



# BRAND NEW: GOVERNORS SPOUSES' SUMMIT

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Induction Exclusive:

**Newcomers, returnees &  
THE WISDOM of former govs**

**Governor Yari Abubakar**

**A SCORE CARD**



# Introductory Remarks at the Nigeria Governors' Forum Induction for Governors

## PROTOCOL

It is my pleasure to welcome our distinguished guests to this farewell dinner for outgoing governors. Today's event marks the beginning of the Forum's induction programme for new and returning governors holding over a four-day period from 28 to May 2019. The induction programme was kick-started in 2011 to help incoming governors transit from the period of campaigns to the process of governance. Our vision is to create a platform for new Governors to understand the philosophies, responsibilities and values of their new roles as chief executives of States. This is coming at a time where the citizens expect governors to drive development at the shortest possible time.

The Forum was established in 1999 following a multi-party conference of all the 36 democratically elected State Governors. The vision of the NGF is to actively promote inclusiveness, democratic values, good governance and sustainable development at the sub-national level. The Forum was inspired by the US-based National Democratic Institute and the Canadian-based Forum of Federations and is modelled after the American National Governors' Association.

20 years since its creation, the Forum has evolved to become a veritable platform for sub-national cooperation to address critical issues of sub-national and national importance.

The Forum also maintains strategic relationships with the federal government and development partners to influence and prioritise policies in the country. NGF leverages its convening power and access to help deepen debates and frame issues. Driven by a strategic plan and a Secretariat that runs as its administrative and technical arm, the activities of the Secretariat are designed to ensure we remain an anchor for peer learning, reflection and sharing of experiences on sub-national issues.

Some of the projects we have initiated include the State Peer Review Mechanism (SPRM) which was launched in 2011 to assist States foster good governance and accelerate the pace of their development through periodic reviews of progress in the implementation development policies, plans and programmes. This was the first carried out at the subnational level in Africa, modelled after the AU's African Peer Review Mechanism. In January 2012, the

Forum collaborated with the Bill and Melinda Gates Foundation to commission the Nigeria Immunisation Leadership Challenge, with all 36 governors and the FCT minister signing on. More recently, a Dashboard and Help Desk programme was created in 2017 to help mobilise and provide demand-based technical assistance to State governments in a such as domestic financing and public financial management.

Over the years, we have also encountered challenges, chief of which was the fractionalisation of the Forum in 2013 across party lines. For a non-partisan body, this tested our resolve and relationship with our partners; but it also brought a renewed appreciation to Governors of the merits of maintaining consensus in governance and policy-making. Today, I am glad to say we are stronger. Governors have shown determination to work together and we have recorded more resilient strategic alliances with development partners, including the Department for International Development, the Bill and Melinda Gates Foundation and the World Bank.

We welcome our new governors and members of the Forum and look forward to their unwavering support and participation in the activities of the NCF. Their roles as members will define our achievements in the next four to eight years in building a strong non-partisan institution that will actively promote inclusiveness, democratic values, good governance and sustainable development in the country.

In a short while, we will be hearing from a number of former governors and members of the Forum, who will share with us their experiences on life after office. We hope this will provide useful lessons for both new and existing governors, on the importance of leaving a legacy, and the need to prepare for life after office. The event of the next few days will take a broader tone, as we discuss with former governors, outgoing and returning governors, resource persons and development partners on setting priorities, managing programmes and performance expectations.

I wish everyone a warm welcome, and I hope you have a beautiful stay in Abuja.

Thank you.

Asishana Okauru Esq.

Director General, Nigeria Governors' Forum  
Sunday 28th April 2019



## THE TEAM

### Director-General

Asishana B **OKAURU**

### Executive Director (Fin & Admin)

Abubakar **JIBIA**

### Executive Director (Res & Str)

Abdullateef **SHITTU**

### Head Media Public Affairs

Abdulrazaque **BELLO-BARKINDO**

### Snr. Publications Officer

Halima S. **AHMED**

### NGF Health Advisor

Dr. Ahmad **ABDULWAHAB**

### Agric Economist

Bunmi **AKANBI**

### Researchers

Abdulaziz **OLORUNISHOLA**

### IT

Bassi **HEMAN**

Ubong **ESSIEN**

### Senior Economist

David **NABENA**

### Photography

Saeed **SANUSI**

**Legal Advice:** Chijioke **CHUKU**



## Speech by His Excellency, the Executive Governor of Zamfara State and Chairman Nigeria Governors' Forum Hon, Abdul Aziz Yari Abubakar (Shattiman Zamfara) at an induction programme organised by Nigeria Governors Forum for new and returning Governors Across the Federation, held on Monday, 29th April 2019, at the Banquet Hall, Presidential Villa, Aso Rock Abuja

Let me start by welcoming in our midst His Excellency, the Vice President of the Federal Republic of Nigeria, Professor Yemi Osinbajo, GCON, who is standing in for His Excellency, the President of the Federal Republic of Nigeria, Muhammadu Buhari, GCFR, at this special induction programme, organized by the Nigeria Governors' Forum for the new and returning governors of the 36 states of the federation.

2. The Governors' Forum has organized this event to support the new governors in developing the essential skills for modern day governance that will reposition them for their post campaign responsibilities.

3. On this, we find it paramount to also invite leaders with experience on democratic governance, from both within and outside the country, to share with us their knowledge on the workings of government in the 21st century. I wish to acknowledge the presence of some former governors from the United States and here in Nigeria who have obliged to share with us their vast experience.

4. Mr Vice President, we have constantly been engaging with you at various events organized by our Forum and in your capacity as the Chairman National Economic Council, which from time to time brings together governors of the 36 states of the federation to review the state of the nation's economy and adopt measures aimed at addressing challenges and providing direction for its future growth. Your Excellency, I thank you, on behalf of my colleagues for finding time to grace this all-important event.

5. Equally, I thank Your Excellencies, state governors, for the marvelous opportunity and support you have given me to steer the affairs of our Forum from 2015 to date. My stewardship has indeed offered me remarkable knowledge and experience on issues of governance on a wider spectrum

Together, we have struggled to build a robust and harmonious relationship with the Federal Government which helps in preventing hiccups and frictions often experienced in federal system of government such as ours.

6. Particularly, I want to use this opportunity to express our gratitude to Mr President for always carrying the states of the federation along. Mr President considers states as critical stakeholders and he does the best he could to ensure socio-economic stability of the states. His numerous interventions not only saved the states from debilitating economic challenges but also helped in propping up the economy to exit from the recent recession.

7. At a point, 27 states were experiencing difficulty in settling their workers' monthly salaries, development of infrastructure and effective service delivery. Mr President's intervention through bail outs from the capital market through the Central Bank of Nigeria,

infrastructural development funds, infrastructure development refunds Anchor Borrowers' programme, budget support, London and Paris Clubs refunds has significantly saved the situation.

8. Even though many states have fared well by executing projects, many of which were inaugurated by His Excellency, the President, and His Excellency, the Vice President, and other eminent personalities, there is still the need for states to work harder to boost their Internally Generated Revenue to enable them execute more projects and reduce over dependence on the Federation Account as the means of promoting the social wellbeing of their people.

9. Mr Vice President, distinguished participants, if we are to put the economy on the right track and insulate it from frequent crises stemming from absolute reliance on oil, we must look seriously into the need to diversify the economy by investing enormous resources in agriculture and mining, I appreciate the fact that the current administration has accorded agriculture a top priority by instituting measures that strictly control the importation of foreign rice. This is in addition to Anchor Borrowers programme through which the sum of about N200 billion was expended.

10. This is unprecedented in the history of agricultural spending in this country. It must however be emphasized that these amounts are inadequate if we are to satisfactorily address the issue of food security in the country. We also need to go to the next level by slamming high import tariff on other agricultural products such as maize and wheat in order to boost their production and provide raw materials for our local industries.

11. From records, government spends about 2 trillion naira on oil development yearly. I believe if one third of the amount was dedicated to agriculture and mining the state of the economy would have been different by now. Some agricultural products are even more expensive in the market than oil. Malaysia, for example, is reaping a lot from palm oil to boost their foreign exchange and source of revenue to the government, while the commodity is not making any significant contribution to Nigeria's foreign exchange even though the country sourced the seeds of its palm kernel from Nigeria in the early 1970s.

12. Mr Vice President, distinguished participants, there is no better time for us to pay more serious attention to the issue of diversification than now when the world is moving away from carbon fuel to biofuel and electric vehicles. It is expected that by year 2030 most vehicles in advanced countries would be powered by electricity, which is green friendly, with low carbon emission. When this happens, it will spell doom for our economy if we have not diversified.

13. In the long run, a full diversification of the economy will entail shifting away from reliance on export of commodity, be it

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# All states will be treated fairly and equitably

PROF OSINBAJO

**V**ice President Yemi Osinbajo has disclosed that all states in the federation will be treated fairly and equitably irrespective of their political affiliations.

Osinbajo made this known during the opening of an Induction for New and Returning Governors in Abuja, where he said such efforts will create an avenue for even development in the nation.

Osinbajo noted that the federal government will also play its role in support of states often and necessary, but within its means.

He explained that President Muhammadu Buhari has shown in the past four years that he would be completely transparent with the federation account and with all other federation funds.

The Vice President decried that children in many states in the federation run the risk of being stunted because they are malnourished.

He also said illiteracy is still significantly high and the number of out of school children remains an embarrassment.

According to him, "Children in many states in the federation run the risk of being stunted because they are malnourished. Illiteracy is still significantly high and the number of out of school children remains an embarrassment so no matter how we slice it we are responsible for the quality of lives and livelihoods of the millions of people living within our states and national borders, and in any event, all the problems that; our people have will be solved by men and women and not spirits, we are those men and women."

He averred that history and providence have put them in that position, adding that they have the mental and physical political will to solve the problems.

He said that the nation has, "over 200 million people in Nigeria with one President and one Vice President, we also have 36 governors and deputy governors all together 74 Nigerians. In all, we are the chosen 74 men and women out of over 200 million people."

The vice president said they are so privileged and so enormously fortunate that over 200 million people ask us to lead them.

"This tremendous privilege with leadership thrust upon us also comes with great responsibilities. This responsibility is multiplied by the fact that most of our people are extremely poor with large numbers unable to access good healthcare and malnutrition remains a major problem.

In the last four years, President Muhammadu Buhari has not only treaded states fairly without recourse to party affiliation, he had also encouraged cohesion among governors.



VP Osinbajo



# NEW FIRST LADIES



Mrs Aisha Buhari (5th right) poses with a cross-section of participants



A cross - section of participants at the event



Participants at the event



First Ladies of Niger and Nasarawa States at the induction



A cross - section of participants at the induction event



A cross - section of women at the event



# Accountability and Human Development

**Her Excellency Mrs Toyin Ojora Saraki**

**Wife of the Senate President of the Federal Republic of Nigeria  
Founder-President, Wellbeing Foundation Africa (WBFA)**

Inaugural Global Goodwill Ambassador, International Confederation of Midwives (ICM)

Nigeria has the second largest number of people living with HIV in the world

The country accounts for nine percent of the global HIV burden. Nigeria still has the highest burden of malaria globally which remains the top cause of child illness and death

Second highest burden of stunted children in the world, with a national prevalence rate of 43 percent of children under five - translating into 16.5 million children

Nigeria is not on track to achieve the Sustainable Development Goal target of a 40 percent reduction of stunting by 2025.

An estimated 2.5 million children in Nigeria suffer from severe acute malnutrition but only two out of every 10 children affected is currently reached with treatment

7% percent of women of childbearing age also suffer from acute malnutrition

With children under 15 years of age accounting for 45% of the 171 million population, the burden on education has become overwhelming

Primary school enrolment has increased in recent years, but net attendance is only about 70%.

Nigeria still has 10.5 million out-of-school children—the world's highest number. 60% of those children are in northern Nigeria.

About 60% of out-of-school children are girls. Many of those who do enrol drop out early.





