

NIGERIA GOVERNORS' FORUM

PEER REVIEW REPORT

ON

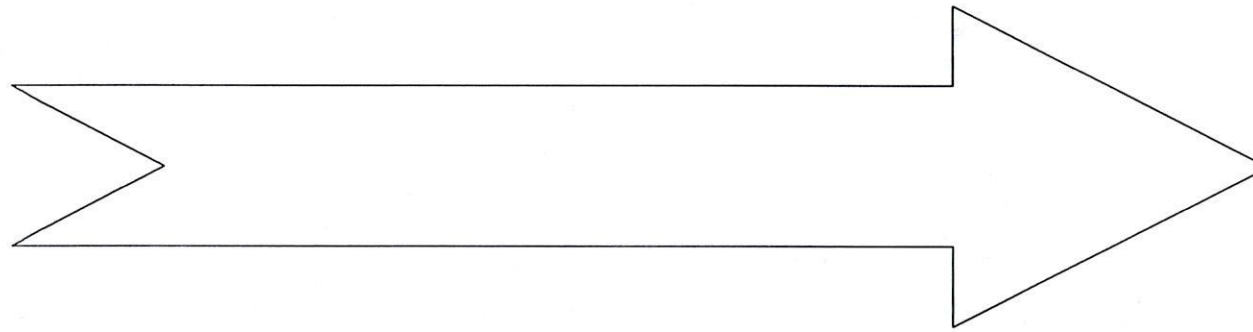


EDO STATE

December, 2010

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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 Adams Oshiomhole, the Executive Governor of Edo State, and the good people of Edo for their hospitality and warm reception of members of the Review Mission during the exercise.

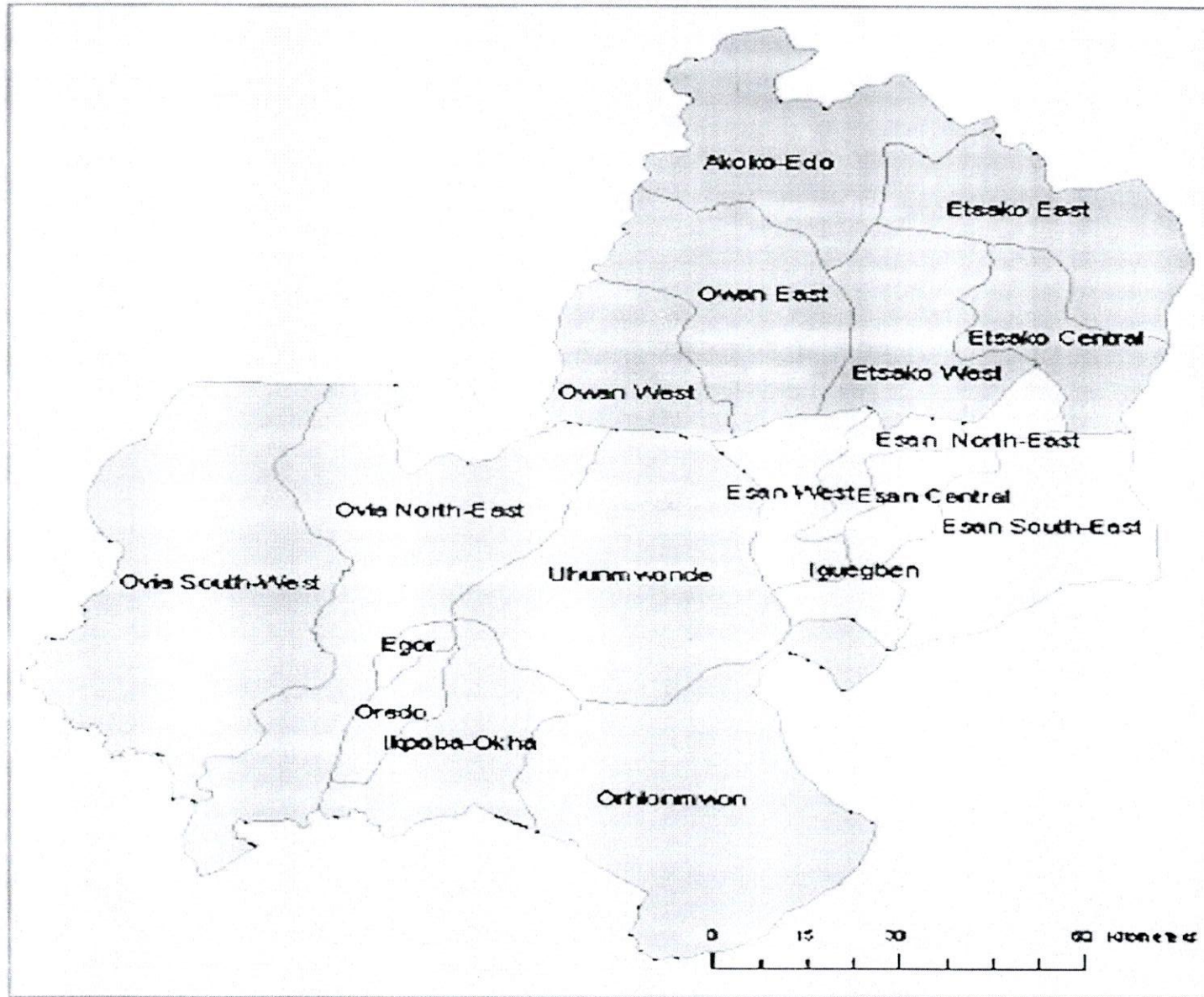
The mandate of the Peer Review Exercise is drawn from the National Economic Council's decision of January, 1999 where it was decided that all thirty-six states of the federation should review themselves; modelled after the African Union (AU) Peer Review Exercise. The key objective is to benchmark best 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

