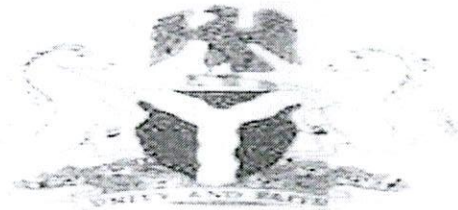


NIGERIA GOVERNORS' FORUM

PEER REVIEW REPORT

ON

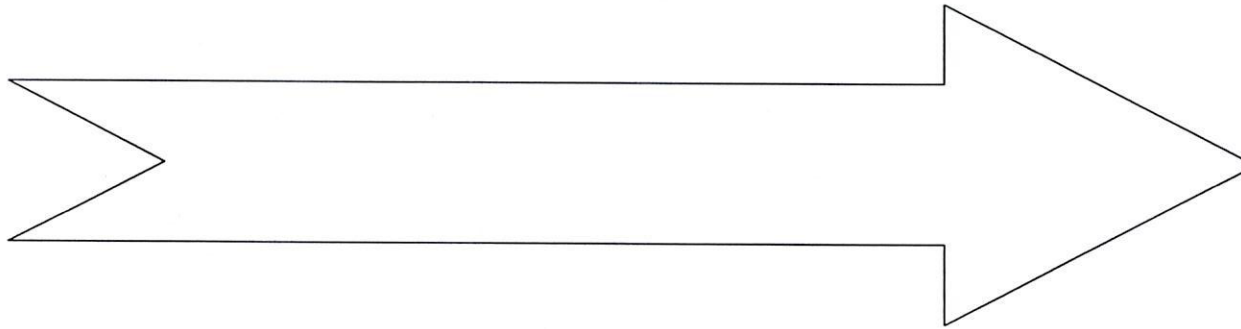


ANAMBRA STATE

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 Peter Obi, the Executive Governor of Anambra State, and the good people of Anambra 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

Anambra State: Light of the Nation



Anambra State: Fact Sheet

COUNTRY	NIGERIA
STATE	ANAMBRA
DATE CREATED	27 TH AUGUST, 1991
CAPITAL	AWKA HIS EXCELLENCY
GOVERNOR	PETER OBI
TOTAL AREA	4,761 km ²
AREA RANK	36 th /36
LGAs	21
POPULATION ESTIMATE (2006)	4,182,032
POPULATION RANK	10 th /36
DENSITY	837.1/km ²
GDP (2007)	\$6.76BILLION
GDP PER CAPITA (2007)	\$1,585

Acronyms and Abbreviations

AN	Anambra
ANSG	Anambra State Government
APRM	Africa Peer Review Mechanism
Arc.	Architecture
AU	African Union
CBWM	Community-Based Water Management Committees
DFID	Department for International Development
DG	Director-General
ECA	Excess Crude Account
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
IGR	Internally Generated Revenue
ILO	International Labour Organisation
IRS	Internal Revenue Service
IT	Information Technology
JVCs	Joint Venture Contracts
LGAs	Local Government Areas
MDAs	Ministries, Departments and Agencies (MDAs)
MDGs	Millennium Development Goals
MOU	Memorandum of Understanding
MVAO	Motor Vehicle Administration Office
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
PPB	Public Procurement Bill
PPP	Public-Private Partnership
PRNS	Peer Review of Nigeria States
SA	Special Assistant
SCAC	State Cash Allocation Committee
SCIP	Strategic Community Involvement Partnership
SCR	Standard Control Reports
SEEDS	State Economic Empowerment and Development Strategy
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
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: Light of the Nation

