

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, Da Jonah David Jang, the Executive Governor of Plateau State, and the good people of Plateau for their hospitality and warm reception of members of the Review Mission during the exercise.

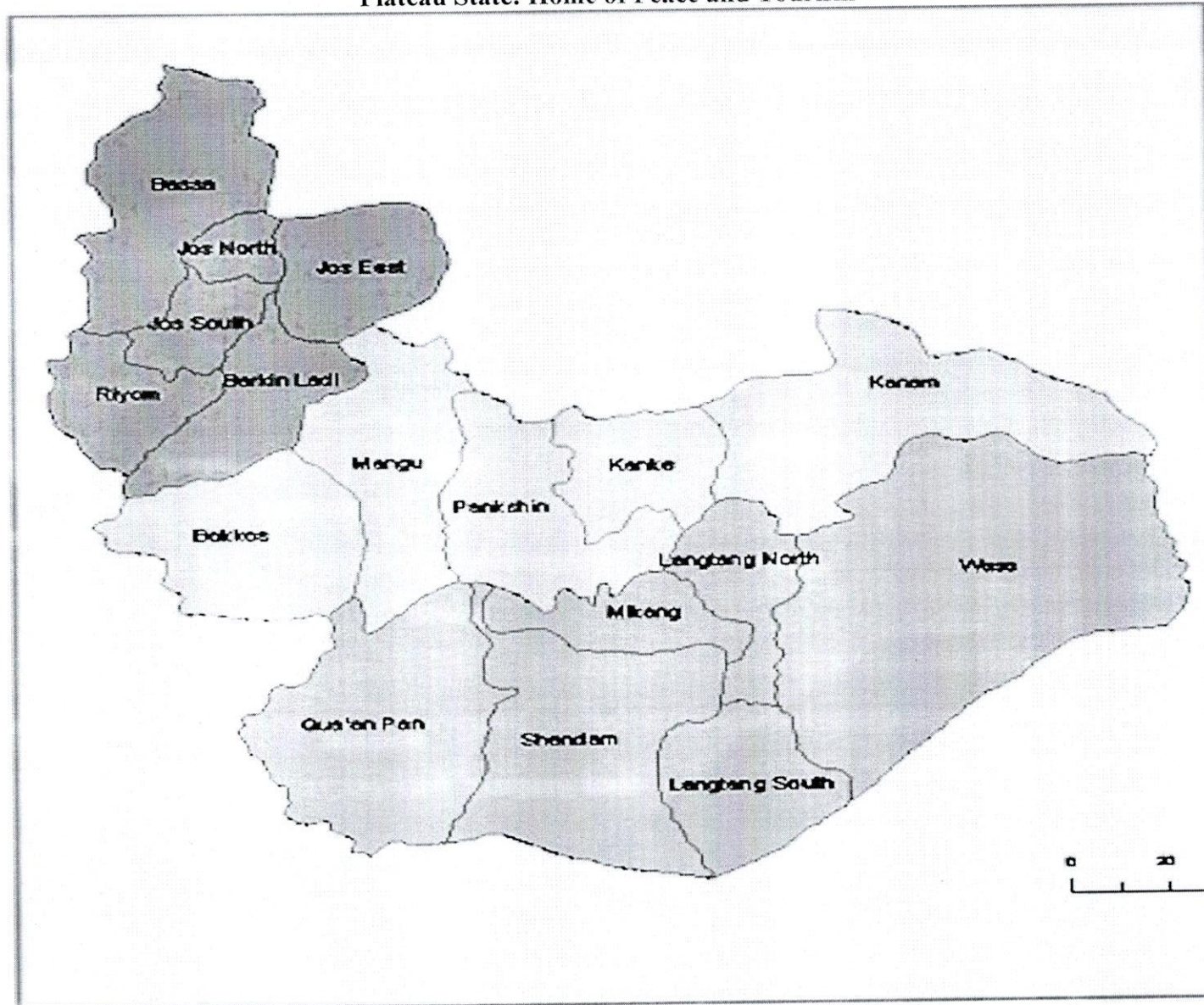
The mandate of the Peer Review Exercise is drawn from the National Economic Council's decision of January, 1999 where it was decided that all thirty-six states of the federation should review themselves; modelled after the African Union (AU) Peer Review Exercise. The key objective is to benchmark best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