DAY 4

Participants at the 2019 NGF induction for spouses of newly elected returning governors





## DAY 4



A cross-section of women at the induction event



Participants exchange pleasantries at the event

L-R: Mrs Toyin Saraki, Mrs Turai Yar' Adua and Mrs Aisha Buhari take their seats at the event



Mrs Aisha Buhari delivering her speech at the event



A cross-section of first ladies with Mrs Aisha Buhari at the event





## DAY 3



Benue State Governor, Samuel Ortom (middle) arriving the event



Some governors exchanging ideas at the induction



Nasarawa State Gov, Abdullahi Sule (left) with FIRS Executive Chairman, Babatunde Fowler and Lagos State Governor, Babajide Sanwo-Olu



Benue State Governor, Samuel Ortom exchanging pleasantries with the Zamfara State governor-elect



A cross-section of outgoing and incoming governors at the induction ceremony



Panel of discussants at the event (L-R): Kebbi State Governor, Atiku Bagudu; Oyo State Gov, Ajimobi, and Ekiti Gov, Kayode Fayemi



# DAY 3



Panel of discussants at the event



Edo State Governor, Godwin Obaseki (left) with the outgoing governor of Imo State, Rochas Okorocha, and others at the event



DG NGE, Mr Ashishana B. Okauru with his wife, Mrs Ifueko O. Okauru, at the event



L-R: Gov Atiku Bagudu of Kebbi State, Gov Abdullaziz Yari Abubakar of Zamfara; Fmr Sokoto Gov Aliyu Wamako and Ekiti Gov, Kayode Fayemi at the induction



L-R: DG NGE, Mr Asishana B. Okauru; Dir of Research/ Strategy, Alh. L.O.T Shittu lead Zenith Bank Founder, Jim Ovia in the governor's induction venue



# Developing Strategic Partnerships

Dr. Mairo Mandara MBBS, FWACS, FFPH (UK)

## INTRODUCTION

- Your roles as spouses of the elected governors of Nigeria cannot be over emphasized.
  - You all have the most diverse roles to your spouses; confidant, friend, wife, cheer leader, supporter, counsellor and above all the responsibility of keeping your spouse out of trouble.
  - While the degree to which each of you play these roles may vary, every one of you play all these roles to some degree.
  - I have been assigned the responsibility of leading the discussion around strategic partnerships as many of you are already thinking of what projects they will pursue.
- Important considerations before assuming the role of wife governor outside home.
- Your greatest and biggest constituency is your family and home. No one will do that responsibility and your spouse may not be as available to support you as he did before becoming governor. Create strong partnerships to support you in this.
  - Strengthen your network of the TRUSTED friends and family you had before your husband became a governor. They will be there after you finish your tenure as first lady of the state.
  - Find your own way of renewing your energy and maintaining your and your husband sanity: sports, meditation, prayers, fasting, music, quiet time, yoga etc.

## SELECTING AREA OF FOCUS

- Your role and contributions is support of the government agenda therefore:
- Discuss with your spouse how you can best support his government.
- Take an area that is a priority to the government and you can add value to the community.
- Only take what you are passionate about and you have the capacity to do or are willing to learn to do.
- Take time to learn about the issue by reading or learning from experts. This is central to your success.
- Create good relationship with the ministry and agency responsible for the area you have chosen- the experts are all there.

## WHAT IS STRATEGIC PARTNERSHIP IN YOUR CONTEXT?

- Strategic partnership is a formal relationship between two entities that have the same objectives. This is usually formalized by con-



tracts or memorandum of understanding but is not legal partnership.

- For You- It is creating strong relationships with organizations and individuals that have similar objectives and they can add value to your work e.g experts, NGOs, companies, donors, media outfits, women groups, professional associations etc

## WHY CREATE STRATEGIC PARTNERSHIPS?

- You have a role but you do not have a job description or budget in the state financial system ie constitution.
- Creating strategic partnerships will help you:
  - Promote the agenda.
  - Have access to experts.
  - Have access to resources required to promote your agenda ; not necessarily money.
  - Elevate the status of your agenda.
  - Create personal development for your self.
  - Access to global best practice.
  - Monitor the impact of your work.

- Remain focused.

## HOW DO YOU CREATE STRATEGIC PARTNERSHIPS

- Select an area of focus that is relevant and improves the lives of people. Be as specific as possible.
- Understand the subject or issue.
- Scope for organizations and individual working in that sector.
- Write formally to request for partnership.
- Work with few experts and partners to develop realistic and relevant strategy for achieving your goal with target, time within which to achieve objectives and budget estimates.
- Confirm with relevant ministry or agency that your objectives and targets are aligned to government policy.

## STRATEGIC PARTNERSHIPS

- Share your goal widely among partners and ask for support to implement.
- Ask for support in implementing your programmes. DO NOT ask for money. When you ask for money, partners run away because of previous experiences.
- Example: If you have an event, ask partners to print flyers, feed participants, train teachers, provide conference materials, provide

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# Sub National infrastructural development in Nigeria – *The PPP Imperative*



## Recap of Day 1 Background

● The 2019 Induction Programme for New and Returning Governors kick-started at the Presidential Banquet Hall on the 29th April, 2019. It is hosted by the NGF in collaboration with the National Governors Association of America (NGA).

● The Induction Programme was preceded by Governors' Farewell Dinner at the Congress Hall, Transcorp Hilton during which former Governors gave advices to colleagues soon to join their fold.

● The Programme was officially declared open by His Excellency, the Vice President who represented the Head of State.

● Also in attendance were the Senate President, 2 former American Governors, Former NGF Chairmen, Former, Serving, Newly Elected Governors and Development Partners.

## OPENING CEREMONY

● The Chairman of the NGF, H.E. Governor Abdulaziz Yari of Zamafara State, in his welcome remarks identified the essence of

the occasion which is to assist new Governors to develop skills for Good Governance.

● He noted the presence of 2 USA Governors as facilitators and thanked NGF for supporting him since he assumed the NGF Chairmanship.

● He further hailed the harmonious relationship between the NGF and the Federal Government which assisted greatly in avoiding hiccups associated with federalism and thanked the President for the tremendous support to States irrespective of party affiliations.

● Goodwill messages were received from a number of Development Partners including: the Bill and Melinda Gates Foundation, Children's Investment Fund UK, the United Nation System, US-AID, DFID & the World Bank.

● In declaring open the Induction Programme, the Vice President Prof. Yemi Osinbajo extolled the achievements of the present administration and efforts aimed at assisting the States especially in the area of Economic Management.

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# ...National infrastructural development in Nigeria

● In the session on “The Task of Nation Building” Mrs. Ibukun Awosika enjoined Governors not to see their position as conduits for making wealth nor for conducting commerce without morality.

● Bishop Mathew Kukah bemoaned the spate of poor governance in the country, he advocated that more should be done in managing diversity as well as recruiting competent leaders to run the affairs of the nation.

## MAKING THE MOST OF YOUR TRANSITION

● In the first technical session chaired by Senator Bola A. Tinubu, former Governor Bill Richardson of New Mexico, outlined how to strategically achieve the most out of transition including the need to organize quickly, appointing a transition administrator, getting a briefing on security and finance and other crucial matters.

● In the lively discussion by panelists, they agreed on certain requirements for effective governance including the need to have an achievable vision that will define the character of the Government, balancing of technocratic needs, strategic communication, maintaining work life balance and interaction with local communities.

## RECRUITING YOUR TEAM

● The second technical session was chaired by the former Lagos State Governor, H.E. Babatunde Fashola and the lead paper was presented by Bill Richardson.

● They outlined 10 guiding principle in selecting a credible team among which are: balancing diversity, gender, religion, ethnicity, traditions, etc.

● The panelists highlighted several other requirements; non-tolerance of ineptitude, continuity in governance, intensification of peer review at subnational level, etc.

## SETTING PRIORITIES, MANAGING PROGRAMMES AND PERFORMANCE EXPECTATIONS

● The third technical session was anchored by H.E. Bukola Saraki, Former Governor, Kwara State and the lead presenter was Martin O'Malley, Former Governor, State of Maryland.

● The Senate President in his opening remarks asserted that this was the most important session. In his paper titled “Smarter Government, the Data, the Map and the Methods” the lead presenter painstakingly charted how to manage dynamic systems, especially in the golden age of enhanced technology.

● He further noted that trust is crucial to the art of governance.

## SETTING PRIORITIES, MANAGING...

● The esteemed panelists agreed on the need to be focused as time is of the essence, the need for governors to give exemplary leadership and the importance of narrowing priorities.

● The session also highlighted the importance of leveraging information technology to achieve rapid development and youth transformation.

## DEVELOPMENT PARTNERS

● At a special session anchored by H.E. Nasir El Rufai, the Executive Governor of Kaduna State, the Development Partners operating in the country showcased the assistance package they have for the States.

● In his introductory remarks, the Chair hinted that his State is currently benefitting the sum of \$1.2b through various interventions which could be a lesson for others.

● The session received briefings from the WB, UN System, UNICEF, Dangote Foundation, AfDB, DFID, USAID, Bill and Melinda Gates Foundation and GIZ.

## CONCLUSION

In all, the opening day was successful and we look forward to replicating yesterday's feat.

# Developing Strategic Partnerships

food for orphanage but NOT CASH. This will endear trust and transparency and you will get more partners.

● Hire a competent staff that is an expert in the area you choose to work or request one of your partners to support the salary of expert

## YOU CHOOSE

● Provide Annual Reports.

## SELECTING FOCUS OF WORK

● Needs to be in support of government strategy

● Relevant to the people of the state and addressing important issues.

● It is best to start with one project that you will continue to work on for next four years; measuring progress and impact.

● Some important areas to consider:

● Ensuring all girls in your complete secondary school

● Improving and monitoring quality of teachers in primary schools

● Improving children's nutrition using locally available resources.

● Women economic empowerment through small scale enterprises

● Addressing problems of drug addiction

## CONCLUSION

● While creating relationships with the right people and organizations are important in supporting your work towards the improvement of the lives of people in your state, it is important that you ensure that your primary role of supporting the governor to do his job well and stay out of trouble.

● Your project should not in any way create problems for your spouse; rather it should add value to his work.

● With good planning and strong partnerships, your role may be what will win the governor his reelection bid. You can make tremendous contributions in your state if you are focused.



DAY 1



DG NGE, A.B. Okauru welcoming Delta State Governor, Ifeanyi Okowa to the induction ceremony



Fmr Akwa Ibom State Governor, Obong Victor Attah, exchanging pleasantries on his arrival with fmr Edo State Gov, Lucky Igbinedion



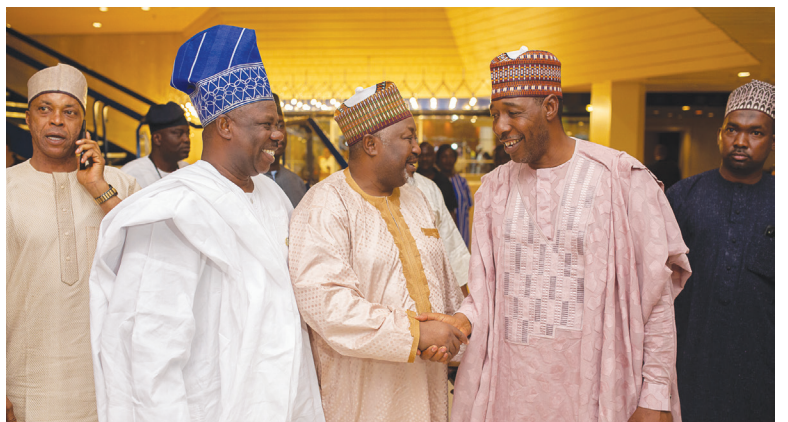
United States Ambassador to Nigeria, Mr Stuart Symington and his aide arrive for the induction



DG NGE, A.B. Okauru (left) welcoming the Senate President and former governor of Kwara State, Bukola Saaki to the induction ceremony



Ogun State Governor, Ibikunke Amosun (l), arrive the event with Jigawa State Governor, Muhamad Badaru



L-R: Gov Ibikunle Amosun; Gov Badaru, and Gov Zulum Umar of Borno State discussing at the event



## KNOW YOUR NEWLY ELECTED GOVERNORS

### Chukwuemeka Nkem Ihedioha (IMO STATE)

**B**orn at Mbutu Aboh Mbaise Local Government Area in Imo State, South-East Nigeria, Hon. Emeka Ihedioha is no greenhorn when it comes to politics in Nigeria.

He attended Town School Mbutu in Aboh Mbaise Local Government Area of Imo State, and completed same at SDA Primary School Abule Oja, Yaba Lagos in 1976.

Young Chukwuemeka had his secondary education at St. Ephraim's Secondary School, Owerinta in present day Abia State. He then proceeded to the University of Lagos, Akoka-Yaba, where he obtained a Bachelor of Science (B.SC) degree in Food Science and Technology, in 1988.

Ihedioha took an executive certificate course in financial management from the Stanford University, and a leadership certificate course from Harvard Kennedy School of Government, Harvard University.

His political career began in 1992 when he was appointed Press Officer then Senate President, Chief Iyorchia Ayu.

A year later, he was appointed as Chief Press Secretary to the Deputy Senate President. Following military incursion in the polity in November 1993, Ihedioha returned to his communications practice as Chief Executive Officer of First Page Communications. He became the Director of Publicity of the newly formed People's Democratic Movement, the purveyor of the now Peoples Democratic Party in 1998.

