANCE SYSTEM (POLICIES ON LEARNING STANDARD)

ES 4.1 Existence of policies on teaching and learning standards

379. The State is guided by the policies on teaching and learning standards as enshrined in the NPE.

ES 4.2.1 Establishment of functioning and effective quality assurance system

380. Quality assurance instrument has been developed and is available to all users. The Committee was inaugurated on May 11, 2012, and a one-day workshop organized by the Quality Assurance Department of ASUBEB.

ES 4.2.2 Percentage of schools inspected using quality assurance instruments

381. From January 2012 all schools inspection was done using QA instrument. Reports on the percentage inspected using the instrument will be available by mid-2012. No reports are available as yet since the inauguration took place on May 11, 2012. The information on percentage of schools using quality assurance instrument is not yet released.

ES 4.3.1 Percentage of students who obtained pass certificates in standard examinations

382. Percentage of students who obtained pass certificate in standard examinations
See table 4.12 for further information.

Table 4.12: Percentage of students who obtained pass certificates in WASSCE (2009-2010)

| WASCE 2009 | | | | | | | |
|---------------------------------|--------|-----------------------------|--------|-------------------------------------|-------|----------------------|-------|
| Number of students that entered | | Number of students that sat | | % of students that obtained credits | | % that obtained pass | |
| M | F | M | F | M | F | M | F |
| 164971 | 157874 | 109828 | 154577 | 67.09 | 64.59 | 27.54 | 31.21 |
| WASCE 2010 | | | | | | | |
| 151011 | 204929 | 146789 | 113819 | 77.76 | 85.37 | 16.42 | 16.71 |

Percentage of students' passes in Basic Education Certificate Examination (BECE)

| Year | Number of students that sat | Number of students that pass | % that obtained pass |
|------|-----------------------------|------------------------------|----------------------|
| 2010 | 47,081 | 46,192 | 98 |
| 2011 | 48,564 | 47,859 | 98 |

Passes in Post Literacy Adult and Non-formal certificate Examination (PLANCE)

| Year | Number of students that sat | Number of students that pass | % that obtained pass |
|------|-----------------------------|------------------------------|----------------------|
| 2010 | 985 | 964 | 97 |
| 2011 | 589 | 572 | 97 |

Source: Anambra SSAR March, 2012 P.92

383. The high percentage of credits in the results of the various exams as indicated in Table 4.12 demonstrates that students performed creditably in these exams.

ES4.3.2: Per pupil teaching cost by level of education

384. Data on teaching cost per pupil by level of education are still not available for the years under review.

ES 4.4 Extent to which recommendations from quality assurance and annual education sector review report continue to inform State education policy

385. Recommendations from re-inspection of Secondary Schools done in July 2011 guided the determination of carrying capacities of secondary schools for the purpose of SSCE to minimize examination malpractices. Recommendations from inspections on poor infrastructure and management also informed the handover of primary and some secondary schools to their original owners (missions).
386. From interactive sessions with various stakeholders, it was ascertained that 38 secondary schools and 800 primary schools were handed over to their original owners, the Missionaries.

Box 4.2: Commendable Practice – Return of Schools to Missions

Anambra State has demonstrated its willingness to partner with the Private Sector in education service delivery by giving back 38 Secondary Schools and 600 Primary Schools to the Missionaries and over 1 billion Naira as matching grant.

Recommendations

- ASUBEB should ensure prompt release of percentage of inspected schools or furnish data to enable the timely calculation of the percentage of schools inspected.
- Concerted efforts should be made to provide data on per pupil teaching cost.

4.1.4 Conclusion

387. The Commendable Practice was validated during the mission's interactions with the LGAs officials, Civil Society Organizations (CSOs) and with the Ministry of Education officials. Also, it was mentioned that Anambra used to be on the list of states in the nation noted for examination malpractice. But now, the State is no longer on that list. This is a remarkable achievement.

HEALTH SECTOR REPORT

4.2.1 Overview

388. The vision of the health sector is to reduce the mortality and morbidity rates due to communicable and non-communicable diseases to the barest minimum, in order to significantly increase the life expectancy and quality of life of the people of Anambra State. In general, the health ministry aims to develop and implement policies and programmes that will strengthen the health system in order to deliver effective, qualitative, affordable and accessible health care services at primary, secondary and tertiary levels.
389. Different approaches were used to validate the report. The first approach was the visits to some selected health project sites in the state on Monday May 14 2002. The health facilities visited included the, Anambra State Teaching Hospital, the newly built Public Health Laboratory, The Epidemiological Unit which included the Chest Clinic, as well as Primary Health Centres at Nimo City and Nawfia. In all these sites, the remarkable progress made by the Anambra State Government in the area of health care provision was verified.
390. The second approach was meetings with some stakeholders in the health sector including the Hon. Commissioner for Health, Professor Amobi L Ilika on Tuesday May 15 2012, and civil society organisations on Wednesday May 16 2012. From these meetings, it was made known that the Strategic Health Development Plan has not been institutionalized thus making enforcement very difficult. It was also revealed that sector targets have not been met due to poor releases of budgetary allocations. Health workers in the state have also been on strike for over one year.
391. Some Commendable practices uncovered during the Mission included the high level of compliance for immunization, procurement and distribution of ambulances to all the LGAs, establishment of Health Development Committees as well as accessibility of PHCs to communities.

4.2.2. BACKGROUND

392. Health care delivery in Nigeria is a joint responsibility of the Federal, State and Local Governments. The health institutions in Anambra state comprise a federal tertiary institution managed by the Federal Ministry of Health, and 33 secondary facilities consisting of General Hospitals, Comprehensive Health Centres and Cottage hospitals distributed across the 21 LGAs as shown in Table 4.13 and 4.14, which are state-owned. The state hospitals are managed by the State government through the State Hospitals management Board of the State Ministry of Health (SMOH). There are also about 382 Primary Health Care Centres and health posts managed by the LGAs, which are coordinated by the Department of Primary Health Care/Disease Control (PHC/DC) in the State Ministry of Health.

Table 4.13: Distribution of Public Health Facilities by LGAs in Anambra State

| SN | LOCAL GOVERNMENT AREA | NO OF TETIARY FACILLITY | NO OF SECONDARY FACILITY | NO OF PHC | NO OF HEALTH POSTS |
|----|-----------------------|-------------------------|--------------------------|------------|--------------------|
| 1 | Aguata | - | 3 | 20 | 13 |
| 2 | Anambra East | - | 1 | 20 | 3 |
| 3 | Anambra West | - | 1 | 14 | 3 |
| 4 | Anaocha | - | 2 | 15 | 7 |
| 5 | Awka- North | - | 2 | 10 | 10 |
| 6 | Awka- South | 1 | 2 | 12 | 9 |
| 7 | Ayamelum | - | - | 7 | 8 |
| 8 | Dunukofia | - | 1 | 9 | 10 |
| 9 | Ekwusigo | - | 2 | 22 | 11 |
| 10 | Idemili- North | - | 2 | 14 | 18 |
| 11 | Idemili- South | - | 2 | 13 | 3 |
| 12 | Ihiala | - | 2 | 20 | 2 |
| 13 | Njikoka | - | 2 | 9 | 9 |
| 14 | Nnewi- North | 1 | - | 14 | 10 |
| 15 | Nnewi – South | - | 3 | 13 | 12 |
| 16 | Ogbaru | - | 2 | 10 | 16 |
| 17 | Onitsha- North | - | 1 | 3 | 7 |
| 18 | Onitsha- South | - | - | 8 | 21 |
| 19 | Orumba- North | - | 1 | 20 | 13 |
| 20 | Orumba- South | - | 2 | 8 | 21 |
| 21 | Oyi | - | - | 7 | 11 |
| | TOTAL | 1 | 31 | 268 | 217 |

Source; Anambra SSAR

393. There were also as at January 2006 14 mission hospitals, 186 maternities, 600 private hospitals and clinics, 126 registered pharmaceutical premises and about 1,500 licensed medicine shops, which are private healthcare providers.

394. From Table 4.14 which presents the current distribution of private and faith based hospitals in the State, it is clear that more of the public and private health facilities were located in the urban areas. Also, some LGAs had more health facilities than others. Onitsha North for example has 314 private facilities compared to Anambra West with just 2 facilities.

Table 4.14: Distribution of Private Health Institutions by LGAs in Anambra State

| S/N | LGA | NO OF PRIVATE HOSPITALS | NO OF FAITH BASED HOSPITALS |
|--------------|----------------|-------------------------|-----------------------------|
| 1 | Aguata | 90 | 2 |
| 2 | Anambra – East | 14 | 1 |
| 3 | Anambra – West | 2 | 2 |
| 4 | Anaocha | 32 | 1 |
| 5 | Awka- North | 13 | 1 |
| 6 | Awka- South | 95 | 2 |
| 7 | Ayamelum | 5 | 2 |
| 8 | Dunukofia | 25 | - |
| 9 | Ekwusigo | 33 | 1 |
| 10 | Idemili- North | 182 | 4 |
| 11 | Idemili- South | 24 | 3 |
| 12 | Ihiala | 83 | 2 |
| 13 | Njikoka | 44 | 1 |
| 14 | Nnewi- North | 117 | 5 |
| 15 | Nnewi-South | 45 | 1 |
| 16 | Ogbaru | 79 | 2 |
| 17 | Onitsha- North | 314 | 2 |
| 18 | Onitsha- South | 78 | 9 |
| 19 | Orumba- North | 20 | - |
| 20 | Orumba- South | 14 | 3 |
| 21 | Oyi | 32 | 1 |
| TOTAL | | 1314 | 45 |

Source: Anambra SSAR

395. Some of the health facilities are non-functional due to lack of equipment and manpower. There is also a preponderance of non-governmental and private health facilities in Anambra State suggestive of high dependence on the private sector for curative services.

4.2.3 Budget Performance Review

396. The main sources of financing the Health sector in Anambra State are: State Budgetary Allocation to the Ministry of Health; and financial assistance, grants or donations from development partners, corporate organizations, NGOs and philanthropists.
397. An analysis of the State budget size and allocation to Health for the period under review indicates that: of the Total State Budget of N283.935 billion, N10, 245,014 billion or 3.04% was allocated to the Ministry of Health. Out of the N10.245 billion budgeted for Health (capital and recurrent), actual expenditure was N4.795 billion (46%). See Annex 18 of SSAR for details.
398. It was also observed that the health budget allocation was less than 5% for the period under review. However, while 2011 had the highest percentage of 4.9%, % actual release was only 22.99%. The highest actual budget expenditure in the period was 56.89% in 2007.
399. According to the government, some of the funds expended in the Health Sector came from donor agencies such as The World Bank, UNICEF and the MDGs and were not captured in the overall state budget. It was the government's view that since these funds were given or borrowed on behalf of the State Government, they should be captured in the overall budget.
400. On its own part, Members of the State House of Assembly promised to use all that is in their power to improve the budgetary allocation and release to the Health sector in subsequent appropriations.

Recommendations

- Just as the government promised, it is important to capture all donor supports in the annual budget of the state. This way, the actual spending in the Health Sector can be correctly quantified.
- The State House of Assembly should also do all in its power to increase the budgetary allocation and release to the health sector.

4.2.4 Health Performance Indicators

A. STRATEGIC HEALTH DEVELOPMENT PLAN

HS 1.1 Existence and implementation of Strategic health Development Plan

401. The Anambra State Strategic Health Development plan focuses on the need to continually improve on service delivery methodologies and strategies through health system research, ensuring the availability of skilled manpower through advocacy and human resources development and evidence based decision making. Duplicity and wastage within the system are expected to be controlled by ensuring effective coordination amongst partners, while effectiveness would be achieved through adequate monitoring and evaluation. The strategic plan was to be achieved utilizing strategies relating to the MDGs and targets.
402. This strategic Plan was developed in 2009 for the period 2010 - 2015. The plan mirrors the National Strategic Health Development Plan (NSHDP) and addresses the following thematic areas: Leadership and governance, Service delivery, Health Financing, Human resources for health, Health information system, Community participation and ownership, Partnerships for health development and research for health.
403. The strategic Health Development Plan was found to be institutionalized and in use. It has been adopted by the State House of Assembly and is owned by major actors in the State.

HS1.3 Extent to which Sector targets are being met

404. It was further observed that 75 – 80 percent of targets in the plan are met. Routine and special immunizations coverage has been scaled up. Health care facilities are accessible to all communities in the state, and no health facility is sited more than 2 km from the community.

Recommendations

- Even though the Strategic Health Development Plan is in use in the state, its use in all LGAs and Wards need to be supervised so that the plan will be effective for all end users.
- Apart from the SHDP, all relevant legislations in the area of Health such as the Bill on the State Primary Health Agency as well as the HIV Anti Stigma Bill should be passed into law by the House of Assembly as soon as possible.

B. SERVICE DELIVERY PERFORMANCE

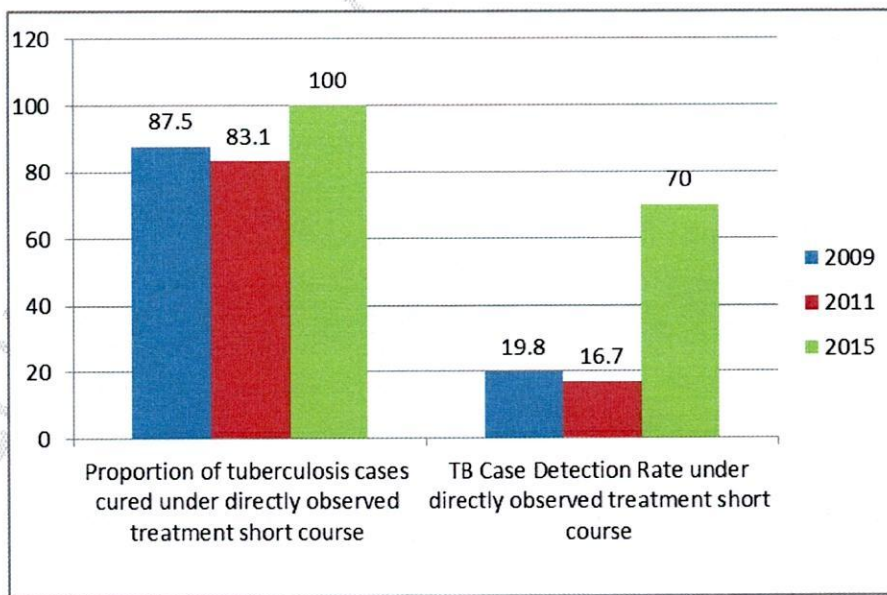
HS2.1 Institutional arrangements for Primary and Secondary Health care and financing of healthcare in the State

405. There is effective collaboration between State and Local Government in the delivery of health care. In addition, in order to improve healthcare delivery in the state, it was confirmed that the State Government procured and distributed 21 Ambulances to LGA health departments and provided seed money to secondary and primary health care facilities for purchase of drugs to ensure regular supply of drugs.

