



NGF

NIGERIA GOVERNORS' FORUM

★★ STRATEGIC PLAN ★★

49/51 Lake Chad Crescent, Maitama Abuja

2021 - 2025



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ABBREVIATIONS AND ACRONYMS

AfCFTA	African Continental Free Trade Area
AWS	Amazon Web Services
BMGF	Bill and Melinda Gates Foundation
BMOs	Business Member Organisations
BoI	Bank of Industry
CoS	Conference of Speakers
COVID-19	Coronavirus
CSDA	Community Service Development Agency
CSOs	Civil Society Organizations
DFIs	Development Finance Institutions
DMAs	Drug Management Agencies
Dps	Development Partners
DRM	Digital Rights Management
ECOWAS	Economic Community of West African States
EFCC	Economic and Financial Crimes Commission
EFR	Educational Funding Report
e-LMS	Electronic Learning Management System
FCT	Federal Capital Territory
FCSU	Federal CARES Support Unit
FG	Federal Government
FGN	Federal Government of Nigeria
FCDO	Foreign, Commonwealth & Development Office
FME	Federal Ministry of Education
FMFBNP	Federal Ministry of Finance, Budget, and National Planning
GDP	Gross Domestic Product
HAGF	Honourable Attorney-General of The Federation
HDI	Human Development Index
HRM	Human Resource Management
ICPC	Independent Corrupt Practices
IGR	Internally Generated Revenue
IMF	International Monetary Fund
IT	Information Technology
JAMB	Joint Admissions and Matriculation Board

JUSUN	Judiciary Staff Union of Nigeria
KM	Knowledge Management
MDAs	Ministries, Department and Agencies
MDBs	Multilateral Development Banks
MSMEs	Micro, Small and Medium Enterprises
NABTEB	National Business and Technical Examination Board
NASS	National Assembly
NCCE	National Commission for Colleges of Education
NEC	National Economic Council
NECO	National Examinations Council
NESP	Nigeria Support Program
NG-CARES	Nigeria COVID-19 Action Recovery and Economic Stimulus
NGF	Nigeria Governors' Forum
NGFS	Nigeria Governors' Forum Secretariat
NGOs	Non-Governmental Organizations
NILDS	National Institute of Legislative and Democratic Studies
NSSEC	National Secondary School Education Commission
NUC	National Universities Commission
OCR	Optical Character Recognition
PASAN	Parliamentary Staff Association of Nigeria
PFM	Public Financial Management
PHCMB	Primary Health Care Management Board
PWF	Public Workfare
SAP	State Action Plan
SCTU	State Cash Transfer Unit
SDGs	Sustainable Development Goals
SFTAS	States Fiscal Transparency, Accountability, and Sustainability
SME	Small and Medium Enterprises
Sos	Strategic Objectives
SPRM	States Peer Review Mechanism
SSDG	State e-Governance Service Delivery Gateway
SSHIS	Social Health Insurance Schemes
STEM	Science, Technology, Engineering and Mathematics

TETFUND	Tertiary Education Trust Fund
TSA	Treasury Single Account
UBEC	Universal Basic Education Commission
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNICEF	United Nations International Children's Fund
USAID	United States Agency for International Development
WAEC	West African Examinations Council
WB	World Bank

Acknowledgement

This Strategic Plan, the third in the series, is designed to consolidate the gains so far made by the organisation and further reposition the Nigeria Governors' Forum for enhanced contribution to the delivery of good governance in Nigeria, especially at the sub-national level. It is a culmination of several months of collaborative work that could not have been completed without the concerted effort of our collaborators.

Immense appreciation goes to the 36 Governors of the States of Nigeria as well as former members of the Forum who made the development of this plan practicable. Their readily available support and diverse insights and inputs to the process proved invaluable to the successful conceptualization of the plan.

Our gratitude also goes to our stakeholders who keyed into and supported various initiatives of the Forum. Worthy of mention are the Office of the Vice President and several Federal Government (FG) institutions who have collaborated with the Forum. Our Development Partners (DPs) including the Foreign, Commonwealth & Development Office (FCDO), the Bill and Melinda Gates Foundation (BMGF), the United States Agency for International Development (USAID), the United Nations Development Programme (UNDP), the International Monetary Fund (IMF) and the World Bank, among others who remain active partners in the implementation of our plans.

We thank our strategic planning team for clearly articulating in detail the vision, objectives, measures and initiatives of the Forum for the period in view, and their evaluation and performance assessment of the previous Strategic Plan. The technical input of our policy advisors and consultants are also duly acknowledged.

Finally, I thank my colleagues on the NGF Secretariat Management team and all members of staff for their zeal and commitment to the development of the Forum.

Asishana Okauru, Esq.
Director General

Foreword

As our democracy matures and the Forum advances into the second decade of the 21st century, the 2021 – 2025 Strategic Plan is an attestation of our resolve and commitment to the pursuit and attainment of enviable standards in the conduct of our affairs as a collective body in governance at the sub-national level. With over 20 years' experience behind us, we have set out clear programmes of actions and democratic governance precepts that define our philosophy within a framework that is measurable, controllable, and realistic. Without fetters, with full support of the 36 Governors of the Federal Republic of Nigeria, and consistent with the dictates of the Constitution of the Federal Republic of Nigeria, 1999 (as amended), this Strategic Plan stands on a strong foundation: the reinvigorated vision, mission, and avowed core values of the Forum. It is imbued with unambiguous strategic focus, objectives, and the tactical plans that give vent to them. In the main, the 2021 – 2025 Strategic Plan of the NGF represents our collective high-value response to contemporary developments in Nigeria.

This Strategic Plan is the result of intensive consultations with Governors, former Governors, key Federal Government institutions, development partners, and other strategic stakeholders of the Forum. It clearly articulates strategies towards containing the emerging challenges of governance in the country. Our achievements in the 2017 -2020 Strategic Plan give us confidence that a resounding success awaits us in the implementation of the new plan.

It is worthy of note that NGF recorded landmark achievements in the 2017 – 2020 Strategic Plan. The outgoing plan made remarkable strides in ensuring robust peer relations among the 36 State Governors of Nigeria. Effective collaboration through peer-learning was established among the Governors side by side healthy competition. This twin situation raised the standards of governance in the country. As no part of Nigeria exist in a state of autarky, interstate cooperation through the States Peer Review Mechanism (SPRM) programme has raised the bar of governance in Nigeria to enviable heights. Commendably, the Forum emerged as the leading organisation on sub-national peer review globally.

Through its commitment to enhanced dialogue among its members, the NGF 2017 -2020 Strategic Plan was a major driver in ensuring the holding of numerous meetings among Governors usually on the eve of NEC, aside from four (4) Governors' Retreats that were organized during the period. This is in addition to the mandatory NEC meetings during which the Forum would speak with one voice, hinged on outcomes of the NGF meetings.

In all these, the enhanced technical capacity of the NGF Secretariat helped to unleash policy support and service delivery to the States. This is visible in the facilitation of budget support funding and the Paris and London Club refunds which were important milestones towards tackling liquidity problems and fiscal crisis at the sub-national level. The cooperation and the initiatives of the NGF are central to the numerous green results in agro-allied initiatives by the

Federal Government. NGF is central to the mainstreaming of the anchor-borrower's initiative, and the new model towards fertilizer distribution throughout Nigeria. Significant achievements were recorded in energy sector through the Nigerian Energy Support Program (NESP) and the Nigerian Mining Sector Reform Support. Considerable achievements were also recorded in many other areas including health, public financial management (PFM) and social inclusion. The 2021- 2025 Strategic Plan is set to meet, and indeed, exceed the performance recorded in the outgoing plan as we have completely revamped our strategy framework by now prioritizing fifteen (15) internal and external objectives and sixteen (16) sectors of intervention for the NGF Secretariat, State governments and the Nigerian public, who are the final beneficiaries of our work.

Sixteen (15) strategic objectives:

1. Consensus and collaborative action
2. Capacity to promote sub-national development
3. Positive Political Image and Reputation
4. Positive Development Outcomes
5. Technical Assistance
6. Policy, Research and Advocacy
7. Stakeholder Management
8. Communications and Brand Management
9. Grants /Programme Management
10. Monitoring, Evaluating & Learning
11. Knowledge Management
12. Human Resource Management
13. Information Technology
14. Organisational Management
15. A diverse and sustainable financial base

Sixteen (16) sectors of intervention:

1. Economic Affairs
2. Public Finance and Domestic Resource Mobilisation
3. Citizens Livelihoods and Micro, Small and Medium Enterprises (MSMEs)
4. Stakeholder Relationships and the Sustainable Development Goals (SDGs)
5. Agriculture
6. Health
7. Education
8. Legislative Liaison
9. Peace and Security
10. Legal Services
11. Strategic Management and Execution
12. Knowledge Management
13. Human Resource Management
14. Information Technology
15. Media and Communications
16. Protocol and Logistics

New challenges such as emerging technologies, rapidly changing citizens behaviours, and global crises have meant that we must become more agile and adaptable than ever before. A framework for strategic planning that is not updated regularly can become outdated, leading to ineffective decision-making, missed opportunities, and diminished organizational performance. This update will ensure that we remain relevant and responsive to new challenges and able to set a clear direction for the future. It also ensures that we align our resources and activities with our mission and vision, and to build a strong foundation for sustainable growth and success.

NGF remains a formidable, indivisible, not-for-profit organisation that exists to deliver best governance practices and economic development in all States of the Federation. I do not, therefore, hesitate to recommend this Strategic Plan to all men and women of goodwill interested in good governance and the development of States in Nigeria.

Dr. Kayode Fayemi
Governor, Ekiti State and
Chairman, Nigeria Governors' Forum

1.0 ABOUT US

In 1999, following Nigeria's transition to democratic rule, the Nigeria Governors' Forum (NGF) was founded as a non-profit, non-partisan association of the 36 democratically elected governors of Nigeria. It is the leading voice of governors with a vision to promote inclusiveness, democratic values, good governance, and sustainable development at the sub-national level. In living up to its mandate, the Forum has today evolved to become a veritable platform that leverages the potentials of federalism to address critical issues of national concern.

The activities of the Forum are driven by its administrative and technical arm, the NGF Secretariat, a policy hub that gives direction and meaning to the NGF. The Secretariat is also a resource centre for sub-national data and policies.

1.1 OUR VISION, MISSION, AND CORE VALUES

Our Vision, Mission, and Core Values are crafted to engender a shared and common understanding among all our stakeholders.

1.1.1 Vision

To be a credible, non-partisan body respected nationally and internationally, for sub-national governance and development.

1.1.2 Mission

We are committed to collaborative development to ensure excellence in governance at the sub-national level.

1.1.3 Core Values

The NGF has embraced essential and enduring tenets that guide its principals and staff to maintain the following core values of PIPAL:

i. Professionalism – To achieve the highest standards in support of our mission, NGF is committed to nurturing an organisational culture in which our staff optimise their time, talent, and opportunities to pursue excellence in whatever they do.

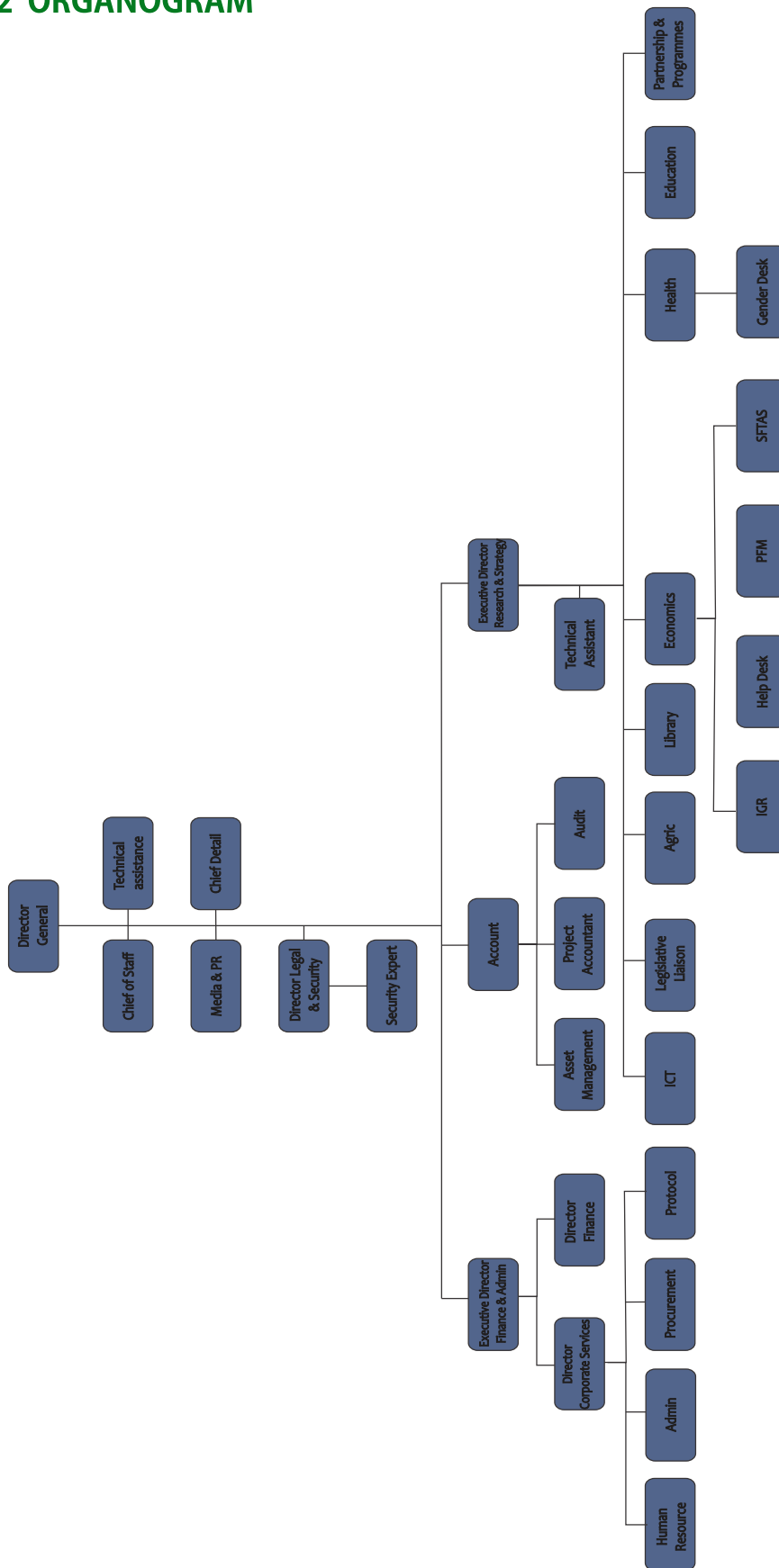
ii. Integrity – NGF maintains an environment of trust, built upon honesty, ethical behavior, respect, and candour.

iii. Partnership – We strive for partnership with national actors and international development partners, recognizing their role as important contributors of skill and creativity to our mission and the propagation of results in States.

iv. Accountability – NGF breeds a culture of responsibility by investing the resources entrusted to us optimally and efficiently and maintaining the highest standards of performance.

v. Learning – We encourage a learning environment by continually identifying the opportunities to enhance learning, development, and professional growth; and sharing our best insights with others.

1.2 ORGANOGRAM



1.3 STRATEGIC OBJECTIVES

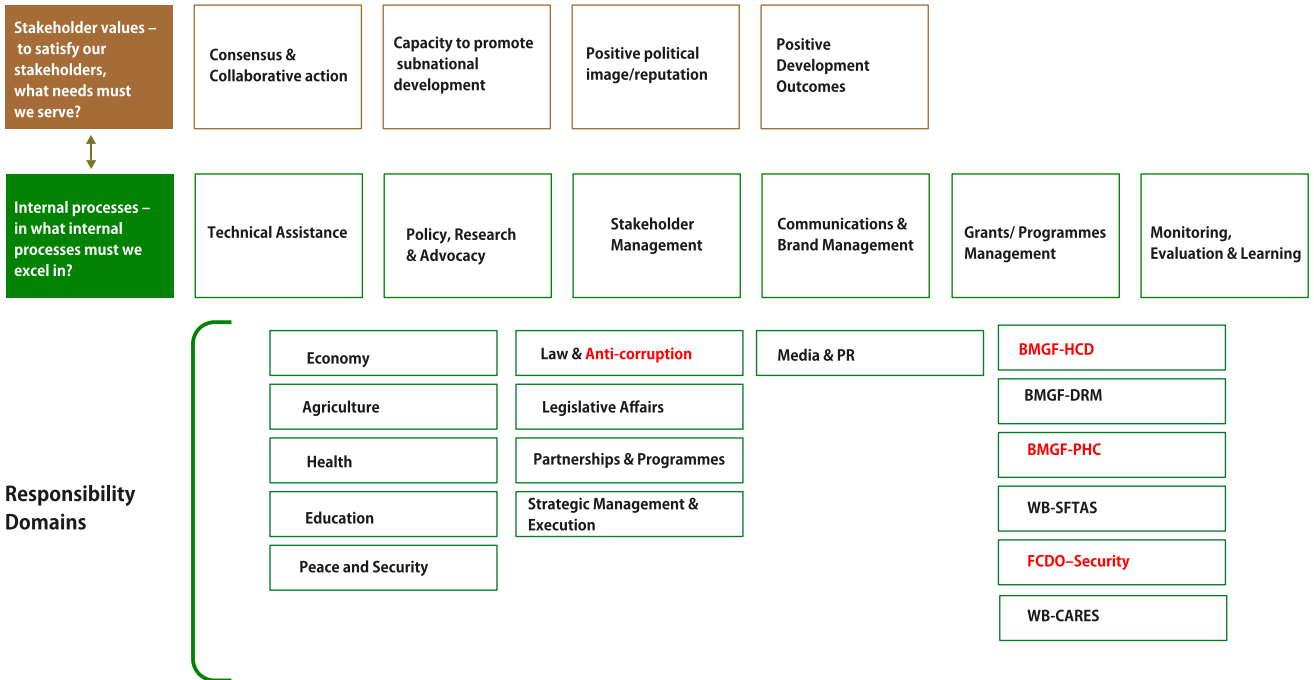
Our vision for the 2021 – 2025 period is anchored on 15 strategic objectives (SOs) which will inform our internal and external priorities for the period and how our resources will be allocated. In response to the rapidly changing operating and policy environment domestically and internationally, the new balanced scorecard approach provides a functional interaction of our goals and their paths of attribution and value creation in line with our mission and vision. These 15 SOs are grouped under four (4) main heads.

NGF Strategy Map

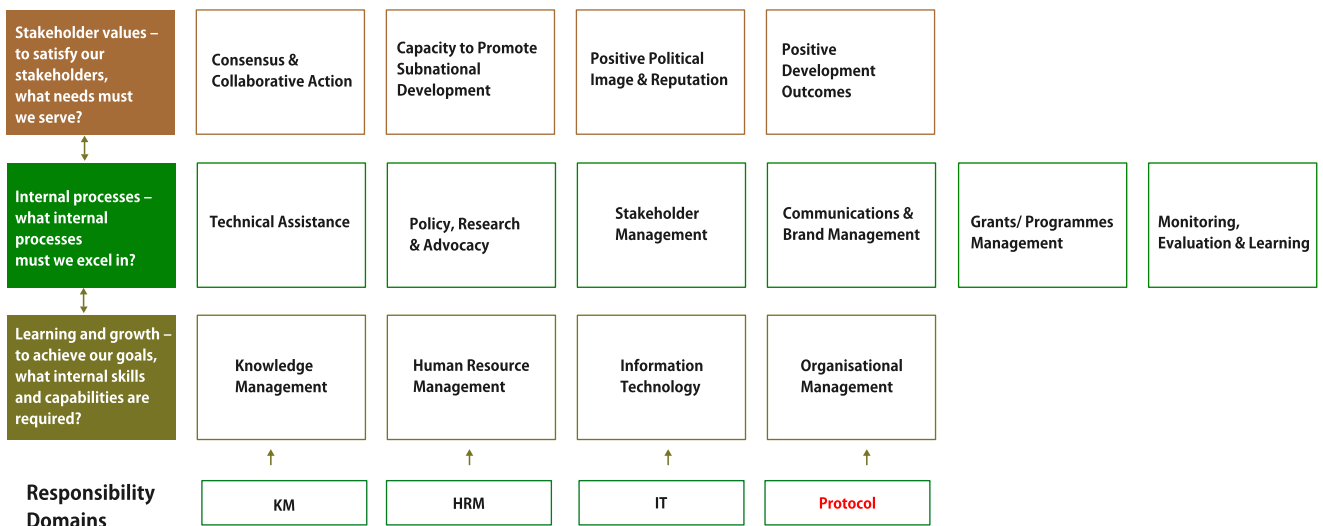
Vision: To be a credible, non-partisan body reputed both nationally and internationally for subnational governance and development.