Historical Background

Anambra State is located in south-eastern Nigeria. It houses the famous Anambra Bridge which is the eastern gateway linking the South East with Anambra, Delta and Western Nigeria. Old Anambra State was created in 1976 from East Central State, and its capital was Enugu. A further re-organisation on the 27th of August, 1991 divided Anambra into two states: Anambra and Enugu. Anambra possesses a history that stretches back to the 9th century AD, as revealed by archaeological excavations. Great works of art in iron, bronze, copper, and pottery belonging to the ancient Kingdom of Nri revealed a sophisticated divine Kingship administrative system which held sway in the area of Anambra from 948 AD to 1911. The major urban centres of Anambra state are Onitsha including Okpoko, Nnewi, and Awka. Awka and Onitsha developed as pre-colonial urban centres with Awka as the craft industrial centre of the Nri hegemony; and Onitsha a river port and commercial centre. *It* is a fast-growing commercial city and has developed to become a huge conurbation extending to Idemili, Oyi and Anambra East LGAs Onitsha has one of the largest markets in West Africa. Nnewi “the Taiwan of Nigeria”, is a rapidly developing industrial and commercial centre; and Awka, by becoming the state capital is, as it were, regaining its pre-colonial administrative pre-eminence. Anambra State has the lowest poverty rate in Nigeria. The state is currently governed by Peter Obi.

Geography

Anambra state has a land area of 4,761 km² and co-ordinates 6°20'N 7°00'E. Boundaries are formed by Delta State to the west, Imo State and Rivers State to the south, Enugu State to the east and Kogi State to the north.

Local Government Areas

The state has 21 local Government areas: Aguata, Awka North, Awka South, Anambra East, Anambra West, Anaocha, Ayamelum, Dunukofia, Ekwusigo, Idemili North, Idemili South, Ihiala, Njikoka, Nnewi North, Nnewi South, Ogbaru, Onitsha North, Onitsha South, Orumba North, Orumba South, Oyi.

Demography

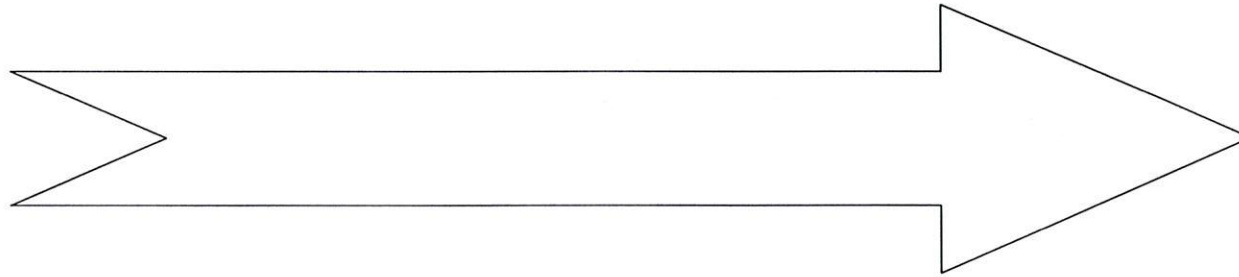
In the population census of 2006, the state had 2,174,641 males and 2,007,391 females making a total of 4,182,032.

Ethnic Composition and Culture

The indigenous ethnic group in Anambra state are the Igbos (98% of population) and a small population of Igala (2% of the population) who live in the North western part of the state. The people are predominantly Christians of different denominations. Some people in the state still practise traditional religions. Famous Anambra citizens include Nnamdi Azikiwe, Chinua Achebe, Emeka Anyaoku, Francis Cardinal Arinze and Chimamanda Adichie.

Natural and Mineral Resources

Anambra is rich in natural gas, crude oil, bauxite, ceramic and has an almost 100 percent arable soil. Most of its natural resources are largely untapped. The state is home to the Agulu crocodile lake, the Ijele masquerade and the Ogbunike caves that are listed as a UNESCO world heritage site.



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 was 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. Typically, 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.