HS2.2.3 Prevalence of Tuberculosis

406. Even though the Anambra report indicated the paucity of data on TB in the state, the 2011 Annual National TB data is shown in Figure 4.1. Also, WHO estimates for TB in Nigeria are:
Prevalence = 199/100,000 population;
Incidence = 133/100,000; and
Mortality = 21/100,000.

Figure 4.1: Reduction in the Transmission of Tuberculosis



407. The TB detection rate is still slow in Anambra state, but the proportion of TB cases cured under directly observed treatment short course is encouraging and is likely to meet the 2015 target of 100%. Figure 4.1 shows that the detection rate dropped from 19.8% in 2001 to 16.7% in 2011 which is short of the 'Stop TB

Partnership' Global Plan and the ultimate target .of 70% by 2015. The proportion of cases cured under DOTS also dropped from 87.5% in 2009 to 83.1% in 2011. The drop has been attributable to health workers' strike in 2011. It is important to note that the success in eradicating tuberculosis rests on early detection of new cases and effective treatment. DOTS programmes, which involve the appropriate diagnosis and registration of each tuberculosis patient followed by standardized multi-drug treatment, are helping to mitigate the relative impact of the disease.

408. If trends in case detection in the past 2 years continue, Anambra state will fall short of targets of halving the prevalence and death rates by 2015, compromising any chance of reaching the global benchmark. There is need, therefore, to improve both the extent and timeliness of the diagnosis of active tuberculosis and increase the rate of successful treatment.

HS2.2.4 HIV prevalence rate and number of people living with HIV and AIDS (PLHA) with access to Antiretroviral drugs (ART) and the range of service rendered to them.

409. The high HIV prevalence rate of 8.7% (2010, National Survey) has been confirmed as 'worrisome and unacceptable' by the state government (see Table 4.15)

Table 4.15: Prevalence of HIV/AIDS in Anambra State

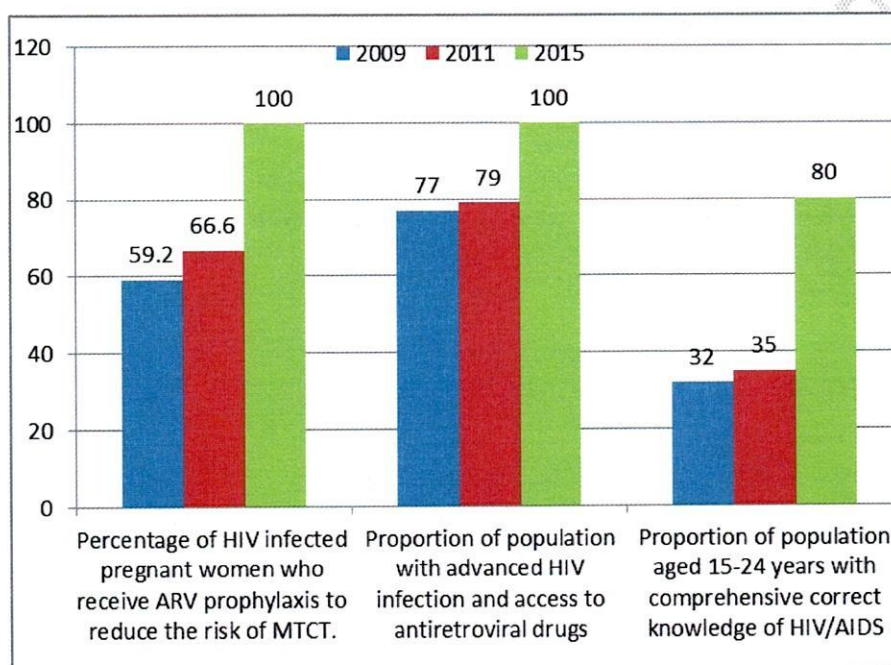
| YEAR | 1991/92 | 1993/94 | 1995/96 | 1999 | 2001 | 2003 | 2005 | 2008 | 2010 |
|-------------------|---------|---------|---------|------|------|------|------|------|------|
| Prevalence | 0.4% | 2.4% | 5.3% | 6.0% | 6.5% | 3.8% | 4.2% | 5.6% | 8.7% |

Source: Anambra SSAR

410. Factors contributory to this high prevalence rate such as the presence of long distance truck drivers and transit population especially in urban areas who engage in various businesses, continue to ensure that sex work thrives. The presence of a large number of students of the tertiary institutions who sell sex for survival and of uniformed organizations like the police, Army and prisons play a vital role in the spread of HIV.
411. In the rural communities, other factors that help drive the epidemic include: dearth of relevant information on HIV/AIDS, various cultural practices like wife inheritance, blood oath taking and blood covenants, etc.
412. Anambra State's response to HIV/AIDS started in 1988 with setting up of the State AIDS/STD control programme (SASCP) in the State Ministry of Health, Awka. SASCP started with baseline surveys on pregnant women attending antenatal clinics, sex workers, long distance drivers' youth and uniformed service

personnel. Various HIV/AIDS activities in the state are driven by Government and Development partners. At present, there are 10(ten) HIV/AIDS treatment centers. One is supported by Federal Government at Nnamdi Azikiwe Teaching Hospital, Nnewi. Five (5) are supported by the GHAIN project which has just ended its services. Three (3) sites are supported by AIDS relief and 1 by Hygea Foundation. All these facilities offer treatment free of charge. About 400,000 people are living with HIV/AIDS in the state, out of which about 177,763 people or 44.4% have access to ARV drugs.

Figure 4.2: Proportion of HIV Positives Accessing Anti-retroviral drugs



Source: 2011 National HIV Sero prevalence Sentinel Survey

413. Figure 4.2 shows that the proportion of the population with advanced HIV infection accessing antiretroviral drugs has increased from 77% in 2009 to 79% in 2011, while the percentage of pregnant women who receive ARV prophylaxis to reduce the risk of MTCT has been on the increase, having increased from 59.2% in 2009 to 66.6% in 2011. Antiretroviral drugs are adding years to peoples' lives, but the need for treatment still outpaces the available supply. It is expected that by 2015, all HIV infected persons in the state will be in a position to receive ARV prophylaxis and that we would have halted and began to reverse the spread of HIV/AIDS. However, there is still need to address the knowledge gap among 15-24 years old. The proportion of this population with comprehensive correct knowledge of HIV/AIDS is, at 34%, far below the 80% projected figure for 2015. HIV prevalence among thosed aged 15- to 24 -years is believed to accurately reflect overall developments in the epidemic because their infections are likely to

be recently acquired and mortality and antiretroviral treatment have less influence on HIV/AIDS data.

HS 2.2.5 Number of newly reported Wild Polio Virus cases.

414. For more than 5 years Anambra State has not experienced Wild polio virus cases. Despite the zero reporting, it was confirmed that Polio eradication campaign is usually done quarterly in the state and the flagging off is done by the Executive Governor himself. Children are immunized against Polio quarterly in addition to the routine immunization done in the health facilities.

Table 4.16: Childhood Health Indicators in Anambra State

| Variable | Anambra state | South East zone | Source |
|---------------------------------------|---------------|-----------------|----------|
| % delivered by a health professional | 95.2% | 81.8% | DHS 2008 |
| % delivered in a health facilities | 87.8 | 73.9% | DHS 2008 |
| DPT3 vaccination coverage | 76.2% | 54.2% | DHS 2008 |
| OPV3 vaccination coverage | 63.2% | 53.6% | DHS 2008 |
| Measles | 71% | 55.5% | DHS 2008 |
| All vaccination | 51.9% | 36.0% | DHS 2008 |
| No vaccination | 10.4% | 10.5% | DHS 2008 |
| Nutritional status of children | | | DHS 2008 |
| underweight @ -3SD | 2.9 | 3.3 | |
| Wasting @ -3SD | 2.0 | 3.4 | |
| Stunting @ -3SD | 4.5 | 9.0 | |

Source: MICS 2011 Final Report

HS 2.3.2 Extent of collaboration with the Primary Health care Development Agency

415. Anambra State has no Primary Health Development Agency (PHCDA) for now. However, the bill for its establishment is in the State House of Assembly for passage. The State collaborates with National Primary Health Care Development Agency (NPHCDA) through the Zone A office at Enugu. An Officer of the zone covers the State.

416. It was equally confirmed that there is maximum collaboration between the state and NPHCDA in terms of immunization, family planning, reproductive health and other PHC activities. NPHCDA also provides technical support to the state.

HS 2.4.1 Proportion of wards with functioning public health facility, providing minimum health care package according to quality of care standards; including availability of safe water and sanitation.

417. It was confirmed that most of the wards in the state have access to functional public health facilities. Most PHCs have boreholes and toilets built by the communities or by MDGs, UNICEF and other partners' projects. While a great number of the PHCs do not have sophisticated equipment, expertise and facilities required (like blood bank, obstetrics care etc.), they utilize, by referrals, the facilities of secondary health care facilities in the vicinity. However, some of the PHCs still lack some basic facilities such as adequate water supply, stand by generators and reliable waste disposal facilities.

HS 2.4.3 Coverage of National Health Insurance Scheme or its equivalent in the State

418. The National health insurance scheme (NHIS) is not fully operational in the state. The state government is yet to buy into the scheme, though very few Private health institutions have joined the scheme. However, there is ample evidence to confirm that the state was the first to start the community Health care financing project in the south East and probably in Nigeria. Unfortunately, this scheme has since become moribund.

Recommendations

- Every effort must be made to provide the PHCs with adequate and functional methods of waste disposal such as incinerators.
- NEPWAN made up of about 400,000 people should have its own separate budget as well as input into the Budget making process. There is an urgent need to strengthen the network of People Living with HIV (NEPWAN) in the state, the capacity of which should be built up.
- Government should consider establishing more HCT Centres to handle the provision of counseling and treatment of HIV cases.
- Increase in public awareness and enlightenment activities such as radio jingles as well public enlightenment programmes in the area of HIV.
- It is important that government should increase funding to SACA and SASCP to mobilize/sensitize the masses; procure HIV test kits, and ARV drugs for people living with HIV/AIDS.
- The government should woo back donor partners such as GHAIN and UNFPA which were previously funding Youth and Support organizations in the HIV sector but have left the state.

- There is also the need to measure the ability and capacity of the healthcare system to deliver quality services that ensures universal availability and access to essential package of primary Health Care services to all groups, using the NPHCDA minimum healthcare package and annual MDGs/CGS health facilities gap analysis report.
- There is the need to resuscitate the previously effective but now moribund Community Health Insurance Scheme.
- Need to monitor the use of the ambulances procured and distributed to the 21 LGAs in other to ensure their judicious use.

C. IMMUNIZATION, CHILD AND MATERNAL MORTALITY

HS 3.1 Framework for immunization, child and maternal mortality in the State

419. The 100% Immunization compliance rate and the well-organised cold chain system of the state are 'Commendable practices' worthy of emulation by other states in the country. However, many of the HODs of Health complained of the lack of transport facilities with which to collect vaccines and send their reports.

HS 3.2.1 Proportion of 12-23 months-old children fully immunized.

420. The Information from the state's NPI unit of the Primary Health Care that 86% of children less than 2 years were fully immunized with all the NPI recommended antigens for that age group is another achievement worthy of emulation by other states. The state is said to be aiming at 100% coverage for all types of immunization for all eligible people. Immunization is done quarterly during the Governor's Forum campaign apart from the normal routine immunization at the health facilities. Most children are now reached.

HS 3.2.2 % of children 6-59 months old receiving Vitamin A supplement

421. Statistical records of MCH programmes and facility records indicate that an average of 125% of children 6 – 59 months received Vitamin A supplement. During various immunization exercises in 2011, it was recorded that 190% of children 6-11 months, and 117% of children 12-59 months received Vitamin A supplement. There are high percentages of children given Vitamin A supplement because of the frequency of immunization in the state.

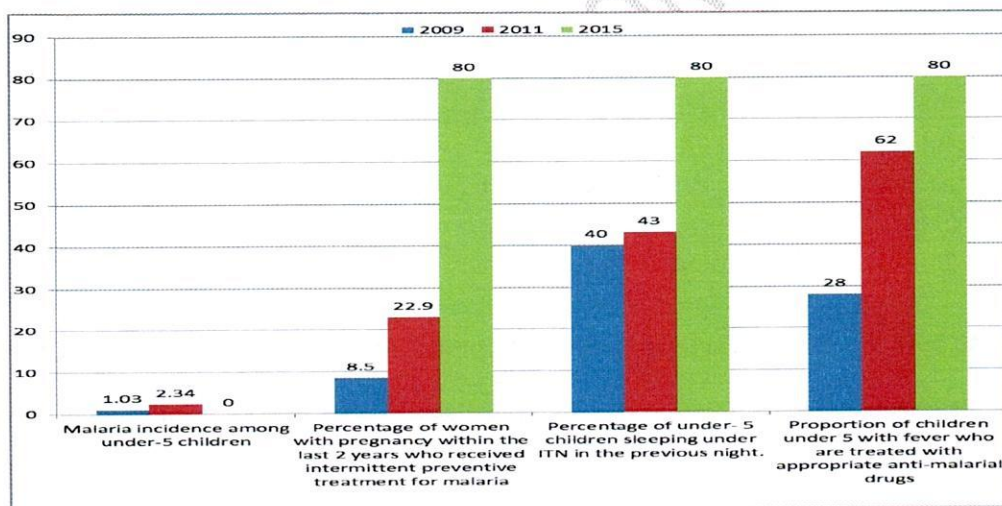
HS 3.2.3 Malaria Incidence among under-five

422. Anambra state's incidence of malaria among under-five children of 11.3% is a commendable figure when compared with that for the South East Zone (23%) and the National Average of 16%.

