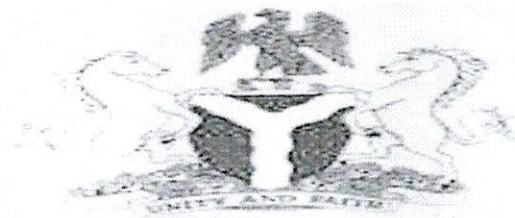




NIGERIA GOVERNORS' FORUM

PEER REVIEW REPORT

ON

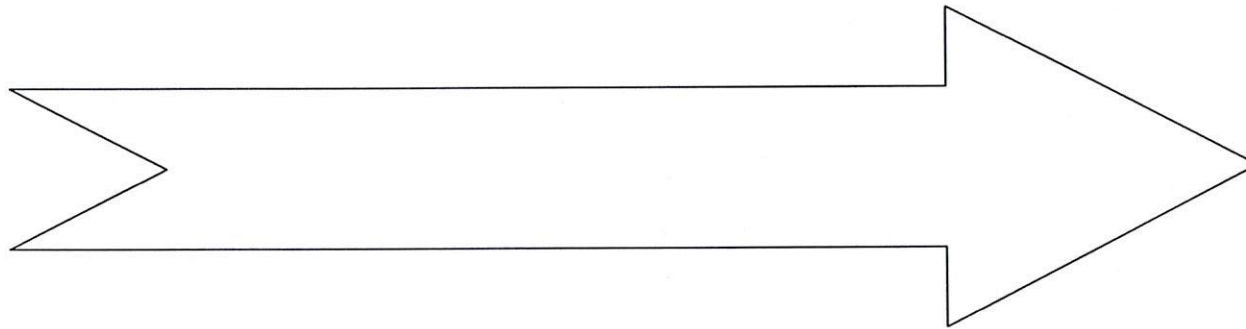


NASARAWA STATE

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.....	9
Part 2: Peer Review Report Highlights.....	11
i. The Nigeria Governors' Forum (NGF).....	12
ii. Mandate of the State's Peer Review Exercise.....	13
iii. Benchmarking State Governments: Lessons from Previous Efforts.....	13
iv. Purpose and Objectives.....	14
v. Specific Key Areas of Focus.....	15
vi. Methodology of the Peer Review.....	17
vii. Limitations of the Peer Review Methodology.....	19
Part 3: Reports on the Core Sectors.....	21
i. Agriculture and Water Resources.....	22
ii. Economy/Fiscal Policy.....	25
iii. Education.....	30
iv. Health.....	35
v. Infrastructure.....	38
vi. Internally Generated Revenue (IGR).....	44
Part 4: Technical Working Group for Report Implementation	48
i. Policy Consultants/Advisors.....	49
ii. Development Partners.....	49
iii. NGF Secretariat	49
iv. Annexure (1).....	50
v. Annexure (2).....	51
vi. Annexure (3).....	52



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 Aliyu Doma, the Executive Governor of Nasarawa State, and the good people of Nasarawa for their hospitality and warm reception of members of the Review Mission during the exercise.

