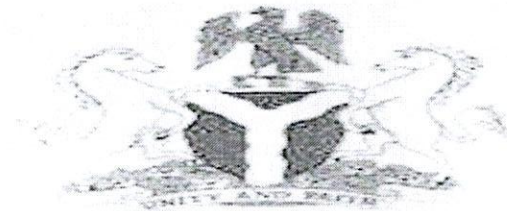




NIGERIA GOVERNORS' FORUM

PEER REVIEW REPORT

ON

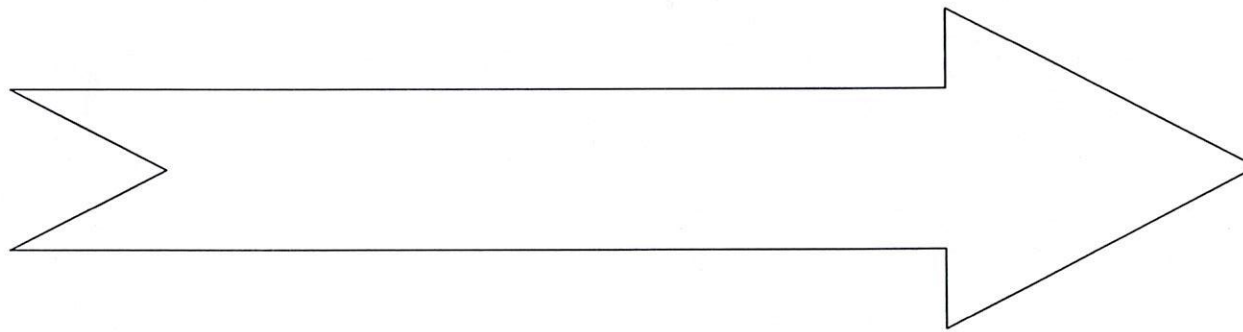


IMO STATE

December, 2010

CONTENTS

Part 1: Preamble	3
i. Acknowledgements.....	4
ii. Political Map of the State.....	5
iii. State Fact Sheet.....	6
iv. Historical Background.....	7
Part 2: Peer Review Report Highlights.....	10
i. The Nigeria Governors' Forum (NGF).....	11
ii. Mandate of the State's Peer Review Exercise.....	12
iii. Benchmarking State Governments: Lessons from Previous Efforts.....	12
iv. Purpose and Objectives.....	13
v. Specific Key Areas of Focus.....	14
vi. The NGF Secretariat Peer Review Mission.....	15
vii. Methodology of the Peer Review.....	15
viii. Limitations of the Peer Review Methodology.....	22
Part 3: Reports on the Core Sectors.....	24
i. Agriculture and Water Resources.....	25
ii. Economy/Fiscal Policy.....	29
iii. Education.....	35
iv. Health.....	38
v. Infrastructure.....	43
vi. Internally Generated Revenue (IGR).....	50
Part 4: Technical Working Group for Report Implementation	53
i. Policy Consultants/Advisors.....	54
ii. Development Partners.....	54
iii. NGF Secretariat	55
iv. Annexure (1).....	56
v. Annexure (2).....	57
vi. Annexure (3).....	58



PART 1: PREAMBLE

- ❖ Acknowledgements
- ❖ Political Map of the State
- ❖ State Fact Sheet
- ❖ Historical Background

ACKNOWLEDGEMENTS

I wish to most sincerely thank His Excellency, Dr. Bukola Saraki, CON, Chairman of the Nigeria Governors' Forum and Executive Governor of Kwara State, for his excellent leadership of the Governors' Forum and the support he accorded to the 1st State Peer Review Exercise in Nigeria. I am equally thankful to all the 36 State Governors for their invaluable contribution to the success of the review and facilitating the State Peer Review Tours.

Our unalloyed gratitude goes to His Excellency Ikedi Ohakim, the Executive Governor of Imo State, and the good people of Imo for their hospitality and warm reception of members of the Review Mission during the exercise.

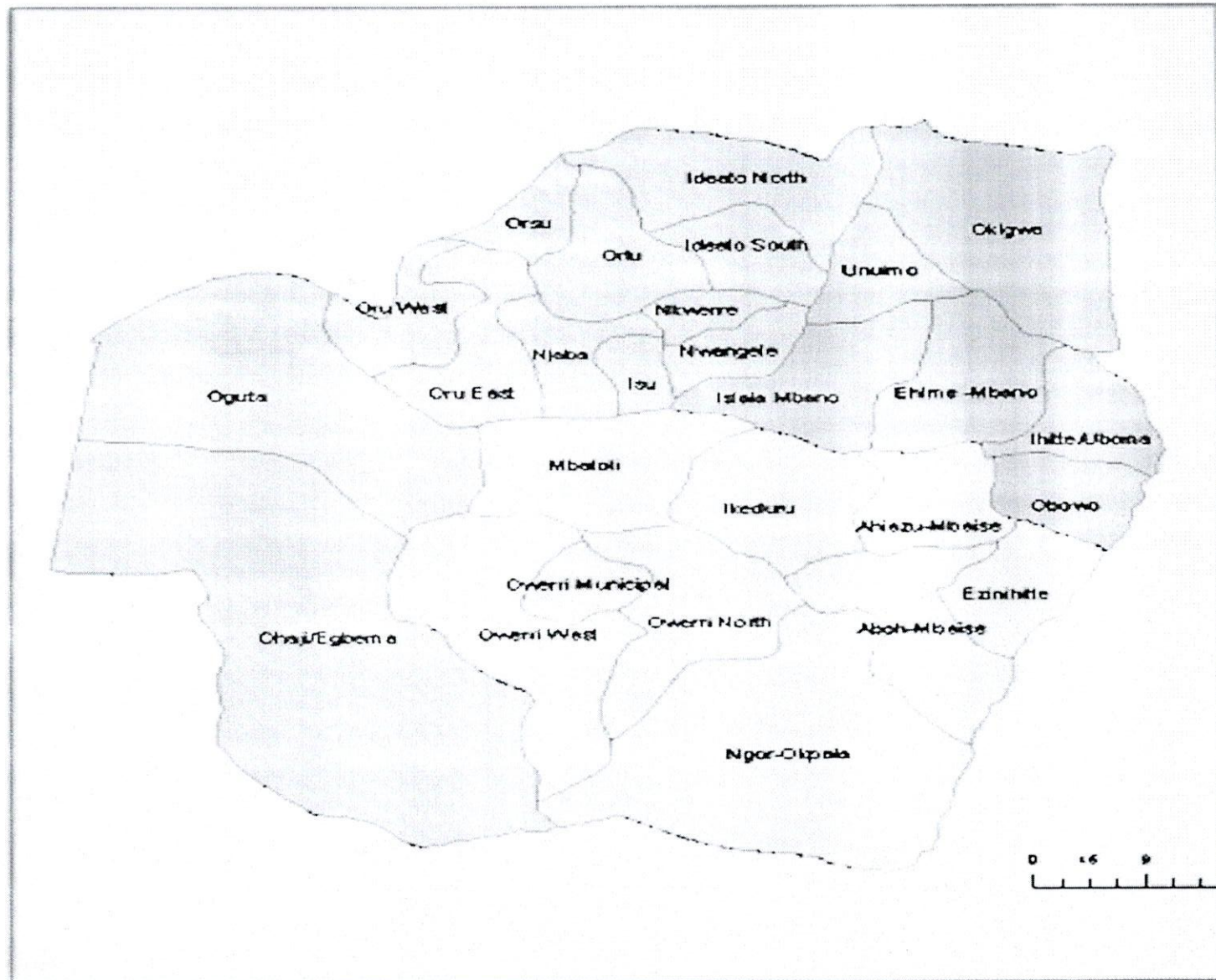
The mandate of the Peer Review Exercise is drawn from the National Economic Council's decision of January, 1999 where it was decided that all thirty-six states of the federation should review themselves; modelled after the African Union (AU) Peer Review Exercise. The key objective is to benchmark best practices across states; develop learning-points; and create comparative indices within the sub-national governments. Pursuant to these objectives therefore, the NGF Secretariat identified the following core areas of focus: **Health; Education; Infrastructure; Agriculture & Water; Economy, Budget and Internally Generated Revenue (IGR)**. These areas of focus emerged from serious thought-provoking intellectual processes, and general consensus amongst the Governors.

I wish to thank our development partners, especially the Department For International Development (DFID), State Partnership for Accountability, Responsiveness and Capability for funding the development of tools for a comprehensive State Peer Review Mechanism (SPRM) which is expected to lay the framework that would be used across all thirty-six states of the Federation.

Finally, my sincere appreciation goes to the NGF Secretariat Peer Review Mission: the Secretariat's principal officers; policy consultants/advisors, researchers, the press and the documentary team for the professionalism and dedication demonstrated during the visits.

