**2023 INDUCTION FOR RE-ELECTED & ELECTED GOVERNORS**

**THEME:**

**GOVERNING FOR IMPACT**

**(BUILDING SUB-NATIONAL GOVERNANCE)**

**THE BANQUET HALL,**

**PRESIDENTIAL VILLA, STATE HOUSE,**

**ABUJA, NIGERIA**

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**RAPPORTEURS’ SYNTHESIS REPORT**

**14-19 MAY 2023**

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**COMMUNIQUE ISSUED AT THE END OF THE 2-DAY INDUCTION PROGRAMME FOR NEW AND RETURNING GOVERNORS HELD AT THE PRESIDENTIAL BANQUET HALL, ABUJA, 15 – 16 TH MAY 2023**

The Nigeria Governors’ Forum (NGF) held its third induction programme for new and returning Governors under the theme: **Governing for Impact (Building sub-national Governance)** from 15th – 16th May, 2023 at the Presidential Banquet Hall, Aso Villa, Abuja.

About 200 participants attended the event including outgoing, returning and newly elected Governors, some former Governors, Development Partners, serving Governor from Kenya, former governors from the United States of America as well as other Resource Persons. The Induction Programme was declared open by the Chief of Staff to the President, Professor Ibrahim. A. Gambari on behalf of His Excellency, Muhammadu Buhari, GCFR, President of the Federal Republic of Nigeria and it featured 8 technical sessions.

The Forum expressed satisfaction with the contents, quality and structure of the programme and resolved to:

1. Ensure continuity in governance, especially in the completion of projects and programmes, and harness the experiences of their predecessors.
2. Strive to conduct government business with private sector consciousness and curtail risk and uncertainty through shock responsive platform.
3. Encourage collaboration among States through enhanced peer review and learning at the sub-national level.
4. Deepen the relationship with the Federal Government and Federal Institutions.
5. Explore innovative ways of boosting internal revenue and tap into several unexplored avenues such as foreign direct investment and remittances.
6. Prioritize human capital development in states through sustainable job creation, enhance investment in health and education as well as, and livelihood support.
7. Prioritize entrepreneurship, especially to curtail high youth unemployment, among others.
8. Promote sustainable debt management
9. Enhance the national security architecture
10. Intensify the fight against corruption.
11. Execute effective communication strategy embracing both traditional and social media.
12. Lead by example, invest in people, earn their trust, and deliver on electoral promises.
13. Establish feedback mechanism, reward loyalty, keep records meticulously and be prepared to be accountable to people and integrity institution.
14. Plan for four years, promote e-governance and reliable data management to sustain transparency, participation, and accountability.

**Governor Aminu Waziri Tambuwal.**

**Chairman, Nigeria Governors’ Forum**

**Dated this day: 17th May 2023**

# **1.00 INTRODUCTION**

The Nigeria Governors’ Forum (NGF) held its third induction programme for re-elected and elected governors since the entrenchment and consolidation of democratic rule in Nigeria in 1999, from Sunday 14th – Friday 19th May, 2023 at the Presidential Banquet Hall, State House, Abuja. The induction program conducted under the theme “*Building Sub-National Governance’*’ is aimed at supporting incoming Governors to develop key governance and management skills that will enable the smooth transition from campaigning to managing the processes of governance (See Box ).

The well-organised event was attended by about 200 participants, comprising outgoing, re-elected and newly elected Governors of the Federal Republic of Nigeria, some former Nigerian Governors, Development Partners, as well as national and international resource persons including two former governors of the United States facilitated by the National Governors Association (NGA) of America.

The event was declared open by His Excellency, Muhammadu Buhari, GCFR, President of the Federal Republic of Nigeria represented by His Excellency Professor Ibrahim Agboola Gambari, CFR, Chief of Staff to the President of the Federal Republic of Nigeria. The opening ceremony featured Welcome Remarks by. RT. Hon. Aminu Waziri Tambuwal, Chairman of the NGF, Goodwill Messages from a number of Development Partners including, the World Bank, BMGF, Dangote Foundation, the United Nations and U.S. Embassy, and Address on the Task of Nation Building by four prominent personalities- Mr. Tony Elumelu, Chairman Elumelu Foundation, H. E. Dr. Ngozi Okonjo-Iweala, Director General of the World Trade Organisation; Eric Adams, Mayor of New York and H. E. Mrs. Amina J. Mohammed, Deputy Secretary-General of the United Nations.

The Governors, thereafter, entered into technical sessions for two days during which they entertained presentations from resource persons from the NGA, Kenya and reputable Nigerians. They also engaged in experience sharing with former Governors on issues that would lead to better governance, accountability and ultimately greater dividends for the Nigerian people. In all, the presentations from the 8 technical sessions focused on how re-elected and newly elected Governors should convert campaign promises to policies and programs, the need for continuity in governance, constituting effective teams, setting priorities and managing programmes and expectations using best practices. Presentations on the economy, security and other key governance issues were entertained from the leadership of various Nigerian institutions, including the Economic and Financial Crimes Commission, the Federal Inland Revenue Service, Nigerian Sovereign Investment Authority, the State Security Service and the Police among others.

**Box : The Nigeria Governors’ Forum and Its Induction Program**

The Nigeria Governors’ Forum (NGF) is a coalition of the elected Governors of the country’s 36 States. The primary objectives are; to promote unity, good governance, better understanding and cooperation among the states, as well as a healthy and beneficial relationship between the states and other tiers of government. Established in 1999, it operates basically as a non-partisan platform to forge collaboration among governors of Nigeria and deepen governance at the sub-national level

The induction program is aimed at supporting the incoming governors to develop key governance and management skills and enable them transition from campaigning to managing the processes of governance.

Speakers, usually accomplished and distinguished personalities, with a history of service to their people are invited from all over the world to inspire the Governors to hit the ground running.

The formidable list of speakers and resource persons at the third induction included Mr. Tony Elumelu, Chairman Elumelu Foundation, H. E. Dr. Ngozi Okonjo-Iweala, Director General of the World Trade Organisation; Eric Adams, the Mayor of New York, H. E. Mrs. Amina J. Mohammed, Deputy Secretary-General of the United Nations, two former American Governors, Terry McAuliffe of the State of Virginia and O’Malley Martin Joseph of Maryland as well as Professor Peter Anyang' Nyong'o, governor for Kisumu County, Kenya among others.

The third induction was conducted to benefit 9 re-elected and 18 newly elected Governors after the 2023 General Elections.

Noteworthy, in continuation of a number of innovations that were introduced to the second induction program held in May 2019, this year’s event was preceded by the Governors’ Farewell Dinner on 13th May 2023 and a two- day Summit for Governors’ Spouses’ from 18th to 19th May, 2023. Both events took place at Transcorp, Hilton Hotel, Abuja.

The Governors’ Farewell Dinner that held at the Congress Hall, Transcorp Hilton was mainly addressed by former Governors, mostly former Chairpersons of the NGF and a former Governor from the United States of America on how to seamlessly ease the outgoing governors to a life after office. It also featured the unveiling of a photo book titled "Common Ground: Leading Charge at the Subnational, a beautifully curated collection by Ayo Ogunro, to capture the major epochs at NGF from 2019 to 2022, when Dr. Kayode Fayemi, Former Governor of Ekiti State, served as its Chairman.

The Governors’ Spouses’ Summit was attended by several dignitaries[[1]](#footnote-1) including Her Excellency, Mrs. Aisha Muhammadu Buhari, the First Lady of the Federal Republic of Nigeria represented by her Special Assistant Mohammed Albishir, spouses of newly elected and re-elected Governors, some former First Ladies, Development Partners, as well as other Resource Persons.

The Opening remark was presented by H.E. Dr Mariya Aminu Tambuwal to set the tone for the meeting. Goodwill messages were then received from some first ladies on their way out, including H.E. Hadiza El Rufai, H.E Mrs. Martha Udom, Mrs. Erelu Bisi Fayemi as well as Dame Pauline Tallen, Honorable Minister of Women Affairs,

The Keynote Address was presented by Rt. Hon Honourable Aminu Waziri Tambuwal, Governor of Sokoto State and Chairman of Nigeria Governors Forum, followed by the special remarks by the first lady Her Excellency, Mrs. Aisha Muhammadu Buhari represented by Mohammed Albishir, Special Assistant to the President, Organisation of Africa First Ladies for Development (AOFLAD) and Office of the First Lady of Nigeria. The Vote of thanks was moved by H.E Amb. Dr Mrs. Olufolake Abdulrazak, First lady, Kwara state.

The Governors’ Spouses’ then went into technical sessions where they were addresses by key institutions such as NDLEA, the State Security Services and Nationally Primary Health Care Development Agency basically on how to comport themselves and protect their families.

Drawing largely from the Operating Manuel of Governors’ Spouses’, the first ladies whose husbands were on their second-term tacked key aspects of the Role of a 21st Century First Lady such as code of conduct and operating principles, protocol and etiquette, navigating the terrain, achieving impact and lessons worth sharing. The Governors’ Spouses then went into a closed session.

Overall, the 2023 Induction was extremely successful. At the end of the Programme, the Forum read the Communique attached to this report, commended the NGF Secretariat for organizing the event and expressed deep satisfaction with the content, quality and structure of the programme.

The synopsis of the event is presented below. It comprises the Opening Ceremony, Induction Technical Sessions/Propositions and Recommendations, Development Partners’ Presentations, and NGF’s Programmes Managers’ Presentations. The synthesis of Governors’ Spouses Summit is contained in a separate Report.

# **2.00 OPENING CEREMONY**

The Opening Ceremony comprised the segments stated below. A brief specification of the resultant highlights are also included.

**Segments:**

* Opening Remarks by the Chairman, Nigeria Governors’ Forum
* Goodwill Messages
* Presentations on the Task of Nation-building
* Keynote Address by The President and Commander in chief of the Armed Forces
* Vote of Thanks

**Opening Remarks by Chairman, Nigeria Governors’ Forum**

In his opening remarks, H.E. Rt. Hon. Aminu Waziri Tambuwa, the Chairman, Nigeria Governors’ Forum, identified the essence of the occasion which is to assist new and returning Governors to develop the essential skills for democratic governance and implementation of campaign blueprints. He noted the presence of experts within and outside Nigeria and democratic leaders from Africa, United Kingdom, Canada and the United States of America as facilitators, ready to share their experience.

The Chairman congratulated all the Governors, especially the 18 new Governors-Elect and thanked the President of the Federal Republic of Nigeria for his unrelenting support to states and coming to their rescue in times of difficult financial and infrastructural challenges as well as his legendary recognition of states as critical stakeholders in an interdependent federalist composition. He noted further that the President has engineered the execution of critical infrastructure in all states of the federation irrespective of party, religion or regional affiliation.

H. E. Aminu Tambuwa requested the incoming administration to embark on full diversification of the economy by shifting away from dependence on primary commodities such oil toward industrialization. This would entail re-articulation of the national industrial policy, improved power supply and human capital development.

