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SEEDS Review – South South Zone

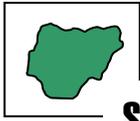
by

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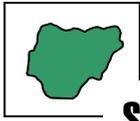
1.0 SUMMARY OF THE FOCAL AREAS OF SEEDS IN THE SOUTH-SOUTH ZONE

1.1 Achievement of Universal Basic Education by 2015 (MDG 2)

Without exception, all the states in the SS Zone have expressed commitment to: extending the supply of basic education through improving access (construction or rehabilitation of primary schools, non formal education, etc); and raising the quality of education (teacher training, school books, curricular development, education management, etc.). The UBE programme, which has as its objective to ensure that all children in the 5-14 year old age group are in school and able to complete 9 years of basic education, reinforces this position in the majority of South-South States. Furthermore, pupil/teacher ratios, as well as enrolment and completion rates of girls, are targets for improvement in all the states; and with rapidly expanding enrolment, especially since year 2000, there is also evidence of commitment to paying increased attention to quality at all levels of learning. Vocational training, both for youths and women, is another area of focus.

Equity and balance in the delivery of education is equally emphasized. The policy priority seeks to redress the gender bias that had prior to this time, been a feature of the educational system. Education of the girl-child, to achieve gender equality in primary, secondary and higher education, is thus an issue of deliberate policy. There is, however, a concern that adequate attention has not been paid to issues of equity between different administrative areas (e.g. between urban and rural areas), disparities in access to resources to improve access and quality of primary education, differentials in retention, completion and transition rates. There is also a lack of prominence in addressing issues of HIV/AIDS, given its consequences for education, both in terms of the teacher:student ratios and the increase in the number of vulnerable children.

Dis-aggregation (between girls/boys and urban/rural) in tackling equity is also a necessity for reaching MDG2. While most attention has been put on supply, less support has been given to stimulate the demand for primary or basic education. This area of education is closely linked to progress on the other MDGs, given the linkages between poverty and education, health and education, drinking water and education as well as gender and education, and of education and employment. To ensure the achievement of gender parity in primary and secondary education by end 2005, and in all levels of education no later than 2015, and that gains made over the last decade in women's rights in critical areas, such as participation in economic and political decision making and sexual and reproductive rights, are sustained, there is a necessity for gender disaggregated data to assist in periodic measuring and monitoring of the effectiveness and gender-responsiveness of the policy thrust in these states.



1.2 Promotion of Gender Equality and the Empowerment of Women (MDG 3)

Most of the States recognize **Gender mainstreaming** as a **cross-cutting theme** in their SEEDS document and have attempted to reflect gender equality in most of their SEEDS-related activities. This follows from the acceptance of the fact that none of the MDGs can be achieved on a sustainable basis, without addressing gender inequalities. The strong correlation between the incidence of poverty and the fact that women are most affected by HIV/AIDS re-enforces the case for improving the status of women and the promotion of gender equality as a human right. A number of policy priorities are thus built around strengthening women's rights, access to resources, education, and political and economic participation. Examples include pronouncements on affirmative action with respect to political appointments and commitments to funding capacity-building programmes aimed especially at women and girls, etc.

Apart from indications that the States support programmes aimed at ending gender disparities, another focal area is the enhancement of greater participation of women in economic activities and in the workforce. This addresses the possibilities of women's access to assets such as land or property; and access to credit for women entrepreneurs. Women's participation in economic activities is also encouraged through support for formation of cooperatives – to facilitate their revenue generating activities. There is also literacy and vocational training programmes for women and girls to make them aware of and train them in micro-credits and other business support activities that enhance their income-generating abilities.

1.3 Reducing Child Mortality (MDG 4)

The Convention on the Rights of the Child has been ratified by all the States, and one of its essential principles is the right to survival. Countries have all accepted a code of binding obligations to ensure children's access to basic services and to guarantee equity of opportunity for children to achieve their full development. Besides the overall relation with poverty reduction, MDG4 is clearly interlinked with MDG1 (reducing malnutrition), MDG5 (improving maternal and neonatal care), MDG6 (HIV and malaria prevention and treatment) and MDG7 (water and sanitation).

Following from the above, the entire SEEDS policy document in the Zone express a clear commitment to redressing the situation where thousands of children die every day before reaching their fifth birthday, from factors such as: malnutrition and environmental hazards (unsafe water, hygiene and unsafe deliveries – including exposure to HIV transmission and malaria). Access to modern water and energy facilities have a significant impact in reducing the risks that unsafe water have on diarrhoea diseases and acute respiratory infections in children.

However, beyond the pronouncements, there is a noticeable absence of SMART indicators. These are time-bound goals with a set of intermediate targets and benchmarks during the course of the decade (2000-2010). MDG4 has targets, such as a 90% Expanded Programme of Immunisation (EPI) coverage rate by 2005. The need for the development of clear and equitable health financing mechanisms, and to earmark specific health areas and projects, with a focus on mother and child health programmes, communicable diseases and health policy and management is, therefore, indicated as a necessity – to ensure that the set targets are achieved.



1.4 Improving Maternal Health (MDG 5)

Closely related to child health priorities – vaccination, the eradication of poliomyelitis and other preventable childhood diseases, are: the fight against maternal mortality; reduction of foetal-maternal risk (prevention of maternal and child mortality); and the fight against HIV/AIDS, which focuses on pregnant women. In the SS Zone, as in the rest of Nigeria, many women die in the course of pregnancy. Millions more die due to causes which are avoidable or easily treatable. A significant proportion of infant mortality is also associated with poor maternal health, and there are strong links between actions on MDG5, and actions needed on MDG4, MDG6 and MDG7, to reduce infant and child mortality.

All the States in the Zone have committed to improve maternal health, mainly through training of health workers and the rehabilitation of maternal health facilities. However, in spite of major achievements in increasing knowledge and demand for contraceptives, demand is often not met due to problems of delivery or due to factors which limit women's right to control their own fertility. A massive gap remains in ensuring access to reproductive rights and supplies and services which are directly linked to women's health, maternal ill-health and child survival. In all the States, the average MDG investment needs for health for the period may need to be reviewed.



AKWA IBOM STATE REVIEW

1.0 Akwa Ibom State Review

1.1 Profile of Akwa-Ibom

Akwa Ibom State was created on 23rd September 1987 when it was carved out of Cross River State. The following are the major economic features of Akwa Ibom State.

- Population – 3.44million
- GDP per capita – N1,499.25 (per annum)
- Number of Local Government Areas – 31
- Poverty Prevalence – 60%
- Unemployment Rate – 60%

1.2 Introduction

Akwa Ibom State Economic Empowerment and Development Strategy (SEEDS) was developed as the equivalent of the National Economic Empowerment and Development Strategy (NEEDS), which is the economic development blueprint for the entire country. Akwa-Ibom SEEDS has recommended strategies for the development of the state, based on identified strengths and weaknesses. This analysis is an assessment of the suitability and adequacy of the process adopted for the preparation of the state's economic development programme. Akwa Ibom SEEDS has three defined long-term goals: wealth creation; employment generation; and poverty reduction.

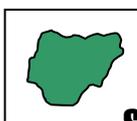
The state intends to accomplish these goals through the adoption of the following mechanisms: price stability, equitable distribution of income, rural development, and eradication of illiteracy and development of human capital, improvement in healthcare delivery, efficient government, promoting gender equality and promoting good governance.

The analysis has been carried out along four parameters: Policy; Budget and Financing; Implementation; and Monitoring and Evaluation.

2.0 Policy Component

2.1 Priority Linkages/Disparities between Needs and Seeds In the Priority Sectors

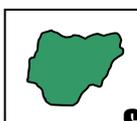
S/N	Sector	Comment	Notes
1.	Agriculture	Adequate	Akwa Ibom SEEDS has a chapter dedicated to the growth of the state's agricultural sector. Emphasis in this chapter has been placed on the stimulation of production in food crops, cash crops, livestock, fisheries, agricultural mechanisation and plantation agriculture, infrastructural requirements, forestry and the creation of cooperatives.



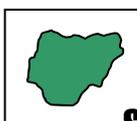
S/N	Sector	Comment	Notes
2.	SME	Adequate	Within the chapter on Industrial Development, Commerce and Tourism, there is a section on the growth and development of SMEs in Akwa Ibom. The state government's focus is on the promotion of SME clusters in the state and the creation of an SME equity investment and credit scheme.
3.	Infrastructure	Adequate	Akwa Ibom SEEDS has a chapter dedicated to infrastructural development in the state. The range of infrastructures considered in this chapter is: electricity, transportation, water and telecommunications.
4.	Education	Adequate	Akwa Ibom SEEDS has a chapter focused on education and its development at all levels – primary, secondary and tertiary.
5.	Health	Adequate	Akwa Ibom SEEDS has a detailed chapter on the state of health care services in the state and on the priorities for enhancing the health status of the citizenry. Emphasis is also placed on measures for curbing the spread of HIV/AIDS and other communicable diseases.
6.	Public Sector Reforms	Adequate	Akwa Ibom SEEDS focuses significantly on public sector reforms. Attention is paid to improving the public services, especially with regard to enhancing the effectiveness of the civil service and on public finance reforms.

2.2 Relationship between Situation Analysis, Policy Thrusts, Targets and Strategies

S/N	Sector	Comment	Notes
1.	Agriculture	Fairly Adequate	<p>The situation analysis is highly detailed with very relevant information and data on the current state of performance of the agricultural sector in the state. A number of strategies have also been articulated for each of the sub-components.</p> <p>However, a weakness exists in the linkage between the targets and situation analysis. The targets are not sufficiently specific, focused and time-bound. This has negative implications for the strategies which lack sufficient focus on the key challenges. Despite this weakness, nonetheless, there is sufficient linkage between the situation analysis, targets and strategies.</p>
2.	SME	Inadequate	The situation analysis on SME provides a satisfactory insight into the major areas of SME activity in Akwa Ibom state. The major challenges facing the sector are also identified. In addition, already-initiated government projects to stimulate the sector are dwelt upon. The weakness lies in the targets for the sector. They are not specific and not time-bound. The strategies are very vague, without sufficient reference to the peculiarities of the sector as described in the situation analysis.

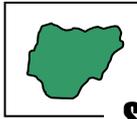


S/ N	Sector	Comment	Notes
3.	Infrastructure (Water)	Inadequate	The situation analysis is detailed with valuable information and data on water coverage in the state, the challenges and constraints facing the sector. However, the targets seem unrealistic considering the information in the situation analysis. Increasing water coverage from 2% in 2005 to 75% in 2007 is an extremely daunting task and the strategies to accomplish this task are not sufficiently specific to the targets
	Infrastructure (Electricity)	Inadequate	While the situation analysis contains a general description of the electricity situation in the state, it fails to provide specific information on the exact number of communities with access to electricity, the amount of electric power supplied to the state from the national grid and an estimate of the amount of power required. The target of 100% electricity coverage by 2007 cannot be justified against the backdrop of the information provided in the situation analysis.
	Infrastructure (Telecoms)	Fairly Adequate	The situation analysis is brief but provides details of the present status of telecommunications in the state. The targets are well aligned with the situation analysis. However, details include ways of enhancing postal (surface) communications in the state but there is no reference to this in either the situation analysis or amongst the targets.
4.	Education	Fairly Adequate	Relevant details and information on education at different levels in the state are provided in the situation analysis. Statistics on enrolment levels, rural and urban coverage as well as challenges and constraints facing the sector have been provided. Some of the targets are not sufficiently specific, thus making measurement and tracking difficult. The strategies are not very well aligned with the targets, although they focus on the issues articulated in the situation analysis.
5.	Health	Inadequate	Although the report has a lengthy situation analysis, there is insufficient linkage between the situation analysis, the targets and the strategies. The set targets and strategies are extremely vague, and lack focus and specificity.
6.	Public Sector Reforms	Inadequate	The situation analysis provides a high-level, cursory overview of the inefficiencies of the public services. However, the specific challenges facing the public services especially regarding its operations is not specified. In addition, there are no set targets and the strategies are very generic and non-specific.

