

2. Background to the Plan

The Nigeria Governors Forum (NGF) was formed about fourteen (14) years ago. Its formation was driven by a desire to collectively and positively shape the nature and direction of policies at the national level as well as to support States promote their interests in the spirit of true federalism. The forum draws its inspiration from the American National Governors Association as it aspires to reach the level of efficiency and effectiveness reach by its American counterpart. The development of the 2010 -2012 marked the beginning of a new and rejuvenated era in the NGF's process of growth and maturity. The transition, in 2009, from the previous Chair of the forum, then Governor of Nassarawa State, Alhaji (Dr) Abdullahi Adamu to a new Chairman in the person of the Governor of Kwara state, Dr. Saraki Abubakar Bukola, marked a significant turning point in the journey of the forum. On assumption of office it was apparent that the forum was yet to achieve its full potential. The need to breathe new life into the forum was recognized by all and became a challenge the new Chair was determined to rise up to. Consequently, an important first step was a far-reaching restructuring and reorientation of the forum which included bringing in new staff. The development of a strategic plan to guide the sequencing and timing of the process of restructuring and managing the operations of the Forum and its Secretariat was another. The development of the plan was also to boost the forum's role as a promoter of good governance, improved and better service delivery to all citizenry as well as better coordination and collaboration among the three (3) tiers of government.

NGF's first strategic plan for the 2010-2012 period has come to an end. The need to review the experience of that plan as a basis for developing one for the 2013-2015 planning period was recognized by the Forum under the leadership with the Governor of Rivers State, Rotimi Amaechi, as Chair and the Governor of Anambra State, Peter Obi as Vice-Chair. This document is therefore a materialization of this shared objective.

3. NGF's Journey So Far

NGF continued its journey in 2009 with a more united Forum under a visionary and passionate Chair determined to further grow the image of the NGF and increase its potential to be institutionalised. The new Chair was supported by new and skeletal staff with limited resources. However the new Director General and his team were equally passionate and visionary and determined to make an impact.

a. The 2010 -2012 Plan – What was achieved and Lesson's learnt

The Forum set out to achieve specific Outputs by the end of the plan period. To a very large extent, the NGF has made remarkable progress and chalked significant achievements in it

journey towards growth and maturity as an institution. It set out to achieve the Outputs below by the end of the plan period:

Output 1

- a. The Forum and its committees meeting regularly, discussing issues of mutual and national interest, sharing experiences and good practice and where appropriate reaching consensus.
- b. Relevant and valued contribution to debate on national issues through formal and informal structures and channels regularly being made by the Forum

The Forum is increasing more institutionalised as meetings become more regular with an ever improving attendance rate (about 80%) of Governors. In addition to regular meetings, the various working committees (e.g. on Constitutional Review, Revenue Allocation, Building) of the forum are functional and met regularly during the plan period. Forum meetings have formed the basis for major policy contributions by the NGF on important national issues such as on the Sovereign Wealth Fund debate, Minimum wage, and the removal of the fuel subsidy. More broadly, in NEC meetings that are preceded by Forum meetings Governors tend to agree common positions to be adopted at meetings. All of the above speak to the emerging unity of purpose and a desire to find common ground on many issues with a potential to impact on wider society.

Despite these achievements, NGF is still at an early stage in its growth process and are undoubtedly confronted with challenges typical of that stage of development such as management of meetings and prompt follow up on decisions taken.

Output 2

NGF communicating with governmental and nongovernmental institutions in relation to matters affecting governance and service delivery at all levels

The achievements mentioned under Output 1 have been partly the result of the active engagement that the NGF Secretariat, on behalf of the forum, has maintained with government, bilateral and multilateral organisations and NGOs. By keeping abreast with relevant issues affecting the general public, the Forum has developed working relations with Development Partners such as UNICEF, the World Bank and the Bill & Melinda Gates foundation. The forum has developed a collaborative arrangement on polio eradication involving NGF and Federal Min of Health and the Foundation whereby states that meet all the necessary threshold criteria by the end of 2012 and are awarded a \$500,000 grant from the Bill & Melinda Gates Foundation to support their top health priorities. More broadly the NGF has

become a major bridge/link between government, DPs and private organisations as they seek to reach States through the forum.

Whilst significant progress has been made, a lot more needs to be done especially with a range of MDAs. This will require effective strategising on how to forge mutually beneficially relations with key stakeholders such as the NPC, OSSAP-MDGs, CBN, Code of Conduct Bureau, UBEC, and the Ministries of Water Resources, Health, Agriculture, Finance, Budget Office as part of efforts to improve service delivery to citizens of the various states of the Federation.

Output 3

States working together bilaterally or multi-laterally to implement mutually beneficial policies and thereby improve service delivery to citizens across borders countrywide

Over the plan period, the level of cooperation between states has increased significantly. So also has the relation between States and the federal government. Zonal groupings within the umbrella of the forum are increasingly effective as they to discuss ways of overcoming their commonly shared developmental challenges. And in their recognition of dealing with common problems, the forum as well as member zonal groupings have become strong platforms of collaboration irrespective of party differences and economic strength. In this process, they have shared solutions with each other on how to

Output 4

NGF playing an influential role in dispute resolution where appropriate and being instrumental in achieving satisfactory outcomes

The NGF, supported by its sister member zonal fora, were instrumental in the peaceful transfer of power to then acting President Goodluck Jonathan. It initiated and supported the adoption of the doctrine of necessity by the national assembly which provided the basis for the assumption of office of President Goodluck Jonathan following the demise of President Umaru Musa Yar'adua. More recently, the forum has been pivotal in finding some common ground over a number of disputes. NGF played a lead role in the dispute between the Federal govt and organised labour over the minimum wage and subsidy removal thereby engendering close collaboration. The NGF has variously engaged in conflicts/dispute resolutions be it labour, security, political or economic issues at both national and state levels.