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Plateau State: Home of Peace and Tourism



Plateau State: Fact Sheet

COUNTRY	NIGERIA
STATE	PLATEAU
DATE CREATED	3 rd FEBRUARY 76
CAPITAL	JOS HIS EXCELLENCY
GOVERNOR	JONAH DAVID JANG
TOTAL AREA	30,913km ²
AREA RANK	12 th /36
LGAs	17
POPULATION ESTIMATE (2006)	3,206,531
POPULATION RANK	26 TH /36
DENSITY	106.2/km ²
GDP (2007)	\$5.15Billion
GDP PER CAPITA (2007)	\$1,587

Acronyms and Abbreviations

APRM	Africa Peer Review Mechanism
ASTC	Agricultural Services and Training Centre
AU	African Union
CBWM	Community-Based Water Management Committees
DFID	Department for International Development
DG	Director-General
ECA	Excess Crude Account
E-Payment	Electronic Payment
FCT	Federal Capital Territory
FGN	Federal Government of Nigeria
FRA	Fiscal Responsibility Act
GDP	Gross Domestic Product
HDI	Human Development Index
HIV	Human Immune Deficiency Virus
ICT	Information and Communication Technology
IDB	Islamic Development Bank
IGR	Internally Generated Revenue
ILO	International Labour Organisation
IRS	Internal Revenue Service
IT	Information Technology
JVCs	Joint Venture Contracts
PL	Plateau
PLAGIS	Plateau Geographic Information System
PLSG	Plateau 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 Nigeria States
SA	Special Assistant
SCAC	State Cash Allocation Committee
SCIP	Strategic Community Involvement Partnership
SCR	Standard Control Reports
SEEDS	State Economic Empowerment and Development Strategy
SLL	Statements of Lessons Learnt
SMDAs	State Ministries, Departments and Agencies
SOPs	Standard Operations Procedures
SPRM	State Peer Review Mechanism
SPV	Special Purpose Vehicle
SSG	Secretary to the State Government
TB	Tuberculosis
TWG	Technical Working Group
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/ AIDS
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNICEF	United Nations Children's Fund
USA	United States of America
VVF	Vesico - Vaginal Fistula
WUA	Water Users Association

Slogan: Home of Peace and Tourism

Capital: Jos

Historical Background

Plateau State, named after the Jos Plateau, is located in North-Central Nigeria and was created on the 3rd of February 1976 from the former Benue-Plateau State. In 1996, Plateau State was further divided to create Nasarawa State, which was carved out of the western half of Plateau State. The state shares boundaries with Bauchi State in the North East, Kaduna State in the North West, Nasarawa State in the South West and Taraba State in the South East. Plateau state is currently governed by His Excellency, Da Jonah David Jang of the Peoples Democratic Party (PDP).

Geography

The state has a land area of 30,913 km² and co-ordinates of 9°10'N 9°45'E. Rock formations are remarkable features of the state. Though situated in the tropical zone, a higher altitude means that Plateau State has a near temperate climate with an average temperature of between 18 and 22°C. Harmattan winds cause the coldest weather between December and February. The warmest temperatures usually occur in the dry season months of March and April. The mean annual rainfall varies from 131.75 cm (52 in) in the southern part to 146 cm (57 in) on the Plateau. The highest rainfall is recorded during the wet season months of July and August. The average lower temperatures of Plateau State led to a reduced incidence of some tropical diseases such as malaria. The Jos Plateau is the source of many rivers in northern Nigeria including the Kaduna, Gongola, Hadejia and Yobe rivers.

Local Government Areas

The following are the 17 local government areas that make up Plateau State: Barkin-Ladi, Bassa, Bokkos, Jos-East, Jos-North, Jos-South, Kanam, Kanke, Langtang North, Langtang South, Mangu, Mikang, Pankshin, Qua'an-Pan, Riyom, Shendam, Wase.