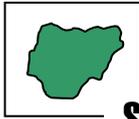


2.3 Whether Timelines for Targets Are Realistic

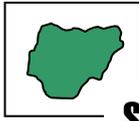
S/N	Sector	Targets	Comment	Notes
1.	Agriculture	<ol style="list-style-type: none"> 1. 75% increase in the level of improved technologies 2. Reduction by say 75% of post-harvested losses in 4 years time 3. Lengthening the cropping season by 75% by 2007 4. Mechanisation of 25% of all farms in the next 4 years 	Inadequate	Majority of the targets are not specific and their accomplishment cannot be easily measured. For example, the second target is to reduce post-harvested losses by say 75%. This is extremely non-specific and the current level of losses is not known.
2.	SME	<ol style="list-style-type: none"> 1. The state would generate/ produce at least 300 well-trained and resourced entrepreneurs annually in the next four years in different fields, including agro-based businesses. 2. Promote development of at least ten viable micro-finance institutions to serve the needs of micro, small and medium enterprises by disbursing at least 50% of their funds annually. 3. Support the training of at least 30% of the state's micro entrepreneurs run by women and 20% of those run by men in basic managerial functions annually over the next four years. 4. Transform the informal sector by requiring 100% registration of all enterprises and facilitate the development of their industrialisation. 	Inadequate	These targets are not specific and cannot be measured, based on the content of the situation analysis. For example, fourth target is a near impossibility in the lifespan of this strategy if the state is yet to know how many informal businesses exist in the state.
3.	Infrastructure (Water)	<ol style="list-style-type: none"> 1. Adequate water supply to be made available to at least 75% of the state's population by 2007. 2. Rural areas to get over 60% of available water schemes by 2007. 	Inadequate	Though these targets might appear specific, they might not be realistic based on the information and data provided in the situation analysis.



S/N	Sector	Targets	Comment	Notes
				For example, the current level of water coverage in the state is 2% but and the first target is to increase this to 75% within two years.
	Infrastructure (Transportation)	<ol style="list-style-type: none"> 1. The government would complete all on-going road projects in the state by 2004. 2. Construction of four landing jetties and jetties at Oron, Mbo, Itu and Ikot Abasi would be rehabilitated by the end of 2007 	Inadequate	The first target is more like a statement than a specific and measurable target. The second target does not specify where the additional jetties would be located and for what objective they are to be constructed.
	Infrastructure (Electricity)	1. Achieve uninterrupted (100%) electric power supply in all parts of the state within two years	Inadequate	Based on the description provided in the situation analysis, accomplishing 100% power supply is an almost unrealistic task.
	Infrastructure (Telecoms)	1. To have at least 10% internal penetration, doubling of the number of NITEL lines from the current 9,000 and doubling of the number of GSM lines to 40,000 by 2007.	Adequate	Based on the current level of telecommunication s penetration in the state, this target seems realisable.
4.	Education	<ol style="list-style-type: none"> 1. Adequacy of funding at all levels of education, ensured by an allocation of at least 25% of the state's budget for the sector in the next three years and beyond. 2. Support for technical education by allocating an adequate budget for the take-off of the state university of education. 3. Enrolment to be raised and sustained at 100% for primary and secondary schools for both male and female students and tertiary enrolment to be increased annually by 	Adequate	These targets and specific and achievable, based on the status of education in the state presented in the situation analysis.



S/N	Sector	Targets	Comment	Notes
		<p>20% over the next three years.</p> <p>4. Ensure high quality of education by increasing credit passes in SSCE by over 50% every year.</p> <p>5. To increase teachers' remuneration by at least 10% annually in order to raise and sustain the motivation of teachers.</p> <p>6. Update the schools' curricula at all levels once every three years to reflect societal relevance</p>		
5.	Health	<p>1. The government would establish at least 40% comprehensive health care delivery systems in the state based on primary health care that is preventive, restorative and rehabilitative within the next three years.</p> <p>2. Particular attention in healthcare would be given to high risk groups such as young mothers, children, the handicapped and the elderly.</p> <p>3. The spread of the HIV/AIDS pandemic would be arrested and reversed so that the incidence is reduced to almost 1% of the population by 2007.</p>	Inadequate	These targets are unclear, lack specificity and realism. The second target is not an actual target while the third target is not realistic considering the trend of the HIV/AIDS prevalence rate in the state.
6.	Public Sector Reforms	N/A	Inadequate	No clearly-stated targets available.



2.4 Defined Priority Areas That Address Mdgs

Millennium Development Goal	Comment	Notes
Goal 1 – Eradicate extreme poverty and hunger	Adequate	Akwa Ibom SEEDS clearly states in the introductory chapters its objective to focus on poverty and hunger elimination.
Goal 2 – Achieve universal primary education	Adequate	One of the targets for the education sector is to achieve 100% primary school enrolment for all male and female children.
Goal 3 – Promote gender equality and empower women	Adequate	Akwa Ibom SEEDS has a dedicated chapter on women and youth empowerment. In addition, attention has been paid to women empowerment in some of the subsequent sectoral strategies.
Goal 4 – Reduce child mortality	Inadequate	Although reference is made to the child mortality in the chapter on health services, there are no specific targets and strategies for child mortality reduction in the report.
Goal 5 – Improve maternal health	Inadequate	Although reference is made to the maternal health in the chapter on health services, there are no specific targets and strategies for maternal health improvement in the report.
Goal 6 – Combat HIV/AIDS, malaria and other diseases	Adequate	The HIV/AIDS section in the health services chapter specifies measures for combating the spread of the disease in the state.
Goal 7 – Ensure environmental sustainability	Adequate	The environment chapter in the report stipulates measures for preventing and repairing environmental damage in the state.

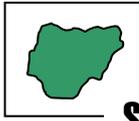
2.5 Gender Mainstreaming

Comment	Notes
Adequate	There is a specific chapter devoted to women and youth empowerment in the Akwa Ibom SEEDS report. In addition to the above, there is an attempt to streamline gender issues in other sections of the report such as agriculture and SME development.

2.6 Identified Pilot Projects:

Akwa Ibom SEEDS has identified four potential pilot projects for state-wide execution. A description of each of these programmes is provided in the chapter on pilot projects in the report.

Pilot Projects	Comment	Notes
1. Employment-Intensive Road Construction Programme	Adequate	This project can be replicated in different parts of the state
2. Information Technology Skill Development Programme	Adequate	This project can be replicated in different parts of the state
3. Entrepreneurship (management skills training) Skills Development Programme	Adequate	This project can be replicated in different parts of the state
4. Informal Sector Capacity Building Programme	Adequate	This project can be replicated in different parts of the state

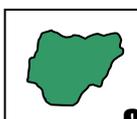


3.0 Budget and Financing

Component	Comment	Notes
Identified revenue sources – FAAC, IGR, VAT, Loans etc	Inadequate	The state’s revenue sources are well represented over a historical period (1997-2004). However, revenue sources for the implementation of the SEEDS programme are not provided.
Costing and projection of priority areas. Identify the costing structure e.g. when it is budget compliant	Inadequate	While programmes for priority development areas have been prepared, there is no evidence of project costing in the strategy document.
Identified spending distribution for the period costed by capital and recurrent	Inadequate	There is no projected spending distribution in the document – either capital or recurrent budgetary expenditure.
Identified spending priorities, where gains are quantified in annual aggregate and state plans for such gains	Inadequate	While reference has been made to the allocation of specific proportions of the state budget to priority sectors, specific quantifiable expenditures have not been identified.
Cost sharing – LGA’s, PPP, NGO’s, Donors etc	Inadequate	No evidence of such sharing projections
Clearly indicated funding gaps and the solutions adopted or to be adopted by states to resolve such gaps	Inadequate	While the state’s funding position with respect to financing sources have been represented, the actual projected revenues and existing gaps have not been identified.

4.0 Implementation

Component	Comment	Notes
Identified institutional arrangement for implementation (responsible agencies with particular reference to line ministries)	Inadequate	A generic implementation framework and its components has been thoroughly described in Chapter 18, the exactness of how this would apply to implementing Akwa-Ibom SEEDS is not very clear.
Roles of different stakeholder groups (private sector, NGO’s, civil society, donors and other forms of partnership)	Adequate	The introductory chapters state the involvement of these groups in the formulation of the strategies. However, the roles of these groups in implementation have not been articulated.
Identified specific risks and mitigation	Adequate	In the introductory chapters, the threats facing the state and their implications for its development have been identified. In addition, some measures of hedging and mitigation have been identified.
Defined action plan	Adequate	Volume 2 of Akwa-Ibom SEEDS is titled ‘Strategic Programming’ and is dedicated to programmes of action.



5.0 Monitoring and Evaluation

Component	Comment	Notes
Defined mechanisms for monitoring and evaluation	Inadequate	A generic monitoring and evaluation framework has been thoroughly described in Chapter 18. A schematic for monitoring and evaluation for Akwa-Ibom has also been developed. However, the exactness of how this would apply to implementing Akwa-Ibom SEEDS is not very clear.
Defined verifiable/measurable indicators (as may be seen in an action plan)	Adequate	In the programmes of action, measurable frameworks for monitoring performance on a periodic basis have been built into the sectoral evaluation templates. These can be seen in Volume 2 of the report.

6.0 Conclusions

- Akwa Ibom SEEDS is focused on the development of Akwa Ibom society through the efforts of both the public and private sectors.
- Akwa Ibom has placed considerable emphasis on the social aspects of development – education, health, environment, women and rural development.
- Significant emphasis has also been placed on the development of infrastructure – transport, water, electricity – and also on stimulation of SME growth in the state.
- Public sector reforms, although covered in the report, has been given less attention in terms of information and detail.
- The situation analyses for most sectors in Akwa Ibom SEEDS have been thoroughly prepared and contain considerable, relevant data and statistics.
- A general observed weakness of Akwa Ibom SEEDS is the target-setting and strategy formulation components in most of the sector chapters. A lot of the targets lack specificity and focus while majority of the strategies are not in alignment with the strategies. Also, some of the targets in the core/priority sectors might be too ambitious and somewhat unrealistic.
- The implementation for most of the strategies and suggested projects is the government. Direct private sector participation in the implementation of initiatives is not pervasive in such core sectors as infrastructure, industrialisation and SME.
- The strategies should be costed and provision for their financing made in the state budgets from 2005-2007.
- A robust institutional arrangement(s) for the implementation and monitoring of the strategy should be developed in order to ensure proper fine-tuning, monitoring and implementation.

BAYELSA STATE REVIEW

1.0 Bayelsa State Review

1.1 Profile of Bayelsa State

Bayelsa State was created in October 1996 out of Rivers State. The following are the major features of Bayelsa State:

- Population – 2.2 million
- Number of Local Government Areas – 24
- Income per capita – \$280 per annum
- HIV/AIDS Prevalence Rate – 4%

1.2 Introduction

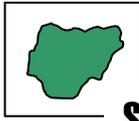
The Bayelsa State Economic Empowerment and Development Strategy (SEEDS) was developed as the state-level equivalent of the National Economic Empowerment and Development Strategy (NEEDS). NEEDS is the national economic blueprint of the current national administration of the country and SEEDS was conceived as a blueprint to support the translation of NEEDS into reality at the level of ordinary Nigerians. Bayelsa State has developed its strategy to address the development, economic and social challenges that it faces. The principal objectives of Bayelsa SEEDS are as follows: reduction in the levels of unemployment, poverty and inequality; sustainable economic growth and development; higher levels of agricultural productivity; universal and appropriate education; improved health care services; improved infrastructure; promotion of the private sector; efficient governance; and spiritual and moral development of the people.

This analysis is an assessment of the Bayelsa state strategy along the following four parameters: policy; finance and budgeting; implementation; and monitoring and evaluation.