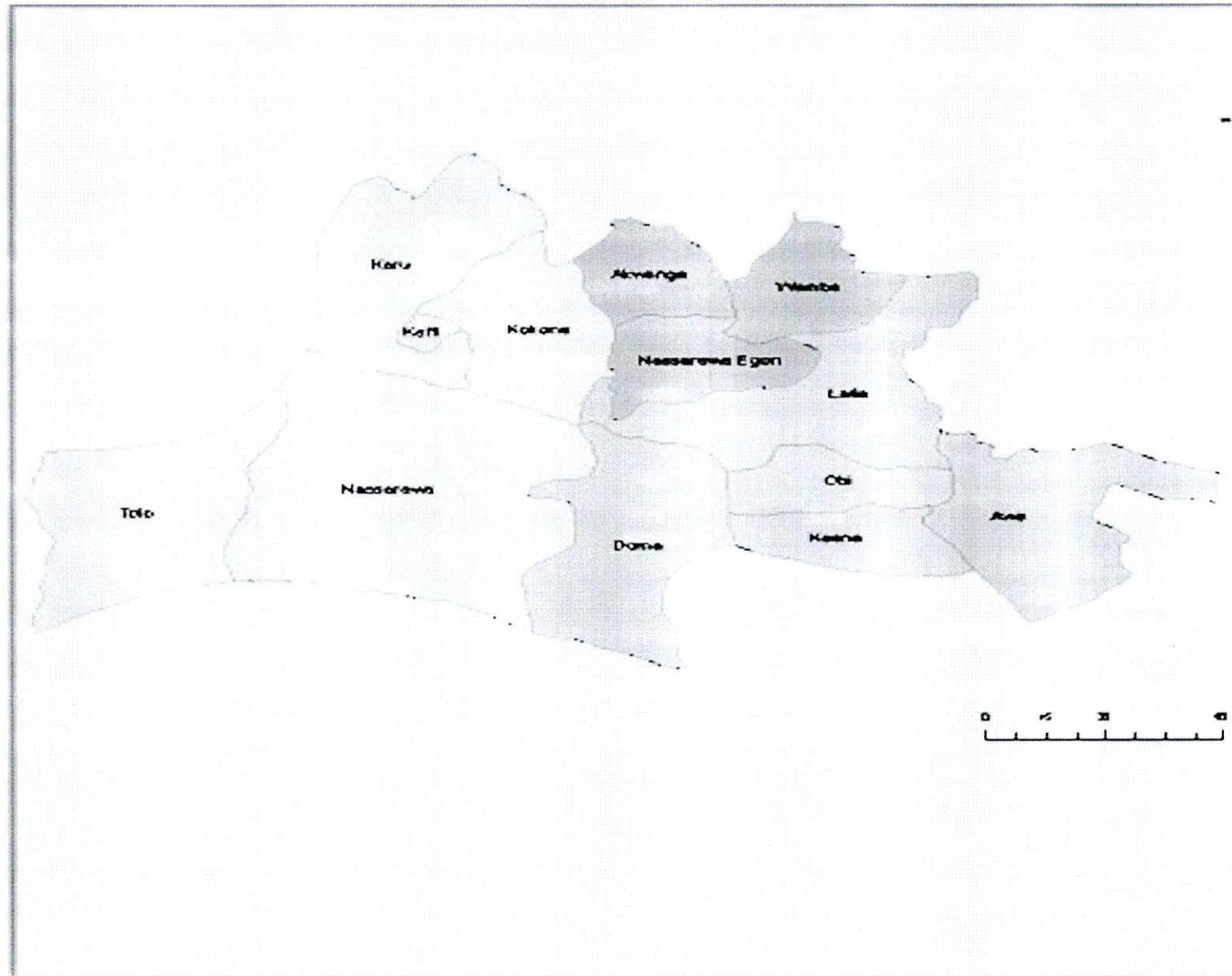
The mandate of the Peer Review Exercise is drawn from the National Economic Council's decision of January, 1999 where it was decided that all thirty-six states of the federation should review themselves; modelled after the African Union (AU) Peer Review Exercise. The key objective is to benchmark best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

Nasarawa State: Home of Solid Minerals



Nasarawa State: Fact Sheet

COUNTRY	NIGERIA
STATE	NASARAWA
DATE CREATED	1 ST OCTOBER, 1996
CAPITAL	LAFIA
GOVERNOR	HIS EXCELLENCY ALIYU DOMA
TOTAL AREA	27,117 km ²
AREA RANK	15 th /36
LGAs	13
POPULATION ESTIMATE (2006)	1,869,377
POPULATION RANK	35/36
DENSITY	75.2/km ²
GDP (2007)	\$3.02 BILLION
GDP PER CAPITA (2007)	\$1,588

Acronyms and Abbreviations

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 System
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
NS	Nasarawa
NSSG	Nasarawa State Government
LGAs	Local Government Areas
MDAs	Ministries, Departments and Agencies
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 Nigerian 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: Home of Solid Minerals

Historical Background

Nasarawa State is located in North-Central Nigeria which was carved out of Plateau State on the 1st of October, 1996. The State shared boundaries in the north by Kaduna State, in the west by the FCT, in the south by Kogi and Benue States and in the east by Taraba and Plateau States. Nasarawa state is currently governed by His Excellency, Aliyu Akwe Doma.

Geography

The state has a land area of 27,117 km² and co-ordinates of 8°32'N 8°18'E. It lies within the guinea savannah region and has tropical climate. Rainfall is moderate. Nasarawa state is also home to the Farin Ruwa Falls in Wamba Local Government area of the state. Farin Ruwa Falls is reputed to be one of the highest falls in Africa.