Demography

According to the population census of 2006, the state had 1,598,998 males and 1,607,533 females making a total of 3,206,531.

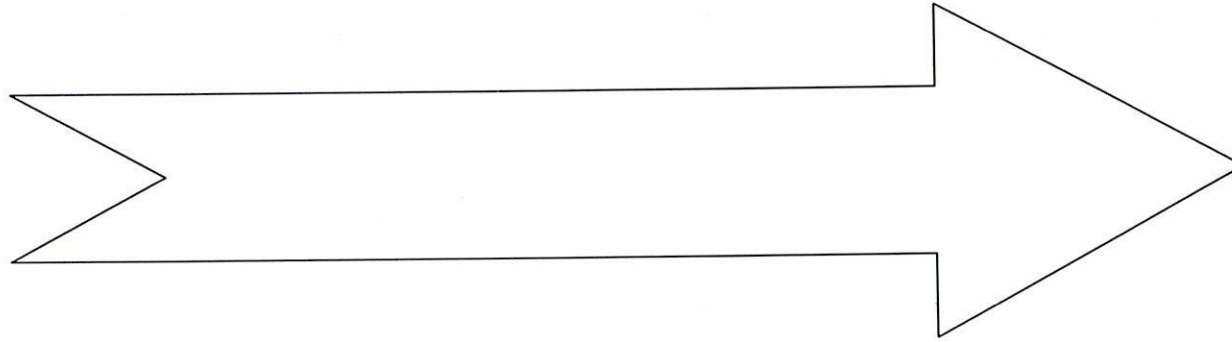
Ethnic Composition and Culture

The State has over 30 ethnic groups each with a proud cultural heritage with no single group large enough to claim majority position. Some of the tribes in the State are Berom, Ngas, Tarok, Goemai, Youm, Montol, Rukuba, Kwagalak, Piapung, Buji, Irigwe, Mushere, Jarawa, Anaguta, Gashish, Pyem, Amo, Chip, Meryang, Fier, Bogghom, Mwaghavul, Ron, Kulere, Aten, Afizere, Kofyar Miango, Mupun, Naraguta, Bache, Talet, and Fulani/Kanuri in Wase. People from other parts of country have come to settle in Plateau State; these include the Igbo, Yoruba, Hausa/Fulani, Ijaw, and Bini.

Natural and Mineral Resources

The phases of volcanic activities involved in the formation of Plateau State have made it one of the mineral-rich states in the country. Tin mining activities, which began in 1902 under the British, continue to the present day. The

mineral resources available on the Plateau include Emerald, Marble, Granite, Tantalite, Columbite, Lead, Zinc, Brytes, Belonite, Cassiterite and Phrochlore. Others are Clay, Coal, Wolfam, Salt, Bismuth, Flouride, Molybdenite, Gemstone and Bauxite.



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.*

Plateau 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 Plateau State subsumed the entire state's executive, legislative and judicial arms of government into one entity which was further divided into 6 (six) key thematic policy areas thus: agriculture and water resources, economy and budget, education, health, infrastructure and finance, and internally generated revenue. The thematic areas were delineated along the line of what is considered as fully representative of the various critical sectors of the economy. Thus, the assessment instruments were developed by the Policy Consultants/Advisors to cover three core issues: (i) the objectives of the assessment for each thematic/sectoral area to be assessed; (ii) the relevant standards, codes and conventions and best practices; and (iii) the questions that the assessment will seek answers to and their specific indicators and benchmarks. Meanwhile, the guiding principles ensured that the peer review assessment process was participatory and inclusive, credible,