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A. STAKEHOLDER VALUES

Our primary stakeholders and beneficiaries of our interventions are the 36 State governments of the federation and the Nigerian public. To satisfy their needs, we must meet the following set of objectives.







1. Consensus and collaborative action

Collaborative action for development ensures that there is organised and coordinated action for reforms across all the 36 States, and that there is an inclusive and engaging space for all State governments to participate in, where no State is left behind. All our interventions must be designed within this spectrum, taking into account States' distinct opportunities and challenges, and ensuring that there is room for each State to identify areas of common interest.

2. Capacity to promote sub-national development

One of the primary objectives of the NGF Secretariat is to empower all States to be better capable of confronting the country's development challenges. The organisation's capacity development strategy combines research, advocacy, and policy support to provide demand-based assistance to States through advisory, training programmes, dialogues, workshops, peer learning events, and exchange visit programmes. State-level capacity development has become increasingly important because there has been a consistently higher demand by citizens for State governments to do more to address the wicked problems they face, including rising unemployment, poverty, inequality, environmental degradation, and insecurity. We believe that strong capacity needs to be locally supported and sustained to foster a more decentralized environment of policy planning, implementation, monitoring, and learning required to confront today's challenges.

Spectrum of players in the policy space.

-  · Decision Makers – Executive or head of government such as the Governor
-  · Policy Makers – Head of Ministry, such as a Commissioner
-  · Implementers – Head of Department or Agency
-  · Activity Officers – Staff of Ministries, Departments, and Agencies
-  · Law Makers – House of Assembly members
-  · Influencers – Development Partners, Media, and Civil Society Organisations

3. Positive Political Image and Reputation

We believe that a positive and optimistic perception of governors and the Forum is required for governments to be more effective. In addition to evidence-based policy making, and good management of legal, human, financial and natural resources, public legitimacy is needed in the exercise of political, economic, and administrative authority. Our interventions will be geared towards outcomes that will promote transparency in government administration, citizens empowerment and narrowing of the deficit citizens trust in government.

4. Positive Development Outcomes

In consolidating the gains of the 2017-2020 Strategic Plan and in response to new public policy concerns today, the sectoral priorities of the 2021 – 2025 strategic plan will be the economy, public finance and domestic resource mobilisation, agriculture, health, education, peace and inclusive security. These areas have been selected given the expenditure roles and responsibilities of State governments, the imperative for human capital development and the need to create more economic opportunities for the country's burgeoning population. Security services and community safety are good examples of State and local problems that require immediate tangible results although they fall within central control.

The period will also prioritise cross cutting issues such as mainstreaming the sustainable development goals (SDGs) and climate resilient systems, mobilising support for micro, small and medium sized enterprises (MSMEs), strengthening legislative relations, gender, and federalism. These priorities, backed by the collective action of governors, will be results-oriented, with direct impact on measurable service outcomes and impacts.

B. INTERNAL PROCESSES

To achieve our stakeholder values, we must also meet a set of six (6) internal objectives. These are the areas the organisation must excel in.

5. Technical Assistance

Our technical assistance interventions are provided in the form of advisory, workshops, dialogues, regional and national training sessions, exchange visits, peer learning events and induction programmes. For new Governors, it would be implemented via an induction programme as well as onboarding sessions with thought leaders.

Leveraging on the technical assistance experience of our HelpDesk programme which was instituted in 2017, the organisation will continue to provide demand-based advice and technical support to States throughout the plan period. All technical assistance activities will be anchored on in-depth State data collected by the NGF Secretariat and a diagnostic assessment.

The HelpDesk process has been modelled to be participatory, evidence-based, credible, consistent and reform-triggering.



6. Policy, Research and Advocacy

Since 2009, when we first instituted our flagship States Peer Review Mechanism (SPRM), we have taken a research policy stance that focuses on understanding the intersection between theory, policy, and practice. Across all our units, our research capabilities must continue to innovate to track the economic, social, political, and institutional conditions that shape state capabilities, processes, and priorities, with the goal of understanding and providing practical evidence of what works and what does not work. This approach will strengthen our interventions in advocacy, technical assistance, and policy support.

OUR PRIMARY INSTRUMENTS OF INTERVENTION



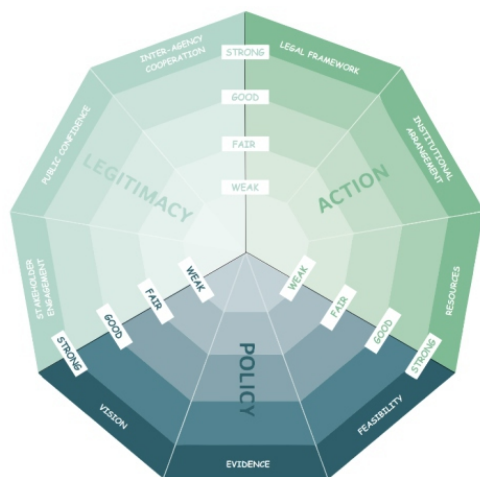
7. Stakeholder Management

To excel in our internal processes, we must continue to forge stronger alliances with critical stakeholders who share our vision to promote subnational governance and development. The Forum will deepen its relations with the federal government of Nigeria (FGN) and its Ministries, Departments and Agencies (MDAs), development partners (DPs), multilateral development banks (MDBs), think tanks, civil society organisations (CSOs), business member Organisations (BMOs), the media and other non-governmental organisations (NGOs). The 2021 – 2025 strategic plan will focus on optimizing existing relationships and expanding the scope of partnerships in areas such as public financial management, health, education, agriculture, gender, inclusive security, and information technology through collaborate research, dialogues, data sharing, capacity building, programmes and grant management.

8. Communications and Brand Management

We believe that the viability of public policy reforms is dependent on governments' ability to mobilise the groundswell of public support needed to implement them. Strong public legitimacy has become a central element of the way we work. In 2019, the public fundamentals map designed by the Centre of Public Impact became one of the tools adopted by our teams to design our intervention strategies for States. The map is a set of interrelated drivers that influence the quality of reforms through a mix of sound policy making, public support, and action.

The media and communications unit of the NGF Secretariat has a mandate to drive this process through a combination of interventions in government relations, media communications, issue management, information dissemination and strategic communications advisory to States.



9. Grants /Programme Management

Throughout our two-decade long history, we have stirred alliances with partners such as the Foreign, Commonwealth & Development Office (FCDO) in Nigeria, the United Nations programmes, the Bill and Melinda Gates Foundation (BMGF), and the World Bank. We will continue to foster this role, as an intervening platform and a hub for mobilising financial resources and technical assistance to States. We will do this by deepening existing partnerships, expanding our collaborations with other local and international partners, and by increasing efficiency in capacity development capabilities through special staffing and ring fencing of our financial resources to manage and implement targeted programmes for States. Such programmes and grants combine a mix of research, high-level decision maker engagement, knowledge management and policy support.

10. Monitoring, Evaluating and Learning

As a learning organisation, all our interventions for the period will be guided by the balanced scorecards of individual units. This structure of monitoring and learning will ensure that there is a clear line of attribution, value creation and recreation for each unit (and teams) to the organisation's vision. Each unit will have clear objectives over the intervening period, with a set of measures, targets and initiatives that will be tracked at least annually to inform changes within the organisation, across programmes and where necessary, along the multistakeholder space – comprising government, other development partners and the public. Our learning objectives do not only track the assessment of internal effectiveness, but the institutional capabilities of States, changes in government priorities and processes, as well as the quality of their service outcomes.

C. LEARNING & GROWTH OBJECTIVES

11. Knowledge Management

Central to our capacity to intervene in State-level policy design and implementation is our focus to collect existing resources and develop new knowledge that will trigger and inform self-paced reform domestication. This internal objective ensures that the organisation continues to develop internally and aggregate from our partners, practical lessons, policy tools, guides, manuals, and templates for States based on reforms that have worked. Our knowledge resources take account of the different starting points of States, their unique experiences, systems, and objectives.

What makes reform environments unique?

1. Political incentives and constraints



4. Administrative practices



2. Policy management



5. Legitimacy



3. Legal provisions



6. Culture and attitudes



12. Human Resource Management

Successful implementation of the organisation's strategic plan will be anchored on the management and optimisation of the staff and consultants who are responsible for driving our internal processes. The organisation's human resource vision is to design and implement policies, programmes, and services that contribute to the attainment of organisational and employee goals through a balance between the organisation's objectives and staff needs. This will be achieved through HR programmes that drive growth and development, ongoing business, effective employees, motivated and high performing teams, fair compensation, and a productive organisational culture.

13. Information Technology

In addition to our objective to grow our network of talents, we will ramp up our enterprise ecosystem to effectively manage the organisation's work tools, including our e-library, digital repository, website, and databases of service inputs, outcomes, and impacts. This objective is geared towards improving data governance within the organisation and data access and use for our stakeholders.

14. Organisational Management

Organisation management objectives will include administrative management processes, fiduciary arrangements, compliance, facility management as well protocol and logistic services which ensure the internal workings of the organisation are functional and effective. It covers the development and implementation of strategies, workplans, policies, and procedures that promote effective and efficient use of resources such as people, finances, and technology. Each unit within the organisation is expected to have an organisational management objective.

D FINANCIAL OBJECTIVE

15. A diverse and sustainable financial base

Achieving this strategic plan requires the mobilization and efficient use of the contributions of members of the Forum, and blended investments from our development and philanthropic partners. Attaining a sustainable finance base will require the creation of more innovative and low-cost solutions such as an electronic learning management system (eLMS) which will warehouse a growing number of self-paced learning materials for State government officials.

2.0 Our Balance Scorecards

The Balanced Scorecard is a strategic management tool that will help us align our activities with our mission and vision, and to monitor and measure our performance. It is a framework that will enable team leads within the organisation to translate their strategies into concrete and measurable objectives, and to track progress towards achieving the organisation's objectives. In this section, we present the Balanced Scorecards of each unit in the organization, by providing a comprehensive description of their objectives, measures, targets, and initiatives.

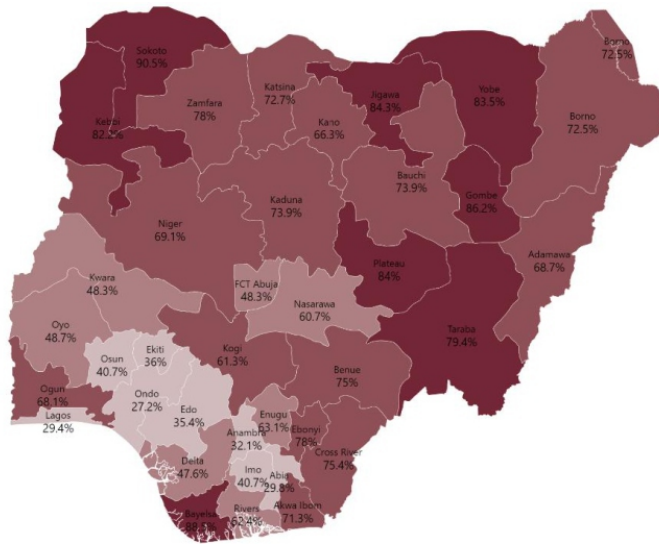
By using this framework, we aim to ensure that each unit is aligned with the overall strategic direction of the organization and is working towards achieving our mission and vision. We also aim to foster a culture of accountability and continuous improvement, where performance is regularly reviewed and evaluated, and actions quickly taken to address areas of weakness and to build on areas of strength. The balance scorecards will cover the following responsibility domains:

1. Economic Affairs
2. Public Finance and Domestic Resource Mobilisation
3. Citizens Livelihoods and Micro, Small and Medium Enterprises (MSMEs)
4. Stakeholder Relationships and the SDGs
5. Agriculture
6. Health
7. Education
8. Legislative Liaison
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2.1 Economic Affairs **Figure** : Over half of the population is multidimensionally poor, lacking access to quality jobs, health services, and education.

Nigeria is one of the largest and most populous countries in Africa. It has a diverse economy with abundant human and natural resources, including oil, gas, minerals, and agricultural land. Notwithstanding the strong growth recorded since the start of the 21st century, the country is still plagued with a high degree of unemployment, poverty, and social inequality.

To address this challenge, the economic affairs unit will work closely with State governments, and other stakeholders to develop and implement policies, programmes, and initiatives that promote inclusive growth and development, while also addressing social and environmental issues.



The economic affairs unit will focus on the following instruments of engagement:

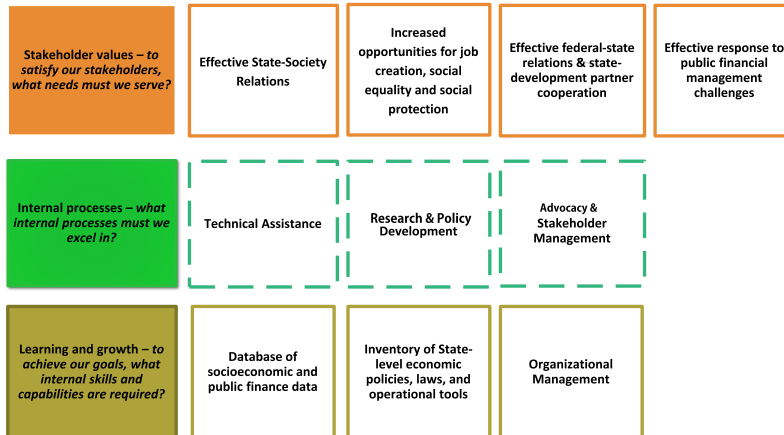
i. Research and Policy Development: There is growing pressure for a more effective system of government administration at the State level, and governors are already experiencing this urgency for immediate intervention. Policy development may be national in scope, but it is mainly sub-nationals that the buck of implementation falls to – they experience first-hand the bearing of income and health inequality, declining livelihoods and rising poverty, state fragility, conflict, and the impact of climate challenge. The unit will work closely with State governments to carry out sound in house and collaborative research and analysis to better inform economic management decisions in areas such as job creation, social equality, social protection as well as public finance. This mandate will require strong collaboration with the federal government and its MDAs to ensure that policies are aligned with the expenditure roles and responsibilities of each tier of government and that cross evidence is sufficiently generated to strengthen the economic management decisions of States.

ii. Technical Assistance: Another primary objective of the unit is to build the capacity of State governments to respond to the evolving development challenges that many Nigerians face. This will involve providing technical assistance to States, by convening learning platforms and dialogues for the leaderships of key government ministries, departments, and agencies (MDAs) including the ministries of finance and the ministries of budget and planning, and other support to build the skills of States, and the knowledge environment for development planning.

iii. Advocacy and Stakeholder Engagement: The unit will work with the organised private sector, development partners, academic and research institutes as well as the civil society to promote a community of practice and a better intersection between research, policy, and the politics of development. This will also involve developing more established partnerships that will lead to more effective cross learning and information sharing among players who are involved in strengthening the economic outcomes of States.

Economic Affairs

Vision: Support state governments to build more inclusive, equal and sustainable economies



Objectives	Measures	Targets	Initiative(s)
Effective State-Society Relations	<ul style="list-style-type: none"> Public access to state-level public finance data Number of states that adopt and implement state-society-related policy recommendations with positive outcomes Perception of citizens for government and government agencies (%) 	<ul style="list-style-type: none"> 36 States 12 States per year Targets to be set based on baseline environmental scoping 	<ul style="list-style-type: none"> Maintain an open-source public finance database Develop and disseminate policy briefs to build the state-society relations Conduct citizens surveys on trust in government and its agencies
Improved opportunities for job creation, equality and social protection	<ul style="list-style-type: none"> Number of states that adopt State Programme Improvement Plans (PIP) with positive outcomes Number of states that adopt action plans (Aps) that target job creation, social equality, and social protection with positive outcomes Indicators of service outcomes and impacts 	<ul style="list-style-type: none"> 12 States per year 12 States per year Targets to be set based on baseline environmental scoping 	<ul style="list-style-type: none"> Develop and disseminate State PIPs Develop and disseminate APs to creation opportunities for job creation, social equality and social protection Coordinate exercises to collect data on service outcomes and impacts in areas such as job creation, social equality and social protection.
Effective State-Federal Government-Development Partner Relations	<ul style="list-style-type: none"> Technical backstopping to the National Economic Council (NEC), NGF and other national or inter-ministerial committees Number of partner programmes supported with positive outcomes 	<ul style="list-style-type: none"> 4 yearly 1 yearly 	<ul style="list-style-type: none"> Provide technical backstopping to NEC, NGF and other inter-ministerial committees Facilitate engagement sessions with partners Collaborate with partners to improve state service outcomes
Effective response to public financial management reforms	<ul style="list-style-type: none"> Progress (%) in government accountability and transparency, public revenue, public expenditure, and debt management 	<p>At least 15% improvement from base:</p> <ul style="list-style-type: none"> Accountability and transparency (44%) Public revenue (63%) Public expenditure (69%) Debt management (54%) 	<ul style="list-style-type: none"> Develop, disseminate and support the implementation of PFM-related APs

Objectives	Measures	Targets	Initiative(s)
Technical Assistance (retreats, PLEs, workshops, trainings, advisory, conferences, induction, etc)	<ul style="list-style-type: none"> Number of learning programmes or events organized 	<ul style="list-style-type: none"> 1 learning event annually 	<ul style="list-style-type: none"> Organise annual learning events focused on job creation, social equality, social protection, PFM or the promotion of federal-state relations.
Research & Policy Development	<ul style="list-style-type: none"> Number of research studies conducted Number of policy briefs that focus on deepening the social contract, inter-State cooperation on trade and infrastructure financing, and opportunities for job creation, social equality and social protection 	<ul style="list-style-type: none"> 1 research study annually 4 policy briefs/advisories annually 	<ul style="list-style-type: none"> Develop and disseminate to State governors, a strategy for PMS subsidy removal. Conduct annual assessments on the fiscal sustainability of States. Develop and disseminate technical notes to inform government's response to the widening gap in the state-society relations. Develop advisories to strengthen State policies on job creation, social equality, social protection, and inter-state cooperation on trade and infrastructure financing.
Advocacy & Stakeholder Management	<ul style="list-style-type: none"> Number of policy briefings to governors Number of strategic meetings with implementing agencies and development partners Number of media engagements 	<ul style="list-style-type: none"> 4 policy briefings to governors 4 strategic meetings with the leadership of federal and state MDAs including the Ministry of Finance Budget and National Planning, Budget Office and the Internal Revenue Service of States. 4 sessions with partners including the World Bank, BMGF, the Joint Tax Board etc 2 sessions annually with media agencies 	<ul style="list-style-type: none"> Develop 4 policy briefs for NGF meetings. Facilitate 4 engagement sessions with selected MDA leadership. Facilitate 4 engagement sessions with partners. Facilitate 2 media engagements/events such as media publications, webinars, podcast, tv interviews, newspaper articles etc.

Learning and growth – to achieve our goals, what internal skills and capabilities are required?