Typically, 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.*

Anambra 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 Anambra State subsumed the entire state's executive, legislative and the 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,

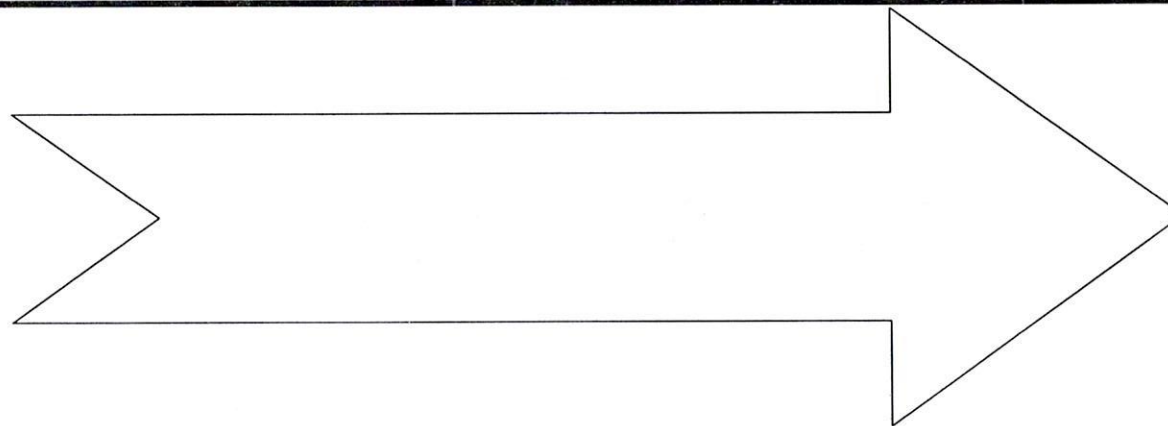
credible, politically non-threatening, and professionally competent. The following were key steps adopted that defined the methodology:

- a. The data and evidence reviews were managed through three principal layers: MDAs' Interactive Sessions in plenary, Technical Sessions with designated State Officials, and an Exit Discussion Session with the Governor. The MDAs' Interactive Session in plenary was followed up with physical confirmatory and 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 is noted that the initiative of Peer Review by NGF Secretariat is novel, so this limitation is normal and expected. Thus, the following limitations were observed particularly in Anambra:

- i. Anambra 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. Anambra 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 Resources

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

Key Observations

Agriculture

- ❖ Anambra State has high potentials for agricultural development, because of stretches of fertile land on the plains in Ogbaru, Ayamelum, Oyi, Awka and Orumba LGAs. These areas support healthy crops of yam, maize, cassava, rice, and vegetables. The Ifite Ogwari Dam on the Anambra River provides water for 3,500 hectares of irrigated land at Ornor for the cultivation of rice, maize, and out-of-season vegetables. This project, with a target of 5,000 hectare of irrigated land, is a joint venture between the Federal Government and a Japanese consortium.
- ❖ The Ornor rice farms, together with the Ogboji Ezira rice lands of Orumba, and Odoekpe rice fields in Ogbaru, earn for Anambra State the third richest rice potentials area in Nigeria. Large private farms, such as the Ekenedilichukwu Farms, Arnak Farms, and Pokobros are located in the rich hydromorphic soil regions of Anambra and Ayamelum LGAs.
- ❖ Forest reserves in the Mamu river basin, Akpaka and Ajali Umeje reserves provide valuable forest products, protect the watersheds and maintain ecological balance, thereby helping to prevent sheet and gully erosion.
- ❖ A People United, A Future Assured Volume 2 provision of agricultural land credit, food processing and storage facilities have been achieved through the activities of the World Bank supported State Agricultural Development Project (ADP) and the Imo River Basin Development Authority.

- ❖ The Anambra State government has spent over N3 billion to build potable and sustainable water schemes in over forty communities in the state. These were concerted efforts to tackle the water problem in the state.

Water

- ❖ This administration has constructed 13 new water schemes for equitable distribution of water in the state and 11 water schemes comprising small town works and urban town works that are about 90 percent completed in various locations in the state.