2.0 Policy Component

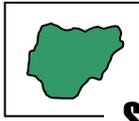
2.1 Priority Linkages/Disparities between SEEDS and NEEDS – Agriculture, SME, Infrastructure, Education, Health, Public Sector Reforms

S/N	Sector	Comment	Notes
1.	Agriculture	Adequate	There is a chapter on developing agriculture in Bayelsa SEEDS.
2.	SME	Adequate	There is a chapter on the development of SMEs in Bayelsa SEEDS.
3.	Infrastructure	Adequate	There is a section on infrastructure development, focusing electricity and transportation.
4.	Education	Adequate	Bayelsa SEEDS contains a chapter on the improvement of education in the state.
5.	Health	Adequate	There is a specific chapter on healthcare and another on HIV/AIDS. It focuses on measures for enhancing health care at all levels.
6.	Public Sector Reforms	Adequate	There is a dedicated section on public sector reforms and improving governance in Bayelsa SEEDS.

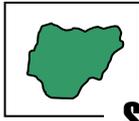


2.2 Relationship between Situation Analysis, Policy Thrusts, Targets and Strategies

S/N	Sector	Comment	Notes
1.	Agriculture	Inadequate	<p>The situation analysis does not identify the specific comparative advantages of agricultural activity in Bayelsa state. Although it is stated that agriculture is the major economic activity in the state, despite the preponderance of petroleum as the major source of finance, the specific types of agricultural activities in which majority of people are engaged is not explicitly stated.</p> <p>Although the major challenges and constraints faced by the sector are enumerated, the context for these is unclear because the situation analysis does not provide sufficient information on the current level of activity in the sector.</p> <p>Targets, strategies appear isolated because there is only minimal linkage between situation analysis and subsequent sections. For example, one of the targets is to 'commence commercial production of cassava, plantains, pineapples, banana and rice by 2007'. There is no link between this target and the background information provided in the situation analysis.</p>
2.	SME	Inadequate	<p>Although the situation analysis states clearly that the majority of businesses in the state are SME in nature, the specific types of SME activity in which these businesses are engaged have not been identified.</p> <p>The policy thrusts, targets and strategies are unclear and somewhat confusing. There is an apparently heavy emphasis on how the government intends to stimulate SME growth but these measures lack specificity. This makes implementation and monitoring extremely difficult. For example, some of the measures identified for stimulating SME growth are as follows: 'Promote and develop indigenous technology' and 'Enhance income distribution'. The specific technologies to be developed are not identified and the current level of income distribution is not stipulated.</p>
3.	Infrastructure (Transportation)	Inadequate	<p>The challenges associated with developing a suitable transport network for the state are clearly identified. However, the current state of the transportation sector in terms of mileage of tarred roads, number of communities with accessible road networks, number of communities with ferry services, current mileage of roads under construction is absent.</p> <p>The targets lack clear timelines and are not sufficiently focused. Although the strategies possess timelines, the basis for their articulation is unclear owing to the absence of sufficient detail in the situation analysis. In addition, the strategies appear to be too many for a medium-term plan.</p>

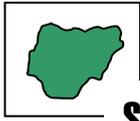


S/N	Sector	Comment	Notes
	Infrastructure (Electricity)	Adequate	Situation analysis is sufficiently detailed in terms of the current level of electricity supply and consumption. The targets and strategies are specific, focus and suitably-linked with the situation analysis.
	Infrastructure (Water)	Inadequate	The situation analysis is devoid of baseline information and data on the water sector. Water coverage in both urban and rural areas is not specified. Therefore, the basis for the identified problems and constraints is unclear. There is not foundation for the strategies that have been articulated because the situation analysis does not present an objective picture of the state of the water sector in the state.
4.	Education	Inadequate	<p>The report contains a brief situation analysis on the current state of education in Bayelsa. Very relevant data on the state's education sector are absent, such as gender distribution and sectoral challenges at different levels – primary, secondary and tertiary. These also link very well with the thrusts, targets and strategies.</p> <p>However, the targets could be made more specific and the strategies are too generic in nature. For example: 'Ensure that 80% of educational institutions at all levels have conducive teaching and learning environments by 2007'.</p>
5.	Health	Adequate	The report's situation analysis on healthcare is very detailed and highlights the priorities, challenges facing the sector. Baseline data on health care and morbidity are provided and also data on the state's health management system. The targets and strategies are also well-linked with the situation analysis.
6.	Public Sector Reforms	Inadequate	<p>The situation analysis does not sufficiently describe the state of the public sector in the state. The current status is described only at a very high level. Sufficient attention is not paid to the specific challenges of the public services and the inhibitors to efficient discharge of responsibilities.</p> <p>What is required is a more thorough picture of the extent to which the public services currently discharge their functions properly and the factors responsible for the current performance status. Also, the educational, demographic and functional mix of the civil service should be presented in greater detail. Although the number of civil servants is stated, insufficient reference is made to their educational qualifications, gender mix and other indices.</p>

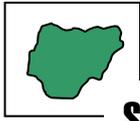


2.3 Whether Timelines for Targets are Realistic

S/N	Sector	Targets	Comment	Notes
1.	Agriculture	<ul style="list-style-type: none"> No clearly-stated targets 	Inadequate	The targets and strategies have been muddled-up without a clear distinction between them.
2.	SME	<ul style="list-style-type: none"> To adequately provide infrastructural facilities such as power, water, road and telecommunications from 2005-07. To identify feasible, viable and profitable projects and encourage private investors to establish industries. To intensify entrepreneurial and skills development training from 2005-07. To enforce entrepreneurial and skills development training from 2005-07. To enforce the law, protect lives and property to make the state more attractive to investors. 	Inadequate	The failure of the situation analysis to provide sufficient detail on the state of SME in the state means that majority of these targets is without a basis. In addition, some of the targets (e.g. target #5 is not a target but a broad statement.
3.	Infrastructure (Transport)	<ul style="list-style-type: none"> There are no clearly stated targets. 	Inadequate	The targets and strategies have been muddled-up without a clear distinction between them. The targets and strategies have been muddled-up without a clear distinction between them.
	Infrastructure (Electricity)	<ul style="list-style-type: none"> To provide electricity to all LGA headquarters' by 2007. To liaise with the federal government to ensure connection to the national grid by 2007. To establish another gas turbine station by 2007 To provide electricity to the rural communities through gas turbine transmission and diesel generators. 	Adequate	The majority of the targets, with the exception of the last one, have realistic time-lines on the basis of the situation analysis. However, the fourth target is not time specific.



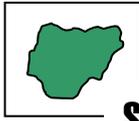
S/N	Sector	Targets	Comment	Notes
	Infrastructure (Water)	<ul style="list-style-type: none"> There are no clearly-articulated targets for the water sector 	Inadequate	There are no clear targets for the water sector in this report.
4.	Education	<ul style="list-style-type: none"> To increase the percentage of graduates of primary schools who acquire functional and numerical skills to 80% by 2007. To ensure that by 2015 every boy and girl will be able to complete a full course in primary education. To ensure that 80% of teachers at all levels are professional by 2007. To ensure that 80% of educational institutions at all levels have conducive teaching and learning environments. To eliminate gender disparity in primary and secondary education by 2007 and at all levels by 2015. To review the curricula at all levels to meet the demands of a technology-driven economy. To reduce by 50% the number of examination malpractice cases in the state by 2007. To reduce the number of cultism cases in institutions by 80%. To increase the level of adult literacy from 57% to 60% by 2007 	Inadequate	While some of the targets have a linkage with the situation analysis, majority of them are not sufficiently specific and measurable. In addition, the basis for some of these targets is unclear because the baseline information and data for their setting is absent from the situation analysis.
5.	Health	<ul style="list-style-type: none"> To reduce infant mortality from 202 to 115 per 1,000 by 2007. To reduce the incidence and mortality from communicable diseases by at least 20% by 2007. To provide primary health care facilities to 30% of the population by 2007. To complete and commence utilisation of Yenagoa General Hospital by 2007 To increase the number 	Adequate	Majority of the targets are well-stated and can be measured from data provided in the situation analysis.



S/N	Sector	Targets	Comment	Notes
		<p>of referral hospitals from one to three by 2007.</p> <ul style="list-style-type: none"> To establish specialised health care projects such as eye, orthopaedic and psychiatric centres by 2007. 		
6.	Public Sector Reforms	<ul style="list-style-type: none"> There are no clearly-articulated targets for the public sector reforms in Bayelsa SEEDS 	Inadequate	There are no clear targets for the water sector in this report.

2.4 Defined Priority Areas that address MDGs

Millennium Development Goal	Comment	Notes
Goal 1 – Eradicate extreme poverty and hunger	Inadequate	The executive summary and preface of the report identifies extreme poverty as one of the most prominent challenges that the state is facing. However, in the entire report, there is no clearly articulated approach to eradicate poverty either through public support or through private sector empowerment.
Goal 2 – Achieve universal primary education	Adequate	The education section makes it explicitly clear that the state has an objective to achieve universal primary education by 2015.
Goal 3 – Promote gender equality and empower women	Inadequate	Although there is a chapter titled ‘women, youth and social development’, the challenges described are not sufficiently specific to the predicament of women in Bayelsa society. The targets and strategies are also not sufficiently specific to the issue. The subject matter is handled from a very broad, high-level and generic perspective rather than focused on the peculiar challenges faced by women in Bayelsa state.
Goal 4 – Reduce child mortality	Adequate	The chapter on healthcare clearly stipulates what the current child mortality rate is. Targets have been set and strategies articulated to address this challenge.
Goal 5 – Improve maternal health	Adequate	The chapter on Healthcare clearly stipulates what the current maternal health rate is. Targets have been set and strategies articulated to address this challenge.
Goal 6 – Combat HIV/AIDS, malaria and other diseases	Adequate	The chapters on Healthcare and HIV/AIDS articulate the major problems associated with managing the disease burden of the state. Measures for managing these challenges have also been articulated.
Goal 7 – Ensure environmental sustainability	Inadequate	<p>The Environment chapter of the report describes the state of environmental management and the incumbent challenges. Measures for managing the environment are also stipulated.</p> <p>However, the measures/strategies for managing environmental challenges should be made more specific, especially considering the scale of environmental-related activities associated with oil production in the Niger delta. The section (situation analysis, targets and strategies) are too generic and requires a higher level of specificity and focus on the core issues.</p>



2.5 Gender Mainstreaming

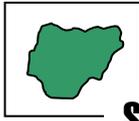
Comment	Notes
Adequate	A specific chapter exists in the report on 'Women, Youth and Social Development'.
	However, gender disparity is described from a generic perspective, with little reference to the specific challenges in Bayelsa. Policy thrusts, objectives and targets for the vulnerable groups are somewhat broad, vague and lack effective linkages with the situation analysis.
	Though the strategies are focused on particular government-sponsored initiatives, linkage with situation analysis is not very strong. This might be the result of the fact that the situation analysis does not contain much Bayelsa-specific information and background.