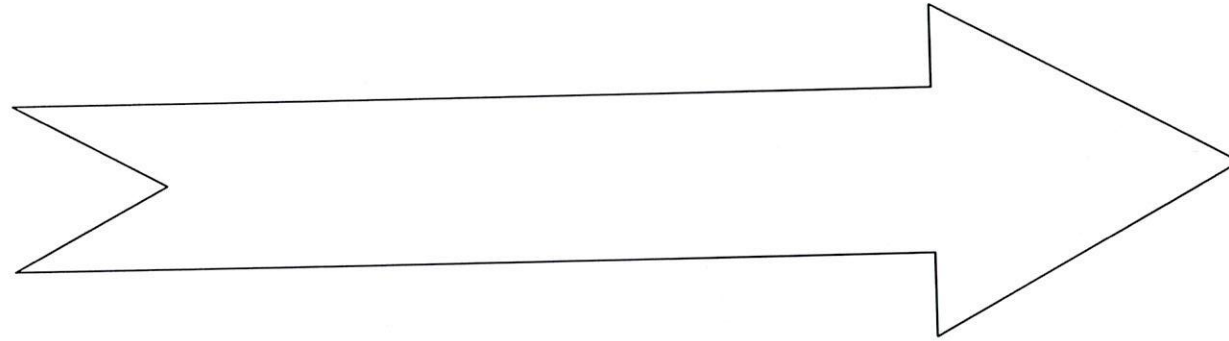
politically non-threatening, and professionally competent. The following were key steps adopted that defined the methodology:

- a. The data and evidence reviews were managed through three principal layers: MDAs' Interactive Sessions in plenary, Technical Sessions with designated State Officials, and an Exit Discussion Session with the Governor. The MDAs' Interactive Session in plenary was followed up with physical confirmatory and observatory and guided inspection visits to designated projects and activity areas.
- b. Two major sources of data constitute the evidence base for this assessment; data from primary and secondary sources. These were instrumented through a randomly domesticated questionnaire which was complemented by desk research for reviewing relevant documentation on the thematic areas. There were also elite/decision-maker interviews and focused group inspection of project sites, operational documents, work decision tools and focused group discussions.
- c. The General Session was conducted to provide opportunity for the State Officials to present their programmes, achievements and challenges in plenary.
- d. Technical Interactive Session was conducted to assist the Peer Review Team to weigh the balance of reliability of the information and related matters contained in the substantive submissions and presentations by the State. Thus, the technical session provided a good opportunity for comprehensive discussions on all issues that would have been otherwise considered too 'sensitive' to be discussed openly in plenary; or those other matters that may have been considered boring to non-related technical persons.

Limitations of the Peer Review Methodology

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

- i. Plateau 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. Plateau State officials were full of lavish praises for the Government. This, in most cases, was in personal capacity. This has increased the level of discount placed on oral submissions as well as the degree of reliance on published documents that are not supported by appropriate schedules and related archival details.
- iii. In addition to the Government's responses to the survey instrument, the assessment of civil society organisations, private sector and the public opinion on service delivery quality were tested through an opinion poll. Thus, Consultants ought to have been engaged for the exercise and the State did not put in place quality assurance measures that would guarantee that the assessment was carried out in accordance with the principles enunciated to guide it.



PART 3: REPORTS ON THE CORE SECTORS

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

AGRICULTURE AND WATER RESOURCES

A) Assessment Indicators: Water

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

B) Assessment Indicators: Agriculture

- ✓ Comprehensive Agricultural Policy
- ✓ Effective and efficient fertilizer distribution system
- ✓ Effective tractor hiring unit (at least 100 units)
- ✓ Micro-credit facilities to farmers

- ✓ Rapid pest control mechanism squad for pest control
- ✓ Well trained extension delivery system
- ✓ Presence of post-harvest processing and storage facilities
- ✓ Co-operatives, farm centres, agricultural, vocational and skill acquisition centres
- ✓ Specialised livestock units