A.B. Okauru, Esq.
Director-General
Nigeria Governors' Forum

Imo State: Eastern Heartland



Imo State: Fact Sheet

COUNTRY	NIGERIA
STATE	IMO
DATE CREATED	3RD FEBRUARY, 1976
SLOGAN	EASTERN HEARTLAND
CAPITAL	OWERRI
GOVERNOR	HIS EXCELLENCY IKEDI OHAKIM
TOTAL AREA	
AREA RANK	5,530 km²
LGAs	34th/36 27
POPULATION ESTIMATE (2006)	3,927,563
POPULATION RANK	
DENSITY	13/36 711.6/km²
GDP (2007)	
GDP PER CAPITA (2007)	\$14.21BILLION \$3,527

Acronyms and Abbreviations

ACT	Acetemenin Combination Therapy
APRM	Africa Peer Review Mechanism
AU	African Union
CBWM	Community-Based Water Management Committees
CSDP	Community and Social Development Projects
DFID	Department for International Development
DG	Director-General
ECA	Excess Crude Account
EOI	Expression of Interest
E-Payment	Electronic Payment
FCT	Federal Capital Territory
FGN	Federal Government of Nigeria
FRA	Fiscal Responsibility Act
GDP	Gross Domestic Product
HDI	Human Development Index
HIV	Human Immune Deficiency Virus
ICT	Information and Communication Technology
IDB	Islamic Development Bank
IM	Imo
IMSG	Imo State Government
IGR	Internally Generated Revenue
IROMA	Imo Roads Maintenance Agency
ILO	International Labour Organisation
IRS	Internal Revenue Service
IT	Information Technology
JVCs	Joint Venture Contracts
LGAs	Local Government Areas
LLINs	Long Lasting Insecticidal Nets
MDAs	Ministries, Departments and Agencies
MDGs	Millennium Development Goals

MOU	Memorandum of Understanding
MSS	Midwives Service Scheme
MVAO	Motor Vehicle Administration Office
NANTMP	National Association of Nigerian Traditional Medicine Practitioners
NEC	National Economic Council
NECO	National Examination Council
NEEDS	National Economic Empowerment and Development Strategy
NEPAD	New Partnership for African Development
NGA	National Governors Association
NGF	Nigeria Governors' Forum
NPC	National Planning Commission
NRC	Nigerian Railway Corporation
NURTW	National Union of Road Transport Workers
PFM	Public Financial Management
PHC	Primary Health Care
PMTCT	Mother to Child Transmission
PPB	Public Procurement Bill
PPP	Public-Private Partnership
PRNS	Peer Review of Nigerian States
SA	Special Assistant
SCAC	State Cash Allocation Committee
SCIP	Strategic Community Involvement Partnership
SCR	Standard Control Reports
SDPs	Service Delivery Points
SEEDS	State Economic Empowerment and Development Strategy
SEMB	secondary Education Management Board
SLL	Statements of Lessons Learnt
SMDAs	State Ministries, Departments and Agencies
SOPs	Standard Operations Procedures
SPRM	State Peer Review Mechanism
SPV	Special Purpose Vehicle
SSG	Secretary to the State Government
SSHDP	Imo State Strategic Health Development Plans

TB	Tuberculosis
TWG	Technical Working Group
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/ AIDS
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNICEF	United Nations Children's Fund
USA	United States of America
VVF	Vesico - Vaginal Fistula
WUA	Water Users' Association

Slogan: Eastern Heartland

Historical Background:

Imo State came into existence on the 3rd of February, 1976 along with other new states having been previously part of East-Central State. The state is named after the Imo River. It shares borders in the east with Abia State, in the west with the River Niger and Delta State, and in the north by Anambra State, while Rivers State lies to the south. Part of it was excised in 1991 as Abia State. Owerri, the state capital, is often regarded as the heartland of Igbo land. A remarkable trend in Imo state has been its consistent ranking as the state with the highest number of JAMB applicants in Nigeria. The state is also one of the nine constituent states of the Niger Delta region. Imo state is currently governed by His Excellency, Ikedi Ohakim of the PDP.

Geography

Imo state has a land area of 5,530 km² and co-ordinates of 5°29'N 7°2'E. The State is underlain by the Benin Formation of coastal plain sands. This formation, which is of late Tertiary age, is rather deep, porous, infertile and highly leached. In some areas like Okigwe, impermeable layers of clay occur near the surface, while in other areas, the soil consists of lateritic material under a superficial layer of fine grain sand. Rivers are few with vast inter fluves which are characterized by dry valleys that carry surface drainage in periods of high rainfall. The phenomenal monotony of the terrain may be accounted for by the absence of any tectonic disturbances and by the homogeneity of the rock structure. The main rivers in the state are Imo, Otamiri, Njaba and Ulasi, all of which have

very few tributaries with the exception of Imo River, which runs through the area underlain by the Imo Shales. Rainfall distribution is bimodal, with peaks in July and September and a two-week break in August. The rainy season begins in March and lasts till October or early November. From March to May, there are violent storms which destroy crops and houses. Rainfall is often at its maximum at night and during the early morning hours. However, variations occur in rainfall amount, from year to year. Annual rainfall varies from 1,990 mm to 2,200. The hottest months are January to March, with the mean annual temperature above 20°C. The influence of the harmattan lasts for about nine weeks (i.e. from late December to late February). Imo State has an average annual relative humidity of 75 percent which is at its peak during the rainy season, when it rises to about 90 percent. The high temperature and humidity experienced in the state favour luxuriant plant growth, which produces Imo State's rich and beautiful vegetation of the tropical rain forest.

Local Government Areas [27]:

Aboh Mbaise, Ahiazu Mbaise, Ehime Mbano, Ezinihitte, Ideato North, Ideato South, Ihitte Uboma, Ikeduru, Isiala Mbano, Isu, Mbaitoli, Ngor Okpala, Njaba, Nkwerre, Nwangele, Obowo, Oguta, Ohaji /Egbema, Okigwe, Orlu, Orsu, Oru East, Oru West, Owerri Municipal, Owerri North, Owerri West, Onuimo.

Demography:

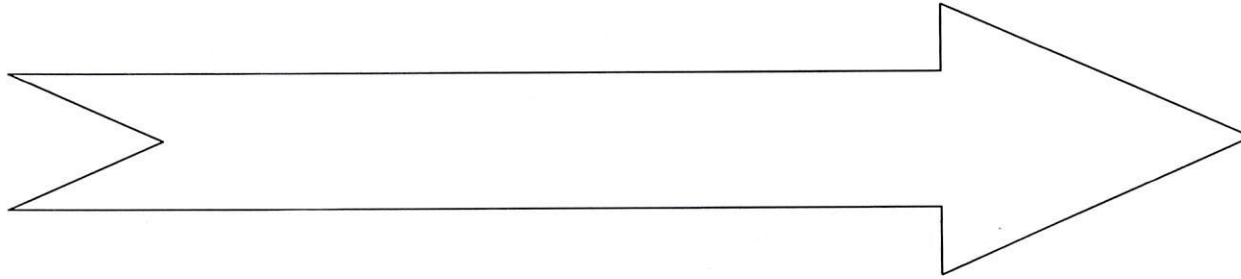
According to the population census of 2006, the state had 1,976,471 males and 1,951,092 females, making a total of 3,927,563.

Ethnic composition and culture

Imo people are of the Igbo ethnic group. Their traditional language is Igbo. The people are predominantly Christians of different denominations. Some people in the state still practise traditional religion.

Natural and Mineral Resources

The state is rich in natural resources including crude oil, natural gas, lead, zinc. Economically exploitable flora like the iroko, mahogany, obeche, bamboo, rubber tree and oil palm predominate. Tourist destinations powered by a new entertainment culture are gradually taking off in the state.



PART 2: PEER REVIEW REPORT HIGHLIGHTS

- ❖ **The Nigeria Governors' Forum (NGF)**
- ❖ **Mandate of the States' Peer Review Exercise**
- ❖ **Purpose and Objectives**
- ❖ **Specific Key Areas of Focus**
- ❖ **Methodology of the Peer Review**
- ❖ **Limitations of the Peer Review Methodology**

The Nigeria Governors' Forum (NGF)

The Nigeria Governors' Forum (NGF) was established in 1999 following a multi-party conference of all the thirty-six (36) democratically elected state governors. The conference which was held in Abuja, Nigeria can be rightly described as the inaugural meeting of the Forum. This meeting came in the wake of the general elections of 1999 and was supported by the National Democratic Institute (NDI), a US-based organization and the Canadian-based Forum of Federations (FF).

The NGF brings governors together to share experiences, promote cooperation among States, serving as a mechanism for conflict resolution between states and federal government on the other.

The Nigeria Governors' Forum is registered under Part C of the Companies and Allied Matters Act (CAMA) 1990. Since inception, the NGF has been chaired by:

- Alhaji (Dr) Abdullahi Adamu (Former Governor, Nasarawa State): 1999-2004
- Arc. (Obong) Victor Attah (Former Governor, Akwa Ibom State): 2004-2006
- Mr. Lucky Igbinedion (Former Governor, Edo State): 2006-2007
- Dr. Abubakar Bukola Saraki (Governor of Kwara State): 2007-Date.

In 2007, the NGF headed by Dr. Abubakar Bukola Saraki was restructured for the enormous challenges of governance and development. The first of the efforts to revitalize the Forum was the establishment of a new Secretariat headed by a Director-General and supported by two (2) Executive Directors. Further attempts at institutionalizing the Forum culminated in the appointment of Mr Peter Obi, Executive Governor of Anambra State as Vice-Chairman.

Benchmarking State Governments: Lessons from Previous Efforts

Following the articulation of the National Economic Empowerment and Development Strategy (NEEDS), the National Planning Commission (NPC) in collaboration with development partners developed a set of benchmarks for measuring four areas of state governments' performance in 2005: policy, budget and fiscal management, service delivery, and communication and transparency. The four areas were those highlighted in the State Economic Empowerment and Development Strategy (SEEDS) developed by States in 2004. SEEDS drew on the federal government's National Economic Empowerment and Development Strategy (NEEDS) adopted in early 2004 that articulated national programmes for economic growth, public sector reforms and poverty reduction. A second SEEDS benchmarking exercise was carried out in 2006 and a report on the achievements and weaknesses of States as revealed by the exercise were published. Since several States reacted negatively to the ranking in the benchmarking report of 2005, the 2006 benchmarking report was not ranked and subsequent rounds beyond 2006 were discontinued.

