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Chapter 1 - INTRODUCTION

1.1 Background of the Assessment

State Planning Commissions (SPCs) exist mainly to formulate short-, medium- and long-term plans which would lead to the optimal utilisation of a State's human and material resources. The plans are also matched with available resources in order to ensure orderly growth in a relatively stable environment. This is to avoid distortions in investments or production patterns. Policy outcomes are also appraised from time to time in order to gauge the progress in their implementation and recommend adjustments to policy where necessary. During such appraisals growth enhancing and retarding factors are identified in order to enunciate policies that would lead to the successful execution of the Plans. Therefore, most Planning Commissions tend to adopt a holistic approach to policy formulation in critical areas of human and economic development. This is to ensure a coordinated approach to development and avoid duplication of efforts, which increases costs and reduces efficiency. In this way, output is maximized since the limited resources are optimally utilized within the economy.

Most States in Nigeria achieve this by pursuing some strategic development agenda, such as poverty reduction strategies, Millennium Development Goals (MDGs) and other sectoral development plans. These plans are also encapsulated in the State Economic Empowerment and Development Strategy (SEEDS). SPCs also conduct research into various aspects of national interest and public policy and use the research findings to enhance the socio-economic well-being of the citizens of the State in particular and the nation at large.

Nevertheless, these laudable objectives cannot be attained without strong statistical support, especially if evidence-based policy design, plan implementation and decision-making processes are to be achieved. This is because, most Countries of the world have come to realise that statistical information is a strategic resource and that how well this resource is harnessed and used for development depends on how well the National Statistical System (NSS) is engineered and operationalized. Regrettably, in the past, Nigeria could not tap into this strategic resource, as poor funding of statistical activities by Government had compromised data quality and made it difficult for a robust and self-sustaining statistical infrastructure to be built within the NSS.

Furthermore, in recent times, there has been an increased demand for data in the management of economies of states in Nigeria. One of such demands relates to the production of data for the computation of the

State Gross Domestic Product (SGDP). To give practical effect to this, the Honourable Minister/Deputy Chairman, National Planning Commission (NPC) inaugurated a National Steering Committee for the computation of SGDP on May 5, 2009. This committee was later expanded in August, 2011 to include 6 pilot States from each of the geopolitical zones. Following further deliberations and other considerations, the number of pilot states was increased to two for each geopolitical zone of the country, including the Federal Capital Territory (FTC), Abuja. The Honourable Minister of the NPC is the overarching coordinator of the programme, while the NPC acts as the secretariat of the National Steering Committee.

The computation of SGDP is a project planned to be developed within a national framework, using standard statistical procedures for data capture, in order to ensure consistency and credibility of the results. It is expected that the data that would be produced from the SGDP project would be used to design programmes that would improve the welfare of people residing within the states. The data generated would also be useful in addressing the vital data and information gaps that currently exist within the states. Through their participation, the states would also be in a position to understand and own both the process and methodology for the computation of SGDP.

1.2 Objectives of the Assessment

Given all the attendant benefits derivable from the above exercise, an independent, critical and in-depth assessment of the State Statistical Agencies (SSAs) and Planning Commissions, therefore, became imperative. This forms the basis of this needs assessment of the States Economic Planning Commission (SEPC). Thus, in line with the Terms of Reference (TOR) the exercise was embarked on with a view to:

- (i) highlighting their strengths and weaknesses
- (ii) identifying gaps in terms of infrastructure and competencies required for efficient and effective planning in the State
- (iii) determining their capacity to compute and use SGDP data; as well as
- (iv) ascertaining the capability of the planning commission to use data available in the SSA to drive policy formulation, plan development, plan monitoring and evaluation, as well as evidence-based reporting.

1.3 Scope of Work

It is pertinent to remark at this stage that the Centre for Management Development (CMD), Lagos was commissioned as Lead Consultant by the NPC, to undertake the Needs Assessment of States' Statistical Agencies and Planning Commissions in the six geopolitical zones of the country, including the Federal Capital Territory (FCT), with two pilot states chosen from each of the zones. A consultant was also hired by CMD to undertake the assessment in each of the zones and the FCT. In that context, Anambra and Enugu States were chosen from the South-east geopolitical zone. This report, therefore, limits itself to the needs assessment of the States Economic Planning Commission (SEPC). Consequently, in carrying out this assignment, issues such as the legal framework governing the operations of the commission and how well resourced the agency is in terms of manpower, funding and infrastructure (including a well developed Information and Communications Technology (ICT) capability) would be engaging the attention of the consultant. The level of cooperation between the State Planning Commission and the SSA would be examined to ensure that there are no overlaps and unnecessary duplications, which could lead to inefficiency and waste of scarce resources.

The first phase of the Assessment of the States Statistical & Planning Agencies covered twelve (12) states and the Federal Capital Territory (FCT). These states, along with neighbouring states slated to participate in Stakeholder Consultative Forum, are:

Zone	Pilot State	Participating States
South-South	Cross River & Rivers	Akwa Ibom, Bayelsa, Delta & Edo
South-East	Anambra & Enugu	Imo, Abia & Ebonyi
South-West	Ekiti & Lagos	Osun, Ondo, Ogun & Oyo
North-Central	Kogi & Niger	Benue, Nasarawa, Kwara & Plateau
North-East	Gombe & Taraba	Bauchi, Yobe, Adamawa & Borno

North-West

Kano & Sokoto

Jigawa, Katsina, Kaduna,
Kebbi & Zamfara

Federal

Capital

Territory

Table I: List of Pilot and Participating States

1.4 Structure of the Report

For easy exposition, the rest of the report is organised as follows. Chapter two explains the methodology employed in the assessment, while chapter three discusses the preliminary contacts made and meetings held during the assessment period. Chapter four examines the legal framework and overall operations of the commission. In chapter five the physical and ICT infrastructure of the commission is assessed, while chapter six extends the analysis by looking at the human and financial resource profile of the commission. Chapter seven x-rays the major findings, outlines some recommendations and concludes the report.

Chapter 2 - METHODOLOGY

Various instruments and methodologies were used in the course of the needs assessment. These included the administration of questionnaires; Strengths, Weaknesses, Opportunities and Challenges (SWOC) Analysis; use of Focus Group Discussions (FGDs) and high level advocacy at the State level, to ensure an effective assessment and production of a final report that would contain critical recommendations for the re-engineering of the SPC. This is also to put it in good stead for effective planning and active participation in the computation of SGDP. Charts, simple descriptive statistics and percentages would be employed to give a graphic analysis of the outcome of the assessment.

2.1 Strategy Discussion

To kick start the process, the consultants held a strategy discussion at the Abuja office of the CMD on March 26, 2012, during which they were acquainted with the focus of the project and implementation strategies. The instruments and their applications were examined extensively, while the modalities for engagement at each stage of the stakeholder sessions were also discussed.

2.2 Work Plan

The above discussions necessitated the production of the following Work Plan for the field visits, as part of the overall Roadmap for the entire project. This was to ensure effective coordination and implementation of the whole exercise.