Turning to the incoming governors, he reminded them that they are now facing the important task of putting viable strategies in place, assembling a competent team and collaborating with the Federal Government to move the nation forward and provide relieve to the teeming population they are governing. The Chairman enjoined them to work hand in hand with the Federal Government as members of the National Economic Council, to boost the economy in tandem with global best practices This would entail working hard to multiply revenue sources as borrowing to finance socio-economic challenges is not a reliable alternative as espoused by the National Economic Council.

He noted further that Nigeria has had 24 uninterrupted years pf democracy. Albeit a nascent democracy, there is the need to nurture and nourish it for strong consolidation and service delivery at the subnational levels, including through partnerships with matured and maturing democracies. Finally, he abhorred political corruption, which he said is inimical to development.

**Goodwill Messages**

Goodwill messages were received from some development partners partnering with the NGF including: The World Bank, the Bill and Melinda Gates Foundation, Dangote Foundation, the United Nations System, and US-Embassy in Nigeria.

**Shubham Chaudhuri, the World Bank Country Director for Nigeria** congratulated all governors-elect and indicated that it is a real privilege and honour to be invited to the event because states are central to what the World Bank is trying to accomplish in Nigeria, and the future of Nigeria rests in the Governors’ hand as it is true of other federal systems like India and Malaysia where the subnational is important.

The World Bank Country Director for Nigeria informed the gathering that Nigeria is now the largest program at the World Bank with a portfolio of over US 9 billion approved by the Board for the country, and about 70 percent of this amount supports multi state programs.

He rounded up his remarks by informing the Governors that the World bank is here to assist states to deliver to their populace.

**Jeremie Zoungrana, who leads the Bill and Melinda Gates (BMG) Foundation Nigeria Office in Abuja** on behalf of the BMG Foundation extended warmest congratulations to both incoming and returning governors. He noted that this is really a key moment for the country on building new leadership and the new governors should embrace the challenges that lies ahead with enthusiasm, determination and commitment to excellence

Heindicated, further, that the BMG Foundation is committed to working with the Government of Nigeria at all levels, to improve healthcare, boost agricultural productivity, expand access to digital services and empower women as well as other marginalized population with great economic opportunities.

**Zouera Youssoufor, the Managing Director of Aliko Dangote Foundation** congratulated the new and returning governors and thanked the NGF for the opportunity to address the incoming governors. He indicated that Governors have a unique opportunity to alter the trajectory of their people and work tirelessly to impact on the lives of their constituents through job creation, improved infrastructure’ access to quality education and health care, the latter two being where the Aliko Dangote Foundation is prepared to support them.

**Mr. Matthias Schmale, UN Resident and Humanitarian Coordinator** spoke on behalf of the UN System country team in Nigeria (more than 20 Agencies). He congratulated the new and returning governors and informed that only in December last year, the Federal Government and the UN Signed the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2023-2027, in support of Nigeria’s sustainable development. He indicated that the Framework will only have impact if sub-nationals are involved in its implementation. Finally, he enjoined governors to see the United Nations as one system.

**Amb. David Greene, Charge d’Affaires for the United States Embassy in Abuja** congratulated the 18 incoming Governors, who will be commencing duties for the first time in two weeks. He noted that the US Government is proud to be associated to Nigeria, and indeed the NGF, because of the shared Federal tradition and the many areas of mutual interest between the United States and the states’ including on governance, health, development, and many more. He cited the United States Agency for International Development (USAID) as the largest bilateral contributor of humanitarian and development assistance in Nigeria, through which the United States invested $885 million in the country in Fiscal year 2021.

Speaking further, Mr Green indicated that health programs are a major part of the portfolio and a major avenue to partner with states. Through the U.S. Centers for Disease Control and Prevention, Walter Read, and USAID, the U.S Government is already working with some states to implement the U.S. President’s Emergency Plan for AIDS Relief, or PEPFAR. Recanting the Government Forum’s critical role in Polio Eradication, he averred this can be replicated again in ending HIV/AIDs as a public health treat in Nigeria by 2030. The US Representative affirms that the future has a lot of points of good contact between Nigeria and the United States. The Us Ambassador expressed great optimism that the international community is fully committed and identifying with Nigeria, especially at the sub-national level. He wished Nigeria well, and advised that it is the nation that works that survives.

**Presentations on The Task of Nation Building**

Critical advice on the task ahead and how to govern well were received from four eminent personalities during the session on the Task of Nation Building.

**Mr Tony Elumelu, Chairman of Elumelu Foundation**

Mr Tony Elumelu began by offering sincere congratulations to the newly elected, and re-elected governors. His subsequent address dwelt on ‘Entrepreneurship, Youth Engagement, and Wealth Creation’ which are his fort. The Tony Elumelu Foundation, the leading philanthropy in Africa empowering young people, has empowered over 18,000 young Africa’s from all 54 countries in Africa by training them on how to do business, provide mentors for them to scale up their businesses and a non-refundable grant of USD5,000.00.

Mr. Elumelu indicated that Nigeria has a population of about 220 million - the largest in Africa and the great majority are young people. Your success will mean prioritising the largest stakeholder Group in your states, our youth. The Nigeria youth unemployment rate is projected at about 51 per cent in 2023.

4 years is a short time but Governors must start by creating the right enabling environment and tackling headlong the most prevalent obstacles: access to capital, hostile business environments and poor infrastructure. Your Excellencies, must foster the growth of a formal and competitive domestic private sector by creating fair, stable, and transparent market regulations in your state. We cannot afford to waste our most precious resource, our young people

Speaking further, he noted that each of our states in Nigeria is like a country. Using the example of Singapore, a city state with a population of 6 million people, no oil, no abundance of natural resources, just human resources and purposeful leadership, but grew the country’s GDP per capita from USD500 in 1965 to USD55,000 today, making the country one of the most developed and thriving countries in the world, he gave some hints on how states can be more entrepreneurial and create more wealth.

This can be your state’s story too. Singapore was not a mistake, it took deliberate actions by focused leadership that started with the country’s post-independence leader, Lee Kuan Yew. A combination of sound financial and economic policy coupled with a corruption free environment and technological advancement has led to a massive increase in the standard of living of the people and reduction in poverty. Likewise, in the East Asian Tiger Economies of South Korea, Taiwan, look at their success, you will see the same themes running through entrepreneurship, education, targeted credit assistance, incubators and accelerators, improved regulatory ease, etc.

**Dr. Ngozi Okonjo-Iweala, Director General of the World Trade Organization**,

Dr. Okonjo-Iweala congratulated new and returning Governors, and thanked the Nigeria Governors' Forum, or honoring her with the invitation.

She indicated that Nigerian is not operating in a vacuum. When shaping policies and strategies, we need to do so in the global context and the cascading crises that has dealt enormous setbacks to the global economy, including the COVID-19 pandemic, compounded by inflation, leading to high food and energy prices, rapid monetary tightening, and the impacts of the war in Ukraine. Climate change is an existential threat impacting the world and our country Nigeria has not been spared, with more frequent and devastating floods in the south and east, and droughts and desertification in the north. Growth is slowing down around the world and the WTO's forecasts for trade are similarly subdued. For Nigeria, years of growth and development progress have been undone. In this gloomy and uncertain global context, Nigeria has to work much harder to avoid falling even further behind.

The WTO Director General noted further that nation building is impossible in the absence of trust – perhaps especially so in Nigeria where trust has always been fragile, but following the election, a lot of trust has been broken. Governors have a lot of healing to do –through your words, deeds, and policies, you need to demonstrate to Nigerians that they are equally loved. That they can settle and do business in any part of the country without fear.

Turning to the economic situation within Nigeria and the task ahead, which is certainly no rosier than the global picture, she indicated that growth and macroeconomic stability have faltered, and population growth is outpacing poverty reduction. The World Bank estimates that with the COVID-19 pandemic having pushed 5 million more citizens into poverty, the number of Nigerians below the national poverty line reached 95 million last year, 43% of our population, compared to an estimated 37% in 2015. Food insecurity is also on the rise. The number of Nigerians at risk of facing hunger could rise from 17 million to nearly 25 million in the lean season between June and August.

She noted that there are challenges on the fiscal, debt, and monetary policy fronts and advised governors of the 36 states of the federation to be wary of incurring debts that could derail their quest for providing democracy dividends for their people. She said, “Nigeria’s gross debt level has climbed from N19.3 trillion in 2015 to $N91.6 trillion in 2023. The debt-to-GDP ratio has almost doubled from 20 per cent to 39 per cent over that time period’’.

While the debt-to-GDP ratio may not look so alarming, as revenues decline, the burden of debt servicing has increased dramatically. “The debt service to revenue ratio is certainly alarming, at 83.2 per cent in 2021 and 96.3 per cent in 2022, according to the World Bank. This means that at the federal level, after servicing our debt there is little room to pay for recurrent expenditures, let alone investment’’.

Dealing with the fiscal deficit will of course be infinitely more difficult with an oil subsidy bill of N3.36 trillion for the first half of 2023 (or N6.72 trillion if it is not removed). The deficit is made worse by revenue losses from oil theft. The difficulties around this issue underscore the importance of political consensus – whether you are in government or in the opposition – on policies critical for nation-building.

On the revenue side, states have a substantial responsibility. Too few states are raising internally generated revenue of any significance. Data from the National Bureau of Statistics indicates that 33 states relied on federal transfers for the majority of their revenue. For 13 of these states, monthly FAAC allocations accounted for over 70% of revenue. Aggregated IGR from the 36 states did rise from N1.2 trillion in 2020 to N1.61 trillion in 2021 – but this pales in comparison to FAAC allocations to states of N2.23 trillion in 2020, N2.42 trillion in 2021 (and N3.16 trillion in 2022).

Dr. Okonjo-Iweala requested states as a must to figure out ways to increase IGR. This goes hand in hand with using their shares of federal allocations more transparently, efficiently and effectively. You must share with your state citizens how much FAAC allocation you receive each month, how much IGR you collect, and how you spend it. We used to publish this information routinely during my time as finance minister under Presidents Obasanjo and Jonathan. We must resume this practice so your citizens can hold you accountable.

“Excellencies, please watch your debt profiles, and keep careful control of expenditures, even as you invest in infrastructure, education, and basic health systems. Please endeavour to pay teachers, health workers, and others their salaries, and retirees their pensions’’.

The last part of her intervention dwelt on how Nigeria and states can seize the emerging opportunities from the Africa Continental Free trade, digitization, fashion, and the bedrock agri-food sector, among others and avoid the ‘Japa syndrome’ of more Nigerian skilled youths emigrating abroad, noting that Nigeria’s greatest asset is the entrepreneurial dynamism of our women and young people, which is second to none on the continent. Nigeria will not develop and prosper if its youthful, tech-savvy population leaves. Without them, our demographic dividend disappears.