Edo State: Heart Beat of the Nation



Edo State: Fact Sheet

COUNTRY	NIGERIA
STATE	EDO
DATE CREATED	27 TH AUGUST, 1991
CAPITAL	BENIN CITY HIS EXCELLENCY
GOVERNOR	ADAMS OSHIOMHOLE
TOTAL AREA	17,802 km ²
AREA RANK	22 nd / 36
LGAs	18
POPULATION ESTIMATE (2006)	3,233,366
POPULATION RANK	27 th / 36
DENSITY	121.3/km ²
GDP (2007)	\$11.89Billion
GDP PER CAPITA (2007)	\$3,623

Acronyms and Abbreviations

APRM	Africa Peer Review Mechanism
Arc.	Architecture
AU	African Union
CBWM	Community-Based Water Management Committees
DFID	Department for International Development
DFRRI	Directorate of Food, Roads and Rural Infrastructure
DG	Director-General
ECA	Excess Crude Account
ED	Edo
EDSG	Edo State Government
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 Nation
UNAIDS	United Nations 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: Heart Beat of Nigeria **Capital:** Benin

Historical Background

Edo state was part of the former Mid-Western Region from 1963 to 1976 and later Bendel state from 1976 to 1991. The state is also one of the nine constituent states of the Niger Delta region. It is bounded in the north and east by Kogi State, in the south by Delta State and in the west by Ondo State. Edo State is an inland state in south-south Nigeria which was created on the 27th of August 1991 when Bendel State was split into Edo and Delta States. The name "Bendel" (Ben-Del) means Benin-Delta to reflect the integration of Benin and Delta provinces. Benin City, the capital of Edo state, has a history of being one of the foremost destinations of Europeans during their exploration of Africa many centuries ago. Some of the flash points have remained enviable tourists' attraction for the state. After the 2007 elections, Edo state was governed by Oserheimen Osunbor of the PDP. On November 11, 2008, a Federal Appeal Court upheld an earlier tribunal ruling nullifying the election of Osunbor and declared erstwhile Nigerian labour leader Adams Oshiomhole of the ACN as the winner. Adams Oshiomhole was sworn into office on the 12th of November, 2008.

Geography

The state has a land area of 17,802 km² and co-ordinates of 6°30'N 6°00'E. The State is low lying except towards the north axis where the Northern and Esan plateaus range from 183 metres of the Kukuruku Hills and 672 metres of the Somorika Hills. The climate is typically tropical with two major seasons the wet (rainy) and the dry (harmattan) seasons. The wet season lasts from April to November and the dry season December to March.

Local Government Areas [18]

Akoko Edo, Egor, Esan North East, Esan Central, Esan South East, Esan West, Etsako Central, Etsako East, Etsako West, Igueben, Ikpoba-Okha, Oredo, Orhionmwon, Ovia North-East, Ovia South-West, Owan East, Owan West and Uhunmwonde.

Demography

In the population census of 2006, the state had 1,633,946 males and 1,599,420 females making a total of 3,233,366.

