



2 years
of **new** thinking

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Governance



Governance perspective

Nigerian judgement on governors and their governments have been unforgiving. Understandably, conventional wisdom posits that governments have many butchers but few shepherds. In spite of all, there is increasing interest in good governance among Nigeria's 36 governors.

But pray, what is good governance?

The term is generally understood by many, in its most parochial meanings; accountability, transparency and equality before the law are well-known characteristics of good governance. There is, rightly, more emphasis on corruption as a precursor to its failures, nonetheless. What Senator Cato said about Rome then, is true of Nigeria today: "Simple thieves lie in prison and in stock; public thieves walk abroad in gold and silk."

Corruption causes mis-allocation of resources, of investment and of public infrastructure away from their most productive use. It can also lead to misallocation of talent as self-interested individuals seek rewards in occupations where returns are inflated through corrupt practices. The counterforce is transparency.

Transparency in the government's dealings is another crucial aspect in the context of good governance. Corruption takes place in the shadows, away from the public gaze. The need is to throw light on those dark corners. In this regard, the introduction of the Open Government Partnership at the last meeting of the NGF is a step in the right direction.

Moving to the larger

context of good governance, the standard economic notion is social welfare. The approach can be applied to policies, political processes and institutions. It provides an intellectual underpinning for ideas of government operating in the public interest. In the traditional welfare economic model, good governance is largely identified with reference to efficiency and distribution.

Efficiency requires making a choice from a set of alternatives which is most feasible. Feasibility requires taking into account both technological feasibility, budget balance, and their likes, which most of the 36 governors are adhering to in their pursuit of a better life for their people.

The welfare economic model can be thought of as generating 'rules for good governance' using systematic model of the economy and what drives human well-being. This approach displaced the classical approach to the issue which merely catalogued the functions of the government as protecting the society from violence and invasion, establishing an exact administration of justice and the duty of erecting and maintaining certain public works and institutions.

Good policies require good persons to be implemented. Where will a country like Nigeria get good people, a rare breed, from? The answer to this is democracy. Democracies are run by politicians. The argument in favour of democracy is that the main sanction for poor performance is in elections — those who perform poorly will not be re-elected.

This was a fallacious

argument, particularly in a country like Nigeria. Those who get elected strive to make more and more money out of their positions whether in government or in opposition, to get re-elected next time. Here, politics is a money game. But that is changing.

Governments have been variously characterised as democracies, dictatorships, plutocracies, aristocracies and 'kakistocracies'. The latter refers to when the worst persons are in power. It is left to the imagination of readers in which category they place the 36 governors that are currently in office but our conclusions are that governance in Nigeria is getting a boost with the innovations that



Gov. Abdulaziz Yari Abubakar

are emerging at the sub-national level.

Here are a few exam-

ples. In Abia State, the governor has ceded the right to disburse funds to the labour union. In the state of Osun, people oriented policies dominate and the people and their leaderships are on the same page. In Sokoto government has detected the only LG without a secondary school and provided one. In Kebbi and Lagos, Lake Rice is the thing. In Adamawa, Bindowo has given the people a breath of fresh air. In Bauchi, the governor has reignited hope in the once hopeless and ignored people of Katagum, Imo people are very proud of their freedom square while in Anambra they are happy Obiano works. In Edo, there is a new lease of governance with a bottom-up approach while Mr. Projects swims the murky Rivers. Kaduna is leading with the Open Government Initiative while Katsina state has relied on a once forgotten model of public accountability.

These are but a few of the attributes of governance, indeed the 411 (way forward) of governance.

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State executives of Primary Healthcare Boards converge under the auspices of the Nigeria Governors' Forum Secretariat (NGFS) to carve a way forward for healthcare delivery in Nigeria

Primary Health Care (PHC) is the bedrock of every health care delivery anywhere. It is situated close to the people for cost-effective health interventions. Unfortunately, the PHC system in Nigeria has been challenged by fragmented and multiple management structures resulting in poor provision of services to a vast majority of the populace.

The Primary Health Care Under One Roof (PHCUOR) policy is an initiative designed to unify all PHC structures and programs at the sub-national level, to ensure accountable and efficient service delivery. It is based on the principle of

one management (the State Primary Health Care Management Boards), one plan and one monitoring and evaluation system.