Despite these successes, the state of insecurity has been one challenge that has proven to be beyond the conflict resolution capability of the forum. Although it has contributed to peace efforts in Jos, the conflict is still protracted.

The SPRM has moved from being a dream to a reality. The Peer review Programme is being pursued with vigour and has helped build a platform in which the states shared ideas on good governance and development based on minimum performance indicators/benchmarks.

Output 5

Peer review system developed and functioning and providing States with accurate and reliable governance, service delivery and development performance data on their own States and information on 'good practice' applied in other States in key performance areas.

Peer reviewed States have broadly accepted the findings and have promised to act on them. It has stimulated sharing of experiences and together with the Governance Fair Share is showing the Forum's cutting edge. States like Anambra who have already gone through a peer review are bringing out good practices that is being captured and shared with other States. The process is promoting good governance and citizen sensitisation as it holds public fora to share outcomes of review exercises.

A Steering Committee (SC) set up to oversee the peer review process is in place and functioning well. It comprises former members of NGF (and chaired by the preceding NGF chair- Senator Bukola Saraki) senior independent individuals from the judiciary, academia, civil society organisations, media and trade union. An SPRM secretariat has been established within the NGFS with a full time head. The Governors have signed MoUs agreeing to undergo the SPRM in their States. They have shown commitment to the process and so far have been very involved from beginning to the end.

To achieve the above the Forum has been adequately supported by Secretariat.

Output 6.

- a. Appropriately resourced and equipped Secretariat that is able to respond quickly and effectively to the needs of the NGF;
- b. Supporting Governors and senior support staff have the skills to govern and manage their States in an effective and efficient manner;
- c. Using an appropriate Communications Strategy and effective information dissemination systems to deliver key messages to the wider;
- d. Relying on functioning and regularly monitored feedback mechanisms;
- e. Producing well researched reports on key public policy issues and making these available to Governors for consideration and discussion and where appropriate publication;
- f. Regularly holding discussions and dissemination events (workshops/conferences) as part of the process of contributing to national debate and policy development.

The NGFS is growing in professionalism and strength as it increasingly serves as the engine of NGF activities, supporting the implementation of key decisions and resolutions and tracking policies and providing feedback to principals. Its staff strength has been beefed up. For example, there is full time researcher, a staff member handling federal level issues and competent consultants both (in house and external) have been recruited (Economic Adviser, Knowledge Management Adviser, Policy Adviser, Health and MDGs, Internally Generated Revenue, and Labour Relations). The increased capacity in the secretariat has reflected in the support provided to principals on key policy issues mentioned under achievements of Outputs 1 and 2. The strengthened capacity of the Secretariat has supported the NGF to initiate and continue an induction programme for newly elected governors and re-elected governors on how best they can fulfil their role. The increased role of the NGFS has encouraged the Principals to increase their national subvention from N2m to N5m.

Despite these achievements, the Secretariat is yet to realise its full potential. It still needs to strengthen its Human Resource Management systems as well as Monitoring and Evaluation capability. Its ICT capability is still below what is required for it to perform optimally. It still needs to improve its relations with the media in a way that will contribute to strengthening the improving image of Governors in the eyes of the citizenry as well as put out regularly what has been accomplished by the forum.

To a very large extent, NGF's Mission for the 2010-2012 plan period - "To provide a platform for collaboration amongst the Executive Governors on matters of public policy; to promote good governance, sharing of good practice and enhance cooperation at state level and with other arms of government and society" has been achieved to a considerable degree.

In all of the above, a number of key lessons emerge. The type of leadership an organisation has makes the difference between success and failure. To that extent, it is important to regularly grow new leaders and provide opportunities for them to prove their worth. The ability to rise above political partisanship and to be ready and able to adapt to the changing Nigerian context is another. It is the ability of the Forum to put politically partisan interests aside when it matters most which has been key to its rising profile. The willingness and ability of Development Partners to identify potentially successful institutions and provide support when it is most needed is another lesson which informs the phenomenal growth of the NGF. All of the above provide a suitable context within which the Forum has reacted to its external environment.

b. NGF's current environment and its impact

The forum has had to respond to a number of issues in its external and internal environment all of which have had both positive and negative impact on the Forum and its secretariat. These issues include: the prevailing state of insecurity the country, the ongoing constitutional review

process and the fuel subsidy removal which led to a one-week nation-wide strike with demonstrations in many major cities. It has also had to engage with the debate on revenue allocation, the utilisation of fuel subsidy gains and the issue of the Sovereign Wealth Fund. The minimum wage dispute was also another challenge the forum has had to rise up to. Despite these significant issues in its external environment, it has continued and scaled up the State Peer Review Mechanism as an important instrument for improving governance culture in Nigeria. The impact of each of these issues is outlined below.