Objectives	Measures	Targets	Initiative(s)
Database of socioeconomic and public finance data	<ul style="list-style-type: none"> Database of all state level socioeconomic data (including inflation, poverty, unemployment, population, inequality, HDI, GDP etc.) Number of State budgets integrated in the public finance database Number of States financial statements integrated in the database 	<ul style="list-style-type: none"> 36 States 	<ul style="list-style-type: none"> Maintain a comprehensive database of the socioeconomic data of states. Collate data from the budgets and financial statements of States into the PF database annually. Deploy an interactive online public finance database Promote data collection and sharing with federal/state MDAs, civil society and the general public.
Repository of State-level policies, related laws, and literature (including guides & templates) on economic management	<ul style="list-style-type: none"> Number of knowledge materials collated or developed 	<ul style="list-style-type: none"> 5 knowledge resources collated or developed annually 	<ul style="list-style-type: none"> Collate knowledge materials available internally and externally that are related to the economic management of States Collate replicable best practice approaches to strengthen governance and socio-economic development in states Develop and consolidate economic policies, related laws, research products etc in the NGF online library. Promote public access to knowledge resources
Organizational Management	<ul style="list-style-type: none"> Development of annual workplans Number of research plans developed 	<ul style="list-style-type: none"> At least 80% implementation of workplan 1 research plan annually 	<ul style="list-style-type: none"> Prepare workplans with targets and activities to be implemented. Conduct quarterly performance assessments of workplan implementation. Annual desk review exercise and consultation with States to prioritise the needs of States Develop 1 research plan annually Implement adjustments for successive workplans.

2.2 Public Finance and Domestic Resource Mobilisation

Although most States in the country have initiated measures of fiscal consolidation through payroll audits, implementation of the treasury single account (TSA), procurement reforms and the establishment of efficiency units, these reforms have not provided medium-term fiscal sustainability.

Funded by the Bill and Melinda Gates Foundation and joint activities implemented through the World Bank's States Fiscal Transparency, Accountability, and Sustainability (SFTAS) Programme for Results, the unit's focus is to provide States with the tools needed to implement DRM reforms needed to achieve better revenue and spending outcomes.

The investment from the Gates Foundation, which is the second focused on DRM, is designed to address years of state revenue underperformance by increasing the attention of high-level policy makers at the State level on revenue generation and providing them with the tools they need to formulate and implement practical and effective revenue mobilization policies. Specifically, there are two public-finance related workstreams in this investment, which are a continuation and refinement of the work started in a previous grant to the NGF (and which have some links to a separately funded work with the NGF on health). These workstreams are:

I. **Internally Generated Revenue (IGR) Dashboard:** Under the new grant will support NGF to expand and refine its IGR Dashboard and through this process of tracking IGR progress, put IGR as a standing agenda item during meetings of the State governors. There would be a new focus to institutionalize the Dashboard and possibly expanding some of the indicators that the Dashboard and the data NGF tracks, beyond tax administration to indices that seek to drive a government-as-a-platform arrangement in states.

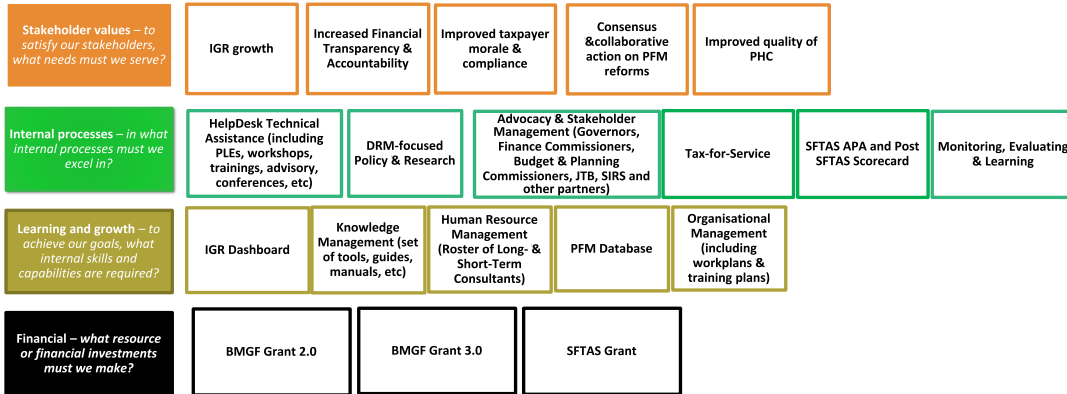
ii. **HelpDesk:** The HelpDesk was established to provide state governments with opportunities to equip their workforce with the prerequisite knowledge and expertise to address public finance challenges, particularly on raising internally generated revenues. The HelpDesk is designed to be demand-based, using evidence from the Dashboard, global best practices as well as peers to support State-level tax policy and administration. We will also continue with this stream of work but with an added dimension/focus on digital solutions informed by lessons from States that have taken a unique technological angle to increasing their IGR. This part of the grant will be symbiotic with a global digital PFM agenda, drawing on the lessons from other jurisdictions.

In the new investment, both workstreams will incorporate a new implementation methodology beyond advocacy, to work with States more actively, by placing stronger emphasis on the use/application of new skills gained by State officials and the adoption of knowledge resources, and technology. The grant has helped position NGF to become a strategic influencer in addressing domestic tax issues and a platform to attract technical assistance from development partners. The capacity of the NGF has grown internally, with staff able to develop knowledge resources and conduct training/advocacy engagements independently.

These two workstreams are designed to reinforce each other with the Dashboard generating and sustaining high level political attention on revenue generation and the HelpDesk providing implementation support to States with a commitment to growing their revenue. We therefore expect to see continued revenue growth at the State level as the primary outcome of this unit, and then linked to spending on human capital.

Public Finance and Domestic Resource Mobilisation

Vision: Provide States with the tools needed to implement DRM reforms needed to achieve better revenue and spending outcomes



Objectives	Measures	Targets	Initiative(s)
<ul style="list-style-type: none"> IGR growth 	<ul style="list-style-type: none"> Annual % growth in IGR, 36 States Tax administration indicator (% from IGR Dashboard) 	<ul style="list-style-type: none"> 30% (from base 25%) 70% (from base 62%) 	<ul style="list-style-type: none"> Provide States with an action plan on revenue generation Provide stylized TA to States through the HelpDesk Track States' tax performance via the IGR Dashboard
<ul style="list-style-type: none"> Increased Financial Transparency & Accountability 	<ul style="list-style-type: none"> Number of budgets and financial statements published on the PF database Number of State Audit Laws for Office of Auditors-General for State & LG published Number of States with a Consolidated State Revenue Code published Number of States that publish quarterly budget implementation reports (4 weeks from quarter end) Number of States operating a TSA backed by a cash management strategy. Number of States with a procurement law that meets the UNCITRAL standard Number of States that adopt e-procurement and Open Contracting Data Standard (OCDS) 	<ul style="list-style-type: none"> 36 (from base 0) 36 (from base 0) 36 (from base 2) 36 (from base 4) 36 (from base 4) 36 (from base 7) 36 (from base 0) 	<ul style="list-style-type: none"> Maintain an open-source PF database Provide stylized TA to States through the HelpDesk Develop and dissemination sample regulations to support reform domestication. Provide technical workshops on domestication of reform toolkits
<ul style="list-style-type: none"> Improved taxpayer morale & compliance 	<ul style="list-style-type: none"> Perception about paying taxes(%) Taxpayer trust in government (%) 	<ul style="list-style-type: none"> Targets to be set based on a baseline assessment 	<ul style="list-style-type: none"> Conduct a baseline taxpayer survey for the tax-for-service initiative
<ul style="list-style-type: none"> Improved quality of PHC 	<ul style="list-style-type: none"> Number of persons registered Level of care utilization (number of people who accessed care) Number of pregnant women seeking healthcare State health outcomes (maternal mortality rates, neonatal mortality rate, child mortality rates, morbidity rates across common illnesses, child malnutrition rates, PHC attendance/Out-Patient Department (OPD) records etc. 	<ul style="list-style-type: none"> Targets to be set based on a baseline assessment 	<ul style="list-style-type: none"> Initiate sensitization visits to States Develop and support the implementation of a Tax-for-Service programme in interested States
<ul style="list-style-type: none"> Consensus & collaborative action 	<ul style="list-style-type: none"> Number of States that pass an amended COVID-19 responsive amended budget. Number of States that implement a tax compliance relief programme for FY2020 Number of States with a climate change tagged budget integrated with the National Climate Change Policy (NCCP) 	<ul style="list-style-type: none"> 36 (from base 0) 36 (from base 0) 36 (from base 0) 	<ul style="list-style-type: none"> Develop budget advisories and COVID-19 tagging guidelines for states Develop an advisory on the development of a tax relief programme for businesses and individuals Provide a budget advisory and climate change tagging guideline for States

Objectives	Measures	Targets (2021 – 2024)	Initiative(s)
HelpDesk Technical Assistance	<ul style="list-style-type: none"> Number of peer learning events Number of exchange visits Number of national training sessions Number of State-specific technical assistance provided. Number of state officials trained 	<ul style="list-style-type: none"> At least 1 PLE each year At least four (4) exchange visits yearly At least four (2) national training sessions yearly State-specific and demand-based technical assistance provided to the 36 States 600 (150 each year) State officials trained 	<ul style="list-style-type: none"> Conduct annual IGR PLEs with the finance commissioners and Chairmen, Internal Revenue Service of States and the ICT Organise a Dashboard event with the Dashboard officers of States Facilitate at least one (1) exchange visit with six (6) States Organise two national training sessions for tax officers Facilitate the provision of stylised technical assistance to at least six (6) States
Policy & Research	<ul style="list-style-type: none"> Number of research studies developed Number of policy notes/advisories developed 	<ul style="list-style-type: none"> 4 (1 each year) research studies 8 (2 each year) policy notes/advisories 	<ul style="list-style-type: none"> Develop tax reform plans for new and returning governors Organise periodic focus group discussions with States Develop an annual budget advisory note for the preparation of the annual budgets of States Provide demand-based case studies to identify the revenue hot points of States – where tax revenues are coming from and the identifiers Develop periodic policy notes on budget realism Develop reform studies on the Fiscal Sustainability of States.
Advocacy & Stakeholder Management	<ul style="list-style-type: none"> Number of advocacy/sessions with governors Number of strategic meetings with implementing institutions, and development partners Number of Media engagement and event 	<ul style="list-style-type: none"> 48 (12 each year) advocacy sessions with Governors 8 (2 each year) with selected MDA leadership including HMF/MBIP, DG BO, HCFs, HCBs, Chairperson IRS, etc. 16 (4 each year) with partners e.g. WB, BMGF, FCDO, JTB, etc. At least 12 (3 each year) media engagements and events 	<ul style="list-style-type: none"> Develop twelve (12) advocacy briefs for NGF meetings annually Facilitate ten (10) engagement sessions with selected MDA leadership or their COPs. Facilitate ten (10) engagement sessions with selected MDA leadership or their COPs. Facilitate twenty (20) engagement sessions with partners Facilitate fifteen (15) media engagements/events – media publication/webinars/podcast/tv interviews/newspaper article, etc.
Monitoring and Evaluation	<ul style="list-style-type: none"> Implementation of annual workplan 	<ul style="list-style-type: none"> At least 80% implementation of workplan activities 	<ul style="list-style-type: none"> Develop annual workplans with targets and activities to be implemented. Conduct quarterly and annual performance assessments of workplan implementation. Recommend adjustments for successive annual workplans.

	Objectives	Measures	Targets (2021 – 2024)	Initiative(s)
Internal processes – in what internal processes must we excel in?	Tax-for-Service	<ul style="list-style-type: none"> Number of support requests from States Number of States supported 	<ul style="list-style-type: none"> To be based on State's demand 	<ul style="list-style-type: none"> Develop a TFS base document Develop a TFS implementation strategy
	SFTAS Annual Performance Assessment (APA) and Post SFTAS Scorecard	<ul style="list-style-type: none"> Number of Result Areas covered Number of participating States 	<ul style="list-style-type: none"> At least 4 Result Areas – fiscal transparency and accountability, revenue management, expenditure management and debt sustainability 36 States 	<ul style="list-style-type: none"> Support the development of the APA and Scorecard Facilitate and support sensitization and advocacy for the APA and related reforms Support the dissemination of APA results and the scorecard annual ranking

	Objectives	Measures	Targets	Initiative(s)
Learning and growth – to achieve our goals, what internal skills and capabilities are required?	Functional IGR Dashboard	<ul style="list-style-type: none"> Number of Dashboard Users 	<ul style="list-style-type: none"> At least 30 States annually 	<ul style="list-style-type: none"> Annually revise the Dashboard questionnaires Provide prompt assistance to Dashboard users Conduct at least one (1) IGR Dashboard event annually
	Knowledge Management	<ul style="list-style-type: none"> Number of knowledge resources developed and disseminated 	<ul style="list-style-type: none"> At least 4 knowledge resources annually 	<ul style="list-style-type: none"> Develop and consolidate knowledge resources in a central repository on the NGF online library covering toolkits, policy briefs/notes, research, etc Disseminate knowledge resources to key stakeholders
	Human Resource Management (FTC and STC pool)	<ul style="list-style-type: none"> Number of experts in the FTC and STC pool 	<ul style="list-style-type: none"> 60 FTC and STC experts across PFM areas – MTSS, NCoA, MTEF, Annual Budget, AFS, IGR, Procurement, etc. 	<ul style="list-style-type: none"> Leverage partner databases for FTC and STCs Conduct periodic trainings and sensitisation for FTCs and STCs on workplan, tools, operation and processes Conduct periodic performance reviews for FTCs and STCs
	Public Finance Database	<ul style="list-style-type: none"> Number of State budgets integrated in the database Number of State financial statements integrated in the database 	<ul style="list-style-type: none"> 36 States 36 States 	<ul style="list-style-type: none"> Deploy PF database on an interactive DBMS Collate data from the budgets and financial statements of States into the database annually Annual update and quality check of budget and financial statements data on the PFM database
	Organisational Management	<ul style="list-style-type: none"> Annual training/advisory plan Annual exchange visit plan E-LMS curriculum 	<ul style="list-style-type: none"> 1 1 1 	<ul style="list-style-type: none"> Facilitate a training needs assessment with States Desk review and engagement with States to prioritise the needs of States in the exchange visit programme Develop and update online self-paced courses

2.3 Citizens Livelihoods and Micro, Small and Medium Enterprises (MSMEs)

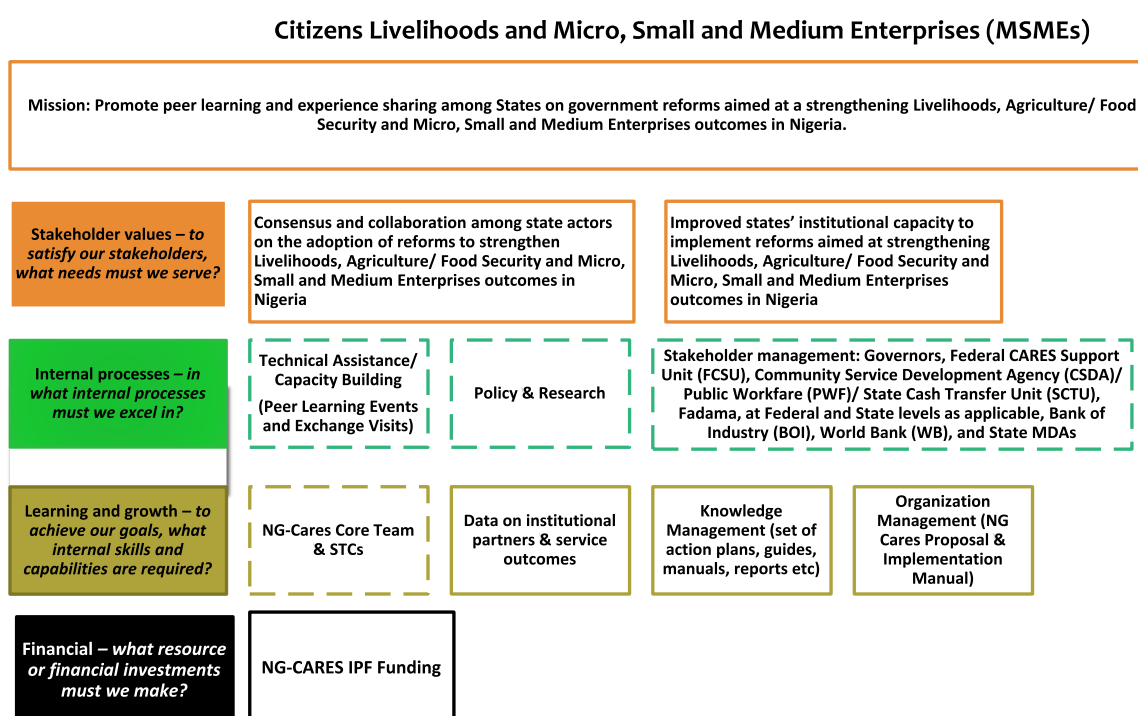
Under the Nigeria COVID-19 Action Recovery and Economic Stimulus (NG-CARES) Programme for Results, NGF will help support the expansion of access to livelihood support and food security services, and grants for poor and vulnerable households and firms. The World Bank programme, under the operation of the Federal Government of Nigeria on behalf of States, was created in response to the impact of the Coronavirus (COVID-19) pandemic on the livelihoods of poor and vulnerable households and microenterprises in the country.

As an implementing partner, the organisation will focus on promoting peer learning and experience sharing among States on government reforms aimed at a strengthening Livelihoods, Agriculture/ Food Security and Micro, Small and Medium Enterprises outcomes in Nigeria through three (3) implementing strategies:

- i. Technical Assistance/ Capacity Building
- ii. Policy and Research
- iii. Stakeholder management: These stakeholders will include Governors, the Federal CARES Support Unit (FCSU), the Community Service Development Agency (CSDA)/ Public Workfare (PWF)/ State Cash Transfer Unit (SCTU), Fadama, at federal and State levels as applicable, the Bank of Industry (BoI), the World Bank (WB), and State MDAs.

The interventions will achieve two primary outcomes:

- i. Consensus and collaboration among state actors on the adoption of reforms to strengthen Livelihoods, Agriculture/ Food Security and Micro, Small and Medium Enterprises outcomes in Nigeria; and
- ii. Improved states' institutional capacity to implement reforms aimed at strengthening Livelihoods, Agriculture/ Food Security and Micro, Small and Medium Enterprises outcomes in Nigeria.