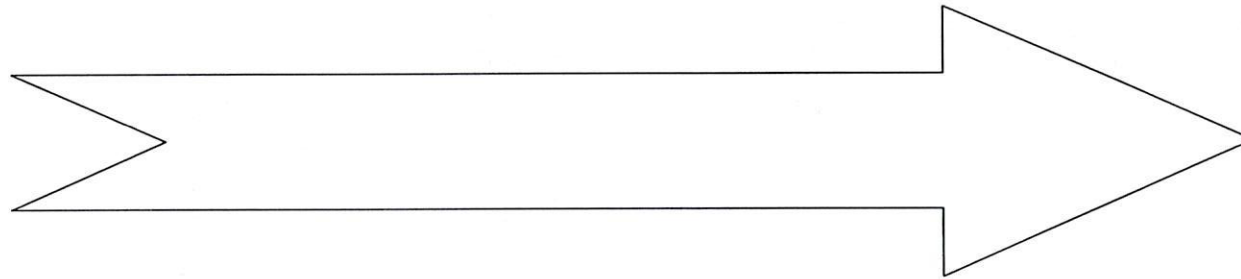
Ethnic composition and culture

The people of Edo practise Christianity, Islam and traditional religions. The main ethnic groups in Edo State are: Edos, Afemais, Esans, Owans and Akoko Edo. Virtually all the groups trace their origin to Benin City, hence the dialects of the groups vary with their distance from Benin City. The Bini speaking people who occupy seven out of the 18 Local Government Areas of the state constitute 57.54% of the population while others are Esan (17.14%), Afemai comprising of Etsako (12.19%), Owan (7.43%), and Akoko Edo (5.70%). However, Igbira speaking communities exist in Akoko Edo as well as Urhobos, Izens, Itsekiris communities in Ovia North East and South West Local Government Areas, especially at the borderlands. Ika speaking communities exist in Igbanke in Orhionmwon LGA.

Cultural similarities are in the areas of religious worships, folklore, dances, festivals, traditional modes of dressing, arts and craft. The political pattern and behaviour are based on a situation where both the monarchical and republican ideas flourished in an integrated manner. The State also has a high presence of residents from across the country.

Natural and Mineral Resources

Edo State is endowed with abundant natural resources. The principal mineral resources are crude oil, natural gas, clay chalk, marbles and limestone. Tourist attractions in Edo State include the Emotan statue in Benin City, Ise Lake and River Niger beach in Agenebode.



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.*

Edo 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 Edo State subsumed the entire state's executive, legislative 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 a Debriefing 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.

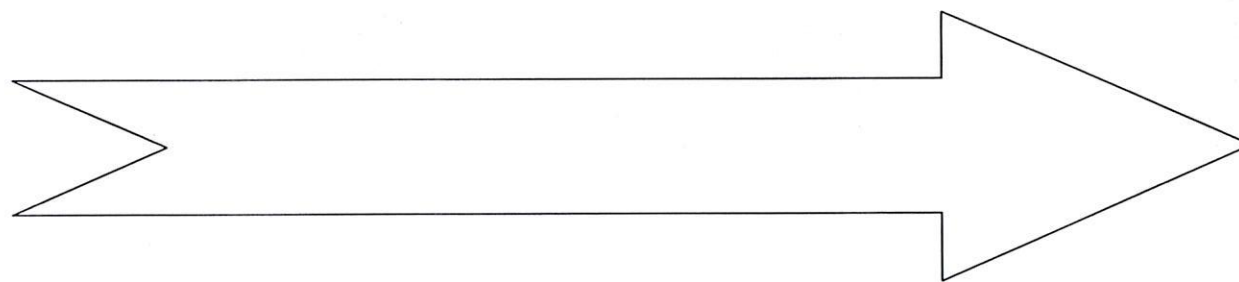
- d. Technical Interactive Session was conducted to assist the Peer Review Team to weigh the balance of reliability of the information and related matters contained in the substantive submissions and presentations by the State. Thus, the technical session provided a good opportunity for comprehensive 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 Edo:

- i. Edo 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. Edo 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

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

- ❖ Whilst taking care of about 200,000 largely peasant farm families in Edo State who produce about 80% of the food consumed in the state, through the activities of the Ministry of Agriculture and Natural Resources and its four Parastatals, the State Government has its focus on commercial agriculture.
- ❖ With 1.6m hectares of arable land and a very favourable ecological condition, Edo State is the potential haven for private investors in agro-businesses. The northern part of Edo State shares the same savannah conditions with northern Nigeria. The south, central and part of the north also share the rain forest conditions with the rest of southern Nigeria. Both the River Niger and the Atlantic Ocean water substantial areas of Edo State all year round. A good number of small and big rivers criss-cross Edo State and many of them flow throughout the year.
- ❖ The implication is that large commercial farms can profitably thrive in Edo State around maize, groundnut, guinea corn, Soybeans, cassava, yam, vegetables, fruits, livestock, fishery, oil palm, cocoa, rubber, pharmaceutical herbs and ornamental trees, etc. These are the necessary springboards for any meaningful industrial take-off. Edo is an industrial explosion begging to happen.