Issue	Its Impact	
	The Forum	Secretariat
State of Insecurity	<p>Brought to the fore the need for a more enlightened leadership;</p> <p>Heightened the need for unity and a collective approach within the forum;</p> <p>Has led to calls for the creation of State police as an issue worth considering in the constitutional amendment process.</p>	<p>Increased its workload as it seeks to engage different stakeholders on security issues;</p> <p>It has drawn attention to the need for improved linkage and collaboration with other stakeholders at both national and sub-national levels;</p> <p>Drawn attention to the possible need to assign responsibility for dealing with security issues in the secretariat.</p>
Constitutional Review Process	<p>Improved the Unity and Cohesion of the Forum;</p> <p>Highlighted the need for closer collaboration with the legislature;</p> <p>Improved unity and cohesion within the forum;</p> <p>Led to an increased public debate about the forum.</p>	<p>Led to a restructuring within the secretariat with a full time staff responsible for liaising with the federal level;</p> <p>Contributed to increasing the public profile of the NGF;</p> <p>Led to a strengthened interface with the legislature;</p> <p>Drawn attention to an opportunity for the secretariat to be more prominent in capacity building.</p>

Fuel Subsidy Removal	Threatened the unity of the forum whilst drawing attention to the importance of speaking with one voice; Heightened the need for improved participation and influence on decisions at the executive level;	Highlighted the value of an effective non politically partisan secretariat; Reinforced the need for evidence based policy positions;
Revenue Allocation Debate	Strengthened the unity of the forum; Increased cooperation with MDAs; Supported the case for a constitutional review;	Increased the workload of Secretariat staff; Drew attention to the need for more inter-sectoral linkages; Led to an increased interaction with MDAs.
Minimum Wage Dispute	Strengthened the case for increased resources from the Federation; Emphasised the need for the forum to speak with an informed single voice; Drew attention to the importance of paying close attention during national policy formulation; Highlighted the need for a clearer understanding of the impact of an increased wage bill on States; Brought to the fore the importance of IGR and the need to streamline the workforce.	Value of secretariat appreciated in terms of providing advice to principals; Reinforced the need for timely and relevant policy advice hence the need for specialist consultants; Drew attention to the need for the Secretariat to have advance knowledge of policies and their potential impact; Strengthened the case for a constitutional review of the revenue allocation formula; Increased the workload of the secretariat.
	United the forum on the need for constitutionality	Emphasised the need for a strengthened secretariat with a capacity to do better research and

Sovereign Wealth Fund (Excess Crude Fund)	Reinforced the need to review the enabling act; Led to increased confrontation with the Federal Government.	analysis;
Utilisation of Fuel Subsidy Gains	Led to resources being allocated to pay for legal action against the federal executive; Highlighted the need for a better utilisation of resources allocated; Gave a stronger voice to the call for a better federalism (i.e. fiscal federalism).	Led to an increased recognition of the role of the secretariat as a policy hub; Reinforced the need for the Secretariat to carve its niche in providing relevant and timely policy advice to principals; Drew attention to the need for strengthened interaction with relevant statutory bodies.
State Peer Review Mechanism (SPRM)	Led to a healthy competition among states and increased sharing of best practices between them; Increased the visibility of the forum. Reinforced the need for capacity building of State public officials; Strengthened the case for transparency and accountability in the governance process;	Resulted in increased visibility of the NGFS Resulted in closer working relationships between Secretariat staff and State Government Officials; Raised the credibility and profile of the NGFS as a think-tank; Increased understanding of governance issues within States;

Several themes stand out from the above. For the Forum, the issue of Unity of the forum; the quality of leadership; the importance of being proactive on a range of issues critical to building the nation and strengthening federalism; the need for more effective engagement with external stakeholders (legislature, MDAs and the wider public) and the importance of learning and sharing amongst States as a precondition for strengthening democratic governance stand out.

For the Secretariat, its strategic role has been highlighted but more importantly is the need for it to strengthen its capacity to play the onerous role it is playing. This will require modernising and strengthening its management capability as well as increasing the resources available to it become more effective as a cutting edge policy hub.

The NGF and the Secretariat are well placed to rise above existing and emerging challenges and continue to grow into a credible institution. It can become an active nation builder promoting an economic transformation which makes a difference to the lives of ordinary Nigerians because of its positive impact on poverty at the sub-national level. The Strengths, Weaknesses, and Opportunities analysis below provides a basis for this optimism. The threats that may confront the NGF are covered under the Risk Analysis and Risk Mitigation section below.

c. SWOT analysis

Strengths

The strengths of the Forum are located in the following:

- i. Quality of its leadership;
- ii. The prevailing sense of unity;
- iii. Its ability to influence national and state level processes;
- iv. Its commitment and openness to learning.

In terms of leadership, its membership is increasingly being increased by Governors with good leadership qualities. As a Forum, it has provided leadership when it matters and acted when it has been necessary.

Its unity is due to its non-politically partisan credentials which enables it to act with a sense of common purpose. Furthermore, members see themselves as equal partners and are able to speak with one voice on many issues.

The Forum is emerging as an increasingly effective arbiter in national disputes and has demonstrated its capacity to influence policies and national level issues. To a large extent, its improving reputation bears testimony to it.

There is demonstrable evidence of a willingness to engage and contribute to the growth of the Forum. Governors are willing to learn from each other and replicate good practice.

The strengths of the Secretariat are manifested through its:

- i. Leadership;
- ii. Team Spirit and Service Orientation;
- iii. Influencing capability;
- iv. Commitment and loyalty

The secretariat is endowed with a strong and energetic leadership committed to a non-politically partisan approach with a capacity to adapt and work with Governors of all political hues. There is a prevailing non-adversarial culture and team spirit in the secretariat and a demonstrable capacity to gather and share information on states. The Secretariat is able to maintain active communication links with principals and stakeholders. It is emerging as an important one-stop resource centre on States of the Nigerian Federation.