Table 2.1: Work Plan for the Field Visits, Interviews, Stakeholder Workshops & Consultations

1	Meeting with State Statistician General/Dir. Of Statistics
	(i) Consolidate Agenda & Work Plan
	Meeting with Commissioner & Permanent Secretary
	supervising the Statistical Agency & Planning Agency
	(a) Meeting with Staff of Statistical Agency
	(b) Administration of Stat. Questionnaire
	(c) Meeting with Directors & Staff of Planning Agency
	(d) Administration of Planning Questionnaire
2	Meeting with MDAs on challenges of the State Statistical System
3	Meeting with Management of State Stat. System on the SCBI
	Follow-up Questionnaire

4	Meeting with Staff of Planning Agency to brainstorm on Challenges
	<i>Follow-up Questionnaire</i>
5	User-Producer Meetings on Data Quality, Timeliness and Relevance
6	<u>Stakeholder Forum: Consultations & Workshops on:</u>
i	Strengthening Statistical Agency (legislation, strategic statistical master plan) Coordination of Statistics at State level Human Resource Development
	- staff capacity
	- work content
ii	Data Management & Data Development
	- data backlogs
	- implementation plan for computation of GDP
	- challenges to data development
	- data dissemination and usage
iii	Infrastructure for Statistics
	- status of current infrastructure
	- maintenance of infrastructure
	- replacement of infrastructure
	ICT & working environment

2.3 Instruments

Apart from the Roadmap, letters were also issued in order to acquaint the pilot states with the objectives of the assessment, as well as solicit their maximum cooperation. As part of the instruments, the following questionnaires were designed for the assessment.

- (a) Questionnaire for the Assessment of the Capacity of the States Planning Agencies
- (b) Questionnaire for the Assessment of the ability of the States' Planning Agencies to meet user needs

2.4 Duration of the Assessment

The field work for the assessment was done during April 10 – 27, 2012 – a period of three weeks. One week was allocated to each of the States, while the other week was used to resolve any outstanding issues within the States. However, before the commencement of the exercise, two weeks was used for the desk work, while three weeks was allocated for

the report writing, making it a total of eight weeks for the needs assessment.

2.5 Method of Assessment

The stakeholder consultation approach was adopted by the Consultant in carrying out the assignment and meeting with the following groups:

- (i) Management team of the SPC; and
- (ii) Staff of the SPC

High level advocacy was also adopted because of the observed under-resourced nature of the States' Economic and Planning Commission.

Chapter 3 - PRELIMINARY CONTACTS MADE AND MEETING HELD DURING THE ASSESSMENT PERIOD

3.1 Inception Report (IR)

While in the field, the consultants after two days of engagement prepared and submitted their various Inception Reports. The IR covered the following:

- 1..... Arrival date and time, settling in actions;
.....
- 2....Status Report
 - a. Contacts made (name, designation and phone numbers);.....
 - b. Meetings and Interviews held to-date (indicate attendance) and meetings already arranged;
 - c. Questionnaires administered to-date (indicate institutions concerned).
- 3.....Work Plan for the remaining period
.....
- 4..... Anticipated challenges and constraints
.....
- 5..... Strategies for tackling the issues
.....
- 6..... Overall impressions
.....

3.2 Field Work

The consultants while in the field used several approaches and strategies in order to get the work done. However, it is important to mention that while some states were open to the purpose and objectives of the consultant's visit, others re-enacted their high level of bureaucracy to frustrate the consultants. In some states, heads of supervising agencies provided walls that hindered open discussions and seamless flow of information.

A major objective of the assessment was to establish the strengths, weaknesses and gaps in the areas of competences required in producing relevant data and other statistics including the capacity for computing GDP at the state level so as to ensure the availability of statistics for "Evidence-Based Policy/Decision Making" and the capability of the planning agency to use data available in the State Statistical Agency to drive policy formulation, plan development, plan monitoring and reporting.

The consultants returned from the fieldwork and analysed the various questionnaires obtained from the field. Such analysis formed part of the final Assessment Report.

However, preliminary findings from the analysis of the questionnaires as well as interaction with stakeholders indicate that gaps exist in the state statistical agencies, the state planning agencies and the Planning, Research and Statistics Departments (PRSDs) in the line ministries. Such gaps include a limited number of professionally qualified statisticians or planning officers with required skills and discipline. The capacity of most staff currently in these agencies is inadequate to analyse statistical data using statistical software packages. Their capacity will require some enhancement especially in the special area such as computation of Gross Domestic Product; analysis of GDP data; and evolvment of policy or decision-direction from such GDP data. Non-professional and incompetent individuals are posted to man statistical and research positions in most of the PRSDs assessed.

Another observation is the lack of government commitment to the use and production of statistics. This was evident judging from the type of office spaces, facilities, equipment; funding and other logistics provided the data producing institutions. Lack of statistical awareness among government circles and bureaucrats showed itself in the way staff with no

knowledge of statistics are deployed to man statistical divisions/sections of PRSDs. Apart from deployment of staff into PRSDs which portray neglect and lack of knowledge of the use and value of statistics in making informed decisions, some states that have statistical legislation in place, still want to keep statistics under their supervision; refuse to let go the budgets allocated and approved for statistical purposes – so they delay the establishment of the Bureau of Statistics; delay the provision of a stand-alone building; delay the hiring of qualified statisticians most of who are still searching for jobs. Also in some states, the statistical staff are ageing, hence, the need to develop sustainability programmes. In addition, most PRSDs in some states assessed, have no vision, mission or policy mandate for data generation.

Political Will

One of the challenges facing statistics and statistical development in most of the states is political will. The commitment of the political hierarchy at the state level – the Governor, members of the State Executive Council, members of the State House of Assembly; the Permanent Secretaries – would enable the State Statistical Systems to function effectively and satisfy their mandate to collect, collate, analyse, disseminate and store relevant, timely, reliable and consistent statistics.

Political will spells out the degree of commitment of the Government to ensuring statistics and statistical agencies are properly disposed to carry out their functions. Consequently, high level statistical advocacy was also carried out in some states to get the political class committed to statistical development in their states.

Administration of Statistical Capacity Building Indicators (SCBI)

This questionnaire enabled the collection of information in the form of indicators on statistical capacity building. The indicators are of interest to the data producers and data users as it provides the following:

1. A snapshot of a State's statistical conditions;
2. A focus on opportunities by highlighting strengths and weaknesses;
and
3. A means to track over time results of capacity building efforts.

They cover:

- the legal and institutional environment, and resource conditions needed to perform statistical operations, obtain cooperation of respondents and administrative authorities, and manage statistical operations;
- the professional and cultural setting in which the statistical operations are conducted;
- the methodological expertise for establishing data sources and their links to the statistical products;
- the population to be covered, and the surveys, survey questionnaires, and administrative data sources;
- the skills and techniques to transform source data into statistical products;
- the assessment and validation of source data, the use of statistical techniques, the assessment and validation of intermediate data, and statistical outputs;
- the relevance of the statistics to social and economic concerns, including the analytical capability to confirm certain issues and to identify those that need probing;
- the periodicity, timing, and internal/relational consistency of the statistics; and
- the methods and channels used to ensure wide and relevant dissemination of the statistical products.

Chapter 4 - STATE PLANNING COMMISSIONS & DEPARTMENTS OF PLANNING

4.1 Introduction

The assessment did also cover the State Planning Agencies. The assessment of the State Planning Agencies was based on the matrix below. The spaces will be filled in the final Report.

Planning is the process of preparing a set of decisions for action in the future. Succinctly, according to Dror (1973) it is a process of preparing a set of decisions for action in the future directed at achieving goals by preferable means. It is also the process of obtaining and analyzing statistics and systematically using them to make projections of future development in particular estimates of human, physical and financial resources needed to achieve proposed development. Development planning involves the formulation of a programme of action undertaken by the political and economic authorities of a country in order to achieve specific national goals over some time period.

Planning in most of the states still falls under the Ministry of Budget & Planning. In such states, planning is treated as a department. In some other states, planning functions are housed in the State Planning Commission. Examples include Cross River, Ekiti, Niger, Taraba and Enugu States. In such states with State Planning Commissions, there should be a legislation establishing such a body. But while Cross River State Planning Commission is established through an Edict of the State House of Assembly, the others came to being by the fiat of the Executive Governor of the State. For such establishments, their existence is at the prerogative of anyone who occupies the office of the State Governor.