She indicated that the economy offers many bright spots of globally recognized excellence – above all our music, film, and fashion industries. Artists like Burna Boy, Davido, P-Square, and Wizkid command a global following. Nollywood is one of the world's fastest-growing creative industries, according to an Afreximbank report – worth $6.4 billion in 2021 and growing at 10% per year. Beyond music and Nollywood, there is scope for financial services, telecom services, and insurance services. Our banks like Access Bank, Guaranty Trust, Eco Bank, Zenith Bank, First Bank and United Bank for Africa must be commended on their successes operating in other parts of Africa and the world. They have the ability to grow further, regionally and globally, whilst fostering greater financial inclusion at home.

Quoting Nigeria’s founding President Nnamdi Azikiwe, she requested Governors to rise above mediocrity as the task of nation building requires them to break the confines of mediocrity. Travel new roads, aim for the top and deliver for our young people.

**H. E. Amina Mohammed, Deputy Secretary-General of the United Nations**

The Deputy Secretary General of the UN noted that we meet at a crucial moment when the need for nation-building – in the broadest sense of the term – has never been greater.

She indicated that in 2015, the world, including Nigeria, came together at the United Nations to adopt the 2030 Agenda for Sustainable Development, now known as the SDGs, a roadmap to a better future for all. In September this year, we will be halfway to 2030, sadly we are off-track, but we can rescue the SDGs. The lack of progress is not for a want of trying, and in the past three years alone, we have been hit by massive crises: The deadly impacts of climate change, unprecedented disruption from COVID-19, and both a rising number of conflicts and the unthinkable war in Ukraine that has impacted the world beyond Europe.

Countries in Africa have borne much of the burden. Between 2020 and 2022, staple food prices in sub-Saharan Africa rose by an average of 23.9 percent. And today, sadly, we have about 600 million people in the continent who lack access to electricity. And between the socio-economic impact of the pandemic, the Russian invasion of Ukraine, and soaring inflation, Africa’s debt is at its highest level in over a decade, with 23 countries either bankrupt or at high risk of debt distress.

The impacts of these crises are being felt here in Nigeria too. Economic growth in Nigeria dropped to 1.8% during the pandemic, and while it has since rebounded at over 3%, it is still far below the rate needed to drive inclusive development. And all the while, terrorism has been taking a heavy toll – both human and financial. One estimate from UNDP suggests that terrorism has cost Nigeria over US$97 billion in ten years. All of this has an impact on performance against the SDGs – with progress in Nigeria stalled on 14 of the 17 goals.

The only way to build a more cohesive nation and a more harmonious world is to deliver better for people: better services, better opportunities, better safety, better government, and a healthier environment. And despite all the challenges, I believe that we have what we need to take a huge leap forward in these areas in the next few years. Massive investment and political attention in a number of concrete areas will be key.

Focusing on one specifically: energy, she noted that Nigeria faces a situation where 36 percent of households do not have access to the electricity grid and where we remain almost entirely dependent on fossil fuels for electricity generation. Nigeria does have a well-defined energy transition plan. Our energy mix must change, and the international community must meet its investment pledges to support countries in this transition.

We know that the green and blue economy has a huge potential to unleash the next great wave of human development with women and youth as the beneficiaries.

Now, of course, every state has a different starting point, different assets, challenges and different circumstances. But I see four common areas where action and attention are urgently needed everywhere.

1. Institutional capacity- The apparatus of the state must be strengthened – whether it is preparing civil and public servants; leveraging digital technologies and data systems; or empowering oversight bodies or local authorities. There is no substitute for inclusive, effective, and accountable public institutions.
2. Forging partnerships with the central government, with the private sector, with civil society, academia and with international financial institutions and indeed with the United Nations noting that the Resident Coordinators and the UN Country Teams are here in Nigeria at their service but also across borders in the continent. The new Sustainable Development Cooperation Framework between the United Nations and the Government of Nigeria, is the bedrock of collaboration with the UN and shared pursuit of the SDGs but also of the African Union’s 2063 Agenda.
3. Financing, the means of implementation. Investments would not come today with the kind of risk profiles we have. While we have a lot to do to change that narrative. It will be one that we will have to change together with our colleagues in the international community. On the domestic front, we must address the informal sectors and it does have disposable income. And we need to work with them to find ways that that disposable income can find ways to access the basic services that they need.
4. And finally, committed leadership that can tap into these opportunities and guide the nation toward inclusive, sustainable development that leaves no one behind.

The UN Secretary – General, in conclusion, requested that Governors must also open up to their political adversaries and govern with vision, courage, tolerance and humility. Finally, as a Nigerian woman, she made a strong case for gender empowerment and Nigeria’s performance in this realm has been weak. She indicated that many of you in this room have Deputy Governors that are women, but we need to see more of them in the cabinets and in decision-making roles.

**Keynote Address by the President/Commander-in-Chief of the Federal Republic of Nigeria, H.E. Muhammadu Buhari, GFR**

The keynote address was delivered by H.E Prof. Ibrahim Gambari, Chief of Staff to the President on behalf of, H.E. Muhammadu Buhari, President of the Federal Republic of Nigeria. He noted that the NGF induction program that has come to stay as a programme to welcome new and returning Governors for the task of governance, leadership and stewardship is indeed remarkable. With the March 2023 elections that ushers in 18 newly elected/ incoming governors over, it is time to deliver on campaign promises. Democracy is not an end state or static event but an evolutionary process that takes its participants on a journey of self -actualization. An interesting development in the last elections is that the electorate is maturing and increasingly finding their voices. The implication is that any public officer who fails to deliver on the campaign promises will be booted out at the next elections.

Speaking further, Prof. Gambari enjoined the Forum to promote ideals that will address the challenges of democracy and governance today in Nigeria and the role of the sub-national is critical in the socio-economic development as they can instantly feel the pulse of the electorate**.** He bid them to also unite across party divides and always put the nation first.

Prof. Gambari dwelt on the main achievements of the outgoing regime of President Muhammadu Buhari in the remaining part of the address, especially in the areas of infrastructure, agriculture and security. He rounded up the address by formally declaring open the induction programme.

**Vote of Thanks**

H.E. Atiku Bagudu, Governor of Kebbi State moved the vote of thanks. He thanked the Chief of Staff to the President who represented the President of the Republic at the event for enriching the programme with his presence, as well as his colleagues for active participation. He also expressed special gratitude to the resource persons and distinguished personalities, from within and outside the country for accepting to share their wealth of experience with governors today, noting that their presence and advice are sincerely appreciated by the Forum, especially the passionate appeals in demand of good, result oriented governance.

The Governor of Kebbi State specially thanked the sponsors and partners (Bill and Melinda Gates Foundation, Dangote Foundation, UNICEF, Access Bank Plc, First Bank Plc, GSCL Consulting, New Globe, Premium Trust Bank, and Signature Bank) for their support and partnership.

He expressed his appreciation to the Secretariat of the Nigeria Governors’ Forum for the wonderful effort of putting this induction together and thanked members of the press for their coverage and support.

# **3.00 INDUCTION TECHNICAL SESSIONS**

During the Induction Programme, a total of Eight Technical Sessions, and a Session with development partners, were held. The modalities for the conduct of the Sessions were standardized in a manner that was suitable, material, articulate, reasonable, and time-bound. The process was pre-set to achieve the intended results.

The Technical Sessions are as specified below.

Day 1 – Three Sessions, to wit:

* Making the Most of Your Transition;
* Recruiting Your Team; and
* Setting Priorities, Managing Programmes and Performance Expectations.

Day 2 - Five Sessions as follows:

* Managing The Process of Governance;
* Managing Security and the States;
* Economic Management;
* Development Financing;
* Social Investment and Communications.

Each Session had a Lead Presenter, a cluster of Discussants, and a Moderator. The Moderator acted as the chief-anchor of the Session. The role ensured that deep emphasis were laid on the applicable sub-theme in a manner that brings out substantive propositions and policy action-lessons, going forward. The Moderator ensured complete treatment of the potential problem-setting, equal participation of all Discussants, and optimal time management, while maintaining healthy coverage of the essential ingredients of the subject-matter.

Having been carefully selected, the Lead Presenter set the tactical tone of the subject-matter in issue, and points to all facets of the discourse, from the intervening minutest idea to the big ideas. Lead Presentations were mainly delivered in formal Notes; complete prose or using PowerPoint techniques. Critical theoretical and empirical references were carefully drawn in a manner that highlighted important questions and inquests. Significant weight were placed on precepts and positions that were strongly supported by practical evidences of value. Implied outcomes resulting from personal experiences were also taken into account.

Non the less, the Discussants, who were by no means inferior to the Lead Presenters, had the responsibility of carefully deepening the nexus and vorticity of the discourse. They brought varied perspectives to the subject-matter, and drew extensive inferences that enabled variability, completeness, and credibility. Considerable inferences were drawn from both within and outside Nigeria. Hence, the narratives and reviews drew down to clear-cut propositions that situate the main questions side by side the just-in-time optimal solution sets. In this manner, the Re-elected Governors and the Newly elected Governors were able to appreciate modems for governance diagnostics at sub-national level, and how to contain economic, socio-political risks and uncertainty.

The following sub-Sections present each of the Technical Sessions with the Lead Presenter, Discussants, Moderator, and thematic problem setting, or Questions of Emphasis.

## **3.01 Making the Most of Your Transition**

**Lead Presenter**

* Terry McAuliffe, Former Governor of Virginia, USA

**Discussants**

* H.E. (Dr) Kayode Fayemi, former Governor, Ekiti State
* H.E. Simon Lalong, Governor, Plateau State
* Jean Pierre Elong Mbassi, Secretary General United Cities and Local Government of Africa (UCLGA), Morroco

**Moderator of Session**

Dr. Joe Abah, Country Director, Development Alternatives Inc. (DAI)

The areas of thematic emphasis were as follows:

* Establishing Coordination with the Departing Governor
* Transitioning from Campaigning to Governing
* Paying Attention to the Critical Task
* Defining Priorities
* Organizing and Staffing your Transition Office
* Taking Control of your Schedule
* Controlling the Schedule
* Maintaining Work-Life Balance
* Building Bridges with arms and tiers of Government

**After due deliberations, the following Propositions were obvious:**

1. Newly elected and returning Governors should focus on agenda /plans that reduces deficit, right staffing, boasting revenue and investing more in health and education with staff reporting on their performance. Working with fellow governors that operates best practice is important in making most out of transition.
2. Newly elected and returning governors should create agenda that addresses physical conflict, stomach infrastructure challenges and fostering peace as well as promoting inclusiveness.
3. Newly elected and returning governors should endeavor to strike the right balance between appointing technocrats and politicians as well as creating actionable plans subject to available resources to have a good head start in their administration.
4. Tough decision must be made by new and returning governors, while new governors should also focus on how to showcase their achievements to different sections of community members in his state.
5. New governors are encouraged to engage in peer learning of second term governors that are performing well.
6. Subnational and local government institutions must promote effort to unite Nigeria while governance decentralization should be encouraged by new and returning governors.
7. New governors must complete their predecessor’s project before their tenure ends to safe cost and ensure impacting positively on people they govern.
8. Newly elected and returning governors must commit to capacity building of civil servants since they cannot ignore bureaucracy issues in governance. They must however ensure they identify the best in the civil service for capacity building and ensure they deploy this enhanced capacity while working for their administration.
9. Newly elected governors should spend less time chasing misgiving between them and their predecessors.
10. Newly elected and returning governors should manage their states using entrepreneurial spirit and ensure that they think out of the box to impact positively on the life of people they govern.