Local Government Areas

The state's Local Government Areas are: Akwanga, Awe, Doma, Karu, Keana, Keffi, Kokona, Lafia, Nasarawa, Nasarawa Eggon, Obi, Toto, Wamba.

Demography

According to the population census of 2006, the state had 943,801 males and 925,576 females, making a total of 1,869,377.

Ethnic Composition and Culture

The state is made up of various ethnic groups which have a common history and share similar social and cultural ideologies. Ethnic groups in Nasarawa are Afo, Agatu, Akye, Alago, Bassa, Egbura, Eggon, Fulani, Gade, Gbagyi, Gwandara, Hausa, Jukun, Kanuri, Mada, Mighili, Ninzom, Arum, Igbira, Rindei, Yeskwa and Tiv. Each ethnic group has its own distinct local dialect but Hausa is spoken among the people.

Natural and Mineral Resources

The state's prospect for buoyant economy is very high not only because of its wide ranging and highly priced agricultural products but also because of its precious mineral deposits like Barytes (Azara), Salt mines (Keana, Awe and Azara), gypsum (Awe and Azara), marble in Toto, galleria, tin, gemstone, mica kaolin and columbite. Also available are clays, zircon, feldspars, cassiterite, and limestone.

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.*

Nasarawa 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 Nasarawa 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, 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.

The scheduled visit to Nasarawa State took place from Tuesday, 4th March – Friday 7th August, 2009. The NGF Secretariat Mission comprised of its Principal officers, Policy Consultants/Advisors, Researchers and Media Team;

each of the six (6) thematic areas were anchored by a dedicated Policy Consultant/Advisor i.e. those of agriculture and water resources, economy and budget, education, health, infrastructure and finance, and internally generated revenue.

The team of journalists, researchers and some staff of NGF Secretariat arrived Lafia, the capital of Nasarawa State around 8:00pm on Tuesday, 4th August, 2009.

The team was received at the office of the Secretary to the State Government, where the honourable SSG, Mr. Timothy A. Anjide, personally welcomed the team to Nasarawa State on behalf of people and government of the state. He informed the team of the readiness of the state as the itinerary of the state projects had been prepared for the inspection of the team.

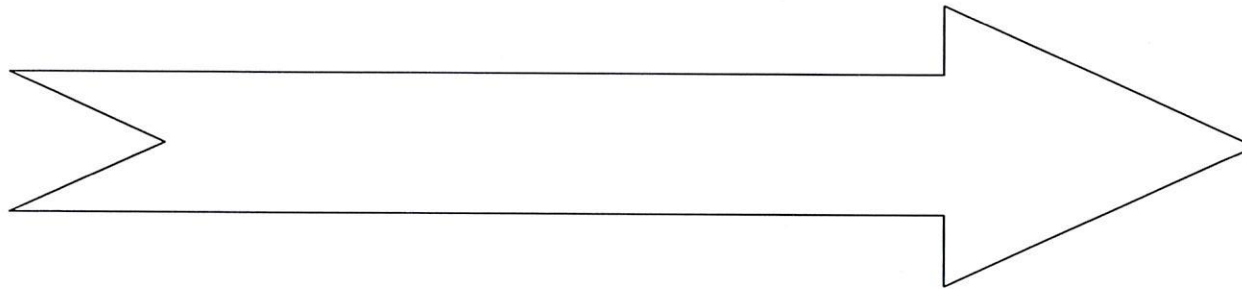
The inspection of projects executed by His Excellency, Aliyu Akwe Doma, lasted two days culminating in an interactive session with members of the state executive council. That session was presided over by the Secretary to the State Government, Mr. Timothy Anjide who represented His Excellency, Aliyu Akwe Doma who was unavoidably absent at the session.

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 Nasarawa:

- i. Nasarawa 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. Nasarawa 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 for 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 for 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

Identified Benchmarks

- ❖ The Bada Koshi Agricultural Scheme was launched by the state government to co-ordinate a five-year (2009-2014) planned growth in the agricultural sector. Among the strategies to drive the success of the scheme was the plan to support farmers with tractors and other farm machineries.
- ❖ Government had provided for expansion and rehabilitation of water supply schemes in Lafia, Doma, Akwanga, Nasarawa Eggon, Keana and Nasarawa.
- ❖ The release of counterpart funds (N 15m) for the Root and Tuber Expansion Program and the Fadama III project has been done.
- ❖ Government had provided for the construction of 3 new veterinary clinics and rehabilitation of existing ones. This has seen to a more hygienic production of livestock, but to better and safer consumption of meat and the near eradication of animal related diseases such as rabies in the state.