- ❖ Government was passionate about the provision of potable water supply. In this regard, it had procured two heavy-duty drilling rigs. This will assist the drilling of boreholes, especially in parts of the State where the water table is very low. A major project embarked upon is the completion of the Upper Sakponba Water Scheme in Ikpoba-Okha Local Government Area. At the moment, there are 127 ongoing water projects, especially in rural communities across the State.
- ❖ All of these key into the vision of Comrade Adams Oshiomhole for Edo State – eradicating poverty, through responsible employment generation, food security and wealth creation for citizens and for Government.
- ❖ In addition, the following water projects has been executed:
 1. Rehabilitation of the Auchi Water Supply Scheme;
 2. Rehabilitation of the Phase II of the Upper Sakponba Water supply scheme;
 3. Rehabilitation of the Ehor Water Supply Scheme
- ❖ Drilling and installation of solar-driven boreholes in 101 sites across the three senatorial districts under the MDG scheme.

The Vietnamese Partnership

- ❖ Against the above background, the Ministry opened dialogue with an organization called Transformation Agritech Nigeria Limited (T4M), driven by a young Nigerian (but a British national), Dr. A.I. Sample, and another Briton, Mr. Stephen G.J. Liney. The organization has a very heavy dose of Vietnamese content, both in terms of funding and technical back-up.

- ❖ The T4M intervention is actually a Public Private Partnership (PPP) arrangement, that also involves Edo State government and the Niger Delta Development Commission (NDDC). While T4M is bringing most of the funds, equipment and technical experts, NDDC is also putting in some funds and equipment. Edo State is making ten thousand hectares of fertile land available for a start to grow rice in commercial quantity for local consumption and for export market.

Under the partnership, T4M is bringing high-bred rice with a gestation period of only ninety days. They will produce the species of rice three times a year on the same plantation. The location is Ekperi to Anegbette in Etsako Central, Edo State, covering fourteen communities.

- ❖ Edo rice farmers would be adequately catered for through the out-growers scheme. Under the scheme, the Vietnamese would provide the same specie of rice to the farmers and assist them with land preparation, fertilizers and other inputs. A guaranteed price regime would be in place to purchase the rice after harvest from the farmers. This is in addition to the mass employment the project would generate. Of course, the immediate communities would benefit from the corporate social responsibility the investors are mandated to administer..
- ❖ At maturity the project shall employ about four thousand workers. To grow rice three times a year, irrigation farming shall be the focus. Solar power shall be built and waste-to-energy programme shall also be a major feature of the infrastructural development programme of the project. Housing estates shall be built by the company to accommodate its staff at all levels.

- ❖ Today, Nigeria spends two billion U.S. dollars importing rice annually. Two billion U.S. dollars at current exchange rate is more than three hundred billion Naira. The aim is for Edo State to get a good size of the Nigerian rice market and save the nation its hard earned foreign exchange. We are also looking at the export market.
- ❖ Issues such as maximum reticulating buffer stock for chemical and quality of manpower were still inadequate.
- ❖ The state is yet to achieve the minimum storage capacity of 1 million litres of water.
- ❖ Water hawkers were still noticed on streets, which is an indication that primal water challenges still subsist.

Recommendations

- ❖ Large scale commercial agriculture needs to be developed.
- ❖ Agro-allied industries should be established to compliment commercial agriculture.
- ❖ Micro-agricultural credit schemes need to be expanded to cover various trade unions.

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 government has pursued improvement of the education sector with vigour. It has tried to eliminate extortion in the system and restore a truly free and compulsory basic education, from primary to post primary, in the state.
- ❖ Before now, in Edo State, free education was more of rhetoric because in practice, pupils paid all kinds of fees and levies, with some backed by the Parent-Teacher Association (PTAs) of the schools. In the spirit of restoring the past glory of education in the state, the Ministry of Education has abolished collection of any form of levy, even as little as N100, from pupils and those who had collected in the past have been asked to refund them.
- ❖ In the same vein, since the past eight years, the state government has for the first time paid up its counterpart funding for the Universal Basic Education (UBE) scheme. This has enabled it to access about N5 billion that it hopes to invest in the renovation and building of new schools across the state, including provision of furniture.