He was named special assistant to the Presidential Adviser on Utilities in July 1999, as special assistant of media and publicity to the President of the Senate in November 1999, and as special assistant on political matters to the Vice President in September 2001.

He won a seat into the House of Representative as a member representing Aboh-Mbasie-Ngor Okpala Federal Constituency of Imo State in 2003 and subsequently emerged Deputy Speaker of the House of Representatives of the federal Republic of Nigeria from 2011 to 2015.

During this period, he also served as the Speaker of the House of Representatives after the then Speaker, Aminu Tambuwal's defection



to the APC.

Between 2003 and 2007, he served as Chairman, House committee on Marine Transport.

Ihedioha is credited with the passage of two key legislations which allowed for increased participation of Nigerians in that sector of the economy. These laws are:

- The International Convention for the Safety at Sea (Ratification and Enforcement) Act 2004
- The International Convention for the Prevention of Pollution from Ships (Ratification and Enforcement) Act 2005
- The United Nations Convention on Carriage of Goods by Sea (Ratification and Enforcement) Act 2005
- The International Convention on the Establishment of an International Fund for the Compensation of Oil Pollution Damage 1979 as amended (Ratification and Enforcement) Act 2006
- The International Convention on the Civil Liabilities for Oil Pollution Damage (Ratification and Enforcement) Act

2006. He re-contested and won back his seat in 2007, and served as Chairman House committee on Cooperation an Integration in Africa and was later elected chief whip of the House, a position he held till the expiration of that term.

Ihedioha is a Knight of the Order of St. Christopher of the Anglican Communion. He was conferred with Diocesan Merit Award by the Diocese of Mbaise, Anglican Communion and is a recipient of several chieftaincy titles.

A fellow of the Chartered Institute of Shipping, he was awarded the Most Outstanding Maritime Legislator by the Maritime Reporters Association of Nigeria; Distinguished Service Award from the Nigerian Institute of Public Relations and recently as One of Nigeria's 50 Most Outstanding Legislators (1999–2009).

Outside politics, Ihedioha is a real estate developer, partakes in industrial farming and has investments in the hotel and oil industries.

He is married and blessed with four children.



## KNOW YOUR NEWLY ELECTED GOVERNORS

### Oluwaseyi Abiodun Makinde (OYO STATE)

If there's any man the people had been waiting for to feel his impact in politics, Oluwaseyi Abiodun Makinde is that man.

A Nigerian businessman, politician and philanthropist, Makinde was born on December 25, 1967 to a renowned teacher-turned accountant, late Pa Olatubosun Makinde and Madam Abigail Makinde of Aigbofa Compound in Oja'ba, Ibadan.

He began his education at St Paul Primary School and completed his primary education at St Michael Primary School, Yemetu, Ibadan. His secondary education was at Bishop Phillips Academy, Monatan, Ibadan.

In 1985, he gained admission to the University of Lagos (UNILAG) where he earned his bachelor's degree in Electrical Engineering.

In 1998, Oluwaseyi trained at Industrial Control Services in Houston, Texas on Safety Shutdown System; and Development of Analytical Competence for Managing Operations at Lagos Business School (now Pan-Atlantic University) in 1999.

In 2000, he had training in automation and in 2002, studied Fundamentals of Crude Sampling at Jiskoot Auto Control Training Centre, Kent, England.

Also, in 2005, he studied Understanding and Solving Complex Business Problems at Massachusetts Institute of Technology (MIT), USA.

Makinde did his compulsory National Youth Service Corps (NYSC) with Shell Petroleum Development Company (SPDC) of Nigeria, where he was later engaged as a pupil engineer. He served in different capacities- handling and partaking in several key projects between 1990 and 1992. From 1992 to 1997, he worked as a field Engineer (Eket operations) for Rebold International Limited and in 1995, he was appointed as Field Manager in the same company.

In 1997, Makinde established his first company, Makon Engineering and Technical Services Limited (METS), after working for five years (1992-1997) with various international oil and gas companies as the Engineering Manager. He is now the Group Managing Director of Makon Group of Companies.

Makinde is a member of national and international professional bodies notably: Nigerian Society of Engineers (NSE), Council for Regulations of Engineering in Nigeria (COREN), Oil and Gas Design Engineers of Nigeria (OGDEN), International Society of Automation (ISA), Institute of Measurement and Control UK; and American Measurement Institute (AMI).

He began his political journey in 2007, when he contested for the Oyo South Senatorial seat under the platform of the All Nigeria People's Party (ANPP) but lost to the People's Democratic Party candidate- Kamoru Adedibu.

Undeterred by his first failed attempt, in 2010 under the People's Dem-



ocratic Party, PDP, he aspired for the Oyo South 2011 Senatorial seat but again lost the primary to the incumbent Oyo South Senator.

In 2014, Makinde aimed higher by going for the Oyo State 2015 governorship ticket under the platform of the People's Democratic Party (PDP). In December 2014, upon the conclusion of the party's primary election, he was denied the governorship nomination ticket.

Makinde however, remained true to his ambition and defected to the Social Democratic Party (SDP), under which platform he contested for the Oyo State 2015 SDP gubernatorial candidate, but lost out in the end.

In September 2017, the Caretaker National Chairman of PDP, Senator Ahmed Makarfi visited him in Ibadan and following extensive, deep and wide consultations with National Leaders, Oyo State leaders and elders of the Social Democratic Party, and cross-sections of strategic partners within Oyo State, Engineer

Seyi Makinde returned to his former political party, the People's Democratic Party (PDP).

He maintained that joining the PDP was not for personal gains but for the development of the State by finding lasting solutions to the array of problems facing it.

On September 29, 2018, Makinde emerged as the gubernatorial candidate of the People's Democratic Party (PDP) for the 2019 general elections for Oyo State and was elected into the Office of the Governor of Oyo State at the 2019 gubernatorial elections for Oyo State which held on March 9th, 2019.

He holds several honours and awards which include:

- Nigerian Union of Journalists (Oyo State Council)-Laudable Contribution to Humanity Merit Award.
- National Association of Oke-Ogun Students (Ibadan)-Merit Award.
- Fiditi Grammar School (Oyo State)-Old Student Merit Award in appreciation to the commitment, dedication and service to the association and humanity.
- Junior Chamber International (JCI) University of Calabar Chapter.-Entrepreneurial Excellence Award.
- Sports Writers Association of Nigeria (Oyo State Chapter)-Gold Merit Award for immense and invaluable contribution to sports development.
- Nigerian Association of Social Workers Merit Awards (Oyo State Chapter)-Philanthropic gestures and contribution to Social Care Delivery Services.
- CCII National Merit Award.
- Federal Radio Corporation of Nigeria (Ibadan) - awarded Seyi "As-tute Politician of the Year 2018" for his resilience with which he had continued to assist the less privileged in the society.





## KNOW YOUR NEWLY ELECTED GOVERNORS

### Babajide Sanwo-Olu (LAGOS STATE)



**H**e was born on June 25, 1965 and holds a BSc in Surveying and an MBA from the University of Lagos. He is an alumnus of the John F. Kennedy School of Government, the London Business School and the Lagos Business School.

Sanwo-Olu became an associate member of the Chartered Institute of Personnel Management (CIPM) and Fellow of the Nigeria Institute of Training and Development (NITAD).

He was the treasurer at former Lead Merchant Bank from 1994 to 1997 after which he moved to the United Bank for Africa as the head of foreign money market. He then proceeded to First Inland Bank, Plc (now First City Monument Bank) as a deputy general manager and divisional head. He was the chairman of Baywatch Group Limited and First Class Group Limited and a board member of the Department for International Development (DFID/DEEPEN) Fund and Audit Committee of Caverton Offshore Services Group, PLC.

Babajide Olusola Sanwo-Olu began his political career in 2003, when he was appointed a Special Adviser on Corporate Matters to the then deputy governor of Lagos State, Femi Pedro. He was later made the acting Commissioner for Economic Planning and Budget until 2007, when he became the Commissioner for Commerce and Industry by then Governor, Bola Tinubu.

After the General Elections of 2007, Sanwo-Olu was appointed Commissioner for Establishments, Training and Pensions by Governor Babatunde Fashola. He then was made Managing Director/CEO

of the Lagos State Development and Property Corporation (LSDPC) by Governor Akinwunmi Ambode in 2016.

Some of his notable public sector achievements include the supervision of the Bureau of Public Enterprises (BPE) privatization projects. He set up and was the Pioneer Board Chairman of Lagos Security Trust Fund.

The LAGBUS System and the Control & Command Centre in Alausa were subsequently established under his directives.

In a landslide victory, Mr. Babajide Sanwo-Olu was elected to the Office of Governor of Lagos State at the 2019 General elections for Lagos State which held on 9th March 2019.

He has obtained a variety of awards in his career, some of which include:

- Platinum award from the Lagos State Public Service Club.
- 2009 Best in Human Capital Development award from the Industrial Training Fund (ITF).
- Merit award from the Association of National Accountants of Nigeria.
- Merit award from the Chartered Institute of Personnel Management in Nigeria (CIPMN).
- Merit Award from the Association of Professional Women Engineers of Nigeria (APWEN).
- LSDPC Impactful Leadership and Recognition Award.

He is happily married to Dr Ibijoke Sanwo-Olu and they are blessed with children.



# The role of development partners in sub-national development

Nasir Ahmad El-Rufai, OFR, GOVERNOR, KADUNA STATE



Gov el – Rufai chairing the occasion

## INTRODUCTION

The Global Aid Landscape (1)

● Public Sector Financing & Development is evolving and changing from a “silo-based, public sector only mobilization approach” to a “collaborative approach”

● This is clearly amplified under the SDG 17 “Partnerships for the Goals” which seeks to harness global partnerships and cooperation whilst mobilizing for development

● Overseas Development Assistance (ODA) in Africa - The volume of ODA in Africa has increased from \$34 billion in 2000 to \$52.8 billion in 2017; with Nigeria accounting for \$3.35 billion (6%), though the second largest; only after Ethiopia, [20% of African population - 6% of ODA] and on a per capita basis, one of the lowest.

- oil rich country, and
- deficient strategy to attract ODA.

## THE GLOBAL AID LANDSCAPE (2)

FACT: Most Development Partners prefer dealing with national governments, until recently; so:

How can Sub-National Governments attract Development Assistance to:

- I. Drive their strategic priorities and commitments to the citizenry?
- II. Align social and economic outcomes to sectoral priorities of development partners?
- III. Attract substantial pie of the development assistance that can drive achievement of strategic interests?

Certain facts and realities need to be taken into account to enable this.

...CONTINUED ON PAGE 19



# The role of development partners in sub-national development

The Global Aid Landscape (3)

REALITY: (1) Most of the challenges of human development, SDGs and basic needs of the citizenry are the direct responsibilities of Sub-National Governments, NOT national governments;

- I. Primary Education – Local Governments
- II. Primary Health Care – Local Governments
- III. Sanitation and Waste Management – Local Governments
- IV. Rural Water Supply – Local Governments
- V. Small Holder Agriculture – Local Governments
- VI. Markets and Access to markets – Local Governments

REALITY: (2) The capacity and capability constraints of LGAs have compelled State Governments to be active in most of these areas – these should be short-term interventions.

