



COMMUNIQUE ISSUED AT THE END OF THE JOINT PLANNING BOARD (JPB) MEETING HELD AT THE COLLEGE OF HEALTH SCIENCES AUDITORIUM, BENUE STATE UNIVERSITY, MAKURDI, BENUE STATE, ON WEDNESDAY, 19th DECEMBER, 2012

A. Introduction

The meeting of the Joint Planning Board (JPB) jointly organised by the National Planning Commission (NPC) and the Benue State Government was held at the College of Health Sciences Auditorium, Benue State University, Makurdi, Benue State. The theme of the meeting was “**Cascading Performance Management System for Effective Implementation of Development Plans at the Sub-National Level**”. The Meeting was chaired by the Secretary to NPC, Ntufam Fidelis Ugbo, *Esq*, and was attended by 212 delegates made up delegates from 17 States, Directors of PRS Departments in State Planning Commissions/State Ministries of Economic Planning and Budget, and representatives of Federal Ministries, Departments and Agencies (MDAs), the National Assembly, the private sector and civil society.

B. Objectives of the JPB Meeting

2. This JPB meeting was organized to:
 - i. fashion out effective strategies for deepening performance management and results delivery and cascading same to sub-national entities;
 - ii. serve as a platform for officials of Federal MDAs and State Agencies as well as the Organised Private Sector (OPS) to appraise their strategic roles in the implementation of National and State development plans, including/such as the Federal Government’s Transformation Agenda;

- iii. provide a veritable opportunity for all key stakeholders to brainstorm and share experiences in the effective implementation of monitoring and evaluation tools for performance management; and
- iv. build on the Federal Government's effort in institutionalizing a performance management system that promotes improved service delivery and governance in the country, consistent with the aspirations of the Federal Government's Transformation Agenda and Nigeria's Vision 20:2020 (NV 20:2020).

C. Updates on the Resolutions of Last JPB/NCDP Meetings

3. Updates on the resolutions of the last JPB meeting were provided. These were subjected to discussion with the following conclusions:

a. Committee on Appropriate Framework for the Establishment of States Planning Commissions

- i. The budget Department should be located within the framework of States' Planning Commissions (SPC).
- ii. The Chief Executives of SPCs should be Commissioners/Cabinet Members of States' Executive Councils.
- iii. Secretaries of SPCs should be career Permanent Secretaries;
- iv. Need for clear distinction of the roles of SPC Chairmen and other members of the Commission.
- v. The framework should clearly indicate the ideal size of the Commission and clearly indicate the planning process.
- vi. Emphasis should be shifted from grants-driven perspective to Public Private Partnership (PPP).
- vii. The Administration Department should be separated from the Finance Department .

b. Passage of the State Project Continuity and Development Planning Bill

After the Enugu meeting, no State has so far notified the NPC of the submission to and passage of the State Project Continuity and Development Planning Bill by the State Houses of Assembly.

c. Implementation of the First National Implementation Plan in the States

Progress is being made on the implementation of the First National Implementation Plan (1st NIP) at the State level. A total of 18 out of 36 States have submitted their completed performance data templates for tracking the performance of States against priority projects contained in the 1st NIP. However, these are yet to be fully analyzed, due to the low responses from the States. The outstanding States to submit the completed data templates to serve as inputs for the development of the Second NIP (2014-2017) are as follows: Adamawa, Akwa-Ibom, Bauchi, Bayelsa, Benue, Borno, Delta, Edo, Jigawa, Kaduna, Kebbi, Kogi, Kwara, Rivers, Sokoto, Taraba, Yobe and Zamfara.

d. Establishment of States' Bureau of Statistics

A total of 22 States have passed into law their Statistical Bill while only 10 States have established Bureau of Statistics.

e. States Gross Domestic Product (SGDP) Computation Project

- i. Progress is being made with the FG comprising the NPC and CBN contributing the sums of N150 million and N50million respectively, while 17 States and the FCT have so far contributed of N14.1million each.
- ii. The Niger Delta Development Commission (NDDC) and the Office of the Senior Special Assistant to the President on MDGs (OSSAP-MDGs) are yet to pay. Meanwhile the UNDP has made modest contribution.
- iii. A key activity carried out was the stakeholders' validation of the Report of the Needs Assessment Survey in 12 pilot States held on December 14, 2012.
- iv. The first phase of the State GDP computation process is to be concluded by February 2013 and the second phase will commence in March 2013.