The implementation of this policy will strengthen primary health care systems and result in efficient allocation of health resources, enhanced access to health services such as antenatal services and immunization as well as improved health outcomes - reduced incidences of otherwise preventable diseases such as meningitis, measles, cholera among others.

With the support of the Bill and Melinda Gates Foundation, the NGFS is working on a project to ensure the implementa-

tion of this policy across the 36 states of the country in collaboration with the National Primary Health Care Development Agency (NPHCDA) and other development partners.

It was an experience-sharing meeting for the Executive Secretaries of the State Primary Health Care Agencies/Boards of the 36 states of the country and the FCT.

This event which held on the 15th and 16th of June at the Rockview Royale Hotel, was the first ever interactive session between the Executive Director of the National Primary Health Care Development Agency and the Chief Executives of State Primary Health Care Boards/Agencies.

At the end of the workshop, key challenges faced by the State Primary Health Care Boards were identified, the Board executives shared their experiences and successes in PHCUOR implementation and their knowledge on PHCUOR was reinforced. There has been difficulty moving PHC staff and programs to the Board from the state ministry of health and ministry of local government. Other challenges include inadequate capacity of human resources for health and loss of staff due to poor remuneration. The workshop resolved to have a one on one engagement with the governors to highlight challenges peculiar to their states af-

ter which outcomes will be tracked by assessment forms disseminated to states at intervals which will be independently validated.

In charting the way forward, it was agreed that quarterly meetings of this nature will be organized for the executives of the State Primary Health Care Boards.

The NGF also committed to organizing another forum that will bring together the Chief Executives of State Primary Health Care Boards and Commissioners of Health to iron out issues pertaining to the implementation of PHCUOR. There is lack of sustainable funding for PHC programs and the board generally



L-R: DG, Nigeria Governors' Forum, Mr. Asishana Okauru; representative of the Minister for Health, Dr. Yewande Adesina and Dr. Faisal Shuaib, ED NPHCDA



The Country Director, Bill and Melinda Gates Foundation, Dr. Zainab Mandara (left) and Chairman, NHED, Dr. Shehu Sule at the occasion.



Executive Secretaries of Primary Health Care in States who participated in the workshop under the auspices of the Nigeria Governors Forum pose for a photograph after the event.



Synergy in fiscal policy at subnational level

Although the fiscal status of states have come under intense scrutiny from analysts, things are beginning to look up after certain innovations and adjustments in fiscal policy by NGF economists and state officials began to take effect, writes NGF in-house economist **DAVID NABENA**.

In 2016, Nigeria's growth slowed sharply, averaging -1.5 percent – the lowest in over two decades. The country had transitioned from being one of the fastest growing economies in the world into recession. For an oil-dependent economy, it was not unprecedented, that the mid-2014 oil bust would impact the country's revenue negatively and cause ripple effects, including widening fiscal deficits, eroding currencies, and looming debt risks. Although the oil sector accounts for around 10 percent of Nigeria's GDP, it plays a central role in the economy, accounting for over 90 percent of the country's exports and 80 percent of government revenue.

The momentum of the recent crisis has not only been attributed to the usual suspects for a resource-dependent country like Nigeria, but a delay in policy response which heightened revenue losses, budget deficits and government borrowing. Given this context, policy adjustments are required to address both fiscal and macroeconomic imbalances at the national and sub-national level.

This report examines the fiscal policy



environment of States within the context of the Fiscal Sustainability Plan (FSP) – a framework designed by the federal government to address fiscal responsibility at the sub-national level. It is based on questionnaire responses from 32 States of the federation and desk research using available secondary data.

The Results

Data Source: FSP questionnaire responses from 32 States, collated by the NGF Secretariat

- Implementation of the FSP across its five goals has been largely successful, according to reports from States. Implementation rate for both completed and ongoing actions was recorded as 75 percent for account-

ability and transparency initiatives; 86 percent for actions targeted at increasing public revenue; 80 percent for reforms aimed at reducing public expenditure; 85 percent for public financial management reforms; and 60 percent for debt management reforms.

- Most States have implemented at least 15 of the 22 actions of the FSP. Implementation challenges were recorded in actions such as IPSAS implementation, publication of audited financial statements, immediate issuance of value added tax and withholding tax certificates, and the establishment of a consolidated debt service account and fixed asset register. Results also showed that most

States have not received an online price guide from the federal government, and guidelines for loans and municipal bonds.