**Recommended actions/Lesson learnt during the session**

1. Newly elected governors should prioritize the continuity of projects by predecessors and consider putting in place a legislation that discourage new governors abandoning predecessors project since governance is continuum while the projects stand to impact positively on people living in the state.
2. Newly elected and returning governors must develop a blueprint immediately they are elected and assumes office that takes into consideration uncertainties.
3. Newly elected and returning governors must develop a plan that guarantee the right balance in recruiting technical teams and political supporter to work in their administration.
4. Newly elected and returning governors must communicate the work they do through an effective channel by segregating and identifying different categories of audience.
5. Newly elected and returning governors must manage crisis and conflict in their state through organizing and creating forum to foster peace and inclusiveness
6. Newly elected and returning governors must attach timelines to their envisaged result set out to be achieved and develop monitoring and evaluation framework to measure result.
7. Newly elected and returning governors need to develop plan that will transform their manifestos to actionable plan subject to available resources.
8. Newly elected and returning governors must establish economic team that will help them improve revenue generation.

## **3.02 Recruiting Your Team**

**Lead Presenter**

* H.E Ahmad Nasiru El-Rufai, Governor, Kaduna State

**Discussants**

* H.E Godwin Obaseki, Governor, Edo State

* O’Malley Martin Joseph, Former Governor of Maryland, USA
* H.E Bala Mohammed, Governor, Bauchi State
* H.E Peter N’yongo, Governor, Kisumu County, Kenya

**Moderator of Session**

* H.E Babatunde Fashola, SAN, Honourable Minister, Works and Housing

**The following were the arising originating questions:**

* Vetting, Ethics and Confirmation Criteria
* Organizing and Staffing of the Office of the Governor
* Establishing Priorities on Appointments
* Identifying Critical Skills and Capacities
* Empowering the Bureaucracy to Accomplish your Agenda
* Setting Responsibilities and Reporting Relationships
* Managing Expectations and Performance
* Balancing Political Appointees vs Civil service.

**The Session has propositions as specified below.**

1. It is clear that the recent FGN Constitution amendment had introduced a new sense of urgency in the way the States are governed hitherto. The NAS must get the list of Ministerial Nominees not later that 60 days from the date of inauguration of Mr President, Similarly, the SASS must get the names of Commissioner Nominees for confirmation not more than 60 days from the date of inauguration of the Executive Governor. It means that all civil and administrative profiling of prospective Nominees must be done with speed and accuracy, ditto on enquiries on the qualifications, state of health, and other records of prospective Nominees that is significant.
2. The staffing of the office of the Governor is key to the delivery of good governance. Two classes of appointments for staffing of Governor’s Office include those that require legislative approval, and those that do not. The appointing authority must be abreast with the provisions of law regarding appointments and constitution of Boards of MDAs.

1. The positions that are of immense interest include those of the Office of the Chief of Staff, Chief Security Officer, Secretary to the State Government, Chief Press Secretary, Principal Secretary, and other ones that might be of immense impact, going by the peculiarity of each State. Some of these positions could even be announced before the inauguration of the Governor, but confirmed afterwards, but definitely, need not be delayed since they do not require either NASS confirmation, nor SASS confirmation.
2. At all times, appointees must be put on their toes and in a constant hurry to deliver. Appointees must not be allowed to build up a sense of indispensability – the atmosphere should necessarily be such that they should feel that they could be dismissed the next day. It is most probable that a setting of this nature may guarantee optimal discharge of duties and responsibilities. Usually, atmosphere that points to potential permanent holding of a political office tend to enshrine poor and unproductive performance.
3. At all times, and appointing authority and an appointee must be cautious that three key skills are required to effectively and efficiently discharge the mandates of an office. These three skills are the Technical Skill, Conceptual Skill, and Behavioral Skill. While technical skills refer to the core professional skills required of an office, the conceptual skills refer to those skills acquired by virtue of association or relation to a process. Behavioral skills on the other hand refers to expertise in dealing with human beings. Hence priority must be set in areas of the skill mix that is required in governance If this is the case, then, election super stars, may not necessarily be fit for to be appointed into office.
4. However, the civil service must be galvanized for results. The bureaucracy must be made to be effective and efficient. If a proper retooling mechanism is encouraged, then, the civil service must be made to run with clear and measurable mandate to increase the efficient delivery of public goods and services. .It may not be proper to set delivery purely based on the use of Consultants, rather, the civil service could be incentivized to beef-up production.
5. Over time, it has remained inconceivable that civil servants who apparently present the notion that they can not be efficient and productive, end up running successful business even while employed as civil servants, and much more after retirement. Examples of these are replete across the nation, impliedly therefore, the notion that the civil service can not deliver services with speed and accuracy must be dropped in day one. A stringent neutral and non-partisan reward and punishment system will help to ensure a regime of prudent and productive civil service.
6. The Governor of a State must be aware of all legal and statutory Reporting requirements that are germane to oversight compliance. His appointees must be vast in policy laws, code of conduct, and budgetary accounting. Custody and security of government assets must be guaranteed, just as well as accurate measurement of liabilities. No excuses here. Any gap in this area must not be allowed to fester for a long time. Mr Governor must ensure that vastness in these two areas are not allowed to delay. This is very important so as not to fall victim of inadvertent corruption.
7. In choosing a team, Mr Governor must be weary of sycophants. A congenial balance must be struck between the choices around politicians and technocrats. It is apparent that too much of either may not effective deliver on agenda.

**Recommended Actions and Emerging Lessons**

The following action points are germane and compelling with significant underlying lessons, to wit:

1. State Governors should ensure proper vetting of appointees well in advance. This is necessary in order to avoid embarrassment and disruption of the wheel of state. Prospective appointees should be made to submit a statement of result of self-vetting based on clear check-list of pre-conditions.
2. Teams that are chosen across political party lines are more likely to be more productive than teams chosen wholly from members of a political party that won the elections. Choices rising from non-party members in similar vein, may be prone to similarly better outcomes.
3. Teams comprised of private sector practitioners or entrepreneurs are more likely to be result-oriented and productive than teams comprised mainly of ‘experienced’ politicians.
4. Choosing of a team should be made a key aspect of the transition process. Usually, members of Transition Committees may provide a starting pool from whence eventual team members could be selected. This is required to be at the back of considerations towards choosing majority members of the transition committees.
5. Governors must have a clear sense of the communication contents and channels that are expected to drive the administration. This must be well specified from the on-set of the Administration. Effective communication ensures functional cybernetics in governance, with its innate benefits.
6. A governor in a State must not appear too blank in majority of the issues affecting the governance of a State. He is not however expected to be a generalissimo, but at least, a governor must exhibit leadership by being a competitive repository of a minimum level of technical, conceptual, and behavioural skills.
7. It is dangerous not to automate the civil service, nor to play down the role of the civil service. Governors should not strive to deliver their agenda sidelining the civil service. Rather, the civil service should be reformed for results and made to be fully resourceful, productive, and accountable. The use of Consultants should be complementary and additive.
8. A weak team with low accounting and legal skills could make a saint-governor end up as a rogue, albeit innocently. Archival and Reporting frameworks are very central in State Governors’ stewardship roles. There must be continuous retooling and training of team members to sustain quality output by government persons.

## **3.03 Setting Priorities, Managing Programmes and Performance Expectations**

**Lead Presenter**

* O’Malley Martin Joseph, Former Governor of Maryland, USA

**Discussants**

* H.E Abdulrahman Abdulrazak, Governor, Kwara State
* H.E Dapo Abiodun, Governor. Ogun State
* H.E Abdullahi Sule, Governor Nasarawa State
* H.E Babagana Zulum, Governor, Borno State

**Moderator of Session**

* H.E Atiku Bagudu, Governor, Kebbi State

**The sub-theme were set around the following:**

* Articulating a Vision for Your Administration
* Shaping Your Agenda
* Tracking Your Campaign Promises
* Focusing Your Priorities (Strategic Planning)
* Defining Your Legacy

**The propositions of this Session include the following:**

1. Recognize the power of technology as a control tool and deploy enhanced versions to assist in programmes and project management, project coordination, and control.
2. Set public goals with specific deadlines and align consequences with results and outcomes. The delivery pillars should be able to always bring the focus back as soon as deviations or negative variances are sensed.
3. Establish key Project Delivery Units that are equipped to tactically address the substantive reasons for their existence. At each stage, evolve an internal mechanism with knack for peer review and self-correction.
4. Install reliable data architecture for effective planning and budgeting, and make provisions for Units that deliver on Special Projects under efficient time management.
5. At all times, ensure that performance derives from the specified Vision and Mission, and that the Vision and Mission are effectively related to resource availability.
6. Strive to promote democracy that emanates from trust which in turn, is anchored and achieved through democratic processes.
7. As much as possible, utilize the Report of the Transition Committees as a good foundation document for effective take-off.
8. Consider, working into, and set targets for Commissioners and other appointees, and as much as is practicable, Governors should acquaint themselves with the structure and framework of MDAs, before making appointments into them.
9. Present a menu of promises that are achievable, rather than making high-sounding empty promises that usually diminish notable achievements along the run of tenure.
10. Discover, and take-off with areas of advantage in comparative terms, and set out to be entrepreneurial in engaging with the defined priorities. Always make out, and try new things in Agriculture, provision of Security of life and property, health, social safety, and employment creation.
11. Strike a balance between inherited public debts and the urge to upscale development – complete all capital work-in-progress, and establish legacy projects also.
12. Heat the ground running, but ensure that you have good running wheels – human capital, and develop a veritable volatility management system.
13. Cross- check to see whether there is lag capacity in gender resources, and compliment for any lag that is noticed.