2.6 Identified Pilot Projects

No pilot projects have been identified in the Bayelsa State SEEDS

3.0 Budget and Financing Component

Component	Comment	Notes
Identified revenue sources – FAAC, IGR, VAT, Loans etc	Inadequate	Projected FAAC and VAT figures are absent from the report. The only IGR figure provided is for 2004.
		The state has set a target to increase Internally Generated Revenue (IGR) from N1billion in 2004 to N2.4billion by 2007.
Costing and projection of priority areas. Identify the costing structure e.g. when it is budget compliant	Inadequate	Not provided
Identified spending distribution for the period costed by capital and recurrent	Inadequate	Not provided
Identified spending priorities, where gains are quantified in annual aggregate and state plans for such gains	Inadequate	Though reference is made to increasing budgetary allocations by certain percentages for specified sectors, prioritisation of spending is not properly presented.
Cost sharing – LGA's, PPP, NGO's, Donors etc	Inadequate	The need to have external/ donor funding is identified in the report. Measures for generating donor funding have been suggested as well. However, the exact sum of money required from external donors has not been identified.
		The state has expressed a desire for development funding to increase by at least 20% in the next three years. But the current and projected levels of funding have not been identified. This is because the cost of implementing the strategies has not been calculated.
Clearly indicated funding gaps and the solutions adopted or to be adopted by states to resolve such gaps	Inadequate	Not provided



4.0 Implementation Component

Component	Comment	Notes
Identified institutional arrangement for implementation (responsible agencies with particular reference to line ministries)	Inadequate	Although the creation of an independent monitoring and implementation committee has been proposed, the actual operating mechanism of such a body and its relationship with other organs of government has not been well described.
Roles of different stakeholder groups (private sector, NGO's, civil society, donors and other forms of partnership)	Inadequate	Not provided
Identified specific risks and mitigation	Inadequate	Not provided
Defined action plan	Inadequate	Not provided

5.0 Monitoring and Evaluation Component

Component	Comment	Notes
Defined mechanisms for monitoring and evaluation	Inadequate	Not provided
Defined verifiable/measurable indicators (as may be seen in an action plan)	Inadequate	Not provided

6.0 Conclusions

The situation analysis for such sectors as healthcare, electricity and SME development is very detailed and highlights the priority challenges and issues facing these sectors. However, the situation analysis for such sectors as agriculture, public sector reforms, water supply and education are not sufficiently detailed and do not provide enough baseline data and information to enable proper strategy formulation.

The majority of targets (with the exception of healthcare and electricity) are not well stated with regard to focus, time-specificity and measurability. These targets need to be reviewed in order to ensure effective monitoring and evaluation of performance.

Bayelsa SEEDS does not provide any insight into the budgetary implications for financing the strategies.

There is no identifiable institutional arrangement for both implementation and monitoring and evaluation of the strategies in Bayelsa SEEDS.

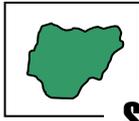
CROSS RIVER STATE REVIEW

1.0 Cross River State Review

1.1 Overview

- Consistent with the MDGs & NEEDS, document clearly outlines policy issues and targets in the areas of: health, education, and water supply/sanitation. Poverty reduction and growth-inducing measures such as provision of rural infrastructures: roads, and rural electrification, SMEs and agriculture/forestry development, are also in focus.
- Problems identification/situation analyses have equally been well-articulated. For instance: MMR – Over 1500/100,000, IMR – 140/1000 and U5-MR of 200/100 in 2003. National Averages (704/100,000, 100/1000 and 203/1000 respectively). Also, there are statistics on HIV/AIDS prevalence, school enrolment, documented erosion sites, access to portable water, etc
- It addresses issues of targets, by setting goals linked to situation analysis and policy thrust. For example, in education the policy is to increase literacy level in the state by 60% for children, women and adults by 2007. The specific targets are: to increase the enrolment of females from 48.5% to 60% for primary, and from 46.55% to 60% for secondary schools by the year 2006, in order to narrow the disparity between the male and female enrolment.
- The targets also include the time frame for the implementation of the programmes and Projects as strategies for the realization of the policies.
- Growing the Private Sector. The level of private sector participation in the economy of the state was very low prior to the current dispensation. CR-SEEDS aim to: provide a regionally balanced and effective infrastructure base, pursue aggressive privatization, encourage economic activities (e.g. the Pineapple project) and build viable core institutions that are supportive of private sector development. The State floated a N4.0billion Development Bond to fund the revitalization of Obudu Ranch Resort, support the Tinapa Project and undertake other poverty-reducing and revenue enhancing initiatives.

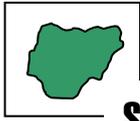
CONCLUSION: Given where the state was coming from, a lot has been done to support the attainment of the core objectives of SEEDS – poverty reduction, wealth creation, employment generation and ethical reorientation. Adequate attention is also paid to private sector investments – to take advantage of its tourism potentials, as well as agricultural & solid minerals endowment.



2.0 Policy Component

2.1 Priority Linkages/Disparities between CR-SEEDS and NEEDS, Relationship between Situation Analysis, Policy Thrusts, Targets and Strategies

S/N	Sector	Comment	Notes
1.	Agriculture/Forestry	Adequate	There are detailed chapters on development of Agriculture and Forestry resources. Both in terms of their structure, priorities and the goals of food security, improvement in living standards and environmental sustainability, these priorities are in alignment with NEEDS. The report contains a situation analysis that is sufficiently detailed, especially with regard to constraints and statistics on the sector.
2.	SME Development	Adequate	Part Three: Growing the Private Sector, outlines the problems militating against the growth of small and medium businesses. It also sets clear priorities for stimulating the growth of the private sector. There are specific strategies for catalyzing the establishment of new industries, reducing the cost of doing business and re-invigorating the privatization of SOEs in Cross Rivers State.
3.	Infrastructure	Adequate	There is a detailed section on infrastructure development. It focuses on measures for the development of transportation, electricity and water supply. Situation analysis provides a detailed picture of the state of the sector. Sufficient and relevant statistics on sector are provided. However, the linkage between the situation analysis, thrusts, targets and strategies are not backed by historical performance.
4.	Education	Adequate	In Part Two: Human Development, There is a detailed section on education at all levels – primary, secondary, tertiary, adult and special education (for nomads and the physically challenged). This is consistent with the thrust of Universal Basic Education. Very relevant data on the state’s education sector are provided.
5.	Health	Adequate	Specific chapters are dedicated to Healthcare and HIV/AIDS, respectively. Measures for enhancing health-care delivery at all levels – policy formulation, awareness & mobilization, partnership & coordination, as well as M&E.
6.	Public Sector Reforms	Adequate	Part Four is dedicated to Reforming the public sector – its institutions and service delivery, and improving governance (fiscal discipline, transparency and accountability). The situation analysis points to the desired motives with regard to making the civil service more efficient and customer-driven, however, specific information on the targets and strategies for matching words with action in the state public service is scanty



2.2 Priority Areas that Address MDGs

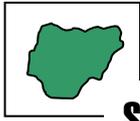
MDG	Comment	Notes
Goal 1 – Eradicate extreme poverty and hunger	Adequate	The report adequately expatiates on the levels and the challenges of eradicating poverty in the State. Several subsequent sections such as education, health, balance in development, poverty and safety nets for vulnerable groups and infrastructure development clearly articulate the strategies for eradicating poverty.
Goal 2 – Achieve universal primary education	Adequate	The chapter on education clearly articulates the current status of education at all levels in the state and the current challenges in trying to make basic education universal. Solutions, in the form of strategies for increasing enrolment and retention levels of both boys and girls, and improving the quality and environment for learning are also recommended.
Goal 3 – Promote gender equality and empower women	Adequate	Issue of gender mainstreaming and provision of safety nets for vulnerable groups are explicitly addressed in different sections of the report. Apart from increasing the level of representation of women – through affirmative action, the challenge of increasing their participation in the socio-economic development process, in terms of access to credit, adult education and vocational skills have been extensively dealt with. Solutions, in the form of strategies, are also recommended.
Goal 4 – Reduce child mortality	Adequate	Specific targets for reduction of child mortality have been set in the Health section and strategies have also been articulated.
Goal 5 – Improve maternal health	Adequate	Clearly stated targets for reduction of maternal mortality have been set in the Health section and strategies have also been outlined.
Goal 6 – Combat HIV/ AIDS, malaria and other diseases	Adequate	Multi-pronged efforts have been initiated and clear targets set for combating HIV/AIDS, malaria and other diseases. For instance, the target is to reduce the prevalence of HIV/AIDS from 12% in 2003 to 5% by 2007.
Goal 7 – Ensure environmental sustainability	Adequate	The major environmental challenges – in the state: over 650 documented erosion sites, urban renewal as well as flood control, solid waste management have been properly inventoried. A framework for environmental conservation and protection, reclamation/stabilization has been articulated and pilots are already being implemented in Calabar, Ikom and Ogoja
Goal 8 – Develop a global partnership for development	Adequate	The flagship project of the current government – Tinapa Business Park – is planned as a world-class business and tourism facility, geared to take advantage of the huge internal and regional market for trade and tourism development.

CONCLUSION:

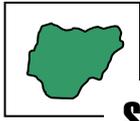
The priority areas outlined in CR-SEEDS clearly conform to the MDGs. However, fiscal provisions for meeting the set targets are not explicitly indicated, making it difficult to assess the seriousness of the intentions.

2.3 Whether Timelines for Targets are Realistic

S/N	Sector	• Targets	Comment	Notes
1.	Agriculture	<ul style="list-style-type: none"> • To establish two food-processing centres per LGA and reduce post-harvest losses by 80% at the end of 2007 • Extend credit to at least 1000 farmers state-wide by end 2007 • Increase access to agricultural inputs, and bring additional 5,000Ha of land under cultivation for Cocoa, Cashew and Oil Palm by 2010 • Extension of relevant animal health care facilities to all affected LGAs by end of 2007. • Reduce anaemia prevalence by 50% and increase awareness on nutrition and the diet by end of 2007. • Training of farmers on bee keeping, honey production, processing & marketing. A total of 300,000 kg of honey will be produced by the year 2010 at a production of 50,000 kg/annum 	Inadequate	Targets are rather vague, not anchored on any historical data.
2.	Industry and SME Development	<ul style="list-style-type: none"> • Work with ten Cooperatives to set up ten new agro-processing SMEs and create incentives for the private sector to invest in at least 12 additional SMEs. • Complete pilots for Cassava pellets/chips production, Castor oil processing and Pineapple processing by 2007 • Establish and equip two Technology Incubation Centres in Central and North Senatorial Zones by 2007. Pilot had been established in Calabar 	Adequate	Specific and measurable from statistics provided in situation analysis



		<ul style="list-style-type: none"> • Complete all the priority projects needed to facilitate early take-off of Tinapa Business Resort in 2006 		
3.	Health (HIV/AIDS)	<ul style="list-style-type: none"> • Promote sexuality awareness and sexual health education in all strata of society, and inculcate correct sexual behaviour to limit the spread of HIV/AIDS in the school system; • Increase funding for HIV/AIDS Management from N100 million in 2005, rising to N210 million by 2007, and reduce prevalence rate from 12% in 2003 to 5% in 2007. 	Inadequate	Given the State's leading position and the in-built potential for exponential growth and spread, greater budgetary commitment seems indicated so as to halt and reverse the devastating impact of this disease.
4.	Health (Others)	<ul style="list-style-type: none"> • To reduce infant mortality and U-5 mortality by 50% of current levels by 2007. • Reduce by 50%, maternal mortality rate of 1500 per 100,000, by 2014. • To increase life expectancy from 53 years to 57 years in 2015. • To reduce harmful child practices and the burden of malaria and other endemic diseases by 50% by the year 2014. 	Adequate	Majority of the targets are well-stated and can be measured from data provided in the situation analysis. However, some of the targets out-run the lifespan of the administration and this strategy document.
	Infrastructure (Water)	<ul style="list-style-type: none"> • To provide about 1.2million Cross River citizens in the rural areas with potable and safe drinking water by year 2007. • To reduce the incidence of infant mortality as a result of water-related diseases by 30% 	Inadequate	Although some of the targets appear adequate, the absence of a detailed situation analysis does not provide a context for them.
4.	Education	<ul style="list-style-type: none"> • To increase school enrolment & reduce the school drop-out rate especially among girls by at least 30% by 2007. • Renovate 1,216 primary and 564 secondary school buildings by 2007. The state also plans to establish 75 additional secondary schools so as to decongest the crowded schools to bring student population per school to 540. 	Adequate	Policy targets were set for primary, secondary, tertiary and adult education (for lack of space only the targets for primary and secondary education have been stated here). These targets are well-stated and measurable, judging from the



		<ul style="list-style-type: none"> • Deploy professionally qualified teachers from the main-stream of the civil service to schools to address the shortage of 3000 teachers by 2005 		base data provided in the situation analysis.
5.	Infrastructure (Power & Roads)	<ul style="list-style-type: none"> • The target is to take electricity to about 201 villages in all the rural communities and raise total coverage of the State to 95% by the end of year 2007. • Increase access to road infrastructure in the rural areas from the present figure of less than 10% to 50% by year 2007 		
6.	Public Sector Reforms	<ul style="list-style-type: none"> • To introduce measures for enhancing professionalism and increase civil servants' productivity. • All SOEs to be commercialized or privatized by the end of 2006, but stop subventions by end of 2005 fiscal year. Meanwhile, enact laws to give legitimacy to the Privatization exercise before the end of 2005. • Reduce by 50% the number of Cross River citizens involved in common crimes and frauds; eliminate corrupt practices, nepotism and unhealthy practices in the conduct of government business; and enhance transparency in service. • Start zero-based budgeting and eliminate budget deficit completely by 2005 and halve recurrent expenditure by 2007. • Reduce state debt by at least 10 percent annually, increase the proportion of budgetary provision going to capital expenditure for development project by at least 10 percent annually, • Introduce multi-year budget framework (MTEF) from year 2005. 	Inadequate	The targets for public sector reforms are extremely difficult to measure because the bases for most of them are far from SMART.