423. The increases in funding and attention to malaria through the World Bank-Assisted Malaria Control Booster Project and the additional financing have accelerated malaria control activities in Anambra State. For example, there has been a rapid rise in the number of mosquito nets procured and distributed in Anambra state under this project. However, despite this tremendous progress, use of insecticide-treated mosquito nets falls short of the national targets. Figure 5 show that the malaria incidence increased from 1.03% in 2009 to 2.34% in 2011. This increase has been attributed to improved programme management and better reporting rather than an actual increase. The percentage of under 5 children sleeping under ITN in the previous night before the survey show a marginal increase from 40% in 2009 to 43% in 2011 which is still short of the 2015 target of 80%. However, case management has shown a tremendous improvement as the percentage of under 5 children with fever who are treated with appropriate anti malaria drugs has increased from 28% in 2009 to 62% in 2011.

424. Evidence suggests that the expansion of prevention programmes and improved access to more effective antimalarial drugs can substantially reduce malaria cases and deaths. Therefore more efforts should be made to further improve on these indices.

Figure 4.3: Reduction in the Transmission of Malaria



Source: 2011 Malaria Indicator Survey

HS 3.2.4 Total fertility Rate

425. The state's total fertility rate of 5 percent is far below the National Average of 30 percent.

HS 3.2.5 Number of newly reported wild Polio Virus cases

426. No newly reported wild Polio Virus Cases has been recorded recently. Incidence of wild polio virus is not something that can happen without notice. More so when Disease Surveillance & Notification Officers are all over the State keeping watch, especially over polio incidence and control.

HS 3.2.7 Contraceptive prevalence rate

427. Data available for the computation of contraceptive prevalence rate for the State is incomplete. Presently, only Government owned health facilities submit their statistics; private healthcare providers who sometimes have the highest patronage, do not submit data. However, the NDHS puts contraceptive prevalence rate at 10%.
428. This figure is lower than the average National rate of 14%. The reason for the low figure was attributed to the high number of Roman Catholics in Anambra State, who eschew the use of contraceptives and rely on the natural method of Family Planning.

HS 3.2.8 % of pregnant women with 4 ANC visits performed according to national standards

429. Statistics of a few facilities located in the three senatorial zones of the State indicate that about 70% of pregnant women had 4 ANC visits performed according to national standards, during their pregnancy. There is need to conduct more detailed surveys and add the reports to summary reports of service providing facilities, to obtain actual results.

HS 4.1 Framework for staffing and capacity development of health personnel in the State

430. Health professionals are hired like other workers in the State; and they have Health Salary Schemes if it is applying in other States of the Federation. Hitherto, paying them while in training was an incentive, but that no longer applies. However, in –service training still obtains.
431. Most of the training is said to be carried out by Development Partners only for specific programs. There is the need for other cadre of Civil Servants to be given training opportunities.

HS 4.2 Proportion of health professionals per population (Physician, nurses and health Worker per population rural/urban)

432. Health professionals in the State Ministry of Health and State Hospitals Management Board are as shown in table 4.17. The number of professionals and population are not disaggregated by sex because the information was not stored. In summary, there are 597 Nurses; 133 Medical Doctors; 56 Pharmacists; and 55 Medical Laboratory Scientists. Physiotherapists, Radiologists, etc are very few. Community Health Workers are employed /deployed by the Ministry of Local Government, and they work in Primary Health Care facilities all over the State.

Table 4.17: Health Professionals per Population

| S/N | CADRE | SMOH | SHMB | TOTAL | POP | Proportion |
|-----|----------------------|-----------|------|------------|-----------|---------------|
| 1 | Nurse | 56 | 541 | 597 | About | 1:7035 |
| 2 | Med. Doctors | 10 | 123 | 133 | 4,200,000 | 1:31538 |
| 3 | Pharmacists | 4 | 52 | 56 | | 1:75000 |
| 4 | Medical Lab. | - | 55 | 55 | | 1:76363 |
| 5 | Comm. Health Workers | In PHCs | all | Over the | State | |
| | Total | 70 | | 841 | | 1:4994 |

Source: Anambra SSAR

433. The approximate proportion of health professional per population here of 1:4994 (20:99,000), is a far cry from the 20:10,000 target set by NSHDP for 2015. Although the explanation given by the government that the state is in the process of disengaging from the management of hospitals by giving them back to voluntary agencies and organizations may appear reasonable, the fact remains that government still has a lot of responsibility in providing adequate health care to its citizens through the government hospitals. In view of this, there is the need to recruit additional relevant staff after an analysis of specific professionals' needs assessment has been conducted.

HS 4.3 Number and types of plans and programmes for strengthening and motivating the human resource capacities in the health Sector implemented.

434. There are promotions every 3 to 4 years for professionals in the health sector who are qualified. Regular capacity building trainings are conducted for virtually every programme in the sector: Immunization, HIV/AIDS control, Nutrition, Family planning, Roll-back malaria, TB & Leprosy control etc. Trainings are conducted according to the needs.

435. The Roll –back malaria programme and the HSDP run series of appropriate training for health workers, Community volunteers and other stakeholders and gate keepers. Also, the State conducts CME (Continuing Medical Education) with appropriate credits for various categories of health staff. This information disaggregated by sex and cadre is not immediately available. This underscores the need for regular banking of detailed information.

HS 4.4 Quantity and quality of schools for training health professionals in the State

436. The State has: 2 Colleges of Medicine, 5 Schools of Nursing & Midwifery and 1 College of Health Technology. There are Schools of Medical laboratory at Our Lady of Lourdes Hospital, Ihiala and Immaculate Heart Hospital, Nkpor.

437. Table 4.18 shows the training institutions in the state and the category of professionals trained. Nnamdi Azikiwe Teaching hospital Nnewi is a tertiary institution for training Medical doctors, Nurses and midwives. Other professionals like Pharmacists, medical laboratory scientists, Dentists etc are also trained.

Table 4.18: Training Institutions for Health Professionals in Anambra State

| NNAMDI AZIKIWE TEACHING HOSPITAL & AMAKU ANSU TH AWKA | SCH OF NURSING & MIDWIFERY IYIENU | SCH OF MIDWIFERY ONITSHA | STATE SCH OF NURSING & MIDWIFERY NKPOR | SCH OF NURSING & MIDWIFERY ST JOSEPH HOSPITAL ADAZI | SCH OF NURSING OUR LADY OF LOURDES HOSPITAL IHIALA | ANAMBRA STATE COLLEGE OF HEALTH TECH. OBOSI |
|---|-----------------------------------|--------------------------|--|---|--|---|
| Doctors | Nurses | Midwives | Nurses | Nurses | Nurses | Public health Nurses. |
| Nurses | Midwives | | Midwives | Midwives | Midwife | Env. Health off, tech, & Asst. |
| Med lab scientists | | | | | | Comm. Health workers |
| Midwives | | | | | | Med lab tech & asst. |
| | | | | | | Pharmacy tech. |

Source: Anambra SSAR

438. The Anambra State University Teach Hospital, Amaku, Awka was established for the training of Medical students from the newly accredited College of Medicine, ANSU. The Commissioner of Health confirmed that the Teaching Hospital has been accredited by the MDCN. This facility was inspected during our visit.

439. Apart from Nnamdi Azikiwe University Teaching hospital which is Federal Government owned, others are State or Mission owned. Presently all the schools of Nursing and Midwifery, both State and mission are accredited by the Nursing and Midwifery Council of Nigeria. However, with the new policy of up-dating nursing to award HND, there is the need to improve on the infrastructure and

personnel to meet accreditation needs. The same goes for the College of Health Technology, Obosi.

Recommendations

- There is an urgent need to provide Transport Facilities for the PHCs with which to collect vaccines and collate their reports.
- Additional relevant staff should be recruited after specific professionals' needs assessment has been conducted.
- The Continual Medical Education program for Health Workers should be documented.
- The new State Teaching Hospital and other Specialist Hospitals in the state should be urgently provided with adequate waste collection method such as incinerators.
- The infrastructure and personnel of the Schools of Nursing and Midwifery in the state should be improved.
- The high differential ratio between salaries of Health Workers at the Federal and State levels need to be addressed to avoid attrition through the movement of workers from the state to the federal and other agencies in search of better salaries and conditions of living.

D. PHARMACEUTICAL MANAGEMENT PROGRAMME

HS 5.1 Existence of Drug Revolving Fund modeled after Public- private partnership.

440. The Drug Revolving Fund Scheme, which is a very effective strategy for ensuring uninterrupted drug supply in the health care delivery system, is functional in the State, but. it is not yet modeled after Public-Private partnership.

HS 5.2 Number of health facilities experiencing Stock –outs of drugs within the last one year

441. The assertion that there are no stock-outs in the state's health care facilities could not be validated. However, if found to be true, it will be another achievement by the state worthy of emulation by other states in view of the perennial problem of drug scarcity in many health facilities in the country. However, many stakeholders confirmed the great support given by the state government to Faith-based hospitals in the state.

HS 5.4 Options for recapitalizing the DRF including public –private partnership schemes

442. The Health Commissioner and other health officials confirmed that fact that the DRF Scheme is managed and recapitalized by the Authorities of the participating health facilities. They further corroborated the state government's assistance of the regular provision of seed drugs.

Recommendations

- Efforts should be made to situate the DRF Scheme under a PPP arrangement in order to reduce the financial burden on the government.
- The support given to voluntary based hospitals by the state government should be encouraged, sustained and replicated by other state governments.

E. HEALTH INFORMATION AND MANAGEMENT SYSTEM, COMMUNICATION AND ADVOCACY

HS 6.1 Existence of fully established HIMS in the State

443. There is documentary evidence of the establishment of HMIS in the State, structured according to the National HMIS. It is functional. There are HMIS offices in the 21 LGAs with their minimum packages.

HS 6.2.1 % of State annual health budget earmarked and utilized for health research, generation of evidence, and research capacity strengthening

444. Table 4.19 shows that for the period under review, 0.83% of the health budget was earmarked for research and 0.66% was actually utilized. The current benchmark is 2% of total health budget.

Table 4.19: Proportion of Total State Health Budget Dedicated to Research

| Programme | 2008 N | 2009 N | 2010 N |
|--|-----------------------|------------------------|-------------------------|
| Public Health Lab. | 2m Actual =9.4m | 10m Actual =.7m | 10m Actual =5.1m |
| Health Statistical Surveys & Data Banking including PHC Monitoring | 6m Actual =nil | 5m Actual =nil | 3m Actual =.5m |
| Total | 8m Actual =9.4 | 15m Actual =.7m | 13m Actual =5.6m |
| Health Budget | 1,325,000,000 | 1,635,000,000 | 1,322,000,000 |
| Actual Health release | 716,518,927 | 457,693,751 | 1,057,528,833 |
| %Earmarked | 0.6% | 0.91% | 0.98% |
| %Utilized | 1.3% | 0.15% | 0.53% |

Source: Anambra SSAR

HS 6.2.2 Number of health programmes and intervention plans and strategies for improved coverage and high quality impact developed based on information generated from routine HMIS data

445. HMIS data are collected and there is evidence of data analysis and utilization system, structure and mechanism at LGA and State levels. These are however most observable in Donor assisted programmes like: immunization, malaria, TB/Leprosy, HIV etc. Based on these data, there have been interventions in: Buruli ulcer epidemic in Ayamelum LGA; Lassa fever surveillance. Data collection and analysis however need to be improved in other sections of the Health sector.

HS 6.4 Extent of collaboration with communities (active participation of women groups, traditional rulers, opinion leader, CBOs, NGO and CSOs)

446. There is ample evidence to support the existence of an active collaboration of government and the communities. Communities are involved and they participate actively in health development. There are Community health Committees (Village health committee; Ward health committee; Hospital Management committees); made up of Presidents General, Traditional rulers, representatives of women, youth and CSOs, and the facility management staff.

Recommendations

- Efforts should be made at various health facility levels to collect adequate and reliable data.
- Data can be transmitted for now through the GSM for now until enough number of computers are made available.
- More funds should be allocated to the area of Planning and Research in order to catch up on latest medical information and practices.

Box 4.3: Commendable Practices

| No | Commendable Practice | Reason |
|----|---|---|
| 1 | High Compliance Rate for Immunization | The almost 100% Immunization compliance rate and the well organized cold chain system of the state are 'Commendable practices' worthy of emulation by other states in the country. |
| 2 | Procurement and distribution of ambulances to all the LGAs | Improves the state's referral system and by so doing reduces the mortality and morbidity rates. It also improves the effective coordination of healthcare delivery system between the primary, secondary and tertiary levels. |
| 3 | Accessibility of the Primary Health Centres to every community | Health care delivery is accessible and affordable to the people. A substantial decrease in mortality and morbidity rates. |
| 4 | Collaboration between the SMOH and Mission/Private/Agency hospitals through the provision of grants and other forms of support. | Improvement in the quality of healthcare delivery in the state and the reduction of the financial burden in the running of hospitals on the SMOH. |
| 5 | Establishment of Health Development Councils down to the village level. | Encourages the community involvement in the running of Health Facilities. It also improves the regular attendance of the facilities by the indigenes. |
| 6 | Annual conduct of the Anambra State Council on Health | Encourages the contribution of stakeholders including Traditional and Religious leaders and Health Professional bodies to have inputs into Health Policies and Strategies. |
| 7 | Development and Implementation of the Anambra State Strategic Health Plan for 2010-2015 | Evidence based provision of Health Service delivery with input and support from all stakeholders. |
| 8 | Nutritional mapping of the state | Intervention in malnutrition prone areas in the state where there is incidence of high protein-calories malnutrition. |
| 9 | Joint Government/Community ownership of Health Facilities. | Accessibility of indigenes to Health care especially in the 'hard to reach areas' of the state as well as community involvement in the Health Care Delivery System in the state. |

4.3 CONCLUSION

447. Overall, it is obvious that Anambra State has made appreciable progress in the Health Sector. It is hoped that performance and systems domains in the SHDP and some of the 2015 targets can be reached by the target date of 2015. Efforts to improve childhood and maternal indices have continued to show positive results but there are still gaps. Immunization coverage is improving, pregnant women are attending antenatal clinics and HIV patients are having access to antiretroviral drugs. Malaria prevention and treatment service is expanding, with increases in insecticide-treated net use and access to appropriate antimalarial drugs among children under five. Although TB case detection has not improved, more TB cases are receiving treatment.
448. Availability of qualified and adequately equipped personnel and funding for health care is still a problem. Community participation is still weak and research is not yet institutionalized. Therefore, there is a downside to the commendable achievements; unless additional, strengthened or corrective actions are taken urgently some of the 2015 targets are likely to be missed. Therefore the present course of action should be accelerated and expanded so that recent progress is sustained and broadened. Finally, the State and LGAs should commit more funds to the health sector.