The Planning Commission plays an integrative role in the development of a holistic approach to policy formulation in critical areas of human and economic development, especially where both the Centre and the States have a role to play. In the social sector, schemes which require coordination and synthesis, like rural health, drinking water, rural energy needs, literacy and environment protection, require coordinated policy formulation. The lack of such coordination has led to multiplicity of agencies and duplication of efforts, which increases costs and reduces efficiency.

With the emergence of severe constraints on available budgetary resources, the resource allocation system between the States and Ministries of the Central Government are under strain. This requires the Planning Commission to play a mediatory and facilitating role, keeping in view the best interests of the respective states that they operate in. It has to ensure smooth management of change and help in creating a culture of high productivity and efficiency in Government, both at the Centre and in the States. The Planning Commission where it exists should serve as the engine room of well-informed, properly researched policies and evidence-based decision-making for the Government.

The key to efficient utilization of resources lies in the creation of appropriate institutions and self-managed organizations at all levels. In this area, Planning Commissions at the state level play a systems change role and provide capability within the Government for developing better systems and institutional design.

The Departments of Planning or State Planning Commissions, play the following roles:

- (i) make an assessment of the material, capital and human resources

of the state, including technical personnel and investigate the possibilities of augmenting such of these resources as are found to be deficient in relation to the state's requirements;

- (ii) formulate the Plan for the most effective and balanced utilisation of the resources of the state;
- (iii) determine priorities, define the stages in which the Plan should be carried out and propose the allocation of resources for due completion of each stage;
- (iv) indicate the factors which are tending to retard economic development, and determine the conditions which, in view of the current social and political situation, should be established for the successful execution of the Plan;
- (v) determine the nature of machinery which will be necessary for securing successful implementation of each stage of the Plan in all its aspects;
- (vi) appraise from time to time the progress achieved in the execution of each stage of the Plan and recommend for adjustments of policy and measures that such appraisal may show to be necessary;
- (vii) make such interim or ancillary recommendations as appear to it be appropriate either for facilitating the discharge of the duties assigned to it; or, on a consideration of the prevailing economic conditions, current policies, measures and development programmes; or on an examination of such specific problems as may be referred to it for advice by Central or State Governments; and
- (viii) co-ordinate the planning programme of the PRSDs in the line ministries or MDAs.

Chapter 5 - ASSESSMENT OF THE PHYSICAL AND INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT) INFRASTRUCTURE AVAILABLE IN THE STATE PLANNING AGENCY

Infrastructure of the State Planning Commission

Good planning derives from the sound techniques employed by the planners as well as the expertise of those doing the planning. However the environment in which the planning is being carried out is also important as it could influence the level of confidence placed by the users on the Plans produced by a Commission. So, if planning is carried out in a very untidy environment, users might never believe in the plans, no matter the rigour brought to bear in their production. Again, the availability of adequate ICT infrastructure and other equipment such as vehicles enhances the efficiency and effectiveness of the planning process. We shall examine these issues in detail below.

5.1 Physical Infrastructure

Currently, the Planning Department of the ESEPC is located in a floor within the Ministry of Finance Building at the State Secretariat. The Planning Commission has about three (3) rooms allocated to it for its operations. This looks inadequate for a staff strength of sixteen (16). Being located in the old Secretariat building, the building lacks a lot of modern amenities that would facilitate planning activities.

Good planning derives from sound techniques employed by the planners as well as the expertise of those doing the planning. However the environment in which the planning is being carried out is also important as it could influence the level of confidence placed by the users on the Plans produced by a Commission. So, if planning is carried out in a very untidy environment, users might never believe in the plans, no matter the rigour brought to bear in their production. Therefore, the availability and adequacy of physical infrastructure enhances the efficiency and effectiveness of the planning process.

Currently, the Planning commission is sharing accommodation with the SBS within the State Secretariat. The Planning has whole floor and some

rooms allocated to it for its operations. This looks a bit inadequate for even the current lean staff of 12. Both staff of SPC and NBS are scrambling for office accommodation, which we consider unhealthy for effective service delivery.

5.2 Information and Communications Technology (ICT) Infrastructure

The level of ICT infrastructure in the Planning agencies is highly unsatisfactory as there are only a few desktop computers and one photocopying machine functional. Ironically, even the desktop in the Computer Unit is not accessible to all the staff. They also have no internet facilities, no Local Area Network (LAN) or Wide Area Network (WAN). This lack of computers and other ICT equipment in the planning department might be a measure of the low level of importance attached to planning, research and formulation of policies in a computer mediated environment. Planning in this type of environment would usually lead to inconsistencies in data and policy formulation, as there are no means of storing information in a way it could be retrieved in its pure and original form. It creates distortions and must be avoided as much as possible.

5.3 Other Infrastructure

The work environment was generally poor as basic things like chairs and tables were not adequately supplied. Some air-conditioners were broken down, making the environment not conducive for productive planning and research activities. Other equipment such as vehicles that would facilitate staff mobility for the purposes of coordination among various MDAs were not available. This state of affairs could be a bit depressing, leading to low productivity.

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Chapter 6 - ASSESSMENT OF HUMAN AND FINANCIAL RESOURCE PROFILE OF THE STATES PLANNING AGENCIES

6.1 Human Resource of the State Planning Commission

The success of any organisation is largely dependent on the quality of staff available to that organisation. A highly skilled workforce is innovative and highly productive. In what follows, we shall examine the strength, welfare issues and skills available to staff of the SPC.

6.1.1 Staff Strength, Qualification and Experience

An in-depth assessment of the human resources available for planning and evidence-based policy research work in each of the pilot states was carried out. The assessment revealed that the States Planning Systems currently lacked adequate manpower. Some staff with less specialized understanding of planning and research are assigned less tasking research-based jobs. These lack of adequate manpower due mainly to low profile of professionals in each the States means that the bulk of research activities end up not being effectively carried out. Staff erosion in some of the States' Planning Systems worsened in recent times when, in some States, the State Statistics Agencies were reduced to Research and Statistics Departments in the States' Planning Commission and the staff deployed to other agencies and given assignments that were not statistics-inclined. The States' Planning Systems need to attract staff with requisite knowledge and skill to produce quality research reports.

6.1.2 Skill Levels and Training

Further analysis of the skills level and training in the states' planning agencies reveals that there are sizable number of professional staff in the Planning Agencies. Another disturbing phenomenon is that the few skilled and highly experienced staff are ageing and there does not seem to be any succession arrangement put in place. Again, those who are ready to learn do not have the opportunity as training of staff is rare. In fact, during the assessment, it was discovered that only few training programmes were held in the last five years. Such trainings were usually sponsored by development Partners and not the State Governments.

Financial Resources

The budget allocation for operations of the State Planning Agencies is insufficient to cover its activities for the year. This development undoubtedly has adverse consequences on the funding of its planning activities. Very Poor Fund provision for research and planning Programmes in the state. There is problem of inability of the State Planning System to tap the funding from International Donors.

Given the above scenario one can also infer that the use of statistics for planning in the State would be low or that planning would be based on stale data which might be out of tune with current realities. This has also affected production of sectoral, short-, medium- and long-term plans as and when due.

Staff Incentives

During the assessment it was discovered that there was low morale among the staff as their allowances and other entitlements were either not paid or not paid as and when due. This could be seen in delayed payment of leave allowances and even entitlements after participating in official assignments. Again, basic working materials such as stationeries are in short supply. This state of affairs de-motivates staff and tends to have a negative bearing on productivity as the staff think they deserve a better treatment given the fact that they have to exert their skills to produce quality plans for the State.