**The recommended Action Sets arising from this Session and the intervening Lessons are aptly stated below.**

1. Unforeseen circumstances, for instance, COVID-19, could cause a major disruption of expectations. At all times, Governors should plan for risks and uncertainty. There is therefore the need to constantly scan the environment for noise.
2. There is urgent need to align on the side of technology, because, its impact on governance is huge. Non-alignment could lead to sudden collapse of the machinery of government, while alignment could save the tide.
3. Certain programmes and projects are best delivered when they are executed under special attention by Mr Governor. These should be identified and attended to as such.
4. All plans and programmes must be considered in relation to the availability of financial resources their conclusive delivery. Resource requirements must be placed side by side the required deliverables in order to sustain credibility.
5. Reliable data is ubiquitous in achieving effective performance management.
6. Where democracy fails to achieve trust, then, that democracy is polluted.
7. Transition Committees are owned and should be set up by elected Governors awaiting inauguration, and not the other way round. Their utility should be maximized by the Governors awaiting inauguration.
8. Executive Councils that are founded on set targets are most likely to be highly achieving and seamless, unlike those that dwell on hunches.
9. Risks and uncertainty are unavoidable in government. Governors should not be deterred, but should arm themselves and hedge against risks and uncertainty.
10. It is better to under-promise and over achieve, than the other way round.
11. Government business should be conducted with private sector consciousness. Government entrepreneurship is key is achieving development and economic prosperity.
12. It is tough decisions that make the difference between low quality performance and good governance. Governors should take decisions as though they would not seek second term in office.

**Day 2**

## **3.04 Managing the Process of Governance**

**Lead Presenter**

* H.E Babajide Sanwo-Olu, Governor, Lagos State

**Discussants**

* Terry McAuliffe, Former Governor of Virginia, USA
* H.E. Oluseyi Makinde, Governor, Oyo State

**Moderator of Session**

H.E. Donald Duke, Former Governor, Cross River State

**Issues of emphasis include the following:**

* Considering Your Management Style
* Choosing an Organisational Model that Supports Your Style
* Setting Reporting Requirements and Timeframes
* Supporting Critical Decision-making Processes
* Internal Communications
* Budget Development and Execution
* Decision Briefings
* Scheduling Decisions
* Appointments
* Conflict Management
* Document Management and Records Retention

**Resultant Propositions**

**The following propositions emerged during the deliberations**

1. Newly elected and returning governors should note that time start counting immediately they are sworn in
2. Achievements of newly elected and returning governors depends on well-developed transition plans
3. The quality of transition team, management style and development craft are key issues that must be considered under transition matters
4. The quality of transition team of governors determines how fast the governor can hit the ground running
5. Governors must have good relationship with their Deputy governors as this relationship significantly impact on governing efficiently
6. Governors must also have good relationship with the legislative arm of the state since good relationship between the two-guarantee smooth running and stability of government
7. Newly elected and returning governors should set a working agenda to help drive its focus and help streamline and organize government communication to the people. An example of working agenda is the slogan in Ogun state referred to as ‘ISEYA’.
8. Newly elected and returning governors noted that resolution of conflict and dispute are important part of their governance responsibility
9. Newly elected and returning governors must not delegate crisis resolution responsibilities.
10. Governors should ensure they align budget with available resources while preparing their budget to ensure high budget performance ratings
11. Governors must ensure they make themselves available to their people to aid prompt and effective consultation

**Recommended actions and Lessons**

1. Governance management style matters in achieving results while quality of staff available to state differs therefore governors should endeavor to find right staff to work with them even if it means recruiting from outside the state
2. Governors should put together the best set of cabinet members and give them power to deliver result as well as create a dashboard to measure accomplishment daily
3. Governors should build team that complement its governance style and develop functional organograms that is very clear on how responsibilities are allocated as well as reporting lines
4. Governors should leverage on new communication technology most especially social media as well as traditional media to communicate with the people in the state
5. Governors should adopt budget performance monitoring and evaluation framework to assess performance and help guide adjustment to be made to future budget.
6. Governors are encouraged to partner with local and international institutions such as Presidency, Nigeria Governors’ Forum, World Bank, United Nations, African
7. Development Bank amongst others to help them deliver on their promises to their people
8. Governors are advised to use participatory budgeting process that involves community engagement and involvement in annual budget development
9. Governors are encouraged to adopt the most relevant shock responsive approach in their states, establish and fund shock responsive platform
10. Governors should lead transparency campaign and communicate effectively to its people and the federal government on this
11. Governors should be ready to do away with appointees that are not performing and ensure that they do not have the feelings that they must necessarily stay although the governor’s tenure.

## **3.05 Managing Security in the States**

**Lead Presenter**

* Major General Mohammed Babagana Monguno(rtd), National Security Adviser

**Discussants**

* Usman Alkali Baba. Inspector General of Police
* Yusuf Magaji Bichi, Director General, State Security Services
* H.E Prof Babagana Zulum, Governor, Borno State
* H.E Charles Soludo, Governor, Anambra State
* H,E Samuel Ortom, Governor, Benue State

**Moderator of Session**

* Prof Usman A Tar, Nigeria Defence Academy

**The sub-themes were set around areas specified below.**

* Ungoverned Spaces and regional security
* Traditional and Non-Traditional Security Interventions
* Early Conflict Identification, Prevention, Management, and Resolution

**Key Propositions of this Session are as noted hereunder.**

1. Security is synonymous with reducing hunger, poverty, fear, threat, all forms of vulnerability. It means freedom of movement, law and order that leverages on competence, trust, inclusiveness, equity, and justice.
2. Insecurity and social tension have grown across the States in Nigeria, over the years.
3. Kinetic and non-kinetic approaches are required to address the security challenges across the States in Nigeria. However, kinetic approaches should be swift, decisive, and should not las for too long. Non-kinetic approaches should be subtle, woven into achieving good life and happiness, and directed towards improving livelihoods., especially among the young people.
4. Non-kinetic approaches should promote rehabilitation, social and economic healing, minimizing discontent, rehabilitating destroyed infrastructure, and eliminating ungoverned spaces across the States in Nigeria.
5. Traditional law enforcement and effective legislative agenda should be enhanced, including formal integration of the armed forces into the war against insecurity.
6. Intelligence gathering, police and military actions should be carried out under collaborative cover.
7. The framework for monitoring and coordination of money laundering, terror financing and arms black-marketing should be enhanced without fetters.
8. States depend considerably on stakeholders, hence, reliability of such dependence on NGOs, Press, traditional and religious leaders, multilateral companies, and citizens, determine the nature of security, or otherwise.
9. Conflict mapping and identification is required so as to proactively anticipate security risks and uncertainty.
10. Security policy must be responsive and dynamic, with in-built self-regulating mechanism.
11. Economic, political, and cultural signs that may precipitate insecurity may show signs in negative profiling, escalation, and deliberate manipulation of perceptions.
12. Setting timelines for security matters, good governance, personal defence, and strong defence intelligence are key in determining the overall state of security across the States in Nigeria.
13. Security is local, but externally determined. Variables that determine the nature and trajectory of security quality in a State are usually determined by exogenous factors. It takes tactical intelligence to discern these,
14. State police model is appealing, but the risk of building local overlords is high, and overweighs its apparent benefits. The current structure of policing in Nigeria today appears most optimal in the medium to long term. Political partisanship should not be infused into security matters.
15. The pace of cyber insecurity has grown higher ever than before, and need to be given serious attention.
16. Solving the funding gap of the Nigeria Police Force is more important than the issue of restructuring the Nigerian Police Force.

**Emergent Recommendations and Lessons**

1. The NGF must brace up and provide constructive leadership in the area of security across the States of the federation.
2. The current war against insecurity across the States in Nigeria should be sustained and strengthened further to effectively combine kinetic and non-kinetic approaches. Where kinetic approach is adopted, it must be offensive, swift and comprehensive, with considerable back-up for revenge attacks. Show of strength need to be active not passive and ceremonial.
3. States and the federal government must constantly engage in security strategy meetings in order to re-appraise security situation, and adopt strategy to observed trends and dimensions of insecurity.
4. The time is now for all security agencies to pursue collaboration and eschew rivalry and undue competition. This is critical so as to optimize the expertise and capacity of all agencies concerned with security in Nigeria.
5. As a matter of national emergency, the federation should proceed fast to recover all the ungoverned spaces spread across the NE, NW, SS, SE, SW, NC.
6. Reliable Financial Reporting and Accounting must be achieved within the management framework of security agencies in order to establish the exact funding gap that is reliable and dependable.
7. Robost data analytical tools are required to track, review, assess and monitor security dynamics across States in Nigeria.
8. Achieving security could mean tampering with the means of ‘livelihood’ of people of the criminal economy and ‘men of power’; deep thoughts are further required. Lifestyle changes are inevitable to moderate negative perception by the wider citizens on political office holders.

## **3.06 Economic Management and Development Finance**

The Technical Sessions on Economic Management and Development Finance were merged as a Session, comprising of discussants and presenters from both Sessions. The coordination was seamless, and well moderated.

1. **Economic Management**

**Presenters**

**Ayo Teriba, CEO Economic Associates**

Mr Joe Ohiani, Director General Infrastructure Concession Regulatory Commission

Ben Akabueze, Director General, Budget Office

Dr Mark Abani, Chartered Institute Of Taxation of Nigeria

Damilola Ogunbiyi, Undersecretary, General (Energy)

Jude Chiemeka, Head of Capital Markets, Nigerian Exchange Group

Patience Oniha, Director General, Debt Management Office

1. **Development Finance**

**Lead Presenter**

Aminu Umar Sadiq, Chief Executive Officer, Nigeria Sovereign Investment Authority

**Discussants**

Abbas Umar Masanawa, MD/CEO Nigerian Incentive Based Risk Sharing System for Agricultural Lending

Prof Adesoji Adesugba, Managing Director, Nigeria Export Processing Zones Authority

Bismack Rewane, CEO, Financial Derivatives Company

**Moderator for the combined Sessions**

H.E. Charles Soludo, Governor, Anambra State

**Thematic Areas**

* The applicable thematic ares are as stated below.
* Economic Outlook 2023
* Closing the Infrastructure Gap through Public Private Partnership
* Achieving Realistic Budgets for Development Planning
* Tapping the Revenue Potentials of States
* States Energy Transition and Roadmap
* Capital Markets as an alternative Source of Finance
* Achieving Sustainable Debt Management at the sub-national level