4.4 Environment

4.4.1 Overview

449. The environment is a cross-cutting issue that touches virtually every sphere of human existence. It is, therefore, everybody's business. Unfortunately, probably for this very reason, governments tend not to give it deserved attention, but treat it as a residual issue tackled only after other issues have been taken care of. The result is that the environment tends to suffer neglect.
450. In assessing the status of the environment as presented in the SSAR, the Mission interacted with Directors in the State Ministry of Environment, Local Government staff as well as a cross-section of the people of Anambra State. The Mission also visited some urban and rural Local Governments to see the environmental challenges of the state firsthand. Overall, there is no doubt at all that Anambra State has made concerted efforts to tackle its environmental problems, particularly those of flooding, erosion and solid waste management. It has some solid achievements that it can boast of in these areas, including Commendable practices that can be recommended for adoption by other State Governments. But there is still a lot to be done in other areas, and even in the above areas, the State needs to press ahead with and consolidate on the initiatives that are currently on ground.

4.4.2 Background

451. The environment provides life support in the form of land, air, water and a host of living and non-living materials for fulfilling all human development aspirations. It is because of the need for individuals, communities, nations and the whole world to use it sustainably that the United Nations Conference on Environment and Development (UNCED) was held in Rio de Janeiro in 1992. In pursuit of Agenda 21, the main outcome of that conference, Anambra State created the Anambra State Environmental Protection Agency (ANSEPA) which was transformed to a full-fledged Ministry in 1999, the Ministry of Environment, Mineral Resources, Science and Technology. Relevant Units were moved from various MDAs to constitute the new Ministry which was renamed the Ministry of Environment in 2008 when the Ministry of Science and Technology was excised to stand on its own.
452. The Ministry of Environment is pursuing the broad goal of environmental sustainability as evidenced by a safe, clean and green environment. In general, it aims to promote inter-sectoral linkages to reduce environmental degradation and promote the preservation and enhancement of biodiversity. Its main focus is on the two most pressing environmental challenges facing the State, namely, erosion and waste management.
453. The review which follows shows that Anambra state has policies and strategies to ensure environmental sustainability. The state has put in place a good institutional framework for environmental management since 2011 when the Anambra State Waste Management Authority Law was passed. The State has formulated and adopted *Technical Guidelines for Flood and Erosion Control Policy in Anambra State*, which should form the basis of scientifically sound and socially appropriate flood and erosion control and water resources management in the State. It also has a policy on an integrated approach to solid waste management with a PPP arrangement which has the potential to generate wealth from waste and has reintroduced sanitary inspection of premises. However, implementation of these policies is not as effective as might be expected because of capacity and operational issues. Similarly, the management of biodiversity and pollution management need to be more robust.

4.5 Environment Performance Indicators

A. WASTE MANAGEMENT

EnvS 1.1 Existence of Waste Management Policies, Strategies and Plans that align With Federal Government

454. The SSAR states that *"Anambra State has a robust policy on waste management, derived from the National Policy . . ."* The Mission was unable to lay hold of this document. However, the State is implementing a Public-Private Partnership (PPP) arrangement for the management of urban waste. There is a tripartite arrangement between the Federal Government, the State Government and LAGA

International, a waste management consultant, by which LAGA is to execute an Integrated Waste Management System for Onitsha. This includes, among other things, a recycling facility, engineered landfills and waste-to-wealth activities. The arrangement is still in its infancy and so these essential elements of it are yet to be put in place.

455. Since the idea is to extend the initiative to other parts of the State, its success is critical. We heard complaints by residents, landlords and Local Government officials that LAGA is not performing satisfactorily.

EnvS 1.2.1 State Institutional Framework for Waste Management and its Alignment With Federal Institutions

456. Until 2011, the Anambra State Environmental Protection Agency (ANSEPA), a parastatal of the State Ministry of Environment, provided waste management services. The State Government has now decided to put waste management on a sounder footing by putting in place an agency for it. Thus the Anambra State Waste Management Authority Law was passed in 2011. This law empowers ASWAMA, the new agency, under the supervision of the Ministry of Environment, to engage the services of private entities for integrated waste management. The Authority is now in the process of being established.

EnvS 1.2.2 Existence of Policy Encouraging Waste-to-Wealth Programme

457. The PPP arrangement with LAGA International includes a waste-to-wealth programme which is still in its infancy. There is a plastics recovery programme and a plastics recycling facility at Nnewi. There are plans for the production of organic fertilizers from biodegradable waste.

EnvS 1.3.1 Availability of Final Disposal Sites

458. Only temporary solid waste dump sites exist in Anambra State. At Onitsha, we saw the dump site being used by LAGA International. It is an old borrow-pit opposite the Metallurgical Institute which is an eye sore and a health hazard. A site for a properly engineered land fill has been secured for the town at Nkwelle Ezunaka. Compensation has been paid for it and the area has been cleared. Relevant equipments have also been acquired. The process of securing similar sites for the permanent dumping of solid waste in Nnewi and Awka has started.

EnvS 1.3.2 Frequency of Waste Evacuation

459. There are no data on the frequency and rate of evacuation of solid waste from the streets.

EnvS 1.3.3 Number of Illegal Refuse Disposal Sites and Black Spots

460. The provision of receptacles for solid waste has led to a reduction of illegal waste disposal sites and black spots. However, indiscriminate dumping of waste still occurs, including in drainage ditches still under construction.

Env 1.4.1 Increase in Capacity Building/Equipment/Increase of Prosecuted Polluters/Year

461. LAGA International is yet to fully deploy personnel and equipment for the comprehensive management of solid waste in Onitsha and its environs that it is meant to service in the current arrangement. Such a management system is projected to include a properly engineered land fill facility that will include:

- Sorting and recycling of secondary materials;
- Treatment of hospital/household/mechanics workshop and hazardous waste;
- Weighing bridge for receiving and tipping characterized waste.

462. All of these will require both personnel and equipment.

EnvS 1.4.2 Existence and Extent of State Maintenance and Improvement of Waste Management

463. The State has adopted two main strategies to ensure the sustainability of its solid waste management efforts, namely:

- Creating public awareness through a sensitization campaign. This has led to:
 - An increase in the amount of waste being dumped into the receptacles provided instead of being dumped indiscriminately; and
 - An increase in the revenue generated from the users of waste management service (although the revenue is still not sufficient and although landlords and residents are complaining about the charges).
- Procuring additional evacuation equipment to take care of the large amount of waste being dumped in the receptacles. This has led to:
 - A relative reduction in the volume of solid waste being dumped on illegal sites.

464. These developments, if sustained, will ultimately ensure the sustainability of the State's solid waste development efforts.

EnvS 1.4 Increase in Capacity Building/Equipment/Increase of Prosecuted Polluters/Year

465. There are no data on capacity building, equipment acquisitions, or number of polluters prosecuted.
466. Two Commendable practices were observed in the State in the area of Waste Management:
- The enactment of the Anambra State Waste Management Authority Law. The implementation of this law should put solid waste management in the State on a sound footing because it would mean that there is a statutory body to do it;
 - Commencement of integrated solid waste management in the State, using a PPP arrangement. Integrated solid waste management recognizes that solid waste can be a resource in the sense that it often contains materials which can be recovered for re-use or recycling or for conversion into energy or organic fertilizer. Because of the profit motive of business, a PPP arrangement has a good chance of success. It also creates a wide range of jobs.

Recommendations:

- The Anambra State Waste Management Authority Law should be reviewed with inputs from relevant stakeholders. The State House of Assembly confirmed to us that no public hearing was conducted prior to the passing of this legislation. This should be corrected to have a sound waste management system in place that enjoys public support. Only then will ASWAMA stand a chance of succeeding.
- The Integrated Waste Management System arrangement in Onitsha should be revisited by all key stakeholders, including the service beneficiaries, so that critical issues, such as charges, can be addressed.
- The other elements of the waste management arrangement, especially the provision of permanent waste disposal sites, should be put in place as soon as possible so that the unsightly and unhealthy open dumping and burning of waste in a borrow-pit opposite the Metallurgical Institute can stop.
- The new Anambra State Waste Management Authority (ASWAMA) should be constituted without further delay, adequately staffed and equipped in order to put solid waste management in the State on a sound footing.
- The problem of shortage of direct labour and other ad-hoc staff in the waste management sub-sector should be tackled.

B. BIODIVERSITY MANAGEMENT

EnvS 2.1 Existence of Updated Laws on Biodiversity, Status of Biodiversity Management Policies, Strategies and Plans that Align With Federal Equivalents

467. There are currently no up-to-date laws on biodiversity management in the State. The SSAR claims that there are State "*policies/guidelines*" which have been "*adopted from Federal guideline and the United Nations Conventions on Biodiversity.*" However, we were not presented documents outlining what these "*policies/guidelines*" are. Similarly there was no documentary evidence of "State Government "*plan and strategy for controlling exploitation of wild biodiversity as well as biopiracy*" or of the "*effort being made to support a sustainable agro forestry practices in free areas*" In short, we saw no documentary evidence to suggest that the State has and is working with appropriate laws, policies, strategies and plans in the area of biodiversity.

EnvS 2.2 Inventory of State Biodiversity Resources, Institutional Framework for Biodiversity Management and its Alignment with Relevant Federal Institutions

468. A comprehensive inventory of the biodiversity resources of the State does not exist and although the SSAR states that "*the State Forestry Department has a working document containing list of common tree plants . . . in the Forest Reserves*" (p.108), we were unable to lay our hands on this document.

EnvS 2.3.1 Existence of Conservation Facilities (e.g. zoo, parks, botanical gardens)

469. There are no State-owned conservation facilities in the State. But in response to civil society calls for "*the establishment of a zoological garden and parks in the State*", Government has made provision for the development of parks and gardens in the Ministry of Environment's budget for 2011/2012. The release of the amounts of money voted for this purpose will be a test of the political will to develop parks and gardens in the State.

EnvS 2.3.2 Number of Wildlife Parks

470. The State has no Government-owned wildlife parks.

EnvS 2.3.3 Comprehensive Biodiversity Report

471. The State does not have a comprehensive state of biodiversity report.

EnvS 2.4.1 Increase in Capacity Building/Equipment/Increase of Prosecuted Polluters/Year

472. Capacity and equipment for biodiversity management in the State are lacking. There are no data on the number of polluters prosecuted per year.

Recommendations

- Existing collaborative biodiversity initiatives with international Non-Governmental and non-profit organizations with clear benefit sharing models with host communities should be encouraged.
- The plans to consolidate on the management of existing forest reserves along the lines stated in the SSAR should be implemented.
- Government should implement the plan contained in its 2011/2012 budget for the development of Parks and Gardens in the State.
- The State should, as a matter of urgency, commission a State Biodiversity Report, perhaps as part of a comprehensive State of the Environment Report to address the problem of dearth of environmental baseline data and information.
- Government should press ahead with its planned massive afforestation/re-afforestation programme in the six (6) degraded Forest Reserves in the State;

C. DATA MANAGEMENT (DM)

EnvS 3.1 Existence of State Policy on Data Management (DM)

473. The State does not have a functional data collection, banking and dissemination policy in the environment sector.

EnvS 3.2 Existence of Baseline Data on Different Components of the Environment

474. The State does not have a database on various components of the environment. This makes the assessment of performance in the sector problematic.

EnvS 3.3.1 Number of Environmental Studies Carried Out

475. The only environmental studies that have been carried out are EIAs of development projects. These were carried out in compliance with Federal Ministry of Environment requirements and guidelines. They were for specific development projects by the private sector Apparently EIAs are not carried out for Government projects.

EnvS 3.3.2 Availability of Evidence-based Data and Accessibility to Credible, Reliable and Evidence-based Environmental Data.

476. The Ministry of Environment does not have facilities for the collection and analysis of environmental data. It also does not have a laboratory.

EnvS 3.4.1 Research and Development Units

477. The Environment Sector does not have a Research and Development Unit and there is no budgetary provision specifically for R&D.

EnvS 3.4.2. Budgetary Provision for Effective Equipment, Funding, Capacity Building and Manpower for Data Collection.

478. Budgetary provisions of N5 million and N2 million for an Analytical Laboratory was made in 2008 and 2009 respectively. Even these nominal amounts were never released. Some laboratory equipment have been acquired but there is no functional laboratory yet.

Recommendations

- Efforts should be made to give the Ministry of Environment an R&D Unit for the collection, analysis and dissemination of environmental data and information. The Unit should have a functional laboratory and be well staffed and equipped so that it can examine environmental quality issues scientifically.
- State Government-sponsored projects must also be subject to EIA;

D. POLLUTION

EnvS 4.1 Existence of Management Policies, Strategies and Plans that align With Federal Equivalents and Commendable Practice

479. There is no documentary evidence of management policies, strategies and plans for pollution in the State

EnvS 4.2.1 Extent of Institutional Framework and Enforcement Mechanism

480. The State Ministry of Environment provides the National Environmental Standards and Regulations Enforcement Agency (NESREA), with office space. This is the Federal Government Agency that has responsibility for pollution control in Nigeria. The Ministry also has Environmental Marshals who enforce environmental laws in the State.

EnvS 4.2.2 Encouragement of Non-Polluting Sources of Energy

481. Anambra State has no deliberate policies to encourage non-polluting of sources of energy.

4.3.1 EnvS 4.3.1 Low level of Untreated Industrial Effluent

482. The State relies on NESREA for the monitoring of industrial effluent in the State and has no data of its own on levels of untreated industrial effluent that is released into the environment.

EnvS 4.3.2 Availability of Data and Monitoring Mechanism

483. The Federal Ministry of Environment and its parastatal, NESREA, monitor pollution in the State and are the only organizations that are likely to have data although this could not be confirmed by the Mission

EnvS 4.3.3 Number of Companies with EAR Processed

484. The level of enforcement of existing regulations and standards by NESREA and the Federal Ministry of Environment is low; there are no data on the number of companies with EAR processed.