	Objectives	Measures	Targets	Initiative(s)
Stakeholder values – to satisfy our stakeholders, what needs must we serve?	Consensus and collaboration among state actors on the adoption of reforms to strengthen Livelihoods, Agriculture/ Food Security and Micro, Small and Medium Enterprises outcomes in Nigeria	<ul style="list-style-type: none"> Number of State Action Plans developed and implemented by State governments 	<ul style="list-style-type: none"> At least 1 State Action Plan (SAP) for each result area 	<ul style="list-style-type: none"> Develop and support the implementation of an action plan for each result area (RAs) from the lessons distilled from studies, exchange visits and PLEs Access the adoption of the SAPs
	Improved states' institutional capacity to implement reforms aimed at strengthening Livelihoods, Agriculture/ Food Security and Micro, Small and Medium Enterprises outcomes in Nigeria	<ul style="list-style-type: none"> Institutional capacity (%) of state-level implementing agencies 	<ul style="list-style-type: none"> TBD 	<ul style="list-style-type: none"> Assessment of the institutional capacity of State MDAs supported by the NG_CARES programme

	Objectives	Measures	Targets	Initiative(s)
Internal processes – in what internal processes must we excel in?	<ul style="list-style-type: none"> Technical Assistance/ Capacity Building 	<ul style="list-style-type: none"> Number of peer learning events (PLEs) Number of exchange visits (EVs) Number of States supported via EVs Number of States supported via PLEs 	<ul style="list-style-type: none"> 2 PLEs 24 EVs number of States to be supported via Evs TBD 36 states 	<ul style="list-style-type: none"> Organization of PLEs & EVs to distill lessons, share experiences & develop action plans for the 3 RAs Secure political support to the States & other implementing bodies - FCSU, CSDA/PWF/SCTU, Fadama, BOI, WB at Federal and State levels as applicable
	<ul style="list-style-type: none"> Policy & Research 	<ul style="list-style-type: none"> Number of reform studies conducted Number of policy notes/advisories developed 	<ul style="list-style-type: none"> Two (2) reform studies Twenty-Four (24) policy notes/advisories 	<ul style="list-style-type: none"> Study / Assessment on multi-sectoral programs (Design, Implementation, etc.) Organise a focus group discussion with high/low performing States identified for Result Areas 1,2 & 3 to distil key success and challenging factors Prepare an advisory with recommendations for each Results Area based on the identified best practices in high performing States Provide case studies on the impact of the NG-CARES program on the State Delivery Platforms Assessment of data from the FCSU M&E team (as received)
	<ul style="list-style-type: none"> Stakeholder management 	<ul style="list-style-type: none"> Number of advocacy/ interactive sessions with Governors Number of strategy meetings with Governors, Federal CARES Support Unit (FCSU), Community Service Development Agency (CSDA)/ Public Workfare (PWF)/ State Cash Transfer Unit (SCTU), Fadama 	<ul style="list-style-type: none"> 24 Advocacy Briefs; At least 4 strategic meetings 	<ul style="list-style-type: none"> Facilitate and support the organisation of interactive sessions with state governors, and engagement sessions with NG Cares implementing agencies

	Objectives	Measures	Targets	Initiative(s)
Learning and growth – to achieve our goals, what internal skills and capabilities are required?	<ul style="list-style-type: none"> HR- Core team 	<ul style="list-style-type: none"> Number of core staff engaged Up-to-date STC database 	<ul style="list-style-type: none"> 5 core staff engaged At least 8 consultants engaged per RA 	<ul style="list-style-type: none"> Engage core staff & Update the consultant database to include experts covering Results Area 1 (Livelihood), 2 (Agric/ Food Security) and 3 (Micro, Small & Medium Enterprises)
	<ul style="list-style-type: none"> Data Management 	<ul style="list-style-type: none"> Database of service outcomes related to the RAs, and contact details of the NG-Cares implementing agencies, coordinating agencies and related State-level MDA officials 	<ul style="list-style-type: none"> 1 	<ul style="list-style-type: none"> Collate all secondary data related to the service outcomes and contact details of all federal and state level officials involved in the NG-Cares programme
	<ul style="list-style-type: none"> Knowledge Management 	<ul style="list-style-type: none"> Number of knowledge resources (incl. research reports, guides, strategies, templates) developed and disseminated to States 	<ul style="list-style-type: none"> 8 	<ul style="list-style-type: none"> Consolidate knowledge resources from the FCSU and establish central repository on the NGF online library. Disseminate knowledge resources through the NGF website. Internal & External collaborations: Collaboration between the units and also between the NGF media team and the media teams from the partner agencies.
	<ul style="list-style-type: none"> Organisational Management 	<ul style="list-style-type: none"> Number of internal NG-Cares guidance documents 	<ul style="list-style-type: none"> 2 	<ul style="list-style-type: none"> Develop the NG-CARES program implementation plan for the NGF Secretariat Support the NG-CARES implementation framework with the development of the Project Implementation Manual

2.4 Stakeholder Relationships and the Sustainable Development Goals (SDGs)

The Stakeholder Relationships and the Sustainable Development Goals (SDGs) unit focuses on building and maintaining relationships with stakeholders to achieve the SDGs. The SDGs are a set of 17 global goals designed to be a blueprint for achieving a better and more sustainable future for all.

The unit is responsible for creating and managing partnerships with stakeholders, including international organisations, non-governmental organisations, civil society groups, private sector entities, and other stakeholders to align the development strategies of State governments with the SDGs. The unit has 3 primary internal processes:

i. **Research and Policy Support:** Central to the team's work is its ability to track and monitor State SDG experiences through evidence driven research. The unit will play a critical role in monitoring and evaluating the implementation of the SDGs in Nigeria, by working with State governments to collect data on the progress made towards achieving the SDGs. The data is then analysed to identify areas where progress has been made and areas where more effort is needed. These findings will feed into periodic reports on the progress made towards achieving the SDGs in Nigeria, and actions required to address them.

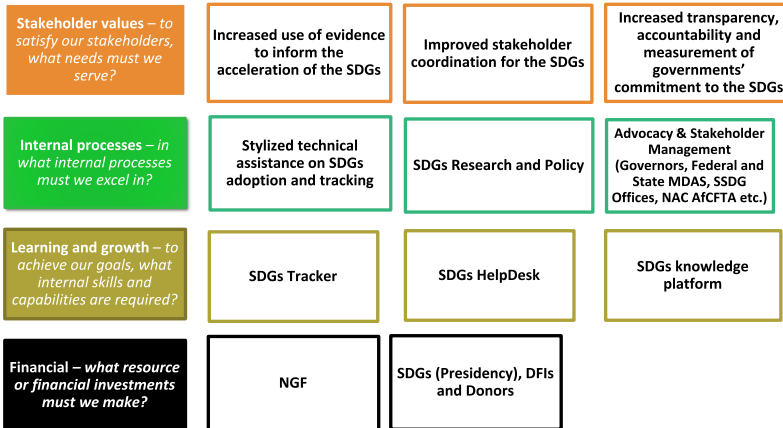
ii. **Stylized technical assistance on SDGs adoption and tracking:** This internal process focuses on the provision of technical support to State governments in the development and implementation of programmes that are in line with the SDGs, including the development of platforms for states to Share experiences and best practices in the implementation of the SDGs.

iii. **Advocacy and Stakeholder Management:** This area of work will facilitate the development of partnerships between State governments and relevant stakeholders to promote the implementation of the SDGs. This will promote mutual collaborations and shared knowledge among State governments on major development initiatives that will intrinsically shape the way development planning is implemented in the country.

To achieve this objective, the unit will engage with stakeholders through various channels, including meetings, workshops, seminars, and conferences. The unit also collaborates with other departments within the NGF to ensure that State governments have access to the resources and expertise they need to implement the SDGs successfully. Collaborations with international organisations should lead to the development of a framework to mainstream the SDGs into state government planning and budgeting processes.

Stakeholder Relationship & the SDGs

Vision: Foster strategic partnerships and subnational synergies towards collectively achieving the 17 SDGs in Nigeria



Objectives	Measures	Targets	Initiative(s)
Increased use of evidence to inform the acceleration of the SDGs	<ul style="list-style-type: none"> Number of SDGs monitored in each State Number of States sharing vs Number of States accessing the related data (HCDD, SDG etc.) 	<ul style="list-style-type: none"> Operationalizing 25 % of SDGs and sub-targets monitored in each State 36 SDG offices who share their SDG data 	<ul style="list-style-type: none"> Periodic reviews of scorecards Pooling of all existing SDG data from State and Federal SDG offices
Improved stakeholder coordination for the SDGs	<ul style="list-style-type: none"> Number of SDG FGDs organized by geopolitical zone 	<ul style="list-style-type: none"> At least 1 FGD with S/Hs per geopolitical zone on 1 of either SDG Pillars (Economic, Environmental and Social) per quarter 	<ul style="list-style-type: none"> Develop a stakeholder map and communication plan to drive objective
Increased transparency, accountability and measurement of governments' commitment to the SDG goals	<ul style="list-style-type: none"> Number of State governments initiatives that achieve the SDGs and targets 	<ul style="list-style-type: none"> Annual publication of Subnational SDG performances on the NGF website. 	<ul style="list-style-type: none"> Catalog States activities and achievements that are directly mapped to SDGs and tag accomplishments to SDG tracker

Objectives	Measures	Targets	Initiative(s)
Stylized technical assistance on SDG adoption and tracking	<ul style="list-style-type: none"> Number of SDG peer learning events Number of SDG exchange visits Number of SDG national training sessions Number of State-specific technical assistance provided Number of state officials trained 	<ul style="list-style-type: none"> Two (2) peer learning events annually At least one (1) exchange visit annually Two (2) national collaborations annually State-specific technical assistance provided to 6 States annually 	<ul style="list-style-type: none"> Organize Data driven virtual engagements with states Facilitate at least one (1) exchange visit with six (6) States Facilitate the provision of stylised technical assistance to at least six (6) States
SDG Research and Policy	<ul style="list-style-type: none"> Number of research studies Number of policy notes/advisories 	<ul style="list-style-type: none"> One (1) research study annually Two (2) of policy notes/advisories annually 	<ul style="list-style-type: none"> Review implementation of State Development plan in line with the SDGs Assess the performance of each States SDG indices and compare with targets sets in the State Development plan vs SDG 2030 Collaborations with Climate Change Dept, MoE on States' Y2Y contribution to achieving NDC targets of Net-zero GHG emissions by 2050 Organise a focus group discussion on issues that affect leading indicators with 6 – 12 States by end H2 Develop an SDG Assessment Preliminary Report by H2 Collaborate with SDG (Presidency) on State performance report and develop advisory on Nigeria SDG Outlook for 2023-2025
Advocacy & Stakeholder management	<ul style="list-style-type: none"> Number of advocacy//sessions with governors Number of strategic meetings with implementing institutions, and development partners 	<ul style="list-style-type: none"> Six (6) advocacy sessions with Governors annually Two (2) strategic meetings with key stakeholders annually 	<ul style="list-style-type: none"> Prepare Six (6) advocacy briefs for NGF meetings Facilitate Two (2) engagement sessions with partners (including the UNDP, development partners and others)

	Objectives	Measures	Targets	Initiative(s)
<p>Learning and growth – to achieve our goals, what internal skills and capabilities are required?</p>	SDGs Dashboard/Tracker	<ul style="list-style-type: none"> Number of State-Users on SDG Dashboard 	<ul style="list-style-type: none"> At least 30 States annually 	<ul style="list-style-type: none"> Annually revise the Dashboard questionnaires Provide prompt assistance to Dashboard users Conduct at least one (1) Dashboard event annually
	HelpDesk	<ul style="list-style-type: none"> Annual training/advisory plan Annual exchange visit plan 	<ul style="list-style-type: none"> 1 annually 1 annually 	<ul style="list-style-type: none"> Facilitate a training needs assessment with States. Desk review and engagement with States to prioritise the needs of States in the exchange visit programme
	SDGs Knowledge Management Platform	<ul style="list-style-type: none"> Number of knowledge resources developed and disseminated 	<ul style="list-style-type: none"> Central repository of all SDG data from State and Federal SDG offices 	<ul style="list-style-type: none"> Consolidate knowledge resources from and establish central repository on the NGF online library. Disseminate knowledge resources through the NGF website.

2.5 AGRICULTURE

Despite the country's enormous potentials with fertile lands, diverse climates, and abundant water resources, the country's agricultural sector still faces several challenges, including poor infrastructure, limited access to financing, and low productivity. These challenges have resulted in a high level of food insecurity in the country, with millions of Nigerians experiencing hunger and malnutrition.

The Agriculture Unit's vision is to become a vibrant and robust unit capable of supporting state governments to meet the needs of modern agriculture, culminating in national food security. The Unit will help promote agricultural development and improve food security in Nigeria by supporting state governments to develop and implement policies, programmes, and initiatives in the agricultural sector through the following channels:

i. **Research and Policy Development:** The Agriculture Unit will work with state governments to develop and implement policies that promote agricultural development and improve food security. This will involve conducting research and analysis to generate quality evidence to inform policy decisions, as well as engaging with stakeholders to ensure policies are relevant and effective.

ii. **Technical Assistance:** The Unit will also work with States to build their capacity to attain food security. This will involve facilitating training, peer learning opportunities, technical assistance, and other support to build skills, knowledge, and expertise in areas such as agricultural extension, marketing, and value chain development.

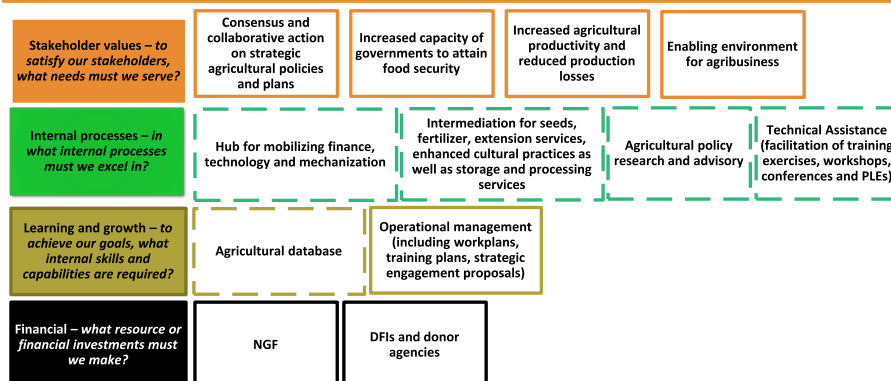
iii. **Intermediation for Value Chain Development:** The team has been mandated to play a greater role in mobilising farm inputs such as seeds, fertilisers, extension services, enhanced cultural practices as well as storage and processing opportunities. Coordinated agricultural extension services will play a crucial role in disseminating information, technologies, and best practices to farmers across the country and it will involve supporting the development and implementation of extension programmes, and the provision of training and convening platforms for extension workers.

iv. **Hub for mobilising finance, technology, and mechanisation:** This will involve identifying investment opportunities, developing investment promotion strategies, and facilitating investment deals. These interventions should lead to the transformation of State economies as storage, processing, and manufacturing centres, by fostering trade facilitation and other value chain activities across the country.

By working with state governments, and other stakeholders, the Agriculture Unit will help address the challenges facing the sector and promote a more prosperous and sustainable future for Nigerians.

Agriculture

Vision: To become a vibrant and robust unit capable of supporting State governments to meet the needs of modern agriculture, culminating in national food security



	Objectives	Measures	Targets	Initiative(s)
Stakeholder values – to satisfy our stakeholders, what needs must we serve?	Capacity of governments to attain food security	<ul style="list-style-type: none"> Institutional performance assessment of the State Ministries of Agric. 	<ul style="list-style-type: none"> Targets to be set based on a baseline assessment 	<ul style="list-style-type: none"> Administer performance assessment on agriculture-related MDAs
	Increased agricultural productivity and reduced production losses	<ul style="list-style-type: none"> Agriculture, value added per worker The ratio of agriculture outputs to inputs. National/Global Food Price Index between 2020 and 2024 	<ul style="list-style-type: none"> Targets to be set based on a baseline assessment 	<ul style="list-style-type: none"> Develop and deploy an action plan on food security Facilitate workshops on factors affecting agribusiness and the development of State agribusiness mandates
	Consensus and collaborative action on strategic agricultural policies and plans	<ul style="list-style-type: none"> Number of action plans adopted by States 	<ul style="list-style-type: none"> 1 per year 	<ul style="list-style-type: none"> Organize high level event for government, development partners and private sector on strategic agric policies and plans Facilitate high level PPP events
	Enabling environment for agribusiness	<ul style="list-style-type: none"> Binding constraints or banned substances eliminated/reduced in agricultural practices (sniper, multiple taxation, etc) 	<ul style="list-style-type: none"> Targets to be set based on a baseline assessment 	<ul style="list-style-type: none"> Facilitate meetings/workshops on extension services/ capacity building and technical assistance with State MDAs and regulators

	Objectives	Measures	Targets	Initiative(s)
Internal processes – in what internal processes must we excel in?	Hub for mobilizing finance, technology and mechanization	<ul style="list-style-type: none"> Number of financing mechanisms established between DFIs/DAs and States Number of opportunities received and effectuated with states 	<ul style="list-style-type: none"> 3 annually 	<ul style="list-style-type: none"> Advocacy on resource mobilization for the advancement of modern agricultural systems Establish collaborative platforms with DFIs and other DPs Facilitate the training of farmers on automation technology. Support states with skills needed to assess agricultural funding including the AfDB Emergency Food Production Facility
	Agricultural inputs intermediation for seeds, fertilizer, extension services, enhanced cultural practices as well as storage and processing services	<ul style="list-style-type: none"> Number of service contracts established between the FG, DFIs, PCs and States 	<ul style="list-style-type: none"> 3 annually 	<ul style="list-style-type: none"> Needs assessment for states
	Agricultural policy research and advisory	<ul style="list-style-type: none"> Number of studies conducted Number of policy briefs developed 	<ul style="list-style-type: none"> 1 research study annually 12 policy briefs per year 	<ul style="list-style-type: none"> Conduct study on needed agribusiness reforms. Prepare an advisory note for State Governors actions needed to advance modern agricultural systems across States
	Technical Assistance (facilitation of training exercises, workshops, conferences and PLEs)	<ul style="list-style-type: none"> Number of peer learning events organised Number of State-specific trainings organised 	<ul style="list-style-type: none"> 1 PLE annually 6 states 	<ul style="list-style-type: none"> Conduct annual PLEs agribusiness transformation Facilitate the provision of State-specific technical assistance to at least six (6) States annually

Learning and growth – to achieve our goals, what internal skills and capabilities are required?

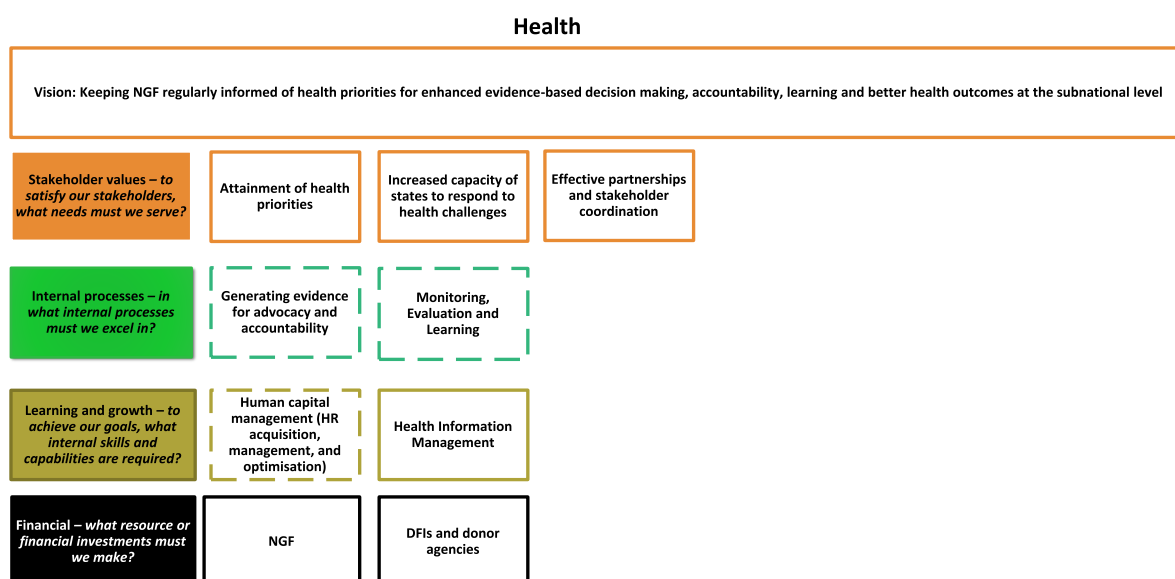
Objectives	Measures	Targets	Initiative(s)
Comprehensive database of agricultural service inputs, outcomes and impact at the state-level	<ul style="list-style-type: none"> Stakeholder map of institutions Database of agriculture service outcomes Contact details of all State ministries of agriculture 	<ul style="list-style-type: none"> 36 States Targets to be set based on baseline environmental scoping 	<ul style="list-style-type: none"> Develop Agric Unit Database Collate data from the agric services outcomes. Collate the contacts of all the State Commissioners and PS
Operations management workplans, training plans, strategic engagement proposals.	<ul style="list-style-type: none"> Annual Workplan Training plan Engagement proposal 	<ul style="list-style-type: none"> 1 At least 2 annually 3 annually 	<ul style="list-style-type: none"> Develop annual workplan Develop training plan with financial implications. Develop at least 3 proposals for engagement annually.