Mandate of the States' Peer Review Exercise

At the onset of debates regarding the best way to optimize the utilization of the Excess Crude Account (ECA), the National Economic Council, (NEC), in 2007, concluded that there was the need for the States throughout the federation to peer review themselves. Consequently, the NEC, which also has all the 36 (thirty-six) States Governors as members, agreed and mandated its Secretariat to carry out a peer review exercise across the 36 States of the Federation. As a follow-up to the NEC decision, NGF mandated its Secretariat to engage a pool of Policy Consultants/Advisors across key sectors that would carry out the exercise.

It is important to note, that the Secretariat of the NGF toured the 36 states of the federation as part of a preliminary effort to gather general information, develop a set of benchmarks, identify unique practices and document challenges to development efforts at the state level. The NGF Secretariat now has a robust library of information on all the states in addition to reaching out to the networks of officials, persons and institutions around our principals.

Purpose and Objectives

The objective of this initial peer review tour is to assist States to improving their development performance through periodic reviews of progress in the implementation of their development policies, plans and programmes.

The exercise is also expected to achieve the following key objectives:

- a. Evaluate the existing capacity around the State Chief Executive, the Governor.*
- b. Benchmark commendable and innovative practices by the State that could be of mutual or exclusive benefit to other states and promote cooperation among states; and encourage experience sharing through peer pressure.*
- c. Assess the states' strengths and challenges within the identified thematic areas on the basis of which a state's Programme of Action will be drawn up to redress the identified challenges as part of the review process.*

- d. *Make appropriate value-based recommendation(s) for the Government's optimal performance within the thematic areas of: agriculture and water resources, economy and budget, education, health, infrastructure and finance, and internally generated revenue.*
- e. *Promote good governance through enhancement of transparency, accountability, participation and communication; achieving better service delivery (timeliness, quality and public access) nation-wide through the progressive improvement of policies, planning, budgeting and public service reform on the one hand, and core sectors such as education, health, roads, and agriculture on the other.*

Specific Key Areas of Focus

The State Peer Review Exercise focused on some key thematic areas critical to the fulfilment of the constitutional responsibility of state governments. The functions assigned to State Governments under the constitution are partly shared concurrently with the Federal Government, and partly with local governments. All the non-enumerated or residual functions are the exclusive responsibility of the State Governments. There were clear jurisdictional overlaps, which sometimes made it difficult to precisely determine and assess the performance of each tier of government in the delivery of certain services.

The scope of the Peer Review essentially covered only a select set of core sectors common to all state governments. Therefore, the following core sectors formed the basis for this exercise: **health, education, agriculture, environment, economy and budget, internally generated revenue, and infrastructure** (*i.e. roads and physical construction in core sectors and public financial management*). These sectors were assessed taking into account the following:

- **Governance and Strategy:** *Existence of evidence-based policies; reflection of state priorities; existence of strategies that would actualize policies; existence of targets to measure policy actualization.*
- **Financial Resource Management:** *Prudence in fiscal and budget management; linkage of budget to policies and strategies in the core sectors; existence of realistic budget; timelines for budget implementation with expected deliverables; mechanisms that support better public service delivery; use of State resources to support economic development and growth.*
- **Service Quality Assurance:** *Access to service, quality of service, efficiency (timeliness) of service and customer satisfaction in the core sectors.*
- **Citizens' Engagement:** *Participatory inclusiveness of policy and planning process, budgeting process; role of civil society in policy process; existence of feedback mechanism for citizens to report on service dissatisfaction.*
- **Monitoring and Evaluation:** *Existence of performance monitoring and evaluation system in the areas of plans, budget, programmes and projects; use of findings to improve performance; data quality; data presentation and availability to end-users.*

Imo State was, however, assessed against general good practice on each indicator and not against other states as part of the guiding principles adopted by the technical panel.

Methodology of the Peer Review

The Assessment Instrument for the Peer Review of Imo State subsumed the entire state's executive, legislative and judicial arms of government into one entity which was further divided into 6 (six) key thematic policy areas thus: agriculture and water resources, economy and budget, education, health, infrastructure and finance, and internally generated revenue. The thematic areas were delineated along the line of what is considered as fully representative

of the various critical sectors of the economy. Thus, the assessment instruments were developed by the Policy Consultants/Advisors to cover three core issues: (i) the objectives of the assessment for each thematic/sectoral area to be assessed; (ii) the relevant standards, codes and conventions and best practices; and (iii) the questions that the assessment will seek answers to and their specific indicators and benchmarks. Meanwhile, the guiding principles ensured that the peer review assessment process was participatory and inclusive, credible, politically non-threatening, and professionally competent. The following were key steps adopted that defined the methodology:

- a. The data and evidence reviews were managed through three principal layers: MDAs' Interactive Sessions in plenary, Technical Sessions with designated State Officials, and a debriefing Session with the Governor. The MDAs' Interactive Session in plenary was followed up with physical, confirmatory, observatory and guided inspection visits to designated projects and activity areas.
- b. Two major sources of data constitute the evidence base for this assessment; data from primary and secondary sources. These were instrumented through a randomly domesticated questionnaire which was complemented by desk research for reviewing relevant documentation on the thematic areas. There were also elite/decision-maker interviews and focused group inspection of project sites, operational documents, work decision tools and focused group discussions.
- c. The General Session was conducted to provide opportunity for the State Officials to present their programmes, achievements and challenges in plenary.

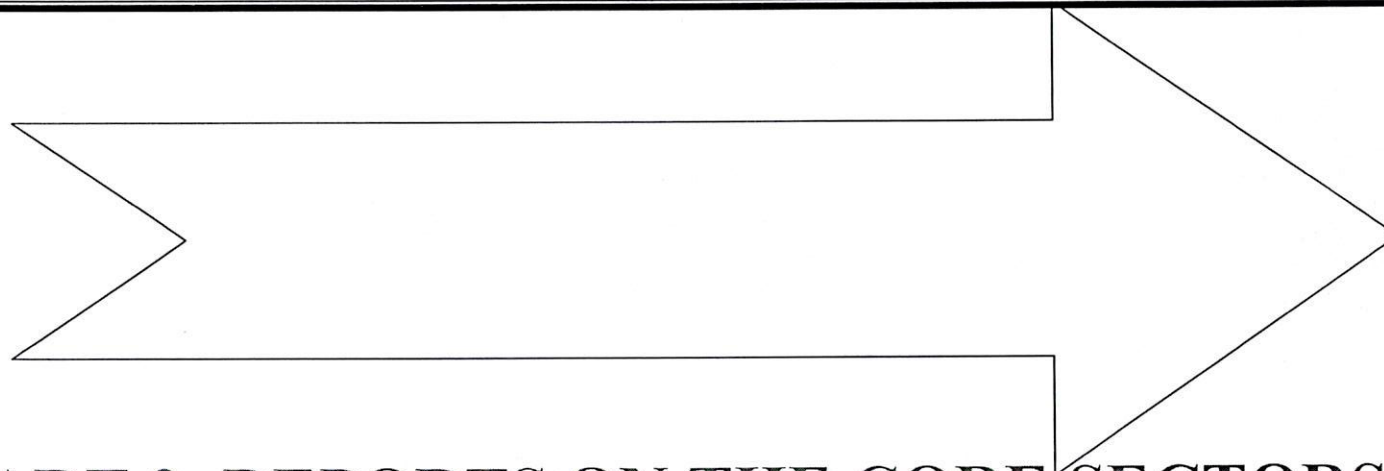
- d. Technical Interactive Session was conducted to assist the Peer Review Team to weigh the balance of reliability of the information and related matters contained in the substantive submissions and presentations by the State. Thus, the technical session provided a good opportunity for comprehensive discussions on all issues that would have been otherwise considered too 'sensitive' to be discussed openly in plenary; or those other matters that may have been considered boring to non-related technical persons.

Limitations of the Peer Review Methodology

The methodology adopted was, however, limited by the inability of the Policy Consultants/Advisors to access operational source documents in some cases. It was evident that the State officials were not briefed beforehand on the format and extent of technical information that would be required of them. It was noted that the initiative of Peer Review by NGF Secretariat was novel, so this limitation is normal and expected. Thus, the following limitations were observed particularly in Imo:

- i. Imo Government officials did not meet the expected desire of getting public disclosure of their operations. This meant that more efforts were required to ease the difficulty arising from achieving the minimum information on routine Government activities. Thus, it was not possible to access the Audit Working Paper of the Government External Auditors. It was not also possible to examine the Minutes of Meeting of the State's Tenders Board and the Auditors' Report thereon without any problem.
- ii. Imo State officials were full of lavish praises for the Government. This, in most cases, was in personal capacity. This has increased the level of discount placed on oral submissions as well as the degree of reliance on published documents that are not supported by appropriate schedules and related archival details.

- iii. In addition to the Government's responses to the survey instrument, the assessment of civil society organisations, private sector and the public opinion on service delivery quality were tested through an opinion poll. Thus, Consultants ought to have been engaged for the exercise and the State did not put in place quality assurance measures that would guarantee that the assessment was carried out in accordance with the principles enunciated to guide it.