EnvS 4.3.4 Number of Industries with Abatement Measures

485. There are no data on the number of industries with abatement measures.

EnvS 4.3.5 Reduction of Air Quality Index (AQI)

486. There are no data on reduction of AQI.

EnvS 4.4 % level of Compliance by All Sectors with Pollution-free Policies and Guidelines

487. The data for calculating the percentage compliance by the various sectors do not exist.

E. ENVIRONMENTAL GOVERNANCE

EnvS 5.1.1 Environmental Policies and Presence of Environmental Laws and Enforcement

488. There is a law and two policy documents which are concerned with the most important environmental problems of the State, namely, waste management, floods and erosion. The documents are:

- The Anambra State Waste Management Authority Law, 2011;
- Technical Guidelines for Flood and Erosion Control Policy in Anambra State; and
- Abridged Version of Anambra State Flood, Erosion Control and Water Conservation Technical Guidelines.

Box 4.4: Why Technical Guidelines are Important

Every State of the Federation has one or more ecological problems. Such problems are usually tackled in an ad hoc manner. Technical Guidelines are desirable because they approach An ecological problem in a systematic, scientifically-sound manner. The guidelines are applicable wherever the problems and conditions are similar

EnvS5.2.1 Coordinated Approach to Environmental Management

489. There does not seem to be a formal arrangement for the coordination of activities by various MDAs engaged in activities that affect the environment.

EnvS 5.2.2 State of Environment Report

490. Anambra does not yet have a State of the Environment Report.

EnvS 5.3.3 Level of Implementation of National Council on Environment Resolutions

491. The data for assessing the level of implementation of National Council on Environment Resolutions do not exist. However, the ASWAMA Law and the policy documents referred to above are examples of the State's attempts to implement resolutions of the Council.

EnvS 5.3 Level of Interference in Prosecution of Environmental Offenders

492. Data on the level of interference in the prosecution of environmental offenders do not exist.

Achievements

493. The Mission observed four notable achievements in the area of Environmental Governance. They are:

- The production of the **Technical Guidelines for Flood and Erosion Control Policy in Anambra State**; and the **Abridged Version of Anambra State Flood, Erosion Control and Water Conservation Technical Guidelines**. These documents should form the basis of scientifically sound and socially appropriate flood and erosion control and water resources management in the State;
- The State Government teaming up with Local Governments and Communities in funding and implementing erosion control projects. Such projects stand a good chance of succeeding because people have a sense of ownership of them and will do whatever it takes to protect them against trespassers;
- The mobilization of the populace for the achievement of a clean and green environment through the formation of such non-governmental bodies as:
 - Erosion Vanguard;
 - Women in Environmental Health; and
 - Environment Volunteer Corps.

These are very significant steps indeed because they place the environment where it properly belongs, as everybody's business. Government's environmental policies and projects are unlikely to succeed until there is sufficient sensitization and mobilization of the populace.

- Reintroduction of the Sanitary Inspection of premises in the State. During the colonial period, sanitary inspectors played a major role in ensuring that people kept their premises clean. It was a mistake to have phased them out. Reintroducing them will mean a return to a process that ensured environmental cleanliness in the past.

Recommendation:

We recommend that efforts should be made to document all policies, strategies and plans in the environment sector.

OVERALL ASSESSMENT

Challenges

494. In our opinion, the Environment Sector faces three major challenges:

- Lack of evidence-based data, especially baseline data, on virtually all aspects of the environment. In the absence of such data any attempt to assess performance in the sector will amount to groping in the dark. Under these circumstances the best that can be done is to make general statements such as abound in the SSAR.
- Dearth of documentation of what the State has been doing in the Sector. For them to be of real value, policies, strategies and plans as well as their implementation need to be documented. Documentation is the sine qua non of continuity in any establishment. Without it we will be perpetually starting everything and making no progress.
- Lack of a mechanism for environmental monitoring that is independent of Federal agencies. The State must be in a position to advice or make demands on NESREA in its regulatory and enforcement roles, for example, based on its own independent findings.

Commendable Practices

495. We have identified the following three Commendable practices in the environment sector, each of which can be recommended for adoption by other States. :

Box 4.5: Commendable Practices in Environment Sector

| No | Commendable Practice | Reason |
|----|---|---|
| 1 | The integrated approach to solid waste management within a PPP arrangement | <ul style="list-style-type: none"> • Adoption of the integrated approach to solid waste management within a PPP arrangement. What makes this a Commendable practice are the following: <ul style="list-style-type: none"> ▪ The potential to generate wealth from waste; ▪ Its job-creating potentials; ▪ The involvement of the private sector which will invest in waste management so that the State can use the funds it would have put into waste management for other purposes; ▪ Precisely for the above reasons it will be sustainable. |
| 2 | Teaming up with Local Governments and Communities in funding and implementing projects that address ecological disasters. | <ul style="list-style-type: none"> • The State Government teaming up with Local Governments and Communities in funding and implementing projects that address ecological disasters. This kind of team-work approach ensures that people see ecological projects not as government projects but as their own projects. This will make them committed to ensuring their success. The result is sustainability |
| 3 | Reintroduction of the Sanitary Inspection of premises | <ul style="list-style-type: none"> • Anambra State has reintroduced Sanitary Inspection of premises. This practice worked well during the colonial period as a system for ensuring a clean environment even in the villages. It will work well today also. |

4.6 AGRICULTURAL SECTOR

4.6.1 Overview

496. With a population of 4,182,032 million people, farming families of 338, 721 and a landmass of 4,416 square kilometres, Anambra State stands out as a state where agriculture is not the mainstay of the economy. Only 46 percent of the population is into agriculture, as the rest are mostly traders or artisans.
497. As in many other areas of the country, agriculture is still at its subsistence level with an average holding of 0.25ha. Though most food crops are cultivated in the state, food insecurity is a feature of the state. Livestock and fisheries enterprises are also carried out in the State. The State Irrigation Scheme at Enugu-Abor-Ufuma, and Ogboji have been abandoned and need to be rehabilitated. The bulk of the improved oil palm in the State comes from homestead farms.
498. Since the creation of Anambra state in 1991, agriculture has consistently suffered from poor and inadequate release of approved budgetary provisions. For example, the budgetary ceiling for agriculture for 2012 stands at less than 2% of the total capital provisions. This situation, unfortunately, has contributed in no small measure to stalling growth and development of the sector. The budgetary allocation and actual funds release must improve significantly for the state to achieve its well-articulated policy objectives and improve on the overall sector performance and contribution to state level GDP.
499. Commendably, the microcredit agricultural scheme of the state government is functional. Several farmers attested to its benefits during the interactive sessions.
500. Nevertheless, the state needs to shore up its performance in the sector particularly in the following areas: production and irrigation infrastructure, improved access to land and credit, the entire value chain of strategic crops (Cassava, rice, maize and oil palm), and availability of critical baseline data.

4.6.2 BACKGROUND

501. Anambra State occupies an area of 4, 416 square kilometres. Seventy percent of this is arable. The number of farming families is 338, 721 with an average size of 8 persons per farming family or household. The major crops cultivated in the state are cassava, yam, rice, maize, oil palm, plantain/banana and leafy vegetables. The average holding is 0.25ha, which leaves production in the State at subsistence level. Livestock and fisheries enterprises are also carried out in the State.
502. During the Mission, the agricultural thematic team accompanied by the Honourable Commissioner for Agriculture, the Programme manager, Anambra Agricultural Development Programme (ADP) and the State Coordinator of Fadama III visited and inspected several projects including the following:

- The College of Agriculture at Ngabakwu which was established by the present administration. It has an administrative block, male and female hostels, several laboratories and class rooms, and agro-processing mill, an orchard, a livestock pen, a tractor shed and a weather station. The college recently obtained its accreditation and academic activities are in full swing.
- The Fadama village is located at Enugu Ukwu. It is a cluster-based system whereby farmers in different Agricultural enterprises are clustered together in one place under an integrated agricultural production approach. For example; waste water from the fish ponds is used to irrigate the vegetable garden. The village consists of a Piggery, a Goatery, Snailery, Poultry, Fishery, a processing mill and a Biogas production unit. The Peer Review Mission also interacted with some of the farmers, who individually attested to the fruitfulness of the enterprise.
- However, the facility cannot be easily accessed because of the bad terrain. A road is urgently needed to open up the area. Funds were also not disbursed under both Fadama and NPFS programmes this year. However, the state government is highly commended for the swift and timely payment of GCCC.
- The Omor Rice Mill established during the green revolution programme of the second republic, is directly attached to the lower Anambra Irrigation project. The rice mill has huge potential but is presently dormant. If fully activated and functional, it has the capacity to produce 25% of the total rice requirement of Nigeria and can employ up to 50,000 people from out growers up to the entire value chain. The Peer Review Mission was informed that the state government has already signed an MOU with the Wiklow Consortium under a PPP arrangement for the resuscitation of the rice mill.

503. Overall, some progress has been recorded but there is need to revamp agriculture in the State. In what follows, we present the findings and recommendations of the Mission in relation to the TOR.

4.6.3 Budget Performance Review

504. The allocation and actual releases to the Agricultural Sector (2007-2010) are presented in Table 4.20. The data show that the actual releases to the sector were less than 0.25% of the State Budget. These allocations are a far cry from the FAO/NEPAD recommendation that a minimum of 10% of the State budget be allocated to the sector.

Table 4.20: Allocation to the Agricultural Sector (Budgeted and Actual)

| Year | Budget Amount (Naira Million) | % Total budget of the state | Actual Release (Naira) | % Total budget of the state |
|------|----------------------------------|-----------------------------|---------------------------|-----------------------------|
| 2007 | 840.00 | 2.39 | 45,675,652.12 | 0.13 |
| 2008 | 1,075.25 | 3.07 | 228,484,239.00 | 0.39 |
| 2009 | 1,515.00 | 3.20 | 104,869,420.00 | 0.22 |
| 2010 | 652.00 | 1.62 | 124,652,000.00 | 0.31 |
| 2011 | 652.00 | 1.62 | 59,288,606.00 | 0.18 |

Source: Adapted from Anambra State Self-Assessment Report P. 94.

505. The expenditure in the sector from 2007-2010 is shown in Table 4.21. The data show that in spite of acute underfunding of the sector, much of the funds were expended on the recurrent expenditure.

Table 4.21: Expenditure on Agriculture

| YEAR | EXPENDITURE(N) | | TOTAL EXPENDITURE(N) |
|------|----------------|----------------|----------------------|
| | CAPITAL | RECURRENT | |
| 2007 | 45,675,652.00 | 156,887,782.00 | 202,563,434.00 |
| 2008 | 228,484,239.00 | 153,233,814.00 | 381,718,053.00 |
| 2009 | 104,869,420.00 | 14,023,711.00 | 141,285,800.00 |
| 2010 | 124,652,000.00 | 171,801,578.00 | 171,926,230.00 |
| 2011 | 59,288,606.00 | 244,784,702.00 | 304,073,308.00 |

Source: Anambra State Self-Assessment Report

4.6.4 Agricultural Performance Indicators

A. Food and Agricultural Raw Material Supply

AS 1.1 Framework to ensure and stimulate increase in food and agricultural raw materials

506. Anambra state has an agricultural vision report. The Peer Review Mission accessed this document. It can readily transform agriculture in the state if fully implemented with commitment and full governmental financial backing. The agricultural policy goals of the state are laudable and include:

- i. To increase output per unit area for targeted crops like rice, cassava, maize, yam, oil palm and tree crops.
- ii. To improve the existing breeds and increase the output of fish and livestock.
- iii. To expand the land area under production for the target crops.
- iv. To develop agricultural land in the state.
- v. To empower farmers, especially women and youths to increase their productive and processing capacity.
- vi. To provide and promote extension service delivery.
- vii. To promote entrepreneurship development through public-private partnership; and,
- viii. To increase access to credit.

AS 1.2.1 Existence and extent of effectiveness of livestock/fisheries health facilities

507. The mission observed that there is no single health facility for the livestock sub-sector in the State. Awka the state capital lacks a modern abattoir, there are no governmental veterinary clinics and only five veterinary doctors are in the service of the state government. This is very inadequate for a state like Anambra with immense potentials. The situation reflects a major disconnect, more so when integrated agricultural development is envisaged all over the country.

508. Both primary and secondary data were also not readily available.

AS.1.2.2 Existence and effectiveness of meteorological facilities in the state.

509. Meteorological data are crucial for effective planning of agricultural production systems. The peer review mission inspected a functional weather station at the College of Agriculture, Mgbakwu. The State has also invested in the establishment of six weather stations. There are on average 3 desk staff per station in the state.

AS 1.3.1 Percentage change in the quality and quantity of farm inputs delivered to farmers.

510. Fertilizer is, perhaps, the most important agricultural input. The Peer Review Mission interacted extensively and confirmed that fertilizer is being distributed widely throughout the state. It also confirmed that political party affiliations do not matter in the distribution exercise.
511. The fertilizer distribution system through the 4th tier of government consisting of traditional and religious leaders, town unions, youths and women groups is very noble. However, some women farmers leveled accusations at the men folk for cornering such products only to sell to them at exorbitant prices. The mission corroborated the view in the SSAR that the State's performance in fertilizer procurement and distribution as per the needs/demands in the State is adequate.

AS 1.3.2 Annual count of private organizations/companies involved in farm inputs

512. No private agricultural firm was present during the Peer Review Mission's interaction with the private sector. However, the mission was informed that three private firms are involved in the procurement and distribution of fertilizer in the State. The provision of seeds is also being handled privately by private seed companies like most states of the federation.

AS 1.3.3 Annual count of public-private partnership and government investments directed at financing and maintaining inputs and their supply.

513. Anambra State is blessed with arable land, and only a small fraction is cultivated. The Mission was informed that the area under cultivation increased from 94, 000.00 ha in 2009 to 100, 000.00 ha in 2010, a net increase of 6.4%.