Recommendations

- ❖ Current agriculture policies should be updated in to a comprehensive and applicable agriculture working policy.
- ❖ Micro-credit facilities to farmers should be encouraged further by the state government.
- ❖ The state should invest into increasing the production of livestock, crops and fish.
- ❖ Further exploration of harvest processing and storage facilities.
- ❖ Small scale farmers need additional incentives for motivation especially in the areas of farm inputs, such as; fertilizers, improved seedlings and extension services.
- ❖ Solar based water plants should be explored to provide a viable alternative to present water plants.

- ❖ The state is not achieving maximal water reticulation and would therefore require further development of the present design.

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 institution.
- ✓ 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).

Key Observations:

- ❖ The state made out a massive investment in education informed by the fact that education is critical and convinced that there would be no future without education. Therefore, when it was discovered there were no buildings within the state university, the government had to aggressively embark on the provision of building infrastructures.
- ❖ The people of the state place premium on education. Town unions, private individuals, and associations, being part of voluntary agencies, have played active roles in the development of educational infrastructure in the state. Although the state control of education has been in policy, private participation has also been encouraged. Besides, there is a gradual return of some secondary schools to their previous voluntary agencies (missions).
- ❖ The governor has improved facilities in the secondary schools in the state by providing them with functional science laboratories, computer sets for computer training and water bore-holes to ensure provision of water. All these, he said, were to make education more attractive to the school-age boys and girls.
- ❖ Private nursery, vocational and commercial institutions have been on the increase. There were at the time of the visit, 890 primary schools in the state, with a total enrolment of about 386,000 pupils. Secondary schools numbered 270 with an enrolment of about 124,700 students. The state now has three universities: Nnamdi Azikiwe University, a federal government owned university at Awka, with its teaching hospital

- at Nnewi; a state university with two campuses, one at the former state polytechnic, Uli; and a private university, Madonna University, Onitsha, temporarily located at Okija, and owned by the Roman Catholic Church.
- ❖ There is also a degree awarding theological college, St. Paul's Theological College, Awka, affiliated to the University of Nigeria, Nsukka. Other tertiary institutions include the College of Education (Technical), Urnunze; the Federal Polytechnic, Oko; the College of Agriculture, Igbariam; and the All Hallows Senior Seminary, Onitsha.
 - ❖ Kenneth Dike Library (in conjunction with Bank PHB) is an on-going project that will meet the needs of education in the state.
 - ❖ Government had been sensitising the youths on the importance of education as a sure edge above others in the global competitive world.
 - ❖ Government has equipped library with books and computer facilities at Nwafor Orizu College of Education
 - ❖ It has renovated Government Technical school, Onitsha, and other similar institutions.
 - ❖ Electricity generating sets has been supplied to schools for effective functioning of the science labs, computer sets and borehole.

- ❖ The Ministry of Education, its parastatals and inspectorate units have been repositioned to overcome the obstacles to effective school administration. This remarkable turn-around was achieved through:
 - Renovation of zonal offices
 - Renovation of area offices
 - Procurement of office furniture and equipment
 - Purchase of seven vehicles, one for each of the education zones and one for the headquarters.
 - Purchase of two motorized boats (Water Buses), through the Education Trust Fund (ETF on behalf of the riverine communities within the state

- ❖ Procurement of buses for schools
 - Purchase of two brand new commuter buses for the Post-Primary Schools Services Commission
 - Training of teachers and educational administrators in supervision, courtesy of the Education Committee of the ASAUSA (Anambra state Association of USA).
 - Establishment of a Microsoft Academy in 105 schools with 50 laptops per school

- ❖ Provision of Internet services at the secondary schools
 - Over 100 schools have experienced the benefits of the state Government's laboratory rehabilitation and equipment programme
 - Renovation of school laboratories, plus an increased supply of science and computing equipment and instructional materials
 - Renovation and equipping of libraries in 174 secondary schools.

- ❖ Tremendous progress has been made in the provision of infrastructure and facilities for schools. These include:
 - Construction and fitting of new classroom buildings in almost all the primary and junior secondary schools in the state, and Procurement of 33KVA generators to over 100 schools in Anambra State.