**The key Emerging Propositions were as specified below.**

1. It was noted that inflation in Nigeria is on an all time18 year high, and that while Nigeria is contributing significantly to the growth of world population, that she is contributing far less to the growth of world output and productivity.
2. The threat of Contingent Liability to economic management in Nigeria is real, and States need to take it very seriously. For instance, the sum of 411bn is likely to be added to the level of public debts in Nigeria if Nigeria losses the PID Case.
3. There is worrisome state of fiscal balance both at national and at sub-national level with potentials of debt default as States with highest debts have the highest level of Internally Generated Revenue, IGR. It is therefore doubtful whether increased IGR reduces the risk of potentials for default in debt obligations.
4. The equity market is depressed, loosely regulated, with very low transmission mechanism which precipitate low investors’ confidence. Market manipulation has grown, thus, less resilient, compared to financial markets.
5. Though global economic slowdown is obvious, the Nigerian economy has not shown any unique robustness and resilience in changing the quality of its fiscal and monetary balance sheets.
6. There are indications that tax revenues may not increase in real terms in medium to long term given the prevalence of weak fundamentals. Income levels are generally based on weak foundation, hence, there is no effective borrowing on income, but the preponderance of writing IOUs.
7. The temptation to resort to the sale of government assets is high, but there are considerable qustions regarding the potential market values of such government assets. Most of the assets are least marketable, with unattractive scrap values. The lien status of these assets is also significant.
8. Infrastructure and security concerns are critical and highly deterministic of a congenial ease of doing business that in a manner that enthrones economic growth across the Nigerian States.
9. No State can succeed without a robust planning framework that is driven by technology and automation. A planning framework is a political, economic, legal, and moral document in governance. It mirrors, tracks, specifies, and accounts for all actions of government. The current state of baseline data across the States does not enable short to long term evidence-based decision-making. Hence, critical macroeconomic planning institutions and demographics are not adequately replicated at the State level, even where they are present at the federal level.
10. Cutting spending costs in itself does not amount to efficiency, rather, the value derived from each component of expenditure does. Reduced expenditure levels could be sub-optimal and indication of apparent low absorptive capacity.
11. Sub-national must quickly address issue of multiple taxation. Revenue leakages is more dangerous than low tax revenues., and so is wasteful spending. Effective tax legislation is required at all times to ensure due tax harmonization. Pieced together, various laws existing at some States with respect to taxation and tax -related matters, when aggregated in peer cooperation, would definitely present a better fiscal legal foundation that would deepen development. This is a key component of the desired long term revenue generation strategy.
12. The recent Constitutional amendment that puts Electricity on the Concurrent Legislative List offers immense opportunity for States to drive development. Hence, there is opportunity to break electricity monopoly within the States through constructive competition. Constructive competition in electricity and power generation will empower SMEs and households in a manner that propels organic growth and development.
13. Most States are not claiming Carbon Credit, nor is clean cooking and climate-friendly energy sourcing practiced.
14. Numerous opportunities exist to attract FDIs into various States of the Federation, but the key underlying factor is that capital is fungible, and capital is attracted to where the conducive environment is prominent.
15. Many countries are already lamed by unsustainable public debt servicing and capital sums repayment. Notable examples are Ghana, Chad, Sri Lanka. Nigeria’s debt is growing in a manner that presents huge challenges, though key indicators still point to sustainability. This level of sustainability could be fragile, and could give negative results of numerators and denominators change. A ratio of Debt/GDP of 40% is generally considered as the highest comfortable maximum, though, the conclusions could vary if ratios like Debt/Export, Debt/Revenue are used as basis for bench-marking.
16. Overtime, noticeable mismatch exists between debt targets and duration pf investments conscripting debt cashflow glitches.
17. A new problem is fast becoming a reality at the dawn of the process of printing money and dumping it into the economy.
18. The concept of the Export Free Zone is crucial to industrial growth and development at the State level. However, there is considerable bottle-neck in obtaining the necessary approvals from government as these are concentrated in the presidency. However, few States are largely maximizing the opportunities made available by the Export Free Zone programme, while many more are not.
19. On Agric finance, only about 6% of banking sector lending goes to the agricultural sector. NIRSAL is aware of this, and focuses on small-holder farms for target funding.
20. This Session notes that there are about 50 million SMEs scattered around Nigeria, and that most of the failure within 5 years of their establishment. The sun-national governments must be worried regarding the fate of SMEs within their jurisdiction. Non the less, there are four key areas of capital market intervention at State level which the States need to optimize. These are in the areas of enabling framework to attract bankable DFIs, communication of asset quality, collaboration with States Development agencies, and innovations on how SMEs can access public capital.
21. There are material indications that Nigeria’s current public debt is grossly understated, both at State, and at Federal level.

**Resultant Actions and Recommendations are as stated below.**

1. Agricultural production is key, and must be pursued with vigour. Primary ptroduce processing plants are urgently required to forestall effective value-chain optimization and credible backward integration. This is the most plausible way to tame inflation under a seeming hyper-inflation environment, and balance population growth with output and productivity growth.
2. The time is now for sub-national governments to evolve a macroeconomic architecture for managing the three macroeconomic prices of Inflation Rate, Exchange Rate, and Interest Rate. A formal way of achieving this must be a key agenda of States’ Chief Executives at the National Economic Council level.
3. States and the Federal government must ensure accurate and reliable data capture system for public debts. Special attention must be given to accounting for Contingent Liabilities.
4. It is important for NGF to proactively interrogate, and clearly diagnose, and understand the implication of ‘Ways and Means’ on its fiscal and monetary position, including the likely
5. potency of a rampaging negative effects on livelihoods across the States.
6. Huge caution must guide the thoughts around selling off assets in order to buoy revenue generation. Care must be taken not to enshrine generational asset erosion as a hallmark of governance. Rigorous cost-benefit evaluation must be matched with the short-term desire to ‘boost’ revenue.
7. Agenda One for States now is to restore lasting security. This should now be pursued at all cost. Growth in infrastructural development is a contradiction where it is happening amidst heightened insecurity.
8. States should replicate and domesticate most federal planning institutions for effective and efficient results.
9. The sub-nationals should peer collaborate in the use of technology so as to drive revenue generation, and should show real cause why citizens should pay tax by being prudent, transparent, and accountable.
10. States should quickly set up mechanism to take advantage of the recent constitutional amendments with respect to electricity generation, transmission, and distribution, autonomy of the Legislature, and autonomy of the Judiciary. These should not be left unattended to until tension erupts.
11. States should proceed to file for, and comply with conditions that will enable it claim Carbon Credit. A lot of resources are lying waste as a result of many States not availing themselves of this opportunity.
12. It is important that States track and adhere strictly to the Cashflow projections upon which public debts were contracted.
13. There is the need to decentralize the process of approvals and licencing of Export Free Zones so that the process becomes less cumbersome and less laborious.
14. States should improve in their financial reporting and planning infrastructure in order to take advantage of enormous opportunities offered by the capital market through the NG-X.
15. The sub-nationals should promote organic fundamentals that attracts investors such as property ownership rights that are adequately protective of the investors against locals.

## **3.07 Social Investment and Communications**

**Presenters**

* Mrs. Tilda Ndu Mmegwa, Senior Special Assistant to the President, Employment and Job Creation
* Prof. Ibrahim Abubakar, Dean University College London

**Moderator of Session**

Prof. Folusho Okunmadewa, World Bank

**Issues discussed at the Session**

* Social Investment and Livelihood Support
* Skills Gap and Employability; Challenges at the Sub-national level
* Improving the Ease of Doing Business and Enhancing Investment
* Political & Economic benefits of Universal Health coverage to Sub nationals
* The New Media Age- dealing with Perceptions and Negative Press

**Propositions**

**The following issues were apparent during the deliberations:**

1. Newly elected and returning governors must be prepared to enhance human capital development to guarantee social development at the subnational level
2. Strengthening resilience ability of people in the state rest with subnational government
3. Providing dividend of democracy entails human capital development most especially in the substantial investment in health, education, water, creating enabling environment for job and ensuring that the poor have access to social services.
4. Governors in their states must be ready to address challenges of skill gaps and skill mismatch as well as employability challenges
5. Overcoming skill gap and skill mismatch is capital intensive
6. Health indicators such as child mortality, maternal mortality as well as life expectancy are at dismal level at the subnational level with maternal mortality of Nigeria only exceeding that of nations such as Chad, Sierra leone and South Sudan
7. Governors should note that health is economic and political in nature
8. Demographic dividend is driven by improved health of citizens at the State level.

**Recommended actions/Lesson learnt during the session**

1. Governors should note that the propensity of youth in Nigeria to migrate is high and it is important for them to create enabling environment for youth to be engaged in gainful employment
2. Governors should be ready to partner with local and international partners to resolve skill gap, skill mismatch and employability challenges by implementing scalable programs that rides on technology
3. There is a need to encourage new governors to continue to implement useful job creation projects of their predecessors
4. It is recommended that Governors should focus on human capital development that encourage huge investment in education, health, livelihood support and social compact with their citizens to improve social security
5. Job creation and health programs initiated at federal level should be properly coordinated at state level institutions to guarantee good and solid pro-poor services at the subnational level
6. Government at subnational level must intentionally invest in skill development to guarantee robust job creation plan
7. Subnational must invest in health sector as well as partner with local and international partners to improve health outcomes

# **4.00 DEVELOPMENT PARTNERS’ PRESENTATIONS**

**World Bank Presentation (Presentation – Inclusive Of Q&A)**

The country director of the World Bank, Nigeria country office, Shubham Chaudhuri gave a presentation on behalf of the World Bank. He shared the World Bank initiatives which is aimed at lifting 100 million Nigerians out of poverty.

He noted that poverty remains a significant challenge in Nigeria, with more than half of the population living below the poverty line and that as a global development institution, the World Bank recognize the urgent need to address this issue. Other highlights of his presentations are as follows.

* The World Bank work through government and it is a development cooperation and not a donor agency.
* The World Bank welcomes bilateral conversation with Governors.
* The World Bank is made up of IFC, MIGA and IDA to support government and private sector in policy-based support, investment financing and advisory service. World Bank support the private sector by developing programs aimed at promoting an enabling environment for private sector growth in Nigeria. They therefore work with the government to eliminate the bottlenecks that have hindered business growth in the country.
* The World Bank provides financing to the sovereign borrowers through the request from Federal Ministry of Finance, Budget and Planning with 70 percent of the borrowing flowing to states through Federal using the on-lending arrangement.
* Nigeria is at critical junction with a choice to make to improve the trajectory of its economic development.
* Business unusual can make Nigeria achieve improved economic trajectory, an example of which is improved real per capita trajectory.
* Part of the reasons for failing apart of the Nigerian economy is high level of insecurity and conflict.
* Nigeria presently also faces the challenge of low human capital development most especially in the areas of high number of out of school children, high number of people defecating in the open and high number of under 5 child death amongst others.
* Nigeria’s oil and gas revenue keeps failing despite higher oil prices. This is because of growing PMS subsidies which is responsible for reduced revenue because the cost of PMS subsidy keeps increasing overtime.
* The implication of reduced revenue for the sub national is that 33 out of the 36 states are operating at deficit as of 2022.
* The World Bank is happy to finance program that governors are interested in but governors should note that resources are limited therefore prioritization of programs is needed.
* The World Bank is therefore ready to work collaboratively with the Nigerian government to create sustainable and impactful solutions and are working closely with state government to tailor interventions to meet the unique needs of individual communities.