- Results showed that State governments prioritised reforms targeted at cutting public expenditure and raising government revenue, with both goals recording the highest percentage of actions completed – at 69 percent and 63 percent respectively. Measures aimed at ensuring accountability and transparency recorded the lowest level of implementation at 44 percent, although ongoing reforms reached 31 percent – the highest across the five objectives.

- In order to rationalise public expenditure, 29 States reported that

they have carried out a biometric exercise to eliminate payroll fraud; 28 States reported to setting limits on personnel expenditure; 31 maintained systems of continuous internal audit; and 16 have established different forms of efficiency units.

- The goal of sustainable debt management recorded the highest percentage of actions not implemented, reaching as high as 39 percent of the total number of actions recommended to achieve the goal. 29 States reported that they had not received a benchmark rate for loans, while 24 States had not received guidelines for municipal bonds. Additionally, 15 States had neither established a debt service consolidated account nor sinking fund to secure debt obligations.

Main Findings

1. There is a consensus on the importance of the fiscal sustainability plan.

State governments agree that the fiscal reform agenda is legitimate, and they are keen on addressing inherent challenges affecting fiscal management and sustainability at the sub-national level.

2. The fiscal sustainability reform agenda is taking shape.



Synergy in fiscal policy at the subnational level



Notwithstanding recorded variations across States, the FSP has been largely implemented to strengthen regulatory, financial, and institutional environments at the sub-national level.

3. Implementing certain actions of the FSP require substantial funding.

The poor level of implementation of reforms such as International Public Sector Accounting Standards (IPSAS) reporting, Treasury Single Account (TSA) implementation, and the creation of a fixed asset register was attributed to the high cost of technology upgrade for managing accounting information.

4. More mileage can

be gained by bridging resource and capacity gaps.

Most States reported the lack of complementary technical or financial support in implementing the FSP. Although significant progress has been made, the current period of low federation revenues has weakened the ability of State governments to bridge funding and capacity gaps.

5. High political commitment has been the most important factor that has led to recorded successes in States.

Political support is essential and has been highlighted by State officials as the necessary condition that will facilitate the provision of needed funds, institutional

strengthening and inter-agency cooperation.

6. State governments have experienced lags in the implementation of the FSP.

For most States, implementation lags were recorded as a result of factors such as lack of credible data for problem identification and baseline tracking, slowdown in the economy which cut available funding, weak institutional capacity, and poor linkages across government ministries, department and agencies (including State Houses of Assembly as it relates to the review and passage of relevant laws and other oversight functions).

7. Gradual and sustained policy adjust-

ments are required to implement certain actions of the FSP.

Reforms targeted at rationalising public expenditure require broader public service reforms that will lead to a more unified, efficient, responsive and accountable civil service. Series of activities are also required to facilitate the domestication of relevant laws such as the Fiscal Responsibility Act (FRA), Public Procurement Act (PPA) and the Public Private Partnership (PPP) Framework.

8. Strong intergovernmental relations is the overarching framework for strengthening fiscal reforms.

To engender a supportive environment for knowledge shar-

ing and peer learning, effective engagement between the federal government and States, and collaboration among States are important considerations to address implementation lags.

9. Weaknesses/strengths in the implementation of the FSP reflect weaknesses/strengths in broader aspects of the fiscal system of States.

Overall, the fiscal performance of States showed marked linkages with the implementation of the 22 actions of the FSP. This relationship is prominent for public revenue measures which recorded high implementation and sustainable debt management measures which recorded low implementation.



PHOTO



Yobe State Gov. Ibrahim Gaidam (in white) relishing a brief moment with his Sokoto State counterpart, Gov. Aminu Waziri Tambuwal.



Governor Ayodele Fayose (left) in a chat with the Governor of Akwa Ibom State.



Yobe State Gov. Ibrahim Gaidam (left) and Kwara State Gov. Dr. Abdulfatah Ahmed listening attentively.



Chairman of the Nigeria Governors' Forum, Abdulaziz Yari A, speaking into a microphone, flanked by Gov. Mohammed Abdullahi Abubakar of Bauchi State.



Taraba State Gov. Arc. Darius Ishaku explaining a point of interest to Gov. Okezie Ikpeazu of Abia State and Gov. Rauf Aregbesola, Osun State.