- ❖ Educational institutions abound in Edo State. The highest educational institutions include: four universities, three of which are in Benin and one in Ekpoma; one College of Education at Ekhiadolor, Benin City; The Institute of Continuing Education, Benin City; one Polytechnic at Auchi and the Institute of Physical Education at Afuze.
- ❖ Post-primary (secondary) and primary schools owned by federal and state governments, missions and private individuals also abound in the state. Significant among them are Federal Government Girls College, Benin City; Federal Government College, Ibillo; the Edo State Model Secondary Schools at Ubiaja and Ebvoneka; Technical Schools at Igarra, Uromi and Benin City and the university /polytechnic staff schools.
- ❖ The state government has handed over thirty-two secondary schools to the Catholic, Anglican and Muslim Missions. The Word of Faith Schools established by Church of God Mission and the Igbinedion Education Complex, both in Benin City, are an epitome of the role of the private sector in educational development of the state.
- ❖ There are currently many private schools in the states. Specialist schools on computer education abound in the urban centres of Benin City, Ekpoma, Uromi and Auchi.
- ❖ The Government of Edo State has taken delivery of 35,000 units of single classroom furniture and 40,000 units of double seaters for public primary and secondary schools. This means that this administration now has new modern furniture for use by 115,000 pupils and students across the State.
- ❖ Policy documents on education standards and database are not yet developed and implemented.

- ❖ Vocational and special education schools were noted as inadequate.
- ❖ Teacher evaluation, monitoring and assessment of delivery quality are below average standards.
- ❖ The extent of ICT infusion for driving instructions in schools is low.
- ❖ In the area of tertiary education, Government has increased subvention to the Ambrose Alli University (AAU) from N150 million to N210 million. This is, however, a stopgap measure pending when the full funding requirement of the AAU will be determined by the forensic audit. In addition, government upgraded infrastructures in the Institute of Technology and Management, Usen. With this, the school secured for the first time in its history accreditation for its programmes from the National Board for Technical Education.
- ❖ Under the first phase of the Total School Transformation Program, the state has constructed and renovated classrooms, assembly halls, staff rooms, administrative blocks, toilets and other facilities in the following secondary schools: 1. Idia College, Benin City; 2. Niger College, Benin City; 3. St Maria Goretti Girls School; 4. St. John's College, Fugar; 5. Annunciation Catholic College, Irrua and; 6. St John Bosco College, Ubiaja.

Recommendation

- ❖ Develop a policy document and data on education.
- ❖ Improve teacher evaluation and monitoring of service delivery among schools.
- ❖ The state should establish an Education Resource Centre in each senatorial District.
- ❖ The state should improve on the quality of infrastructures across all schools to the current challenges of congestion.
- ❖ The percentage of the budget allocated to education need to be increased to address the huge challenges of infrastructure.

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).

Benchmarks

- ❖ Accelerated job creation scheme and lifting ban of 10 years of unemployment and creating over 6000 public service jobs.
- ❖ Accelerated infrastructural development of road, water and housing construction project.
- ❖ Pro-poor economic policies under the “Job for all” programmes.

Key Observations

- ❖ In Year 2009, we proposed a total of N44.97 billion recurrent revenue, made up of N29.77 billion from the federation account and N15.2 billion internally generated revenue. At the end of October 2009, the total recurrent revenue was N36.45 billion. Of this amount, the revenue from the federation account stood at about N25.07 billion, representing about 84% of our projected recurrent revenue for the year.
- ❖ Government created 6,880 new jobs in the public sector.
- ❖ Government created a sustainable livelihood through the creation of direct employment and the funding of a mass coverage micro-credit scheme. In partnership with the Bank of Industry, government created a micro-credit scheme targeted at the lower income segment of the informal sector. This will positively affect the lives of many families and stimulate economic activities at the grassroots.
- ❖ The ongoing capital projects, especially the beautification projects, have also created hundreds of new jobs and more economic opportunities, especially for small businesses.

- ❖ With the lifting of a ten-year embargo on employment in the State, government had taken steps towards redressing the severe understaffing of public institutions, especially schools, hospitals and ministries.
- ❖ In 2009 fiscal year, government took bold and sustained steps to address the crisis in the pension system in the public sector. Liabilities of pension and gratuities of those who retired voluntarily or those who were retrenched by successive governments from 1984 to the Year 2000 were cleared much of the backlog through a consistent monthly appropriation.
- ❖ Improvement on Internally Generated Revenue (IGR): Internally Generated Revenue has received a commendable boost since the present administration came on board. Without quoting figures here, this boost is reflected in the transport ministry's monthly contribution to IGR.
- ❖ In Edo State the agro-allied industries available include quartzite (AkokoEdo, etal products dependent have the highest occurrence, Owan East and West), marble (AkokoEdo, Esako , while the high technological aspects with fertilizer are in Owan), clays (Etsako), limestone (Etsako) , fertilizer/pesticides and agricultural machinery/equipment chalk, (Usen, near Benin), gypsum (Auchi), are the least.
- ❖ Transportation in the state is mainly by road and, to some extent, by air and water. Communication, on the other hand, is by email, fax, telephone, post offices, courier services, daily newspapers, radio and television. The state-owned newspaper is called The Observer.