All the above has enabled the Secretariat to exert significant influence on the evolution of the Forum as it is able to convene meetings/seminars for the benefit of Governors. It demonstrates a capacity to act as an honest broker in internal disputes.

Above all, the Secretariat is strongly committed to its raison d'être - servicing its Principals.

Weaknesses

The Forum, however, has some weaknesses and these are located in:

- i. Prevailing organisational culture;
- ii. Its public image;
- iii. The state of insecurity.

The NGF exhibits symptoms of a growing organisation in the way it manages its internal affairs. Whilst attendance of meetings has improved considerably there is still room for Governors to commit more time to the affairs of the Forum. There are issues of timely and regular payment of dues. Issues of time management continue to be grappled with so also is the pace of implementation of decisions or communiqués agreed upon.

Though the image of the Forum has improved significantly, there is still a poor perception of the NGF by some members of the public.

The NGF has been constrained by its inability to contribute to bringing an end to insecurity thereby reducing its emerging image as a nation builder.

The Secretariat's weaknesses can be traced to:

- i. Organisation Management;
- ii. ICT capacity;
- iii. Capacity to manage external relations;
- iv. Insecure/inadequate funding.

There is no clear and effective performance measurement (M&E) and reporting systems in place. An effective Human Resource Management system is yet to be institutionalised. There is also no clear organisational structure with authority flows. Regular and systematic planning process still need to be developed. In terms of use of modern ICT facilities, the Secretariat is still at a rudimentary stage and this is impacting on its capacity to manage and improve its underdeveloped relationships with States, Federal MDAs, Development Partners and other stakeholders. A major factor limiting the Secretariat's potential is its inadequate and untied funding base, a situation which limits its capacity to bring in the required highly skilled staff to support it in its work.

Opportunities

There are nevertheless emerging opportunities for the Forum to:

Learn Grow and Mature: The SPRM can be further developed to tap into and exploit its learning opportunities. SPRM share fairs offer an opportunity to acquire and make use of skills and knowledge capable of bringing about demonstrable benefits to the citizenry. Its growth and learning opportunity will be further enhanced if new States are created thereby automatically increasing its membership and the resources available to it.

Improve Public Image: The NGF has come a long way since 2009. Many of its members are increasingly showing a desire to increase transparency, accountability and promote good governance. This is beginning to pay off as the public appreciate its contributions. There are fewer calls for curbing the power of the Forum or questioning of its legal mandate. Nevertheless, the environment is now more conducive for the forum to seek constitutional backing/mandate to strengthen its current legal mandate.

The forum could further strengthen its operational effectiveness by tapping into the skills and competences of appropriate ex-Governors as it has done in the case of the SPRM.

Become an important nation builder: The profile of the Forum supported by the Secretariat in resolving conflicts/disputes between Governors and their predecessors, between Governors and their deputies is putting it in a good stead to play a role as a nation builder. It can use its increasing social capital to promote national unity and reduce emerging insecurity.

Promote Economic Transformation: The SPRM process has thrown up opportunities for growing State economies. It is now increasingly clear that Nigeria and various States have to move away from over reliance on oil revenue and disbursements from the federation account. This is now the time for the Forum to take the lead in promoting economic diversification away from oil and to attract additional resources for development.

Reduce Poverty and Improve Material wellbeing: The citizens of Nigeria are demanding results that will impact positively on their overall wellbeing. The SPRM process has opened up possibilities for a number of States. Now is the time for various States either individually or collectively through their zonal fora to put forward development strategies that tap into their comparative advantage and are effective in creating jobs, improving service delivery and reducing poverty.

However, the forum cannot take advantage of these opportunities without developing strategic relations with a range of Stakeholders.

d. Stakeholder Analysis

The NGF has increased its interaction with its stakeholders in the last three years. However, it is still not taking full advantage of these interactions and could develop new ones. The table below presents stakeholders considered on the basis of their importance (in terms of

contribution) and influence on the ability of the Forum to achieve its Strategic Objectives, its Goal and ultimately its mission.

High Importance / Low Influence	High Importance / High Influence
<ul style="list-style-type: none"> • Association of Local Governments in Nigeria (ALGON) because they represent the third tier of governance and are closest to citizens; • National Population Commission because they provide data on demographics which can be useful for planning; • National Governors Association of America because NGF is benchmarking them; • Revenue Mobilization Allocation and Fiscal Commission (RMAFC) because they influence allocation of resources; • Civil Society Organisations (CSOs) because they are opinion moulders; • Labour Unions so that a good working relationship is maintained between management and staff in State administrations; • Development partners (WB, UNDP, UNICEF, USAID) because they provide substantial technical and financial support for development; • Presidency because NGF is independent, they are not under the Federation 	<ul style="list-style-type: none"> • State Governors because they are members without whom there will be no NGF; • Central Bank of Nigeria (CBN) because they are ready to assist, corporate, share knowledge; • Ministry of Education, Health, and Water, Agriculture because of their impact at state level as well as the potential they offer in terms of financial and technical collaboration for improved service delivery; • Bill & Melinda Gates because of the Polio eradication programme facilitated by NGF; • National Economic Council (NEC) because it takes vital economic management decisions and is therefore of vital economic importance to States and all Governors are statutory members. It sets national priorities and goals and formulates /prepares short, medium to long term development plans. • National Planning Commission because they are a policy arm of the federation and work with states on policy issues • DFID-SPARC because they cooperate, collaborate, and offer capacity development opportunities • National Bureau of Statistics because they manage and possess data of relevance to policy work; • National Assembly because their legislation affects States; • Federal Ministry of Finance because they are in charge of the economy and FAAC