514. Anambra State made some progress towards making tractors available to farmers between 2007 and 2010. The indicators are outlined below:

| | |
|--|---------|
| Number of tractors available in the State (2007-2010): | 41 |
| Ratio of tractors to cultivated area in 2010: | 0.00041 |
| Area tractorized in 2010: | 4000ha |
| Ratio of tractorized to cultivated area in 2010: | 0.04 |

515. The indicators reveal that the situation on ground is still a far cry from accomplishing the overall objective of increasing the ratio of tractors to land in the State.

AS 1.4.1 Percentage Growth in Agricultural Production

516. Cassava, rice, yam, and maize are the main crops cultivated in the State. There was an increase in output by 0.26 % (gross for cassava, rice, yam, and maize) from 379, 000mt in 2009 to 380, 000mt in 2010. The output growth of 0.26% is dismal, more so when viewed against the increase in human population.

517. The Mission is of the view that the Igbarian farm settlement which is located at Okpara, Anambra East and adjudged the oldest in Nigeria could further boost agricultural productivity in Anambra State if resuscitated as a vocational skills centre devoted to agriculture. It is presently dormant and decaying.

AS.1.4.2 Extent of Farmers' Output Commercialization.

518. Due to the subsistence nature of farming in Anambra state, the average hectareage farmed is only 0.25ha. The level of commercialization of farmers' output is rather very hard to measure as the Peer Review Mission found neither information nor data to verify this.

B. AGRICULTURAL RESEARCH AND EXTENSION SYSTEMS

AS.2.1 Existing programmes at state level aimed at ensuring dissemination of appropriate new technology.

519. Anambra State has continued to participate in the IDA-assisted Third National Fadama Development Project (NFDP III), the IDB-assisted National Programme on Food Security (NPFS), the IFAD-assisted Root and Tuber Expansion Programme (RTEP), IFAD-assisted Rural Finance Institutions Development Programme (RUFIN). The State is actively participating in the Research-Extension Input Linkage System (REFILS) activities. Anambra State is also very active in the Presidential Initiatives on rice and cassava.
520. The State Fadama III Project is currently rated as the best in the South-East and one of the best in the country by the National Fadama Office and this is a commendable practice worthy of emulation as shown in Box 4.6.

Box 4.6: Commendable Practice: Anambra State Fadama III Project

Within the period 2009-2011, the State released 100% of the required counterpart funds—a total of N189, 065,148.00. The State Fadama III Project is currently rated as the best in the South-East and one of the best in the country by the National Fadama Office. A major success factor of the project is regular funding by the IDA, the State Government and the twenty participating LGCs. It should also be noted that the Project implementation is guided by deliverables, processes and procedures specified in the Financing Agreement. It is also instructive to mention that the Project follows a demand-driven /community – driven development approach. This means that the Project can only intervene in those areas of rural livelihood and agricultural activity defined as priority needs by the beneficiary community groups and associations.

Source: Compiled by the State Peer Review Team

AS.2.2 Annual count of new varieties (by commodities) and technologies made available for transfer

521. The government through the ADP has been working relentlessly to introduce new improved high yielding crop varieties, improved production and processing technologies to the farming community.

522. The Peer Review Mission confirmed the availability of the following new hybrid crop varieties:

Rice: Two (2) - FARO 44 and 52

Cassava: Twelve (12) high yielding and pest/disease resistance/ tolerance varieties of cassava-

TME 419, TME 0581, TME 0505, TME 0561, NR 8082, TMS 30577, TMS 4(2)1425, TMS 91934, TMS 1368, TMS 1412, TMS 1371

Sweet potato: Three (3) carotene based sweet potato varieties.

523. Several new technologies in crops, agro forestry, livestock, fisheries and processing are also readily available to be disseminated to the farming population.

AS 2.3 Ratio of farmers to extension agents

524. The ratio of extension agents to farmers in the state is 1:9409. This is grossly inadequate against the benchmark of 1:1000 recommended by the FAO.

AS 2.4 Proportion of farmers getting information from extension services and frequency of information supply measured as a % of the base line.

525. As indicated in the SSAR, the annual target was 4948 visits/ contacts with farmers out of which 2426 representing 49 % was attained.

C. LAND MANAGEMENT AND TENURE SYSTEMS.

AS 3.1 Framework that is gender and socially inclusive to promote land management and tenure systems for agricultural purpose

526. The issues of sustainable land management and tenure systems are major constraints to agricultural production in the State. Unfortunately, the State has no policy on land use and acquisition for agricultural purposes and farm settlement scheme.

AS 3.2 Measures undertaken by the State to ensure access to land and conserve land for good agricultural practices, including for women and marginalized groups.

527. The State has no policy or programme in place to ensure access to land and conserve land for good agricultural practices, including for women and marginalized groups. There is also no functional farm settlement.

AS 3.3 Proportion of land area with Sustainable Land Management (SLM) Practices

528. There is no information/ data on this indicator.

AS 3.4 Annual count of Training mounted for extension agents in SLM techniques

529. There is no information/ data on this indicator.

D. ACCESS

AS.4.1 Framework that ensures access to market.

530. There is no defined policy on the issue of access to market. There is no single agricultural processing plant in the state, and no machinery in place to mop up excess production.

AS.4.2 Proportion of certified services providers and price information systems measured as % baseline.

531. The Peer Review Mission neither found information nor data on this indicator.

AS. 4.3 Status of state rural infrastructure in ensuring market access.

532. The present administration has constructed a broad network of roads across the state. It is pertinent to note that the state government conducted a 'poverty survey', and Anambra West was adjudged the poorest region in the state. That area has now been opened up with the construction of ISU Bridge across the ISU River. This river had hitherto cut-off the western part of the state. Rural markets are now closer to the farmers.

AS. 4.4 Proportion of small-scale producers and farmers' association linked to value chains and marketing companies/organisations.

533. The Peer Review Mission found no information or data on this issue.

D. WATER AND IRRIGATION SUPPLY AND CONTROL.

AS 5.1 Framework for water irrigation supply and control.

534. The lower Anambra irrigation project, where the Omor rice mill is located is dormant. The state government has however gone into a PPP arrangement with Wicklow Consortium but no work had started as at the time of the Peer Review Mission's visit.

AS 5.2 Existence of institutional structure to manage and control water irrigation system in the state.

535. Abundant potentials for irrigation do exist in the state. There is a vast arable land and a number of rivers criss-crossing the state. Such rivers can be harnessed for irrigation purposes. Rice production under irrigation is a top priority but as stated earlier, it is yet to fully take off.

536. The State policy on irrigation water supply targets only rice presently. The State Rice Project, (a Unit in the Department of Agriculture) is responsible for the operation of the State Irrigation Project. The unit is poorly staffed.

AS5.3 Volume and value of irrigated water capacity developed or rehabilitated.

537. The Peer Review Mission found neither information nor data on this issue

AS 5.4 Proportional increases in yield of Crop/Fish and Farm Income Measured as a % of the baseline

538. The Peer Review Mission found neither information nor data on this issue

E. CREDIT SUPPLY AND INSURANCE

AS 6.1 Frameworks for Credit Supply and Insurance.

539. There is a policy for credit supply, but none for insurance.

AS 6.2 Number of financial institutions (saving/ credit/ insurance and products offered in rural areas.

540. There are several financial institutions in the state. The Bank of Agriculture and the Bank of industry are very active. The state government through the Manufacturers Association of Nigeria (MAN) also released ₦ 1billion as loan which was accessed by some beneficiaries in the agriculture sector.

AS 6.3 Annual counts of financial institutions (Savings/ credit/Insurance/and products offered in the rural area.

541. The Peer Review Mission found no data on the issue.

AS 6.4 Proportion of farmers with access to credit and insurance measured as a % of the baseline.

542. The Peer Review Mission found neither information nor data on this issue.

4.6.5 CONCLUSION

543. The State's ability to put agriculture on the front burner of her development efforts is not in doubt. What is lacking is the will to take concrete steps to do this. Agriculture is one sector that can rapidly create jobs for the unemployed youths within a short space of time. Agriculture is one sector that can make the State depend less on food imports from other parts of the country.

544. Agriculture is on the concurrent list, and presently a key sector in the FGN's drive to transform the economy of the country. The State has to key into this transformation agenda. It is crucial that the budgetary allocation and releases to the sector be increased far above the present level.

Achievements

- The Agriculture Sector has a well-articulated policy document. The policy has short term, medium term, and long term objectives targeting major commodities in the State.
- In Fadama III, the State has paid 100% of her GCCC. The Fadama III now ranks as the number one in the country in terms of performance.
- 50% of the GCCC on the National Programme on Food Security has been paid. The Programme is performing relatively well.
- In the input subsector, the State has in place a system that ensures the availability of fertilizer - a critical input in the crop-based farming system of the State - to the farming community.

- Construction of road network in the state covering all parts of the state is second to none.
- Some positive steps are also being taken to reduce the ratio of tractor to cultivated area.
- The State has also invested in the establishment of weather stations (A total of 6 weather stations)

Challenges

- Poor allocation and actual releases to the sector has grossly affected its performance.
- There is no state policy on land use and acquisition for agricultural purposes and farm settlement.
- The State policy on irrigation water supply is not comprehensive. It targets only rice production and the state rice project unit is poorly staffed.
- There is no policy or programme in place to ensure access to land and conserve land for good agricultural practices, including for women and marginalized groups.
- There is a dearth of young people who are engaged in agriculture in the state. Agriculture, it seems is not a quick earner, as trading is the major pre-occupation of most youths.
- The state also does not have a functional farm settlement.
- The state lacks a modern and functional abattoir.
- Most of the agricultural lands are not tractorable
- Inadequate livestock/fisheries health facilities
- The ratio of extension agents to farmers (1:9409) is unsatisfactory

Recommendations

- Increasing budgetary allocation to the sector to 10% in line with CAADP recommendations and also ensuring that the budgetary allocation is released timeously.
- Partnering with credible private organizations to develop the value chain of major commodities in the State including the resuscitation of the Omor rice mill.
- Resuscitation of the Igbarian farm settlement as a vocational skills centre devoted to agriculture.
- An access road to the Enugu Ukwu Fadama village in Njikoka LGA is urgently needed.
- Establishment of a functional modern abattoir in Awka, the state capital.
- Government to rehabilitate the irrigation schemes.
- There is need to improve access to credit for small, medium, and large scale enterprises.
- Partnering with credible private organizations to develop the value chain of major commodities in the State.

4.7 Infrastructure Sector

4.7.1 Overview

545. In the context of Anambra state, the Infrastructure Sector is comprised of the road sub-sector, water and sanitation sub-sector and the power sub-sector. These three sub-sectors are regarded by the Anambra State Government as priority sectors, strongly supported by both the Executive and legislative arms of the Government.
546. In terms of budgetary allocations, the road sub-sector has fared very well in the last 4 years. This has translated to even distribution of asphalt-surfaced road network in the State. For sustainability of these roads, the State Government established, by law, the Anambra State Road Maintenance Agency (ARMA).
547. The Water and Sanitation sub-sector has enjoyed the support of donor agencies as well as the MDGs Office, in addition to the support from the State Government. However, access to potable drinking water through-out the State is not more than 50%, while efforts are in the right direction with respect to awareness creation, sensitization and provision of sanitation and hygiene facilities in public places. The State has developed a water and sanitation policy document which is yet to be passed into law. The policy provides a road map for activities in the sub-sector with respect to funding, roles and responsibilities, development, private sector participation and cost recovery for sustainability.
548. Access to power facilities in the State is high. The State Government through its rural electrification programme has assisted many communities in the provision of transformers and linking them to the National Grid. However, the Government is yet to have its own power policy.
549. One of the major challenges that the infrastructure sector is facing in the State is the inadequate professional and technical personnel in the sector Ministries i.e. Ministry of Works and Ministry of Public Utilities, Water Resources and Community Development. There is also the challenge of low funds release compared to amount budgeted.
550. In Anambra State, the Ministry of Works has responsibilities for road construction and maintenance, while the Ministry of Public Utilities, Water Resources and Community Development have responsibilities for Water, Sanitation and Power.

Ministry of Works

551. Road development under the Ministry of Works (MOW) is largely guided by the principle of continuity of road works already in progress and also by the policy of traversing into those areas of the state not earlier covered. However in the aspect of road maintenance, a major shift occurred in 2008 with the establishment of the Anambra State Road Maintenance Agency (ARMA) through the Anambra State Road Maintenance Agency Establishment law. The agency has the responsibility to regulate all road maintenance activities in the state.

Ministry of Public Utilities, Water Resources and Community Development

Water and Sanitation

552. When Anambra State was created in 1991, the Ministry was just a Department of Public Utilities in the office of the Executive Governor, Government House, Awka. However, by 1994 it was transformed into the Bureau of Public Utilities and Rural Development, Government House, Awka and this lasted up to 1999 when it was renamed Bureau of Basic Infrastructure and Rural Development. This name existed up to 4th October, 2007 when the Executive Council under Governor Peter Obi's Administration created the Ministry of Public Utilities, Water Resources and Community Development through Exco Circular letter No.SSG/EXCO/S.6/V/324 dated 4th Oct. 2007 and Head of Service Circular No.HOS/Adm/179/393 of 8th Nov, 2007.
553. With the creation of a full-fledged Ministry and the Federal Government's guidelines on Water Resources, all Water Projects in the State were centralised under the Ministry through the letter No. HOS/Adm/179/401 dated 10th January, 2008. With this, the Rural Water Supply and Sanitation Agency (RUWASSA) became part of the Ministry.

Power

554. The Anambra State Rural Electrification Board (Authority) was established by Edict No. 25 of 1978 which empowers, it among other things, to provide and distribute electricity for public, domestic and industrial use in any part of the State where PHCN (NEPA), for the time being, does not maintain any electricity undertaking or installation.
555. The main focus of the REB is on rural areas. The philosophy behind the concept is to provide basic amenities for social and economic development including rural industrialisation of the communities and by so doing, transform the socio-economic lives of the rural dwellers by assisting the growth of small scale and cottage industries which will in turn provide employment opportunities. It is aimed at stopping the tide of urban migration. The REB was later changed to Rural Electrification Authority by EXCO decision.

556. In addition to the above, the State Government through Exco Memo (2008) No.57 and HOS letter No. HOS/Adm/179/T.I/40 dated 6th Nov. 2008 approved the transfer of the Electrical Service components of the Mechanical/Electrical department of the State Ministry of works as well as the absorption of the Rural Electrification Authority Staff into the Ministry of Public Utilities, Water Resources and Community Development. The Electrical Engineering Services Department is now overseeing the activities of both rural and urban electricity concerns.