- ❖ There are three television stations in the state, namely the Nigerian Television Authority, the Independent Television and the Edo State Television. Also, there are three radio stations owned by Chief Igbinedion (the Esama of Benin), the federal government and the state government respectively.
- ❖ In Akoko Edo, the Somorika Hills and Ososo Tourist Centre present a beautiful scenery; from the top of the hills, parts of Kogi State and the Rivers Niger Benue can be viewed. In Etsako, the Edegbake and Oghodagho Caves can accommodate over 200 persons for purposes of relaxation. The stream that flows from Edegbake cave is a beautiful scenery for socio-economic activities which attracts revenue for the state.

STATUS OF THE FISCAL RESPONSIBILITY AND PUBLIC PROCUREMENT BILLS

The Peer Review team learnt that the **Edo State** legislative house was at the third reading of its Public Procurement Bill; but yet to pass the Fiscal Responsibility Bill. The team urged the State to hasten action on these bills and impressed upon the State the importance of these legislations.

Recommendation

- ❖ Create a deliberate policy targeted towards attracting private investors such as the establishment of a free trade zone in collaboration with the federal government.

- ❖ More poverty alleviation projects target to trade organisation and the civil society groups needs to be implemented.
- ❖ The state should explore the feasibility of raising additional funding from the capital market.
- ❖ The state should establish more agro-allied industries to support the job creation policy.

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

Benchmarks

- ❖ Sound primary health care intervention especially for children under the age of 5 years.
- ❖ Robust strategic plan for health management services.

Key Observations and Other Findings

- ❖ The state's health care delivery system comprises three Teaching Hospitals (two in Benin City and one in Irrua), government hospitals, maternity centres and dispensaries. Notable private hospitals in Edo State are Osula and Ekpen in Benin City, Nazareth in Fugar, Faith and Notre Dame in Jattu in Etsako and Alafia Clinic in Igarra, Auchi and Ibillo.
- ❖ The following capital projects were executed:

- i. Comprehensive renovation of maternity and labour wards in 24 general hospital
 - ii. Construction of Three antenatal clinics at the Auchi, Uromi and Benin Central hospitals
 - iii. Construction of two Women and Children's Hospital in Otuo and Ewohinmi
 - iv. Under the MDG Programme, Government has constructed and renovated primary and secondary health facilities in the 3 senatorial districts.
- ❖ As part of efforts to re-position the Stella Obasanjo Hospital, the Edo state government completed a new eye centre with modern facilities, some of which are not available elsewhere in the country.
 - ❖ An 80-bed female hostel complex for the School of Health Technology, Benin City, as part of efforts to improve infrastructures in the institution has also been completed.
 - ❖ Government has also invested massively in the procurement of drugs, theatre and diagnostic equipment. For instance, although the anti-malaria programme was designed to offer free treatment to pregnant women and children, drugs are now offered free to other categories of patients because there is adequate stock available.
 - ❖ The construction of a new comprehensive hospital complex in the Central Hospital, Benin City. The contract for this complex has already been awarded.
 - ❖ Free anti-natal services have been guaranteed for women because the administration believes that no one should die of a curable disease due to economic status.

- ❖ The sum of N31.69 million monthly has been earmarked for free anti-malaria treatment for pregnant women and children less than five years of age in the state. The programme is targeted at the most vulnerable members of society.
- ❖ In order to ensure State-wide implementation of this administration's policy of free antenatal and post-natal care, government has awarded contracts for new antenatal clinics in the Benin, Auchi and Uromi central hospitals as well as for the renovation of labour and maternity wards in all 34 general hospitals in the three senatorial districts.

Recommendation

- ❖ Training of additional health workers for hard to reach areas.
- ❖ Improved standards of training by health institutions to meet required standards.
- ❖ Expansion of drug revolving fund programme to cover all essential drugs.
- ❖ Increase in funding of health budgets to meet international standard ratio.
- ❖ The harmonization of health programmes for easy monitoring and progress evaluation.

INFRASTRUCTURE

Assessment Indicators

This Report identifies twelve principal assessment indicators for infrastructure, and eight key primary assessment criteria for state government's 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

Benchmarks

- ❖ Massive rehabilitation work in Benin City cutting across road, water and housing. This accelerated development has not been witnessed by the state since its creation.
- ❖ The effective engagement with citizens and use of civil society and NGOs is noteworthy – in project monitoring and budgeting process.