- v. The Needs Assessment Survey Report will be finalized in January 2013, while Phase II of the project, covering the remaining States, will commence in February 2013.
- vi. The 19 States yet to pay their contribution for the SGDP project are Abia, Adamawa, Akwa-Ibom, Bauchi, Bayelsa, Benue, Borno, Edo, Ekiti, Enugu, Imo, Kaduna, Katsina, Kebbi, Kwara, Nasarawa, Plateau, Taraba and Zamfara.

D. Technical level presentations

4. A total of 10 technical papers were presented by resource persons drawn from the rank of Directors and CEOs of NPC Parastatals (Nigerian Institute for Social and Economic Research, National Bureau of Statistics and Centre for Management Development); Federal Road Safety Corps (FRSC) and a private sector representative (H. Pierson). The thematic areas of the presentations were as follows:

- i. Operationalizing Performance Management System at Sub-National Level by Director (M&E), NPC;
- ii. Imperative of Credible Statistics for Performance Management System by Statistician-General, NBS;
- iii. Emerging Issues on the Review of the 1st NIP and Implications for the Development of the 2nd NIP by Director (Macro), NPC;
- iv. Framework for the Development of National Integrated Infrastructure Master Plan: Setting the Agenda for the States by Director (Infrastructure), NPC;
- v. Mobilizing Donor Support for Effective Monitoring and Evaluation at the Sub-National Level by Director (International Cooperation), NPC;
- vi. Facilitation of Effective Monitoring and Evaluation System at Sub-National Level: H. Pierson Perspective by CEO, H Pierson Associates;
- vii. Facilitation of Effective Monitoring and Evaluation System at Sub-National Level: The Experience of FRSC by Corps Marshal;
- viii. Implications of Research and Policy Analysis for Development Planning by Director-General, NISER;

- ix. Capacity Building for Effective Development Planning and Performance Management System by Director-General, CMD; and
- x. Geographic Information System (GIS) Applications in Monitoring & Evaluation of Projects by DD (M&E), NPC.

E. Observations

5. The technical papers were extensively discussed and the following observations were made:

- a. political support at all levels of government is very critical to the implementation of development plans and performance management systems;
- b. the development of strategic plans is a pre-requisite for the effective implementation of a performance management system;
- c. the 1st NIP review process is on-going and States' Planning Commissions/Ministries Economic Planning and Budget will need to collaborate with the NPC in ensuring the actualization of the project by March 2013;
- d. the outcome of the review of the 1st NIP is expected to feed into the 2nd NIP (2014-2017) development process, which is expected to commence in the first quarter of 2013;
- e. there is inadequate, verifiable and credible baseline data with relevant key performance indicators (KPIs) across all sectors at the sub-national level;
- f. there is a weak linkage between research outcomes and policy formulation and planning in Nigeria;
- g. there is a lack of effective reward system for enhanced performance management system in the public sector;
- h. infrastructure development planning in Nigeria lacks coherence, consistency, coordination and continuity;
- i. the development and management of M&E systems at the sub-national level is critical to efficient service delivery and M&E functions have been limited by budgetary constraints;

- j. there is insufficient information on requirements for accessing donor support at sub-national level;
- k. significant capacity and infrastructure gaps exist at the sub-national level which need to be bridged, in order to sustain the State's GDP computation over time;
- l. a Geographic Information System (GIS) represents a key instrument for deepening M&E at the sub-national level; and
- m. the quarterly budget performance assessment currently conducted by the Budget Office of the Federation focuses on budget released rather than on impact of budget implementation.