CR-SEEDS shows clear links between targets and respective policies, with the time frame for the implementation of programmes and projects. Strategies for the realization of the policies are however unclear in a number of instances.

3.0 Pilot Projects Currently Undertaken by the State

3.1 Pineapple processing industry

Set up as catalyst to the private sector is expected to sell Pine-apple Concentrate to other subordinate industries (e.g. packaging industries). On successful take-off, the industry will have its raw materials (pineapple fruits) fed from the pineapple (private entrepreneur) farms spread across the State. There is a large cooperative movement (the pineapple growers association) already in place. Government has procured pineapple suckers for distribution to these farmers through this Cooperative movement as an incentive. So far, the factory has been set-up, and all the machines have been installed awaiting commissioning. The State Government is promoter of this venture with a facility from NAL Bank. Arrangements are on, to privatize the industry using NAL Bank as privatization advisers.

3.2 Castor Seed Processing

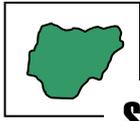
The castor oil seed grows favourably in Cross River State and has a large cooperative movement of growers. The state in conjunction with the Raw Materials Research and Development Council (RMRDC) is involved in the installation of the processing plant, to be sited at Ogoja. Under the joint venture agreement, RMRDC would provide the machines, while the state Government would provide the building and installation cost. The Castor Seed Cooperative Movement is one of the ten viable Cooperative Movements in the State and it is envisioned that on take off the industry will offer employment to more than 5,000 families.

3.3 Technology Business Incubation Centres

The Calabar Technology Business Incubation Centre, a joint project between the Federal Government and Cross River State, has taken off. The project, located along the Calabar Port Road is able to produce a range of products including toilet roll, shoes, table wine, fabricated tools machines, chalk, embroidered bags, clothing, clothing accessories. CRS Government will establish similar Centres in the Central and Northern Senatorial Districts.

3.4 Cocoa Processing Plant

Cross River is one of the largest producers of cocoa in the federation. Arrangements are underway to establish a cocoa processing plant that will process cocoa into powder (for beverages, butter, and wine). The establishment of a cocoa processing plant at the Calabar Free Trade Zone (CFTZ) will energize cocoa farms and generate employment. More than 50,000 families are expected to benefit from this venture.



3.5 Cassava Pellets/Chips Production.

The project is expected to spread across the three Senatorial Districts. Cross River State is a major grower of cassava. Apart from being a food crop, cassava can be processed into starch, cassava flour, flakes and chips/pellets. Increasing demand for cassava chips and pellets in the international market has positioned Cross River State as a potential exporter of this commodity. The State has demarcated cassava zones for the large scale production of cassava tubers. Government also intends to consolidate all the cooperative movements into one large group as part of the export strategy.

3.6 Apparel Manufacturing

The concept behind the apparel manufacturing industry, located within the EPZ, is to be self-sufficient in basic clothing like pants, socks, and underwear in a way that will be cheap, affordable and sustainable. Staff for the project has been trained, while the project is listed under the State's Rolling Plan for take-off in 2006. The industry will encourage the growth of more than 300 MSMEs.

3.7 Honey Processing

This project is located at the Obudu Ranch Resort. Equipment for the project has been procured. The project is expected to provide honey processed into several food additives. Honey can also be used for the treatment of wounds and ulcers. More than 1,000 new families are expected to earn a living from this initiative which is projected to generate 50 SMEs.

3.8 Project Tinapa

TINAPA is set to be a world-class integrated business and leisure resort. Located at the Calabar River and contiguous with the Calabar Free Trade Zone (CFTZ), TINAPA is designed to be the ultimate centre for retail and wholesale commercial activities within the ECOWAS sub-region, and a public-private partnership for high economic growth and prosperity for the people of Cross River State. The project, when realized, will offer more than 10,000 jobs and boost the private sector.

These pilot projects are meant to catalyze industrialization in the State, and will all be transferred to the private sector through privatization.

4.0 Budget and Financing

	2000	2001	2002	2003	2004	2005 (Projected)	2006
PIT	301	377	391	351			
IGR	620	1,116	1,039	1,180	2,400	6,690	
FAC	7,172	6,272	6,882	9,171	15,500	19,398	
TRR	10,440	9,860	10,145	12,697	17,870	26,088	

- Recurrent Revenue estimates for 2005 from both internal and external sources stand at N26 billion with the Federal Sources accounting for 74% of the total revenue while the IGR sources account for about 26%. This is a slight improvement on 2004 when the Federal and Internal sources accounted for 87 percent and 23 percent respectively. Nevertheless the dependency ratio, on the federal sources remains unsustainably high.
- The Recurrent Expenditure for 2005 stands at N18.8 billion while it was N13.3 billion in 2004 thus registering an increase of N5.8 billion. When provision for surplus transfer to capital development is made, it brings 2005 expenditure to N26 billion and 2004 expenditure to N17.9 billion, indicating a move towards a balanced budget.
- From the perspective of CR-SEEDS it is of interest to note the capital budgetary commitment to priority areas, especially those identified as logical areas with significant potentials for employment generation, poverty reduction and wealth creation constitutes about 80% of the 2005 Capital Estimates.
- The State has a new fiscal strategy policy frame work which is expected to boost the IGR. The target is to grow the IGR to cover the state's recurrent expenditure in the near future. The expectation is to make recurrent expenditure completely independent of the statutory allocation and derivation fund. The state also has a policy, to put N50 million into reserve monthly to cushion the effect of any fluctuation in statutory allocation.
- In addition, the state provides for loans & grants from: ADB Loan for Urban Water Supply, World Bank Loan for Fadama/IFAD Projects, DFID, CIDA & IFAD Loan for Infrastructural Facilities, Federal Grants for Education (ETF), NDDC Grant for Agricultural Development, Community Based Natural Resource Management Programme.



DELTA STATE REVIEW

1.0 Delta State Review

1.1 Profile of Delta State

Delta State was created in August 1991 out of the former Bendel State. The following are the major features of the State:

- Population – 2.57million
- Gender Distribution – 1.27 (male); 1.29 (female)
- Number of Local Government Areas – 25
- HIV/AIDS Prevalence Rate – 5%

1.2 Introduction

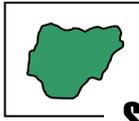
The Delta State Economic Empowerment and Development Strategy (SEEDS) was developed as the state-level equivalent of the National Economic Empowerment and Development Strategy (NEEDS). NEEDS is the national economic blueprint of the current national administration of the country and SEEDS was conceived as a blueprint to support the translation of NEEDS into reality at the level of ordinary Nigerians. Delta SEEDS has combined the broad objectives of NEEDS with the goals of the Niger Delta Master Plan in the preparation of its strategy. In addition to the broad objectives of NEEDS, the Niger Delta Master Plan canvasses additional consideration for environmental sustainability in the strategic planning process of all states in the Niger Delta.

This analysis is an assessment of the Delta state strategy along the following four parameters: policy, finance and budgeting, implementation and monitoring and evaluation.

2.0 Policy Component

2.1 Priority Linkages/Disparities between SEEDS and NEEDS – Agriculture, SME, Infrastructure, Education, Health, Public Sector Reforms

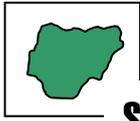
S/N	Sector	Comment	Notes
1.	Agriculture	Adequate	Delta SEEDS has a chapter devoted to the stimulation of agriculture and the fulfilment of food security. It is divided into a situation analysis, policy thrusts and targets and strategies for implementation.
2.	SME	Adequate	Delta SEEDS has a chapter focused on SME development. The focus is on SME as an avenue for generating employment and for stimulating local development.
3.	Infrastructure	Partially Adequate	Delta SEEDS has a chapter focused on the development of infrastructure. The infrastructures identified for development in this chapter are



S/N	Sector	Comment	Notes
			water, electric power, gas and telecoms. An obvious omission from Delta SEEDS is the inclusion of transportation in this infrastructure chapter.
4.	Education	Adequate	Delta SEEDS has a chapter focused on education. A lot of emphasis, in this chapter, has been placed on primary and secondary education. Emphasis is also placed on the need to increase private sector participation in the state's education sector.
5.	Health	Adequate	Delta SEEDS devotes a chapter to the enhancement of healthcare in the state. Emphasis has been placed on developing the capacity of the state health management and service-delivery systems and on the prevention of HIV/AIDS.
6.	Public Sector Reforms	Adequate	Delta SEEDS has two chapters dedicated to public sector reforms and the privatisation of public enterprises. The stated objective of these activities is to make government more responsive to the needs of the citizenry.

2.2 Relationship between Situation Analysis, Policy Thrusts, Targets and Strategies

S/N	Sector	Comment	Notes
1.	Agriculture	Inadequate	<p>The situation analysis is devoid of specific information and data on the status of agricultural activity in Delta State. For example, there is no information on the dominant cash and food crops cultivated in the state, current levels of production of major crops, target markets, current challenges and constraints that the sector faces.</p> <p>As a result of the dearth of relevant information and data in the situation analysis, the set targets do not have a firm basis for measurement and tracking. In addition, most of the strategies are vague in nature, not specific to particular initiatives and not well connected to the situation analysis and targets.</p>
2.	SME	Inadequate	<p>The situation analysis does not provide sufficient insight into the current state of SME development and productivity in Delta state. There is no clear articulation of the areas of strength in the Delta SME sector. Therefore, it is difficult to determine the areas of focus for an SME strategy. In addition, there is no proper articulation of the constraints and challenges that the sector currently faces.</p> <p>In addition, the majority of targets are not specific, not measurable and not based on the content of the situation analysis. Finally, the strategies are very vague and their progress cannot be tracked because of the dearth of information in the situation analysis.</p>

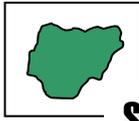


S/N	Sector	Comment	Notes
3.	Infrastructure (Water)	Inadequate	<p>The level or reach of potable water coverage is not specified for either urban or rural areas in the situation analysis. The number of communities without access to safe water is not specified. In addition, the major challenges and constraints facing the sector are not specified.</p> <p>The set targets are devoid of a clear basis because the baseline statistics and data required for their measurement are absent from the situation analysis. The strategies are not context-specific because there is no clear relationship between them, the targets and the situation analysis.</p>
	Infrastructure (Electricity)	Inadequate	<p>The situation analysis does not provide any insight into the amount of electricity supplied to Delta State from the national grid, the number of communities with and without access to electricity and the electricity gap in the state.</p> <p>The targets have no apparent root in the situation analysis while the strategies are vague and non-specific to easily identifiable initiatives.</p>
	Infrastructure (Telecoms)	Inadequate	<p>Although targets have been set and strategies articulated for telecommunications in Delta State, the section does not have a situation analysis. Therefore, there is no identifiable basis for setting the strategies and articulating the strategies.</p>
4.	Education	Partially Adequate	<p>The situation analysis provides information on the numbers of primary and secondary schools in the state and the numbers of public and private institutions. However, such relevant data such as gender distributions, student-teacher ratios, school coverage ratios, rural-urban divide and adult literacy rates are absent from the situation analysis.</p> <p>Majority of the targets are not linked with the contents of the situation analysis. Many of the stated targets are not measurable but appear to be mere vague statements. Finally, the strategies do not sufficiently address the challenges and issues in the situation analysis and do not align very effectively with the targets.</p>
5.	Health	Inadequate	<p>The situation analysis fails to highlight the major health-related issues and challenges in the state. Such indicators as birth, infant and maternal mortality rates are absent. The HIV/AIDS prevalence rate in the chapter is provided without a period context.</p> <p>The majority of targets, based on information and data in the situation analysis, do not have a proper context and are not measurable. In addition, a good number of these targets are mere statements of intent and not actual targets. Finally, the strategies are not very well aligned with the situation analysis and the targets and they do not adequately address how these targets are to be accomplished.</p>

S/N	Sector	Comment	Notes
6.	Public Sector Reforms	Inadequate	The situation analysis does not provide an objective and detailed picture of the state of the public services in Delta state. While there are suggested initiatives for improving the performance of the public sector, there are no clearly stated targets and strategies in the chapter.