2.6 HEALTH

The Health Unit's vision is to keep State governments regularly informed of health priorities for enhanced evidence-based decision making, accountability, learning and better health outcomes at the subnational level. The outcome for the Nigerian public is that State government will have increased capacity to provide better primary health care services. The unit's interventions will focus on building consensus on the attainment of key health priorities and drawing effective partnerships to address challenges facing State governments including inadequate funding, poor infrastructure, limited institutional oversight and a shortage of health workers among others. These interventions will be implemented through two (2) key strategies:

i. Generating Evidence for Advocacy and Accountability: The Unit will work with State institutions such as the Ministries of Health, Primary Health Care Management Boards (PHCMB), the State Social Health Insurance Schemes (SSHIS), and the Drug Management Agencies (DMAs) to prioritise health information systems strengthening to improve the availability and quality of health data. This will involve supporting the development and implementation of health information systems, as well as providing technical assistance to support the development and implementation of health policies and plans that are evidence-based and aligned with national and international standards. This will also involve conducting research and analysis to inform policy decisions, as well as engaging with stakeholders to ensure policies are relevant and effective.

ii. Monitoring, Evaluation and Learning: The Health Unit will also work with State governments to increase the level of investment in the health sector and improve the efficiency and effectiveness of health spending. This will involve supporting the development of health financing strategies, as well as advocating for increased funding from national and international sources.



	Objectives	Measures	Targets	Initiative(s)
Stakeholder values – to satisfy our stakeholders, what needs must we serve?	Attainment of health priorities	<ul style="list-style-type: none"> No of States with functional PHCMB, SSHIS, DMA 	<ul style="list-style-type: none"> Target – All 36 states have functional PHCMB, SSHIC, DMA, and SCFN 	<ul style="list-style-type: none"> Development and use of scorecards to promote accountability Facilitate the domestication of National Health Policies at the subnational level
	Increased capacity of states to respond to health challenges	<ul style="list-style-type: none"> No of HCH/CEOs of MDAs trained Institutional capacity assessment 	<ul style="list-style-type: none"> Target – all newly elected / appointed officials trained 	<ul style="list-style-type: none"> Support the Nigeria State Health Leadership Collaborative Support the Top Team Effectiveness Learning Platform
	Effective partnerships and stakeholder coordination	<ul style="list-style-type: none"> Evidence of increasing involvement of NGF secretariat in federal level activities 	<ul style="list-style-type: none"> Targets to be set based on a baseline assessment 	<ul style="list-style-type: none"> Engagement with Federal MDAs, subnational community of practice, and development partners for increased visibility of the NGF at the national level
Internal processes – in what internal processes must we excel in?	Generating evidence for advocacy and accountability	<ul style="list-style-type: none"> Up-to-date data on health priorities 	<ul style="list-style-type: none"> Targets to be set based on a baseline assessment 	<ul style="list-style-type: none"> Tracking and validation of data on "health enablers" (from State MDAs and Partners)
	Monitoring, Evaluation and Learning	<ul style="list-style-type: none"> Number of reports/frameworks/articles developed and published 	<ul style="list-style-type: none"> Targets to be set based on baseline environmental scoping 	<ul style="list-style-type: none"> Developing learning agenda including framework for documentation of best practices/case studies/use cases
Learning and growth – to achieve our goals, what internal skills and capabilities are required?	Human capital management (HR acquisition, management, and optimisation)	<ul style="list-style-type: none"> An expanded health team with technical capacity to meet NGF priorities 	<ul style="list-style-type: none"> At least one technical expert and 1 support in all 4 health priorities of the NGF 	<ul style="list-style-type: none"> Development and implementation of an NGF health team capacity building plan
	IT (including infrastructure and database management)	<ul style="list-style-type: none"> Functional NGF health meta-dashboard 	<ul style="list-style-type: none"> Targets to be set based on baseline environmental scoping 	<ul style="list-style-type: none"> Updating the NGF meta-Dashboard

2.7 EDUCATION

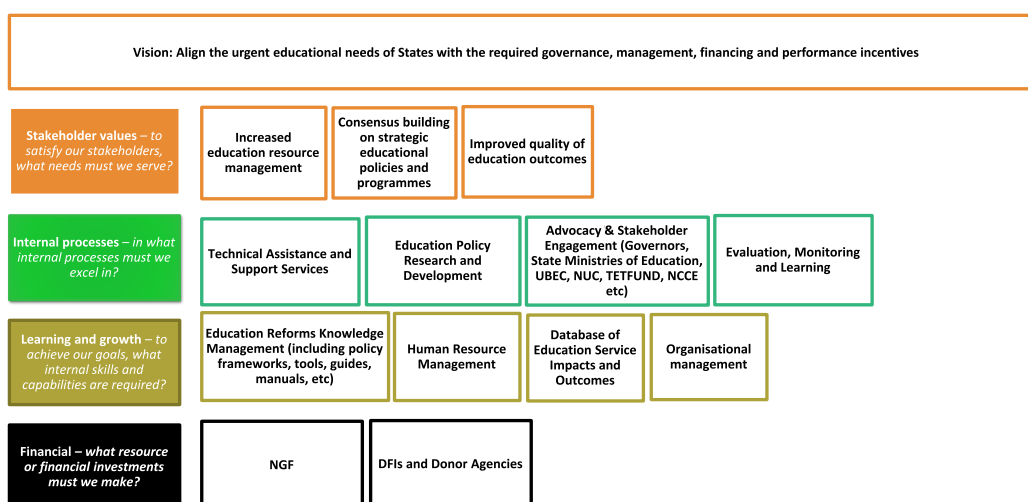
Positive educational outcomes remain a pivotal tool for better job opportunities and economic growth in the country. The unit's three key priorities are to target improved resource management in the sector, improved quality of education outcomes and driving consensus and collaboration for coordinated action on key education policies and programmes. These objectives will seek to align the urgent educational needs of State governments with the required governance, management, financing, and performance incentives by addressing issues such as limited funding, poor infrastructure, low enrollment in parts of the country as well as a shortage of qualified teachers. These challenges have contributed to low educational outcomes and limited opportunities for young people in Nigeria.

i. **Technical Assistance and Support Services:** The Unit will work with the State Ministries of Education, the Universal Basic Education Commission (UBEC), the National Universities Commission (NUC), Tertiary Education Trust Fund (TETFUND) and the National Commission for Colleges of Education (NCCE) to improve the quality of education standards, curricula, and assessment frameworks through technical assistance including national dialogues, peer learning events, exchange visits, and national training sessions aimed at promoting innovation and education outcomes in States.

ii. **Education Policy Research and Development:** The team will support the development and implementation of evidence-based education policies and plans that are aligned with national and international standards. This will involve conducting research and analysis to inform policy decisions, strengthening education information systems, and improving the availability and quality of education data as well as engaging with stakeholders to ensure policies are relevant and effective.

iii. **Advocacy & Stakeholder Management:** High level advocacy with governors will be combined with strategic engagement with implementing institutions, educational agencies, and development partners to foster cohesive action to improve the efficiency and effectiveness of education spending. This will involve supporting the development of education financing strategies, as well as advocating for increased funding from national and international sources.

Education



Objectives	Measures	Targets	Initiative(s)
<p>Stakeholder values – to satisfy our stakeholders, what needs must we serve?</p> <p>Improved education resource management</p>	<ul style="list-style-type: none"> Number of States in full compliance with remittances (counterpart fund) with UBEC Number of States with a separate account for remittances from the National Senior Secondary Education Commission (NSSEC) Number of States that have accessed UBEC fund up-to-date 	<ul style="list-style-type: none"> Targets to be set based on baseline environmental scoping 	<ul style="list-style-type: none"> Provide an update review of UBEC assessment funds by States
<p>Improved quality of education outcomes</p>	<ul style="list-style-type: none"> Enrolments in the primary, secondary and tertiary sub-sectors Number of out of school children in the states Number of Almajiri schools and funding strategies in 19 States in the North. Level of failures in external examinations (NECO, WAEC, JAMB). Funding strategies from the States Ministries of Education. 	<ul style="list-style-type: none"> Targets to be set based on baseline environmental scoping 	<ul style="list-style-type: none"> Initiate sensitization visit to States Ministries of Education Support the implementation of the NSSEC Act; and composition in the states Provide technical assistance on the domestication of NSSEC Acts in the states Develop and disseminate regulation templates to support reforms and education policy domestication.
<p>Consensus & collaborative action on strategic educational policies and programmes.</p>	<ul style="list-style-type: none"> Number of States that have graduate employment scheme Number of States that have a constituted SSSEB 	<ul style="list-style-type: none"> 36 36 	<ul style="list-style-type: none"> Provide advisory mechanism on graduate employment support scheme in the state. Facilitate the establishment of the SSSEB.

Objectives	Measures	Targets (2021 – 2024)	Initiative(s)
<p>Internal processes – in what internal processes must we excel in?</p> <p>Technical Assistance and Support Services</p>	<ul style="list-style-type: none"> Number of peer learning events Number of exchange visits to states Number of national training sessions Number of State-specific technical assistance and support services provided. Number of state officials trained. 	<ul style="list-style-type: none"> At least four (4) each year peer learning events At least one (1) exchange visits annually At least one (1) national training sessions annually State-specific technical assistance provided to the 36 States Ministries of Education 400 (100 each year) State officials trained 	<ul style="list-style-type: none"> Conduct an education policy review and evaluation with the Ministries of Education and heads of State educational agencies Facilitate exchange visits with sets of six (6) States Organise at least one national training session for education stakeholders per year. Facilitate the provision of educational support services and technical assistance to states. Provide prompt assistance on educational policy reviews and appraisals to the State Ministries of Education.
<p>Education Policy Research & Development</p>	<ul style="list-style-type: none"> Number of education policy research studies Number of education policy notes/advisories 	<ul style="list-style-type: none"> 1 educational policy research study annually 2 policy notes/advisories annually 	<ul style="list-style-type: none"> Advocate the use and application of Science, Technology, Engineering and Mathematics (STEM) the curriculum review and implementation at the primary and secondary levels of education. Organise focus group discussions with States on the challenges of educational development Prepare annual advisory notes on how to eliminate high incidence of examination failures in external exams (NECO, WAEC, JAMB etc.). Provide periodic reviews of primary and secondary school enrolment across the 36 states of the federation. Prepare periodic reviews of funding strategies of educational agencies (TETFund, UBEC, NSSEC, NUC etc.). Develop a comparative Educational Funding Report (EFR) for the 36 states.
<p>Advocacy & Stakeholder Management in the Education Sector.</p>	<ul style="list-style-type: none"> Number of advocacy sessions with governors Number of strategic meetings with implementing institutions, educational agencies, and development partners Number of media engagements with education stakeholders Number of education focal persons in the State Ministries of Education 	<ul style="list-style-type: none"> 2 advocacy sessions with Governors annually 4 strategic meetings annually with education partners including FME, SME, UBEC, NUC, NCE, NABTE, NSSEC, TETFUND, UNESCO, UNICEF, UNECA, ECOWAS, AUJEC etc. 2 media engagement events annually 36 focal persons from the State Ministries of Education 	<ul style="list-style-type: none"> Prepare advocacy briefs/notes for NGF meetings Facilitate engagement sessions with selected MDA (FME, SME, UBEC, NCE, NUC etc. leadership). Facilitate education stakeholder strategic engagements with partners (UNICEF, UNESCO, ECOWAS, AUJEC etc.). Facilitate media engagements/events – media publication/webinars/podcast/tv interviews/newspaper article, etc. on educational policies, implementation, domestication and evaluation mechanisms for subnational benefits.
<p>Educational Monitoring and Evaluation</p>	<ul style="list-style-type: none"> Implementation of annual workplan on education. 	<ul style="list-style-type: none"> At least 75% implementation of workplan activities 	<ul style="list-style-type: none"> Prepare annual educational workplans with targets and activities Conduct biannual and annual performance assessments of workplans

Objectives	Measures	Targets	Initiative(s)
<p>Learning and growth – to achieve our goals, what internal skills and capabilities are required?</p> <p>Educational Reforms Knowledge Management (including policy frameworks, tools, guides, manuals, etc)</p>	<ul style="list-style-type: none"> Number of knowledge products developed and disseminated 	<ul style="list-style-type: none"> Targets to be set based on baseline environmental scoping 	<ul style="list-style-type: none"> Develop a set of education tools to strengthen the domestication of education policy reforms Develop a strategic research template for educational policy review
<p>Human Resource Management</p>	<ul style="list-style-type: none"> Number of education policy experts engaged 	<ul style="list-style-type: none"> At least 4 experts within the NGF (Including consultants) 	<ul style="list-style-type: none"> Maintain a roster of education policy experts
<p>Organisational Management</p>	<ul style="list-style-type: none"> Annual training/advisory plan Annual exchange visit plan 	<ul style="list-style-type: none"> 1 1 	<ul style="list-style-type: none"> Develop a needs assessment plan with the State Ministries of Education (SME). Conduct sensitisation events across education Ministries, Departments and Agencies (MDA) for policy review and appraisals in the sector Develop annual workplans, training materials and operational guides
<p>Database on education service impacts and outcomes</p>	<ul style="list-style-type: none"> Education service database 	<ul style="list-style-type: none"> 1 	<ul style="list-style-type: none"> Maintain a database of education reform impacts and outcomes

2.8 LEGISLATIVE LIAISON

The Policy Hub and Resource Centre on Legislative and Policy Matters is dedicated to promoting participatory legislative instruments that are favourable to State governments and their constituencies. The overarching objective of the unit is to enhance the quality of life of Nigerians and to protect their rights through effective policy-making and legislative processes.

The unit recognizes that policy-making and legislative processes are complex and often inaccessible to ordinary citizens, particularly those from marginalized and underrepresented communities. It is mandated to bridge this gap by providing a platform for citizens and civil society organizations to engage with policymakers and legislators on critical issues that affect their lives.

The organization's work is based on the principle of participatory democracy, which emphasizes the importance of involving citizens in policy-making and legislative processes; and it believes that policies and laws that are developed with the participation of citizens are more likely to reflect their needs and aspirations and are therefore more likely to be effective and sustainable.

To achieve its objectives, the unit will work on two main fronts.

i. **Technical Assistance:** Policy Support, Research, Assessment and Development: First, it will take part in active research on policy and legislative matters and provides analysis and recommendations to policymakers and legislators that will support the domestication of relevant laws at the subnational level. The research will draw from a range of sources, including academic research, expert opinions, and data from government and civil society organizations. Capacity-building opportunities will also be mobilized for policymakers, State legislators, advocacy groups and civil society organizations in close collaboration with institutions such as the National Institute of Legislative and Democratic Studies (NILDS). The programmes will be designed to enhance the skills and knowledge of participants on policy and legislative matters, and to promote effective engagement with citizens and other stakeholders.

ii. **Legislative Liaison:** The unit will also participate in and support dialogues and consultations with the Conference of Speakers (CoS) and the principal and administrative officials of the National Assembly (NASS). These dialogues may be through public hearings, roundtable discussions, and events that bring together stakeholders to discuss issues of access and representation, law making and citizens' rights and protection.

The unit advocates for policy and legislative reforms that are favourable to State governments and their constituencies. Hence, it will work with policymakers and legislators to develop and promote policies and laws that are participatory, transparent, and accountable.

Legislative Liaison

Vision: A Policy Hub and Resource Center on Legislative and Policy Matters that promotes participatory legislative instruments that are favourable to State governments and their constituencies, with the overarching objective of enhancing their quality of life and protecting their rights.



	Objectives	Measures	Targets	Initiative(s)
Stakeholder values – to satisfy our stakeholders, what needs must we serve?	<ul style="list-style-type: none"> Access, Representation & Participative Law Making 	<ul style="list-style-type: none"> Participation in Public Hearings and Committees 	<ul style="list-style-type: none"> Quarterly 	<ul style="list-style-type: none"> Promote the sustenance of dynamic and efficient legislation at the subnational level Establish relationship with National Institute of Legislative and Democratic Studies Establish relationship with NASS Archives, Library and Digital Library
	<ul style="list-style-type: none"> Citizens Right, Protection & Benefits 	<ul style="list-style-type: none"> Strategic collaborations/meetings with the Conference of Speakers (CoS) and administrative officers of the NASS on citizens rights protection and benefits on all motions and matters brought to the NASS 	<ul style="list-style-type: none"> Twice a year 	<ul style="list-style-type: none"> Promote the activities of Advocacy Groups that support citizens rights and protection, including members of the CoS, Civil Society Organizations and other stakeholders
	<ul style="list-style-type: none"> Increased capacity to strengthen law development and regulatory outcomes 	<ul style="list-style-type: none"> Workshops held to assist in policy development, law domestication and various advocacy support interventions to garner the local support required to establish Laws or Acts at the subnational level 	<ul style="list-style-type: none"> Annual workshops 	<ul style="list-style-type: none"> Outreach on public support to foster an enabling environment for policy and law domestication at the subnational level

	Objectives	Measures	Targets	Initiative(s)
Internal processes – in what internal processes must we excel in?	<ul style="list-style-type: none"> Legislative Liaison 	<ul style="list-style-type: none"> Number of strategic meetings/collaborations with the Conference of Speakers and administrative officers of the National Assembly 	<ul style="list-style-type: none"> 2 strategic meetings/collaborations annually 	<ul style="list-style-type: none"> Establish formal relations with the clerks of the National Assembly Maintain strategic communications with NASS administrative officials (clerk, register etc.) and principal officers (Senate President, Deputy Senate President, heads of committees etc.) Establish formal network between the NGF and the Conference of Speakers
	<ul style="list-style-type: none"> Technical Assistance: Policy, Research, Assessment and Development 	<ul style="list-style-type: none"> Development of policy briefs Facilitation of dialogues 	<ul style="list-style-type: none"> 3 policy briefs annually 2 dialogues annually 	<ul style="list-style-type: none"> Develop a memorandum of partnership with the National Assembly Library and Archives Develop a memorandum of partnership with the National Institute Of Legislative and Democratic Studies NASS Library Maintain access to the NASS Library Archives and files

	Objectives	Measures	Targets	Initiative(s)
Learning and growth – to achieve our goals, what internal skills and capabilities are required?	<ul style="list-style-type: none"> Strategic communication channels with the administrative and principal officers of the legislative assembly 	<ul style="list-style-type: none"> Formal relationship(s) between NASS and the NGF 	<ul style="list-style-type: none"> 1 	<ul style="list-style-type: none"> Establish formal relations with the clerks of the National Assembly Maintain strategic communications with NASS administrative officials (clerk, register etc.) and principal officers (Senate President, Deputy Senate President, heads of committees etc.)
	<ul style="list-style-type: none"> Bills, Laws and Amendment Tracking 	<ul style="list-style-type: none"> Number of Journals, Order Papers and Gazettes tracked 	<ul style="list-style-type: none"> 1 database of bills, laws and amendments 	<ul style="list-style-type: none"> Maintain an in-house Repository of Bills and Acts Regular interface with house committees in view of signaling any new, incoming and current Bills and Acts Regular monitoring and evaluation of various multi-media platforms to facilitate and optimize live NASS tracking

2.9 PEACE AND INCLUSIVE SECURITY

The Peace and Inclusive Security unit's vision is to contribute to a peaceful and secure country where citizens at all levels use dialogue and other non-violent means for early conflict identification, prevention, management, and resolution. The organization recognizes that Nigeria has faced significant security challenges in recent years, with conflict and violence affecting many parts of the country. The Peace and Security Inclusive Unit will address these challenges by promoting peaceful conflict resolution and building the capacity of State governments, traditional and religious leaders to establish early warning response systems to prevent and manage conflicts and aid the fight against conflict and insecurity.

This work will be guided by the principles of peacebuilding, conflict prevention, and non-violent conflict resolution. The organization believes that conflicts can be resolved without resorting to violence and that sustainable peace can be achieved through dialogue, mediation, and other non-violent means.