PART 3: REPORTS ON THE CORE SECTORS

- ❖ **Agriculture and Water Resources**
- ❖ **Education**
- ❖ **Economy/Fiscal Policy**
- ❖ **Health**
- ❖ **Infrastructure**
- ❖ **Internally Generated Revenue (IGR)**

AGRICULTURE AND WATER

A) Assessment Indicators: Water

- ✓ Water Treatment Plants (with potentials of meeting the water needs of the century)
- ✓ UN standard of 100 litres/person with running capacity of at least 12 hours per day
- ✓ Availability of solar-based plants
- ✓ Maximal reticulation within the state
- ✓ A buffer stock of treatment chemicals
- ✓ Quality of manpower
- ✓ Presence of WUA (Water Users' Association) and CBWM (Community-Based Water Management Committees)
- ✓ Installed storage tank of 1 million litres
- ✓ Absence of water hawkers on major streets

B) Assessment Indicators: Agriculture

- ✓ Comprehensive Agricultural Policy
- ✓ Effective and efficient fertilizer distribution system
- ✓ Effective tractor hiring unit (at least 100 units)
- ✓ Micro-credit facilities to farmers
- ✓ Rapid pest control mechanism squad for pest control
- ✓ Well trained extension delivery system
- ✓ Presence of post-harvest processing and storage facilities
- ✓ Co-operatives, farm centres, agricultural, vocational and skill acquisition centres
- ✓ Specialised livestock units

Benchmarks

- ❖ Imo State has approved N1 billion micro-credit scheme for all youths in the state.
- ❖ The state government had begun disbursement of N2 billion loan package to increase the spread of farmers in the 27 local councils.
- ❖ The state government has upgraded Michael Okpara College of Agriculture and Technology from a Mono-Technical to a full-fledged polytechnic.

Key Observations

Agriculture

- ❖ The State has entered into an Agreement with Agro Nova Management for the lease of Umuna Fish Culture Station at Okigwe, the Songhai Farm, Nekede, and the Oguta Indoor Fish Hatchery for 5 (five) years in the first instance. Government has released fully its equity investment of N87.5m representing its share holding of 25% in the project. The government hoped to succeed in this venture will make remarkable impact in the sector, especially in food production, processing, marketing as well as job creation in the state.
- ❖ The government has approved the procurement and distribution of 25,000 metric tonnes of fertilizer at the cost of N2.86 billion to farmers at subsidized rate of 50%. Government also approved the involvement of all stakeholders in AGRICULTURE in the distribution of the fertilizer to reach all farmers for increased food production in the State.

- ❖ The State has concluded DISCUSSION with the Central Bank of Nigeria (CBN) to access the N1billion Agric On-Lending loan to Imo farmers. No-Objection letter from CBN has been received while the State House of Assembly has passed the concurrent resolution on the subject loan. Two thousand (2000) applications or “Expression of Interest” (EOI) had been received from individual farmers, Co-operative Societies and Agro-based cottage processing industries with a total value of N5.3 billion at the time of this tour.
- ❖ The State government has been consistent in the payment of counterpart funds for various agricultural projects through the National Programme on Food Security (NPFS), Community-Based National Resources Management Programme (CBNRMP) , ECOWAS Foods for Accelerated Artisanal fish Production FADAMA, NEPAD etc.
- ❖ The state government and the South African Farmers Group entered into an agreement to establish model modern farms in the state. This will serve as a catalyst for the development of commercial farming which will make agro-business profitable and attractive, under the umbrella of Agro Nova project.
- ❖ Establishment of one hectare of indigenous fruit trees park in every Local Government Area in the state.

- ❖ The present administration, after reactivating the moribund FADAMA and CBNRMP, has creditably performed in the FADAMA II programme and thus qualified for FADAMA III which has also commenced.
- ❖ Palm seedling cost N120.00 at the time nursing has been finished it is sold to the farmers at N80.00. Therefore the state government has subsidised up to N40.00 per seedling encouraging the farmer to produce more.
- ❖ The State Government launched a cocoa rehabilitation programme by creating awareness that Imo State is a major cocoa producing state.
- ❖ Imo State bought one brand new tractor for each of the Local Government Areas which were available for hire at a subsidized rate to the farmers. The State government also introduced mechanized Bulldozers and other earth moving equipment which can go into a virgin land, bulldoze it, prepare it, remove all the big trees and stumps so that the tractors may be used effectively.
- ❖ The essence of successful privatization and now the refurbishing and rehabilitation of the modern poultry in Avutu, is to act as a catalyst towards activating the state's livestock project. For instance, the first components that will be activated in that complex will be the feed mill. The moment the feed mill is working it would allow all the farmers to be assured of high quality feeds for their birds.

Water

- ❖ Imo State government was in the process of rehabilitating the over 400 abandoned water projects in the state. The process would be through a tripartite arrangement involving the communities' local councils and the state government. Under the arrangement, the communities would contribute 10 percent, Local authorities 20 percent and the state government 70 percent. The essence is to make the water schemes sustainable, as government discovered that most of the water schemes were abandoned due to minor faults, hence government decided to involve the communities in the rehabilitation programme.
- ❖ The State embarked on the execution/rehabilitation of the following Water Schemes:
 - Four (4) Small Town Water Schemes located at Orji and Egbeada in Owerri North LGA, Eluama/Oleme and Iyiechu in Orlu and Okigwe LGA, respectively.
 - Six (6) Motorized Water schemes located at Akabo, Ahiara in Ahiazu Mbaise LGAs, Atta in Ikeduru LGA, Umuakagu Nsu and Umuelemai in Ehime and Isiala Mbano LGAs, Dikenafai and Amiri in Ideato South and Oru East LGAs, respectively.
 - Conversion of 35 old water Schemes to Solar-powered Schemes, and the construction of 32 New Solar-powered Water Schemes located in various communities of the State.

- ❖ During the period under review, the state government completed the provision of solar-powered water schemes for:
 - i. Ekeukwu Owerri main market
 - ii. Nworie Lane Industrial Market
 - iii. Owerri New Market and
 - iv. Relief Market
- ❖ Government rehabilitated a total of nine rural Water Schemes located in various LGAs of the State through the Quick Win Projects. Data in aid of prequalification of consultants (Profiles) of companies towards construction of hydro-dam at Okigwe and Owerri have been collated and forwarded to Federal Ministry of Water Resources in Abuja for approval and funding. The Dam and Irrigation Department of the Ministry of Public Utilities and Rural Development has been re-positioned to conduct feasibility studies with engineering designs for six new proposed dam sites, and request for funding was being awaited.
- ❖ The State Government, through the Ministry of Public Utilities and Rural Development, inspected 135 self-projects in the State valued at N369,773,692.
- ❖ Data for all water schemes in all communities in the State are being updated to establish the spread and status of water schemes. This is aimed at capturing specifics of all communities in

water service delivery scheme and to ensure adequate representation in future water scheme projects. Government had procured large quantity of fertilizer for Imo Farmers for this year's farming season. Seven hundred thousand bags of brands of fertilizers were reported to be available for distribution at highly subsidized rates.

Recommendations

- ❖ Oil palm is Imo's star crop. Thus the government should draw out the following policies to encourage its production:
 - Encourage farmers to replace wild growth varieties, technically called Dura, which do not produce much oil, with high breed Denera variety, which has very small kernel but a lot of oil. This could be done through the government's palm-for-palm project, which is to cut one wild growth, and re-plant with one improved variety.
- ❖ The state government should also encourage the plantation owners of large, medium and small-scale plantation, through subsidising such agro-inputs like fertilizer for them and making sure that the right seedlings are available at the right time.

❖ Government should encourage the farming of rice through the following means:

- Establish rice mills within the rice belts. So simultaneously now, we are establishing four rice mills, two in Ihite-Uboma and two in Ideato -North. With the presence of these mills, the farmers will now produce more because there is a mill to process it for them and they will earn much more money from that and by so doing they will increase their hectarage within that area.
- Put more hectares under cultivation both in these areas and in other areas that have the potential for rice production. The State Government's target is to increase rice production by 400 percent.

❖ The State Government should promote commercial large-scale production of cassava. The State Ministry of Agriculture was on the verge of acquiring a 1,500 hectares of land and 500 hectares of land in each of the three senatorial zones.

EDUCATION

Assessment Indicators

- ✓ Policy Document on Standards.
- ✓ Education database.
- ✓ Percentage of annual budget for education.
- ✓ Existence of Special Education (From special need to the exceptional).
- ✓ Extent of IT infusion in curriculum and institutions.
- ✓ Curricular Focus, Alignment and Registration, Numeracy and Literacy and extend Maths, Science and Technology.
- ✓ Existence and scope of Vocational / Technical skills, Training for adults and school dropouts.
- ✓ Quality of learning environment.
- ✓ Educational support facilities (Libraries, media centre, laboratories).
- ✓ Functional Educational Inspectorate Infrastructure.
- ✓ Existence of effective professional learning programmes.
- ✓ Existence of teacher resource facilities.
- ✓ Teacher remuneration / welfare package.
- ✓ Students' feeding programmes.
- ✓ Functional Performance evaluation instruments.
- ✓ Standard of sanitary services (custodial).
- ✓ Student support services (Guidance / Counselling, parenting classes, social work).

Identified Benchmarks

- ❖ Government has awarded a total of 360 scholarships to handicapped students in both secondary and tertiary institutions during the 2007/2008 academic session as well as concessionary overseas post graduate scholarships.
- ❖ The state released the sum of N90 million for the re-accreditation of the four Technical Colleges in the state, in addition to the sum of N700,000.00 released for the installation of science equipment procured for the schools. The accreditation team from NBTE was being expected in Imo state as at the time of the team's visit.