Gov. of Benue State and Gov. of Kano State.

SPEAK



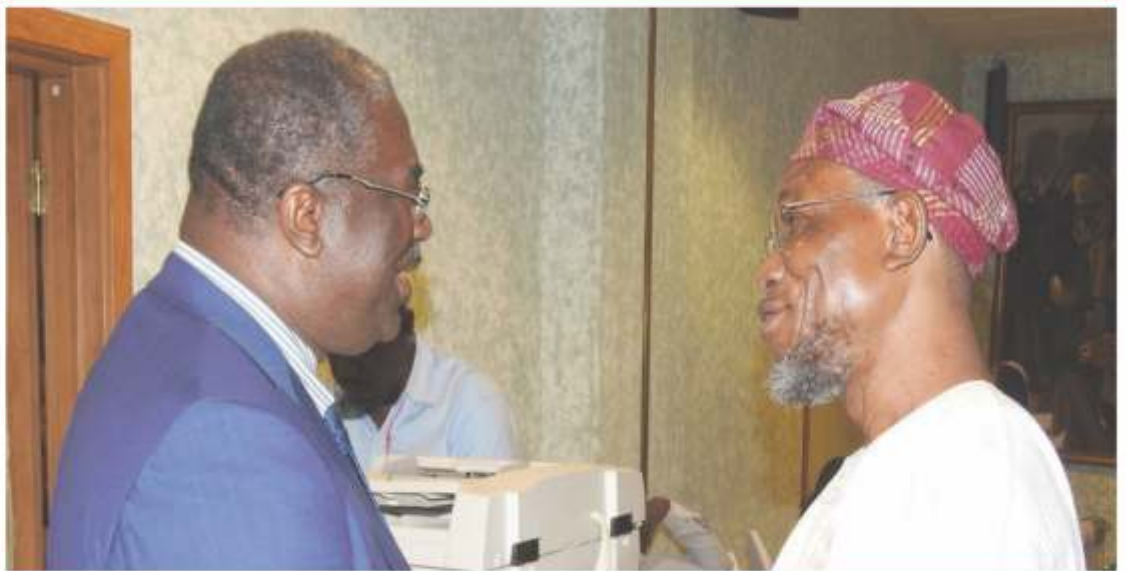
th Governor Emmanuel Udom



L-R: Gov. Aminu Bello Masari, Katsina State; Gov. Aminu Tambuwal, Sokoto State and Gov. Simon Lalong of Plateau State



bubakar of Zamfara State (left)
te as he declares open the forum.



Chairman, FIRS, Babatunde Fowler (left) engaging Gov. Rauf Aregbesola of Osun State.



Dr. Samuel Ortom (right) in a chat with Gov. Umar
State.



Gov. Akeredolu, Ondo State (right) in a chat with the Minister of
Health, Prof. Isaac Folorunso Adewole



50 years of Rivers' glory

Among many other states that were carved out in 1967, Rivers State also clocked 50 years on May the 27th 2017. The state has a tremendous list of achievements garnered through the works of several governments and administrations. No wonder during the celebration speech, the acting president Rr Yemi Osinbajo nicknamed the present governor, Nyesom Wike, "Mr. Projects".

Governor Wike's clear vision, according to him is "To build a state that is truly united, secure and prosperous with boundless opportunities for everyone that lives in it to peacefully pursue their goals and realize their full potentials in dignity and happiness."

Wike also said he was here to build on the achievements of others to ensure continuity. It is therefore not a surprise for the government of Rivers to have left absolutely no stone unturned in order to achieve these goals.

As a result, on the 27th day of May this year, Rivers government showcased its achievements and a number of landmark projects that were accomplished by the present administration.

Popularly known as the Treasure base of Nigeria, the Hub of oil and gas in Niger Delta, the state enjoys with pride the fact that it harbors the largest economy in the country. And with huge projects, Rivers state has no doubt been able to empower majority of the less privileged thereby making life easier for the people by providing access roads to the nooks and crannies of the state, opening up those once inaccessible areas and making the areas that the people were once afraid to ply motorable.

The Rivers State government under the Wike administration is also giving treatment to its people from uncountable newly renovated hospitals. It is training the state's children in all rehabilitated public schools, providing the best of waters to drink, and most of all dealt decisively with security, which has been the greatest challenge to the state.