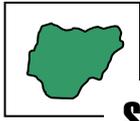
2.3 Whether Timelines for Targets are Realistic

S/N	Sector	Targets	Comment	Notes
1.	Agriculture	<ol style="list-style-type: none"> 1. Increase the volume of agricultural products by 20% in 2005; 30% in 2006 and 40% in 2007 2. Increase the hectares of cash and food crop production by 50% by 2007 3. Raise the level of processed agricultural products by 40% by 2007. 4. Reduce proportion of losses in agricultural produce by 50% in 2007 Increase the land area under cultivation in the state by 50% by 2007 5. Increase the land area under mechanisation by 50% by 2007 through application of effective subsidies by government. 6. Increase the number of agro-based industries by 10% in 2007 through the provision of a conducive policy. Environment for private sector involvement. 7. Increase the quantity and quality of planting materials and brood stock by 50% in 2007 for sale at reasonably subsidised prices to farmers to increase their production by 50% by 2007. 	Inadequate	From the background information and data provided in the situation analysis, the basis for setting majority of the targets is non-existent. For example, there is no information on the current levels of crop production and land area covered by cash and food crops, the current level of crop loss in the report. Without such information, the basis for future projections does not exist.
2.	SME	<ol style="list-style-type: none"> 1. Increase volume of industrial products by 5%. 2. Generate employment opportunities for at least 2,500 Deltans – a minimum of 100 in each LGA. 3. Provide an enabling environment for SME development and development of 25 industrial estates in each LGA. 4. Generate employment opportunities for at least 2,500 Deltans – 100 in each LGA. 5. Provide capacity building for SME practitioners, three skill acquisition centres in each senatorial district. 6. Raise the socio-economic well 	Inadequate	Majority of the targets do not derive their origins from any baseline statistics, data and information on the SME sector of the state. For example, the current level of industrial production is not provided, the number of people currently



S/ N	Sector	Targets	Comment	Notes
		<p>being of our people.</p> <p>7. Open up rural communities by locating small scale industries</p> <p>8. Provide fiscal incentives to SME practitioners – ten SMEs per LGA.</p> <p>9. Provision of extension services.</p>		<p>employed by SMEs is not provided. In addition, the rationale behind selecting a certain number of persons for training in certain skills is unclear. It is unclear whether or not the state possesses a comparative or competitive advantage in these areas.</p>
3.	Infrastructure (Water)	<p>1. To meet the economic target of improving service coverage by 35% in December 2005.</p> <p>2. Extension of service coverage to 50% by 2007.</p> <p>3. Sustain 100% coverage of water supply for the growing population beyond 2011.</p> <p>4. Reduce the rate of waterborne diseases by 40% in 2005.</p> <p>5. Reduce the concentration of iron to less than the WHO recommended level of 0.3mg/l.</p> <p>6. Ensure that 35% of the urban dwellers are provided with regular water supply by December 2005.</p>	Inadequate	<p>The dearth of information on the current level of water coverage in the state – urban and rural – makes the basis for setting these targets very unclear.</p> <p>The absence of these data and information also means that these targets would be extremely difficult to measure and track.</p>
	Infrastructure (Electricity)	<p>1. Bulk purchase of transformers</p> <p>2. Extension of electric power supply to towns and villages that have not been connected to the national grid from 2005-07.</p> <p>3. Reinforcement of electricity power supply in areas where inadequate supply exists.</p> <p>4. Replacement of burnt transformers of various capacities in all parts of the state from 2005-2007.</p> <p>5. To ensure that at least two towns and villages in the three senatorial districts of the state are provided with functional streetlights within the next three years.</p> <p>6. Provision of other sources of power apart from conventional power supply to riverine communities in</p>	Inadequate	<p>The failure of the situation analysis to provide any insight into the current level of electricity supply to the state, the number of communities without electricity provides a zero basis for setting measurable targets for the sector. Also, a number of the targets are not measurable.</p>

S/ N	Sector	Targets	Comment	Notes
		the state.		In addition, there is a contradiction between targets #2 and #6.
	Infrastructure (Telecoms)	<ol style="list-style-type: none"> 1. Government will partner with the private sector to ensure that telecommunication services are provided to parts of the state with a spread of at least 40% by August 2005. 2. Government will engage in the establishment of some community tele-centres in rural communities so as to facilitate the spread of information technology and services by 30% by November 2006. 3. Government will ensure that zonal offices and parastatals of ministries' are linked by way of HF/VHF radio communication systems in order to facilitate easy flow of information to and from the headquarters by 60% by December 2005. 	Inadequate	The fact that there is no situation analysis for telecommunications in this section means that these targets have no basis or origin, tracking and measurement.
4.	Education	<ol style="list-style-type: none"> 1. To improve the current enrolment in pre-primary and primary schools by 20% and 10% respectively. 2. To provide conducive teaching and learning environments for pre-primary, primary and secondary schools for the optimal mental and physical development of the children. 3. To reduce by 20% all forms of drop-out syndrome 4. To ensure the availability of highly skilled and well motivated manpower at all levels of education 5. To raise the transition rate from primary to secondary schools to 95% from the current level of 88%. 6. To discourage teenage pregnancy, early marriage and all harmful traditional practices against the girl child, especially in rural areas. 7. To provide youths with sustainable life skills. 8. To improve enrolment in the adult education entries. 9. To increase access for continuing education drop outs. 10. Reduction in poverty level 	Inadequate	The situation analysis does not provide the specific information required for measuring the success rate of majority of these targets. In addition, targets #2, #4, #6, #7, #8 and #9 are not sufficiently specific. Target #10 is not an actual target.



S/ N	Sector	Targets	Comment	Notes
5.	Health	<ol style="list-style-type: none"> 1. To establish three functional haemodialysis centres by the year 2006 2. To provide access to 100% patients to basic investigation 3. All hospitals to be able to carry out basic x-ray investigations. 4. To increase drug availability to 75% in 2005, 90% in 2006 and 95% in 2007. 5. Completion of infusion plant by 2005, registration and supply to health facilities 6. Provision of 100 rooms in each state school of nursing in 2006 and 100 rooms in 2007. 7. Training of 12 midwife tutors from each school yearly. 8. To improve routine immunization coverage for all antigens to 70% by 2005, 90% by 2006 and 100% by 2007. 9. To reduce the disease prevalence by 10% in 2005; 15% in 2006 and 20% in 2007. 10. To reduce malaria infections by 25% annually 11. To ensure 40% decrease in incidence of female genital mutilation and other harmful practices by 2005. 12. To reduce maternal mortality to 600/100,000 by 2005; 400/100,000 by 2006 and 200/100,000 by 2007. 13. To train health educators in the state: 30 in 2005; 30 in 2006 and 40 in 2007. 14. By 2005, 50% of Deltans would be properly informed on health issues; 75% in 2006 and 100% in 2007. 	Inadequate	<p>The majority of these targets are not measurable, based on the information and data provided in the situation analysis.</p> <p>In addition, the basis for setting selecting the content of some of the targets is unclear. For example, the basis for selecting the specified number of Health Educators in Target #13 is unclear.</p> <p>Majority of the targets are not measurable, based on the information and data provided in the report.</p>
6.	Public Sector Reforms		Inadequate	There are no set targets for reforming the public sector in Delta State SEEDS.

2.4 Defined Priority Areas that Address MDGs

Millennium Development Goal	Comment	Notes
Goal 1 – Eradicate extreme poverty and hunger	Partially Adequate	In the analysis of Delta state's strengths and weaknesses, in the sections on human development, agriculture and SME, a lot of emphasis has been placed on the need to eradicate extreme hunger and poverty. However, specific measures for accomplishing the objective are unclear due to the absence of sufficient information and data on the current situation.
Goal 2 – Achieve universal primary education	Inadequate	Although a specific target is to increase primary school education by 10%, there is no specific reference to providing universal primary education for all Delta children by a specified date.
Goal 3 – Promote gender equality and empower women	Partially Adequate	The sections on Gender in Development and Safety Nets for the Vulnerable Groups devote sufficient attention to the issue of female empowerment, although sufficient information and data on the status of women in Delta state has not been provided. In addition, gender alignment has been observed in some other sections of the report.
Goal 4 – Reduce child mortality	Partially Adequate	Specific targets have been identified for the reduction of child mortality. However, the current rate of child mortality is not provided. Therefore, the realistic nature of the target cannot be verified.
Goal 5 – Improve maternal health	Partially Adequate	Specific targets have been identified for the improvement of maternal mortality. However, the current rate of maternal mortality is not provided. Therefore, the realistic nature of the target cannot be verified.
Goal 6 – Combat HIV/ AIDS, malaria and other diseases	Partially Adequate	There is a dedicated chapter on HIV/AIDS in Delta SEEDS. The chapter on health focuses on other communicable diseases. However, the absence of baseline information and data on the incidence, prevalence and other morbidity data for these diseases casts doubt on the realistic nature of these targets.
Goal 7 – Ensure environmental sustainability	Adequate	The environment chapter provides a detailed and insightful analysis of the specific environment challenges prevalent in Delta State. In addition, the targets and strategies have been well linked and articulated.

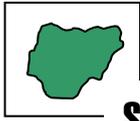
2.5 Gender Mainstreaming

Comment	Notes
Adequate	<p>The chapter on Gender in Development focuses on the need for ensuring equality in the development process for both genders.</p> <p>Other sections of the report contain references to mainstreaming the gender component to ensure equality in representation and opportunity in the developmental process.</p>

2.6 Identified Pilot Projects

Several pilot projects have been identified in Delta State SEEDS. These pilot projects are in the Agriculture, SME Development, Education, Water Supply, Health, Infrastructure and Public Sector Reforms sectors.