	<ul style="list-style-type: none"> • Debt Management Office (DMO) because they are a regulatory organ for sub national debt; • Code of Conduct Bureau (CCB) because of their potential for providing training to State officials about how CCB's work affects them as well as what the law requires of State officials; • Fiscal Responsibility Commission (FRC) because it is a legal requirement for States to pass a Fiscal Responsibility Law. The FRC could support States implement this; • National Primary Healthcare Development Agency (NPHCDA) because they coordinate health issues. • Office of the Senior Special Assistant to the President on Millennium Development Goals (OSSAP-MDGs) because the NGF can sensitize all Governors on the Conditional Grants Scheme • Media because they influence and shape public perception; • Universal Basic Education Commission (UBEC) because they control primary education; • National Electricity Regulatory Commission because a lot of States are doing Independent Power Plants projects.
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The table above demonstrates the breath of opportunities available to the NGF from now to 2015 and beyond. The NGF should continue to play a significant and influential role in dispute resolution at national, state and local government levels as well as in the wider society through its role in the NEC. These disputes include high profile ones such as labour disputes or disputes with Federal partners such as on water resource projects through the Ministry of Water Resources. The NGF's role in fostering the provision of training on procurement issues using the

expertise of the BPP is also beneficial as a preventative measure against potential legal issues against Governors after they leave office.

With a number of partners the NGF can strengthen the process of peer-based learning and sharing of developmental experiences with the objective of improving good governance and socio-economic development at the state level. The OSSAP-MDGs office are interested in getting more involved in this SPRM and to help speed it up. The NGF can also further enhance good governance and socio-economic development through collaboration with the NPC by getting the States to agree and adopt a standardised best practice model for State Development Plans. Similarly, a close cooperation with the NBS could result in an upgraded statistics capacity in the States. The NGF can cooperate with the Ministry of Agriculture to offer training and tailored assistance for developing agriculture in the States. The Federal Ministry of Finance, the DMO and the Budget Office have expertise that the NGF could mobilise in the building of capacity in financial management in the States. Lastly, the NGF can carve out a long-term role for itself, acting as the vital 'institutional memory' for long-term water projects that is missing at the moment. A further opportunity for economic development in the States highlighted in the table above is with the National Electricity Regulatory Commission. Following the recent legislation on the matter, a lot of States are now planning to undertake Independent Power Plant projects. The NGF can build expertise in this area so as to be able to assist States when they seek to undertake these projects.

The NGF should enhance its visibility and its capabilities with its stakeholders including federal bodies, International Development Partners (IDPs), NGOs and the media through an effective communication strategy. This process will involve a close interaction with the media, the Developmental partners, NGOs and all the Federal bodies in the table above.

Over the next three years the secretariat of the NGF will be strengthened to act as the efficient and effective engine of the Forum. In particular it acts as an effective policy hub of the forum if it:

- delivers context specific and relevant policy advice;
- provides all round capacity strengthening services to Governors and their teams in their day to day running of their States.

Key stakeholders in this process are the development partners such as DfID SPARC and the World Bank who provide technical and financial support to upgrade the technical capabilities of the NGF. In addition, the policy hub of the Secretariat must have a close relationship with federal bodies such as the NEC, NPC and NBS who can provide with timely and accurate information. Subsequently this would allow the policy hub to provide relevant and useful analysis to the States.

e. Methodology used in developing the 2013-2015 plan

This plan has benefitted from the experience gained in preparing the 2010 -2012 Strategic Plan. This time round it has been a collective endeavour involving the Principals, NGF Secretariat staff, NGF consultants with support from DfID-SPARC. The process was designed to bring to bear, as much as possible, the perspectives of major stakeholders on the process as well as the content of the plan. Consequently, different stakeholders have made contributions to specific components of this 2013-2015 plan.

In reviewing the 2010 -2012 plan, NGF middle level staff, the Chair of the Forum and three other Principals and the former chair had a limited involvement in the sense that they provided unstructured feedback on the performance of the NGF. However, NGF management, many consultants (both in house and external) and some middle level staff carried out a self-assessment (using a questionnaire) of the extent to which the Outputs of the 2010-2012 plan had been achieved.

To generate insights, which were subsequently validated at a one-day workshop, a discussion guide with about 13 entry questions was used to engage 14 Staff and Consultants of NGF in in-depth discussions. Discussions covered the external environment and its impact on the Forum and the Secretariat and a SWOT of the NGF and Secretariat. The discussions also covered their views on the Vision and Mission of the Forum as well as the Strategic Objectives which need to be set for the 2013-2015 planning period.

Similar issues were explored with the Chair of the Forum and three other Principals representing the South-East, South-West and the Middle Belt. However, due to time limitations principals were given the opportunity to discuss issues pertaining to the plan which they wanted to focus on. The team of consultants then deepened their understanding with follow up questions derived from the discussion guide.

A one-day workshop was held at the Sheraton hotel involving about 30 participants. Participants from the NGF Secretariat represented all the levels of the organisation. About 8 of the NGF's consultants (both in-house and external) participated. Representatives of 2 Nigerian newspapers also participated. This was intended to be the beginning of a process of enhanced engagement with the media as a way of offering them an opportunity to report events and information on the Forum more accurately.

