

Annex 3a SPARC TOR: FED-FED- 22-J

1. Reference and Title:	FED-FED-22: Nigeria Governors Forum
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2. Version	3. Work Planning Period	4. Date Approved/Revised:	5. Government Lead:
0	2015-2016	July 1st	Director General, Nigeria Governors' Forum

6. Activity Milestones to be Delivered	
Quarter	Milestone
1	NGF supported to produce 1 policy brief on fiscal crunch (advocacy)
2	NGF supported to improve its institutional sustainability

7. Contribution to Work stream Strategic Approach

The Nigeria Governors' Forum (NGF) is an association of the 36 state governors in Nigeria, set up to promote peer learning and experience sharing among the states and to act as an agent of governance reforms across the states; through peer pressure and consensus building. In line with this, the institution through its Secretariat, has also served as a viable vehicle for the dissemination of SPARC lessons. However, its capacity to continue in this role has been limited by the prolonged feud at the NGF with major implication on its revenue base which is heavily dependent on Governors' dues. Although the recent reconciliation inspires some hope, it is not likely the funding of the NGF Secretariat (NGFS) will improve in the immediate especially with two thirds of the governors being new and probably unaware of the value/gains of the NGF. Given the strategic role of the institution, a winning strategy for improving its revenue base and subsequently reviving its activities will be to support the NGFS to promote the relevance of the NGF to the new governors in order to get them to see the need to commit to paying their dues to the Secretariat. Given the role of the NGF in promoting reforms across states through the power of peer pressure and consensus this activity seeks to ensure the sustainability of the institution so that it can continue to perform that key role.

8. Co-ordination with-in Work stream

The upcoming induction, the NGF meetings and the planned Internally generated revenue (IGR) event will serve as spring boards for the planned activities under this ToR. With most of its key stakeholders expected to be present at the induction, the NGFS with support from SPARC will seize that opportunity to promote its relevance. The NGF meetings and the planned IGR event will also serve as a good platform for the fiscal crunch discussions

given the growing concern of governors over the depleting resources in states. The initial sensitization from these events will be built upon through other planned activities under this ToR.

9. Summary of Relationship With other SLPs or SPARC Work streams

One Policy brief for advocacy will be produced under this ToR to help Governors understand the reason for the credit crisis in states, the implication and how to navigate the situation. The PFM Work stream has already developed the source document for the Brief – Oil price impact in states and will be updating it to capture other states since the initial focus was on SPARC states.

The IGR event is currently planned in collaboration with FEPAR, GEMS3 and SAVI; While SPARC and GEMS3 will be showcasing how states can increase IGR by developing sustainable strategies and improving the business environment, FEPAR will be bringing the Federal experience on raising IGR, and SAVI will aim to present the effect of IGR improvement on the citizens.

10. Co-ordination with other SLPs or SPARC Work streams

Achievement of this ToR is dependent on the production of the updated report on Oil price impact in states which will be done by the PFM work stream. SPARC is currently coordinating the IGR event with FEPAR, GEMS3 and SAVI.

11. TOR Description

The Nigeria Governors' Forum (NGF) through its Secretariat (NGFS) has contributed immensely to the promotion of good inter-governmental relations by encouraging greater cooperation among states, and between the federal and state governments, especially through its participation at the National Economic Council (NEC). It has also served as a platform for interaction among the government, private sector and development partner stakeholders on issues that concern the 36 states of the federation. However with the prolonged disagreement at the NGF and the consequent effect on its consensus power, its capacity to continue in these roles has been limited. A major fall out of the prolonged crisis is poor funding which has significantly slowed down the pace of technical activities at the Secretariat. The crisis also affected the relationship of the NGF and its Secretariat with most of its donor partners further slowing down activities that could have been done jointly with partners. Despite the situation at the NGF, the Secretariat has continued to function and within its limited technical and financial capacity continued to service its willing principals.

It is however anticipated that with the recent reconciliation of both factions, activities will gradually pick up, although it is unlikely that funds will improve in the immediate. This is because of the single revenue base of the NGFS – annual dues from Principals - which depends largely on the willingness of the Principals to pay. The situation is made worse with about two thirds of the Governors new and needing to buy into the vision of the NGF before they can commit to paying their dues.

To be able to overcome the current challenges, the NGFS will need to focus on strategies that will aid in promoting its relevance and that of the NGF to the new governors as well as key stakeholders and the general public. Given that the NGF lacks the capacity to finance some of its initiatives; SPARC will support the institution as much as possible to implement some quick wins. Part of the support will also entail galvanizing the support of

other donors where possible to implement some key activities that will contribute to improving the institutional sustainability of the NGF.