## UNDERSTANDING THE DEVELOPMENT ASSISTANCE ECOSYSTEM

- What is Development Assistance?
- Also known as development cooperation, development aid, technical assistance etc. is a financial support given by governments and other agencies to support economic, environmental, social and political development of developing countries.
- It focuses on alleviating poverty in the medium to long term rather than short term as compared to humanitarian aid intervention.
- How Development Assistance is structured:
  - ODA: Government-to-Government(s) – 80-85%
  - INGOs: NGOs/ Private Charities to Government(s) – 15-20%

## WHY SUB NATIONALS NEED TO PARTNER WITH DEVELOPMENT PARTNERS

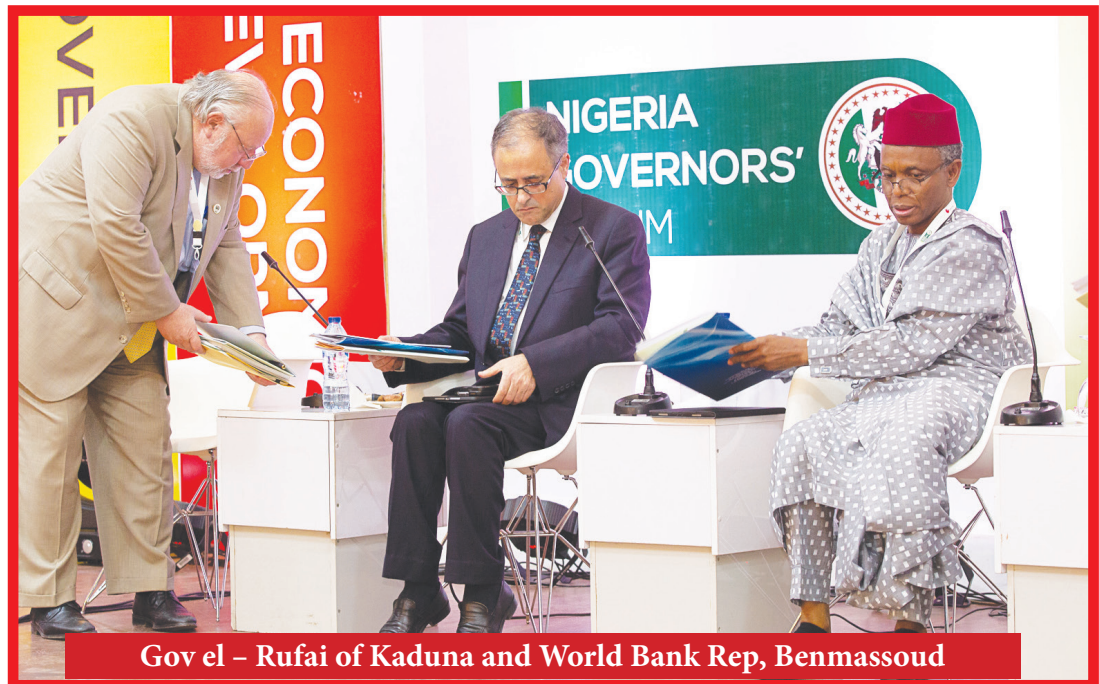
- Human Development Indices in Nigeria are falling behind the regional average across Health, Education and Human Capital Development yet Nigeria provides a strategic dilemma given our population of about 200 million, which represents the largest population in Africa.
- Only 55% of our population constitutes the workforce, 47% of our population have low literacy rates, 10.5 million children are out of school, etc.
- While this may sound alarming, the most formidable impact can only be achieved through sub national governments given their strategic position at the base of the development pyramid
- To achieve the SDGs, multi stakeholder collaborations are important especially through current effort and partnerships with the OSSAP-SDGs and Core Working Group of the National Economic Council.
- Resource mobilization becomes a key imperative given the fiscal constraints and near impossibility for sub nationals to solely raise financing

through traditional methods (FAAC & IGR)

- Development Partners are critical in supporting sub nationals achieve traction on core development indices.

## HOW DEVELOPMENT PARTNERS ARE SUPPORTING SUB NATIONAL DEVELOPMENT

- Development Aid forms a critical part of planning and the subnational financing mix in the budget. They cover over 10% of planned budgetary funding across a number of States.
- They not only bring financing support to the table but also technical know how, experience and country wide peer review frameworks that shorten the time to learn in achieving long term outcomes
- The key ingredient to development effectiveness centers around how official government policies and planned outcomes align with development partners' agenda to achieving strategy coherence and institutional



Gov el – Rufai of Kaduna and World Bank Rep, Benmassoud

learning

- Development partners are driving substantial reforms in the subnational space by supporting ownership in determining development priorities, aligning implementation efforts between government and development partners to achieve at a greater scale and driving harmonization of strategy through joint planning and implementation to deliver goals with an eye to subnational development as core.
- They also provide a stop gap solution (like financing and technical expertise) to some of the teething issues affecting subnational governments, contributing significantly to the GDP of subnational governments

## EXAMPLES OF DEVELOPMENT ASSISTANCE ACROSS STATES

KADUNA

BMGF: Health System Strengthening

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## 'Focus on your goals, be true to yourselves'



Ibukun Awosika

It's been fascinating listening to how much help is being offered to our nation by the rest of the world. But my reality is all anybody can do is offer help but we are the ones to build our nation, nobody else can build our country for us. And for us to build our country, we will have never to own it. And in reality, the value chain of leadership at the heart of that value chain are those of you seated on this side. The governors of every state, are the major point of contact of every citizen of this country, pod roads once we get out of our houses, you are the reason we will have good public health if it exists, you are the reason our children will get a good education, you are the reason that things will work together for our nation to be what it deserves to be.

In reality, having gone through the programme, I realize that the governors forum has done a fantastic job in scheduling everything that will be covered because there are the fundamentals of what an incoming or current governor need to know in order to be effective in their jobs.

I therefore have decided to deal with an issue that is personal to you as governors, issues you have control of and that it is not about what anybody does but it is about what you do. And in doing that I have chosen to ask few questions.

I will start with the question of you asking yourself, who am I, why did I chose to take on this assignment. If you know who you are and you have now decided to be the governor of the state by choice, then you need to ask yourself where am I going, what is the goal for which I chose this assignment and in choosing to do this, what is the value that I set out to deliver to my people. And when you are done trying to answer those questions honestly, I always say, to thyself be true. Because, no matter what we say to other people, when it is just you and the mirror, you can look at yourself and be truthful to yourself.

But it is important that we have a sense of who we are because in the journey of leadership especially in Nigeria, sycophancy is very real. The pressure of the society and the people are around you can change the fundamentals of who you are if you not continue to remind yourself of who

you are and why you took the job in the first place. And soon enough you become something else other than you who are when you first started.

So, it is important for you to write it down, stick down your desk and remind yourself often that this is who I am, this is why I took this job and there are people whose lives depend on me. Because, at the end of the day it doesn't matter what job somebody else's gives us.

The federal government can have the best, greatest plans in the world but the guys who touch my life and the life of every Ute Nigerian every day are the governors of our state. I am an Ibadan girl that means have my governors seating before me, I am married to an Ondo man, my Ondo Governor is seated there but the most important Governor to me in this room is the governor of Lagos State, because I live in Lagos, all my business are in Lagos, my life is affected every minute by what he does or what he does not do.

In reality, when we talk of equity of trust you can only get that trust from people who trust what you do by you affect and impact their lives every day. So what I am doing on behalf of my fellow citizens, I am pleading that now that you have the power, elections are over, now you are in office, you have the power and resources of the state and if gain the trust of the people, they will pay more tax. When you gain the trust of the people by performance and the things that you do, ultimately you will benefit from it. Because, when you see a great man do great things that affect your life every day, when he is done with the office, the position is over, when you see him on the streets you will stop by to greet him and say honour him and respect.

So my question to you is that how do you want your days to end? Because if you have a vision of the end of your days, you can walk back to where you are now, to how you want it to be and structure the actions that you take daily in your state. Think of every action and how it will affect the lives of those people who don't not necessarily have a voice, they have the vote but not the voice.

And when you see children that are hungry in your state, you have failed them in some way, yet you have the machineries and the capacities to help them. When you see people die from simple medical situations that they

...CONTINUED ON PAGE 24



oil, gold, or any agricultural produce. In today's free market economy, sustainable growth and genuine development could only be achieved on the basis of industrialization rather than export of primary commodities.

It is time to rearticulate our industrialization policy, ensure improved power supply in order to achieve our goal of industrialization and meet our target of joining the 20 most advanced economies in no distant time.

14. Distinguished colleagues, ladies and gentlemen, as some of us are exiting as helmsmen of our various states, let me quickly remind the new and returning governors that it may not totally be a smooth ride. On our part, we made a lot of infrastructural in achievements development and provision of social services because we enjoyed a relatively high oil price of about 100 to 114 dollar per barrel between 2011 and the middle of 2014.

15. However, by the mid-2014, the price of crude oil, which is sadly the main driving force of government's expenditure, dropped to 75 dollar per barrel. It, therefore, became very difficult for many states to even pay salaries of their workers.

16. This scenario is a wake-up call for all of you to come amply prepared to face these kinds of challenges especially since we are expecting the possibility of another cycle of recession by the mid-2020 and which may last up to the third quarter of 2021. Your good spirit of stewardship will make you contain the situation should there be one.

Also, as members of the National Economic Council, you must work hand in hand to boost the economy in tandem with the global best practices.

17. Experience, they say, is the best teacher. Ours has been a challenging experience of managing state economies that are totally dependent on accruals from the federation account rather than exploring viable alternatives to run the economy. For most of the states, internally generated revenues are nothing to write home about. You must, therefore, look inward by boosting your revenue generation base and also utilise them effectively for execution of projects that would touch the lives of your people. You must not forget the high expectations of our people on us; now that the democracy is maturing day in day out the challenges of governance and service delivery are more demanding.

18. It is imperative to note that the Forum, under my Governorship, and the National Economic chairman Council under the Chairmanship of His Excellency, the Vice President, has agreed that borrowing is never a reliable alternative to solving our economic problems. We must work hard among all the tiers of government to multiply our revenue generation bases so that together we change the course of doing government business for the betterment of our people.

19. In so doing, key revenue agencies like the Nigeria National Petroleum Corporation, Federal Inland Revenue Service, the Nigerian Custom Service and other sister agencies must be made to work more effectively especially now that Mr. President has signed the much awaited National Minimum Wage law, pegging the minimum workers' salaries at 30,000 naira per month

20. It is also a source of worry to all reasonable observers that in all modern economies, it is the public that drive the government by supporting it through payment of their taxes as and when due. In our situation, the reverse is the case. It is very unfortunate that our people have a very negative attitude to payment of taxes in

full, including corporate agencies.

21. My take on this is that, as a country with over 200 million people, our individual and collective contributions in ensuring prompt payment of taxes can help the government achieve all its objectives. For us to achieve these responsibilities, we have to strengthen our tax laws and to make them very effective in our task of building a better Nigeria.

22. If the necessary measures are put in place to provide a working system, I am certain that at the end of the day, we are going to succeed in tackling unemployment, reducing poverty, ensuring food security and disease control as well as building a nation with a robust economy. It is only by so doing that we can bequeath to our children and grandchildren a country to be proud of.

23. On the political front, let me acknowledge the passion and effort of the international community, particularly countries with well-developed political systems and democracies, for their support in the development of a strong political system and democracy in Nigeria.

24. It should, however, be understood that despite our 59 years of independence, we only have a 20-year history of uninterrupted democratic experience. Nigeria still has a relatively nascent democracy that requires more nourishment and gradual process to develop. The political leaders need to be supported to act within their powers, rather than being pushed to run faster than their feet, our institutions need to be more strengthened.

We are hopeful that our democracy will gradually wax from strength to strength in the near future. Most advanced democracies have a remarkable history of democratic experience spanning over hundreds of years before attaining the current enviable democratic credentials.

25. We are all aware that corruption hampers economic development. It is one of the serious problems bedeviling our economy which needs to be seriously addressed. In my personal opinion, we need to revisit our approach to fighting corruption. There is need for proactiveness in our approach. We must fight all incentives to corruption by waging the war through a bottom-top approach. Attention should equally be focused on all strata of the society if we are to win the war against this scourge. So, all the opportunities and escape routes for the people at all levels of the society, ranging from civil servants to politicians and corporate bodies, must be blocked so that the war will leave no stone unturned or spare a sacred cow.

26. In conclusion, as we gather here to brainstorm on key governance and management skills that will enable the incoming governors to transit from campaigning to managing the processes of governance, it is my hope that the determination I have seen in you will ultimately reflect on how you will engage in the business of governance by the time you assume office

27. Finally, I would like to welcome, once again, the Vice President, the new and returning Governors, our invited guests from both within and outside Nigeria, to this historic event. I wish you fruitful interactions that will benefit your states and Nigeria as a whole. I pray that Almighty Allah will be your source of strength in driving your respective states to greater heights.

28. Thank you and God bless.

29. God bless the 36 states of the federation

30. God bless the Federal Republic of Nigeria.



## KNOW YOUR NEWLY ELECTED GOVERNORS

### Dapo Abiodun (OGUN STATE)

**D**apo Abiodun was born into the royal family of Dr Emmanuel and Mrs Victoria Abiodun from Iperu Remo, in Ogun East senatorial district on May 29, 1960.

A Civil Engineer alumni of the Obafemi Awolowo University Ife, Osun State he also studied Accounting at the Kennesaw State University, Atlanta Georgia, United States.

He also holds a Honours et Doctorate Degree in Finance from Ekiti State University, Ado-Ekiti, Ekiti State and another in Business Administration from Adeleke University, Ede, Osun State.

He is the Managing Director/CEO of Heyden Petroleum Ltd (HPL), an indigenous player in the downstream, midstream, and upstream oil and gas industry in Nigeria.

He is also reportedly the founder of First Power Limited.

A founding member of People's Democratic Party (PDP) in Ogun State, Abiodun is currently a member of the All Progressives Congress (APC).