The workshop revised and validated inputs derived from individual interviews covering the following aspects of the plan:

- i. NGF's external environment and its impact on the Forum and the Secretariat;
- ii. A SWOT analysis of the Forum and the Secretariat;
- iii. A stakeholder analysis of the NGF;
- iv. NGF's Strategic Objectives for the 2013-2015 plan period.

A visioning exercise was used to tease out the values that NGF is signing up to as the driving force for the plan. It also enabled participants, through a group exercise, to share their perspectives on their vision of NGF come 2015.

In summary the process outlined above has been the source of ideas in the relevant aspects of the plan. The following elements of the plan have however been developed through more individual and focus group discussions involving different relevant stakeholders:

- i. Results/Outcomes/Targets – NGF management and consultants;
- ii. Monitoring and Evaluation – ED Strategy, Consultants (in-house and external), SPRM coordinator, OIC ICT Unit, OIB
- iii. Knowledge Management/Communication Strategy –NGF management, SPARC (Technical Partner); Knowledge Management adviser; Economist; SPRM Coordinator and other consultants;
- iv. Implementation Plan and Budget – NGF management, SPARC, NGF Chair and some principals; Economist;
- v. Financing the plan – Chair of the Forum, some principals, NGF management, Economist, SPRM Coordinator, Knowledge Management Advisor.

To a large extent, this plan is quite rightly a product of NGF itself. The main body of this plan follows below and it reflects the progress that has been made since 2010.

4. NGF's Strategic Orientation

NGF's Vision has remained broadly the same except for minor changes to reflect its emphasis on non-political partisanship in the way it conducts its affairs. NGF's vision is:

"A strong non-politically partisan institution actively and effectively promoting inclusiveness, sustaining democratic values, good governance and sustainable development in Nigeria"

Its Mission for the 2013-2015 planning period is:

"To strengthen the forum as a politically non-partisan institution that is actively promoting true federalism and nationhood, facilitating cooperation learning and sharing among states and delivering real dividends of democracy to the citizenry"

A new element on values and ways of working has been introduced into this plan. NGF stands for the following values and ways of working:

Values

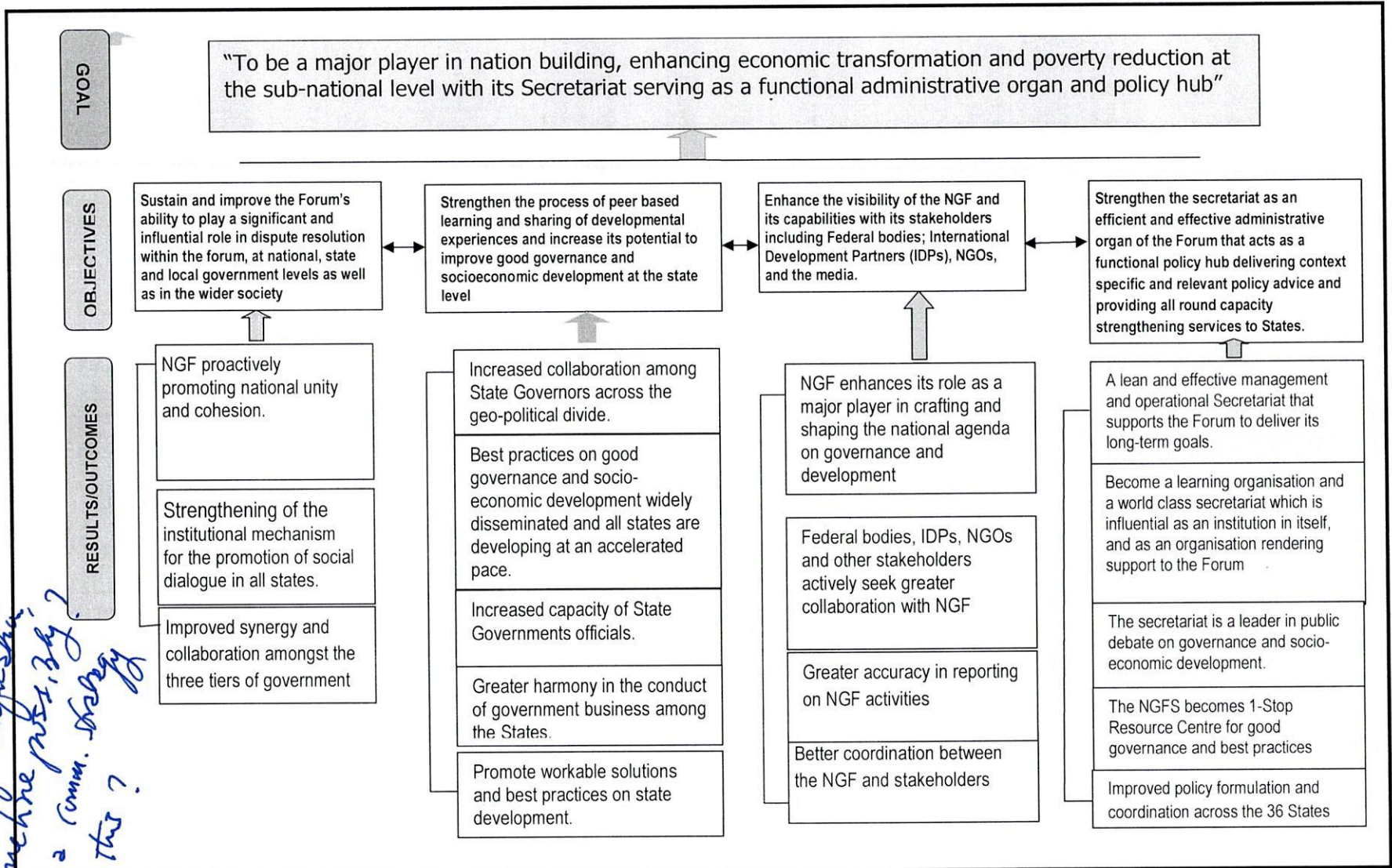
- Accountability;
- Good governance;
- Honesty and Integrity.