Key Observations

- ❖ Imo State has a boarding primary school for the physically handicapped and a resource centre for the handicapped at Orlu. In addition, there are two day schools for children with unique needs one located in Owerri and the other in Okigwe. A secondary school for the deaf and dumb is located at Orodo in Mbaitoli LGA.
- ❖ This administration has disbursed various sums of money for the accreditation of vital courses in the Imo State University and the final accreditation of the College of Medicine of the university.
- ❖ Approval of recruitment of technical staff for the four technical colleges in the state was done by the Ohakim administration; fifty technical teachers were employed.

- ❖ Education is the biggest industry in Imo state. Before the present administration came into being in there, the education sector faced with a lot of challenges which cut across primary, secondary and tertiary institutions, including adult and non-formal education.
- ❖ Infrastructures were dilapidated. There were inadequate teachers in the science and technical subjects as well as other compulsory core subjects like English language and Mathematics. There was high level of computer illiteracy, 'cultism', examination malpractices, lack of monitoring and supervision and poor funding of all facets of education among other challenges. To turn around the education sector, the administration took the following measures:
 - i. To tackle the problem of dilapidation of infrastructure in the school system, the Imo State government constructed 100 new class room blocks within the first 100 days in office in the twenty-seven LGAs of the state.
 - ii. The administration in conjunction with the State Universal Basic Education Board was constructing (55) fifty-five new classroom blocks and had distributed textbooks in English Language and Mathematics totalling 84,000 to all the primary schools in Imo State.
 - iii. Vehicles were provided to staff of SUBEB to monitor the performance of teachers at primary and secondary school levels.
 - iv. To ensure that teachers put in their best at the inception of this Administration, the Imo State government ordered the immediate implementation of 12% salary increase by the Secondary

Education Management Board SEMB, this was to boost the morale of teachers and the entire staff of SEMB.

- v. The state government approved the employment of technical teachers and equipped the four technical colleges in the state which facilitated their accreditation by the Vocational Board of Technical Education. The Imo State government equally promoted over 5,000 teaching and non-teaching staff or SEMB.
- vi. A total of 200 principals were promoted to Grade Level 16 cadre and four of them were appointed as permanent Secretaries. In the recent 10,000 jobs for Imo Youths, the education sector received 5000 new teachers.
- vii. A total 44 Secondary schools have been handed over to their original owners.
- viii. The administration has undertaken to pay the teachers' salaries in these schools for two years to allow the new owners to muster enough resources to assume full responsibility thereafter.
- ix. The State administration has released the sum of N150 million out of N250 million approved for full accreditation of all courses in the College of Engineering of Evan Enwerem University.
- x. Government has instituted the Imo State Children Education Fund to raise N50 million in two years which will in turn address the challenges of infrastructure decay in the education sector.
- xi. The former Michael Okpara College of Agriculture, Umuagwo, monotechnic is now a polytechnic. The administration released the sum of N145 million and approved the

recruitment of ninety-one academic and 38 non-academic staff for the successful accreditation of the programme of Imo State Polytechnic, Umuagwo.

- xii. In the area of capacity building, the administration had continued to pay bursary award to students of Imo State origin at the various campuses of Nigeria Law School. Each law student was paid N50,000 against the former sum of N15,000 only.
 - xiii. The administration instituted a special overseas post-graduate scholarship scheme for Imo indigenes. Candidates with first class or second class upper degree were encouraged to enrol in the Ivy League Universities in the World. The idea was to produce well trained world class graduates of Imo State origin.
- ❖ The Government recognized the physically challenged persons and released about N2.5 million naira for their bursaries and scholarships. About 237 physically challenged students in both secondary and tertiary institutions benefited from this gesture.
 - ❖ It was impressive to see the commitment of government in the educational sector by the mere physical presence of the following:
 - i. Number of Government-owned Secondary Schools = 309
 - ii. Number of Government-owned Primary School = 1245
 - iii. Number of Tertiary Institutions owned by State Government = 3
 - iv. Number of approved privately-owned Nursery Schools in Imo State = 158
 - v. Number of Privately-owned Primary Schools = 132
 - vi. Number of approved privately-owned Secondary Schools = 139
 - vii. Number of approved privately-owned Vocational Schools = 319

Recommendations

- ❖ The state should encourage teacher remuneration and professional training to minimise staff turnover and improve teacher quality.
- ❖ Effective data retention should be sought across the state in order to drive the formation of policies for Education standards and to determine education targets and areas of improvement.
- ❖ Information Technology is essential in the 21st century, therefore Imo state government should implement IT into the curriculum
- ❖ The learning environment of a pupil is as important as the teaching for that reason the state should formulate policies to ensure that the teaching facilities/infrastructures are adequate for learning.

ECONOMY AND BUDGET

Assessment Indicators: Economy

- ✓ Gross Domestic Product (GDP)
- ✓ Per Capita Income
- ✓ Natural Resource Endowment/Exploitation
- ✓ Index of Economic Activities
- ✓ Poverty Level
- ✓ Inequality Measure
- ✓ Human Development Indicator
- ✓ Frameworks for Public-Private Partnership (PPP) Arrangement
- ✓ Documents on Development Plan
- ✓ Data Availability

Assessment Indicators: Budget

- ✓ Budget Size
- ✓ Recurrent Expenditure component (as a percentage) of total expenditure
- ✓ Capital Expenditure component (as a percentage) of total expenditure
- ✓ Internally generated revenue component of Total Revenue
- ✓ Budget/project monitoring frameworks
- ✓ Budgeting process
- ✓ Linkage between budget and development plan goals
- ✓ Legislation on Fiscal Responsibility Act (FRA) and Public Procurement Bill (PPB).

Identified benchmarks

- ❖ The industrial sensitization tour of the 27 LGAs in the state has been concluded. The programme has given boost to the industrial policy of the state, leading to the establishment of small business centres in the 27 LGAs.

Key Observations

- ❖ The Industrial Business Incubation Centre Naze has reached an advanced stage and the level of completion is as follows: fencing of premises 80%, drilling of borehole has been completed; construction of plant house completed; while renovation of the main building and roofing is ongoing.
- ❖ The Government, in partnership with Bauhaus International Limited, has commenced the actualization of International Electrical, Electronics and Automobile Market (INTEEMARK) project at Naze.
- ❖ Government was able to build a multi-purpose Imo Wonder Lake Resort and Conference Centre, Oguta. The first phase of the scheme was expected to gulp over N80 billion which will involve among other things, the building of 150-room Five Star hotel, Casino, 18-Hole Golf Course, Gym Centre, Spar and Health Centre. Other facilities expected in the phase include Boutique Mall, Outdoor Pool Beach; upgrading the existing 66-room Motel to 150 rooms, Amphitheatre, Marina axis, Wet and Dry Parks Phase One and provision of enabling infrastructural facilities for easy take-off of other phases. After completion of the phase one, phase two will commence involving Wet and Dry Park Phase Two and Dry Visitor Centre. Phase Three will include development of 250 housing units, 250 apartment complex and

infrastructure. Phase Four, includes development of world-class Sports Academy infrastructure and preparation of phase five take-off, revealing that phase five expected to come on the other side of the lake will include a national Wildlife Park and Games Reserve infrastructure for the phase. It is an irreversible step towards making Imo a true tourist and investment destination of choice on the continent.

- ❖ The hospitality industry has gained tremendously from government's policies and programmes. In the past, hotel rooms in Owerri stood at 2,200. Today, there over 10,000 rooms, and they have almost 99 per cent occupancy rate, one of the highest in the country. Many more hotels and fast food businesses are still springing up. The hotel occupancy rate is an indicator that there are some economic activities bringing people to Imo State.
- ❖ Following the state government's new strategy of engaging the Federal Government, the following projects have been executed by the State:

1. The Greenfield Refinery and Petrochemical complex is now a partnership between the State and NNPC.
2. The Naval Base at Oguta
3. The Dredging of Oguta Lake
4. The Small Town Development at Umuagwo
5. Onshore Protection Projects and the Owerri–Omanelu Road project

6. The Joint Power Project at Egbema has attained over 85% completion.
7. New Port at Oguta
8. Construction of 3 electricity sub power stations
9. Strategic silos at Okigwe, etc.

Recommendations

- ❖ For effective planning and policy formulation, the role of data collection and management is very crucial. Qualified Statisticians and Economists should be employed and those on ground trained in the use of modern software to handle data collection, collation, processing, management and dissemination.
- ❖ Efforts should be made to increase IGR drive and depend less on statutory allocations.
- ❖ Concerted attempts should be made to strengthen PPP arrangements in the State. This could provide alternative source of funding infrastructure projects in the state. Also, it ensures quality service and drives competition for efficiency.
- ❖ In the face of mounting internal debt and debt service obligations, effective debt management strategies should be put in place.
- ❖ The synergy between the agricultural and manufacturing sectors should be vigorously pursued. The promotion of modern agricultural practices and improved subsidization of fertilizers and seedlings should be matched by increased assistance to small-scale industries that are more agro-allied.

- ❖ The appropriate implantation frameworks for the Public Procurement Bill and Fiscal Responsibility Act should be put in place, for issues such as inflation of contract costs, fake invoicing and spending money not budgeted for should be adequately addressed.