Key Observations

- ❖ With the purchase of one hundred and twenty one (121) tractors for distribution to farmer co-operative societies coupled with over 51,500 metric tonnes of fertilizer at subsidized rate to the farmers in 2008 alone, the government was sure enhancing food security for the state and the country at large.

- ❖ At the Agricultural Development Board compound, the team from NGF was told of the plan of the government to purchase another one hundred and seven (107) tractors for 2009. As observed, eighty of the tractors had been supplied; the remaining twenty-seven were being awaited.
- ❖ Within the same compound, the team was taken to see the Nasarawa State Fertilizer Blending Plant. As explained at the plant, the facility is capable of producing 40 metric tonnes (300 bags) of fertilizer per hour. The fertilizer blending project is to make fertilizer easily accessible to the farmers in Nasarawa State.
- ❖ The resuscitation of 530 dysfunctional boreholes at N208million had been a success that helped many living in rural and even some urban areas.
- ❖ 116 new boreholes have been provided by government.
- ❖ The deployment of 153 extension workers to various rural communities to enhance crop production and best practices has had good effects on agricultural production.

Recommendation

- ❖ There is need for a strategic agricultural policy and efficient fertilizer distribution scheme most especially for rural farmers.
- ❖ Government should make micro-credit facilities available to farmers with no cost or back up securities as well as tractor hiring which should be easily affordable by rural farmers.
- ❖ A buffer stock of treatment chemicals and rapid pest control measures should be put in place to check pest control and other health hazard to agricultural products.

- ❖ Quality of manpower should be enhanced in the field of extension workers among other professionals in the agricultural sector.
- ❖ For the betterment of food security, adequate measures should be put in place for post harvest processing and storage facilities.
- ❖ Government should establish more co-operatives, farm centres ,agricultural, vocational and skill learning centres for effective and quality farm products

ECONOMY AND BUDGET

Assessment Indicators for Economy

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

Assessment Indicators 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)

Identified Benchmarks

- ❖ The government of Nasarawa State is evolving a strong tourism agenda though it intends to boost the economic activity of the State.
- ❖ At present, the state is planning an eco-tourism development around Farin Ruwa Waterfall in Farin Ruwa Development Area in Wamba Local Government Area. The waterfall, which was already listed as a world tourist site by the World Tourism Organisation, was already being repackaged with improved facilities by Nasarawa State government in order to bring more tourists to the alluring green forest and the breathtaking waterfall. Government was investing about ₦3.5bn to the development of Farin Ruwa Eco-Tourism project.
- ❖ Apart from Farin Ruwa project, many other tourist destinations in the state include Doma Dam, Keana and Awe Salt mines, Akiri Warm Spring, Maloney Hills, Eggon Hills, Omete Festival, Agabu/Ogan Fishing Festival among others. At present, the government is committed to developing all these tourism potentials to boost the state economy and has signed an MoU with Grand Parks and Imam Resorts for the establishment of Tourist Resorts in Karu.
- ❖ With the launching of the Bureau for Economic Empowerment in Nasarawa State, the state government is determined to transform the lives of the youths and women of Nasarawa State.
- ❖ The team from NGF was taken to see the commitment of the government to equip its youths with requisite skills for the challenges of making a livelihood in Nigeria. At the Nasarawa and Lafia Skills

Acquisition centres, the facilities and the tempo of activities on-going at the centres are bench worthy of emulation by other states.

- ❖ Apart from the equipment on ground at Nasarawa and Lafia, the team was astonished by the quality of work on display at the Skills Acquisition Centre, Lafia. Some of the projects already completed by trainees at the centre include massage bed, hospital ward screen, bunk beds, tricycle for disabled persons, wheel chairs, hospital beds, iron doors, furniture, etc. The four acquisition centres of the Nasarawa State government at Doma, Lafia, Nasarawa and Wamba are offering courses in the following trades: Welding/Metal Fabrication, Wood Work/Carpentry, Electrical/Electronic Repairs, Building Technology, Tailoring etc.
- ❖ Apart from the skill acquisitions programme of the directorate, the bureau is helping to improve the lots of the women who are engaged in small and medium enterprises by assisting them with soft loans through Micro-Finance Banks. It has also facilitated easy access to loans for over three hundred and forty-five (345) indigenous contractors through the Nasarawa State Government Bank Guarantee Support for Contract Financing.
- ❖ The state government had recently established Nasarawa Water Bottling Company in partnership with the private sector. The project, which cost ₦300m with Nasarawa State government contributing 49% of the cost, is already in full operation with capability of producing 3,000 bottles of water per hour.