Some of the glorious moments of the golden state are as follows.

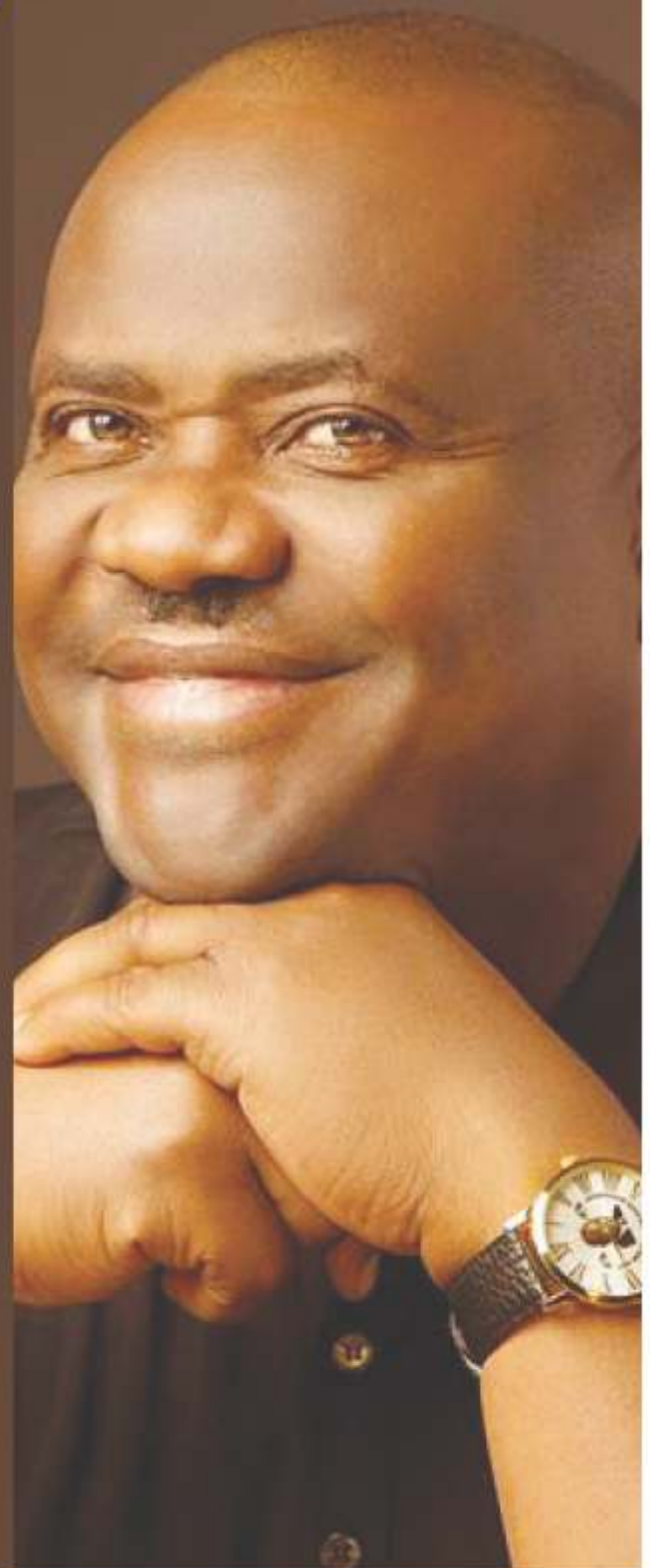
1. WATER- The Rivers state government has concluded the preliminary process of the Port Harcourt water supply and sanitation project. This is a joint venture with the World Bank.

2. HEALTH- Healthcare Reforms were designed to benefit the vulnerable.

3. ROAD- The rehabilitation of roads knew no bounds in the state, as the government left no stone unturned to transform both the rural and the city roads.

4. SECURITY- In its desperation to curb the never-ending sight of insecurity, and in its quest to make the state a choice destination for all investors, the Rivers state government realized early enough that security of life and property was paramount. And the government collaborated with security agencies and critical stakeholders to fight crime of all sorts at least to the barest minimum and as a result, now people can move freely without fear of being molested.