The consequence of poor funding is not only that planning activities in the State would suffer, but that even the staff would be generally demoralised as noticed during discussions with them. The lean resource provided to the Commission could also be a measure of the level of importance Government attaches to planning in the State. Given the above scenario the production of sectoral, short, medium and long-term plans have been seriously hamstrung.

However, a thorough assessment of the state planning system revealed that problems still persist that could hinder seamless production of evidence-based research for policy decision. These include:

- (i) Inadequate commitment of the government to statistical production resulting in poor office space, poor infrastructure, undeveloped IT capability, inadequate budget for policy research activities, limited staff to handle various segments of surveys;
- (ii) Unattractive remuneration packages for professionals who work in specialised fields of research and information technology, resulting in high turn-over, especially in the PRS that provide sector planning strategies;
- (iii) Slow implementation of the planning commission legislation in order to trigger the realisation of the gains of legislation such as coordination, improved infrastructure, increase in morale of the staff in planning system.

Chapter 7 - KEY FINDINGS AND SWOC ANALYSIS

7.1 Introduction

In what follows we present a synopsis of the key findings from the assessment and make some recommendations based on the key findings. We have compartmentalized them into various thematic areas to enable easier and more focussed discussion of the issues.

7.2 Status of Planning Systems in Pilot States

Table 7.1 summaries the status of Planning Systems in the Pilot States

ASSESSMENT CRITERIA FOR THE STATE PLANNING AGENCY		
CRITERIA	Description & Purpose of Criteria	Summary of & Findings
Name & number of Departments in the Ministry/Agency and their functions	This criteria is to identify: (i) The ministry & institution (ii) The Specific Functions & Mandate of the Planning Department (iii) Production & Use of Administrative Statistics by the Agency	Staffing level is between 10 -30
Department responsible for Planning	This criteria helps to establish the role of the Planning Department in providing critical input to informed policy /decision making to the Government and all sundry	There is need for synergy between planning and budget office
Defined Functions	Are the functions of the Planning Department defined and documented? (List these	Functions are defined but not put into practice

	functions)	
Level of Coordination and co-operation between the Planning Agency and the PRSDs in other ministries	This criteria helps to establish if there exists a forum that brings together all planning, research and statistics departments in the MDAs with the central Planning Agency coordinating. If such exists, how regularly do you meet in the year.	There is minimum level of cooperation. Need to improve on what is on ground
Development Plan	Does the State have a Development Plan or a Strategic Framework that addresses the medium-to-long term development goals of the State.	Most have development plans
Development Plan	What is the role of the Planning Agency in the formulation of the State's Development Blueprint, state economic framework, key sectors that drive the economy	Role is critical but more buy-in is required by Chief Executives of planning agencies
Gross Domestic Product	The State intends to compute its own GDP, what role would the Planning Agency Play?	Very critical role
Existence and formats of administrative statistics	This is designed to find out if the Planning Department has an established mechanism for regular collection, processing, analysis, storage and	A lot of challenges and gaps due to lack of funding and available infrastructure

	dissemination of data in the course of its daily operations	
Formulation of the State's Development Initiatives	This is designed to find out the role played by the Planning Department in the formulation of the state's development programme	Most states have and some are in the process of having on
Which of these does the Planning Agency do or not do?	<ul style="list-style-type: none"> • Coordinate the MDAs to develop sector priorities, policies and programmes; • Identify through thorough analysis projects to translate into sector plans; • Provide the policy makers with an estimate of the resource requirements for implementation of the sector programmes/projects • Participate in the Budget Formulation Process and ensures cleared sector programmes/projects are integrated in the annual budget for implementation • Coordinates/liaises with 	The mode of operation varies from state to state due to the difference in the structure of how the state planning agencies are managed

	<p>the PRSD at sector level to ensure realistic sector programme</p> <ul style="list-style-type: none"> • Maintain links with stakeholders (including civil societies) through a website 	
Complement and quality of staff	This criteria assesses not only the number of professional staff engaged but also their quality in terms of qualification, experience and competence in economics, statistics, IT	Staff development is required
Available software	This criteria is to find out the IT competence of the staff, the statistical and planning software in use in the Department	ICT skills capacity building is required
Network/Internet facilities	This criteria is designed to find out if the Department can exchange its work electronically with other agencies	Not happening in many states
Allocation of funds	This is designed to determine whether funds are allocated to the Department directly from the budget or through other avenues.	In most agencies funds are sourced through other avenues
Commission	Do you have a State Planning Commission with clear	Some have some don't

	Mandate?	
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Table 7.1a: Summary of key Findings about States' Planning Agencies

Name of State	Status of Planning Agency
Anambra	State Planning Commission – No Planning in Ministry of Budget & Economic Planning Director of Planning
Niger	State Planning Commission – Yes Director of Planning
Enugu	State Planning Commission – Yes Executive Secretary - Yes
Kogi	State Planning Commission – No Planning in Ministry of Budget & Economic Planning Director of Planning
Lagos	State Planning Commission – No Planning in Ministry of Economic Planning & Budget Director of Economic Planning
Cross River	State Planning Commission – Yes Vice Chairman (SPC) – Yes Commissioners in SPC - Yes
Rivers	State Planning Commission – No Planning in Ministry of Budget & Economic Planning Director of Planning
Ekiti	State Planning Commission – Yes Ministry of Finance & Budget Director of Planning
Gombe	State Planning Commission – No Planning in Ministry of Budget & Economic Planning Director of Planning
Taraba	State Planning Commission – Yes

Kano	State Planning Commission – No Planning in Ministry of Budget & Economic Planning Director of Planning
Sokoto	State Planning Commission – No Planning in Ministry of Budget & Economic Planning Director of Planning
FCT	Department of Planning, Research and Statistics (Director – Planning, Research & Statistics)

Table 7.1b: Status of Planning Agencies by State

7.3 SWOC Analysis of Key Findings

Table 7.2 summaries the SWOC Analysis of the Key Findings in each of the Pilot States

	STRENGTHS	WEAKNESSES	OPPORTUNITIES	CONSTRAINTS
POLITICAL	<ul style="list-style-type: none"> • Recognition with strategic audience in Government • Availability of historic records that can be leveraged to build a strong information database. • Strong Political Leadership • Embedded Mandate • Government support • Integrity and trusted Department of the Ministry • Statutory Department of the Ministry. 	<ul style="list-style-type: none"> • Poorly facilitated • Low profile • Absence specific law that establishing it. • Skeleton staff especially in the PRSDs in the MDAs • Poorly facilitated • Lack of adequate office working space • Poor coordination capability • Poor participation in programmes. • -Limited visibility of funds allocated for activities on the ground 	<ul style="list-style-type: none"> • Increasing awareness for data-driven planning and policy formulation at state level • Sole agency in the State for the coordination of planning and development strategies of the State • Political support and goodwill • Conducive political climate and environment • Structured relationship with other state planning agencies and the National Planning Commission 	<ul style="list-style-type: none"> • Poor visibility among key government stakeholders and non-public audience • Gradual marginalization by the political leadership • Gradual erosion of budgetary funding • Insecurity in parts of the states • Uncertainties in meeting targets • Low staff morale • Lack of institutional support for staff training and career development • Changing funding pattern

TECHNOLOGICAL	<ul style="list-style-type: none"> • Has computers and printers 	<ul style="list-style-type: none"> • Lack Professional staff • Inadequate space • Has no website or Local network • Poor technology and low power infrastructure 	<ul style="list-style-type: none"> • Availability of ICT services • Partnership with Statistical Department • Favourable economic policies environment • Strong institutional support 	<ul style="list-style-type: none"> • Energy problem/crisis • Digital Piracy • Rising utilities costs.
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Table 7.2: Generalised Strengths, Weaknesses, Opportunities & Constraints for States' Planning Agencies

7.4 Other Issues and Constraints to State Planning Agencies

The following are additional issues and constraints affecting effective planning in the State Planning Agencies and Commissions:

1. ***Inconsistent policies:*** most state governments depend on the Centre for over 80 percent of their resources monthly. This makes it easy for the states to change or alter policies at will. Many plans are jettisoned or put in abeyance before they were ready for implementation because of government directives and counter directives. Besides, in these states, there is always a wide gap between policy formulation and execution which might have rendered necessary information almost irrelevant.
2. ***Lack of or paucity of accurate statistical data:*** non-availability of accurate statistical data tends to render most efforts relating to socio-economic and development planning at the state level unproductive. Adequate and reliable data is a sine qua non to effective planning and implementation. Data is required for analyzing situation on ground and in determining areas to be served to engender equity and even development. The success of planning at the state level like any other level of governance rests on reliable data.