Key Observations

- The Plateau State Government has initiated turn-around-maintenance of the Yakubu Gowon Dana Treatment Plant at the cost of N17, 088,200.00 to improve supply of water to Jos/Bukuru metropolis.
- This government has equally purchased and installed 20kw raw water flyte pump to boost the capacity at Yelwa Water Treatment Plant. Plateau State Government in addition to purchasing water treatment chemicals at the cost of N3m, had purchased pipes for water extension to Longwa and Gorandok communities at the cost of N13,774, 000.00
- The State government's desire to create a self-sustaining agricultural growth to provide food for the population and raw produce for agro-allied based industries is fully on course.
- The government has partnered with an Israeli firm to provide training services to farmers in the state. At the Agricultural Services and Training Centre (ASTC), Kassa and Vom.
- The fish farm built on 120-hectares of land is allegedly be one of the largest in West Africa. Government planned to revive the farm and had begun with a 6km road project to provide access road to the farm. The road project was awarded to AG Vision Nig. Ltd at a cost of N128m.

- Agro-allied industries that could use the agricultural resources of the state profitably in food processing are encouraged to come to Plateau State. Hence, the State is providing access roads to reach every part of the state.
- Government had made arrangements for 320 trucks of fertiliser to be brought to Jos to be sold at subsidized prices. Yet of this number of trucks, only 63 trucks had already arrived which was inadequate for farmers.
- Currently Plateau State Water Board has a total of 18 water schemes in 13 of the 17 Local Government Areas of the State; 8 earth dams with treatment works and the rest motorized boreholes, the total installed capacity is 131 MLD, from which about 80% is being supplied to Jos/Bukuru Metropolis. Plateau State presently has a population of about 3.3 million with about 1.3 million (about 33%) living in the urban town of Jos and Bukuru metropolis. The rapid urbanization in Jos also brings along with it the challenges of meeting the water, sanitation and hygiene promotion needs of the city.
- The state government has an agreement with an Israeli Agric company called EFC. They are to create an agricultural training centre in each senatorial zone. Government has started with the Northern zone.
- Steps are being taken to ensure that each zone on the Plateau is going to have a tractor hiring unit. The state has bought some tractors and hopes that every zone will be equipped with very reasonable number of tractors. Government wants to attract her people, particularly her rural people who constitute over 70 percent of the population so that they will become commercial farmers and be able to feed the State and the nation.

Recommendations

- Government should show its commitment by prosecuting the middlemen who sell of fertilizers above the fixed price.
- Government should set up a task force and whoever is arrested for selling the commodity above the fixed should face the full wrath of the law because it amounts to sabotaging government's efforts to help the common man get fertilizer at a subsidized price.
- Addressing water scarcity problems in the new and highly populated communities should be looked at by the administration.
- Poor sanitation facilities should be a priority of government.
- There should be provision of appropriate framework and committed policies to ensure effective and efficient implementation of plans especially for clean water supply and sanitation programmes
- Coffee production which the Plateau people received with enthusiasm but were affected by unavailable market should be considered for attracting processing factories and market outlets.

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:

- As part of the stated Government's plan to move Plateau State ahead through education, the governor has approved a model technical college at Bukuru, Jos and three model science secondary schools, each in the three senatorial districts of the state.
- Plateau State government has begun a progressive renovation of primary and secondary schools in the state. The government intends to carry out total renovation of ten (10) primary schools in each of the seventeen local governments and also renovate five secondary schools in each of the three senatorial districts of the state.
- Efforts of the State Government to improve education are already felt at the College of Agriculture, Garkawa, Plateau State Polytechnic (Jos Campus) and at the College of Education, Gindiri where renovation works have been completed. At present, massive construction, renovations, provision of facilities, recruitment of qualified teachers and many more projects towards improving the quality of education in the state are ongoing.
- Government has been able to renovate a lot of primary schools.
- The government has also picked five secondary schools each in the three senatorial districts to renovate comprehensively. This was started with the ones that needed very urgent rehabilitation. Construction work for comprehensive renovation of 10 primary schools in every local government

area has been awarded. Government was confident that by the time it was through with them, there would be 170 fully renovated and equipped primary schools, (i.e ten primary schools per each Local Government Area) owned by the state.