5. EDUCATION- "Education is the most powerful weapon with which you can change the world" Mandela. These and many more inspiring words on the marble inspired the governor to leave no stone unturned by transforming education in a tremendous way, this is by imposing huge structures, uplifting the standards of primary and secondary schools, rehabilitation of collapsed structures and so on. With these developments the Rivers State government is giving governance a human face.





Lagos at 50: The salient achievements

In the current political dispensation, Lagos State has become a reference point when it comes to social life, business initiatives and executing pacesetting innovative and strategic policies and programmes, that are meant to uplift the living standard of the people. The State is also commonly recognized as the country's commercial hub. Some of the salient achievements mentioned by the Governor of Lagos State, Akinwumi Ambode at the celebration of Lagos State at 50 years are listed below:

Employment Trust Fund for Youth: It was established by Lagos State Employment Trust Fund Law 2016 to provide financial support to residents of Lagos State, for jobs, wealth creation and to tackle unemployment. It serves as an instrument to inspire the creation and innovation energies of all Lagos residents and reduce unemployment across the State. The fund has the mandate to directly invest N25 Billion in helping Lagos residents grow and scale their Micro Small and Medium Enterprises or acquire skills to get better jobs.

Civil Service Reforms: The civil service is the engine room of any government. Lagos State government chose to reposition the state civil service in order to make it more efficient and cost effective, with a vision of delivering better service to the citizenry. The government appointed 20 new Permanent Secretaries following their track record of excellent performances. This is to create opportunity for upward movement of career civil servants and also reward diligence, dedication and hard work.

Security: The Lagos State government has reviewed the security infrastructure in the State and has put plans in motion to address the lapses. The State has established an integrated Se-

curity and Emergency control platform, aimed at strengthening the security apparatus in the state. Equipment and vehicles of various needs were donated to all security agencies to boost their efforts in combating crime in the state. Also, through the Domestic and Sexual Violence Response Team, the State tackles domestic violence and other gender related crimes. Furthermore, 190 officials of the State Emergency Command and Control Centre were recently trained on how to receive reports of Sexual and Gender Based Violence incidents in the State, especially with the approval to use the 112 toll free line to report cases of rape, defilement, domestic violence, child abuse, neglect, maltreatment and other sexual assaults.

Health: The present Lagos State administration has provided 36 Mobile Intensive Care Unit ambulances, at a cost of N145.240m, deployed in all Ambulance Points in the State. Also, additional 26 Transport Ambulances at the cost of N257.4m were deployed across all General Hospitals in the State. Ambulance Points were created across the States for easy access to people in the State. The ambulance service can be reached by calling the Toll-Free Line 112. In addition, Lagos state government has installed 22 Power Generating sets ranging from 350 - 500 KVA as additional back-up sets across all General Hospitals at the cost of N270m to ensure 24-hour power supply, 26 Mobile X-Ray machines costing N519.656m are also being installed at all General Hospitals across the State. Most importantly, the present administration has granted approval for the recruitment of more paramedic staff and special medical coordinators to ensure 24 hours' service in the States' health facilities.

Education: The Governing Councils of the State Tertiary Institutions were inaugurated with prominent selfless Lagosians offering their hands of fellowship to rescue these institutions. The recruitment of 1,300 Primary School teachers is ongoing to fill the gap in key subject areas that have been identified. Desks, chairs and other needs have been approved for procurement to schools in the State. In addition, the State government is also committed to adequate welfare for its teaching staff; for instance, at the Annual Education Merit Award ceremony in 2014. Wherein, no fewer than 57 awardees ranging from students, teachers, principals, schools and staff were honoured and presented with gift items, the highlight been the presentation of a brand new car each to the Best teachers in both the Secondary and Primary School categories and many more.

Road Infrastructure: This administration is determined to ensure that all roads in Lagos State are in good condition and motorable. Since the inception of the present administration, 181 roads rehabilitation and maintenance across the State have been undertaken, touching every Local Government including Federal Roads as the administration believes that these roads are being used by Lagosians first. A few of these roads are: Agege Motor Road, Herbert Macaulay Way, Yaba, Murtala Mohammed Way, Isolo, Ahmadu Bello Way, Victoria Island, Dopemu Road, Agege, Akowonjo Road, Akowonjo, Obalende Bridge, Obalende, Isaac John Road, GRA, Apapa Road, Ebute Meta, Apapa-Oshodi Expressway, Toyota-Charity Axis, Olufemi Street, Shomolu, Billy Street, Epe, Aswani Road, Isolo, Yekini Street, Shogunle, Oshodi, Isawo Road, Ikorodu.