- ❖ CAMPAIGN AGAINST SCHOOL DROP-OUT SYNDROME: This is noted for its global and national academic exploits. However this trend was on the decline in past administrations. However, Governor Obi's administration has opted to tackle this through: (1) Regular payment of stipend to facilitators, instructors and supervisors of adult and informal education learners. (2) Supply of equipment to 53 nomadic and migrant farmer/ fishermen's schools (3) Provision of logistics for regular monitoring.
- ❖ THE ANAMBRA STATE UNIVERSITY: Construction of Faculties for: Agriculture, Management Sciences, Administration Block, Construction of physiology and anatomy building for the College of Medicine within the Anambra State University Teaching Hospital, Amaku; Compound walling and gate at The College of Medicine Igbariam Campus.
- ❖ ULI CAMPUS: Construction of the Department of Geology building and its staff housing offices, lecture room and laboratories, Faculty of Science building containing staff offices.
- ❖ The government has constructed two bungalows serving as offices for the Vice-Chancellor and the Registrar as well as the Council/Senate Chamber library extension at the State University, Uli Campus; a three-bungalow complex for the Departments of Anatomy, Physiology and Biochemistry (including the three biochemistry lecture rooms and staff offices); biochemistry laboratory building (including three biochemistry lecture rooms and staff offices); Department of Architecture bungalows containing studios, lecture rooms and staff offices (currently under construction); fully equipped laboratories for Departments of Microbiology.

Policy Recommendations

- ❖ In regards to policy, the state must institute special education to take care of the range of learning, from the disabled to the exceptional (Toheeb to Daguduro Keinde)
- ❖ Invest at least 26% of annual budget on education, consider school “drop- out – round –up “ for vocational skills training, especially pregnant young girls.
- ❖ The authorities should collate comprehensive data on all schools and the data to be used to drive all school reform initiatives.
- ❖ The State should have policy standards for the establishment of public and private schools

ECONOMY AND BUDGET

Assessment Indicators

- ✓ 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 for 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).

Key Observations

- ❖ Anambra state is run on a demand-driven government targeted at alleviating the hardship previously experienced by the people.
- ❖ Since the state is one of those with a comparatively low allocation, the governor runs a very slim government
- ❖ He said his government was partnering with corporate bodies and agencies. He cited the Kenneth Dike Library which was financed to the tune of N300million by Bank PHB, the sponsor.
- ❖ The economic climate in Anambra State is highly favourable. A conducive combination of large markets, abundant skilled labour force, considerable entrepreneurial ability, and easy access to capital and natural resources prevail in the state. Almost all the urban centres possess very busy and virile markets.
- ❖ Opportunities for setting up large, medium and small scale industries abound. Rich agricultural products are available for agro-based industries. Unexploited mineral resources known to exist are potential areas of investment in industrial development. Oil exploration in Anambra State preceded that of the Niger Delta with petroleum prospects in the Anambra basin still promising and attractive.
- ❖ Numerous tourism potentials provide viable opportunities for hotel business, filming and trade in souvenirs. The state government plans to develop 5-star hotels around Agulu Lake and Ogbunike Cave to attract tourists. Other incentives to prospective investors in manufacturing and processing industries include three industrial estates that have been established at Onitsha, Awka and Ozubulu. There are proposals for similar estates at Nnewi, Awkuzu, and Abatete.