He contested the Ogun East senatorial seat on the platform of the PDP in the 2015 general elections and was elected a senator of the Federal Republic of Nigeria on the platform of the defunct United Nigeria Congress Party (UNCP) in 1998.

He has served as a member of various presidential committees and organisations in the past.



### Muhammad Inuwa Yahaya (GOMBE STATE)



**A** Nigerian businessman and politician, Alhaji Muhammad Inuwa Yahaya was born October 9, 1961 in Jekadafari, Gombe State.

His father, Alhaji Yahaya Umaru, is an accomplished businessman.

After elementary school and secondary education, he attended the Ahmadu Bello University, Zaria where he obtained a Bachelor of Science Degree in Accounting in 1983.

His first appointment was with the Bauchi State Investment and Property Development (BSIPDC) as an Accountant and later became the Principal Accountant.

He joined Nasara Motors Limited, his family business, as an Administration and Finance Manager and later became the Managing Director of Nasara Group of Companies.

In 2003, he was appointed Commissioner for Finance and Economic Development by then Governor Muhammed Danjuma Goje.

Alhaji Yahaya joined politics in 2003 and in the governorship election of 2015, was the flagbearer of the All Progressives Congress (APC) in Gombe State.

On October 1, 2018 he won the gubernatorial primary election of the All Progressive Congress (APC) for Gombe State with the highest votes.

Alhaji Inuwa Yahaya was elected Governor of Gombe State at the 2019 gubernatorial election which was held on March 9, 2019. He is married with children.



## KNOW YOUR NEWLY ELECTED GOVERNORS

### Bala Abdulkadir Mohammed

**B**orn 5 October 1958, Bala Abdulkadir Mohamed was elected Senator for Bauchi South, in Bauchi State, Nigeria in April 2007.

He was appointed Minister Federal Capital Territory on 8 April 2010, by President Goodluck Jonathan

He studied English at the University of Maiduguri (1979–1982), where he gained a BA and joined The Democrat newspaper as a reporter in 1983, before joining the public service as an administrative officer between 1984 and 2000.

He worked in the Ministries of Internal Affairs, Solid Minerals, Power and Steel and Transportation and Aviation and retired as Director of Admin in the Nigerian Meteorological Agency.

He then served as a Senior Special Assistant to then governor of Bauchi State, Isa Yuguda from 2000 to 2005 and was Director of Administration at the Nigeria Railway Corporation from 2005 to 2007.

Mohammed was elected Senator for Bauchi South in April 2007. After assuming office as Minister for FCT in April 2010, Mohammed stated his determination to attack the problems of waste and lack of potable water in the FCT.

He is married with children.



### Ahmadu Umaru Fintiri (ADAMAWA STATE)

A dogged politician with great intellectual acumen, Ahmadu Umaru Fintiri was a member of the Adamawa State House of Assembly, and was appointed Speaker of the House.

He became the acting Governor of Adamawa State, following the impeachment of admiral Murtala Nyako in July 2014, handing over later to Bala James Ngilari after serving for almost three months.





## ...Focus on your goals

need not to, it means that the states have failed. But we have the states and the capacity to make it different.

Now, you are not going to be able to solve all the problems that is important. But the integrity of the heart of the leaders, your commitment to truly change the lives of your people is what will bring for you all the help that you will need. Because, when a man sets out to do the right thing and it shows anyways, every kind of help will come from everywhere. People will do things for you without taking a dime because they can see your commitment and the integrity of your heart.

For a nation to truly be great, the integrity of every man sitting on this table as governor, as governor elect is critical for nation building.

You need to own your own vision for your life, you need to own what you want your legacy to be and you have the opportunity from this moment to build that legacy by the things you do everyday. There will be people who will seek to derail you but by being confident of who you are and making the decision that I will live true to my values, to what is right for my country and my people, that I want to be able to walk freely amongst my people even when I am done and I am old and tired, with that determination your action will change things for people. You cannot do everything, you will not do everything, just chose roads, chose education, chose health, make your contract clear with your state, let them know that our resources cannot cover all of these, these are the only things we will do in the next four years and deliver on those things. Once you are clear and your people understand, they will stand by you and defend you in the day of trouble. At the end of the day, you will get much more than anybody can pay you for.

In this position it is generally assumed that it is opportunity for wealth but if you want to build a nation and do it and use the office that you have and use it right, you will be guided by not building wealth without work. You will get what you deserve as your pay for the office but you will get much more than that from your citizens because you have done them right.

Don't seek for pleasure without a conscience because in seeking pleasure without a conscience, there will be traps set for you that will derail you from your goal. Which is why it is important you know who you are, where you are there, why you set out to do this and and you must stick to what is right.

Don't seek for knowledge without character, a man that does not have character does not deserve to be leading any of our value chain of leadership of this country. But if you are there, seek to be the example for the people that will serve under you in your government, people of your state, ultimately there is so much joy in seeing the accomplishments of that which you set out to do and in seeing lives that are fulfilled because of that which you have done.

Don't seek for commerce without morality. In building the economy of



your state, make sure there is transparency and that things work and that there is accountability so that people can see what you do everyday. Even when mischief makers appear to try to turn that which you have done upside down, they will be ordinary citizens that will rise up to defend you base on how they have interacted with you and seeing that which you have done.

Please don't seek for politics without principles. You know ask us everyday, why are you not in this party or that party, why are you not joining politics, let's be honest, we do not have politics of ideology in our country so far, we have politics of people. And if you want the right people to gather and give us the critical mass that we need to build our nation, you are the next generation of leaders that can ensure that we begin to set the template and the agenda for a great nation to be great.

It hurts me, it breaks my heart every time you are talking to people outside of this country and they open their mouths and talk about this nation that you know within it is everything that it needs, we have all the human minds that will build a great nation. God has blessed us abundantly with resources, some of your states are richer than others but guess what, it is not so much about how rich you are, is how well that you apply the resources that you have sincerely to meet the needs of your people. Even ordinary citizens will help you to think through. You don't have all the answers but you have humans that can support you and they don't have to come from your state. We all need Nigeria to work, it doesn't matter from what state. For me to drive from Lagos to Ondo I am going to come across how many states, so I need every part of Nigeria to work. To fly from lagos today, assuming I was driving, imagine the number of states of Nigeria I will pass through to get here. Every state's count to every Nigerian, it doesn't matter where we come from, if you n the e help look for the Nigerian that will help you. We all want this country to work and we are very hopeful that because you have this position and you have this power, people have entrusted you with it that you will use it effectively to build a nation, the portion of it that is assigned to you. And that you will work collectively for the unity of this nation. Because, nation that is divided against itself cannot stand but in the place of unity... I am a christian, the Bible says God has commended His blessings, which means every time we combine our knowledge, our wisdom and all our resources together, we can build a great nation that the world will be afraid of.

I want my nation to work, I want to be able to tell my children this is why I say you must live in Nigeria and nowhere else. And I ask for your help that as you do what you have sworn to do or you will swear to do as you take office, that the Lord will help you to do it right, that ultimately we will build a nation that we will all be proud of.





## KNOW YOUR NEWLY ELECTED GOVERNORS

### Abdullahi Sule (Nasarawa)

**E**ngineer Abdullahi A. Sule was born on December 26th, 1959 in Gudi Station, Akwanga-west development area of Nasarawa state.

He was brought up in a small, but multi-ethnic and multi-religious village. His father, Al-haji Sule is the current traditional ruler (Hakimi) while his grandfather, Abdullahi Angulu was the first traditional ruler of Gudi station.

He began his education in the Roman Catholic Mission (RCM) Primary school, Gudi station in 1968. Upon completion, he passed the entrance examination into Zang Secondary Commercial School, Bukuru in 1974.

In 1977, he passed his SSCE in Bukuru, before proceeding to Plateau State Polytechnic, Bunin Ladi and later Indiana State University, Terre Haute, Indiana, USA towards the end of 1980.

Through determination, extra classes and hard work, he utilised a four-year scholarship to obtain both a BSc (1983) and an Msc (1984) degrees in Mechanical Technology and Industrial Technology respectively from the same Indiana State University, USA.

His work experience began in 1980 when he was offered employment by the Plateau Electricity Corporation, Jos even before graduation in May 1980. Upon graduation from Government Technical College, Bukuru he worked for about three months with the corporation before proceeding to Plateau State Polytechnic in September 1980.

He did his compulsory national service, NYSC with the Plateau Utilities Board, Jos and later joined the Jos Steel Rolling Company Ltd in 1985 as a Production Engineer.

In 1987, he received accelerated promotion from GL 9 to GL 12 in recognition of his performance and hard work. He later left Jos Steel Rolling Company as a principal production engineer in 1989 and returned to the USA.

On returning to the US, he went to Texas (San Antonio and later Houston) where he worked for the following companies:

Lancer Corporation, San Antonio, OEM Components, Houston; Houston Engineering, Houston; Morgan Performance, Houston; Dril-Quip Incorporated, Houston and Osyka Corporation, Houston.

He worked in various capacities from workshop engineer to Computer Numerical Control (CNC) programmer, CNC operator, Facilities Engineer, project/ production engineer and finally the director of business development for Africa and the Middle East for Osyka Corporation.

He returned to Nigeria in the year 2000 and along with some friends, started a company called Sadiq Petroleum Nigeria limited in Lagos and was made the pioneer Managing Director/CEO.

Later in that year, Sadiq Petroleum Company participated in the privatization of African Petroleum Plc and won the bid.

Upon acquisition of the 30% ownership of AP Plc, he was appointed the Executive Director Operations of AP in November 2000.

On April 2, 2001, he was appointed fourth MD/CEO and he resigned in July, 2006 to take up another job with an American

Multi-national oil service company called Tetra International in July 2006 as a Director of Business Development / Country Manager.

He left Tetra in December 2006 to join partisan politics and serve the people of Nasarawa State and Nigeria in general. While in AP as the MD/CEO, he also served as a Director in IMB International Bank Plc, Ulti-Care Pharmaceutical and Chrismatel Holdings. He was also the chairman of AP Oilfield Service Ltd and Partner in Star – AP Oilfield Services.

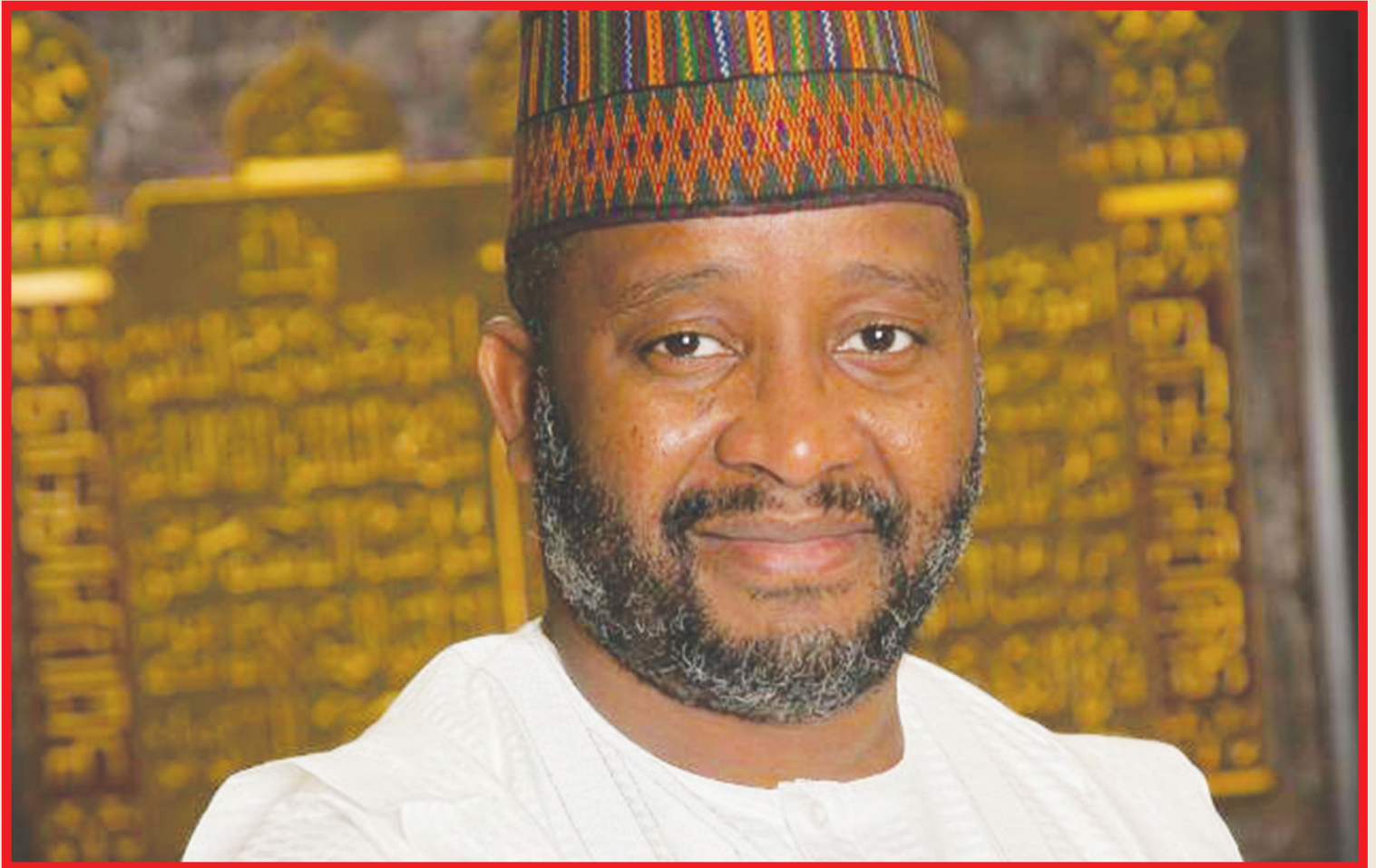
Since his return to Nigeria in 2000, he has participated in several private and public projects in Nasarawa State.