- ❖ Just as a 3-Star Conference Hotel has been completed and commissioned in Lafia, Nasarawa State Government has signed an MoU with some private firms to establish a 5-Star Hotel in Lafia and another MOU for the construction of a cement factory in the state.
- ❖ Another effort towards industrialization of Nasarawa State in the agro-allied sector is the construction of Yam and Sweet Potatoes Conditioning Centre in Keffi. The project, which cost ₦269, 112,931.00, is established to process for export yam and sweet potatoes to European countries and other international markets.
- ❖ The set agenda of the Nasarawa State government is to derive full economic benefits from the many solid mineral deposits available in large quantities in the state. Some of these minerals include amethyst, limestone, marble, iron ore, gemstone, talc, salt, etc.
- ❖ The state government is already exploring the possibility of tapping into one of the resources available in Keana for economic benefit. Salt is one of the natural endowments available in Keana, Nasarawa State. For ages, the native women have devised traditional means of extracting edible salt from the deposit available in the Keana Salt Lake.
- ❖ The state government was exploring, through an on-going experiment, the possibility of automating the traditional system of salt extraction and distillation. The women of Keana were said to have used the traditional firing system for over 100 years which the new project is intended to modernize.
- ❖ The necessary investment climate was created for the establishment of a plant to generate power supply using the coal deposits in Obi. It is planned that this will generate 120 megawatts of power.

- ❖ Government, apart from the above had taken the following economic steps: creation of the necessary investment climate for the establishment of a cement company in the state, the establishment of the Solid Minerals Development Company Ltd, the development of the Farin-Ruwa Independent Power Project is at an advanced stage and the incorporation of a micro-finance bank has been initiated.
- ❖ About 345 indigenous contractors are to benefit from the state government bank guarantee support on contract financing.
- ❖ Government had provided for the restructuring, upgrading and equipping of the Vocational and Relevant Technology centres to full-fledged skills acquisition centres at the cost of N923million.
- ❖ The project, which the Ministry of Science and Technology began in February 2009 in conjunction with expert input from Nasarawa State Polytechnic, could produce 128kg of salt in eight (8) hours.

Recommendation

- ❖ Despite her abundant natural and mineral resources, the state is yet to tap into this to boost her economic growth and development activities, the government is therefore encourage to exploit her resources by engaging the right manpower needed.
- ❖ As a result of this the index of economic activities among others is still poor or low compared to other states like lagos,kano,Anambra,Edo etc, government is therefore encouraged to set up micro ventures and provide soft loans and provide basic infrastructure for smooth take-off of economic activities.

- ❖ Index of economic activities in the state remains at agricultural production basically and even at that, it is still at primary level of production and at best at commercial-buying and selling- of primary products or business.
- ❖ Government should enhance or implement measures that will reduce the poverty level and inequality measures in the state with effective and efficient policy by way of employment generation, provision of micro-credit facilitates to the rural people to enhance their economic activities, investment in productive ventures etc.

STATUS OF THE FISCAL RESPONSIBILITY AND PUBLIC PROCUREMENT BILLS

The **Nasarawa State** house of Assembly was at the third reading of the Public Procurement and Fiscal Responsibility Bills. The team urged the State to hasten action on the bills and impressed upon the State the importance of these legislations.

EDUCATION

Assessment Indicators for Education

- ✓ 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).

Identified Benchmarks

- ❖ The construction of 924 primary school classrooms at the sum of N1.9billion is a success story that has led to the increase of primary school enrolment.

Key Observations

- ❖ Renovation and construction of additional classrooms in some schools, provision of clean water/toilet facilities, as in Kofar Hausa nine-year basic education centre. There was perimeter fencing at some schools, like Government College, Keffi, which has also been earmarked for renovation by its Old Boys' Association. The new infrastructural developments at Nasarawa State University and Nasarawa State School of Nursing were also noted.
- ❖ Education for self employment, sustainable development and social transformation is evident in the vocational skills centres at Doma, Lafia, Wamba and Nasarawa. It recognized that our children are our future and every child truly counts. Students at the centres are those who typically are unable to make it through the usual academic track.
- ❖ Government had made the provision for office complex for the Lafia Study Centre of the National Open University of Nigeria.
- ❖ Government also provided about 3000 collapsible desks and chairs for primary and secondary schools across the state were provided by government.
- ❖ Payment of N1.8 billion as outstanding government counterpart fund to the Universal Basic Education Commission has been made.