- ❖ In Anambra, there are animal feeds, breweries (beer and soft drinks), detergents, pharmaceuticals, petrochemicals, auto spare parts, machine tools, and building materials industries. The potentials for other industries exist.
- ❖ The state government's "Think home" philosophy has encouraged indigenous investments in industries located within the state. There are now over 181 privately-owned industries in the state, more than half of which are located in the Onitsha-Nnewi axis. The existing industries in the state include textiles and garments and food processing.
- ❖ As part of the efforts of the Government of Anambra State to provide an enabling environment for the growth of enterprise, encourage inflow of foreign investment as well as protect existing ones to stimulate the expansion of the industrial capacity of the economy, the State has developed some investment incentives for investors in the State.
- ❖ This package of incentives which is exclusive to Anambra State is further enhanced by other Federal Government investment incentives. These are mainly in the areas of taxation and fiscal policies, as well as guarantees.
- ❖ The main policy thrust of the Government of Anambra State on investment is to encourage private sector-led industrialisation in stimulating the expansion of her domestic production capacity, improve efficient production of goods and services, create employment and promote technology driven development.

- ❖ It is a major policy of government to reduce direct state ownership of enterprises and control over the economy. Arising from this, Government's role will be limited to creating a conducive environment for industrialization.
- ❖ The State Government has established a corporate body: The Anambra Investment and Industrial Promotion Council as the primary agency of Government to coordinate the development and promotion of investment in the State. The Council will also provide Investment Advisory Services.

Policy 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 **Anambra State** legislative house was at the second reading of its Public Procurement and Fiscal Responsibility Bills. The team urged the State to hasten action on these bills and impressed upon the State the importance of these legislations.

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

Key Observations and Other Findings

- ❖ It was reported that government had secured accreditations for the hospitals in Anambra State which had hitherto been unaccredited by necessary regulatory agencies owing to lack of required minimum facilities for such accreditations.
- ❖ The governor has provided the necessary facilities and also given grant to missionary-owned health centres to upgrade their facilities for accreditation so that medical students of the state university would have opportunity of doing their internship in health facilities within the state rather than travelling to other states.
- ❖ There was an ongoing building project within Amaku General Hospital, Awka, at the time of the visit that was specifically designed to serve as a teaching hospital for the College of Medicine of the state university.
- ❖ There were thirty-two government-owned hospitals, with some LGAs having more than one, in addition to many private hospitals and clinics.
- ❖ A School of Nursing and Midwifery is located at Nkpor, near Onitsha. Four Comprehensive Health Centres for secondary healthcare had been established in the state.
- ❖ The University of Nigeria Teaching Hospital is located at Abagana; with three branches of the Nnamdi Azikiwe University Teaching Hospital sited at Neni, Ukpò, and Isuochi.

- ❖ Government has made major strides in achieving success in Anambra's health sector. Her contribution to improving the standard of the local health system has been highly commended and nowhere is this more apparent than in hospitals such as Onitsha General Hospital and Umuleri General Hospital, where current administration was instrumental in achieving the following for the state:
 - ONITSHA GENERAL HOSPITAL · The Construction of the Cardio-Thoracic/Kidney and Breast Centre; Providing the hospital with generating set, X-Ray and modern laboratory equipment · Creation of the highly admired Consultants Clinics Complex; Completing the much needed Accident and Emergency Department; The creation of water borehole systems; The creation of the General Outpatient Department with improvements were still being planned. Creating and completing two brand new central pharmaceutical stores. Construction of the impressive entrance gates from the Enugu-Onitsha Express Road which is reflective of a successful and respected medical centre.
- ❖ Breast Cancer/Cardiac/Kidney Dialysis Centre at General Hospital Onitsha: the only such centre in the entire South-East at UMULERI; Fully completed Male wards; Fully completed Female wards; Renovation of Amanuke General Hospital outpatient block. In addition, major constructions were in progress at other hospitals within the state including: » NEUROPSYCHIATRIC HOSPITAL NAWFIA and UMUNZE COTTAGE HOSPITAL. Besides the aforementioned, the state Government has embarked on and delivered many more projects designed to improve the health sector which include: Greater support to the Primary Health Care (PHC) Centres; vast improvement in the School Health programme; the accreditation of Onitsha General Hospital for the training of house

officers, pharmacists and medical laboratory interns; extension of greater support to voluntary agencies; provision of grant-in-aid to mission hospitals in the state. Through transparency and good governance, the Anambra State government's commitment to the achievement of the Millennium Development Goals has yielded many fruits enhancing the development of the region.