## KNOW YOUR NEWLY ELECTED GOVERNORS

## Mukhtar Shehu Idris (Zamfara State)



**T**he youngest newly elected governor in Nigeria, Mukhtar Shehu Idris was born April 4, 1974.

After his primary education, he went to Government College Sokoto for his secondary education.

He later studied at Bayero University Kano where he graduated with a BSc in Economics in 1997.

In 2000, he returned to his alma mater where he obtained a Masters degree in Banking and Finance and in 2003, obtained a Masters degree in International Affairs and Diplomacy from the prestigious Ahmadu Bello University Zaria.

He later added two more Masters degrees from the Bayero University Kano in Development Studies (2005) and Treasury Management in 2014.

He served as a youth corps member at the Family Support Trust Fund and had his first appointment as an Assistant Supervisor with Chartered Bank Plc in Lagos from 1998 to 1999.

He then joined Northco Holdings as an Admin Officer in 1999 and moved to Intercellular Nigeria Plc as an Assistant Manager in 2001. He was the managing director of Flamingo Resource Ltd, Kano from 2007 to 2011.

In 2011, he was appointed Commissioner for Housing and Urban Development by Governor Abdul'aziz Abubakar Yari of Zamfara State and was made the Commissioner for Finance in 2015, a position he held till 2018.

His political career began in 2011 when he contested for the Gusau/Tsafe Federal Constituency of Zamfara State on the platform of the Peoples Democratic Party (PDP) but was not given the ticket. He later defected to the All Nigeria Peoples Party (ANPP).

He won the governorship primaries of the All Progressive Congress (APC) for Zamfara State in October 2018.

He is married with children.



## KNOW YOUR NEWLY ELECTED GOVERNORS

## AbdulRahman AbdulRasak (Kwara State)



**H**e hails from Ilorin West Local Government, which falls under the Kwara central senatorial district. Born 5th of February 1960 in Zaria, he is the son of Alh. A. G. F. AbdulRasaq (SAN), the first northern lawyer in Nigeria.

He is the CEO of First Fuels Limited and attended Capital School, Kaduna between 1966 and 1968; Bishop Smith Memorial School Ilorin between 1970 and 1971; and Government College Kaduna where he sat and obtained his West African School Certificate Examination (WASC).

AbdulRasaq is an entrepreneur, who founded Nigeria's first indigenous oil and gas trading companies at the age of 31, NOPA Oil Services and First Fuels, the first indigenous company to lift crude oil and petroleum products to the United States, Europe and Asia.

With his knowledge in the petroleum industry, he also ventured into other sectors such as agriculture, construction, information technology, shipping and real estate. He is a consultant to various multinational oil companies and governments, including Ghana and Cote D'Ivoire.

He joined politics in 1999 when Nigeria returned to democracy. In 2011, he contested for the governorship election in Kwara State on the platform of the Congress for Progressive Change (CPC) and for Kwara Central Senatorial District on the platform of the Peoples' Democratic Party (PDP). He won the gubernatorial primary election of the All Progressive Congress for Kwara State in October 2018.

He is married to Mrs Olufolake Abdulrazaq and they are blessed with children.



## KNOW YOUR NEWLY ELECTED GOVERNORS

## Babagana Umara Zulum



**A** Nigerian academic and politician, Babagana Umara Zulum was born on August 26, 1969).

After elementary schooling in Mafa Primary School from 1975 to 1980 and secondary education in Government Secondary School, Monguno from 1980 to 1985, he went to Ramat Polytechnic, Maiduguri, where he obtained a National Diploma in Irrigation Engineering in 1998.

Then, from 1990 to 1994, he studied at the University of Maiduguri, where he obtained a degree in Agriculture Engineering after which he served as a youth corps member with Katsina State Polytechnic.

He then proceeded to the University of Ibadan from 1997 to 1998, where he obtained a Masters degree in Agriculture Engineering. In 2005, he enrolled for a PhD in Soil and Water Engineering with the University of Maiduguri which he completed in 2009.

Babagan's first appointment was in 1989 with Borno State Civil

Service as an Assistant Technical Officer at the Ministry of Agriculture.

In 1990, Babagana moved into the Borno State Unified Local Government Service as Senior Field Overseer and later Principal Water Engineer.

In 2000, he took up an appointment with the University of Maiduguri as an Assistant Lecturer where he rose to the rank of Professor.

Babagana was Deputy Dean and Acting Dean, Faculty of Engineering in 2010 and 2011, respectively. In 2011, he was appointed the Rector of Ramat Polytechnic. Meanwhile, he retained his teaching position in the University of Maiduguri.

In 2015, he was made Commissioner of Reconstruction, Rehabilitation and Resettlement by Governor Kashim Shettima of Borno State, a position he held till 2018.

Professor Babagana is married with children.



## KNOW YOUR NEWLY ELECTED GOVERNORS

### Adegboyega Oyetola (Osun State)

**B**orn September 29, 1954 in Iragbiji, Boriipe Local Government Area of Osun State, Adegboyega Oyetola was the Chief of Staff to Rauf Aregbesola, his predecessor.

He started his secondary education at Ifeoluwa Grammar School, Osogbo and graduated in 1972.

He then proceeded to the famous University of Lagos where he graduated with a Bachelor of Science honours degree in Insurance in 1978.

He went for his mandatory one-year National Youth Service Corps (NYSC) in Potiskum, the capital city of present day Yobe State, where he lectured at the Staff Training Centre between 1978 and 1979.

He obtained his Master of Business Administration (MBA) from the University of Lagos in 1990.

In 1980, Oyetola joined Leadway Assurance Company Limited as an Area Manager and worked there till 1987 when he moved on to join Crusader Insurance Company Limited as Underwriting Manager between 1987 and 1990.

In 1990, he joined Alliance and General Insurance as Technical Controller and served in that capacity until 1991 when he left the organisation to start his own company, Silvertrust Insurance Brokers Limited. He was Managing Director since its founding until 2011 when he was appointed as Chief of Staff to the Osun State Governor, Rauf Aregbesola.

Oyetola also served as Executive Vice Chairman, Paragon Group of Companies between 2005 and 2011 and was also Chairman of Ebony Properties Limited.

He had been a Director of Pyramid Securities Limited, until 2011. He is an Associate Member, Chartered Insurance Institute in London and Nigeria and also a member of the Nigeria Institute of Management (NIM).

Oyetola was a member of the Alliance for Democracy (AD), and has been in the party through its metamorphosis to Action Congress (AC), Action Congress of Nigeria (ACN) and now the All Progressives

Congress (APC).

In July 2018, he contested for the All Progressives Congress gubernatorial candidacy of the September 22, 2018 and won. He was sworn into office on November 27, 2018.

#### AWARDS AND RECOGNITIONS:

- Distinguished Merit Award by his alma mater, Ifeoluwa Grammar School, Osogbo, February 2014;
- The Guardian Award for Exceptional Chief of Staff in the Federation 2017;
- Distinguished Award of Excellence in Public Administration by Nigeria Union of Journalists, Osun State Council, August 2015;
- Leadership Award for Outstanding Performance by the Nigerian Society of Engineers (NSE), Osogbo Branch, March 2016;
- Award of Excellence by Osun State University, College of Law, Ifetedo, January 2016;
- Award of Excellence as ICON of Good Governance by Network of Non-Governmental Organisation (NETNOS) State of Osun Branch. November, 2017;
- Award for Exemplary and Exceptional Support and Fellow of Osun State College of Technology, Esa Oke, January 2017;
- Grand Patron of the Local Government Chapel of Osun State NUJ, November 2016;
- Leadership Award by International Association of Lions Club, District 404B2, Nigeria, February 2016;
- NAOSS-NHQ Award of Excellence in Administration and Good Governance, May 2016;
- Award of Excellence in Public Administration by Rotary Club of Osogbo, Rotary International, July 2016;
- Meritorious Award by NAOSS, Obafemi Awolowo University Chapter, February 2017;
- African Students Union Parliament (ASUP), Pan-African Distinguished Leadership Honour as Icon of Nation Building in Nigeria (2018).





# Setting priorities, managing programmes & performance expectation

A presentation by: UDOM EMMANUEL, GOVERNOR, AKWA IBOM STATE

Setting priorities, Managing Programmes and Performance expectation [in governance] is simply, 'articulating what should be done, how it should be done, who should do it and measurement of the impact'. While priorities connote the strategies, formulating strategic objectives is the WHAT, managing programmes is the HOW & WHO, and performance expectation is the MEASUREMENT of the impact.

This forms the three stages of this discourse:

STAGE 1: What

STAGE 2: How and Who

STATE 3: Impact assessment

## STAGE 1: WHAT (Setting Priorities/Strategic Objectives)

● Governors who are desirous of improving governance should seek to prioritize their plans and programmes and formulate a medium to long term development blueprint. Setting Priorities/Strategic Objectives is the stage of drawing up strategies for governance direction in line with:

- The comparative advantage of the particular State
- Peculiar needs of the State.
- The Sustainable Development Goals

● As a Chief Executive of the State, you must understand that SWOT, STEEP, etc are vital tools required for setting your agenda. While SWOT helps to clarify issues and identify the Strengths, Weaknesses, Opportunities and Threats in the State, STEEP x-rays its Sociological, Technological, Economic, Environmental and Political aspects.

● The critical areas to consider include:

- Education
- Health
- Job Creation
- Infrastructure
- Power
- Technology



**Select capable hands (round pegs in round holes), ensure adequate buy-in to Stage 1, then assign them the task of implementation.**

- For example in my State (Akwa Ibom), our comparative advantage include:
  - Oil and Gas (Largest Reserves)
  - Longest Shoreline (129km)
  - Mineral (glass sand, clay etc)
  - Good land for Agriculture, etc
  - Deepest Natural Port (17.3 meters)

## STAGE 2: HOW & WHO (Managing Programmes/Implementation Strategies)

● A well drawn up plan requires a proper management framework for implementation. Literarily, 'as a Governor, how to execute your well articulated and prioritized strategic plan' equates the concept of managing programmes.

● An outline approach towards programme management is:

● Each objective/strategy identified in Stage 1 must be meticulously translated into an implementable step or programme, complete with who will be responsible for implementation, framework for implementation, resources required, and results expected.

● Every implementable step must be: Specific, Measureable, Attainable, Relevant and Time-bound (SMART)

● Select capable hands (round pegs in round holes), ensure adequate buy-in to Stage 1, then assign them the task of implementation.

● Build into the implementation plan milestones or timelines for reporting progress. (GANT Chart)

● Strategies should be grouped into:

- Low hanging fruits (immediate results, 1-3 months)
- Short term (3-12 months)
- Medium term (12-24 months)

● Long term (24-48 months)

## STAGE 3: IMPACT ASSESSMENT (Performance Expectation/Measurement)

● Having identified both development and implementation strategies, good performance is therefore expected, hence, the need for performance measurement using various tools to determine the level of performance using, for example, the balanced scorecard to measure the impact of pro-

...CONTINUED ON PAGE 37



## The role of development partners in sub-national development

### & Performance

DFID: MAFITA & Skills Acquisition Programme Education, Governance, etc.

WB: Public Finance Management (PFM) Reforms, Performance – for – Results Credit

ISDB: Zaria Water

USAID: MOU on Economic Growth

AfDB: Zaria Water

Dangote: Nutrition, Immunization, etc.