Given the sustained decline in oil prices by 40 percent since June 2014 with its implication on oil revenues and federal transfers, the NGFS has specifically requested for SPARC's support in producing a policy brief that will improve its principals' understanding of the financial crisis in states, the full implication and the options available that will help them navigate the situation. This will be based on an existing report- Oil price impact in states - produced by SPARC for its focal states. This will serve as an advocacy tool to help the governors take informed decisions and pay a closer attention to the increasing need for budget realism in states. Other planned activities will focus on helping the NGFS promote its core initiatives like the Content Management System and the SPRM to key stakeholders using events of other SLPs like SAVI and other platforms like New Partnership for Africa Development (NEPAD) which is currently midwifing Nigeria's second assessment in the Africa Peer Review Mechanism (APRM).

The Content Management System of the NGF is the repository of all Knowledge products produced by the NGF and other donors especially SPARC's KM tools and resources and is a powerful tool for improving the day to day tasks of state officials. Efforts were made before the onset of the election to train key state officials on the effective use of the CMS which yielded tangible results as states were seen for the first time uploading and downloading documents from the CMS. With the elections over and with a reconciled NGF, SPARC will support the Secretariat to continue the training in other states as that will provide the much needed opportunity to showcase the NGF as a one stop shop on all issues of governance. Another key area of support will be in the implementation of the NGF Communication strategy and annual communication plans which will amongst other things help to properly shape the public perception of the NGF.

Although all the activities mentioned above contribute to the implementation of the NGF 2014-2016 Strategic Plan and the set objectives, there is need for proper direction and better monitoring to ensure the objectives are being met. To achieve this, an action/implementation plan will be developed for the 2014-2016 NGF Strategic Plan to clearly outline activities for each of the three years based on key priority areas of the NGF. This will also help the NGFS continue implementation of the Strategic Plan even after the wind-up of SPARC.

Objective

The key objective of this ToR is to support the NGF to;

- Promote its relevance to the new governors by developing policy briefs on topical issues that will be of interest to the Governors and
- To support the sustainability of the NGF by showcasing its activities, achievements and reform initiatives.
- Support the institution to continue implementation of its Strategic Plan.

12. Lead Consultant:	Days
Chris Rowe	3
Prof Abalu	5

13. Supporting Consultants:	Days

14. SPARC Staff:	Days
Hadiza	3
Chioma	10

15. Specific Outputs	16. Deadline	17. Int' Days	18. Nat' Days	19. Activities	20. Responsibility
NGF supported to produce 1 policy brief on fiscal crunch	30/9/2015	3		<ul style="list-style-type: none"> • Hold an initial meeting with the federal team and NGF designated staff • Develop a policy brief using the already existing Oil price impact paper to enhance Governors' understanding of the financial crisis, explaining the origin of the crunch and its full implication on the states' performance while presenting viable options for managing the situation in states. • Use the brief produced to showcase SPARC's tools which will help the state in responding to other aspects of governance. • Given the audience, the Policy brief should be concise making good use of bullet points and graphics. • Submit the Brief for comments • Incorporate comments and send final draft. 	Chris Rowe
NGF supported to improve its institutional sustainability		5		<ul style="list-style-type: none"> • Meet with SPARC and the NGF for initial briefing • Develop an action plan with a monitoring framework for the existing 2014-2016 NGF Strategic Plan, clearly earmarking specific activities to be carried out in the three separate years and measurable indicators for performance tracking. 	Prof Abalu

15. Specific Outputs	16. Deadline	17. Int' Days	18. Nat' Days	19. Activities	20. Responsibility
i. More states engaged with the CMS process				<ul style="list-style-type: none"> • Meet with the NGF to define the extent of our support in the new work plan year • Meet with the KM officer of the NGF to draw up a realistic plan for conducting the CMS training in states within the new work plan year. • Commence the training in states and work with the KM Officer to develop reports with details of the process and the outcomes. • Work with the KM Officer to sensitize states on the need for the training including sending out introductory letters to states. • Together with the KM officer and the KM team, identify quick wins from the existing NGF Communication strategy that can help promote the relevance of the institution. • Work together with the KM team to support the NGF to implement the identified activities. 	Chioma NGF KM Officer
Totals:		8			

21. Reporting

A Visit Report is required at the end of each visit, or at the end of each month if the visit spans more than one month (including for use in updating the M&E MIS).

Evidences

NGF supported to produce 1 policy brief on fiscal crunch – Policy brief on the Financial crunch.

NGF supported to improve its institutional sustainability

- Action Plan for the implementation of the NGF 2014-2016 Strategic Plan.
- CMS Training reports
- Outputs from implementing selected activities in the Communication strategy/Annual plans.

Note: These reports should be prepared in accordance with associated SPARC reporting templates and guidance.