- ❖ The refurbished Onitsha General Hospital -Government commissioning a modern state-of-art X-Ray equipment in the hospital. An X-Ray machine at General Hospital Onitsha Ambulances provided by the Administration for the state's Rapid Response Medical Services; one of the newly constructed House Officers Quarters by this Administration is located at General Hospital, Onitsha; another Block of quarters for House Officers constructed by this Administration at Onitsha General House.

Recommendations

- ❖ 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

Assessment Indicators

This Report identifies twelve (12) principal assessment indicators for infrastructure, and eight (8) key primary assessment criteria for State Government finance evaluation.

Infrastructure:

For the purpose of assessing the State's infrastructure, the indicators are used as follows:

A) Regulatory Framework:

- ✓ Infrastructure Reporting Architecture
- ✓ Project Planning
- ✓ Project Expenditure Appraisal/and 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 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 for Anambra State:

- ❖ Ministries in the state were for a long time housed in rented buildings in and around Awka. The governor had to accelerate the completion of the state secretariat to accommodate all the civil servants on the premises.
- ❖ The provision of electricity in the rural areas was being vigorously pursued through the Anambra State Directorate for Rural Development (SDRD). Completed projects have been commissioned at Umuoji, Abatete and Nsugbe, while fifty other communities had their projects at various stages of development.
- ❖ There are plans to dualise this route: The Onitsha-Nnewi-Okigwe road and the Onitsha-Adani road to render the rest of the state accessible to the river port and nodal town of Onitsha. Most of the road transport services have their headquarters at Onitsha.
- ❖ The main waterway in Anambra State is the River Niger. Onitsha is the largest river port in the country. Vessels can travel from Onitsha eastward up to Yola on the River Benue, westward to Yelwa on the Niger, and southward to the Delta ports of Brass, Warri and Burutu. The Anambra State Central Water Transportation Company, established in 1970, has its headquarters at Onitsha. The Anambra River is navigable by small vessels from Onitsha up to Ogwugu in Enugu State. The Anambra State government has provided pontoon services for riverine areas of Anambra East, Anambra West and Ayamelum LGAs.

- ❖ The state at the time of the visit, was not served by rail, although plans were underway for a railway line from Enugu through Onitsha. The only airport in the state is at Oba, close to Onitsha. When fully operational, the airport will boost trade and tourism, and will be highly patronized.
- ❖ The mass media and major information organs are the State Broadcasting Services at Awka; Minaj Broadcasting and Television Service at Obosi (privately owned); the Newspaper and Printing Corporation; and the publishers of the National Light and The Spokesman newspapers. Postal services are available in every community while telephone services are concentrated in the urban centres and local government headquarters.

Recommendations

- ❖ The state should implement a strategic plan for continued development for sufficient electricity supply for commercial purposes.
- ❖ There is the need to properly safeguard the assets of Government, and ensure adequate measurement of its liabilities is desirable. The Government should move very fast to install a reliable and comprehensive Asset and Liability Register to secure custody of all Government's moveable and immovable Assets. This is very pertinent especially for purpose of accounting for loans and grants interventions; a sizeable component of these loans comes in form of fixed assets transfers.

- ❖ 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.
- ❖ To track all revenues collected by Ministries, departments and Agencies of all levels the state should adopt a centralised collection mechanism.
- ❖ The state government should establish a systematic method to track all levels of government allocations.

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) on 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 tax system.