### KANO

DFID: Growth and Employment in States (GEMS)

WB: Commercial Agriculture Development Programme (CADP)

### LAGOS

DFID: Education Support in Nigeria (ESSPIN)

DFID: Nigeria Infrastructure Advisory Facility (NIAF2)

DFID: Financial Sector Development Framework (EFINA)

### KADUNA STATE AS A CASE STUDY

Preparing for Development Assistance: Our Experience

● Kaduna State had early-on identified development assistance as a critical financing mix to achieve positive outcomes to the myriad of challenges we faced in 2015.

● It became necessary to strategically position Kaduna as a critical partner that can leverage donor led resources to meet development targets which align with development partners' aspirations. This was achieved through the following:

● Developed Long term Strategic Plans to highlight our ambitions & targets:

● To clearly articulate our vision and achieve strategy coherence, we developed long term strategic plans like: State Development Plan (SDP), Kaduna Infrastructure Masterplan (KADIMP), Kaduna Industrial Plan to define what we want to achieve and how to achieve it

● Built a knowledge management framework that identifies critical base-lines on where we are, implementation plans on how to achieve targets for sectoral outcomes that aligned to development priorities of the respective donors.

Preparing for Development Assistance: Our Experience

- Developed a Development Aid Coordination (DAC) Framework to provide procedure and information guidance on areas we would like development partners to focus on in delivering our strategic priorities.

- Strengthened the Development Aid Coordination Department in Planning and Budget Commission to drive the initiation, coordination and monitoring of aid effectiveness ensuring we create synergy as much as possible whilst reducing duplication of efforts.

- This has led to improved transparency and accountability through ensuring better communication and information flow between KDSDG Institutions dealing with external finance; ensuring internal and external grants and development assistance are better reflected in the budget.

- However, to achieve effective Development Aid Coordination, State Governors need to be proactive by taking full charge of respective

programmes and projects, and requiring periodic reports:

- 1) Appoint focal person for development aid coordination
- 2) Determine areas assistance is required to focus donor effort
- 3) Demand for annual work plans, study and get Executive Council approval PRIOR to submission to any donor/development partner
- 4) Be personally engaged in relating with ODA partners leadership
- 5) Publicize successes so DA becomes win-win for everyone.

### BUILDING CAPACITY FOR DEVELOPMENT PLANNING

● Sub nationals need to continuously seek ways to institutionalize the practice of development planning as a requisite skill for attracting Development Assistance .

● The Junior Professionals Program of the United Nations offers this opportunity to sub nationals to mainstream development practice in our respective states.

● JPO's are sponsored to work as full time staff in the United Nations by their own Governments, for 2years, renewable for another 2 years.

● JPOs assist in the design and implementation of UN's programming activities, while benefiting from the supervision and guidance of senior UN staff members.

● Sponsoring States have the rare opportunity to launch their citizens into UN Careers while developing capacity in the states priority areas in the long term.



Gov el – Rufai



# TAPPING THE REVENUE POTENTIAL OF STATES

**Tunde Fowler Executive Chairman, Federal Inland Revenue Service (FIRS)**

**C**hairman, Joint Tax Board (JTB) Chairman, African Tax Administration Forum (ATAF) 1st Vice Chairman, United Nations International Tax Experts Committee

Outline

Introduction

Tax As A Major Enabler Of IGR

Taxes and Levies collected by Federal, State and Local Governments

Revenue Generation Challenges To National Development

VAT In Nigeria To Harness Greater Potential

VAT Automation- Other Strategies

Importance of Taxation for National & State Development

Factors Necessitating Autonomy-Benefits of Autonomy

State Performance: 2015-2018

Recommendation To States

Boards & Conclusion

## INTRODUCTION

State Governments across the nation need money to finance their expenditure, which includes infrastructure and social services.

There are two major ways for states to finance its expenditure – through taxation and borrowing.

Generally, taxation is deemed preferable to borrowing as debt has to be repaid usually with interest and other debt servicing obligations which can sometimes create additional burden on Government.

In addition, taxation does not have the same limitations as borrowing as a means of financing expenditure.

Putting in place, effective strategies and policies to enhance revenue generation is pivotal for state's financial autonomy.

## TAX AS A MAJOR ENABLER OF INTERNALLY GENERATED REVENUE

This is where citizens, as taxpayers, come in. Ideally, voluntary compliance by the taxpayer will ensure that revenue is made available for improving on the provision of social amenities and services.

Taxation places a higher burden of accountability on government, while providing taxpayers with a greater stake in governance. At its core, taxation is a social contract between Government and taxpayers.

Where citizens play such a significant role in raising revenue, Government will similarly have a strong motivation to account for revenues collected and their utilization.

In actualizing its mandate, revenue authorities must ensure that every effort is made to see that the emerging issues of tax administration does not hamper all stakeholders (Government, FIRS and Taxpayers) from meeting their respective obligations.

## IMPORTANCE OF TAXATION FOR NATIONAL & STATE DEVELOPMENT

Good governance ensures that the tax collected is used in a way that benefits the country's citizens in form of Health, Education, Infrastructural Development, Housing, Transportation, others

## FACTORS NECESSITATING AUTONOMY

Lack of required facilities for effective collection of tax revenue.

Low remuneration/morale and Lack of skills comparable to those of taxpayers.

Under assessments, Arbitrary assessments and Non-assessments.

Non-Remittance of taxes and Diversion of Revenue/Sharp Practices.

Inconsistencies in the application of enforcement standards.

Loss of Revenue due to the State Government.

## LAGOS STATE BUDGET SIZE VS IGR 1999 - 2013

In spite of the relocation of the Federal Capital, Lagos State remains Nigeria's and indeed ECOWAS and Sub-Saharan Africa's economic and commercial hub.

## BENEFITS OF AUTONOMY

A wider taxpayer base

Increased rate of voluntary compliance.

Accurate and timely payment of taxes

Increase in Internally Generated Revenue.

Less dependent on Federal Allocation

Recommendation To State Revenue Boards

Revenue Administration Law for State Internal Revenue Service granting it full financial and administrative autonomy.

Establishment and operationalization of single dedicated IGR account where all government revenue collectable shall be paid.

Automation of all revenue administration process.

Aggressive Taxpayer enlightenment program to sensitize taxpayers.

## CONCLUSION

Federal and State boards of internal revenue authorities need to focus on closing current gaps in the revenue collection system, while also identifying new/ untapped sources of revenue

Tax revenue is a more sustainable source of revenue with advantages over other sources of Government revenue.

Creating the right environment to maximize the latent potential in the Nigerian economy, especially within the tax system is important so that tax revenue can truly become the major source of Government revenue

FIRS will always be available to partner with any State Government or Government agency on any initiatives that will be of benefit to the tax administration system.



**Dr Fowler of FIRS and Ms Sadiku of NIPC**

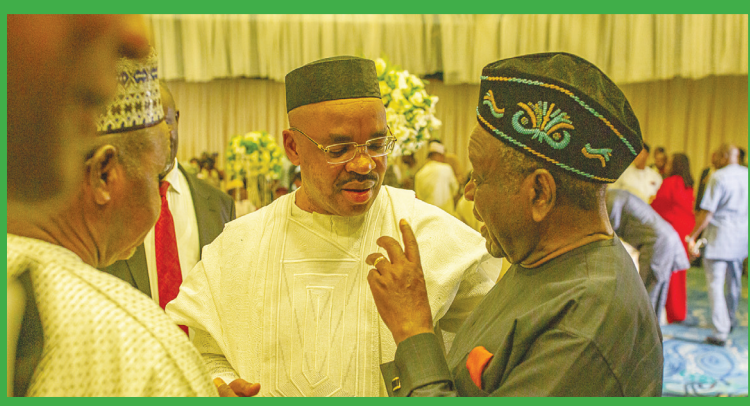




## FORMER CHAIRMEN OF NGF



L-R: Abdullaziz Yari, Senate President Bukola Saraki, Obong Victor Attah and Lucky Igbinedion of Edo State



Akwa-Ibom State Governor, Udom Emmanuel (left), with former governor of Akwa-Ibom State, Obong Victor Attah



Fmr NGF  
Chairman and Edo  
State  
Governor,  
Lucky  
Igbinedion



L-R: Fmr Edo State Governor, Lucky Igbinedion; Kebbi State Governor, Ibrahim Shema joking with former Bauchi governor, Adamu Mu'azu



Fmr Edo State Governor, Lucky Igbinedion (m) exchanging compliments with fmr Bauchi Governor, Adamu Mu'azu at the event while Obong Victor Attah looks on



## DAY 2



O' Marley and his Chief of Staff, Dana Thompson at the Governors induction



US Ambassador to Nigeria with two former US Govs, Bill Richardson & O' Marley



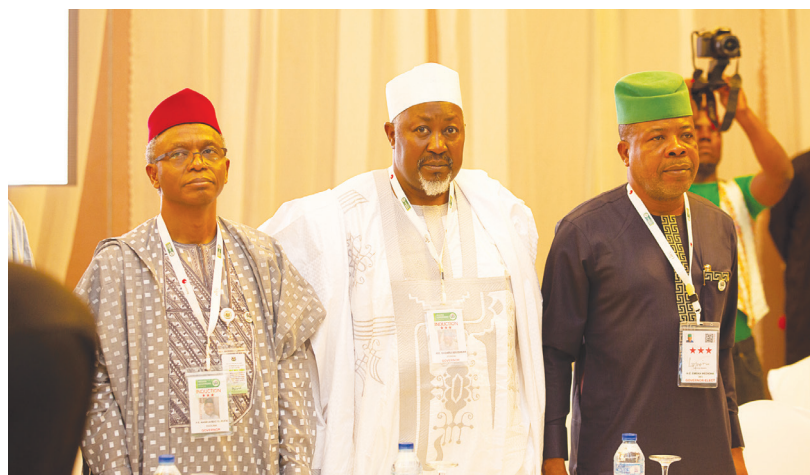
Donald Duke greets Imo State's Emeka Ihedioha (right)



L-R: SGF Boss Mustapha; Senate President, Bukola Saraki and VP Osinbajo



Some South West govs at the govs induction in Abuja



Govs Nasir el-Rufai, Badaru and Emeka Ihedioha, gov-elect of Imo State



## DAY 2



Vice President Yemi Osinbajo (2nd right); Senate President, Bukola Saraki (3rd right), with governors and resource persons after the Vice President's presentation at the induction



L-R: Senate President, Bukola Saraki; incoming governor of Kwara State, Abdulrahman Abdurasaq and Kwara State Governor, Abdulfatah Ahmed in solidarity



Gov Umar Ganduje of Kano State with some people at the event



Vice President Yemi Osinbajo exchanging pleasantries with Gov Ugwuanyi of Enugu State



Vice President Yemi Osinbajo and Gov Abdullaziz Yari Abububakar at the event



Gov Udom Emmanuel (m) arriving the venue



The meeting took place at the International Conference Centre (ICC) Abuja, on December 16th, 2016. It was the only meeting of the NGF to hold at that venue and it was the most attended. After a short deliberation which usually starts with the Chairman's remarks, then Governor of Ekiti State, Mr. Ayodele Fayose, shouted "you can be chairman for life", followed by a rancorous laughter. It felt like Governor Fayose had spoken the mind of most of those in attendance. At this juncture, Governor Fayose was Chairman of the PDP Governors Forum.

That meeting recorded the highest attendance in the history of the Nigeria Governors Forum. It had 34 governors in place. It was at this meeting that the NGF Chairman, Abdulaziz Yari Abubakar disclosed to the governors that the Paris Club refund had been released for payment to states. Earlier, Governors had received bailouts, but it didn't reflect as the entitlement of the states. It was the federal government giving states the golden handshake. But the quest for the refund of the Paris Club loans under Abdulaziz Yari Abubakar was pursued in earnest, with vigor and as an entitlement, but on which successive presidents were not adequately convinced that governors deserved to be paid. Then Abdulaziz Yari Abubakar happened on the seat as Chairman of the NGF. This was a signal that in their own elections, the governors would get it right and vote for the person who would perform the best.

Before Governor Yari Abubakar, there were five other chairmen including the founder of the Forum, Abdullahi Adamu of Nasarawa State, Lucky Igbinedion of Edo State, Obong Victor Attah of Akwa Ibom State, Dr Bukola Saraki of Kwara State and Rotimi Chibuike Amaechi of Rivers State. All of these chairmen had sought to get the Paris Club refund from the previous presidents but didn't succeed. It was therefore normal to think that the new NGF administration would also go the same way. But those who underrated the energy of the new chairman, Governor Abdulaziz Yari Abubakar, and there were many of them, would soon lick their own vomit. On occasions, Governor Yari Abubakar would look laid back, but that is when his engine is revving the most. He is a man who would get to his target before he rested.