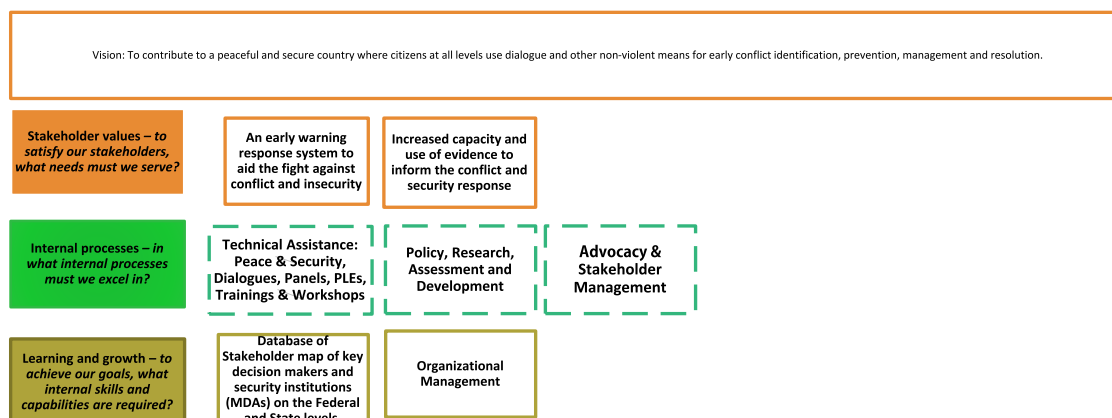
To achieve its objectives, the Peace and Security unit will adopt three (3) primary implementation strategies:

i. **Policy, Research, Assessment and Development:** The unit will facilitate studies and consultations with state governments and bring together diverse stakeholder groups to discuss high impact and conflict-sensitive issues as well as non-traditional measures to aid conflict resolution. The team will also foster the creation of safe spaces for the participation of women and other marginalized groups in conflict resolution processes.

ii. **Technical Assistance:** Through peace and security dialogues, panels, peer learning events, trainings and workshops, the organization will facilitate dialogues and capacity-building programmes for focused state-level panels and technical committees on conflict prevention, management, and resolution. These initiatives will be geared towards raising their skills and knowledge on conflict analysis, early warning, mediation, and other non-violent conflict resolution strategies.

By promoting non-violent means for early conflict identification, prevention, management, and resolution, the organization is helping to ensure that Nigeria becomes a more peaceful and secure country.

Peace and Inclusive Security



Stakeholder values – to satisfy our stakeholders, what needs must we serve?

Objectives	Measures	Targets	Initiative(s)
Establish an early warning response system to aid the fight against conflict and insecurity	<ul style="list-style-type: none"> Panel meetings Implementation of the Four Ps – Prioritization, Policy, Planning and Performance Ensure Uptake of Actionable Recommendations from Discussions Ensure a Delivery Mechanism beyond Coordination – a Valuable Consensus Building Platform for advancing Reforms 	<ul style="list-style-type: none"> Four (4) panel meetings annually 	<ul style="list-style-type: none"> Establish S&ES Panel of Eminent Persons - a Strategy & Evidence/Signals Committee Act as a Delivery Partner – provide strong Technical Assistance Create an Early Warning and Early Response system (S.O.P.) to aid in the fight against conflict and insecurity
Increased capacity and use of evidence to inform the conflict and security response	<ul style="list-style-type: none"> Functional Technical Committee meetings Nominations for Members of the Technical Committee Develop S.O.P. for Identification of Evidence based Threats, Red Flags, and Drivers of Conflict Develop S.O.P. for Leadership in setting the Tone and the Standard in the Peace and Inclusive Security space 	<ul style="list-style-type: none"> Technical Committees to meet quarterly 	<ul style="list-style-type: none"> Establishment of Technical Committee for S&ES Panel of Eminent Persons Develop an S.O.P. for Leadership in Peace and Inclusive Security

Internal processes – in what internal processes must we excel in?

Objectives	Measures	Targets	Initiative(s)
Policy, Research, Assessment and Development	<ul style="list-style-type: none"> Collaborative research studies on pillars of non-traditional security Needs assessment studies to identify human, material, equipment and resource gaps Operational Plans Developed 	<ul style="list-style-type: none"> 1 Research Study annually Annual Needs Assessments Operational plans on a case basis 	<ul style="list-style-type: none"> Establish a Non-traditional security Committee Act as a Delivery Partner - provide Technical Assistance Promoting the meaningful participation of the youth and gender perspective in peacebuilding, peace negotiations and conflict-reduction activities Ensure a Delivery Mechanism beyond Coordination - a Valuable Consensus Building Platform for advancing Reforms Facilitate and Strengthen the domestication of Health Security across the Subnational Level Strengthening Human Capacity for identification of Early Warning Drivers
Technical Assistance and Support Mobilisation	<ul style="list-style-type: none"> Peace & Security Dialogues with state and non-state actors including Civil Society, Traditional and Religious leaders. PLEs organized to distill lessons across the states on peace and security interventions Summit – Capacity Building on Security Enhancement Focus group discussions/workshops organized to inform the development of innovative interventions 	<ul style="list-style-type: none"> 2 Dialogues per year 1 PLE per year 1 Summit year 3 FGDs annually 	<ul style="list-style-type: none"> Establishment of a High-Level Delivery Unit with Technical Support Multi-Media National Identity Promotion Initiative Introduce "Common Ground Approach" Introduce "Vertical" and "Horizontal" communication as a key Form of Dialogue within the Development, Peace & Security Process. Review Technology as an Enabler of Public Security Delivery Review the different components between "Information Dissemination" and "Strategic Communications"
Advocacy & Stakeholder Management	<ul style="list-style-type: none"> Strategic Meetings with Implementing Security Agencies and Development Partners Number of "Vertical" (Govt. ↔ People) and "Horizontal" (community ↔ community) communication across society, as a Key Form of Dialogue within the Development Process. 	<ul style="list-style-type: none"> 4 Advocacy sessions with Leadership of Security Agencies annually 2 Advocacy sessions with Decision Makers annually 	<ul style="list-style-type: none"> Guide Decision & Policy makers best practices on communication with Citizens Maintain Current and Open Channels of communication with stakeholders

Learning and growth – to achieve our goals, what internal skills and capabilities are required?

Objectives	Measures	Targets	Initiative(s)
Database of Stakeholder map of key decision makers and security institutions (MDAs) on the Federal and State levels.	<ul style="list-style-type: none"> Database of state and non state actors including civil society, traditional and religious leaders; and MDAs on the Federal and State levels (i.e., NSA, NIA, Min. of Foreign Affairs, Min. Defense, etc.) 	<ul style="list-style-type: none"> 1 database 	<ul style="list-style-type: none"> Maintain a comprehensive database of relevant and affiliated MDAs and other state and nonstate organizations, development partners and donor agencies
Organizational Management	<ul style="list-style-type: none"> Research Plans, State Action Plans, Workplans, Training Plans, and Strategic Engagement Proposals developed and implemented 	<ul style="list-style-type: none"> 1 state action plan 1 workplan annually 2 Security Training/Retreat 	<ul style="list-style-type: none"> Aide in Setting the Agenda in democracy and peacebuilding Maintaining a balance of National Views and Global Best Practices

2.10 LEGAL AFFAIRS

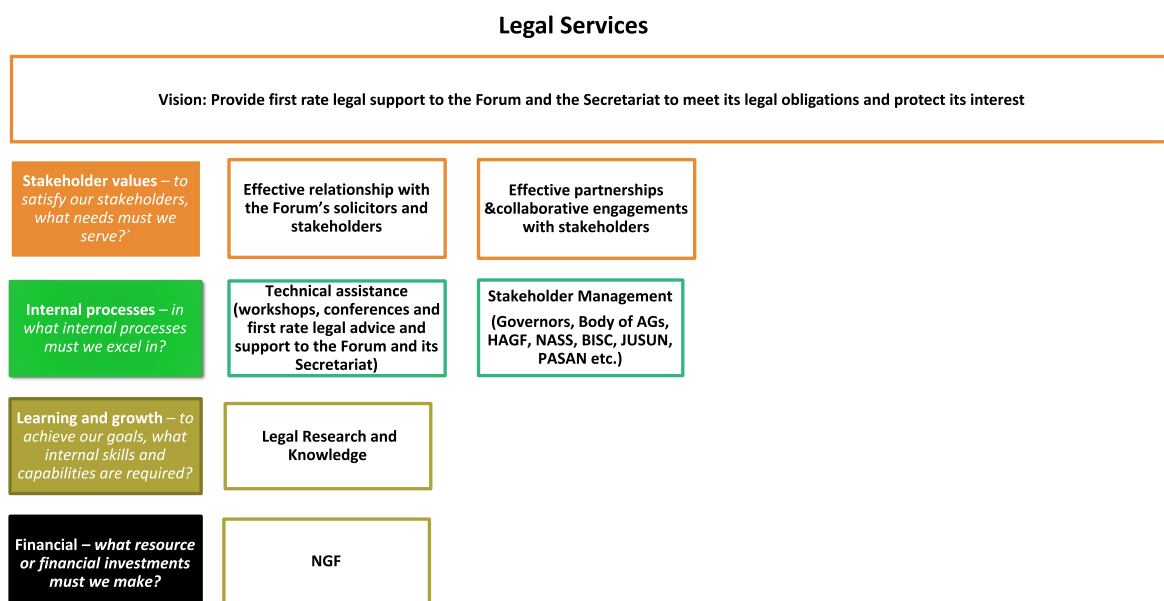
The Legal Unit is a dedicated team of legal professionals that provide legal support to the Forum and ensures that the organisation operates within the legal framework of the country and complies with relevant laws and regulations. The unit has a vision to provide first-rate legal support to the Forum and the Secretariat to meet their legal obligations and protect their interests. It is also responsible for advising the Forum on legal matters, including the interpretation of laws, regulations, and policies; legal guidance on issues related to governance, finance, contracts, employment, and dispute resolution. The team plays a vital role in drafting legal documents such as contracts, memoranda of understanding, and other legal agreements.

Its primary internal processes are the following:

i. **Technical Assistance:** In addition to its core functions, the Legal Unit may provide legal training and capacity building to staff of the Forum and the Secretariat on legal matters such as contracts, compliance, and legal risk management. Trainings will be aimed at improving the legal knowledge and skills of staff and promoting a culture of compliance within the Forum and the Secretariat. The Unit will also conduct legal research and analysis on issues of importance to the Forum and the Secretariat, including research on laws, regulations, and policies to inform policy development and decision-making.

ii. **Stakeholder Management:** With the support of a team of experienced litigators, the unit leads the representation of the Forum and the Secretariat in court and other legal proceedings. It is responsible for managing formal relations with several government and intergovernmental bodies including the body of the Attorneys General of States, the Honourable Minister of Justice and Attorney General of the Federation, the National Assembly, and Judiciary Staff Union of Nigeria (JUSUN), and the Parliamentary Staff Association of Nigeria (PASAN) among others.

By providing first-rate legal support, the Legal Unit helps the Forum and the Secretariat to meet their legal obligations and protect their interests.



	Objectives	Measures	Targets	Initiative(s)
Stakeholder values – to satisfy our stakeholders, what needs must we serve?	Effective relationship with the Forum's solicitors and stakeholders	<ul style="list-style-type: none"> Interface with external solicitors to review the status of existing and new cases 	<ul style="list-style-type: none"> Minimum of 12 sessions per year 	<ul style="list-style-type: none"> Update governors on activities with external solicitors and other stakeholders Regular updating of the matrix of all NGFS cases Continuous review and evaluation of cases
	Effective partnerships & collaborative engagements with stakeholders	<ul style="list-style-type: none"> Issues monitored or tracked with potential impact on the stakeholders and States as the case may be. Intervention with stakeholders with a view to reaching resolutions 	<ul style="list-style-type: none"> Case by case 	<ul style="list-style-type: none"> Maintain active communication channel with Stakeholders Use of the NGF leverage to seek resolutions on legal concerns that may arise.
Internal processes – in what internal processes must we excel in?	Technical Assistance (workshops, conferences and first-rate legal advice and support to the Forum and Secretariat;)	<ul style="list-style-type: none"> Preponderance of advice to be offered to the Forum and the Secretariat Number of workshops/conferences attended or convened in a year 	<ul style="list-style-type: none"> As the need arises Four (4) annually 	<ul style="list-style-type: none"> Offer legal advice/support as the need arises Organise workshops and conferences with target participants (AGs of the 36 States, Senior Legal Officers of the Federal and State Ministries of Justice, Legal Officers of MDAs etc.) Participate in training programmes that directly impact on the quality of the Forum's legal services
	Stakeholder Management	<ul style="list-style-type: none"> Number of sessions with external solicitors Number of strategic meetings with stakeholders 	<ul style="list-style-type: none"> Case by case 4 annually 	<ul style="list-style-type: none"> Attend all meetings and interface with stakeholders Organize events and programmes with external Solicitors Hold strategic meetings with other Stakeholders
Learning and growth – to achieve our goals, what internal skills and capabilities are required?	Legal Research and Knowledge	<ul style="list-style-type: none"> Number of Law Search Engines Number of Law Reports Series 	<ul style="list-style-type: none"> All 	<ul style="list-style-type: none"> Build proficiency in the use of law search engines Consolidate all NGFS cases and legal opinions from the legal unit and establish a central repository on the NGF online library.

2.11 STRATEGIC MANAGEMENT AND EXECUTION

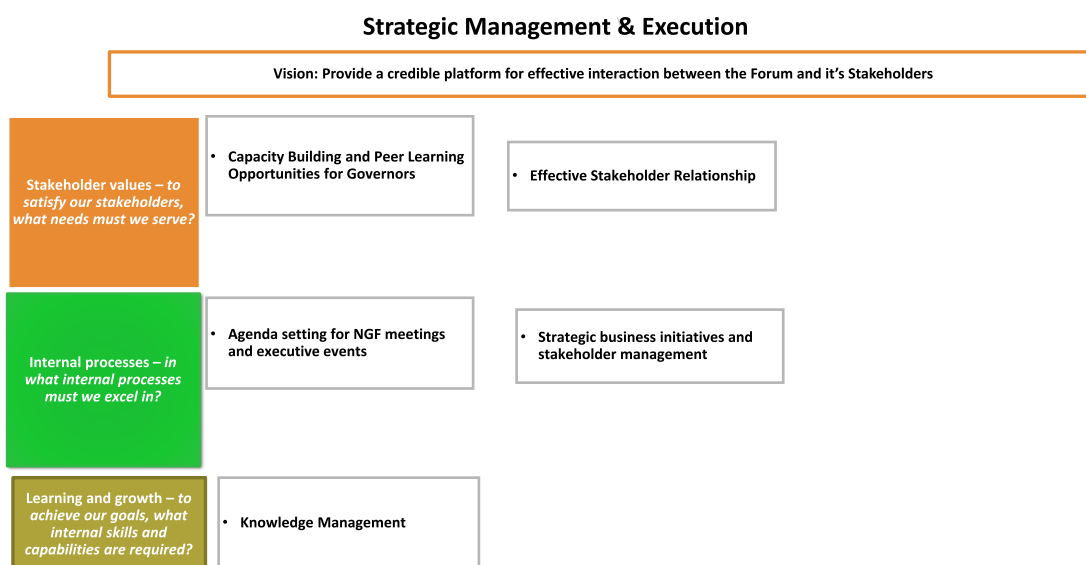
The Strategic Management and Execution Unit is dedicated to managing the strategic direction and execution of the Forum's objectives. The unit has a vision to provide a credible platform for effective interaction between the Forum and its stakeholders.

The team works with the Forum's leadership to develop long-term and short-term strategies that align with the Forum's vision and mission. Positioned within the Director General's Office, it provides guidance on the implementation of strategies and monitors progress to ensure that high-level objectives are achieved. This mandate is achieved through two internal processes.

i. **Agenda Setting for Governors:** Agenda setting requires identifying and prioritizing issues of national and sub-national interest that should be addressed by the Forum. This process is critical because it determines what issues will be given attention, what resources should be allocated, and actions taken by governors. The practice would involve identifying emerging or existing problems, analyzing their causes and impacts, and developing with other internal experts, policy options to address them. The unit may receive inputs on agenda setting from various sources, including citizens, interest groups, experts, and international organizations.

ii. **Strategic business initiatives and stakeholder management:** Another important function of the Unit is to manage high government relationships. The team works with the Forum's leadership to identify and engage with stakeholders, including other national bodies and federal government institutions, development partners, civil society organizations, and the private sector. It maintains positive relationships with stakeholders and ensures that the Forum's interests are represented in stakeholder interactions.

In addition to its core functions, the Strategic Management and Execution Unit also provides technical support to State governors through induction programmes, onboarding sessions and study tours/exchange visits.



	Objectives	Measures	Targets	Initiative(s)
Stakeholder values – to satisfy our stakeholders, what needs must we serve?	• Capacity Building and Peer Learning Opportunities for Governors	<ul style="list-style-type: none"> Number of Workshops and Strategy Sessions Number of Inductions/Onboarding Sessions Organized Number of Study Tours/Exchange Visits 	<ul style="list-style-type: none"> 2 Workshops and Strategy Sessions Annually 1 Induction and 8 Onboarding sessions for off-season Governors 3 Study Tours/Exchange Visits 	<ul style="list-style-type: none"> Organize Workshops and Strategy Sessions Organize Governors Induction/Onboarding sessions Mobilise technical assistance for Governors
	• Effective Stakeholder Relationship	<ul style="list-style-type: none"> Number of collaborative engagements with external stakeholders Synergy with NEC, Federal & State MDAs and Development Partners 	<ul style="list-style-type: none"> At least 12 collaborative engagements Relationships with intergovernmental platforms are as established. 	<ul style="list-style-type: none"> Maintain relationships with national, federal and inter-ministerial platforms that interface with states.
Internal processes – in what internal processes must we excel in?	• Agenda setting for NGF meetings and executive events	<ul style="list-style-type: none"> Number of NGF Meetings organised Number of executive learning and partnership events Communique resolutions implemented 	<ul style="list-style-type: none"> Minimum of 12 Monthly NGF Meetings Implementation/close-out of at least 80% of Forum meeting resolutions 	<ul style="list-style-type: none"> Organize NGF Meetings Align the agenda of NGF meetings with issues of subnational interest or national importance Coordinate the implementation of the communiques of NGF meetings
	• Strategic business initiatives and stakeholder management	<ul style="list-style-type: none"> Number of new partnerships entered with MDAs and development agencies Number of advocacy sessions with Governors Number of strategic meetings with stakeholders 	<ul style="list-style-type: none"> 12 advocacy sessions with Governors annually 5 strategic meetings with stakeholders annually 	<ul style="list-style-type: none"> Prepare briefs for NGF Meetings Facilitate engagement sessions with the Forum's partners Facilitation of active' participation in partner forums and collaboration with strategic partners across sectors.
Learning and growth – to achieve our goals, what internal skills and capabilities are required?	• Knowledge Management	<ul style="list-style-type: none"> Number of knowledge resource packs disseminated to the Governors Dashboard of resolutions in all NGF meetings Number of Up-to-date State Database (contacts, profiles, inauguration speeches) 	<ul style="list-style-type: none"> 1 1 1 	<ul style="list-style-type: none"> Disseminate knowledge materials at NGF Meetings Publish Inauguration speeches Establish a repository of databases in the NGF Library