STATUS OF THE FISCAL RESPONSIBILITY AND PUBLIC PROCUREMENT BILLS

- ❖ The Peer Review team learnt that the **Imo State** house of Assembly was at the second reading of its Public Procurement and Fiscal Responsibility Bills. The team urged the State to hasten action on these bills because of their importance.

HEALTH

Assessment Indicators

- ✓ Programmes Functionality of Strategic health plan
- ✓ Access to health services through PHC
- ✓ Budget health percentage with performance
- ✓ Implementation of Maternal and Infant Mortality Programmes
- ✓ Implementation of Immunization Programmes
- ✓ Functionality of Health Financing Programmes
- ✓ Development of Health Systems
- ✓ Access to Emergency Medical Services
- ✓ Health Training Institutions in the State
- ✓ Special Intervention

Identified Benchmarks

- ❖ As a result of the improved and sustained Immunization Programme, the State recorded a low infant mortality rate of 114/1000 live births above the NATIONAL average of 157/1000 live births. With this improvement and sustained efforts, the State is expected to achieve the Millennium Development Goal (MDGs) target of 75/1000 live births by the year 2015. Similarly, the 13-man TASKFORCE on the Midwives Service Scheme (MSS) inaugurated in the State early this year has taken off and recorded appreciable progress as the present Maternal Mortality rate for the State has dropped to 400/100,000 against the National average of 545/100,000. It is hoped that the State should meet the MDG target of 136/100,000 by the year 2015.

Key Observations and Other Findings

- ❖ About 10,100 patients were treated for various diseases in 20 LGAs with 360 patients benefiting from surgeries at the General Hospital, Owerri and Imo State University Teaching Hospital (IMSUTH), Orlu. Altogether 24,924 patients received free treatment while 822 patients underwent surgical operations.
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Orlu. Altogether 24,924 patients received free treatment while 822 patients underwent surgical operations.

- ❖ The government has continued to sustain partnership with India-based Tulsi Chanrai Foundation in rendering free eye treatment at the Imo Vision Centre and General Hospital, Owerri. Over 10,330 patients have been treated for cataract, removal of the cataract and implantation of intra-ocular lenses in operations carried out with the state-of-the-art equipment. Free drugs also distributed to Sickle Cell patients at the Sickle Cell Clinic of the General Hospital.
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- ❖ Free treatment of pregnant women and children under-5.
- ❖ ONCHOCERCIASIS CONTROL PROGRAMME - Government organized and trained 101 community-directed distributors (CDD) and 49 community health supervisors from 8 LGAs in the state. More than 87, 063 persons of 5 years and above in 9 LGAs have been treated with Mectizan Drugs for river blindness.

- ❖ Government has established the Imo Health System Development Project which is a partnership programme of Imo State Government, the World Bank and Africa Development Bank. Its major objective is to address the problems of dilapidated infrastructure, low staff capacity and the non-availability of essential drugs in hospitals and health facilities in the state.
- ❖ The government was able to set up obstetrics and gynaecology centres in Aboh- Mbaise, Okigwe and Umuguma General Hospitals.
- ❖ The health sector received a boost during the year under review as 27 modern health centres are being constructed in all the local government areas of the state to facilitate equitable health service delivery: The rehabilitated Primary Health Centres are in Nkwogwu in Aboh Mbaise Local Government Area (LGA), Umukabia Ogodo in Ngo Okpala LGA, Okpofe in Ezeinihitte Mbaise LGA, Nnarambia in Ahiazu Mbaise LGA, Mwabosi in Ideato South LGA, Urualla, in Ideato North LGA, Nwaorubi in Mbaitoli LGA, Ekwe in Isu LGA, Awo Idemili in Orsu LGA, Orlu in Orlu LGA, Umuaka in Njaba LGA, Ogii in Okigwe LGA, Okwele in Onuimo LGA, Orsu Obodo –Oguta LGA, Mgbidi in Oru West LGA. Others are in Omuma in Oru East LGA, Umuezeala Owerre in Ehime Mbano LGA, Osu in Isiala Mbano LGA, Umuariam in Obowo LGA, Umuihi in Ihitte Uboma LGA, Owerri Municipal LGA, Umuguma in Owerri West LGA, Mgbirichi in Ohaji-Egbema LGA, Nkwerre in Nkwerre LGA, Umuozu in Nwangele LGA, Iho, in Ikeduru LGA and Ekeobi Owalla in Owerri North LGA.

- ❖ The government acquired over 27 ambulances, a 40 KVA generator each, borehole, tanks, incinerators, refrigerators for storing drugs and diagnostic equipment for the 27 health centres as a commitment of the administration to the health care of the people.
- ❖ It was possible initiate the state's free medical service in all the 27 modern PHCs while urging the people to make good use of the environmental sanitation equipment that were equally given for the purpose of maintaining cleaner environment.
- ❖ The Private Sector has been involved in the planning and implementation of health programmes in the State. This is evidenced in the development of Imo State Strategic Health Development Plans (SSHDP).
- ❖ A total of 170 surgeries and 6,212 patients were treated of various ailments in the first phase of the Free Medical Treatment held in collaboration with Medical Experts from the U.S.A.
- ❖ 2,999 patients from Imo State and other neighbouring States of South South, South East, and South West were treated for various eye diseases under the partnership programme with Tulsi - Chanrai Foundation of India. Also 4050 patients of Imo State origin received free eye treatment in the first phase of Free Eye Treatment/Outreach conducted by the State Ministry of Health while 567 patients were referred to Tulsi -Chanrai Foundation for surgery.

- ❖ The State has continued to sustain its Guinea Worm and Polio-free situation since 2003 and 2005 respectively.
- ❖ The Imo State College of Health Sciences and Technology has secured accreditation for the department of Pharmacy Technicians. The Institution is the only one of such status in the State. Government through the support of the World Bank procured and supplied a Coaster Bus and a 100KVA Generating Plant to the school. The State Taskforce on Counterfeit/ fake drugs and unwholesome products have been reconstituted and is making progress.
- ❖ Traditional Medicine Practitioners in the State have been unified under the National Association of Nigerian Traditional Medicine Practitioners (NANTMP). Imo State is the first in the whole Federation to have achieved this feat. The Bill to facilitate the establishment of Imo State Chapter of NANTMP Board is before the State House of Assembly.
- ❖ The State distributed a total of 249,000 doses of Acetemenin Combination Therapy (ACT) drugs supplied through Global Fund for the treatment of malaria in all ages, and 68,214 doses of Intermittent Preventive Treatment (IPT) drugs for pregnant women. Also, 1,839,700 units of Long Lasting Insecticidal Nets (LLINs) were procured with the support of Global Fund for universal distribution campaign.
- ❖ Imo State Strategic Health Development Plan incorporating the Health Plans of the 27 LGAs was finalized and adopted in March, 2010 by the National Council on Health.

- ❖ Presently, Imo State is offering Free Maternal and Under - 5 Health Care Services in the three (3) LGAs of Aboh Mbaise , Orlu and Isiala Mbano covering a total number of 56,315 children and 11,256 pregnant women. Three additional LGAs – Mbaitoli, Orsu and Obowo have been identified for inclusion into the programme. Registration is on-going at the newly selected LGAs.
- ❖ To check the Spread of HIV/AIDS in the State, an Anti-Retroviral Treatment Centre was constructed and commissioned at Imo State University Teaching Hospital, Orlu. Also, the HIV/AIDS unit of the State Ministry of Health delivered services from the 6 HIV Counselling and Testing Centres. 300 packets of HIV testing kits were procured and supplied to Service Delivery Points (SDPs). A total of 70 health care workers were trained on HIV/AIDS Counselling and Testing, and Prevention of Mother To Child Transmission (PMTCT)
- ❖ Extensive renovation of the OPD, Emergency, Pharmacy, Male, Female and Special Wards including Perimeter fencing is on-going at the general hospital, Awo-Omamma. Government has approved the sum of N110,000, 641.64 for the installation of Radiology Equipment at Imo State University Teaching Hospital.
- ❖ In order to strengthen the health care and improve the three-way referral system, of care, Government through the support of the World Bank, procured and distributed the following to the Health Centres and Emergency Obstetric Health Care Centres in the State:

- 8 Ambulances
- 10 20 KVA Generating Plants
- Cold Boxes
- Motor- Cycles
- Solar Refrigerators, etc.

Recommendations

- ❖ In regards to infrastructure the state should continue to pursue the rehabilitation of 1 PHC centre for each of the LGAs.
- ❖ Focus should be placed on the health care facilities, essential services and quality of care to ensure they meet standards.
- ❖ The state should provide quality training institutes to meet the human resources demands.
- ❖ The improvement of science education in secondary schools.
- ❖ Public Private Partnership should be explored.
- ❖ NHIS coverage in the state should be encouraged.
- ❖ Effective and participatory monitoring and evaluation system to be put in place.

- ❖ The state government should consider harmonize activities of Ministry of Religious Affairs, Women Affairs , Budget and Planning (MDG) with Ministry of Health

INFRASTRUCTURE AND FINANCE

A) Regulatory Framework:

- ✓ Infrastructure Reporting Architecture
- ✓ Project Planning
- ✓ Project Expenditure Appraisal/Project Costing
- ✓ Value-For-Money Analysis
- ✓ Project Ownership/Concentration Analysis
- ✓ Project Monitoring
- ✓ Post- Project Execution Audit
- ✓ Core Statement of Lessons Learnt
- ✓ Sustainability Indicators (Maintenance, Tracking, Swaption, Cash-flow Management, Contract Risk Analysis)
- ✓ Environmental Impact Appraisal
- ✓ Green Index.