- ❖ Payment of backlog of scholarship allowances to students of Nasarawa State origin in various tertiary institutions totalling N280 million has been made while government has provided for restoration of overseas scholarship for specialized training and payment of allowances with N205 million.
- ❖ Payment of WAEC registration fees for students totalling N172 million had been a success story that has encouraged both parents and their wards.
- ❖ Government has provided for the purchase of assorted textbooks worth N100 million.
- ❖ Recruitment of 1, 600 teachers for both primary and post-primary institutions had helped to boost the educational sub-sector in no small measure. About 1,900 have been promoted in primary schools. Government has provided for the implementation of a new Teachers Salary Scheme (TSS) in primary and secondary schools.

Recommendations:

- Government should introduce standards for teacher evaluation in the state to ensure teacher quality, instruction and student performance. It should use a state developed and approved instrument for teacher evaluation, to determine retention, promotion, intervention and termination.
- For student safety and protection of the sanctity of the learning environment, the perimeter of all schools should be fenced. This will provide a conducive and secure learning environment.
- Government should provide toilets and a source of clean water for all public schools.
- The state should work towards ensuring that its education curriculum is rigorous, vertically aligned, student centered and technology driven (information age).

- Teachers should be made to undergo in-service training periodically with the Train-The-Trainer model, as it is the least expensive.
- All schools should have a media centre/library and teacher resource centre. Decentralize the current system to enhance access.
- Establish a sick-bay for students at all schools.
- Schools should have PTAs for active and effective community involvement as the school truly cannot live apart from the community in which it is located: book donations, substitute teachers can be accessed in the school's host community.
- Fieldtrips and career days should be incorporated into the curriculum to make learning alive and more relevant to children.
- Equip all secondary schools with functioning science and technology laboratories.
- Assist the state university in working toward full accreditation of all courses. There are presently 14 courses out of 48 that are not accredited.
- For sustainability, the university must find ways for Internally Generated Revenue (IGR), as it cannot continue to rely on government for all its funds.
- Encourage businesses to partner with schools through a business adopt-a-school program. They can advice on curricular review and support school projects.
- Standardize and patronize products at Vocational Education Centres. Conduct aggressive marketing of products from the centres, throughout Nigeria, to help generate revenue for sustainable growth of the centres.

- Consider opening up the breathtaking picturesque village of Ginda ‘B’ for large farms or hotels, recreational and real estate investments.
- Consider opening up the Doma Dam area for recreational, social activities. Efforts should be geared towards revamping the lost glory of the water treatment environment. This will enhance IGR and sustainability of the plant.
- Consider providing health insurance at minimal cost to sustain the health centres.
- Consider collection of tolls on certain roads to keep up maintenance.
- Of necessity, set up a road maintenance department, like the public works department (PWD) of old, to help preserve all the road projects embarked upon by the state. An additional benefit of its establishment will be job creation.

HEALTH

Assessment Indicators

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

Identified Benchmarks

Pursuant to the noble aims of the state in the health sector, the government has achieved the following:

- Rehabilitation and upgrading of 58 multi-purpose primary health care centres in rural areas.
- Recruitment of 430 staff of various categories to address shortage of staff in various government hospitals which had helped in revamping the health sector in no small measure.
- The government has provided for free anti-retroviral treatment for HIV/AIDS patients.
- Free malaria treatment for all children under the age of 5 has been implemented successfully.
- Government has a policy of providing free ante-natal treatment for pregnant women from conception to 2 months after delivery.
- Government has provided for the establishment of a breast and cervix screening centre.
- Procurement of cerebral spinal meningitis vaccines has helped to keep the danger of the a disease at bay.
- Immunization campaign against the 5-killer diseases is a successful ongoing project.

Key Observations

- ❖ The health agenda of the state was to improve health care delivery services with emphasis on prevalence health care in tune with the requirement of the Millennium Development Goals (MDGs). The governor was truly working in consonance with the fulfilment of this set agenda.