4.7.2 Budget Performance Review

557. A review of the budget performance of the infrastructure sector in Anambra state was conducted in order to analyze the trend and budget allocation (budgeted and actual releases), level of expenditure and prudent management of public resources in the sector, geared towards achieving economic growth and development of the entire State.

558. The review which covered the period, 2007 – 2011, is aimed at determining the extent of performance in the infrastructure sector over this period in terms of effectiveness as regards government policies, plans and programmes for the sector.

Funds Allocations to Infrastructure Sector (Budgeted and Actual Releases)

Road

Table 4.22: Allocations to Road Sub-Sector

| Year | Proposed Expenditure (N'm) | Actual Expenditure (N'm) | Actual Expenditure as a percentage of proposed expenditure (%) |
|------|----------------------------|--------------------------|--|
| 2007 | 12,848,000,000.00 | 11,947,647,976.00 | 93 |
| 2008 | 20,705,000,000.00 | 16,620,707,035.00 | 80.3 |
| 2009 | 15,717,000,000.00 | 11,330,281,720.00 | 72 |
| 2010 | 12,744,000,000.00 | 10,184,932,914.00 | 80 |
| 2011 | 10,740,000,000.00 | 9,685,053,730.00 | 90.18 |

Effectiveness as affected by budget allocation (Budgeted and Actual)

Table 4.23: Effectiveness and Equity Consideration (Road)

| Year | Length of Road Awarded (km) | Length of Completed Asphalted Road per Yearly Awards (km) | Gross Total Length of Road Asphalted (Including spill over from previous years) Km | % Achieved |
|--------------|-----------------------------|---|--|--------------|
| 2006 | 318.832 | 120.85 | 128 | 40.15 |
| 2007 | 174.166 | 89.534 | 93.835 | 54.06 |
| 2008 | 94.675 | 62.831 | 70.736 | 78.92 |
| 2009 | 60.747 | 26.925 | 85.473 | 132.15 |
| 2010 | 61.815 | 11.216 | 63.94 | 103.44 |
| 2011 | 34.86 | 0 | 103.882 | 298 |
| TOTAL | 745.095 | 147.851 | 545.866 | 73.26 |

Source: Ministry of Works, Highways Department

559. From Tables 4.22 and 4.23, it would be observed that the actual expenditure ranges between 72-93% (Average=83.1%) of the budgeted amount while the cumulative length of road asphalted during the period under consideration is 73.26% of the total length of road awarded. Each year there is a decline in the total length of asphalted road completed. This could be attributed to the following factors:

- Difference between budgeted and actual funds released
- Untimely release of funds for the projects
- Inadequate planning for the effective utilization of the construction (dry) season
- Award of high capacity contracts to low capacity contractors.

Problems of Recruitment and Retention of Infrastructure Personnel

560. After the recruitment exercise of 2006, the road sub - sector in the state during the period of under review did not witness any other recruitment as no waiver was given, either to the Civil Service Commission for the recruitment of the senior service cadre or the Ministry of Works for the junior service cadre. This has led to a situation of retirement of personnel without replacement. There has also been remarkable drain of personnel especially from the professional/technical units to the private sector due to more attractive wages. These factors all lead to a huge noticeable downturn in the effectiveness and efficiency of manpower in the sector.

Performance Criterion (Are the funds optimally or fairly distributed among various or major problem areas, among regions (LGAs) and sectors (urban/rural)

Roads

561. The choice of roads to be constructed, upgraded/ rehabilitated depends on the requests from the various communities and LGAs to the Governor. These requests are appraised by the Ministry of Works and a Consultant is appointed who then carries out detailed design, preparation of tender documents including bill of quantities and the cost estimate i.e. the contract sum for the particular project. The contract sum is then ratified by the tender board and approved by the Executive Committee. Based on the field visits carried out during the mission, it can be confirmed that the three senatorial districts of the State have benefitted from the implementation of road projects.

Water and Sanitation

562. Table 4.24 shows the budget and expenditure from the State Government alone while Table 4 shows the combined budget and expenditure of the State Government, EU-UNICEF, MDG and Counterpart Cash Contribution to externally funded WSS projects. From Table 4.24, it can be seen that the actual expenditure as a percentage of the proposed expenditure has been very low. From Table 4.25, the contributions from the donor agencies and MDG improved the amount budgeted and expended on water and sanitation projects in the State.

Table 4.24: Allocations to Water Sub-Sector by the State Government

| Year | Proposed Expenditure (N'm) | Actual Expenditure (N'm) | Actual Expenditure as a percentage of proposed expenditure (%) |
|------|----------------------------|--------------------------|--|
| 2007 | 805,000,000 | N.A | N.A |
| 2008 | 1,950,000,000.00 | 368,493,000.00 | 18.9 |
| 2009 | 1,790,000,000.00 | 56,603,000.00 | 3.20 |
| 2010 | 1,640,000,000.00 | 111,731,000.00 | 6.81 |
| 2011 | 818,000,000 | 139,152,000.00 | 17.01 |

Table 4.25: Overall Allocations and Actual Expenditure by the State Government and Others ¹

| Year | Total State Budget (N) | Amount Budgeted for WSS(N) | Amount Utilized (N) | Amount Utilized as a percentage of Amount Budgeted |
|------|------------------------|----------------------------|---------------------|--|
| 2009 | 79.951b | 2.215b | 1.572b | 70.8 |
| 2010 | 67.000b | 2.70b | 1.487b | 55.07 |
| 2011 | 66.944b | 2.905b | 2.061b | 70.95 |

¹ Source: State budgets, MDGs, GCCC, EU-UNICEF (GCCC –Government Counterpart Cash Contribution) and Accounts Department of MPUWRCD.

Power

563. Table 4.26 shows an increase of 49.1% in the actual expenditure between 2009 and 2011. Also, the actual expenditure as a percentage of proposed expenditure increased from 23.4% in 2008 to 64.66% in 2011. This is an indication of the State Government's strong response to the requests from communities and LGAs for provision of electricity.

Table 4.26: Allocations to Power Sub-Sector

| Year | Proposed Expenditure (N'm) | Actual Expenditure (N'm) | Actual Expenditure as a percentage of proposed expenditure (%) |
|------|----------------------------|--------------------------|--|
| 2007 | 200,000,000.00 | N.A | N.A |
| 2008 | 1,445,000,000.00 | 337,769,000.00 | 23.4 |
| 2009 | 1,200,000,000.00 | 496,584,000.00 | 41.4 |
| 2010 | 1,064,000,000.00 | 624,606,000.00 | 58.7 |
| 2011 | 1,026,000,000.00 | 663,409,000.00 | 64.66 |

4.7.3 Infrastructure Performance Indicators

A. BASIS FOR UNDERTAKING INFRASTRUCTURAL INVESTMENTS

IS 1.1 Extent to which the State has laws, regulations and policies to regulate investments in infrastructure, including private and public/private partnerships

Roads

564. Currently there is no comprehensive policy and legal framework that guides road development in the state. However, the Ministry of Works has produced a Strategic Framework which articulates the vision, mission, strategy to achieve them, output, outcomes and performance indicators. The Strategic Framework is used as a guide during the Ministry's budget preparation and presentation. Also, the State is guided by the ANIDS philosophy. The principle of continuity of road development and extending same to local government areas that are hitherto not covered and financed from the state annual budget also provided the basis for road development.
565. The State has a Law on Road Maintenance called, the Anambra State Road Maintenance Agency Establishment Law 2008.

Water and Sanitation

566. The State developed a state water and sanitation policy which was approved by the Executive Council in 2009. The draft policy has been forwarded to the Ministry of Justice for vetting after which the policy will be sent to the State House of Assembly for passage into law.

Power

567. Within the period under review, the state had no energy policy. However, in 2011 the UNDP assisted the State to produce an Energy Policy. But the policy is yet to be adopted and approved by the State Executive Council.

IS 1.2 Evidence that locations for infrastructure investment were in areas of greatest need

Road

568. The State does not have a road map that guides decision on development of roads. The Mission was informed that decisions on road investment is based, amongst others, on the fulfillment of the State Governor's campaign promises. Requests for upgrading/ rehabilitation and construction of new roads are generated from the various communities through their respective town unions. These requests are collated by the Local Governments and forwarded to the Governor who, taking cognizance of inputs from the State Assembly, decides on which roads are priorities for implementation. However, there is ample evidence

that the network of roads is fairly evenly distributed among the three senatorial zones in the entire State. For example:

- 8 Roads with a total length of 56.65 km were awarded in Anambra North Senatorial Zone.
- 13 Roads comprising 152.812 km were awarded in Anambra south Senatorial Zone.
- 17 Roads representing 130.521 km were awarded in Anambra Central Senatorial Zone.

Water

569. The demands for water facilities are articulated by the various communities through their respective town unions. The requests are collated and forwarded to the State Government by the Local Governments. The Ministry of Public Utilities, Water Resources and Community Development (MPUWRCD) has the responsibility of assessing the water supply needs of the communities and preparing options including cost estimates for the consideration of the Governor.

570. Under the EU assisted WSSSRP, needs assessments were conducted in 5 LGAs. The Ministry of Public Utilities, Water Resources and Community Development is presently carrying out inventory and mapping of Water, Sanitation and Hygiene (WASH) and other socio-economic facilities throughout the State. The exercise is expected to produce information on the following: number of facilities, functionality, distance of facilities from consumers, quality and coverage. The needs assessment would amongst others identify areas of the state with the greatest need for water and sanitation facilities so that government intervention could be channelled to such areas.

Power

571. The intervention of the State Government is dictated by the need to provide electricity to communities that are not covered by PHCN power supply. Communities through their respective town unions write to the State Government for assistance. The requests are forwarded to the MPUWRCD who carry out assessment of the power needs of the communities and proffer cost effective interventions in their recommendations to the Governor.

IS 1.3 Extent to which stakeholders, including women and vulnerable groups were involved in project identification/selection and implementation

Road

572. The practice in the State is for road projects to be initiated from the communities through their respective town unions. The Local Governments facilitate town hall meetings where every segment of the communities come together to articulate their needs as far as provision of road infrastructure is concerned. The

representatives (including female members) of various constituencies in the State House of Assembly are actively involved in project identification/selection. They also perform oversight function during the implementation of the road projects

Water and Sanitation

573. Within the period, 2007 - 2011, reforms championed by EU assisted WSSSRP-SRIP brought about the involvement of all relevant stakeholders including CSOs, NGOs, WCAs/WASHCOMs, PSPs, women and vulnerable groups in project identification/ selection and implementation through stakeholders workshops organized by MEPB and EU-UNICEF.

Power

574. Requests for State Government intervention emanates from the various communities. Therefore it can be inferred that all the stakeholders in the communities including women and vulnerable groups are involved in the decision to request for State Government assistance. These requests are passed through the Local Governments to the State Government for consideration.

IS 1.4 Evidence that community concerns were addressed before, during and after project implementation

Road

575. All the requests from communities through the town unions and the Local Governments are forwarded to the Ministry of Works. The Ministry thereafter carries out assessment of the roads and other related hydraulic structures and prepares a report which is then forwarded to the Governor for consideration and approval. After the approval a Consultant is appointed to carry-out the design, preparation of bid documents and EIA. There is however, no evidence that the EIA reports are subjected to public hearing within the communities affected by the road projects.

Water

576. During the baseline-survey and formation of WCAs/WASHCOMs in the EU assisted WSSSRP in 5 LGAs, the community members were provided with adequate information on the available technology options, at the end of which the communities develop CAP (Community Action Plan) which indicates their options for facility construction (Water) and their willingness to pay their counterpart contribution. The community also participates in project implementation through supervision of projects and provision of security which ensures ownership and sustainability. The MPUWRCD is taking practical steps to replicate the process followed under the EU assisted WSSSRP in the remaining LGAs. This will ensure that community concerns are adequately addressed during and after project implementation.

Power

577. Communities in need of electricity extension as well as those that do not have electricity at all make requests to the State Governor. In compliance to the Governor's directive, the MPUWRCD collates such requests and when approved, undertakes inspection visits to such communities to ascertain their needs as well as determine what it will cost to provide electricity for them. After the provision of these facilities to benefitting communities, the Ministry goes further to entertain further community concerns; for example, their complaints are received and measures to address them are put in place.

B. PUBLIC ACCESS TO INFRASTRUCTURE

IS 2.1 Good Paved Asphalt Road link from state capital to all local governments' headquarters.

578. Good Paved Asphalt Road Link from the state capital Awka to all the 21(Twenty one) LG Headquarters has been achieved (Box 4.7). One can traverse the state from Mmiata in Anambra North via Awka (Anambra Central) to Uli in Anambra South in just an hour.
579. However, the road network linking Awka to other States albeit Federal Roads are in a deplorable condition.

Box 4.7: Best Practice – Good Asphalt Road Linking the State

Anambra State is one of the few States that have good network of roads linking the State Capital to all the LGAs. The capital, Awka, is linked by a network of asphalt roads to all the Twenty one Local Government Headquarters. The Peter Obi Administration has so far constructed over 500km of asphalt roads in the State and Anambra State is now reputed to have some of the best networks of roads particularly in the rural areas. This is a good practice that is worthy of emulation by other States.

IS 2.2 Daily per capita liters of water supply and Awareness creation for Sanitation & Hygiene

580. There is an on-going inventory and mapping of WASH and socio-economic facilities in the State by the Ministry of Public Utilities, Water Resources and Community Development. The aim of the exercise is to determine the number of water facilities available, their functionality, population covered, quality and distance from consumers. Water supply in the State is classified into Urban,

Small towns and Rural. The State Water Corporation has responsibility for urban water supply, while water supply in the small towns is mainly handled by the private sector operators, communities and to some extent the State Government. The Rural Water Supply and Sanitation Agency (RUWASSA) is responsible for rural water supply and sanitation.