- Government had provided instructional materials and trained staffs; various counterpart funds were also paid to access the UBE/ETF facilities.
- At the secondary schools level, money was constantly released to boarding schools for feeding which ended the era of parents sending foodstuffs to their wards, while over 500 graduate teachers mostly mathematics and English graduates have been recruited and posted to various schools.
- The government declared a state of emergency on the educational sector at the start of the current administration, however not much is heard about the emergency turn around in the educational sector.

Policy Recommendations

- ❖ The state of emergency declared on the educational sector by the state government needs to be re-invigorated.
- ❖ The Plateau State University located in Bokkos should be made to be fully operational , whereas all the deficiencies that necessitated initial suspension of activities should be adequately addressed.

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 Indicator: Budget

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

Key Observations

- ❖ To improve the commercial base of the local farmers who have always been victims of poor bargaining at the hands of middlemen in the agricultural marketing sector, the government has

initiated the formation of a Micro Finance Cooperative Society in each of the 17 local government areas to help the farmers access fund.

- ❖ The government is tapping into the state's abundant agricultural and mineral resources to transform the state's economy.
- ❖ The administration undertook a staff audit exercise during which ghost workers were discovered. The exercise seriously reduced the staff strength in the state's civil service. This alone has enabled the state to save about 150 million naira every month which was hitherto siphoned from government coffers through fictitious names.

Recommendations

- ❖ The Jos Main Market, which was once regarded as Nigeria's World Trade Centre, is lying idle and in ruins. Concerted efforts should be made to renovate the rubble or consider an alternative site, given that the present location has been overtaken by unplanned urbanization.
- ❖ Government should consider bringing in a core investor who has both the technical and financial capability to take over the abandoned Rock Hotel. This will boost the IGR of the state.
- ❖ The tourism market needs to be harnessed. The rich cultural festivals of the state should be planned and integrated as into a tourism policy to specify dates and locations to enable tourists across the globe to plan better.
- ❖ The Calabar street festival needs to be studied for possible replication.

STATUS OF THE FISCAL RESPONSIBILITY AND PUBLIC PROCUREMENT BILLS

The Peer Review team learnt that **Plateau State** was yet to pass either the Fiscal Responsibility or Public Procurement Bills. The team urged the State to hasten action on these bills and impressed upon the State the importance of these legislations.

HEALTH

Assessment Indicators

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

Key Observations and Other Findings

- ❖ The deplorable state of health care infrastructure and personnel in the state are set for reversal to improve the quality of health service in various health institutions in the state.
- ❖ Government has plans to renovate and develop cottage hospitals and upgrade three other hospitals to regional health services centres which would act as major referral centres for other hospitals (cottage and comprehensive health centres) around them.

- ❖ Government entered a partnership agreement with a German firm to build a N10bn major specialist hospital between Barkin Ladi and the airport at Heipang and much academic intervention partnership with the University of Jos Teaching Hospital to offer different levels of courses to the state's medical personnel towards updating their skills in medical practice.
- ❖ The state government planned to build a 60-bed hospital in every local government area. It is also looking at the mini hospitals built since the 1980s, upgrading them into 60-bed hospitals, equipped with a delivery room and mortuary facilities. The aim is to ease the burden of just one mortuary in the entire state such that by the end of the projects, each of the 17 local government areas would have an hospital that is fully staffed and equipped with delivery theatre and mortuary facilities.
- ❖ At the inception of the current administration the School of Nursing and Midwifery, Vom which was in such a state of dilapidation that the Nigerian Nursing and Midwifery council had threatened to close it down if it was not rehabilitated. The government has fully equipped the institution to meet the standards of by the Nigerian Nursing and Midwifery Council.
- ❖ Government also provided other medical equipment and computer sets to improve the ICT capacity of the students in both the Schools of Nursing and Midwifery. In all government has committed N118m to do all of the earlier-stated things for the Schools of Nursing and Midwifery, Vom, Plateau State.