F. Recommendations

- 6. The following recommendations were made:
 - i. there is a need to strengthen institutions at the national and sub-national levels to allow for the effective implementation of a performance management system;
 - ii. States without strategic plans should take immediate steps to develop their plans. The NPC therefore should work closely with States Planning Commissions/States Ministries of Economic Planning and Budget in actualizing this;
 - iii. the NPC should work closely with the State Governments in communicating the development aspirations, plans and programmes of governments at all levels to facilitate the actualization of the NV 20:2020 and the State development plans/programmes;
 - iv. the Performance Contract System being implemented at the Federal level should be cascaded to the sub-national level to enhance accountability and service delivery. The States that have not done so should take immediate steps to implement Performance Contract System similar to that being implemented at the Federal Level;
 - v. there is the need for a critical mass of skilled personnel in the public sector, particularly in the States Planning Commissions/States Ministries of Economic Planning and Budget to steer and manage plans

- development, implementation, and performance monitoring and evaluation;
- vi. public-private dialogue should be institutionalized at the State and Local Government levels to maximize the benefits of Public Private Partnership, especially in actualizing infrastructural development;
 - vii. there is a need to intensify advocacy for the support of the political class to ensure full implementation of JPB and NCDP decisions and plans implementation;
 - viii. States that are yet to establish States' Statistical Bureaux are encouraged to do so;
 - ix. the following States need to pay their outstanding contributions of N14.1million each towards the States GDP Computation Project: Abia, Adamawa, Akwa-Ibom, Bauchi, Bayelsa, Benue, Borno, Edo, Ekiti, Enugu, Imo, Kaduna, Katsina, Kebbi, Kwara, Nasarawa, Plateau, Taraba and Zamfara.
 - x. there is a need to strengthen the linkage between research, policy making and development planning at the sub-national level. The NPC is this regard, NISER is to work closely with NPC and representatives of the State Governments to develop a roadmap for collaborative research;
 - xi. States Planning Commissions/relevant Ministries should be empowered to appropriately coordinate the development and implementation of States Infrastructure Master Plans as well as Monitoring and Evaluation at the sub-national level;
 - xii. States and Local Governments should take advantage of available capacity development and technical support provided by donor agencies to enhance their performance management system;
 - xiii. the NPC, should provide technical assistance and guidance to sub-national governments in developing performance management systems and proposals for donor agencies' support;
 - xiv. all projects/programmes proposed for donor support must be in line with the national development priorities as encapsulated in the NV 20:2020 and should be defined within the State or Local Governments'

- strategic plans in compliance with Paris Declaration, Accra Agenda of Action and Busan Declaration;
- xv. there is a need to adopt the GIS and remote sensing technology in monitoring and evaluation of projects and programmes at the sub-national level to ensure data credibility;
 - xvi. the remaining 18 States which are yet to submit their data templates on the 1st NIP review are expected to do so before mid-January 2013: Adamawa, Akwa-Ibom, Bauchi, Bayelsa, Benue, Borno, Delta, Edo, Jigawa, Kaduna, Kebbi, Kogi, Kwara, Rivers, Sokoto, Taraba, Yobe and Zamfara.
 - xvii. States Planning Commissions/States Ministries of Economic Planning and Budget should work closely with the NPC towards the successful completion of the 1st NIP review project which is expected to be completed by March 2013 and the outcome of which will feed into the 2nd NIP (2014-2017) expected to commence in the first quarter of 2013;
 - xviii. States without a functional M&E system should endeavour to set up one;
 - xix. the CMD should work closely with NPC and the States to support capacity building of the staff at the sub-national level in the areas of:
 - a. project management/selection/benchmarking,
 - b. performance management system,
 - c. results-based monitoring and evaluation,
 - d. effective planning and budgeting, and
 - e. strategic management and leadership effectiveness;
 - xx. the States are to work closely with the NPC in cascading the performance management system at the sub-national levels in order to ensure service delivery and the effective implementation of development plans;
 - xxi. Federal MDAs implementing projects in States should collaborate with the States Planning Commissions/States Ministries of Economic Planning and Budget and relevant States MDAs for the effective M&E of these projects; and

- xxii. There is a need to bridge the capacity gaps in the areas of strategic planning, performance management and monitoring & evaluation of projects and programmes at the sub-national levels;

G. Conclusion

7. The recommendations/resolutions arrived at this JPB Meeting shall be presented to the National Council on Development Planning (NCDP) meeting on Thursday, 20th December, 2012 for consideration and endorsement.
8. The next JPB meeting would take place in Akwa-Ibom State in the second quarter of 2013.

H. Appreciation

9. The delegates expressed their appreciation to the Government and people of Benue State for the hospitality and warm reception extended to them during their stay from December 17-19, 2012.

The Secretariat

Joint Planning Board and National Council on Development Planning
National Planning Commission
The Presidency
Abuja

December 2012