581. There are 7 urban water supply schemes in the State. Table 4.27 presents the existing urban schemes, capacity, functionality and problems:

Table 4.27: Urban Water Supply Schemes

| S/No | Name of Scheme | Capacity | Functionality | Problems |
|------|----------------|-----------------------|-----------------|--|
| 1 | Nnewi | 100m ³ /hr | Partially | Unstable power supply |
| 2 | Udoka | 30m ³ /hr | Functioning | |
| 3 | Amawbia | 70m ³ /hr | Functioning | |
| 4 | Obizi-uga | 200m ³ /hr | Not functioning | Erosion problem, vandalization of armoured cable |
| 5 | Onitsha | 42m ³ /day | Partially | Unstable power supply |
| 6 | Awka | - | Not functioning | On- going Rehabilitation |
| 7 | Ihiala | - | Not functioning | Intake problem |

Source: Ministry of Public Utilities, Water Resources and Community Development.

582. A total of 186,103 and 67 rural water schemes were constructed by MDG, RUWASSA and the MPUWRCD respectively in rural communities of the State. The MDG schemes comprised a borehole, an overhead tank (capacity: 500 gallons), limited reticulation and provision of 10 No. stand pipes in schools/health centres and the remaining in the communities. These schemes are solar powered. The RUWASSA schemes are similar to the MDG schemes except that some of the schemes are powered by generating sets and 6 service stand posts are provided at the base of the tank. The schemes constructed by the MPUWRCD consist of hand pumps, while the remaining are generator powered schemes with stand posts at the base of the tank.

583. The success rate of these schemes is about 50% as half of the schemes are not functioning. The reasons for the non-functionality of the schemes are:

- Effect of lightening on the solar panels. The panels are not installed with thunder arrestors
- Communities' inability to procure diesel for the generating sets

- Lack of technical know-how within the communities.

584. The foregoing explains the situation of water supply in the State. The gap in water supply delivery is filled by private sector operators and individuals who construct boreholes/deep wells in their premises and sell water to members of the public. Due to paucity of data on the different water sources, quality and quantity of water supplied by the different players in the water sub-sector, it is difficult to determine the per capita consumption of water in the State. However, there is ample evidence that a large percentage of the people have access to potable drinking water through the efforts mainly of private operators.

585. A novel approach adopted in the State for household sanitation and hygiene is the creation of awareness and sensitization of the people to trigger them to attain the ODF (open defecation free) status. This is known as the Community Led Total Sanitation (CLTS). (See Box 4.8).

Box 4.8: Commendable Practice – The Community Led Total Sanitation (CLTS)

Presently, about 10 small towns and 130 communities in 5 LGAs piloted under the EU assisted WSSSRP had been triggered. The exercise is on-going and RUWASSA is leading the campaign in the various communities and to date additional 416 communities and villages have been triggered. Also, about 593 toilet facilities have been constructed mostly in secondary schools, primary schools and markets throughout the State. They were funded by the EU, UNICEF and MDG while the State provided the counterpart cash contribution. Furthermore, all the 21 LGAs now have a WASH unit and there is a move to upgrade them to departments in the respective LGAs. About 204 WASHCOMs have been formed in the various communities and 34 of them have been trained. With the on-going efforts of MPUWRCD, sanitation coverage will tremendously increase in the State.

IS 2.3 Connectivity to Power (National Grid and Rural Electrification)

586. Data available showed that about 95 percent of the communities and villages have been electrified through the State's Rural Electrification Programme. Between 2006 and 2010 about 300 transformers were distributed and installed in various communities and villages. Also, between 2010 and 2011 about 208 transformers were distributed and installed in 179 communities.

587. In summary, 20 out of 21 LGA headquarters are connected to the National grid. This translates to 95% compliance.

IS 2.4 Telecommunications coverage in the State

588. There is ample evidence to show that the State is well covered by most of the service providers in the telecommunication sector. Visits to various parts of the State confirmed this point. Network of the various services are available though in varying degrees throughout the State.

C. SUSTAINABILITY AND MAINTENANCE

IS 3.1 Extent to which the state has laws, regulations and policies to ensure/guarantee sustainability and maintenance of investments in infrastructure

Roads

589. The State has a Law cited as the Anambra State Roads Maintenance Agency (Establishment, etc.) Law, 2008 which came into effect on the 29th August 2008. Part III, SECTION 11 "Functions and Powers of the Agency", charged the agency with the function of ensuring the efficient and effective maintenance of all existing State roads or such other roads as may be declared from time to time as State roads by the Governor pursuant to the Roads (Classification and Management) Law, 121, Revised Laws of Anambra State, 1991. In addition, there is the Department of Maintenance and Engineering Services of the Ministry of Works that has oversight function on the agency.
590. The State is in the process of enacting a law to establish a Building and Civil Engineering (Construction) Materials Quality Control Laboratory. A bill to this effect has been presented to the State House of Assembly. The building to house the laboratory is nearing completion. There is no doubt that with the passage of the law by the House of Assembly and the subsequent take-off of the laboratory, the quality of materials used for road construction/maintenance will be adequately monitored and controlled. This will go a long way to ensure the delivery of durable roads.

Water and Sanitation

591. The State has developed a Water Supply and Sanitation Policy which had been approved by the State Executive Council and forwarded to the Attorney General for vetting after which it will be sent to the House of Assembly for passage in to law.
592. The policy deals with issues of institutions, sustainability, decentralization, gender mainstreaming, monitoring and evaluation and performance evaluation. Also, the roles and responsibilities of the State Government, Local Governments and Communities are adequately spelt out in the policy. The policy envisaged the establishment of new legal entities that will be responsible for water supply and

sanitation activities in the urban, semi-urban and rural areas of the State. Existing government agency will be transformed into these new entities. According to the policy the proposed new institutions are:

- Anambra State Urban Water Asset Holding Corporation (AnSUWAHC)
- Small Town Water Supply and Sanitation Agency
- Rural Water Supply and Sanitation Agency (RUWASSA)

593. At the Local Government level, the policy recommended the establishment of WASH departments that will be responsible for assisting, monitoring and mentoring communities to establish WASHCOMs and WCAs in their respective communities.

594. The policy clearly, supports private sector participation in water supply and sanitation delivery. Various types of private sector participation were suggested in the policy. With the policy in place in the State and with commitment of stakeholders including the State Government, the water and sanitation sub-sector will be better organized and service delivery enhanced.

Power

595. Completed electricity projects are handed over to PHCN after commissioning. PHCN is responsible for maintenance of the system and also collection of tariff from consumers. However, most often, the state government partners with willing communities to rehabilitate/re-activate non-functional electricity projects thereby ensuring sustainability. Communities also contribute towards the maintenance of these facilities.

IS 3.2 Existence of institutions and organizations responsible for sustainability and maintenance of investments in infrastructure

Roads

596. Hitherto, the Ministry of Works was responsible for the sustainability and maintenance of investments in the road sector. But on 29th August 2008 the law establishing Anambra State Roads Maintenance Agency (ARMA) came into effect. The agency is now responsible for the maintenance of state roads and it has its headquarters located in Awka, the State Capital. In addition to the agency, there is a Department of Maintenance and Engineering services in the Ministry of Works. This department performs oversight functions on the agency.

597. Both the Ministry of Works and ARMA suffer from inadequate engineering professional and middle level cadre staff. This has effects on contract management issues as the available staffs are not able to cope adequately with

the volume of both construction and maintenance work on-going in the State. The following is the picture of the budget and release for ARMA:

Table 4.28: Budget and Releases for ARMA

| S/N | Year | Budget (Nm) | Actual Release (Nm) |
|-----|------|-------------|---------------------|
| 1 | 2009 | 650 | Nil |
| 2 | 2010 | 600 | Nil |
| 3 | 2011 | 600 | 45 |

598. From Table 4.28, it is glaring that funding of ARMA is an issue which the State Government has to address properly in order to safeguard the investment on roads and keep the roads in good conditions.

Water

599. The Ministry of Public Utilities, Water Resources and Community Development is charged amongst others with the responsibility of coordinating all water and sanitation related activities in the State. The Ministry controls the budget of the water and sanitation agencies in the State.

600. The Anambra State Water Corporation (ANSWC) is responsible for sustainability and maintenance of investment for Urban Water systems. Presently, ANSWC is not fulfilling its mandate as most of the urban water schemes are not functioning. According to the law setting up ANSWC, it is supposed to generate revenue from water supplied to consumers, but this has not been happening. Due to poor revenue generation, ANSWC is not able to pay its staffs who are owed over 60 months salary arrears.

601. The Rural Water Supply and Sanitation Agency (RUWASSA) is responsible for sustainability and maintenance of rural water supply and sanitation infrastructure. While the Water Consumers Associations (WCA), and Water, Sanitation and Hygiene Committees (WASHCOMs) are responsible for small towns' water supply infrastructure. To date, 25 WCAs have been formed in the State. However, there is need to formalise their roles and responsibilities in the operation and maintenance of the Small Town Water Schemes that have been handed over to them to manage. WASH units, which are responsible for monitoring and evaluation of WASH activities in the communities have been established in the LGAs. Presently, 21 of such units have been established.

Power

602. In the Power sub-sector, the Ministry of Public Utilities, Water Resources and Community Development (MPUWRCD) has the mandate for power development and maintenance especially rural electricity. The Power Holding Company of Nigeria (PHCN) has the overall mandate for electricity development, distribution and maintenance of assets in Nigeria. Community Development Associations (i.e. town unions) also have some responsibility to maintain and protect the assets (such as transformers) installed in their communities against vandalism.

IS 3.3 Percentage of state budget earmarked for sustainability and maintenance of investments in infrastructure

603. The Ministries of Works and Public Utilities, Water Resources and Community Development meet their capital and recurrent expenditures from their annual budgets for all their activities. There is no separate budget for sustainability and maintenance of investments in infrastructure. However, provisions made in the annual budget for such sectors are used to address these issues

IS 3.4 Existence of cost recovery mechanism

Roads

604. There is no cost recovery mechanism in place for roads in the State. The State Government provides the funds required for new construction and rehabilitation/upgrading of roads.
605. Based on an agreement between the State and the Federal Government, the State is reimbursed on expenditures made in the Rehabilitation/Reconstruction of dilapidated federal roads causing threat to the socio-economic well being of the state.
606. The Local Governments through the Ministry of Local Government and Chieftaincy Matters provides 40% of the cost of construction/reconstruction of any road designated as Local Government road and being awarded and executed by the State Government.

Water and Sanitation

607. ANSWC that is responsible for Urban Water Supply suffers from serious lack of funds to maintain and sustain its activities. Even though ANSWC is expected to generate funds for its activities through collection of tariff from consumers, the corporation has not been successful in this regard because it is unable to provide services.

608. For the Small Towns water schemes, the State Government provides the infrastructure and hands them over to the communities to manage through the WCAs. This arrangement implies that the WCAs will generate funds for the maintenance of the schemes. The success rate of this arrangement though yet to be formalized is low as many of the schemes are not functional.
609. For the rural water supply schemes, emphasis is placed on community participation. Communities manage the facilities, generate funds through user charges which is used to maintain the facilities.
610. The MPUWRCD charges the public for scanning of boreholes using the Ministry's borehole camera.
611. Cost recovery in the water and sanitation sub-sector is addressed in the policy. This makes it more urgent for the policy to be passed into law in the State.

Power

612. There is no cost recovery mechanism as far as power is concerned. The State Government provides facilities i.e. transformers and other electrical accessories to the communities after which they are connected to the National Grid. From there on the responsibility to provide power is that of PHCN which also has the responsibility to maintain the facilities and collect tariffs which do not go to the State.

Recommendations on Infrastructure Sector

613. The following recommendations are put forward in order for the State to sustain the achievements in the infrastructure sector and improve on those areas that have been identified:

Road

- The need to put in place a road policy for the State cannot be over-emphasised. The road policy should have as its main objective, the achievement of a safe, effective, efficient and innovative road transport sector that is sensitive to the environment and responsive to community requirements for economic growth and social equity.
- The Anambra Road Maintenance Agency (ARMA) should be adequately funded and provided with the right calibre of staff for it to function efficiently.
- There is a need to strengthen the planning, supervisory and management roles of the Ministry of Works. Apart from adequate budget provisions for roads, actual budget releases should be improved upon to avoid the problem of abandoned projects. Recruitment of new staff both at the professional and sub-professional cadre should be carried out as a matter of urgency.

- Efforts should be intensified by the State House of Assembly to expedite the passage of the law establishing the Building and Civil Engineering (Construction) Materials Quality Control Laboratory.

Water and Sanitation

- The MPUWRCD should be encouraged by the State Government to build on the foundation laid by the EU and UNICEF, so that there will be continuity and lessons learnt can be applied to the State-wide water and sanitation activities.
- Efforts should be made to see to the passage of the water and sanitation policy into Law. The State should develop an implementation guideline for the policy.
- There is an urgent need to carry out an appraisal of the Anambra State Water Corporation with a view to articulating the problems and proffering solutions that will reposition the corporation for better service.
- The State should consider setting up a Small Towns Water Supply and Sanitation Agency, as recommended by the Federal Ministry of Water Resources to redress the neglect of small towns in potable water provision. This agency will be responsible for the planning and management of Small Town Water Supply and Sanitation activities.
- In order to strengthen water and sanitation activities at the community and village levels, the WASH units in the Local Governments should be upgraded into a department and should be given the necessary support to perform their roles and responsibilities.
- The WCAs should be registered with the appropriate government agencies in order to make them legal entities. A Memorandum of Understanding (MOU) should be prepared and signed between the WCAs and the Ministry of Public Utilities, Water Resources and Community Development.
- The MPUWRCD should be provided with the necessary resources (financial and manpower) so that it can perform its functions. The Ministry should have a functional M&E department.
- There is a need to improve on the budget and the subsequent release of funds for water and sanitation activities in the State.
- The State should consider most importantly the establishment of a water laboratory. In the interim, the MPUWRCD and its agencies should map out a programme to monitor

the quality of water that is consumed by the people regularly and send water samples to the nearest Federal Government established water laboratory.

Power

- The Energy policy which the UNDP assisted the State to develop should be finalised. The State Government should constitute a committee of experts that will study the policy report, fine-tune it to suit the State's situation and process it through the relevant government organs to become law.
- The power sub-sector in the MPUWRCD should be adequately staffed with professional and technical staff.
- The budget for provision of electricity in the State should be reviewed upward due to rising demand for electricity in the communities. Budget releases should also be timely and sufficient to meet the project needs for a particular budget year.
- The Local Governments and Town Unions should take up the responsibility of providing security for the installations in the different communities.

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