* The World Bank's Human Capital Project is a holistic approach to human capital development which aims to accelerate progress in human development outcomes, build human capital, and reduce poverty. World Bank is working with the Nigerian government to promote inclusive economic growth through investments in public infrastructure
* The World Bank lending process have conditions attached to it with finance re-imbursement for project guided by strong fiduciary and financial management systems to ensure efficiency and accountability.
* Robust monitoring and evaluation mechanisms are also in place to ensure that resources are used appropriately and in line with project objectives. He noted that disbursement of funds is done in phases, and the release of funds is subject to the achievement of milestones and targets set out in the project plans.

**Questions and Answer Session**

The returning and newly elected governors of Nasarawa, Borno, Bauchi, Jigawa, Cross River and Kwara states raised questions and requested for clarifications on the following

* Clarification on whether the World Bank fund the free trade zone.
* Clarification on why the World Bank adopted the Nigerian vision of taking 100 million out of poverty and how the World Bank can synergize with the Nigerian government to take 100million out of poverty.
* Clarification on why draw down account are provided to states in Naira when in some instances, state on such project need dollar to procure facilities.
* Clarification on how the World Bank can support Federal government to stick to best practices in running the economy most especially to advice the Federal government in areas of economic issues as it relates to inflation, fiscal policies, and debt issues.
* Clarification on what happens to states after SFTAS closes.
* Clarifications on how the World Bank plans to ensure speedy implementation processes/response time to state request as the approval time usually takes a long time.
* Clarification on how synergy between the state government and World Bank can be strengthened to create a common interest focused on the people’s interest since most times a governor’s transition agenda sometimes does not align with the projects the world bank is interested in funding that point in time.
* Clarification on imperativeness of the World Bank to create an induction programme for new governors to help them understand the policies of the world bank.
* Possibility of the World Bank training of young specialists in the state in monitoring and evaluation, procurement amongst others and providing certification since World Bank reject government appointees to manage project because of lack of capacity in these specialized areas.
* Possibility of the World Bank funding gender related project

**Response from the World Bank**

* The World Bank adopted the agenda of lifting 100m Nigerian out of poverty because it is part of its global mission which strives to finance program that invest in people with poverty reduction outcomes.
* The World Bank is ready to partner with states on the free export zones program.
* The World Bank is ready to explore the possibility of direct payment of dollars to states subject to guidance of the monetary policy management institution and ready to push the conversation on which arm of government should take charge of foreign exchange risk.
* Governors are encouraged to ensure that they pursue the objectives of SFTAS after the project closes and formalize how their state can be part of the SABAR project.
* The World Bank is happy to brief Governors on projects that it is implementing in each state and its Country partnership focus which normally aligns with state mission and visions.
* The utilization of NGF platform to interface with World Bank has helped state to understand what is required on each World Bank project. It is now easy to brief Governors through this forum on World Bank projects.
* The World Bank is not averse to ensuring that flexibility in project implementation is allowed as noted by Governors. A case of a project in the World Bank portfolio where flexibility of implementation is being encouraged is NGCARES where state governors are allowed to spend on more on programmes that align more with their vison.
* Governors are encouraged in addition to their vision create shock respond mechanism in each state to respond to shock experienced by the poor and vulnerable. This can be achieved through state government strengthen of quick assistance to the poor using robust social register, transparent payment system with strong Monitoring and Evaluation framework

**Development Partner Presentation (Presentation– Inclusive of Q&A)**

**Participants**

UNICEF

BMGF

Chatham House

GAVI

Dangote Foundation

New Globe

**Moderator: H.E. Prof. Babagana Zulum, Governor, Borno State**

The representative of the Dangote Foundation began her presentation by giving a general insight on the activities of the foundation. She listed some key projects the foundation has undertaken in the past few years including the supports to returnees from the Sudan crises and women empowerment amongst others.

Highlights of Dangote Foundation activities are as follows

* Collaborates with government to improve healthcare access and quality
* Provides relief aid to victims of natural disasters or societal unrest
* Supports skills acquisition and entrepreneurship programs to empower youths and women in various states
* Supports agricultural development and food security initiatives in different states
* Enhance the quality of education in rural and urban areas

In conclusion, the Dangote Foundation noted that it looks forward to strengthening its collaborations with all state governments in Nigeria to achieve the shared goal of creating remarkable improvements that will positively impact the standard of living of Nigerians.

The representative of Chatham House in his introductory remark stated that Chatham House is a building ground for leaders and bedrock behind a lot of global and national leaders. He stated that Chatham House has a global reach with a network of international experts and partners worldwide.

**Key highlight of his presentation as it relates to the vision of Chatham House are**

* Chatham House has a global reach
* It has strong focus on sustainability and creating impact on the universal health coverage
* Engages with policymakers.

GAVI’s representative noted that his institution is committed to increasing access to immunization in developing countries. He notably stated that GAVI Nigeria has made significant progress in increasing vaccine coverage in the country, but that there is still much work to be done to ensure that every child has access to this essential health intervention.

**Highlights of his presentation as it relates to the vision of GAVI are**

* Immunization coverage
* Strengthening health systems
* Advocacy and communication strategies aimed at increasing public awareness about the importance of immunization.
* Provision of technical assistance in areas such as vaccine-preventable disease surveillance and the development of immunization plans and policies

The speaker representing New Globe introduced the organization as an educational expert and a leader in learning with a mission to improve the learning outcomes in schools. New Globe supports visionary governments to transform public education systems. He highlighted how inconsistent the classroom systems in the country were and this has led to the irregularities in the reading pattern of children in the Nigerian schools.

**Highlights of his presentation as it relates to the vision of New Globe are**

* Readiness to collaborate with the government on various educational projects aimed at improving teaching and learning outcomes in schools
* Improving the quality of education through digitalization and monitoring
* Providing training and mentoring services to teachers
* Incorporating innovative teaching patterns

The country representative of UNICEF in Nigeria submitted that UNICEF is committed to realizing the rights of all children to help them build a strong foundation and have the best chance of fulfilling their potential. She presented statistics showing the result achieved from their work carried out with children within the past five years where UNICEF played major roles in areas such as vaccination, psychological support in refugee camps, nutrition, and education amongst others.

**Highlights of her presentation as it relates to the vision of UNICEF are**

* Child protection
* Quality education for children in disadvantaged communities
* Promoting gender equality and works towards eliminating discriminatory practices
* Community-based interventions
* Supporting provision of safe drinking water, hygiene and sanitation facilities for children and their families in vulnerable communities across Nigeria

The Bill and Melinda Gates Foundation (BMGF) Country representative focused

his presentation on their activities in Nigeria which is to improve health outcomes (combat infectious disease) and nutrition, empower women and girls to transform their lives, and boost agricultural productivity and expand access to digital financial services.

**Highlights of her presentation as it relates to the vision of BMGF are**

* Partnering with the Nigerian government to improve the country’s healthcare infrastructure
* Improving maternal and child health by providing access to fortified foods and supplements for mothers and children
* Improving education outcomes for children

The representative of Human Capital development (HCD) program in Nigeria, emphasized in her presentation that the Nigerian Government recognizes the critical role that human capital development plays in driving sustained economic growth, boosting productivity, and reducing poverty and took the step to put in place several steps to accelerate human capital development.

She stated that the HCD focuses on 3 Thematic Areas and 6 critical Human Capital Development outcome areas (Health and Nutrition; Education and Labour Force Participation).

**Highlights of her presentation as it relates to the vision of HCD are**

* HCD is aimed at improving the quality of education, health, and workforce skills in the country
* HCD promotes the development of technical skills to enhance workforce productivity and employability
* It is a collaborative effort

The representative of Partnership with Local pharma manufacturing group noted that the group PMG-MAN is an umbrella body of over one hundred and twenty active members that collectively play key roles in ensuring that Nigerians have timely access to affordable, safe, and high-quality medicines and contribute largely to National Development.

**Highlights of his presentation as it relates to the vision of PMGMAN are**

* Sustainability of the State Health Insurance Scheme to achieve Universal Health Coverage &SDG 3.
* Strengthening of the State Health Component Supply chain, beyond Secondary Healthcare providers, the PHCs for guaranteed access to safe, quality, and affordable medicines.
* Stimulating the economic activity of the State, built around public health supply chain.

The moderator in his concluding remark encouraged states to partner with the development partners that had presented their vision and goals to leverage on their support to deliver the dividend of democracy to their people

# **5.00 NGF’S PROGRAMME MANAGERS’ SESSION**

**Participants**

* Health – Dr. Abdulwahab Ahmad
* N-GASH – Eghosa Omogui
* SFTAS/SABER – Olanrewaju Ajogbasile
* BMGF-DRM – David Nabena
* NG-CARES – Olorunshola Abdulazeez

**Moderator.** H.E. Bala Mohammed Governor, Bauchi State

**Nigeria Green and Affordable sustainable housing (NGASH)**

* The NGF project engagement manager on Nigeria Green and Affordable sustainable housing (NGASH) noted that the NGASH is out to help the country achieve SDGs, 9,10, 11 and 13
* He submitted that majority of states indicated that housing programs/agenda is an important priority with relevance being motivated by the need to provide shelter, reduce the housing deficit, create job opportunities and economic development

**The highlights of his presentation on housing challenges and priority areas for support of NGASH are as follows**

He listed the housing challenges across Nigerian states to include

* Cost of building materials being the main concern among 27 states
* Deficiency of housing finance arrangements being main concerns for 20 states and,
* Access to infrastructure and stringent loan conditions by mortgage banks

**To address the listed above challenges, he also listed the following as Priority Areas for Support of NGASH**

* Access to housing finance
* Scaling up mortgage financing,
* Affordable cost of building materials,
* Developing a housing policy strategy for attracting private investors to the housing market,
* Land and infrastructural provision, and
* Strengthening the legal framework

**BMGF-DRM**

The NGF project engagement manager on BMGF-DRM listed the increasing role of DRM to include tax reform at the state-level and highlighted five implications of tax reform to states to include the following

* Better tax administration practices
* Increased funding for government administration, infrastructure provision, and social service delivery
* Fair and competitive business environment for private sector growth
* Enhanced state-society relations
* Reduced dependence on aid and federation revenues

**He also highlighted the NGF’s DRM Programme, 2017 – 2023 to include**

* Research – independent and collaborative research to generate evidence for advocacy and action.
* Data creation, analysis and sharing – through an IGR dashboard to assess the tax environment of all states.
* Capacity building – the Helpdesk provides demand-based advice and technical support to states through direct technical assistance, workshops, and knowledge transfer.
* High-level advocacy (engagement with Governors, JTB, SIRS, FGN, Development Partners etc)
* Tax for Service - in which informal sector workers pay taxes in exchange for free minimum healthcare. This is a policy innovation that rides on the capacity to raise revenues from the informal sector for a core domain of human development.
* Public finance database – Nigeria’s first open-source State-level public finance database
* The Intelligent Tax Authority (TITA) initiative - a digitalised end-to-end taxpayer management and revenue administration system.
* eLMS - online training platform for state government officials and
* EoI -it helps catalyse the development of a rules engine for information exchange amongst states