Key Observations

- ❖ The state government has built many roads, examples of which include the Afuze OtuoUzebba road. Rural earth roads (over 1,047km in length) under the auspices of Local Government Councils' community development efforts and the now defunct Directorate of Food, Roads and Rural Infrastructure (DFRRI) have also improved rural accessibility within the state.
- ❖ Solar energy powered traffic lights: Although the pilot solar lights project was started by the previous administration, the final inspection was done by the present administration and the ministry of Transport handled the project. The success of the project has led government into approving the installation of 16 new ones in some already selected road junctions.
- ❖ Traffic decongestion of Ring Road, Benin City: Prior to this time, Ring Road which was designed to be a masterpiece of historical, cultural and social attraction, had been reduced to insignificance, by the chaotic traffic situation, and the presence of miscreants. Today, the story is different - thanks to government. Now is clean and decongested Ring Road.
- ❖ Provision of two fire trucks: In a swift move to improve the combat readiness of the Edo State Fire Service in both fire fighting and prevention, Government recently purchased 2 fire engines. These trucks/engines are currently undergoing delivery process, and will soon be handed over to the Ministry of Transport - the parent ministry of Edo State Fire Service.
- ❖ The state government now has the Benin Storm Water Master Plan based on which it can plan properly for dealing with the perennial flooding and erosion in the City. Within the period, government has also cleared

blocked drainages and large sections of the Benin Moat, which has substantially mitigated the impact of the heavy rains. Based on proper designs and the Storm water master plan, the administration awarded contracts for the construction of the following road projects in Benin City:

- i. Two construction of additional service lanes on the Oluku-Ugbowo-Uselu-Dawson-Akpapkava Road Junction
 - ii. The dualisation of the Airport Road
 - iii. The dualisation of Sapele Road
 - iv. The expansion of Akpakpava Road
 - v. The expansion of Uselu-New Lagos Road-Akpapkava Road Junction
 - vi. The Five Junction and adjoining streets
 - vii. The dualisation of Siloko Road
 - viii. The Expansion of the Oba Market Road
-
- ❖ The construction of primary drainage structure in Upper Siluko Road Area (Teachers House Area)
 - ❖ Government had also commenced the beautification of the King's Square and the rehabilitation and clearing of illegal structures along the adjoining roads, including Sakponba, Mission Road, Akpakpava Road, Airport Road and Oba Market Road. The immediate impact is the easier flow of traffic and the attainment of an aesthetic appeal befitting a 21st century capital city. The transformation of the King's Square from a den of

chaos into an organised and beautiful city centre is a metaphor for what Edo State can and must become with proper planning and collective resolve.

- ❖ Government had completed the rehabilitation of 32 roads in Benin City: Akenzua Street, Dawson Road, Wire road, Aideyan Street, Benoni Street, Omorodion, College Road, Agadagudu, Boundary Road, Uwa Street by 2nd East Circular, Universal-Oghobaghase-Technical College Roads, Giwa Amu, Jemide Akhionbare, Ihama road, New Lagos road by Eghosa/Okhoro Road, Okhoro Road, St Saviour, Oko Central, Uwelu Road by Texaco, Upper Mission, Upper Sakponba Road by Welfare, Ogida, Orle river Bridge, Ekenwan, Ehakpen , 5 Junction, Mission, Forestry, Delta Crescent, Adolor College road, Junction, King's Square, and Airport Road.

Recommendation

- ❖ The dependency percentage on federal allocation is significantly high. Therefore, the need to increase its IGR to enable it finance and sustain the massive scale of development in infrastructure.
- ❖ Additional source of funding such as the capital market should be explored.
- ❖ More Private Public Partnership should be encouraged.
- ❖ The state needs to ensure that the Auditor-General's reports are updated, including backlogs since 1999.

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

- ✓ 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 on The IRS premises (FRSC, Banks and GICT Desk for TIN)

Key Observations

- ❖ Government has substantially improved the capacity of Edo State to resource her development through a substantial increase in the internally generated revenue. From a monthly average of about N300 Million at the end of the preceding year, it had raised IGR in the second half of the year to a monthly average of about N800 Million. The increase in IGR was attained and sustained through government's aggressive drive to block leakages, exploring new vistas in revenue-generation, strengthening the PAYE collection and widening the tax net beyond the formal sector through a progressive system that puts more responsibility on the rich.
- ❖ This administration has commenced the implementation of a comprehensive ICT programme aimed at attaining prudent use of resources, maximizing efficiency and promoting accelerated and citizen-friendly administration. Government is now using ICT tools to capture the size and data of the workforce and pensioners, in order to eliminate wastages and abuses in salary and pension administration, and also to

enables it to plan more effectively. This is being extended to land administration, vehicle registration and tax administration.