3. **Economic Constraint:** for effective and adequate planning to enhance growth, poverty eradication and development, there is a need for adequate fiscal resources to develop it. At the state level, the percentage of resources earmarked for capital-intensive projects are too meagre to impact on the people. Hence, there is hardly enough funds for the planning agency and even the PRSDs at the state level to be seriously engaged.

4. **Poor Planning Technique:** Feedback from most of the states indicates that there are not enough experts in planning, especially sector-specific planning. The Planning, Research and Statistics Departments are often staffed with non-professionals who are neither economists nor statisticians and who are usually with no formal training in the specific subject matter areas. These staff can rarely use the information gathered to interpret sector situation for proper planning of intervention by the state government to improve or reverse the situation.

5. **Lack of Qualified Manpower** – this has remained the bane of effective planning and implementation in many of the states. Professional and trained planners are few while administrative officers performing planning functions lack any form of training and experience. The result of this scenario is the poor quality of policy and project proposals emanating from these states for screening and assessment. In some states, the planning officers with requisite professional qualification are few and ageing and so, sustainability is not assured.

6. **Inadequate finance** – most states have inadequate finance to execute their projects and programmes in spite of their enhanced share from the Federation Account. This is attributable to increasing

recurrent expenditure outlays, additional responsibilities, high inflation rates, erratic economy all which tend to exacerbate increase in the cost of governance. Planners are also unable to forecast accurately the estimated cost of projects and programmes.

7. Lack of effective project monitoring – state planning officials charged with the responsibility of supervising and monitoring projects lack the exposure, focus and the prerequisites for such tasks. This is compounded by lack of collaboration and cooperation due to differences in orientation and training.

Finally, all the Divisions in the Planning Commissions or State Planning Agencies in the Ministry of Budget and Planning, maintain close contacts with the concerned MDAs and various non-official agencies, study and examine various problems and issues in relation to the formulation as well as implementation of the Plan Programmes and Policies in their respective fields. They occasionally organise research studies, which are deemed necessary for planning either on their own or through competent external institutions/organisations.

Chapter 8 - MODEL OF AN IDEAL PLANNING COMMISSION

8.1 Functions of the State Planning Commission

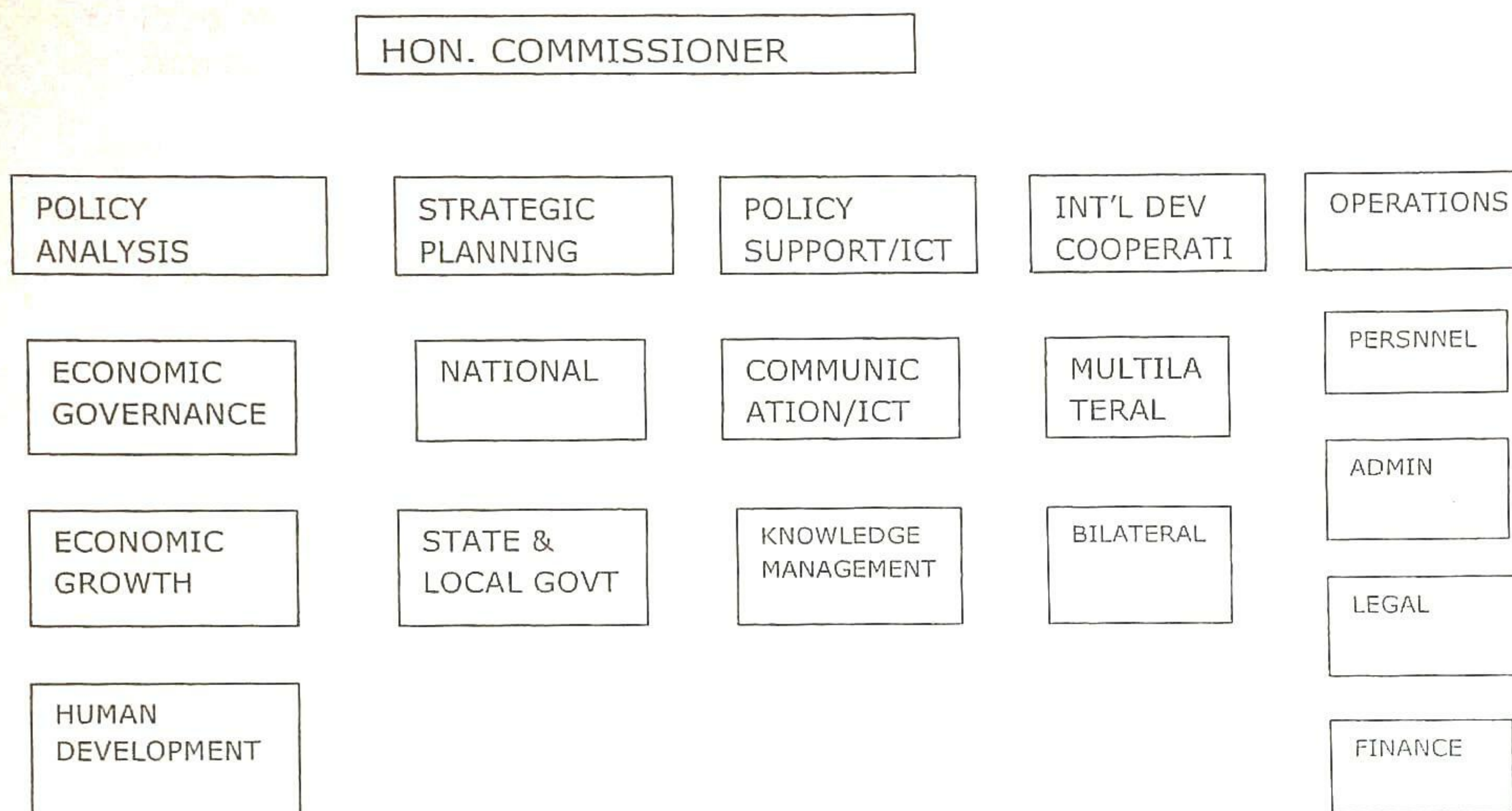
Although, a number of states surveyed have functional Planning Agencies, but many still have the functions performed within the Ministries. Our experience suggests that an ideal State Planning Agencies should be organized along the following line of activities:

ROLE AND FUNCTIONS

- Strategic planning: at state level, coordinates formulation and implementation of government strategy for economic development
- Emerging role in catalysing and strengthening strategic planning
- Policy analysis: provide timely, evidence based advice to His Excellency, the Governor, the State Executive Council and other high level policy bodies
- Ensure effective implementation of government priorities for economic and social development
- To serve government aim of accounting to citizens in timely and transparent ways
- To inform citizens of outcomes
- To provide informed and timely support for state government
- Contribute to sound economic management, which is necessary for poverty reduction
- Offer timely advice based on rigorous analysis of reliable information and data
- Draw on new knowledge, fresh ideas and professional skills of Nigerians within and outside government

8.2 Organizational Structure of an Ideal State Planning Commission

Figure 8.1: ORGANIZATIONAL STRUCTURE OF AN IDEAL STATE PLANNING COMMISSION



POLICY ANALYSIS

- Provide strategic, timely advice to Governor and State Executive Council
- Promote public dialogue on key issues and policies (Development Policy Forum)

Economic Governance:

- Assess and monitor measures (legislative, regulatory, public private partnerships etc) for promoting growth
- Monitor major initiatives for promoting growth

Economic Growth:

- Promote new approaches for stimulating growth of Nigeria's non-economy
- Monitor productivity, competitiveness and structure of the Nigerian economy
- Analysis and formulation of macroeconomic policies.
- Setting and monitoring macroeconomic indicators
- Providing the macro-framework for the government budget.