Ways of Working

- Competence;
- Effectiveness
- People orientedness (Approachable);
- Pro-activeness;
- Professionalism;
- Resilience;
- Responsiveness

What stands out from the above is a heightened results orientation. The Forum is determined to stand out in the Nigerian polity for what it does and achieves and not just what it professes. There is a renewed Results orientation which reflects in a hierarchy of synergy in the various components of this plan. The section which follows below reflects this new orientation.

5. Results Orientation



Handwritten notes:

Why don't we just blow out a way
 phenomenon sparse the results?
 from networks?
 Can add up to a very
 m & B - to make the process, by?
 as well as
 a comm. strategy
 based on this?

NGF's Monitoring and Evaluation Plan

- a. Results to be delivered;
- b. The Baseline situation for each Result area;
- c. Key Performance indicators for each Result area;
- d. Monitoring and Evaluation and Lesson Learning Plan;
- e. Management and Human Resources.

6. Knowledge Management and Communication Strategy

<p>Strategic Objective 1: <i>Sustain and improve the Forum's ability to play a significant and influential role in dispute resolution within the forum, at national, state and local government levels as well as in the wider society;</i></p>	
Key Outputs	KM Activities
<p>NGF and its committees meeting regularly, discussing issues of mutual and national interest, sharing experiences and good practice and where appropriate reaching consensus</p> <p>NGF making a relevant and valued contribution to debate on national issues through formal and informal structures and channels</p> <p>NGF produces communication products (Newsletters, Policy & Issue Briefs, Executive Notes) and establishes clear channels of distributing same to the public</p>	NGF Meeting Communiqués distributed
	Press release issued, website updated and media briefed
	Information/ideas shared through Newsletters, Good practice briefs, Reports
	Critical Information from states made available to the public (Budgets, Speeches, Development Plans, SPRM reports)
	Media talks on key issues by Forum members, Secretariat management and Forum Consultants on TV and radio, issue articles and editorials on NGF sectors and themes
<p>Strategic Objective 2: <i>Strengthen the process of peer based learning and sharing of developmental experiences and increase its potential to improve good governance and socio economic development at the state level</i></p>	
Key Outputs	KM Activities
<p>All states commence the SPRM Process over the 3 year span</p> <p>NGF has a positive input in capacity building of key public officials at the state level.</p> <p>good practice documentation developed and disseminated across all the states across states</p>	Carry out research to enhance State development
	Governance Share Fair carried out in all geo political zones
	Identify and train state level contributors (KM officers) for the Hub i.e. the NGF CMS
	Trainings of key officials and the creation of horizontal communities of practice across all the states (e.g. Economic Advisers' Conference, Security Advisers Workshop etc.)

	Recruit and train state level contributors to CMS
	Recruit and train KM Officers in every SPRM Team at state level and train them
	Economic, Social and Political data critical to each state developed by sector advisers of the Secretariat (i.e. Budget analysis, MDGs progress reports, State GDP index, etc.)

Strategic Objective 3: *Enhance the visibility of the NGF and its capabilities with its stakeholders including Federal bodies; International Development Partners (IDPs), NGOs, and the media.*

Key Outputs	KM Activities
strategic relationship with key organizations and institutions established through a mandate mapping exercise	
A clear Communications Strategy document developed which contains segmentation and channels	
Various communication tools in the various activities of the Forum developed and put to use e.g. Seminars, Workshops, Conferences, Media Outings, etc.	
Secretariat Staff and Consultants trained in effective communication skills	
The Forum represented at key functions (national and international) by the Secretariat staff and/or Sector Consultants	

Strategic Objective 4: *Strengthen the secretariat as the efficient and effective administrative organ of the Forum that acts as a functional policy hub delivering context specific and relevant policy advice and providing all round capacity strengthening services to States*

Key Outputs	KM Activities
Specific sector advisory services offered on a periodic basis to the Forum	
Issue based policy analysis carried out and used to inform services rendered to the Forum	

Key collaborations with Public Policy and Governance oriented institutions and organizations to facilitate exchange of ideas, competencies and data (e.g. Educational Institutions, NGOs,) both national and international	
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Audience	Interest	Key Messages	Channel
Governors	<ul style="list-style-type: none"> • To support Good Governance best practices by providing relevant information and reports • To improve performance and grow democracy • To facilitate the States' Peer Review Mechanism • To mentor and train 	<ul style="list-style-type: none"> • NGF is bridging the Information gap between the Governors and the governed • NGF is working with the State governments to help them develop better policies • NGF provides State governments with access to international and local expertise and processes • NGF gathers lessons from other States and gives you easy access to new tools and better ways of doing things 	CMS, Meetings, E-mails
Media	<ul style="list-style-type: none"> • To ensure that appropriate messages are being aired and disseminated 	<ul style="list-style-type: none"> • NGF is partnering with the media to create awareness on its vision, mission and activities • Share accurate information on States 	Meetings, press engagements, website
Presidency	<ul style="list-style-type: none"> • To foster improved relations and facilitate effective communication between the Presidency and the Governors • To influence policies at the formulation and operational stages 	<ul style="list-style-type: none"> • NGF is working with key MDAs in the Presidency • NGF will provide relevant information and data that will enable the Presidency formulate concurrent policies • NGF wants to use best practices 	Dissemination Forum, Website and Meetings
National and State Assembly	<ul style="list-style-type: none"> • To provide necessary information to enable the passage of appropriate bills • To get State inputs and Review Bills 	<ul style="list-style-type: none"> • NGF will support the NASS to generate bills for public good • NGF will provide the NASS information on States policy implementation 	Dissemination Forum, periodic reports and Meetings