Policy Recommendations

- ❖ The target to establish Specialist Hospital one each in the three senatorial districts should be pursued unwaveringly.
- ❖ Measures to retain qualified doctors and other medical experts at the rural areas should be put in place. A deliberate policy that enables those outside the urban centres earn higher remunerations should be put in place.
- ❖ Encourage community ownership of health facilities
- ❖ Increase statutory allocation to health as a matter of urgency
- ❖ Explore public-private-partnership in health care delivery
- ❖ Encourage private sector participation
- ❖ Expand community health insurance

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 used are 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 (8) key PFM indicators are however specified in this Report.

These are as follows:

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

Key Observations

- The government of Plateau State has embarked on the construction of inter-local government roads. These include Mangu-Gindiri-Lere (42.7km) which was handled by Tilley Gyado Construction.
- The Plateau Government has constructed the first flyover in Jos in addition to the dualisation and rehabilitation of other roads in Jos metropolis, all at N9bn; the construction of a road with a bridge across the breath-taking depth of Jimbam River Gorge to link Chip Chiefdom at N253m and another road through a rocky terrain to link Pankshin with Langkan at N613m.
- The State, since 2007, has constructed over 80.5km of local government roads. The government's determination to improve the living standard of the people across the state culminated in the decision of the government to construct at least 6 kilometres of roads in each of the seventeen local government areas of the state. Several of these projects in Bassa (6km) Jos North (6km) Jos South, (8km) Barkin Ladi (6km) Jos East, (6km), Bokkos, (6km), Mangu, (6km), Pankshin (6km), Kanam (6km), Wase (6km), Langtang North (7km) and Shendam (8km) Local Government Areas have reached different levels of completion. These projects are considered as the key pillars of the government that have portrayed the government as having touched the lives of the generality of the ordinary citizens in the state.

- Urban development plans are underway to give the state a befitting facelift. Towards this end, the consultants have produced maps of 25 towns in the state and are about completing work on the Jos master plan.
- Government has introduced the Plateau Geographic Information System, PLAGIS intended to enhance proper planning and location of streets in the Jos/Bukuru metropolis.
- The administration had worked tirelessly to ensure that the state get maximum benefits from partnership with development agencies; in this wise it has offset an inherited backlog of counterpart funds amounting to 1.8 billion naira. This covered those of Universal Basic Education, Millennium Development Goals, U.N.I.C.E.F, and U.N.F.P.

Policy Recommendations

- ❖ The Jos-Bukuru metropolis is fast expanding, it is necessary for the extension of road, water and electricity infrastructures to these new surburbs.
- ❖ Regarding the status of Infrastructure Reporting Mechanism, there was absence of comprehensive data on all projects in a manner that clearly show the status of projects at the beginning of the year, the current year's additions, particulars of payment history in the course of the year, an inclusion statement on the expected and actual funding gaps per project, and project's cash-flow projection. There were no clear-cut indicators that suggested that rigorous algorithms existed for the purpose of project costing

and infrastructure investment appraisal. Thus, data was not adequately available for the purpose of quantitative value -for -money analysis.

- ❖ However, it was not possible to confirm whether there was a system of post-project execution audit. It was observed that multiple project monitoring mechanisms exist within the State. The risk of uncoordinated project monitoring mechanism may arise within the State.

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 Plateau State.
- ❖ There is lack of Integration between Tax Planning, Urban Planning and Urban Regeneration
- ❖ The state government has completed plans to shore up the internally generated revenue base of the state in various ways. First, the state has completed Plateau's Geographic Information System (PLAGIS) which mandates a revalidation of land ownership by individuals in the state. The PLAGIS, will renew all the C of Os and computerise them so that everybody who has not been paying fees on landed properties would now have to pay including arrears.

- ❖ The tax administration of the state is to be reviewed to ensure efficient machinery for revenue collection. To complement this review, the governor said he would be visiting the governor of Lagos State to learn his strategies in 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 Plateau State. The government of Plateau State needs to immediately deploy proactive measures/interventions built on community/grassroots foundations through Strategic Community Involvement Partnership (SCIP); Formation of Plateau Trade Council; and the Development of Standard Operations Procedures for the informal sector.
- ❖ The state government should fully enforce the provisions of the newly created Plateau Geographic Information System (PLAGIS) at the ministry of lands and survey, to be able to fully harness the huge untapped IGR potentials from Land; Housing & Urban Development and 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).