Key Challenges

- ❖ Need for land reforms for greater Revenue Generation
- ❖ Large unregulated informal sector and lack of identity management infrastructure
- ❖ Inadequate motivation of staff and poor office infrastructure
- ❖ Inadequate technology deployment for tax administration systems
- ❖ Inadequate logistical support for tax administration

Recommendations

- ❖ Integration of the Informal Sector into the Taxpayers' Data Base: The aggregate financial and business activity of informal sector operators is larger than those under the purview of formal control in Edo State. The government of Edo State needs to immediately deploy proactive measures/interventions built on community/grassroots foundations through Strategic Community Involvement Partnership (SCIP); Formation of Edo 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 e.g.

- ❖ The government should speed up the deployment of Geographic Information System (GIS) 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 the 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 percent (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.
- ❖ Edo State has the propensity of increasing its ranking amongst African Governed Entities. The State's Gross Domestic Product (GDP), of (\$11.89 billion) is greater than that of 31 African countries' GDP. Thus, the State should invite international rating agencies for proper appraisal of its financial status with a view of attracting foreign direct investment. These countries are listed on the following table.

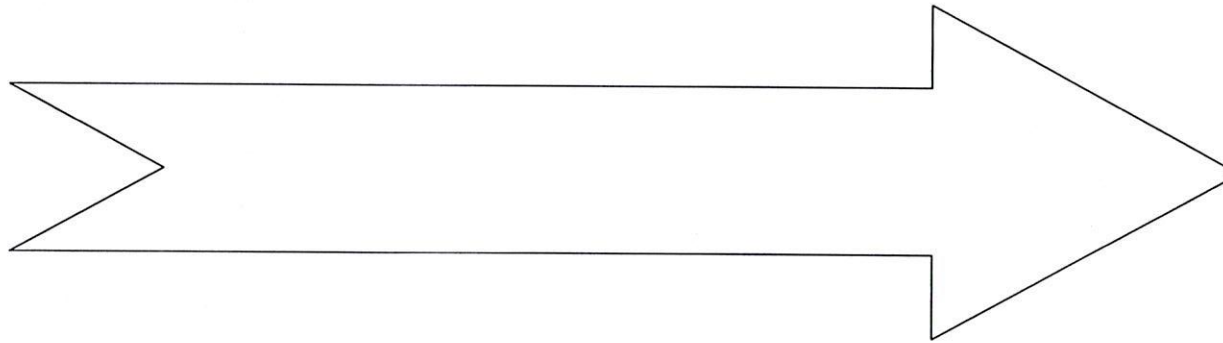
EDO STATE 2007 GDP COMPARED WITH AFRICAN COUNTRIES

Edo State Gross Domestic Product (GDP), (\$11.89billion) is greater than that of each of the following 31 African countries' Gross Domestic Product (GDP):

S/N	AFRICA	GDP(\$) BILLION
1	Democratic Republic of the Congo	11.63
2	Republic of the Congo	10.77
3	Mozambique	9.90
4	Madagascar	9.46
5	Mali	8.77
6	Mauritius	8.74
7	Namibia	8.84
8	Chad	8.4
9	Burkina Faso	8.12
10	Benin	6.71
11	Niger	5.38
12	Guinea	4.52
13	Rwanda	4.46
14	Malawi	4.27
15	Mauritania	3.16
16	Zimbabwe	3.15
17	Togo	2.89
18	Swaziland	2.84

19	Central African Republic	2.00
20	Sierra Leone	1.95
21	Cape Verde	1.74
22	Lesotho	1.62
23	Eritrea	1.48
24	Burundi	1.10
25	Djibouti	0.98
26	Liberia	0.85
27	Seychelles	0.82
28	The Gambia	0.81
29	Comoros	0.53
30	Guinea Bissau	0.46
31	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 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 Edo 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 Edo State especially in those areas of weakness highlighted in this Report. Therefore, the Edo 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 Chairman for the NGF, shall provide the overall leadership; this should be supported by all the Governors, especially in ensuring that the highlighted critical observations are noted and the policy recommendations implemented. The Director-General, NGF via the NGF Secretariat shall implement all decisions arising from the Peer Review Report with approval and consultations of His Excellency, The Executive Governor of Edo 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

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