The demand by governors on the NNPC to come clean about its remittances might have portrayed Governor Yari Abubakar more as a dogged fighter. The petroleum behemoth had refused to follow due process. It ignored all calls by the DPR to route its payment regime through it (DPR) and instead went directly to the national treasury to deposit whatever suited NNPC. Faced with this misdemeanor and the marching order from

## Governor Yari Abubakar:

### A SCORE CARD



President Muhammadu Buhari, whom seeing that getting NNPC to do the right thing might result in several meetings and arguments, Yari Abubakar deployed the full force of the NGF on the NNPC. President Buhari authorized Governor Yari Abubakar as NGF chairman to use every available means to bring NNPC to the table and demand probity. Governor Yari Abubakar did just that. He also succeeded to a great extent but at the expense of his own Zamfara people.

One of the major reasons why Zamfara State people are critical of the NGF Chairman is that he was more often resident in Abuja than in Gusau or his native Talata Mafara. But to succeed as NGF Chairman, a governor must share his time between his state and Abuja. This is more so because the country has a president that understands the importance of collective bargaining which he uses to coopt governors into his leadership style. Governors themselves have at various times expressed gratitude to President Buhari, because of the way and manner they have been treated by his administration. So the presidency and the NGF under Governor Yari Abubakar had a symbiotic relationship. However, it was all possible because the NGF Chairman, Governor Abdulaziz Yari Abubakar never took his eyes off the Abuja ball.

As a result, apart from all the tranches of the Paris Club refund to states, which had been on the wish list of governors since 2005, but was not received until Yari Abubakar's efforts were rewarded, Governor Abdulaziz Yari Abubakar was also responsible, or, at least, can claim credit, for the Infrastructure Expenditure refund which the states enjoyed under the administration of President Muhammadu Buhari. What's more, the NGF

Chairman also showed clearly that in spite of coming from the home of Sharia, he is liberal or modern enough to allow the spouses of governors to also initiate a Nigeria Governors Wives (the secretariat prefers the nomenclature Spouses) Forum, which is a master stroke in his political characterization, whenever that would be written.

It is therefore safe to assert that the criticisms that the NGF Chairman gets in his home state are not totally out of place because, it is often stated in English parlance that, a prophet is never known in his hometown. Those were the words of Kaduna State Governor, Mallam Nasir el Rufai, when The Executive Summary spoke with his last week.

Governor Abdulaziz Yari Abubakar inherited an NGF that was broken down its midriff. He picked the Forum up, dusted it and pumped life into it. Yari Abubakar united the Forum and gave it a voice and character. It is therefore imperative to appreciate the job that the NGF Chairman had put into the Forum and impress it upon whoever succeeds Governor Abdulaziz Yari Abubakar as Chairman of NGF that, the person would have to work twice as hard to be able to keep up this appearance.



# Transforming the PHC landscape in Nigeria

**Dr. Faisal Shuaib ED/CEO NPHCDA**

**NPHCDA is a parastatal of FMoH with the mandate to provide technical and programmatic support to states and LGAs on the Development of PHC in Nigeria**

**CONTROL PREVENTABLE DISEASES:**

Eradicate polio, and limit the occurrence and impact of diseases using education, immunization and other proven interventions.

**IMPROVE ACCESS TO BASIC HEALTH SERVICES:**

Make basic health services available by ensuring communities have access to health facilities, services and health insurance.

**IMPROVE QUALITY OF CARE:**

Ensure basic health services are people-oriented and delivered according to established quality standards and protocols.

**STRENGTHEN THE INSTITUTION:**

Strengthen Zonal structures, State representation, internal communications, monitoring and evaluation, procurement and the financial management system.

**DEVELOP HIGH-PERFORMING HEALTH WORKFORCE:**

Organize systems and structures to deliver effective support services through, for example, PHC guidelines, norms and enabling acts for states and LGAs.

**STRENGTHEN PARTNERSHIPS:**

Mobilize and coordinate stakeholders such as Ministries, Departments and Agencies and development partners to support the implementation of PHC.

**...CONTINUED ON PAGE 38**

## ...priorities, managing programmes & performance expectation

jects.

- Performance measurement is the process of checking to confirm if the actual results obtained from Stage 2 align with and match the objectives we set out to achieve in Stage 1. This process can only be successfully done if the implementation plan in Stage 2 was designed using the SMART template.

- Performance of government must be measured timely in order to ensure that the expected result is achieved. Once performance measures are identified, they should be applied properly for regular monitoring, tracking and reporting in order to ascertain if target goals are met.

- Performance measures should include top to bottom and bottom to top tools such as – 360 degree feedback and Key Performance Indicators
- When performance is measured and the impact or result achieved

meets the expectation, good performance must be rewarded while poor performance should be punished.

- Where poor performance is noted, urgent steps must be taken to address identified anomalies.

**CONCLUSION**

“Strategic plans are not cast in hard stone once it is prepared. Rather, it should be seen as iterative documents – accordingly, it should be revisited periodically for updates where necessary, depending on changing economic and environmental parameters.”

- UDOM EMMANUEL,  
GOVERNOR, AKWA IBOM STATE.



# Transforming the PHC Landscape in Nigeria

## STRENGTHEN COMMUNITY ENGAGEMENT:

Promote community participation, ownership and responsibility for health through Ward Development Committees and communication and programmes.

## NPHCDA'S ORGANIZATIONAL VISION IS TO BUILD A ROBUST AGENCY THAT WILL DELIVER TANGIBLE RESULTS TO IMPROVE PRIMARY HEALTHCARE IN NIGERIA

... Will drive concrete results

Finally declare Nigeria polio free

The program has been successful in interrupting the transmission of wild polio virus, but we are not relenting, until Nigeria is certified polio-free

Drive immunisation rates up to 84% by 2028

We are making progress on vaccine supply chain and RI service delivery, and we are beginning to see gradual improvements in immunization coverage.

## PROVIDE STRATEGIC DIRECTION ON PRIMARY CARE

NPHCDA is taking the lead on developing a pragmatic PHC delivery model to ensure universal health coverage for the poor and vulnerable.

## STRENGTHEN GOVERNANCE AND ACCOUNTABILITY

We are transforming NPHCDA into a credible, accountable and reliable partner to all our stakeholders

## NPHCDA'S TRANSFORMATION...

Revamp the financial system

Entirely revamp the NPHCDA's financial structure to meet international best practices, transparency to all partners in a clear and structured engagement process

Transform the organization

Re-examine organisational structures and staff capabilities to build an Agency that operates with clear, fit-for-purpose roles and responsibilities executed by capable staff with appropriate performance management

## WHY WE WILL SUCCEED

... rethinking the way PHC programmes are managed and accountability ensured

From

- A comprehensive approach to addressing health issues
- Focus on mostly inputs and processes
- Public sector only lens
- Poor data management, monitoring and evaluation

- Fragmented approach within Departments, Agencies and across Partners

To

- Ruthless prioritisation of high impact pragmatic interventions
- Focus on system outputs and outcomes
- Public and private sector lens
- Performance management and accountability mechanisms

- Cross cutting and programmatic approach aligned under one agenda



## OUTLINE

1. About the National Primary Health Care Development Agency (NPHCDA)
2. Universal Health Coverage
3. NPHCDA's Strategic Interventions
4. Prayers to the Executive Governors

Despite some progress, the health system in Nigeria is beset with several challenges with resultant poor health indices.

Everyday, Nigeria loses about 2,300 children under

age of 5; and 145 Women of Child Bearing Age.



**Despite some progress, the health system in Nigeria is beset with several challenges with resultant poor health indices**

## WEAK HEALTH SYSTEM & POOR DEMAND SUPPLY CHALLENGES

- ~30,000 health facilities but with different levels of functionality
- Shortage of critical human resources
- Insufficient funding
- Supply challenges
- Inadequate power or water supply

- Commodity stock-outs
- Equipment inadequacy
- Weak standards / quality

Demand side challenges

- Demand for critical services very low, largely driven by a loss of confidence in the system

- Poor access to Health care Services
- Sociocultural beliefs

## POOR COVERAGE WITH HEALTH INTERVENTIONS

- Only 38% of women have skilled births
- Only 58% of women attend ANC
- Only 1 in 4 Children (33%) are fully immunized

...CONTINUED ON PAGE 16



# Transforming the PHC Landscape in Nigeria

- Only 42% immunized for measles
- Only 18% received treatment for diarrhea
- Only 20.6% treated for fever

## POOR HEALTH OUTCOMES

- Maternal mortality rate is 560/100,000 live births = 33,000 women each year
- 1 in 9 maternal deaths worldwide
- Infant mortality rate is 75/1,000
- 8% of the global total,
- An estimated 70% of these deaths are preventable
- Child mortality rate is 117/1,000 = ~1 million deaths per year
- ~10% of the global total

## WHY A FOCUS ON PRIMARY HEALTH CARE?

An Effective Primary Health Care System is the Foundation for Achieving Universal Health Coverage.

Changing Nigeria's health indices Nigeria requires that an effective PHC delivery system is in place for both facility- and community based services

Additionally, without strengthening the PHC system in Nigeria, the Basic Health Care Provision Funding mechanism cannot be implemented effectively.

Achievement of Universal Health Coverage is the central theme of Sustainable Development Goal 3

Universal health coverage is defined as ensuring that all people have access to needed health services (including prevention, promotion, treatment, rehabilitation and palliation) of sufficient quality to be effective while also ensuring that the use of these services does not expose the user the financial hardship.

## LOOKING AHEAD: REDUCING MATERNAL AND CHILD MORTALITY

### EXPANDED MIDWIFERY SERVICES SCHEME (EMSS)

● Re-strategized to deploy adequate numbers of skilled birth attendants to provide 24-hour service in rural PHCs across a wider geographical area than the initial MSS Scheme.

● Will involve deployment of unemployed and newly graduated midwives.

● To be funded by both Federal & State Governments through the Basic Health Care Provision Fund (BHCPF).

● Will significantly improve on the gains of MSS through adequate engagement of state and local policy makers, prioritization of local recruitment and strengthening demand side issues too.

● Federal will exit and hand over to States after 5 years, but will continue to provide oversight functions.

The PHC revitalization agenda aims to revamp 10,000 PHCs across Nigeria, and so far, ~4000 PHCs have been revitalized.

As a first step, Mr. President flagged off the Primary Health Care Revitalization Program...States are Following on this as well and there is progress with SPHCDA's.

## QUOTES FROM MR. PRESIDENT

'Our vision is to reverse this unsatisfactory situation and better care for the poor and needy'



'Health Workers should also play their parts in ensuring the sustainability of this Primary Health Care Revitalization'

'Revamping the primary healthcare system is the platform for achieving UHC'

PHC improvement is critical to the Achievement of Health Objectives

It is the mandate of the State Government to identify and revitalize primary health care facilities across the state to ensure achievement of the 1 functional PHC per ward agenda of the Presidency, in order to improvement health outcomes in the state

Renewed engagement between the NPHCDA and Gavi has resulted in joint commitment of \$120 million dollars to ensure 100% saturation of functional cold chain equipment (refrigerators, freezers, etc.) across the country.

● Annually, NPHCDA and partners invest over NGN 90 billion in procuring life-saving vaccines for all the states in Nigeria.

● To ensure availability of these vaccines at all health facilities, there must be functional cold chain equipment for storage within required temperature.

● However, a recent assessment in 2018 showed that only 52% of wards have functional CCE.

● To bridge the gap in CCE availability across the country, the Federal Government of Nigeria and Gavi, the Vaccine Alliance have jointly committed over \$120M to procure over 12,000 CCEs.

● This will ensure that there is at least a functional cold chain equipment in every ward in Nigeria.

State Governments need to establish and fund maintenance mechanisms for all cold chain equipment in the state to ensure continued functionality and vaccine availability at the last mile.

The National Health Act established the Basic Health Care Provision Fund, which is 1% of Consolidated Revenue Funding (CRF).

Basic Minimum Package of Health Services (BMPHS) to be provided in primary and secondary levels of care.

## ESSENTIAL DRUGS, VACCINES & CONSUMABLES IN PHCS

Provision & Maintenance of Facilities, Equipment & Transportation in PHCs.

Development of Human Resources in Primary Health Centers.



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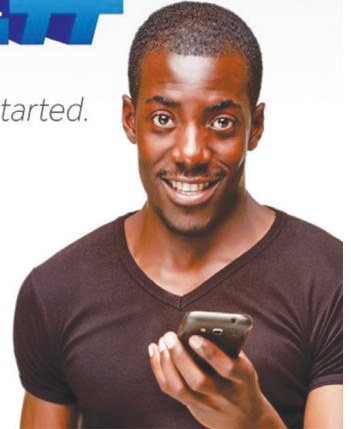
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