- Coordinating the preparation of medium and long-term development perspective (vision).
- Preparation of semi-annual and annual reports on the state of the economy.

Human Development:

- Promote approaches, strategies and instruments for effective and equitable delivery of essential public goods
- Monitor major initiatives for promoting human development

POLICY SUPPORT

- Facilitate activities of State Planning Commission policy analysis and strategic planning

Communications:

- Communicate state and national development strategies to key stakeholder networks
- Promote stakeholder/government dialogue concerning objectives, strategies and programmes
- Communicate functions of Commission to all MDAs and local government councils

Knowledge Management:

- Filter and disseminate information bearing on state economic strategy and performance
- Collate commissioned studies and other reports relating to state development of website

External Sector/International Development Cooperation

To provide a sound framework for interfacing the state economy with the other states, including regional and external bodies (economy) with a view to attaining tangible benefits from external trade, international economic cooperation and external assistance. The main functions are as follows:

Tasks/Functions

- Analysis of international economic trends and developments and asses their implications on the domestic economy.
- Facilitating effective application of external resources

- Facilitating government's development assistance strategy in collaboration with other MDAs
- Link with other agencies in the programming of external assistance for identified priority programmes.
- Evaluation of the impact of external assistance on economic development.
- Establishing strategies for policy dialogue with donors.
- Providing guidelines for Regional and International Economic Cooperation.
- Follow-up and evaluation of performance on Regional and International Cooperation.
- Analysis of international trade situation and formulation of policies and strategies for promoting external trade (exports of goods and services).
- Monitoring performance of balance of payments and devise strategies for its improvement. Preparation of periodic reports on external assistance, international cooperation and external trade.

Growth Strategies Division

The Growth Strategies Division is to be responsible for identification of the existing growth potentials of the state's economy and activate them towards attainment of sound and sustainable social economic development. The central focus will be on establishing an appropriate interface between productive, commercial and economic infrastructure sectors so that the growth potentials in all sectors are harnessed and mobilised.

Tasks/Functions

- Survey the growth potentials of the economy nationally.
- Identify the opportunities and strategies for activating the potentials.
- Articulate inter-sectoral policies and strategies necessary for activating the growth potentials.
- Establish a strategic interface between public and private sector investment in order to actualize the identified growth potentials.
- In collaboration with sector ministries, identify strategic public sector interventions in various sectors of the economy.

Investment promotion

- Promotion of productivity in various sectors of the economy.
- Promoting the development and application Science and technology
- Land use planning
- Environmental issues.
- Overseeing and supervising activities of the Parastatal Sector Reform Commission.

Public Investment Division

The Public Investment Planning Division is to be responsible for establishing a framework for medium and long term public investment in the light of the redefined role of government.

Tasks/Functions

- Preparation of the three year Strategic Public Investment Programme.
- Coordinating the approval process for the Strategic PIP
- Publication of guidelines for sectoral public investment plans, mainly in pursuance of the strategic PIP.
- Consolidating the sectoral investment proposals into a National Investment Plan.
- Coordinating the approval process for the consolidated plan.
- Annual review of implementation of the Strategic PIP. (N.B. The semi-annual reports on the Development Budget will be the responsibility of the Ministry of Finance, alongside the responsibility to construct that budget as an interpretation of the strategic State Investment Plan).
- Support to Parliamentary Committees on Public Finance.

Social Services & Human Resources Development Department

The mission of the Social Services and Human Resources Development Division is to promote national and state efforts to develop the national human resources towards enhanced social and economic development.

- *Strengthened capacity of citizens:* Through their involvement in participatory planning activities, local people and CSOs can learn more about the decision-making processes of government bodies and can acquire valuable skills for identifying, analyzing and prioritizing development issues, and for articulating their needs and concerns to the relevant authorities;
- *Strengthened capacity of governments:* Government staff involved in participatory development planning can not only learn about the use of participatory methods and approaches but can also benefit from a 'reality-check' by seeing for themselves the conditions of the local people and the relevance of existing or planned development interventions;
- *Better understanding:* By working together, different stakeholder groups can develop mutual understanding and trust among themselves and can learn how to collaborate on any follow-up activities and any future joint initiatives;
- *Enhanced transparency and accountability:* Participatory planning processes open up the operations of government and development agencies to public scrutiny and help set up mechanisms whereby these agencies are held accountable for the implementation of the plans; and
- *Strengthened democracy:* Participatory development planning can create processes that are more democratic and equitable, enabling the citizens to share decision-making power with their locally elected representatives and other external agencies

Chapter 9 - SUMMARY, CONCLUSION AND RECOMMENDATIONS

9.1 Summary

The establishment of State Planning Agencies in various states received legal backing, while others are still processing their legislation. The agencies provide technical assistance in designing, developing and implementing strategic planning for their respective State Governments as the think tank conducting data-driven research and statistical analysis of the state programs and services. With the human resources available, the agencies offers consultation, technical assistance and analytical support to the MDAs who do not have the expertise for such depth of analysis and assists the sectors in firming up their development strategies as part of the state's development agenda. The agencies also communicate and disseminate information regarding agency research, programs and services to improve the State's overall performance.

To assist in making data-driven decisions, the agencies collaborates with the State Bureau of Statistics to provide information to the agencies staff, the legislature, the members of the State Executive Council, the Governor, local government councils, private sector and the general public. Keeping accurate and timely information is critical to the success of the programs of the State Planning agencies.

Furthermore, the vision, mission, goals and performance measures of the agencies, has helped to drive then type and quality of work achieved within the agency.

Table 9.1: Matrix of Findings

<u>challenges</u>	<u>Findings through Assessment</u>
<u>Poor coordination of State & National plans</u>	-Some sectoral plans do not dovetail into national plans
<u>Poor state of Planning Offices</u>	-Low Management Quality -Inadequate physical infrastructure & working environment -Weak logistics for report production and dissemination.
<u>Shortage of Competent Professional Work Force</u>	-Limited number of skilled manpower -Recruitment restrictions despite an ageing workforce -Inadequate manpower development
<u>Poor ICT Application</u>	-Low computer literacy rate & inadequate computer per capita among staff
<u>Backlogs of unpublished reports</u>	-Unpublished sector plans -Poor Quality and assurance hindrances

9.2 Conclusion

There are serious gaps identified in the Planning Agencies at the state level. However, these gaps remain more pronounced in the MDAs where no vision, no mission, no policy statement implies that there is nothing that those who set them up expected them to be doing. This informs the calibre of staff, equipment and funding deployed to them. Also, the type of staff deployed to man most of the PRSDs portray either ignorance of what the departments are to be doing or irrelevance of their output to governance. Most PRSDs neither produce nor publish statistical data

pertaining to the area of their mandate. Those which collect data at all do not analyze such data.