**NGF Health Project team**

The NGF project engagement manager on health project listed the following as vision and function of his team

* The health unit of the NGF Secretariat is responsible for coordinating all health-related interventions being championed by the secretariat.
* To be the leading resource and learning hub for catalyzing subnational health development and contributing to health SDGs
* To keep the NGF informed and up to date on health priorities and promote evidence-based decision-making and actions, accountability, and learning for better health outcomes at the subnational level

The highlights of his presentation on NGF health deliverables, vision and objective, institution the team currently partners with and take away for Governors are as follows

**The NGF health team deliverable based on his presentation includes**

* Evidence Generation
* Advisory/Technical Support
* Accountability
* Building Partnerships

**The team noted it achieve its vison and objective through the following ways**

* Dashboard
* Presentation at the NGF monthly meeting
* One on One Meeting
* Accountability using Scorecards
* Collaboration with Subnational health leadership
* Collaboration with Federal MDAs and development Partners

**The institutions the team currently partners based on NGF team presentation include**

* **Bill & Melinda Gates Foundation:** Use of Data by NGF for Prioritization, Decision Making and Accountability
* **BMGF/UNICEF:** PHC Leadership Challenge
* **GAVI, The Vaccine Alliance:** Support for Sub-National Engagement on Routine Immunization and COVID-19 Response
* **UNICEF/Results for Development:** Nutrition Programs

**The listed take away for governors that emanated from his presentation are provision of robust funding and support for the following**

* State Social health Insurance Schemes
* Human Resources for Health
* Drug Management Agent

**NGF SFTAS and SABER Team**

The NGF project engagement manager on SFTAS and SABER listed the following overview of NGF SFTAS and SABER program

* Technical assistance (TA) to states on budgeting, financial reporting, cash management strategy, revenue mobilization, audit, and public procurement (including e-procurement), all of which relate to the eligibility criteria (EC) and Disbursement Linked Results (DLRs) 1, 3, 4, 5, 6, 10 and 11.
* Though the PforR component has ended, the TA component is being extended till December 2023 to support the sustainability of SFTAS reforms and early towards SABER PforR**.**
* SABER offers technical assistance (TA) to States on improving efficiency in property registration and sustainability of the land-based investment process; Improved regulatory framework for private investment in fiber optic infrastructure; Development of an effective Public Private Partnership (PPP) framework; Simplification of State and local business tax regimes.

The highlights of his presentation on how the NGF SFTAS and SABER team supports the state, NGF SFTAS and SABER beneficiaries and Notable SFTAS-SABER Technical assistance milestones January 2020 and December 2022 are as follows

**The NGF SFTAS and SABER team supports the state based on their presentation in the following ways**

* Development and dissemination of Toolkits
* Exchange Visits
* Just-in-time Support
* State Reform Experience Studies
* Executive Briefings & Advisory
* Peer Learning Events

**The NGF SFTAS and SABER beneficiaries as reported in the SFTAS, and SABER NGF team include**

* Over 7,400 Government officials at various levels (Legislators, Commissioners, Permanent Secretaries, Directors, Deputy/Assistant Directors, Operational officers, etc.) across the 36 States and FCT benefitted/attended NGF’s capacity building activities for SFTAS between January 2020 and December 2022)
* 161 Government officials have also benefited from NGF’s TA for SABER between July – December2022

The Notable SFTAS-SABER technical assistance milestones January 2020 and December 2022 as listed by the NGF team are

**SFTAS**

* 14 Toolkits (PFM knowledge guides and templates) developed and a total of 8553 Downloads of SFTAS Toolkits has been recorded on NGF website.
* 969 Just-time Technical Assistance (bilateral engagements, advisories, remote desk reviews) delivered to states and FCT.
* 4 State Exchange visits and 10 Peer Learning Events organised for state officials to share knowledge and distil lessons.
* 115 sensitization/consultative/briefing sessions held with state governors, key state officials & programme implementing partners
* NGF proactively supported all 36 states on preparation of financial year 2022 budget implementation reports (BIR) for quarters 1, 2 and 3. This ensured that for the first time all States published their respective BIRs using the NCoA template post-SFTAS performance years.
* A ‘SFTAS Charter’ developed in collaboration with the sustainability committee and officially endorsed by the forum leadership on the 17th of August 2022.
* Development of NGF eLearning Management Platform and Piloting of a course module on ‘Introduction to Public Financial Management’ in January 2023.

**SABER**

* 30 States provided with TA to achieve SABER programme Prior Results for DLI 1.

**NGF NGCARES Team**

The NGF engagement manager on NGCARES described the NGCARES as

* An emergency USD750 million program to support all 36 states and FCT efforts to respond to and to recover from the Covid-19 induced socio-economic crisis.
* **The program development objective (PDO)** is to expand access to livelihood support and food security services, and grants for poor and vulnerable households and firms.

**The Results areas according to the NGF team engagement manager include**

* + RA1 – Increased Social Transfers, Basic Services, and Livelihood Support to Poor and Vulnerable Households
  + RA2 – Increasing Food Security and Safe Functioning of Food Supply Chains
  + RA3 – Facilitating the Recovery and Enhancing Capabilities of Micro and small enterprises

The highlights of his presentation on the roles of NGF in the NGCARES programs, success story of NGCARES, reason why NGCARES is being restructured and next step in NGCARES implementation are presented as follows

**The listed roles of NGF in the NGCARES programs based on his presentation are**

* To provide peer learning and experience sharing among the 36 States and the FCT.
* Support the capacity building efforts of the Federal Cares Support Unit to the States through**:**
* Knowledge material development
* Facilitate exchange visits, and;
* National peer-learning and experience sharing events.

**The team listed the success story of NGCARES to include the following**

* Over 2 million direct and indirect beneficiaries
* 165 wet markets upgraded
* About 20,000 MSME’s supported
* Over N77billion ($168million) earned by 35 States & FCT:

**The NGF manager noted in his presentation that NGCARES is being restructured because of the following reasons**

* Support the states flood management/response strategy, by reallocating the funds to priority Disbursement Linked Indicators (DLIs) related to flood impact responses.
* Review of performance and changes in state priorities to reflect response to other shocks – such as conflicts and insecurity as well as economic realities – DLI Pricing and Targets
* Respond to changes due to implementation delays and governance structure and system imperatives and changes to address Funds flow and Financial Management issues

**The NGF NGCARES listed the Next step in NGCARES implementation to include the following**

* Improved adherence to Fund Release Policy and Welfare of NG-CARES Staff
* World Bank Approval of Restructuring –May 2023
* Special Planning Meeting with SCSC Chairmen – May 31 – June 1, 2023
* Second Advance Disbursement – June 2023
* Second IVA assessment in June 2023 – 3rd and 4th Assessment in December 2023 and June 2024 respectively.

**Gala Night**

The Gala night was held to celebrate the inaugural awards of the primary health care sector . It was well attended by dignitaries including past and present chairmen of the NGF, outgoing, returning and newly elected governors and their wives, former governors, former Senate president, development partners, the emir of Arugungu, as well as national and international resource persons

The chairman of the NGF, H.E. RT Aminu Tambuwal gave the welcome address

Guest speakers included Alhaji Aliko Dangote represented by the country director and the president global BMGF, Dr. Christopher Elias who both appreciated the winners of the PHC leadership challenge competition and urges the governors to study the results of their respective states and ensure improvement towards t next round ..

The Keynote speech was given by Dr. Muhammed Ali Pate who gave a speech on the investment in health. He noted that health is fundamental to economic development and emphasized that investment in health is necessary as it is a key driver in economic growth and prioritizing the primary health care approach should be transition agendas of governors. He canvassed for immense collaboration of states with development partners to strengthen the health systems in their various states and transparency on the parts of the partners.

Criteria used in the assessments of the winners in the PHC Leadership Challenge focuses primarily on the commitments of the state governments to taking up the task of improving the health care systems in their respective states and their accountability. Twelve items were given as the necessary criteria. They include; planning (strategic and state health development plans), prioritization of primary health care, reflections in the state executive councils, availability of a taskforce on PHC which was to be headed by the deputy governors, visits to primary health care facilities by the governors with notable evidences, commitment to food security and nutrition issues in the state. Other criteria include implementation of the basic healthcare provision funds, evidence that were self-reported and verified, quality of care regarding human resource availability, availability of health care commodities especially drugs, monitoring and evaluation components including funding, coverage, maintenance, and quality of services. Evidences were provided by the states and verified by the Independent Verification Agencies. And selection of the best performing states was done by the generation of composite score percentages. The processes were completely done blindly.

Presentation of zonal award was made to the first runner up states by the former governor, Kwara state, H.E Bukola Saraki and the country representative of UNICEF Cristian Munduate, WHO representative.

**The First runner up states by zones and their rewards are**

North Central- FCT (awarded the sum of 185,368,000.00 naira only)

North East- Bauchi State (awarded the sum of 185,368,000.00 naira only)

North West- Zamfara State (awarded the sum of 185,368,000.00 naira only)

South East- Abia State (awarded the sum of 185,368,000.00 naira only)

South South - Edo State (awarded the sum of 185,368,000.00 naira only)

South West- Ogun State (awarded the sum of 185,368,000.00 naira only)

**Best Performing Zonal Awards Category**

H.E Dr. Kayode Fayemi former governor of Ekiti State and Zuweira Yusuf Country Director, ADF, MD. GAVI presented the award

**Winners of best performing Zonal Awards states and their rewards are**

North Central- Kwara State (231,710,000.00 naira only)

North East- Borno State (231,710,000.00 naira only)

North West- Jigawa State (231,710,000.00 naira only)

South East- Ebonyi State (231,710,000.00 naira only)

South South- Rivers State (231,710,000.00 naira only)

South West- Ondo State (231,710,000.00 naira only)

**Over-all Best National Award**

The representative from BMGF presented the overall best award to Borno State with cash prize of 324,394,000.00 naira only.

The governor Borno State, appreciates the development agencies on behave of his fellow awardee. He pledged to continue to promote PHC in Nigeria and promises to ensure the promotion of PHC through effective community participation, intersectional participation, supports mechanisms to all services and effective use of technology. Speaking on behalf of other awardee, he also promised judiciously and meticulously usage of the funds awarded to promote affordable, efficient, and effective health care delivery systems in their respective states.

Honorable Minister of Health, represented by Professor Sidney, Director private sector diaspora and inter-governmental engagement congratulated the winners of the award. He stated that any nation that refuse to get the primary health care right will finds it difficult to run an effective secondary health care. He stated that the Federal ministry of Health and their development partners look forward to more challenges and promises to support the incoming administration to attain sustainable growth in the areas of primary health care

Director General, Nigeria Government Forum, Barr. A.B Okauru gave the vote of thanks.

1. Separate Reports have been prepared both for the Farewell Dinner and Governors’ Spouses’ Summit. [↑](#footnote-ref-1)