B) Finance:

The quality of infrastructure delivery is directly linked to the State's Public Sector Financial Management system, PFM. The PFM addresses critical questions of finance source optimization, proper valuation, custody and security of Government assets, proper measurement and accounting for Government liabilities. To achieve this, eight (8) key PFM indicators are however specified in this Report.

These are as follows:

- ✓ Statutory Framework for PFM
- ✓ Government Accounting Indicators (Timing of Report, Content and Scope of Financial Reports, External Audit, Publications)
- ✓ State Government Asset Register for Assets Custody and Liabilities Measurement
- ✓ Auditor-General's Report (Legislative Accountability)
- ✓ Internal Control and Quality Assurance
- ✓ Project Finance (Capital Market, Money Market, Borrowings, Grants/Aids, Special Interventions, Recoveries)
- ✓ MDA's Financial Operations
- ✓ Management of Special Funds and Designated Accounts/Accounts Maintained in Foreign Currencies and Foreign Banks.

Key Observations and Other Findings

- ❖ With a total of 401.34 kilometres of road construction across the length and breadth of the state, covering the three senatorial districts of Orlu, Owerri and Okigwe, Imo State Government is surely networking the communities in the state into one huge accessible entity.
- ❖ The Government has really excelled in breaking new grounds in internal road network within Owerri metropolis and the communities spanning the local governments in the state.
- ❖ Government had initiated activities of Imo Roads Maintenance Agency (IROMA) on rural roads and the ongoing operation Zero Pothole (OZP) have returned smooth motoring to Imo roads.
- ❖ The introduction by government of the tricycles and tri-cars within the municipality and the dualisation of all the major entry roads to the capital city have made way for an easy and stress-free transport system.
- ❖ 32 communities from 16 local governments were given cheques to the tune of N42, 234,176.02 for the execution of projects in their Community Development Plans under the World Bank- assisted Community and Social Development Projects (CSDP). The CSDP programme was targeted at the reduction of poverty and improving the living standards of rural poor by increasing their access to social and natural resources infrastructure services.

- ❖ The transport system had undergone some changes even as the newly established Imo Municipal Transport Service had introduced over 250 buses and taxis. Also, an additional 200 vehicles were injected into the fleet of the Imo Transport Company Limited making road transportation a pleasurable event.
- ❖ Massive infrastructural development of over 50 new roads and rehabilitation of another 40 had their multiplier effect on the economy of the state.
- ❖ The administration commenced the construction of ring roads and bridges in Owerri metropolis, with the aim of reducing traffic in the city. When completed, the problem of traffic would have been tackled in Owerri, as those going to the outskirts of the state capital, like Egbu, Orji, Akwakuma, Irete, Nekede and Naze, will not have any reason to enter Owerri town.
- ❖ To save lives, and as well as put the problem of robbery to a stop in the metropolis, the state government banned the operation of Okada and procured air-conditioned buses and taxis as well as tricycles for the people. The policy did not only reduce the problem of transportation in Owerri, it also reduced the cases of accident and robbery to the barest minimum.
- ❖ Government was building 204 kilometres of roads and another road project measuring 350 kilometres was in progress. Also the 150-kilometre Boulevard road project called Imo Inter-connectivity Multi-lane Freeway – had work going on in the following four sections: (1) Iho-Ogwa-Amauzari-Amaigbo Road - 20km; (2) Mbieri-T Junction-Orji-Uratta-Naze Road - 20km; (3)

Ahiara Junction-Okpala Road Junction - 25km; and (4) Ukwuorji-Nworieubi-Atta Junction-Amaimo Afor-Ogbe Road - 45km.

- ❖ The inner and outer ring roads construction valued at over 12 billion naira was on course.
- ❖ The entrance roads into Owerri municipality have been dualized and their street lights are now on. The pedestrian walk ways are being developed alongside the landscape of the environment.
- ❖ The Bureau for Housing was raised to a full-fledged ministry with a Commissioner sworn into office. This was done to give Housing and Urban Development adequate status and facility to execute government policy and to provide the platform for the growth and development of the State through construction of new building types and renovation of existing ones to meet various and diverse needs of our people. To this end, the following housing projects were realized during the period.
 - Renovation and Furnishing of Governor’s Lodge, Asokoro, Abuja.
 - Payment of Compensation to original land owners for Obinze – Avu Layout
 - Selection of Developers’ for Nekede Exclusive Gardens Estate II and
 - Clearing of site for Nekede Exclusive Garden II and completion of Perimeter and Parcellation surveys.
 - Signing of Development Lease Agreements with Developer for NEG II

- Upgrade of the New Government House Multipurpose Building to full Conference Centre (Ahiajioku Convention Centre). This edifice has been substantially completed, which of course, made it practicable to host the Ahiajioku Lecture of 2010.
- Construction and commissioning of a new state of the art Governor’s Office.
- ❖ Government constructed and completed street lighting in the following localities in the State:
 - Dualized Owerri – Umuahia Road
 - Dualized Owerri – Orlu Road
 - Dualized Owerri – Okigwe Road
 - Uzoho Ezihe – Umunuma Okohia Road and
 - Umaru Musa Yar’Adua – New Owerri Road
- ❖ Government donated transformers and generators to the under listed communities in the State:
 - Naze Small-Scale Industrial Cluster (500 KVA; 11/0.415 KV).
 - Assumpta Cathedral Church (300 KVA; 11/0.415 KV).
 - Commissioners’ Quarters (500KVA Generator)
- ❖ The following transformers were installed and energized during the period under review:
 - 300 KVA, 11/0.415 KV transformer substation with Extension Line from Police Headquarters to Nigerian Prison, Owerri.
 - 50 KVA Transformer substation at the General Hospital, Owerri.

- 300 KVA, 33/0.415 KV Transformer substation at Uratta East Layout Neighbourhood Trans-Egbu, Owerri.
- 20 300 KVA Transformer during the quick Win Project implementation in various Communities in the State
- Government extended electricity to Lord’s Chosen Revival Movement Retreat Ground, Mgbidi, Oru West.
- Electricity power extensions made to CRM International Secondary School, Mgbirichi in Ohaji/Egbema, while those of Umunchoko, Ndiewerre Umunkwo, Umuolu, and Umezike Ikpa Communities are on-going.
- Government Installed PHCN/Generator power (conversional) traffic signal light at Wetheral/Okigwe Road cross Junction, Imo State University and Mbaise/Wetheral (Fire Service) Road junction, and Assumpta Avenue/Orlu Road T-Junction.

Recommendations

- ❖ In order to manage projects within the state in a systematic and effective manner, the state should adopt a data base for planning and monitoring of projects. This would enable for effective Post – Project Execution Audits.

- ❖ There is a need for the state to centralize all revenues collected by all Ministries, Departments, and Agencies.
- ❖ The state government should establish a systematic mechanism to track all levels of government allocations.
- ❖ The state should recognize the importance of managing their debt both locally and internationally and implement a monitoring mechanism.
- ❖ As it is in most Governments, management of cash advances, travelling and tour advances, are very critical in funds management. Proper standards should be set with regards to the advances rating category which should be applicable to political appointees, such as DGs and SAs.

INTERNALLY GENERATED REVENUE (IGR)

Assessment Indicators

- ✓ Involvement of Government in IGR matters at the highest level.
- ✓ Autonomy of Internal Revenue Service (IRS) from the main Civil Service Bureaucracy.
- ✓ The Percentage Contribution of Internally Generated Revenue in Funding State Projects.
- ✓ Level of ICT infusion in Tax Administration.
- ✓ Non-Direct Tax Sources of Revenue.
- ✓ Debt Recovery Strategy.
- ✓ Level of Involvement of Internal Revenue Service (IRS) in Tax Payers' Education Campaign (Materials and Programmes).
- ✓ Dispute Resolution and Feedback Mechanism between Tax Payers and Internal Revenue Service (IRS).
- ✓ Extent to which the Informal Sector is integrated into the tax system.

Benchmarks

- ✓ Political Will From The Government: Granting of Autonomy to the State IRS – (Just as contained in the FIRS Establishment (ACT) 2007).
- ✓ Technical Capability: Application of IRS Performance Score Card: - Details of Financial and Non-financial Operational Matrix
- ✓ Tax Administration Reforms: Deployment of Modern Technology in Revenue Generation using e-Payment technology, Systematic Computation of Time-taken on Tax Assessment & Compendium of Tax Assessment Forms as well as the implementation of Strategic Community Involvement Partnership (SCIP) model for Enhancing Revenue Generation.
- ✓ Operational Efficiency: Revenue congruence across all channels/sources: Integration of all revenue sources from Ministries and MDAs and the integration of the Tax Management Office within The IRS premises (FRSC, Banks and GICT Desk for TIN).