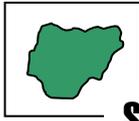
Sector	Pilot Projects	Comment	Notes
Agriculture	1. Mobilisation of farmers to form cooperatives	Inadequate	Project definition too fluid
	2. Reactivation of the 3 farm settlements in the state	Inadequate	Not a pilot project
	3. Reactivation of cocoa farming	Inadequate	Not a pilot project
	4. Construction of a total of 120 fishponds across the state	Adequate	A replicable project in different parts of the state
Education	1. Establishment of community-based Early Childhood Care and Development (ECCD) centres in rural/riverine areas	Adequate	A replicable project in different parts of the state
SMEs	1. Job creation through skill acquisition/ apprenticeship programmes	Inadequate	Project definition too fluid
	2. Partnership with the private sector for credit support to SMEs	Inadequate	Project definition not definite
Water Supply	1. Establish cooperation with multinational oil companies in the provision of water in the riverine areas.	Inadequate	Project definition not definite
	2. Undertake water supply feasibility studies for all Local Government Areas for proper investment planning	Inadequate	Not a pilot project
Housing	1. Increasing housing stock for the masses	Inadequate	Not a pilot project
	2. Increasing available residential housing scheme through movement of Government offices from rented accommodation to purpose-built offices	Inadequate	Not a pilot project
	3. Popularise the application of standardised designs as well as alternative materials and techniques in the construction of residential house and techniques in building houses.	Inadequate	Not a pilot project
Health	1. Renovation of 1 PHC centre in each LGA of the state	Adequate	A replicable project in different parts of the state
	2. Establishment of one haemodialysis centre in each senatorial district of the state	Adequate	A replicable project in different parts of the state



Sector	Pilot Projects	Comment	Notes
	3. Establishment of three anti-retroviral centres in the state	Adequate	A replicable project in different parts of the state
Infrastructure	1. Increasing access to riverine communities through construction of bridges and roads	Inadequate	Project description not definite
Reforming Government Finance	1. Reform of the procurement process	Inadequate	Project description not definite

3.0 Budget and Financing Component

Component	Comment	Notes
Identified revenue sources – FAAC, IGR, VAT, Loans etc	Partially Adequate	The identified revenue sources was provided for financial year 2005 and not for the entire time-span of the strategy: FAAC – N80.6bn (70%) IGR - N11.77bn (10%) Other Capital - N21.36bn (18%) VAT - N2.18bn (2%) Total - N115.99bn
Costing and projection of priority areas. Identify the costing structure e.g. when it is budget compliant	Partially Adequate	Projected costing was carried out for only financial year 2005. While the classification was not carried out along the lines of the SEEDS categorisation, the capital expenditure projections for the priority areas have been deduced (See Annex 1)
Identified spending distribution for the period costed by capital and recurrent	Partially Adequate	Capital spending distribution for 2005 financial year for the different sectors is provided in the budget (please see attachment for details).
Identified spending priorities, where gains are quantified in annual aggregate and state plans for such gains	Inadequate	Not specified
Cost sharing – LGAs, PPP, NGO's, Donors etc	Inadequate	Not specified
Clearly indicated funding gaps and the solutions adopted or to be adopted by states to resolve such gaps	Inadequate	Not specified



4.0 Implementation Component

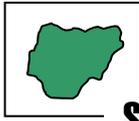
Component	Comment	Notes
Identified institutional arrangement for implementation (responsible agencies with particular reference to line ministries)	Inadequate	No specific institutional arrangement(s) has been identified for the implementation of Delta SEEDS.
Roles of different stakeholder groups (private sector, NGOs, civil society, donors and other forms of partnership)	Adequate	The roles, responsibilities of the Executive, Legislature, Private Sector and Civil Groups have been well presented in the chapter on implementation. In addition, a list of bills for submission to the legislature, supporting the implementation of the strategies has been published in the report.
Identified specific risks and mitigation	Adequate	The introductory chapters articulate the threats and risks facing the state.
Defined action plan	Inadequate	Action plans are included in a number of sectors in the report. However, these action plans are mere statements rather than detailed action plans with responsibilities, timelines and expected deliverables.

5.0 Monitoring and Evaluation Component

Component	Comment	Notes
Defined mechanisms for monitoring and evaluation	Inadequate	Not reflected in Delta SEEDS
Defined verifiable/measurable indicators (as may be seen in an action plan)	Inadequate	Not reflected in Delta SEEDS

6.0 Conclusions

- Delta SEEDS does not pay sufficient attention to the current situation in majority of the priority sectors. The situation analysis in majority of the chapters does not contain sufficient and specific information germane to the execution of a proper planning exercise.
- Target-setting for majority of the priority sectors is not specific and time-conscious enough. This is related to the relative dearth of important information and data in the situation analyses. This bears a direct impact on the suitability of the articulated strategies as well.
- The chapter on 'Education' needs to be reviewed to ensure a higher level of conformity with the millennium development goal on education.



- 12 out of the 17 pilot projects identified in Delta SEEDS cannot be described as such in the true sense. This is because the description of the nature of projects is not clear or because some of them are not pilot projects but government programmes.
- Delta SEEDS is accompanied by the 2005 financial budget. Although the budget provides details of 2005 expenditure, this is only 1 year in the 3-year framework of the state. Specific funding gaps for the different priority sectors have not been identified. The finance and budgeting component, although commenced upon, is not complete.
- Delta SEEDS does not any institutional arrangement implementation and neither does it provide a framework for monitoring and evaluation such as detailed work-plans with roles and due dates for completion.



RIVERS STATE REVIEW

1.0 Rivers State Review

1.1 Profile

Name: Rivers State
Geopolitical Zone: South South
Structure: 23 LGAs
Population: 5.0 million (2004 Est.)
HIV/AIDS: Prevalence rate is 12.0% in 2003 (Versus 4.8% national average),

THE VISION:

“To take the State to the level of global competitiveness and make life more liveable and happy for the citizen”

THE MISSION

“To make the State a leader in all ramifications amongst the states in the Federation where all stakeholders feel a sense of pride, belonging, ownership, commitment, responsibility and patriotism”

1.2 Overview

- The RV-SEEDS Document clearly indicates that the State’s development strategies are aligned with the framework of the **national poverty reduction strategy, (NEEDS)**. Social sector priorities for: poverty reduction, promotion of gender equality, access to primary education, improving health and provision of other basic services – power, water supply/sanitation, etc as well as sustainable development are identified as essential building blocks and discussed in great statistical detail.
- Against the background of the Local Content Policy of the Federal Government, and the acknowledgement that the success of RV-SEEDS is anchored on the strength of the private sector as the engine of growth, the absence of explicit programs – for engendering the orderly and sustainable growth of competitive SMEs (e.g. Cluster Development in the Private Sector), is very apparent. The high level of private sector participation in the economy of the state is not in doubt, but RV-SEEDS should in very clear terms, aim to create a **conducive climate** for optimizing the benefits of the Local Content Policy as well as other Presidential Initiatives. This is only reflected in some of the implementation matrixes and indicators mentioned in the end of the report.



- The commitment and dedication to internationally agreed development objectives and cross-cutting themes: women's participation in development, environment, HIV/AIDS, promotion of democracy and human rights is also not in doubt. This assertion is reflected in the promise to create an environment that is conducive to development and the elimination of poverty as well as attainment of MDGs. There is a distinct attempt to address the issues under MDG 1 to 7 in relatively precise terms. For each of the first seven goals which looks at a specific aspect of poverty (the 8th goal is about establishing a true global partnership), there is a section where the State outlines the current situation, and identifies the specific policies, guidelines and initiatives that the State will put in place to assist it achieve them.
- However, that the document is short on specific targets for measuring performance, for monitoring progress towards achieving the goals, and time frame for the implementation of the programmes and Projects is a major issue of concern. In spite of the lucid situation analysis and listing of specific actions that are in alignment with internationally agreed commitments, the report does not provide a complete picture of the many initiatives and targets for: **accelerating progress towards attaining the MDGs, sources of financing for the development interventions, or a coherent strategy for success.** To give just a few examples: Measuring progress in health and education, access to clean water and sanitation, combating HIV/AIDS, addressing women's empowerment, reducing the proportion of people living in extreme poverty or suffering from hunger or sustainable water use in agriculture and combating land degradation, all require indicators as a measuring tool, to tell the full story. Moreover, given the burden of already strained public sector budget, the absence of a clear strategy for raising IGR levels makes it difficult to determine how realistic the expectations are.

Conclusion: Interventions that are essential to achieving the core objectives of NEEDS/SEEDS – poverty reduction, wealth creation, employment generation and ethical reorientation; and accelerating progress towards the MDGs have been clearly identified. The document is, however, short on realistic targets and timelines for achieving the defined priorities; and strategies to engender good governance, growth of the non-oil private sector, environmental sustainability, as well as effective public sector role in the delivery of basic services. It is equally clear that the RV-SEEDS/NEEDS and MDGs cannot be achieved in conditions of chronic insecurity. Yet, conflict management – addressing the root causes of the incessant conflicts in the region and their impact on economic activities – did not get the desired attention.

2.0 Policy Component

2.1 Linkages/disparities between RV-SEEDS & NEEDS; Relationship between Situation Analysis, Policy Thrusts, Targets and Strategies

Not addressed here.

2.2 Priority Areas that address MDGs

MDG	Comment	Notes
Goal 1 – Eradicate extreme poverty and hunger	Adequate	Poverty Reduction in its multiple dimensions – causes of poverty, situation analysis, constraints and opportunities in individual sectors, as well as pro-poor policies and strategies for reducing the proportion of poor people, is the overarching aim in RV-SEEDS. The report's focus on agriculture, SME development, education, health, infrastructural development, poverty and safety nets for vulnerable groups and the emphasis on main-streaming of HEG all point to this theme.
Goal 2 – Achieve universal primary education	Adequate	The analysis of the current status of education at all levels in the state, the challenges in various facets of education, and the policy thrust: “to vigorously implement UBEP and improve quality of content and delivery of education at all levels” (See: page 56) is a clear indication of commitment to this goal. Strategies for improving the quality and environment for learning are also outlined.
Goal 3 – Promote gender equality and empower women	Adequate	Gender mainstreaming and provision of safety nets for vulnerable groups, and how to ensure their involvement in both the formal and informal economy, are recognized as potent instruments for achieving the greatest impact on poverty reduction and maximizing the effectiveness of efforts at achieving the MDGs. This point is a recurring feature in all the pillars of RV-SEEDS. Apart from increasing the level of representation of women – through affirmative action, the challenge of increasing their participation in the socio-economic development process, in terms of access to credit, adult education and vocational skills have been extensively dealt with. Indications of commitment to improve the socio-economic well being of these vulnerable groups include: proposal to achieve at least 30% participation of women in appointive and elective positions by the year 2007, and eliminate all adverse widowhood practices throughout the state by 2007.
Goal 4 – Reduce child mortality	Adequate	Specific strategies and targets for reduction of child mortality have been set. These include: Eradication of Poliomyelitis by 2005 and Reduce Infant mortality rate by 20% by 2007 through aggressive improvements in routine immunization coverage, Vaccine availability and security and Supply of cold chain equipment; Vitamin A supplementation and Training of additional health workers.
Goal 5 – Improve maternal health	Adequate	Strategies for reduction of maternal mortality have also been outlined. These include: Increase by 20% of all deliveries attended to by skilled health workers by 2007, upgrading the equipment and staffing of health centres and general hospitals in the state, Vigorous campaigns on pre and antenatal care and

		Promotion of qualitative maternal counselling in hospitals and health related institutions
Goal 6 – Combat HIV/ AIDS, malaria and other diseases	Adequate	To half the current prevalence rate of HIV in the state of 6.6% by 2007, a multi-pronged approach of mainstreaming HIV/AIDS has been adopted. Clear targets are also set for combating malaria and other diseases.
Goal 7 – Ensure environmental sustainability	Adequate	To address the major environmental challenges in the state: A State Environmental and Sanitation Agency has been created with the following mandate: <ul style="list-style-type: none"> • Protection and development of the environment and biodiversity, conservation and sustainable development of the state's natural resources, • Preparation of state policy, standards and guidelines for the protection of the environment and conservation of the natural resources of the state, • Development, encouragement of environmental technology including initiation of policies in relation to environmental research and technology, • Monitoring, control of environmental pollution, waste management; control and management of floods and erosion and public awareness on environmental matters.
Goal 8 – Develop a global partnership for development	Inadequate	In the spirit of NEPAD and recent developments in the oil and gas world, it is expected that conscious effort will be made to position Rivers State as the hub of hydrocarbon related economic activities in the Gulf of Guinea region and beyond. And take advantage of the huge internal and regional market for emerging opportunities under the local content policy.

2.3 Whether Timelines for Targets are Realistic

S/N	Sector	Targets	Comment	Notes
1.	Agriculture	To achieve an annual yield of 25,000 tonnes per hectare and a minimum contribution of 4% of total cassava export in 2006 and 6% subsequently; and increase total area under cultivation for cassava and oil-palm, by 10% per annum; To increase the number of Village Extension agents by at least 20% of the current ratio of 1:4000+ farm families, by 2007, and maximize their use both as Extension Officers & resource persons for awareness creation on HIV/AIDS in the farming and communities.	Inadequate	There are no pilot projects or specific strategies, and based on historical performance, the conclusion is that the projections are not SMART.