❖ Plateau State has the propensity of increasing its ranking amongst African countries. The State's Gross Domestic Product (GDP), (\$5.15 billion) is greater than that of 20 African countries' GDP. Thus, the State should invite international rating agencies for proper appraisal of the state financial status with a view to attracting Foreign Direct Investment. These countries are listed on the following table.

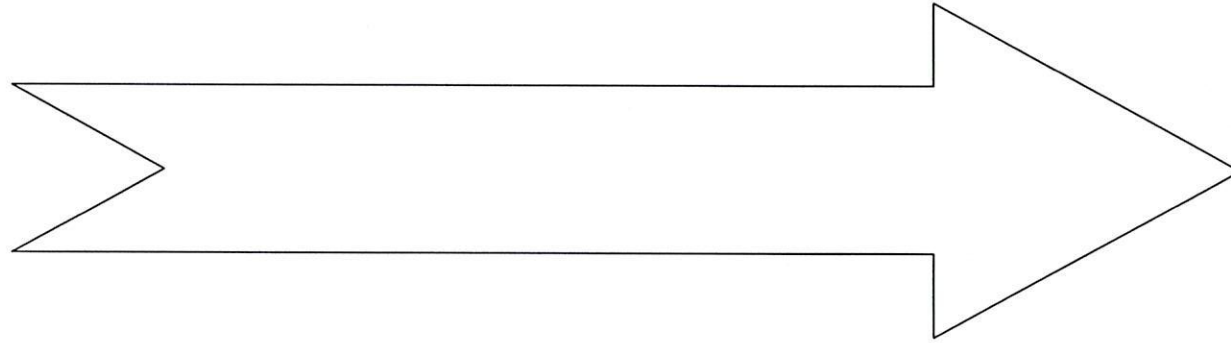
PLATEAU STATE 2007 GDP COMPARED WITH AFRICAN COUNTRIES

Plateau State's Gross Domestic Product (GDP), (\$5.15billion) is greater than 20 African countries' Gross Domestic Product (GDP).

S/N	AFRICA	GDP(\$) BILLION
1	Niger	5.38
1	Guinea	4.52
2	Rwanda	4.46
3	Malawi	4.27
4	Mauritania	3.16
5	Zimbabwe	3.15
6	Togo	2.89
7	Swaziland	2.84
8	Central African Republic	2.00
9	Sierra Leone	1.95
10	Cape Verde	1.74
11	Lesotho	1.62
12	Eritrea	1.48
13	Burundi	1.10

14	Djibouti	0.98
15	Liberia	0.85
16	Seychelles	0.82
17	The Gambia	0.81
18	Comoros	0.53
19	Guinea Bissau	0.46
20	Sao Tome and Principe	0.18

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



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

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

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

❖ Policy Consultants/Advisors

The Technical Working Group (TWG) for the implementation of the findings of this report will be composed of all the Policy Consultants/Advisors that conducted the 1st Peer Review Exercise. Additionally, other subject experts and seasoned practitioners - drawn from academia and private sector – shall also serve as review experts. Accordingly, the Policy Consultants/Advisors through the NGF Secretariat shall be responsible for assisting Plateau 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 Plateau State especially in those areas of weakness highlighted in this Report. Therefore, the Plateau State Government is expected to leverage this advantage by working with the NGF Secretariat to explore the huge Technical Assistance opportunity that this Peer Review Exercise provides through the Development Partners.

❖ NGF Secretariat

The NGF Chairman, shall provide the overall leadership; this should be supported by all the Governors, especially in ensuring that the highlighted critical observations are noted and the policy recommendations implemented. The Director-General, NGF via the NGF Secretariat shall implement all decisions arising from the Peer Review Report after consultations with and the approval of His Excellency, The Executive Governor of Plateau 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

PLATEAUIA GOVERNORS' FORUM

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