Key Challenges

- ❖ Lack of land reforms for greater Revenue Generation
- ❖ Tax evasion by expatriates of major multinational companies
- ❖ Residency rule conflicts between Head Office & Operational locations of multinational oil companies

- ❖ Large Unregulated Informal Sector and lack of identity management infrastructure
- ❖ Inadequate motivation of staff and poor Office Infrastructure
- ❖ Inadequate Technology Deployment for Tax Administration Systems
- ❖ Inadequate Logistical Support for Tax Administration

Recommendations

- ❖ Integration of the Informal Sector into the Taxpayers' Data Base: The aggregate financial and business activities that operate outside government control or the organized private sector contributing neither in taxes nor part of the state's Gross Domestic Product (GDP) is larger than those under the purview of formal control in Imo State. This ranges from small-scale farming, backyard employment and self-help finance to street vending, unregulated craftsmanship and small-scale manufacturing which makes up the informal sector. Therefore, Imo State needs to immediately deploy proactive measures/interventions built on community/grassroots foundations through Strategic Community Involvement Partnership (SCIP); formation of Imo Trade Council; development of Standard Operations Procedures to the informal sector.
- ❖ The State should Harness the huge untapped IGR potentials from Lands, Housing & Urban Development-related revenue sources e.g.

- ❖ Imo State should undertake a comprehensive property audit e.g. as in Lagos where 46,000 properties were identified;
- ❖ Speed up the deployment of Geographic Information Management System (GIMS) in the Bureau for Lands, Housing & Urban Development; e.g. FCT, Lagos, Ogun, Cross River and Akwa Ibom;
- ❖ Reduce processing duration for the issuance of certificates and grants to the shortest possible time;
- ❖ Introduce Service-Based Revenue Enhancement Strategy: Intensify collection of all revenues from all channels and sources in Land & Urban Planning.
- ❖ Introduction of Indirect Taxes/Revenues instead of the application of direct taxes: The most common examples are: (1) State Hotel Occupancy, Restaurants and Events Centres Consumption Tax Law, 2009 (as in the Lagos State Consumption Tax). The Law imposes a five per cent (5%) tax on all goods and services consumed in Hotels, Restaurants and Events Centres (situated within the territory of Lagos State). Typically, the Lagos State Consumption Tax is imposed on those who can afford to stay in hotels, eat in restaurants or those that can afford even a bottle of soft drink or beer in bars. Invariably, the middle-class and the upper-class people within the society are the primary targets. There is no significant direct impact of this new tax regime on prices of foodstuffs in the market. (2) Telecommunications User fees charged by telecom operators.

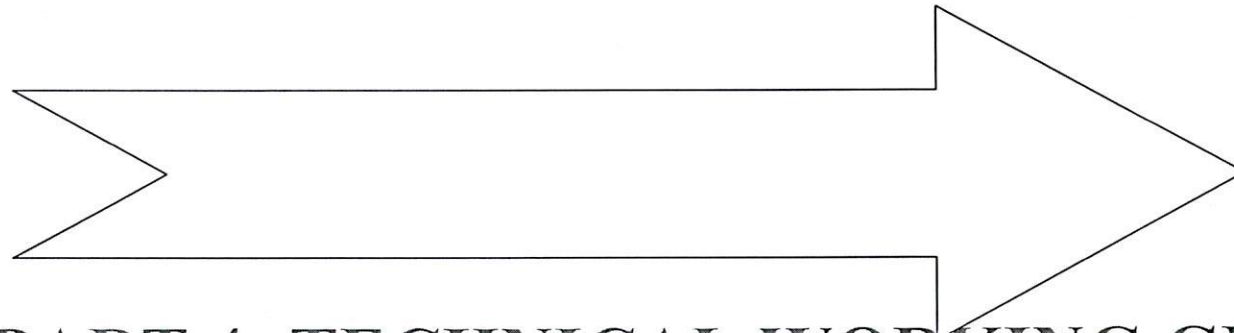
- ❖ There is need to harness hidden Revenue Channels by Reviewing Fiscal Statutes (Federal & States) – e.g. Third Party Insurance on Motor Vehicles and Accident Emergency Response Scheme, Warehouse Receipt Bill.
- ❖ Imo State needs to take advantage of harnessing other solid mineral deposits across the state as an alternative to oil. The State can also concentrate on the production of agricultural produce like cocoa, palm produce and timber. The presence of mineral resources like coal, glass sand and natural gas are an added advantage for the state; exploration of these mineral resources will bring more revenue.
- ❖ Imo State has the capacity to increase its ranking amongst African Governed Entities. The State Gross Domestic Product (GDP), (\$14.21 billion) is greater than 33 African countries' GDP. Thus, the State should invite international rating agencies for proper appraisal of the state financial status with a view to attracting Foreign Direct Investment. These countries are listed on the following table.

IMO STATE 2007 GDP COMPARED TO AFRICAN COUNTRIES

Imo State Gross Domestic Product (GDP), (\$14.21billion) is greater than 33 African countries' Gross Domestic Products (GDPs).

S/N	AFRICA	GDP(\$) ¹ BILLION
1	Botswana	13.46
2	Senegal	13.35
3	Democratic Republic of the Congo	11.63
4	Republic of the Congo	10.77
5	Mozambique	9.90
6	Madagascar	9.46
7	Mali	8.77
8	Mauritius	8.74
9	Namibia	8.84
10	Chad	8.4
11	Burkina Faso	8.12
12	Benin	6.71
13	Niger	5.38
14	Guinea	4.52
15	Rwanda	4.46
16	Malawi	4.27
17	Mauritania	3.16
18	Zimbabwe	3.15
19	Togo	2.89
20	Swaziland	2.84
21	Central African Republic	2.00
22	Sierra Leone	1.95
23	Cape Verde	1.74
24	Lesotho	1.62
25	Eritrea	1.48
26	Burundi	1.10
27	Djibouti	0.98
28	Liberia	0.85
29	Seychelles	0.82
30	The Gambia	0.81
31	Comoros	0.53
32	Guinea Bissau	0.46
33	Sao Tome and Principe	0.18

Source: CANBACK GLOBAL INCOME DISTRIBUTION DATABASE (C-GIDD).



PART 4: TECHNICAL WORKING GROUP (TWG) FOR REPORT IMPLEMENTATION

- ❖ **Policy Consultants/Advisors**
- ❖ **Development Partners**
- ❖ **NGF Secretariat**
- ❖ **Annexure**

Technical Working Group (TWG) for the Report's Implementation

❖ Policy Consultants/Advisors

The Technical Working Group (TWG) for the implementation of the findings of this report will be composed of all the Policy Consultants/Advisors that conducted the 1st Peer Review Exercise. Additionally, other subject experts and seasoned practitioners - drawn from academia and private sector – shall also serve as review experts. Accordingly, the Policy Consultants/Advisors through the NGF Secretariat shall be responsible for assisting Imo State Government in the full implementation of the highlighted policy recommendations as contained in this Report.

❖ Development Partners

A lot of development partners have indicated interest in supporting the Peer Review Exercise. While the first Peer Review Exercise was still ongoing, the Department For International Development (DFID) had already started funding the development of a comprehensive State Peer Review Mechanism (SPRM). Besides, the UN, the World Bank and the entire international community have taken interest in assisting Imo State especially in those areas of weakness highlighted in this Report. Therefore, the Imo State Government is expected to leverage this advantage by working with the NGF Secretariat to explore the huge Technical Assistance opportunity that this Peer Review Exercise provides through the Development Partners.

❖ NGF Secretariat

The NGF Chairman shall provide the overall leadership; this should be supported by all the Governors, especially in ensuring that the highlighted critical observations are noted and the policy recommendations implemented. The Director-General, NGF

via the NGF Secretariat shall implement all decisions arising from the Peer Review Report with approval and consultations of His Excellency, The Executive Governor of Imo State.

ANNEXURE (1)
TECHNICAL PANEL ON PEER REVIEW

NGF SECRETARIAT PEER REVIEW MISSION: PRINCIPAL OFFICERS

S/N	NAME	DESIGNATION
1.	A.B. Okauru	Director-General
2.	L.O.T. Shittu	Executive Director (Strategy and Research)
3.	M.A. Jibia	Executive Director (Administration and Finance)
4.	C.C. Chuku	Head, Legal
5.	Bode Aiyenimelo	Head (Documentary and Press)

NGF SECRETARIAT PEER REVIEW MISSION: POLICY CONSULTANTS/ADVISORS

S/N	NAME	DESIGNATION
1.	G.U. Owoh B.Sc, M.Sc, Ph.D, FCA	Policy Consultant (Infrastructure and Finance)
2.	A.B. Gambo B.Sc, M.Sc, Ph.D	Policy Consultant (Water and Agriculture)
3.	Olufemi Ayewoh BA, MA, Ph.D	Policy Consultant (Education)
4.	Dale Ogunbayo MBBS, MBA	Policy Consultant (Health)

5.	Prof. Phillips A. Olomola B.Sc, M.Sc, Ph.D	Policy Consultant (Economy and Budget)
6.	I.B. Gashinbaki B.Sc, MLC, CNA, ACTI, CFE, ACSCMP	Policy Consultant (Internally Generated Revenue)

ANNEXURE (2)

LIST OF DEVELOPMENT PARTNERS & DONORS SUPPORTING IMPLEMENTATION OF THE PEER REVIEW REPORTS

- Department For International Development (DFID)
- World Bank
- United Nations Development Programme (UNDP)
- United Nations Children's Fund (UNICEF)
- Bill and Melinda Gates Foundation
- National Governors Association (NGA) USA
- International Labour Organisation (ILO)
- United Nations AIDS (UNAIDS)
- United Nations Educational, Scientific and Cultural Organisation (UNESCO)

ANNEXURE (3)

CONTACT INFORMATION FOR NGF SECRETARIAT PEER REVIEW MISSION

NIGERIA GOVERNORS' FORUM

The Secretariat

1, Deng Xiaoping Street, Off AIT Junction, Asokoro Extension, Abuja.

(234)-09-8703926, 09-8703927, 09-8703928

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