2.	SME Development	<p>Complete the establishment of Science and Technology parks and industrial clusters where small and medium size and technology-based enterprises will be nurtured. Three Gas Turbines are being built to support the private investors who wish to take advantage of the proposed Bori, Ahoada and Eberi Industrial Parks (Estates).</p> <p>Promote the establishment of Enterprise Development Centres in the State – to facilitate resource mobilization and nurturing of sector-based industrial clusters.</p> <p>Explore the feasibility of creating new free-trade zones in LGAs, for processing and packaging of products for exports.</p>	Inadequate	Specific and measurable targets with clear timelines will facilitate successful implementation.
3.	Health	<p>Increase by 20% all deliveries attended to by skilled health workers by 2007 through a deliberate programme of capacity building in health centres and general hospitals across the state, and thus reduce infant mortality, U-5 mortality and maternal mortality rates</p> <p>Vigorous campaigns on pre and antenatal care</p> <p>Eradicate Poliomyelitis by 2005 and reduce Infant mortality rate by 20% by 2007,</p> <p>Half the prevalence rate of HIV in the state of 6.6% by 2007, and intensify the provision of Anti retroviral (ARV) treatment Train health workers on HIV/AIDS Advocacy, social mobilization and programme communication activities to limit the spread of HIV/AIDS in the State</p>	Inadequate	The targets are not only imprecise, Given the State's leading position and the in-built potential for exponential growth and spread, greater budgetary commitment seems indicated so as to halt and reverse the devastating impact of this disease.

4.	Education	<p>Implement programmes to improve enrolment from the current 50% in the primary school by 20% by 2007 and ensure that an increased proportion of them complete their primary schooling, especially among the girls where the drop out rates are even higher,</p> <p>Establish Model Schools for each senatorial zone of the state by 2007 and Support sustained capacity building for the educational system by the year 2007,</p> <p>Improve access to functional literacy and skills acquisition programme for illiterate adults and early school leavers by 20% by 2007, and reduce youth unemployment rate by half of the current 60% level by 2007.</p>	Adequate	Majority of the targets set for primary, secondary, tertiary and adult education are clear indications of commitment towards achieving the Education For All universal primary education and gender equality in education.
5.	Infrastructure (Water)	<p>To reduce the incidence of infant mortality as a result of an unacceptable situation where less than 5% of the entire State population have access to clean and portable water, establish a framework to promote rational use and protect water resources,</p> <p>Create an institutional framework and participatory approach encompassing all stakeholders in a public, private partnership in the sustainable development of the State's water resources.</p>	Inadequate	The targets set are not specific and in the face of would be very difficult to measure and monitor
5.	Infrastructure & Roads)	The major targets are: to increase access to road infrastructure, and ensure that the three Gas Turbines strategically located in the State are completed and fully harnessed for the use by the private investor in the proposed Bori, Ahoada and Eberi Industrial Parks (Estates).		
6	Public Sector Reforms	To introduce measures for enhancing professionalism and increase civil servants' productivity. Re-orientation	Inadequate	The targets for public sector reforms are extremely difficult to

		<p>and restructuring of the present civil service system along the lines of ARISE (Agency for Re-orientation, Integrity, Service and Ethics) which is the state's policy.</p> <p>Tackling the Ghost worker syndrome which drains the State resources.</p> <p>A major thrust of RV-SEEDS is to re-invigorate the programme on privatization of all SOEs and complete the exercise by the end of 2006.</p> <ul style="list-style-type: none"> ◆ Introduce multi-year budget framework (MTEF) from year 2005. 		<p>measure because the bases and the strategies for their realization are unclear in a number of instances. The targets are far from SMART.</p>
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3.0 Identified Pilot Projects

PILOT MINISTRIES

It is advisable to adopt the pilot project approach to implementing RV-SEEDS to underscore the need to be essentially risk averse and to maximize the benefits of experience. Likely ministries as candidates for the pilot scheme include;

- Ministry of Environment
- Ministry of Agriculture
- Ministry of Information (Enlightenment and Awareness)
- Ministry of Finance (Due process and payment procedure)

4.0 Budget and Financing

	2000	2001	2002	2003	2004	2005 (Projected)	2006
PIT	301	377	391	351			
IGR	620	1,116	1,039	1,180	2,400	6,690	
FAC	7,172	6,272	6,882	9,171	15,500	19,398	
TRR	10,440	9,860	10,145	12,697	17,870	26,088	

BUDGET: Budgeting over the years has been incremental. In most of the years the capital expenditure budget has been more than 60% of the total budget except in 1999 where the Recurrent Expenditure is higher than the Capital Expenditure.

The data are as presented below:

Budget Estimate Showing Percentage Of Recurrent/Capital Expenditure To Total Expenditure 1999-2003.

Year	Total Budget	Recurrent	% of Total	Capital	% of Total
	N Billion	N Billion		N Billion	
1999	6.999	4.641	65.7	2.358	34.3
2000	29.882	7.688	25.5	22.135	74.5
2001	46.854	14.247	30.3	32.607	69.7
2002	63.951	21.131	33	42.82	67
2003	68.124	20.034	29.3	48.09	70.7
Average %			36.76		63.24

Presently Rivers State gets total Revenue of about 63billion Naira per annum.

Such revenue comes from three major sources namely

- Internally Generated Revenue
- Statutory Allocation
- Grant/Donor Funds

The contribution from the Federation Account has been on a progressive increase over the years from 1999-2003.

This is due mainly to the favourable policies of the Federal Government.

Though the contribution from Internally Generated Revenue has also been on a progressive increase over the five years, it has not performed optimally. A major reason for this is that there are leakages in the revenue collection system. The target is to increase Internally Generated Revenue by more than 150% by the year 2007.

- Carry out an enumeration in the Tax system and develop a comprehensive data base
- Initiate aggressive approaches to collecting all available Internal Revenue
- Professionalize Revenue Collection – train staff with responsibility for revenue collection and carefully select revenue agents when necessary.
- Re-orientated the Internal Revenue staff; possibly re-organize and strengthen the system
- Consolidate on the gains in the power sector. Ensure that all revenue accruing from the sale of power are collected.
- Partner with the organized (and un-organized) private sector for improved revenue generation.

Annex 1

Data obtained from Delta State 2005 Budget

SUMMARY OF FUNDING SOURCES					
Funding Sources	Approved Naira	2004	2005	Difference (actual) Naira	Difference %
		Actual (Jan - Nov) Naira	Approved Naira		
Taxes	5,513,909,867.00	7,206,800,821.00	8,016,191,840.00	809,391,019.00	10%
Fines & Fees	475,985,437.00	125,389,814.00	1,209,720,765.00	1,084,330,951.00	90%
Licences	138,616,317.00	147,874,366.00	160,685,000.00	12,810,634.00	8%
Earnings & Sales	695,854,372.00	54,205,877.00	1,264,963,606.00	1,210,757,729.00	96%
Rent on properties	223,941,637.00	55,725,298.00	270,500,000.00	214,774,702.00	79%
Interest, Payments, Di	188,398,249.00	305,988.00	717,707,019.00	717,401,031.00	100%
Reimbursements	91,666,687.00	27,000,000.00	95,000,000.00	68,000,000.00	72%
Miscellaneous	22,916,667.00	51,237,728.00	35,000,000.00	(16,237,728.00)	-46%
IGR Total	7,351,289,233.00	7,668,539,892.00	11,769,768,230.00	4,101,228,338.00	35%
Other Capital Receipts	14,540,001,380.00	-	21,365,731,015.00		
VAT		2,298,868,864.00	2,182,697,105.00		
FAAC	49,183,637,222.00	65,889,375,790.00	80,681,664,482.00	14,792,288,692.00	18%
Total Recurrent	71,074,927,835.00	75,856,784,546.00	115,999,860,832.00	40,143,076,286.00	35%

Data obtained from Delta State 2005 Budget

SUMMARY OF CAPITAL EXPENDITURE			
	2004	2005	
Agriculture	536,342,780.00	1,445,254,334.00	Economic Sector
Industries	123,000,000.00	237,000,000.00	
Transport	6,597,679,118.00	14,298,897,663.00	
Total (Economic Sector)	12,400,196,904.00	23,980,075,221.00	
Education	2,913,583,134.00	4,741,000,000.00	Social Sector
Health	3,208,000,000.00	6,533,225,000.00	
Energy	1,201,068,000.00	1,618,000,000.00	
Total (Social Sector)	7,328,083,134.00	14,984,089,340.00	
Water	3,735,710,000.00	14,984,089,340.00	Environment Sector
Sewerage	1,469,299,688.00	2,386,877,252.00	
Total (Environment Sector)	10,827,037,927.00	16,497,200,057.00	
General Administration	3,267,310,779.00	5,856,233,285.00	Governance Sector
Total Capital Budget	33,822,628,744.00	61,317,597,903.00	

Annex 2: Zonal Report

South-South Zone, Report Structure

Component	Comment (N/A, Inadequate, Adequate)					
	Edo	Akwa Ibom	Delta	Bayelsa	Rivers	Cross River
1. Policy						
Priority linkages/disparities between SEEDS and NEEDS – Agriculture, SMEs, infrastructure, education, health and public sector reform	Adequate	Adequate	Adequate	Adequate		
Relationship between situation analysis, policy thrusts, targets and strategies	Fairly Adequate	Inadequate	Inadequate	Inadequate	Adequate	Adequate
Whether timelines for targets are realistic	Inadequate	Inadequate	Inadequate	Inadequate	Inadequate	Fairly adequate
Defined priority areas that address MDGs	Adequate	Adequate	Adequate	Adequate	Adequate	Adequate
Gender mainstreaming	Adequate	Adequate	Adequate	Adequate	Adequate	Adequate
Identified pilot projects	Inadequate	Adequate	Fairly Adequate	Inadequate	Inadequate	Adequate
2. Budget and Financing						
Identified revenue sources – FAAC, IGR, loans, VAT etc.	Inadequate	Inadequate	Fairly Adequate	Inadequate	Inadequate	Inadequate
Costing and projection of priority areas. Identify the costing structure e.g whether it is budget compliant.	Inadequate	Inadequate	Fairly Adequate	Inadequate	N/A	Inadequate
Identified spending distribution for the period costed by capital and recurrent.	Inadequate	Inadequate	Fairly Adequate	Inadequate	Inadequate	Inadequate
Identified spending priorities, where gains are quantified in annual aggregate and state plans for such gains	Inadequate	Inadequate	Inadequate	Inadequate	Inadequate	Inadequate
Cost sharing – LGAs, PPP, NGOs, Donors etc	Inadequate	Inadequate	Inadequate	Inadequate	N/A	Inadequate
Clearly indicated funding gaps and the solutions adopted or to be adopted by	Inadequate	Inadequate	Inadequate	Inadequate	Inadequate	Inadequate



states to resolve the gaps.						
3. Implementation						
Identified institutional arrangements for implementation(responsible agencies with peculiar reference to lined ministries)	Inadequate	Inadequate	Inadequate	Inadequate	Inadequate	Inadequate
Roles of different stakeholders (private sector, NGOs, civil society, Donors and other forms of partnership)	Inadequate	Adequate	Adequate	Inadequate	Inadequate	Inadequate
Identified specific risks and mitigation.	Fairly Adequate	Adequate	Adequate	Inadequate	Inadequate	Inadequate
Defined Action Plan.	Inadequate	Adequate	Inadequate	Inadequate	Inadequate	Inadequate
4. Monitoring and Evaluation						
Defined mechanisms for M/E	Partially Adequate	Inadequate	Inadequate	Inadequate	Inadequate	Inadequate
Defined verifiable/measurable indicators (as may be seen in an action plan).	Inadequate	Adequate	Inadequate	Inadequate	Inadequate	Inadequate