Recently, states have begun a gradual return to long-term planning as shown in the Vision 20:2020 and National Implementation Plan. There is a greater need for the states to develop a good environment for the development of reliable, timely, relevant and adequate data to monitor the indicators of growth in the states. This is the key to the design and computation of Gross Domestic Product at the state level. States would therefore have to confront the challenges and constraints to both planning and statistics highlighted in this Report.

Such confrontation for planning would require institutional action and restructuring. The strengthening of the planning units which would undertake research and guide the planning process is an important pre-requisite. This exercise would be coupled with the establishment of state development councils (State Planning Agencies) which would feed ideas and suggestions into the planning units. These institutional arrangements would be supplemented by measures to boost the information and surveillance base, promote human resource development, especially in the planning area, statistics and create macroeconomic stability in each state.

9.3 Recommendations

The recommendations proffered and the strategies for achieving them are also enunciated in the matrix.

Table 9.2: Matrix of Recommendations and Strategies for the Development of the State Planning Agencies

<u>Issues</u>	<u>Gaps/Challenges</u>	<u>Recommendations</u>	<u>Strategies</u>
<u>Level of</u>	-Inadequacy of well articulated	-Make the political class aware of the	- Cultivate the executive &

<u>Planning</u>	plans processes for policy making and good governance; -Planning done on ad-hoc basis -Poor funding of Planning activities	importance of sector plans for good governance and economic management -Make planning a serious business -Strengthen sectoral planning units in the MDAs - Fund planning activities adequately to realise the dividends of democracy -Approve & release adequate funds for planning activities and not just depend on development partners	legislature by involving them in high level policy dialogue -Evaluate & revise policy outcomes -Identify necessary projects that can translate sector plans into reality -Develop & publish sector policy documents -Cost implementable projects & incorporate in annual budgets
<u>Poor coordination of State & National plans</u>	-Some sectoral plans do not dovetail into national plans	- Sector objectives should flow from national goals and objectives	-Work closely with the National Planning Commission - Integrate plans into national multi-sector programmes -Planning Units to liaise with their Federal counterparts and be involved in the programme formulation process
<u>Poor state of Planning Offices</u>	-Low Management Quality -Inadequate physical infrastructure & working	-Adopt total quality management principles and techniques -Provide & adequately equip	-Involve most staff & other stakeholders in policy-decision making to ensure bottom-up

	<p>environment</p> <ul style="list-style-type: none"> -Weak logistics for report production and dissemination 	<p>corporate Headquarters</p> <ul style="list-style-type: none"> -Provide adequate equipment for report production & dissemination 	<p>approach in management</p> <ul style="list-style-type: none"> -Ensure leadership commitment to sustained process & system improvement of the SPC - Insist on befitting office building for the SPCs in the MDAs -Procure logistics equipment such as computers, printers & vehicles
<p><u>Shortage of Competent Professional Work Force</u></p>	<ul style="list-style-type: none"> -Limited number of skilled manpower - Recruitment restrictions despite an ageing workforce -Inadequate manpower development 	<ul style="list-style-type: none"> -Identify relevant & critical skills and improve welfare schemes - Redeploy incompetent or un-trainable staff across cadre 	<ul style="list-style-type: none"> -Conduct comprehensive staff audit & enhance their conditions of service - Do Training Needs Assessment to identify capacity gaps & follow-up with training programmes focused on professional development of staff of SPC -Embark on recruitment of young graduates & professionals
<p><u>Poor ICT Application</u></p>	<ul style="list-style-type: none"> -Low computer literacy rate & inadequate computer per 	<ul style="list-style-type: none"> - Embark on massive computer literacy campaign & provide enough 	<ul style="list-style-type: none"> -Install e-learning facilities & set target for all staff of the SPC to attain

	capita among staff	computers to all staff of the SPCs - Plan in a computer mediated environment	minimum level of computer literacy -develop and deploy a LAN and Website in the corporate Headquarters of the SPC & link them to the SSA & MDAs via the WAN
<u>Backlogs of unpublished reports</u>	-Unpublished sector plans -Poor Quality and assurance hindrances	-Evaluate current level of backlogs in the SPCs -Ensure inbuilt quality check mechanisms in plan formulation and report writing regularly for effective feedback on user satisfaction	- Cost & convince management on the need to get plan documents printed - Work closely with relevant donors and other international agencies/partners to ensure that sector programmes take account of global objectives & targets

9.4 Strategies for the Way Forward

SHORT

- a. *Implement the extant planning law establishing the Planning Commission:* A strong planning legislation is a fundamental prerequisite for an effective planning system. In the minimum, the legislations lists the functions of the planning commission and provide the legal power to collect, analyse and disseminate information.
- b. *Provide more ICT facilities especially computers and laptops, Local Area Networks, etc.:* Increased IT application will improve information sharing and

dissemination through Local Area Networks (LANs), Wide Area Networks (WANs), Intranets and Internet services

- c. *Develop executive and institutional capacity* for the formulation and implementation of the plan. This include appropriate technical and administrative skills including capacity for model and scenario building, knowledge of quantitative tools and methodologies such as forecasting techniques to aid plan projection on the expected movement of the state's economy.
- d. *Expand and improve in-house training programmes*: This should take the form of induction/orientation of new staff and refresher courses for staff already in service. The process of skilling and re-skilling of employees including acquisition of computing and analytical skills will enhance their operational and productive efficiency and prepare them for the SGDP exercise.
- e. Enhance adequate funding of the State Planning Commission.

MEDIUM

- a. *Provide more spacious accommodation for SPC*: This could be in form of a stand-alone building. The current accommodation being shared with SBS is tight.
- b. *Vehicles*: There is the need to have a minimum of six operational vehicles at the Planning Commission to enable it carry out its monitoring and evaluation function.
- c. *Stand-by Generator*: Additional generator of 300KVA capacity to power the offices is required
- d. *Improve incentives for staff*: The incentive structure should entail merit-based staff recruitment and promotion, progressive career paths, fair and equitable rewards and remuneration system. It is recommended that the Harmonized Tertiary Institution Salary Structure for professional staff Grade (HATISS) in the State should apply to staff of the Planning Commission.
- e. Streamline organisational structure of the agencies to match current activity
- f. Explore selling some of the publications generated to raise revenue
- g. Recruit more qualified planners.
- h. *Foster advocacy and consultation between management staff of Planning and Statistics* and high-level political leaders to report on, or brainstorm on issues and activities pertinent to the work of both agencies. This will assist in guaranteeing availability and flow of relevant statistics which is the backbone of effective planning.

LONG

- a. *Develop a dissemination policy for planning outputs which also incorporates electronic dissemination of data*: The publications that are being generated by the Planning Commission have to be

communicated and disseminated to various categories of stakeholders. This necessitates a robust dissemination architecture particularly through electronic platforms.

- b. Develop effective methods of monitoring and evaluating progress of implementation of MDAs work plans
- c. *Collaborate and synergise with MDAs, academics and other users to improve the work of the state planning agencies.* The Planning agencies should encourage and foster collaboration with those institutions such as research oriented institutions such as NISER and the Universities, which have analytical capacity especially for policy-related analysis.