Benchmarks

- ✓ Significant Revenue Growth between 2008 and 2009 is 12% (average).
- ✓ 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

- ❖ Need for land reforms for greater Revenue Generation
- ❖ Large Unregulated Informal Sector and lack of identity management infrastructures
- ❖ 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 activity of informal sector operators is larger than those under the purview of formal control in Anambra State. The government of Anambra State needs to immediately deploy proactive measures/interventions built on community/grassroots foundations through Strategic Community Involvement Partnership (SCIP); Formation of Anambra Trade Council; Development of Standard Operations Procedures for the informal sector.
- ❖ Harness the huge untapped IGR potentials from Land; Housing & Urban Development related revenue sources
- ❖ The government should speed up the deployment of Geographic Information Management System (GIMS) in the Bureau for Lands, Housing & Urban Development and scale down processing duration for the issuance of certificates and grants to the irreducible minimum lead-time ;
- ❖ Introduction of Indirect Taxes/Revenues instead of the application of direct taxes: There is need to intensify action on indirect 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

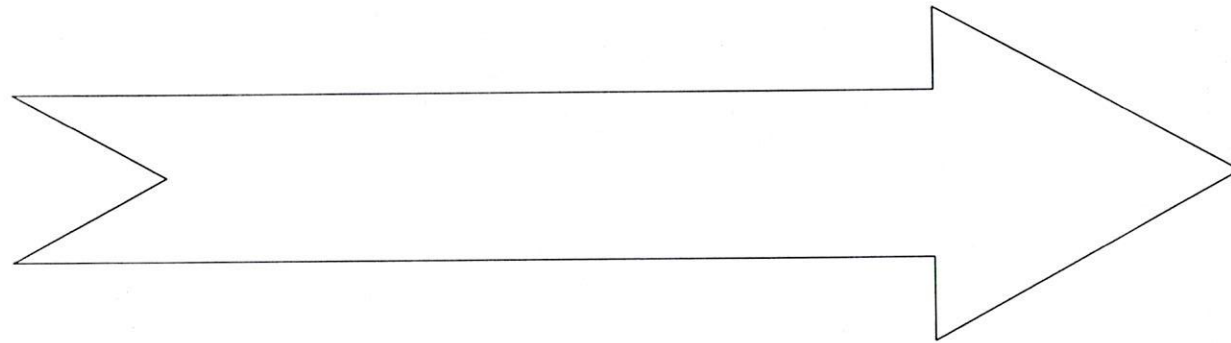
- ❖ Harnessing hidden Revenue Channels by Reviewing Fiscal Statutes (Federal & States) – e.g. Third Party Insurance on Motor Vehicles and Accident Emergency Response Scheme; Warehouse Receipt Bill.
- ❖ Anambra State has the propensity of increasing its ranking amongst African Governed Entities. The State Gross Domestic Product (GDP), (\$6.76 billion) is greater than that of 22 African countries GDP. Thus, the State should invite international rating agencies for proper appraisal of the state financial status with a view of attracting Foreign Direct Investment. These countries are listed on the following table.

ANAMBRA STATE 2007 GDP COMPARED WITH AFRICAN COUNTRIES

Anambra State Gross Domestic Product (GDP), (\$6.76billion) is greater than that of each of the following 22 African countries' Gross Domestic Product (GDP):

S/N	AFRICA	GDP(\$) BILLION
1	Benin	6.71
2	Niger	5.38
3	Guinea	4.52
4	Rwanda	4.46
5	Malawi	4.27
6	Mauritania	3.16
7	Zimbabwe	3.15
8	Togo	2.89
9	Swaziland	2.84
10	Central African Republic	2.00
11	Sierra Leone	1.95
12	Cape Verde	1.74
13	Lesotho	1.62
14	Eritrea	1.48
15	Burundi	1.10
16	Djibouti	0.98
17	Liberia	0.85
18	Seychelles	0.82
19	The Gambia	0.81
20	Comoros	0.53
21	Guinea Bissau	0.46
22	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 Anambra 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 Anambra State especially in those areas of weakness highlighted in this Report. Therefore, the Anambra 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 of NGF, via the NGF Secretariat, shall implement all decisions arising from the Peer Review Report after consulting with and the approval of His Excellency, The Executive Governor of Anambra 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

www.nggovernorsforum.org