	Objectives	Measures	Targets	Initiative(s)
Stakeholder values – to satisfy our stakeholders, what needs must we serve?	• Capacity Building and Peer Learning Opportunities for Governors	<ul style="list-style-type: none"> Number of Workshops and Strategy Sessions Number of Inductions/Onboarding Sessions Organized Number of Study Tours/Exchange Visits 	<ul style="list-style-type: none"> 2 Workshops and Strategy Sessions Annually 1 Induction and 8 Onboarding sessions for off-season Governors 3 Study Tours/Exchange Visits 	<ul style="list-style-type: none"> Organize Workshops and Strategy Sessions Organize Governors Induction/Onboarding sessions Mobilise technical assistance for Governors
	• Effective Stakeholder Relationship	<ul style="list-style-type: none"> Number of collaborative engagements with external stakeholders Synergy with NEC, Federal & State MDAs and Development Partners 	<ul style="list-style-type: none"> At least 12 collaborative engagements Relationships with intergovernmental platforms are as established. 	<ul style="list-style-type: none"> Maintain relationships with national, federal and inter-ministerial platforms that interface with states.
Internal processes – in what internal processes must we excel in?	• Agenda setting for NGF meetings and executive events	<ul style="list-style-type: none"> Number of NGF Meetings organised Number of executive learning and partnership events Communique resolutions implemented 	<ul style="list-style-type: none"> Minimum of 12 Monthly NGF Meetings Implementation/close-out of at least 80% of Forum meeting resolutions 	<ul style="list-style-type: none"> Organize NGF Meetings Align the agenda of NGF meetings with issues of subnational interest or national importance Coordinate the implementation of the communiques of NGF meetings
	• Strategic business initiatives and stakeholder management	<ul style="list-style-type: none"> Number of new partnerships entered with MDAs and development agencies Number of advocacy sessions with Governors Number of strategic meetings with stakeholders 	<ul style="list-style-type: none"> 12 advocacy sessions with Governors annually 5 strategic meetings with stakeholders annually 	<ul style="list-style-type: none"> Prepare briefs for NGF Meetings Facilitate engagement sessions with the Forum's partners Facilitation of active' participation in partner forums and collaboration with strategic partners across sectors.
Learning and growth – to achieve our goals, what internal skills and capabilities are required?	• Knowledge Management	<ul style="list-style-type: none"> Number of knowledge resource packs disseminated to the Governors Dashboard of resolutions in all NGF meetings Number of Up-to-date State Database (contacts, profiles, inauguration speeches) 	<ul style="list-style-type: none"> 1 1 1 	<ul style="list-style-type: none"> Disseminate knowledge materials at NGF Meetings Publish Inauguration speeches Establish a repository of databases in the NGF Library

2.12 KNOWLEDGE MANAGEMENT

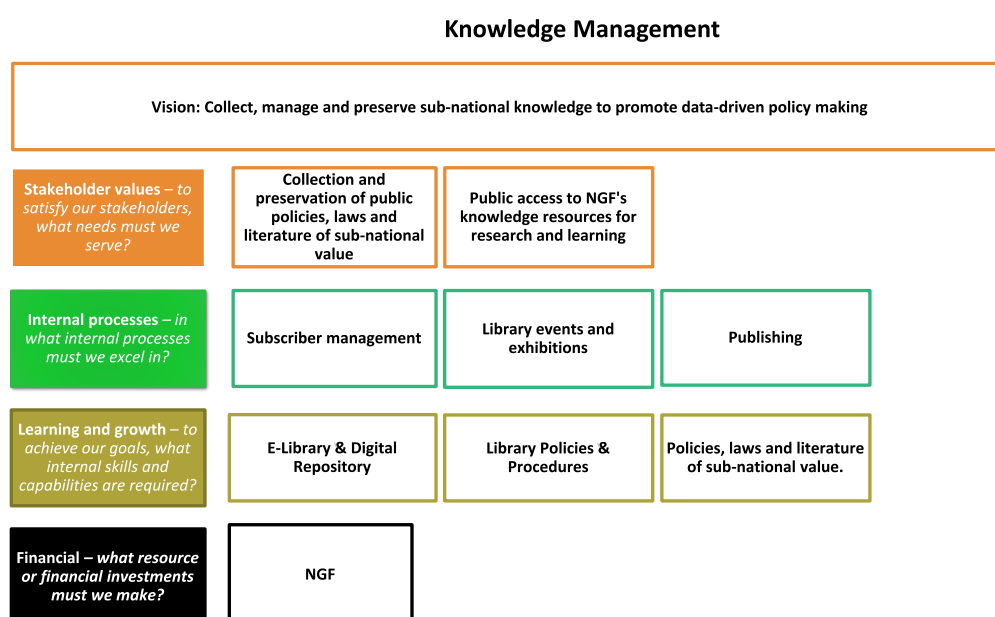
Designed as the centralized repository for the organisation, the knowledge management unit is responsible for collecting, managing, and preserving sub-national knowledge for data-driven policy making. Its vision is to enhance evidence-based decision making by promoting the use of sub-national knowledge, data and evidence in the development and implementation of policies by State governments.

The knowledge management unit of the NGF is responsible for collecting and synthesizing data from internal and external sources, including government institutions, research institutions, international organizations, and other libraries into a state-of-the-art physical library and online repository. The data collected by the unit covers a wide range of topics, including public service delivery, health care, education, agriculture, infrastructure development, security, and other critical issues affecting sub-national governance in Nigeria.

In addition to data collection, the unit is also responsible for managing and preserving sub-national knowledge. This includes developing appropriate strategies for organizing, storing, and sharing information and data across the NGF and its member States. In collaboration with the IT unit, the unit also develops and implements policies and procedures for the protection of sensitive data and information to ensure that confidentiality and privacy are always maintained.

Through key internal processes such as subscriber management, library events and exhibitions, and publishing, the unit is able to promote data-driven policy making in the country; disseminate research reports, policy briefs, and other relevant publications that provide evidence-based insights on sub-national governance issues; provide technical assistance to member States to help them access, analyze; and use peer knowledge to develop and implement effective policies.

As its services become more established, the unit will enter partnerships with other domestic and international resource institutions to develop knowledge networks, online platforms, and other channels for sharing information and best practices on governance at a larger scale.

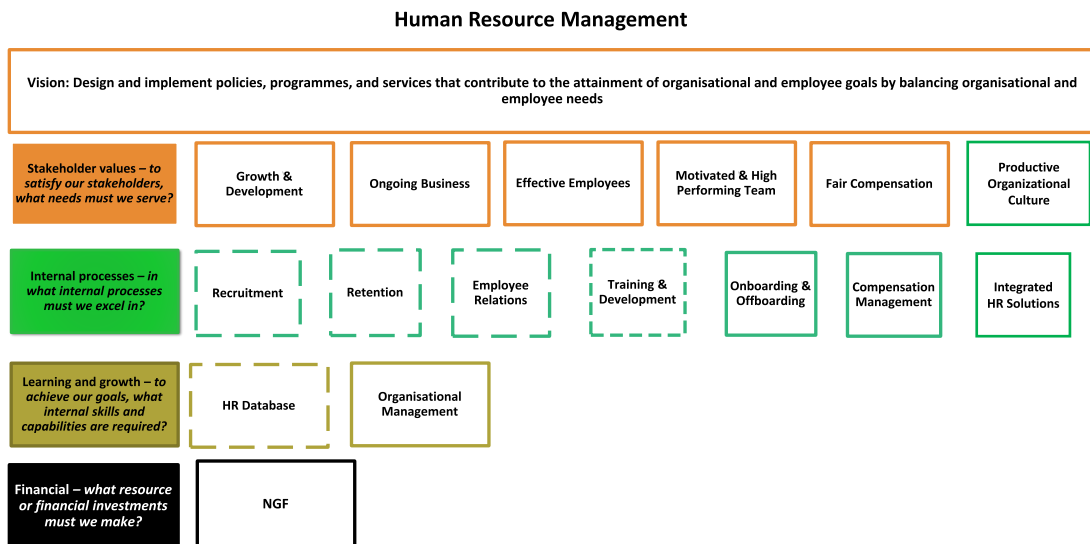


2.13 HUMAN RESOURCE MANAGEMENT

The Human Resource Management (HRM) unit is responsible for designing and implementing policies, programmes, and services that contribute to the attainment of organisational and employee goals by balancing organisational and employee needs. The HRM unit is responsible for managing the human capital of the NGF. It will achieve this by attracting, retaining, and developing a highly skilled and motivated workforce committed to the mission of the NGF.

One of the key functions of the HRM unit is to develop and implement human resource policies and procedures that are in line with NGF's strategic objectives. The unit ensures that these policies and procedures are designed to meet the needs of staff while also promoting efficiency and effectiveness in the workplace. This includes policies and procedures related to recruitment, retention, employee relations, training and development, onboarding and offboarding, compensation management and an integrated HR solution for the organisation.

The unit is central to the implementation of the strategic plan because it is responsible for providing all units with their personnel needs to achieve their scorecards. Within the framework of the balance scorecards of each unit, the HRM unit will help ensure that the organisation's workforce is efficient, effective, and capable of supporting State governments respond to evolving development challenges.



Stakeholder values – to satisfy our stakeholders, what needs must we serve?

Objectives	Measures	Targets	Initiative(s)
Growth & Development <ul style="list-style-type: none"> To improve performance Help grow potentially good employees into great leaders Better handle unexpected situation Heightened employee loyalty Increase motivation Reduce chances of workplace conflicts Better work culture 	<ul style="list-style-type: none"> 360-degree feedback Quality/quantity metrics Self-evaluation Management by objective Team performance Peer appraisals 	<ul style="list-style-type: none"> Bi-Annual reports General annual appraisals 	<ul style="list-style-type: none"> Support the lateral movement of employees within the organisation Job rotation and cross-training Mentorship opportunity Job shadowing opportunities Inclusive workplace environment Promote development opportunities Provide career planning path
Ongoing Business <ul style="list-style-type: none"> To keep employees focused on growth Strengthen key elements of the business To motivate the team toward a goal Help structure tasks and responsibilities Drive team cooperation and collaboration Build better working relationships 	<ul style="list-style-type: none"> Performance reviews Stay current and relevant to stakeholders Assessment of organisational expectations Revenue growth 	Bi-annual staff meeting	<ul style="list-style-type: none"> Identify new opportunities Build an email list Form strategic partnerships Leverage global platforms
Motivated & High Performing Team <ul style="list-style-type: none"> Increased employee engagement Higher productivity and performance Greater levels of creativity and innovation Improved manager-employee relationship Lower employee absenteeism and turnover 	<ul style="list-style-type: none"> Employee motivation surveys Employee KPIs 	Annual survey	<ul style="list-style-type: none"> Ask for (and act upon) employee feedback. Build positive manager-employee relationships. Set clear employee expectations Focus on strengths over weaknesses. Recognizing employees
Fair Compensation <ul style="list-style-type: none"> To attract and recruit talent Motivate employees Maintain morale Reflect the current job market 	<ul style="list-style-type: none"> Revenue or expense per employee Compensation as a percentage of revenue or of total expenses Variable compensation as percentage of revenue or profit 	Annual staff performance bonus	<ul style="list-style-type: none"> Give structure to the hiring process Practice wage transparency Invest in organisational values Define Diversity, Equity & Inclusion

Stakeholder values – to satisfy our stakeholders, what needs must we serve?

Objectives	Measures	Targets	Initiative(s)
Productive Organizational culture To build a positive culture with clear communication and goals that uphold the mission and values of the organisation	Kudos-Analytics & Insights This enables an organisation to automatically measure key components of the organisation's culture like the value-based behaviors, collaboration between people and departments, and contributions through recognition and appreciation messages.	Quarterly meetings with HR and staff	<ul style="list-style-type: none"> Build strong employee relationships Connect people to purpose Encourage frequent employee recognition Create positive employee experience Collaboration between people and departments Open transparency and communication channels Give teams the autonomy they seek Schedule regular and meaningful one-to-ones

Internal processes – in what internal processes must we excel in?

Objectives	Measures	Targets	Initiative(s)
Recruitment <ul style="list-style-type: none"> Refine quality of candidates Create a pool of qualified candidates Find candidates who fit the organisation's culture Streamline the recruitment and hiring processes Reduce employee turnover 	<ul style="list-style-type: none"> Performance appraisal score 	To be decided	<ul style="list-style-type: none"> Create compelling job descriptions Treat candidates like customers or clients by respecting their time, being available and hospitable Consider past candidates and fill up existing vacancies in the Economic, Agric, Legal, Peace & Security & Education Units. Engage a recruitment consultant
Retention <ul style="list-style-type: none"> Decrease the time of recruitment and training of new employees To improve employee morale To achieve higher job performance 	Employee satisfaction, overall retention rate, overall turnover rate, Voluntary turnover rate, involuntary turnover rate, Absence rate etc	Bi-annual Employee job satisfaction survey	<ul style="list-style-type: none"> Pay above average salaries Allow employees to speak their minds Show appreciation and respect Encourage input and feedback Avoid micromanaging Identify and invest in high performers Offer the ability to grow Provide flexibility
Employee Relation To improve relationships and collaboration in the workplace.	Level of trust, satisfaction, commitment, exchange relationship, communal relationship and mutual control	Staff Annual retreat	<ul style="list-style-type: none"> Create an open dialogue Communicate the company's mission and vision Make employees feel valued Promote work life balance Offer career development opportunities Organise annual staff retreats
Training and Development <ul style="list-style-type: none"> Increased Productivity Quality Improvement Learning time Reduction Safety First Labour Turnover Reduction Keeping employees Updated with Technology Effective Management 	<ul style="list-style-type: none"> Training KPIs Employee behaviour Learner feedback 	Max 2 trainings yearly, per staff	<ul style="list-style-type: none"> Employee orientation In-house training Mentoring External training
Onboarding and Offboarding <ul style="list-style-type: none"> Help new employee learn the organisation's mission, vision, strategic goals, and priorities Help new employee understand performance expectations for new job Help new employee reach those performance expectations 	6-8 months appraisal to determine if the employee has maximum productivity	2 orientation programmes before and after staff confirmation	<ul style="list-style-type: none"> Build connection between new employees and their managers, teams, and the organisation at large Have managers check in on new employees to see how they are doing/performing One to one with every Head of unit and department in the organisation Encourage feedback from new employees Celebrate small wins so that new employees can gain confidence early on

Internal processes – in what internal processes must we excel in?

Objectives	Measures	Targets	Initiative(s)
<ul style="list-style-type: none"> To understand why employees left, which information can be used to further improve the business and the workplace An opportunity to make a positive impression on employees as they leave, which can improve future recruitment efforts Facilitating knowledge transfer from departing employees to their replacements or to other team members The chance to maintain a relationship with the employee, which can result in future work, word-of-mouth referrals, and other opportunities 	<ul style="list-style-type: none"> Exit interview completion rate Status change processing time 	360-degree appraisal/exit interview annually	<ul style="list-style-type: none"> Use an exit survey Send exit survey data to the right parties Use a checklist Automate the process Communicate clearly and early Restrict access immediately upon departure Maintain a positive relationship if warranted Finalise documentation prior to departure
<p>Compensation Management To attract, engage, and retain employees through competitive compensation plans that align with the organisation's budget, corresponding job market and government regulation</p>	<ul style="list-style-type: none"> Total cost of work force Pay range Comparison ratio Internal equity 	Annual review of package	<ul style="list-style-type: none"> Introduce overtime pay Variable salary based on experience or longevity Employee healthcare Raises and bonuses Retirement package Education reimbursement or on the job training
<p>Integrated HR Solutions</p> <ul style="list-style-type: none"> Improve productivity due to quick processing and data sharing Reduce employee turnover due to heightened employee engagement Slash down storage and printing costs associated with paper-based processing Stay free from compliance risk or policy violations Enhance organizational growth through efficient hiring at optimal operational cost Drop in data entry errors and misplaced/lost documents Make intelligent business decisions with insightful reports Collaborate with other stakeholders to hire, train, and retain skilled labor More time to analyze HR data to make intelligent business decision 	<ul style="list-style-type: none"> Ease of integration with other systems User friendly system Increased productivity of the HR Unit Measuring impact across the wider business 	Annual review of HR Systems	<ul style="list-style-type: none"> Examining employee life cycle from recruitment to offboarding.

Learning and growth – to achieve our goals, what internal skills and capabilities are required?

Objectives	Measures	Targets	Initiative(s)
<p>Organisational management</p> <ul style="list-style-type: none"> To enhance organisational communication and collective effectiveness Increase the value of intellectual capital and leverage knowledge assets to achieve goals. Enable corporate knowledge to be effectively shared and reused among individuals or organisational units 	<ul style="list-style-type: none"> Number of organisational management tools (including a HR manual, standard operating guidelines, and other policy and procedure manuals) in use Participation rate 	Annual review of HR policies and procedures staff promotion exams every 3 years	<ul style="list-style-type: none"> 360 degree assessment and process mapping Design, development and review of manuals and standard operating guides Mobilize hidden knowledge. Trace, transfer, and integrate internal and external knowledge. Develop new knowledge and make it available. Establish the culture of experimenting and learning in the organization. Reflect and evaluate knowledge processes.
<ul style="list-style-type: none"> HR Database 	<ul style="list-style-type: none"> Roster of junior, mid and senior-level subject matter professionals in all areas of interest 	Bi-annual review and updating of CVs	<ul style="list-style-type: none"> Maintain a functional system of CV collection and profiling with recruitment agencies.

2.14 INFORMATION TECHNOLOGY

The Information Technology (IT) unit is responsible for equipping the organisation with the tools required to discover, analyse, access, and use real-time quality data via an enterprise ecosystem. Its aim is to create an enabling environment where information is readily available, reliable, and easily accessible for effective policy making.

The team will achieve this goal by developing and maintaining the organisation's information technology infrastructure in a secure environment, and identifying, evaluating, and implementing the latest technological advancements that can help NGF achieve its objectives. This will include upgrading hardware and software, developing databases, designing and managing websites and online portals, and providing IT support to the organisation's staff and stakeholders.

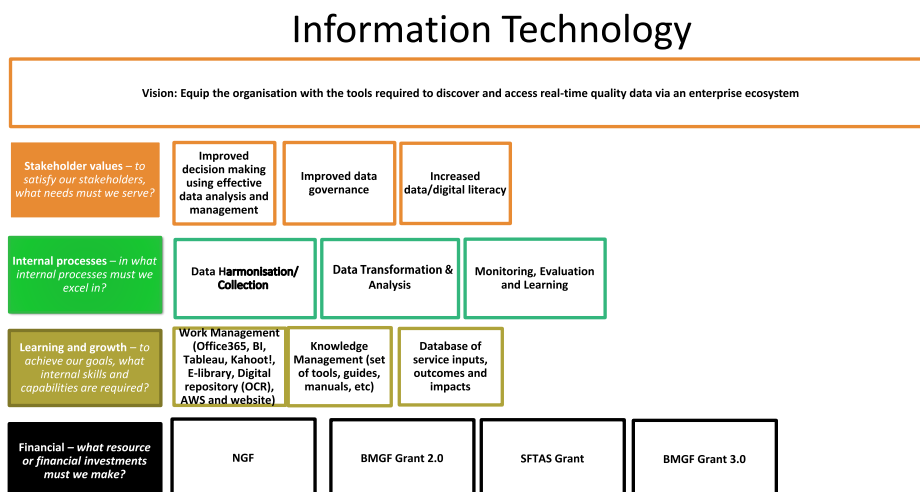
In addition to maintaining a secure and reliable IT infrastructure, the team will respond to the new push for digital transformation by developing and maintaining an efficient and effective communication network for setting up and managing email systems, video conferencing facilities, and other communication tools that allow staff to collaborate effectively with each other and with external stakeholders. The IT unit also provides training and support to ensure that staff are proficient in using these tools.

The team aims to develop and maintain a comprehensive database system. This includes collecting and storing data on from various units of the organisation including public finance data, social service delivery outcomes and impacts, as well as secondary-level demographic data collected by the organisation through household surveys. The IT unit also develops tools and applications that allow staff to access this data and generate reports, graphs, and other visual representations of the data.

Finally, the IT unit keeps up to date with the latest technological trends and innovations and makes recommendations to the leadership on how to leverage these to improve operations.

These initiatives are geared towards achieving three (3) primary outcomes for States:

- i. Improved decision making using effective data analysis and management;
- ii. Improved data governance; and
- iii. Increase data/digital literacy.