Governors' two years of new thinking

Unlike the general idea of governors in the public domain, these are highlights of exceptional works of governors in their respective states as compiled by *AMARACHI IHEDIRIMADU* an intern with the NGF, who sees glory in the attention that is now being paid to people-oriented programs by governors, as opposed to the past where human capital was hardly the focus. It is a good read.

Okezie Ikpeazu from Abia state has done a lot in terms of corporate social responsibility in Abia State. He has advocated the nationalization and domestication of the Made in Aba goods and the Creation of education for empowerment program to tackle unemployment in the state.

Bindow jibrilla of Adamawa State has not only intensified efforts in ensuring safety and security in the state after the extreme case of insurgency that pervaded the state, he has also provided good healthcare facilities to the IDP camps in the state. Besides, Bindow has opened up rural areas in Adamawa state in a way that was never contemplated by people who always criticized the Governor saying he was up to no good.

In Akwa Ibom State, Governor Udom stepped into big shoes left behind by Godswill Akpabio. But Gov. Udom has shown that he is thinking anew by resuscitating moribund industries and improved mechanized farming in the state. Besides, one of the new ways of ensuring that the people are carried along in governance is by ensuring that stomach infrastructure is not just made available for the rich and famous but for all and sundry. In this regard, he has decreed the prompt payment of salaries in the state.

Governor of Bauchi State Mohammed Abdullahi Abubakar has succeeded in diversifying the economy of Bauchi State where agriculture, food security, education and primary healthcare in the state are receiving prompt attention.

Dr. Samuel Ortom thrives



Gov. Ifeanyi Okowa, Delta State



Gov. Nasir el-Rufai, Kaduna State



Gov. Abdul Aziz Yari Abubakar, Zamfara State



Gov. Badaru Abubakar, Jigawa State



Gov. Aminu Waziri Tambuwal, Sokoto State



Gov. Darius Ishaku, Taraba State



Gov. Emmanuel Udom, Akwa Ibom State



Gov. Simon Lalong, Plateau State



Gov. Ayodele Fayose, Ekiti State

in reducing the dispute between cattle-rearers and farmers by signing the anti-grazing bill. Moreover, the Benue governor has excelled in reviving abandoned schools, better and qualitative education.

In Cross-River State, Gov. Ayade is working towards reducing unemployment in the State, and increasing the IGR also with the pro-

posed creation of a sea port, the garment and ice-cream manufacturing company and has showed empathy for the poor by signing a tax exemption bill for the low-income earners in the State.

In Delta State, governor Ifeanyi Okowa is rehabilitating the sporting industry by bringing back the principals world cup, reducing unemployment by endorsing the

skill acquisition programs to encourage youth to be self-reliant and also offering the Free maternal, antenatal and treatment of children under age 5.

David Umahi of Ebonyi State has encouraged farmers by giving them loans which increased the volume of rice produced in the state and rural electrification to reduce the rural-urban mi-

gration in the state.

Godwin Obaseki of Edo State is looking at revamping industries, diversifying to agriculture and maintaining Infrastructural growth that was already the hallmark of the Oshiomhole administration under which he was a key player.

Ayo Fayose focused in debt management and enhanced transparency in awarding projects in the state. The effort is aimed at checkmating what brought down the preceding administration.

In Enugu State, Governor, Ifeanyi Ugwanyi has done well in revamping moribund industries and the elimination of ghost workers thus saving the state a huge amount of money. This cost saving measure was never on the agenda of states previously but the paucity of funds and the new thinking in governance has made it imperative for improved governance.

Gov. Badaru Abubaka of Jigawa State knows that a knowledge-based economy is the best way forward. He is an accomplished business man in power and is breeding new-generation business people in a state that was considered agrarian by his predecessor. In addition, has also concentrated in the payment of students' allowances in the state thus reducing the dependence of students on their parents who hitherto looked at school fees as an extra burden.

Governor of Kaduna State Nasir el-Rufai who is championing the Open Government Partnership which engenders transparency in the state, has also promoted the school feeding program and provided jobs in the state with the launching of



the KASTELLA group. He is also modernizing the once famed administrative capital of northern Nigeria.