- ❖ At a model primary health care centre at Ginda 'B', the government has established its presence among the folks resident in the different terrains of Ginda, by providing them with safe potable water in addition to the health centre.
- ❖ The health care centre was a prototype of fifty-eight other ones across the state. The water project for Ginda 'B', a community some difficult kilometres up a rocky hill, cost the state government ₦7.6m to source water from a spring to generate 20,000 litres of water and reticulate up the hill to serve the villages that scatter about the Ginda district.

Recommendation

- ❖ Government should improve on setting up more PHC centres to make health services accessible to the rural people at an affordable cost.
- ❖ More health training institutions should be established or current ones should be upgraded to support the ever increasing demand for health professionals most especially in the rural communities.
- ❖ An efficient and functional health system should be developed within the state with a special health intervention fund to support the implementation of immunization programme as well as maternal and infant mortality programme.

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

B) Finance:

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

Identified Benchmarks

- ❖ The determination of the state to provide roads linking all rural communities in the state, to facilitate easy transportation of people and goods is becoming a reality. The team was at Gudi Junction – Angwan Zaria Road Project site. The road, which links about nine (9) villages, is awarded to Stateco Nigeria Ltd at a cost of ₦950, 089,203.20k. The 13km road project consists of a 30 metres long bridge and some box culverts. The project was to be completed by December 2009.

Key Observations

- ❖ With over 395km road projects across the state at ₦19.98bn, the state government has taken a giant stride in the provision of motorable roads in both the urban and rural areas of Nasarawa State.
- ❖ In Lafia, the capital city of Nasarawa State, a 16km solar-powered street-lighting project had been completed. In addition, the state government had awarded contract for the expansion and reconstruction of some of the narrow township roads in Lafia. To gain the width required for the road expansion, the state government had to demolish some buildings for which it had to pay compensation to the affected owners. The project, which cost ₦969million, is on-going as witnessed by the team from the roundabout at Doma Road junction through the Lafia Central Mosque and beyond.
- ❖ Similarly, the team was at another rural road project at Nasarawa-Eggon. The project, Nasarawa-Eggon-Mada Station Road is a 30km road construction awarded to Sharafa Brothers (Nig.) Ltd at a

contract sum of ₦619,616,55 million. The project had started in March 2008 and was to be completed in August 2009.

- ❖ At the Doma-Akwatta 50km first phase road project site at Doma town, the team was told that the project was awarded to PW Nigeria Limited at a contract sum of ₦3.766bn. The project which began in March 2008 and had some 48km already completed was to be completed in October 2009.
- ❖ The Doma Dam Water Treatment Plant was a regional water scheme designed for farm irrigation, power supply and distribution of potable water to the people of Doma and environs. The project, which had been abandoned by the Federal Government which initiated it in the 90s, was awarded to Ibrums System Nigeria Limited for rehabilitation and expansion of capacity from 3million gallons/day to 5million gallons/day.
- ❖ At the the Doma Dam site, the government of Nasarawa State also awarded for construction, a 40km expansion and extension of water pipes networking to reach Lafia and Obi.
- ❖ The turn-around project at the site was already yielding results. With a new 1000KVA power generator provided, the treatment plant could now pump water twice a week for the use of the people. The project was awarded in May 2008 at a cost of ₦307 million and was now ready for commissioning.

- ❖ The state government had set an agenda of providing qualitative and affordable houses for all segments of people in Nasarawa State. The 500-Housing Unit Project in Lafia was a testimony of state government's determination to bring the housing agenda to reality. The housing units in Lafia consist of 3-Bedroom (Detached) and 2-Bedroom (Semi-Detached) bungalows.
- ❖ The bigger project in the housing provision agenda of Governor Akwe Doma, proposed 6000-units of housing at the Karu axis of the state. The project was to be funded through Private-Public-Partnership with a foreign estate developer.
- ❖ Since coming into office in May 2007, Governor Aliyu Akwe Doma has purchased 20 5000KVA transformers for electricity supply to communities in the state, in addition to his construction of 11KV HT lines and donation of 11KVA transformer to PHCN to boost electricity supply in Lafia.
- ❖ The state government was pursuing an independent power project tagged 'Farin Ruwa Hydro Power Plant'. This project was planned to generate 3000 megawatts of electricity. The state was also planning to explore the potentials of generating electricity from wind, coal and biomass. The state was looking ahead to securing \$200m World Bank loan to support the project.
- ❖ The state was already delivering on its promise of electrifying rural areas. The team was at Ara Junction in Nasarawa town to see the 20km Ara rural electrification project. Mallam Hassan Haske an indigenous contractor handling the project, told the team that the project was already 95% completed

with two 500KVA transformers awaiting PHCN for connection to the grid. Six communities would benefit from the project, which was awarded in May 2008 at a cost of ₦81.3m.