	Objectives	Measures	Targets	Initiative(s)
Stakeholder values – to satisfy our stakeholders, what needs must we serve?	<ul style="list-style-type: none"> Improved data governance 	<ul style="list-style-type: none"> Number of staff that are part of the change 	<ul style="list-style-type: none"> All staff by the end of the SP period 	<ul style="list-style-type: none"> Define a clear governance strategy for the organisation, including the goals' framework and decision-makers. Create a cross-functional team to implement strategy and goals. Identify technology partners with the expertise to help meet these goals. Move to a flexible IT system that supports rapid change. Include all stakeholders and data asset owners from the beginning of the process. Use technology to break down innovation barriers in Organizations
	Increased Data/Digital Literacy	Digital Maturity Levels (High, Medium, Low) <ul style="list-style-type: none"> Technology Operations Organization & Culture 	<ul style="list-style-type: none"> 70% by the end of the period 	<ul style="list-style-type: none"> Create a cloud development environment where you can experiment and learn. Conduct baseline survey to deviate from traditional rules. Approach the cost model incrementally Utilising self-assessment instruments to evaluate data literacy, which include questions about the extent to which data are utilised in the decision-making process as an organization/individual.
	Improved decision making using effective data analysis and management	<ul style="list-style-type: none"> Analytics performance Performance measures (cycle time) Key lessons for data-driven decision-making 	<ul style="list-style-type: none"> 65% 50% 75% 	<ul style="list-style-type: none"> Build a performance dashboard

	Objectives	Measures	Targets (2020 – 2024)	Initiative(s)
Internal processes – in what internal processes must we excel in?	Data Harmonisation/ Collection	<ul style="list-style-type: none"> Data harmonisation results in (compatible and comparable datasets) Data quality and consistency 	<ul style="list-style-type: none"> Harmonised database for all collected internal and external data 	<ul style="list-style-type: none"> Retrieve information from legacy systems Cleanse data to enhance data quality and ensure consistency. Load data into a target database to help in queries
	Data Storage & Transformation	<ul style="list-style-type: none"> Functional quality Data quality User satisfaction What data is accessed 	<ul style="list-style-type: none"> A data mart for all units with specialised data, allowing unit to immediately obtain key insights without browsing a data warehouse. 	<ul style="list-style-type: none"> Determine Organizational Objectives Gather and Analyze Information Determine Essential Internal Operations Construct a Conceptual Data Model Identify Data Sources and Strategize Data Transformations Set Duration for Tracking Execute the Plan
	Monitoring and Evaluation	<ul style="list-style-type: none"> Implementation workplan Evaluation improvements and progress toward goals 	<ul style="list-style-type: none"> Implementation of activities with a measurable score from the workplan 	<ul style="list-style-type: none"> Prepare annual work plans containing objectives and activities to be carried out. Conduct quarterly and annual performance evaluations of the implementation of the workplan. Recommend modifications for future annual work plans. Collaborate for Improved Worker Productivity

	Objectives	Measures	Targets	Initiative(s)
Learning and growth – to achieve our goals, what internal skills and capabilities are required?	Work Management (AWS, Office365, BI, E-library, Digital repository (OCR), AWS and website)	<ul style="list-style-type: none"> Dashboard requests implemented 	<ul style="list-style-type: none"> All 	<ul style="list-style-type: none"> Provide the necessary IT tools needed for driving improved decision making using effective data analysis and management
	Knowledge Management	<ul style="list-style-type: none"> Number of database tools and guides developed 	<ul style="list-style-type: none"> All (guide provided for each database developed) 	<ul style="list-style-type: none"> Develop and consolidate toolkits, policy briefs/notes, studies, etc. in the NGF online library. Distribute knowledge resources to senior leaders and cross-functional stakeholders to guide implementation. Develop database tools (guides, manuals etc) for all database built within the NGF
	Database of service inputs, outcomes and impacts	<ul style="list-style-type: none"> Linked database of all NGF data 	<ul style="list-style-type: none"> 1 	<ul style="list-style-type: none"> Integrate all service data of states collected from all units of the NGF Secretariat into a single or linked platform

2.15 MEDIA AND COMMUNICATIONS

The Media and Communications Unit is mandated to create and maintain a positive public image for the NGF by developing and executing a comprehensive media and communication strategy that enhances public understanding of the roles and responsibilities of Nigerian governors.

The unit is staffed with experienced media and communication professionals who are equipped to leverage various media platforms to reach diverse audiences with targeted messages. These platforms will combine traditional media, such as television, radio, and print, and digital media, such as social media, websites, and email newsletters.

To achieve its vision, the unit engages in public relations management, technical assistance, and media management.

The team's public relations management practice will include organizing press conferences and briefings, issuing press releases, and responding to media inquiries. The unit also coordinates the production and dissemination of publications, such as reports, newsletters, and brochures, through the Executive Summary which provide insights into the work of the NGF and the achievements of Nigerian governors.

Public outreach initiatives and capacity building programmes will aim to educate the public and media personnel on codes of conduct and the functions of Nigerian governors and the NGF. Its role includes facilitating town hall meetings, workshops, PLEs, and seminars that bring together stakeholders from various sectors to discuss issues related to governance and public policy.

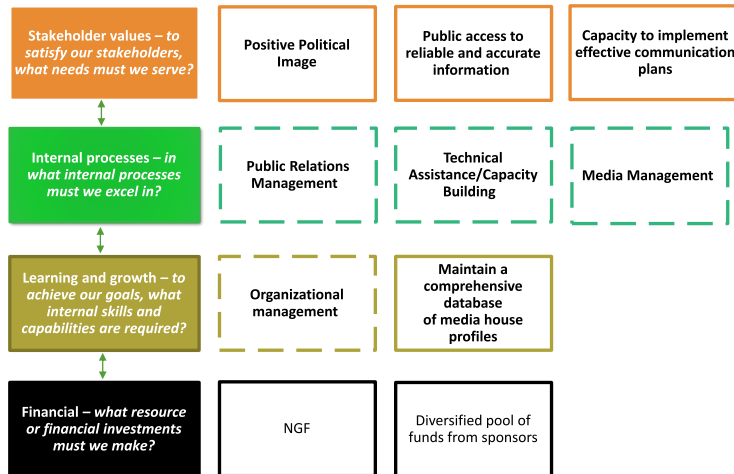
The unit also monitors media coverage of Nigerian governors and the NGF to ensure accuracy and balance in reporting. This helps to correct any misconceptions or inaccuracies that may arise in the media and promotes fair and objective reporting of NGF's activities.

To achieve its vision, the Media & Public Affairs unit collaborates closely with other units of the NGF, including the Knowledge Management unit, the Information Technology unit, and the Strategic Management and Execution unit. By working together, these units help to ensure that the NGF's message is communicated effectively to the public and that its work is recognized and appreciated.

The unit will leverage on various media platforms to reach diverse audiences with targeted messages and engages in public outreach initiatives to educate the public on the functions of Nigerian governors and the NGF. Through its work, the unit helps to build public trust and confidence in Nigerian governors and the NGF, which is essential for effective governance.

Media & Public Relations

Vision: Enhance the public's perception of Nigerian Governors and the functions of the secretariat by conveying the NGF story.



	Objectives	Measures	Targets	Initiative(s)
Stakeholder values – to satisfy our stakeholders, what needs must we serve?	Positive Political Image	Feedback on public perception surveys	Increase public perception of governors by 50% from base	Administrate surveys to measure the public perception of Governors
	Access to reliable and accurate information	Feedback survey on the quality of information produced by the NGF	At least 70% score in the quality of information disseminated	Disseminate high-level information to the states, partners and the general public Administer surveys to measure the quality of information disseminated by NGF Secretariat
	Capacity to implement effective communication plans	Number of states that adopt the Forum's media code of conduct	25 States by the end of the period	Develop a code of conduct etiquette for Governors
Internal processes – in what internal processes must we excel in?	Public Relations Management	News coverage of NGF stories and media mentions	80% media coverage	Manage NGF's exposure and engagement with media houses and online outlets
	Technical Assistance/Capacity building	Training programmes for media personnel (number of personnel trained)	All media staff by end of the period	Coordinate media training and capacity building for NGF correspondents.
	Media Management	Number of publications through NGF's primary publication – the Executive Summary	12 annually	Publicise the Forum's activities, news and stories via the Executive Summary
Learning and growth – to achieve our goals, what internal skills and capabilities are required?	Maintain a comprehensive database of media house profiles	Profile database of the Ministries of Information and Media Houses (local and international)	The 6 core ministries of communications management	Collate and update on a regular basis, the profile and contacts of all ministries of information in the country as well as strategic local and international partners
			At least 2 sponsors sustained over time	
Financial – what resource or financial investments must we make?	Diversified pool of funds from sponsors	Number of sponsorship packages secured		Develop sponsorship packages for the Executive Summary

2.16 PROTOCOL AND LOGISTICS

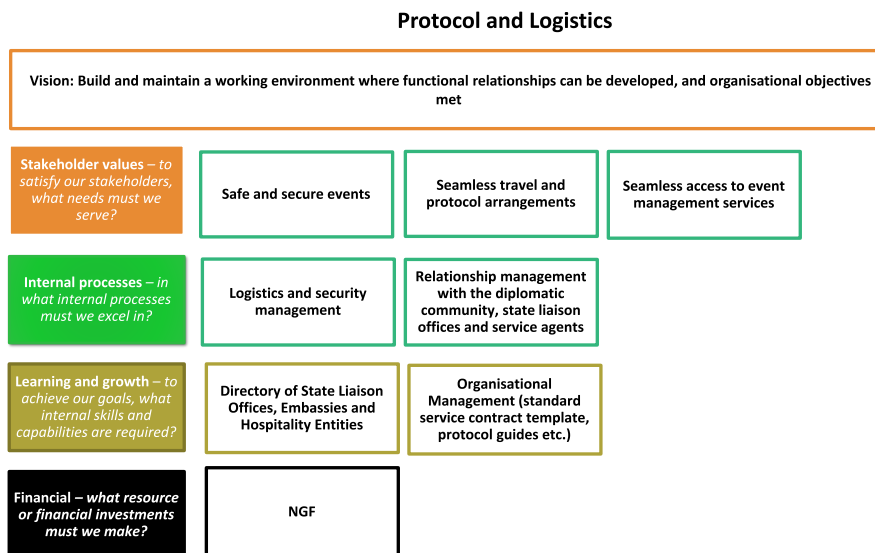
The Protocol Unit is responsible for coordinating and managing protocol-related activities of the Forum. The unit has a vision to build and maintain a working environment where functional relationships can be developed, and organizational objectives met.

The Unit is a vital component of NGF's operations because it is at the forefront of organizing and facilitating high-level official visits, meetings, and ceremonies involving the Forum, its members, and stakeholders. The unit ensures that all events are planned and executed with utmost professionalism and in compliance with established protocols and guidelines.

One of the key responsibilities of the Protocol Unit is to ensure that visiting dignitaries, diplomats, and other guests are accorded the appropriate courtesies and protocols. This involves arranging airport receptions, transportation, and accommodation for visiting dignitaries, as well as ensuring that they are provided with adequate security and logistical support.

In addition to managing ceremonial and protocol-related activities, the Protocol Unit is also responsible for organizing official meetings and conferences. This involves working closely with other units of the NGF to plan and execute events that are relevant and beneficial to the Forum's members and stakeholders.

The Protocol Unit also plays an important role in managing the NGF's relationships with its stakeholders, including other governmental agencies, international organizations, and non-governmental organizations.



	Objectives	Measures	Targets	Initiative(s)
Stakeholder values – to satisfy our stakeholders, what needs must we serve?	Safe and secure events	<ul style="list-style-type: none"> Periodic security reports to aid travels, events and logistics involving Staff and State officials (under the care of the NGF). Report on pre-travel brief (covering flights/vehicle and routes) for high-level events 	<ul style="list-style-type: none"> Quarterly Pre-travel briefs for all high-level events 	<ul style="list-style-type: none"> Collaborate with security agencies, liaison offices and consulates to access and process security advisories and arrangements
	Seamless travel, protocol and event management services	<ul style="list-style-type: none"> Protocol service reports for high-level events User experience surveys for travel and protocol services 	<ul style="list-style-type: none"> All high-level events 	<ul style="list-style-type: none"> Establish formal relationships with flight operators, regulators and other government collaborators to ensure protocol courtesy within and outside Nigeria. Develop feedback surveys for all protocol activities
Internal processes – in what internal processes must we excel in?	Logistics and security management	<ul style="list-style-type: none"> Logistics/ security advisory 	<ul style="list-style-type: none"> Released as required 	<ul style="list-style-type: none"> Provide adequate logistics and security support to the Forum and the Secretariat Interface with security partners to disseminate security advisories
	Relationship management with the Foreign Affairs Ministry, the diplomatic community, state liaison offices and service agents	<ul style="list-style-type: none"> Strategic engagements with the Foreign Affairs Ministry, the diplomatic community, state liaison offices and service agents 	<ul style="list-style-type: none"> Annual targets based national, State and the Forum's goals. 	<ul style="list-style-type: none"> Facilitate collaborations with partners to foster more productive relations with states such as through bilateral meetings, trade arrangements, investment promotion etc.
Learning and growth – to achieve our goals, what internal skills and capabilities are required?	Directory of State Liaison Offices, Embassies and Hospitality Entities	Contact database of the 36 States Liaison Offices and all embassies and consulates in Nigeria	<ul style="list-style-type: none"> 100% coverage by the end of the strategy period 	<ul style="list-style-type: none"> Maintain a repository of all national, state, and international offices of bilateral and multilateral partners
	Organisational Management (standard service contract template, protocol guides etc.)	<ul style="list-style-type: none"> Up-to-date SLAs with logistics partners Annual workplans 	<ul style="list-style-type: none"> Annual updates 1 workplan annually 	<ul style="list-style-type: none"> Develop, update and issue a protocol guide for the organisation. Develop standard SLAs for various services. Maintain a roster of reliable vendors that can manage events cross state activities Enumerate, accredit and audit vendors

3.0 Summary of Lessons from the 2017 – 2020 Strategic Plan

The outgoing Strategic Plan for the period 2017 - 2020 laid a solid foundation in mainstreaming the goals and objectives of the Forum in general terms. Specifically, the Plan provided a formidable compass that delivered set objectives in a manner that was pragmatic, enthusiastic, cooperative, and awe inspiring. The diverse professional and technical resources abundant at the Secretariat displayed an excellent blend and established a worthy example of how professionalism could be made to work well with political leaders, achieving resounding success.

This section of the report summarises the experiences which were the hallmark of the 2017 to 2020 period. The lessons include major outcomes in programme initiatives, emerging issues and challenges in tactical planning, reporting measurement, development partners and donor relations. The Lessons were consequently drawn from a thorough review, evaluation, and analysis of the set programmes for the period under review - how the programmes performed, and how their evaluation and assessment present the outlook for the 2021 – 2025 Strategic Plan.

Primarily, the outgoing Plan confirms the NGF through its Secretariat, as a key facilitator of technical and competency spread across the 36 Nigeria States, and the 774 Local Governments. By inference, the Federal Capital Territory is not immune to the very positive influence by the stabilizing and standard setting roles of the NGF. Achieving enviable strides in inter-state cooperation and process harmonization, the NGFS has thus remained a formidable mechanism for peer review, experience sharing, equity, and fair programmes distribution. It is therefore, the only non-partisan Forum that binds all Governors in Nigeria, regardless of partisan disposition. The NGF, through its Secretariat, the NGFS, is by this singular characteristic, a veritable medium to sustain a bottom-up governance delivery architecture in Nigeria.

Ostensibly, the 2017 – 2020 Strategic Plan shows that government can advance development even with low levels of government spending. This is achieved if the business environment is improved in a way that attracts private capital. This way, private capital can assist to propel finance for development.

The Forum achieved immense outcomes in linking the programmes of the federal government to those of States. Some key examples of these are the Anchor Borrowers Programme, fertilizer subsidy and distribution programmes, budget support facility, minimum wage management, fiscal and monetary architecture improvement and institution building, debt management, budget tracking, and revenue management. There is no evidence or indication that the federal government treats any State with preference in these respects. However, some challenges still exist in assisting States domesticate uniform standards and institutions that would help enshrine robust systems for increasing value-addition in public expenditure and ensuring that public funds are not increased used discretionally.

A lesson of note is that the internally generated revenues of States are not yet organic. Considerable reliance is still placed on sharing of oil and related rentier revenues. There is persistent growth in the expectation that the central government should always be ready to support States in meeting their revenue shortfalls. This is further heightened by nation-wide insecurity and rising incidence of defense expenditure. Additionally, and against expectations, the

cost of governance has not reduced.

Significantly, prospects of self-revenue increases prospects of participation in development partners and donors' programmes and projects. Local capacity increases development partners' respect and cooperation on the age-long hallowed principle of 'he who has will receive more, and he who does not have will have the little he has taken away from him'. The potential for donor support is directly related to the extent to which a potential beneficiary develops its own independent revenue capabilities. Donors do not relate on grounds of pity but prefer to deal with potential beneficiaries who exhibit substantial indications of revenue strength. This strength could either be in the area of strong capacity for revenue administration and management, or/and enhanced base for increasing the scope for revenue generation.

Revenue collection should be based on fairness and equity within a consideration of the realms of good governance. Expanding coverage of the informal sector may appear labour intensive, however, it links more people to governance. If there is broader geopolitical expansion of taxation within a State, it increases the legitimacy of the State, as well as its accountability of the government to the people. Hence, an effective and efficient system of revenue generation on a 'whole-of- government' basis, is germane to States' viability in Nigeria. At all times, the need exists to constantly measure progress achieved and build knowledge base for revenue generation by maintaining the public expenditure equation.

Notably, a considerable proportion of the activities commenced and delivered under the outgoing Plan were driven by development partners. A good number of these emanated from donor-driven programmes that were initiated in line with the broad-based programme agenda of the development partners. Hence, a high proportion of the initiatives came in as contingency initiatives and programmes. Most other programmes emerged to give vent to joint collaborations between State Governors and the Federal Government. Yet, a further group of initiatives came about on account of numerous bilateral meetings and visits between the Governors, political leaders, and businesspeople of countries such as China, Germany, Turkey, Saudi-Arabia, Japan, Israel, India. Collaborative relations between the States in Nigeria and the US were not notable during this period. Within the period under review also, States optimized relations and synergy with key federal government institutions such as the Ministry of Finance, Budget and National Planning, the National Economic Council, the ICPC, and EFCC. These interactions resulted in substantially material incidence of ad-hoc programmes that were demand driven, save as specified in the outgoing Plan.

The anxiety over the then coming 2019 general elections started at the onset of the Plan, in early 2017. This effect engulfed a major part of 2018, then into the general election year of 2019. The COVID-19 pandemic ushered in the beginning of 2020, and rages on afterwards. Hence, development partners, as well as most national and international development agents were set at edge, in huge panic, risks, and uncertainty. This is where everyone is to this day.

Hence, against the issues raised and challenges posed by the outgoing NGF Strategic Plan, the emergent lessons point to numerous desired directions for the 2021/2025 NGF Strategic Plan to enable it among other things to:

- i. Pursue enhanced synergy between NGF and the Federal Government economic management institutions, especially the National Economic Council,
- ii. Optimize development partners' and donor relations;

- iii. Pursue effective adoption and state-wide implementation of Medium-Term Expenditure Framework and Memorandum Budgeting technique for the Nigerian federation;
- iv. Entrench effective operationalization of debt management at State level;
- v. Orchestrate the promotion of sub-national monetary policy development;
- vi. Develop capacity to fit into, and ensure good outcomes for ad-hoc programme and initiatives;and
- I. Improve peer review and image perception of State Governors, especially in land management matters.

To this end, considerable aspects of activity contents as noted in the Strategic Objectives and Sectoral Objectives in the 2017 to 2020 Strategic Plan remain valid. However, their restatement is underlined by a new vigour and intent to achieve complete results through practical expression to the normative specifications. The critical substantive target objectives of the NGF 2017 – 2020 Strategic Plan are retained, while new and compelling target objectives are introduced as aspirational goals and deliverables in the 2021 to 2025 NGF Strategic Plan.

The condensed conceptualization of the precepts, principles, and experiences acquired by the Secretariat over the years as a facilitator in linking the Federal, State, and Local Governments to each other in promoting aggregate national wellbeing is central to the overarching goal of the Forum. The 2021 – 2025 NGF Strategic Plan is set to optimize the gains of the 2017 -2020 Plan.