Abdullahi Umar Ganduje of Kano State is becoming famous for his women empowering program which marks a new era in the north considering that women are not favored to work in the western sense of the term. With this act, he has boosted employment in the state and encouraged competition between men and women in the states civil work force.

In Kastina State, Governor, Aminu Masari is reducing the cost of governance in the state. The former governor is being prosecuted by the anti-graft agencies for embezzlement. Masari's major focus is to ensure that probity and accountability is brought to bear in Katsina state.

Moreover, education and agricultural are getting a boost just as the governor is also encouraging the prompt payment of salaries in the state in all sectors of the states' economy.

Kebbi State under the governorship of Atiku Bagudu in conjunction with Lagos state commenced the production and sale of the Lake rice. The wife of the governor is also opening new vistas in the health sector. Akinwumi Ambode of Lagos state who is one of the governors with the best performance score cards in improving IGR, is also thriving in the running of the employment trust fund. The production of the Lake rice in conjunction with the Kebbi state government is a trail-blazer in states partnerships which is worthy of emulation by other states of the federation.

In Niger State, the Governor Abubakar Sani Bello has been showcasing informatics to produce a better-informed public by reviving the media sector. In Ondo State, Gov. Akeredolu has shown the good qualities of a leader by insisting on not getting paid before his peo-

ple. This gesture of sacrifice and leadership has left many tongues wagging in praise. He is the newest governor in the country.

Simon Lalong of Plateau State has his head buried in the resuscitation of moribund industries and the completion of capital projects. But more importantly is his efforts at unifying the people of Plateau State after the divisive government of David Jonah Jang which polarized the state and bequeathed to the state not just sectarian but also inter-ethnic feuds.

Governor of Rivers State Nyesom Wike who has been nicknamed the Godfather of projects, has not only executed people oriented projects but also created the scientific biometric system in the state, which has gone a long way in eliminating ghost workers and enhancing transparency in the running of the affairs of the state.

Governor Aminu Waziri Tambuwal of Sokoto State is, according to many citizens of Sokoto State, the new Kangiwa, the amiable governor of Sokoto who died playing polo. Kangiwa was innovative and adored for his governance style. Tambuwal is revered by the people of Sokoto State because of his courage of conviction and his governance style, which has education as the centre of his development agenda. He sponsored engineers and doctors in the state, an action that endeared Kangiwa to the people and even discovered the only Local Government Council in Nigeria without a secondary school and gave it one. Apart from sponsoring education holistically, he is also doing the same in the healthcare industry.

Governor Darius Ishaku of Taraba State is also progressing with the diversification of the Taraba State economy. He is rehabilitating the health sector, revamping the agricultural sector and also promoting infrastructural



Gov. Samuel Ortom, Benue State



Gov. Mohammed Abdullahi Abubakar, Bauchi State



Gov. Abubakar Sani Bello, Niger State



Gov. Atiku Bagudu, Kebbi State

growth. There are also several peace initiatives in the highly polarized state whose benefits are about to germinate in the nearest future.

In Yobe State, Governor Gaidam has made the provision of health care facilities a priority because the state was once ravaged by insurgency. It is a result of his focused administration in security and welfare of the



Gov. Jibrilla Bindow, Adamawa State



Gov. David Umahi, Ebonyi State



Gov. Abdullahi Umar Ganduje, Kano State



Gov. Akeredolu, Ondo State

people that the insurgents although mostly domiciled in his state by origin have abandoned their campaigns in Yobe and sought refuge in other forests. Schools and hospitals are receiving attention and social infrastructure are being rehabilitated.

Zamfara State was the butt of cattle-rustling and foreign invasion by hoodlums and criminals from neighboring domains. Governor



Gov. Ben Ayade, Cross Rivers State



Gov. Godwin Obaseki, Edo State



Gov. Ifeanyi Ugwanyi, Enugu State



Gov. Okezie Ikpeazu, Abia State

Abdulaziz Yari Abubakar who has placed emphasis in restoring the commercial prowess of the state veered his attention to chasing away the rustlers and did so well at the effort that the president was in Zamfara to see for himself what had become of the enemies of peace. The state is also thriving splendidly in the provision of educational, healthcare and other social infrastructure.



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