ANNEX I: STATE GDP COMPUTATION PROJECT IN NIGERIA

Terms of Reference for Consultants on Needs Assessment of State Statistical Agencies/Planning Commissions

A. Background

Over the years, macroeconomic indicators have become very important in the management of any economy. This is particularly relevant for medium to long term planning of the economies. In this regard, the role of Gross Domestic Product (GDP) data is very necessary in charting the direction in any economy. In particular, Gross Domestic Product (GDP) is the basic measure of the economic activity of an economy in a given period of time, say quarterly or annually. Regional GDPs are usually provided to offer a clue to the variations in economic growth and development in different geopolitical areas of a country. The compilation of GDP has over the years been undertaken at the National level but has not been cascaded to the sub-national level.

2. It is in this context that the State GDP computation project is to be developed within the national framework, using standardized methodology and procedures to ensure consistency and credibility of the results. The exercise is expected to generate healthy competition among states, while producing disaggregated data and information for improved management of the economies, including policy planning at sub-national levels. This is also expected to enhance the rating of individual states by the International Rating Agencies, such as Fitch and Standards & Poors and facilitate investment inflow into the states. The compilation of the state GDP will also enhance fiscal discipline at the state level as it can be used to measure the effectiveness of the derivatives principles and effectively indicate the level of sectoral linkages in the states.

3. With the increased demand for data in the management of states' economies, the need for GDP data at the state level becomes important for designing programmes to improve the welfare of the people. For instance, the state GDP could be used as a guide to resource allocation as well as a tool for effective planning and administrative management. Both the data producers (State statistical agencies) and the users especially the State Planning Commissions have a role to play.

4. The data generated could also be useful in preparing the states to address the vital data and information requirements as well as own the process of compiling State-level GDP (SGDP), hence the need for a strategy to strengthen statistical and planning agencies' capacity at the state level. It is in this context that, the National Planning Commission working closely with the National Bureau of Statistics, commissioned the Centre for Management Development to undertake the Needs Assessment of the State Statistical Agencies (SSAs) and State Planning Commissions (SPCs).

B. Objective

5. The objective of the consultancy is to undertake an independent, critical and in-depth assessment of (i) the Statistical Agencies at the State Level; (ii) State Planning Agencies or Commissions with a view to highlighting the strengths and determining the capacity of SSAs and SPCs to compute and use SGDP data as well as identify the gaps in the States.

C. Scope and Methodology

6. The duration of the exercise is seven (7) weeks, with effect from Monday, March 12, 2012. The consultant will be required to work closely with the National Bureau of Statistics (NBS) and the National Planning Commission. The Needs Assessment is expected to be carried out in two phases. This first phase shall cover the Federal Capital Territory (FCT), Abuja and 2 States per zone. The other States within the zone will be

invited to participate during the assessment programme in the respective zones.

7. Consultants are expected to deploy a variety of methodology and tools including, but not limited to, drafting report, discussion with expert and focus groups, brainstorming sessions and roundtables. The World Bank Statistical Capacity Indicators (SCI) should be used as the preliminary and partial indicator for the assessment of each State's statistical capacity.

8. In this regard, the assignment will start with a Base line study for relevance and accuracy of the statistical and planning systems in the pilot States as at the end of 2011. The study will cover the statistical data being produced in the state, the resources allocated to the production activities, the levels of satisfaction of the major users, whether external or internal within the State public service, ongoing programmes, the already planned surveys and census operations, the commitments to and from the external partners.

D. Key Mandates

9. The Key mandates of the consultants include:

- (i) Assessment of the various aspects of the State Statistical System (SSS) and related aspects of the State Planning System including legal frameworks, institutional structures, user needs and satisfaction levels, dissemination policies, outputs and readiness for the computation of GDP etc. The assessment of the adequacy of the legal framework in place for official statistics will include: review of Statistics Law and other related legislation, decisions and directives on statistics, including formalized relations with other users. The assessment for Planning Agencies will include the existence of Planning Commissions, the Act, etc;

- (ii) Assessment of the statistical system and quality of monitoring and evaluation of programmes and projects in the State by the statistical agency and the Planning Commission;
- (iii) Assess how frequently the Statistical Agencies and/or State Planning Commissions use the statistics.
- (iv) Determine the extent to which the State Planning Commission understand the relevant data and how frequently it is being used;
- (v) Assessment of user needs and satisfaction levels, including the design of the assessment approach and instruments. Consultations and discussions with users should establish, among others: how they use statistics; availability of required statistics and how they have been constrained by lack of adequate and quality statistics;
- (vi) Determine and assess the adequacy of existing statistics in terms of relevance, accuracy, consistency, completeness, timeliness, level of disaggregation and accessibility;
- (vii) To advise the National Steering Committee, the National Planning Commission, National Bureau of Statistics and State governments on institutional needs, processes and systems necessary for the computation of States' GDP
- (viii) Determine the availability of administrative data.
- (ix) Determine the gaps existing in States' Statistical Agencies/Planning Commissions in terms of human resource

capacities and capabilities, availability of ICT infrastructure and level of application.

- (x) Assessment of the existing and planned outputs of the State Statistical Systems with particular attention to the priority areas of sectoral statistics vis-à-vis user needs analyses;
- (xi) Determining the adequacy of funding and manpower needs of the State Statistical Agencies and Planning Commissions;
- (xii) Assessment of the relevance of other specific areas as may be identified by the Stakeholders, including Civil Society Organisations (CSOs), academia, and other research establishments in the state;
- (xiii) Consultants are to utilize relevant experts in the area of statistics; and hold Sensitization Meetings with the Stakeholders on Statistics and Statistical Strategy in the State - public service (all Ministries and Federal Agencies in the State); Hon. Commissioners; cadre of Permanent Secretaries.

E. Role of the National Steering Committee, National Planning Commission and the National Bureau of Statistics

10. The National Steering Committee

- Facilitate approvals of all activities
- Consultants to report to the Honourable Minister through the National Steering Committee
- Some members of the National Steering Committee to do some selective monitoring.
- Receive all reports related to this project

11. The National Planning Commission

- Ensure all payments due to Consultants as at and when due
- To Provide technical papers needed by the consultants;
- Consultants to liaise with NPC on technical issues related to planning ; and
- Where necessary, NPC to designate on selective basis relevant persons on field visit.
- Write letters to pilot states and invitation to other states accordingly

12. National Bureau of Statistics

- NBS state offices to collaborate with the consultants on this activity
 - NBS is the technical anchor for the project;
 - To provide all technical documents, advice etc.;
 - Consultants to link up with NBS on technical issues relating to statistics; and
 - NBS to designate a minimum of one person to accompany the consultants to the field.

13. Pilot States

- Pilot States to provide venue and logistics for this activity

F. Deliverables

14. The deliverables include:

- (i) A Road map within 3 – 5 days from commencement of the Needs Assessment exercise;
- (ii) An Inception Report within two weeks from the date of commencement of work. The report should include the work so far done and satisfactorily cover the scope of work outlined above as well as specify the due dates and schedule of meetings and fora with stakeholders based on due

consultation with the Heads of State Statistical Agencies and responsible supervising ministry;

- (iii) A draft assessment report to be submitted to the National Steering Committee not later than five weeks after the Inception Report. The assessment reports should give a balanced and candid assessment of the Strengths and Weaknesses, Opportunities and Challenges/Constraints;
- (iv) A final assessment report which will include operationally relevant and feasible policy and technical recommendations to be submitted. This should include institutional and legal reforms to address weaknesses and build on strengths identified, and a detailed implementation plan to be agreed with the National State GDP Steering Committee. The implementation plan should propose relevant legal changes (if any) for the new system;
- (v) A report on at least one stakeholders' consultation meeting.

G. Guidelines for submission of Final Report

14. Consultants will be required to submit a final report to the National Steering Committee on the Computation of State GDP in Nigeria two hard copies and two electronic copies on CD/memory stick, for transmission to the Honourable Minister/Deputy Chairman, National Planning Commission.