Audience	Interest	Key Messages	Channel
	<p>impacting on welfare of States before they are passed</p> <ul style="list-style-type: none"> • To sensitize state legislators on the preparation and implementation of the FRL and PPL 		
CSO's and general populace	<ul style="list-style-type: none"> • For awareness, acceptability and information • To engage them as catalysts and watchdog for good governance • To enhance learning 	<ul style="list-style-type: none"> • NGF is helping State governments talk to each other and exchange new information and ideas • NGF will make the voice of the populace (masses) heard • NGF is helping the Governors to serve you better 	Mass media, website, publications, dissemination meetings
MDAs	<ul style="list-style-type: none"> • For Planning and better performance • To engage them to replicate best practices at the State level 	<ul style="list-style-type: none"> • NGF will provide relevant State data for planning • NGF will foster better relations and cooperation between the federal and State MDAs 	Mass media, website, publications, meetings
Development Partners	<ul style="list-style-type: none"> • For capacity building • To share Best Practices for better performance of Governors • Share better information which could lead to a greater engagement with stakeholders vis-à-vis inward investment • Financial and Technical support on 	<ul style="list-style-type: none"> • NGF will provide accurate information and data for partnership • NGF will improve access to States • NGF work is highly relevant to the work being done by Development workers and we are keen to share any useful information they need 	Meetings, website, Mass media, Dissemination

Audience	Interest	Key Messages	Channel
	FRL and PPL		
Wider Professional Networks	<ul style="list-style-type: none"> • For capacity Building • For Resources • To Share best practices 	<ul style="list-style-type: none"> • NGF will foster relations and cooperation with similar for a for learning and experience sharing 	Website
Private Sector Actors	<ul style="list-style-type: none"> • To share better information which could lead to increased private sector investments in the states 	<ul style="list-style-type: none"> • NGF will provide accurate information and data for corporate social investments at the states 	Meetings, website, mass media

7. Risk Analysis and Risk Mitigation Strategy

The assumptions below, many of which underpinned the 2010 -2012 Strategic Plan still hold good re:

- Nigeria will continue to exist and democracy will be deepened;
- The legislation determining the role and function of Executive Governors will not undergo substantial change in a manner that undermines the role Governors play in the Forum;
- All 36 States will continue to contribute dues and provide support for the activities of the NGF at the current or an increased level;
- Governors' interest and commitment to the development of the NGF continues at the current or an increased level;
- The existence of zonal fora strengthens rather than undermines the NGF
- Support (funding and technical assistance) for NGF from all sources is sufficient to enable it achieve its strategic objectives

There are however new risks which need to be taken into account during the implementation of this plan. These are risks with a medium to high probability with a medium to high impact.

These are:

- Threat of increasing insecurity
- Reduced Financial Contribution
- Reduced Funding to states reduces ability of NGF to achieve its goals;
- Retention of highly competent Secretariat staff.

a. Risk to the forum and the secretariat

Number (A-Z)	Risks to NGF – Forum & Secretariat 2013-2015	Probability (L-M-H)	Impact (L-M-H)
	Forum		
A	Erosion of the Unity of the NGF	L	H
B	Risk of political party influence	L	M
C	Regional fora undermining the NGF	L	H
D	Threat of increasing insecurity	M	H
E	Threat of legislative arm reducing the Constitutional powers of the Governors	L	M
F	Danger of an adversarial president dividing the Forum	L	M
G	Reduced Financial Contribution	M	H
H	Reduced Funding to states reduces	M	H

	ability of NGF to achieve its goals		
	Secretariat		
I	Reduced Financial support from Governors	L	H
J	Reduced support from Development Partners	L	M
K	Secretariat being used for a particular political or sectional interest	L	H
L	Retention of highly competent staff	M	H

b. Risk Mitigation Strategy

The threat of insecurity is a real one and it is the most important threat facing the Nigerian polity. It is for this reason that the Federal Government has had to revamp the leadership of its security agencies. Whilst the NGF has an important role to play, it can only do so through its appropriate zonal fora – the northern Governors forum – and in consultation with the Federal government.

The threat of reduced funding is also important but it is not eminent. The principals have been forthcoming with their contributions when it matters. They are willing to rise up to the occasion when a clear threat to the survival of the Forum and the Secretariat is apparent. Nevertheless, the issue of adequate funding especially for the Secretariat to retain and expand its pool of skilled and competent staff is an important one. The reflections below on how this plan can be financed contains some innovative ideas which when implemented will mitigate this risk. Furthermore, Development Partners are increasingly encouraged by the Forum’s progress. They are more likely to provide additional support if based on the Stakeholder analysis carried out earlier, the Forum through the secretariat presents persuasive concepts notes which outline how it proposes to work with MDAs to delivery improved services and reduce poverty.

8. Implementation Plan and Budget

9. Financing the Plan