- ❖ Similar projects had been completed at Mararaba-Udegi, Nasarawa-Mararaba, Udegi-Udegi Beki and Odu, just as the state government has connected Aroogreshen-Akpata to the national grid.

Recommendation

- ❖ The state government needs to set up an evaluation and monitoring team of experts to monitor, access and determine value for money invested in all the projects going on in the state among other functions deemed necessary.
- ❖ An alternative source of funding should be looked into to help mitigate government lean resource or sole source of income, in this dimension, development partners and the stock or bond market could be accessed.
- ❖ Efficient internal control and quality assurance measures should be put in place with the right team of experts for effective delivery of services and accountability.
- ❖ Quality accounting procedures should be effectively implemented for the management of special or intervention funds in foreign banks as well as efficient management and custody of assets and liabilities of government.

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 within The IRS premises (FRSC, Banks and GICT Desk for TIN)

Key Observations and Other Findings

- ❖ Informal sector activities that operated outside government control or the organized private sector was larger than those under the purview of formal control in Nasarawa State.
- ❖ There is lack of Integration between Tax Planning, Urban Planning and Urban Regeneration

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 Plateau State. The government of Nasarawa State needs to immediately deploy proactive measures/interventions built on community/grassroots foundations through Strategic Community Involvement Partnership (SCIP); Formation of Nasarawa 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.
- ❖ 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).

- ❖ Nasarawa State has the propensity of increasing its ranking amongst African Governed Entities. The State Gross Domestic Product (GDP), (\$3.02 billion) is greater than that of 15 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.

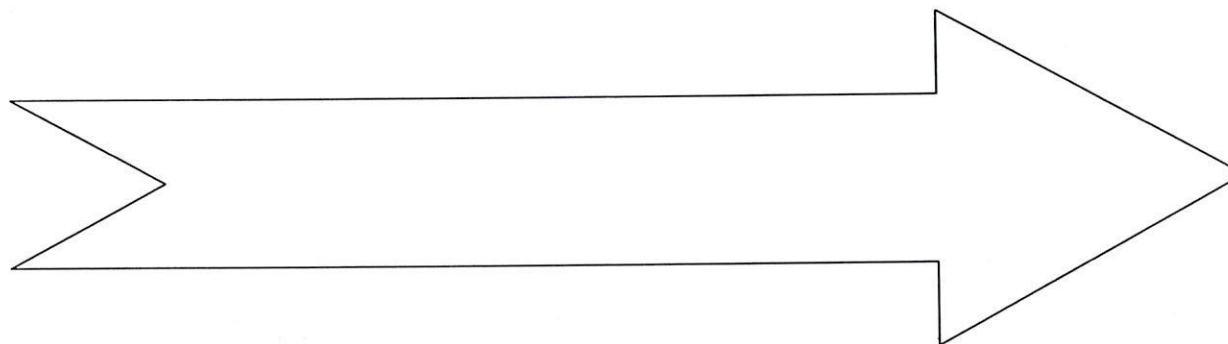
NASARAWA STATE 2007 GDP COMPARED WITH AFRICAN COUNTRIES

Nasarawa State Gross Domestic Product (GDP), (\$3.02billion) is greater than 15 African countries' Gross Domestic Product (GDPs).

S/N	AFRICA	GDP(\$) BILLION
1	Togo	2.89
2	Swaziland	2.84
3	Central African Republic	2.00
4	Sierra Leone	1.95
5	Cape Verde	1.74
6	Lesotho	1.62

7	Eritrea	1.48
8	Burundi	1.10
9	Djibouti	0.98
10	Liberia	0.85
11	Seychelles	0.82
12	The Gambia	0.81
13	Comoros	0.53
14	Guinea Bissau	0.46
15	Sao Tome and Principe	0.18
16	Nasarawa State	3.02

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 Nasarawa 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 Nasarawa State especially in those areas of weakness highlighted in this Report. Therefore, the Nasarawa 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 consultations with and the approval of His Excellency, The Executive Governor of Nasarawa 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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