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**INDUCTION OF NEW AND RETURNING GOVERNORS**

**BANQUET HALL,**

**PRESIDENTIAL VILLA, ABUJA, NIGERIA**

**29-30 MAY 2019**

**RAPPORTEURS’ SYNTHESIS REPORT**

1. **INTRODUCTION**

The Nigeria Governors’ Forum (NGF) held its second induction programme for new and returning Governors from 29th – 30th April, 2019 at the Presidential Banquet Hall, Aso Villa. The induction program is aimed at supporting incoming Governors to develop key governance and management skills that will enable the transition from campaigning to managing the processes of governance. The theme of the induction were “*Art of Governance and Experience Sharing”* and ‘’*Governing for impact’’.*

The well-organised event was attended by 389 participants, comprising outgoing, returning and newly elected Governors of the Federal Republic of Nigeria, the Senate President, some former Nigerian Governors, Development Partners, as well as national and international resource persons facilitated by the National Governors Association (NGA) of America.

The event was declared open by His Excellency, Muhammadu Buhari, GCFR, President of the Federal Republic of Nigeria represented by His Excellency Professor Yemi Osibanjo, GCON, Vice-President of the Federal Republic of Nigeria. It also featured presentations from H. E. Abdulaziz Yari Abubakar, Chairman of the NGF, Goodwill Messages from a number of Development Partners including DFID, the World Bank and the United Nations, and inspirational messages from Mrs. Ibukun Awosika, Chairman, First Bank of Nigeria, Most Rev. (Dr.) Mathew Hassan Kukah, Bishop Catholic Diocese of Sokoto and H. E. Mrs. Amina J. Mohammed, Deputy Secretary-General of the United Nations.

The Governors, thereafter, entered into closed sessions for two days during which they entertained presentations from resource persons from the NGA and reputable Nigerians. They also engaged in experience sharing with former Governors on issues that would lead to better governance, accountability and ultimately greater dividends for the Nigerian people. In all, the presentations from the 14 technical sessions focused on how new and returning Governors could convert campaign promises to policies and programs, constitute effective teams, set priorities and manage programmes using best practices. The leadership of various Nigerian institutions, including the Economic and Financial Crimes Commission, Central Bank of Nigeria, the Federal Inland Revenue Service, Nigerian Sovereign Investment Authority, and the Inspector General of Police also made presentations on the economy, security and other key governance issues.

Noteworthy, a number of innovations were introduced to this year’s event. First, the induction programme was preceded by the Governors’ Farewell Dinner at the Congress Hall, Transcorp Hilton during which former Governors, mostly former Chairpersons of the NGF gave advice to governors soon to join their fold as ex-governors. Second, a 1-day Summit was also organised for Governors’ Spouses’ on 1st May, 2019 at the Presidential Banquet Hall, Aso Villa. A total of seventy-seven (77) participants[[1]](#footnote-1) attended the Summit including Her Excellency, Mrs. Aisha Muhammadu Buhari, the First Lady of the Federal Republic of Nigeria who declared open the event, spouses of newly elected and returning Governors, some former First Ladies, Development Partners, the former First Lady of Virginia State, USA, as well as other Resource Persons.

Overall, the induction was a resounding success. At the end of the Programme, the Forum expressed deep satisfaction with the content, quality and structure of the programme.

The synopsis of the two day event is presented below.

1. **OPENING CEREMONY**

The opening ceremony was held on 29th April, 2019 at the Presidential Banquet Hall, Presidential Villa, Abuja, Nigeria.

**OPENING REMARKS BY CHAIRMAN, NIGERIA GOVERNORS’ FORUM**

In his opening remarks, the Chairman, Nigeria Governors’ Forum, H.E. Abdulaziz Yari Abubakar, identified the essence of the occasion which is to assist new Governors to develop essential skills for modern day governance. He noted the presence of two (2) former USA Governors as facilitators.

Governor Yari congratulated all the Governors, especially the 12 new Governors-Elect[[2]](#footnote-2) who were joining the Forum for the first time and thanked the NGF for supporting him since he assumed the NGF Chairmanship. He also thanked the President of the Federal Republic of Nigeria for his unrelenting support to the NGF, the National Governors’ Association of the United States and the Development Partners for their assistance to the NGF. He further acknowledged and commended the harmonious relationship between the NGF and the Federal Government which assisted greatly in avoiding hiccups associated with federalism and thanked the President for the tremendous support to States irrespective of party affiliations. He indicated that at some point, as many as 27 States were insolvent and the President’s intervention through outright bail outs, infrastructure development refunds, Anchor Borrowers’ programme, London and Paris Clubs refunds, and budget support saved the situation.

The Chairman enjoined states to boost internally generated revenue to enable them reduce their dependence on the Federation Account as means of promoting wellbeing. This is particularly necessary in view of the possibility of another cycle of recession by mid-2020. The Chairman of the Forum also called for revenue generating agencies to be more effective and accountable; revitalization of the agricultural sector through strict control of the importation of rice, slamming high tariff on commodities such as maize and wheat and boosting the capitalization of the Anchors Borrowers Program; and intensifying the fight against corruption.

**GOODWILL MESSAGES**

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

Dr Paulin Basinga, Country Director of Bill & Melinda Gates Foundation (BMGF) expressed appreciation for the invitation extended to BMGF and noted the crucial role which NGF plays in the country. He indicated that Mr Gates and Alhaji Dangote closely follow events in the country and governors have a crucial role to play in operationalizing the vision of human capital development in Nigeria that was launched in December 2018 to improve health, education and economic opportunities. The BMGF is ready to assist states to implement the plan.

Speaking further, he indicated that the NGF has played a crucial role in polio eradication in Nigeria and the country is on the verge of eliminating the disease, which will be a historic breakthrough for the world after the rinderpest disease. By September 2019, the country would have gone three years without any reported case of the wild polio virus and we need to sustain this momentum until next year to be declared polio free. But before we can celebrate this breakthrough, a rare form of polio outbreak last year is currently affecting 14 states. A massive campaign is underway and the support of governors is needed and they need to ensure that the local government chairmen are fully involved.

Debbie Palmer who represented the Government of the United Kingdom indicated that the U.K. Government is committed to with working with Nigeria to eradicate poverty and promote prosperity for all. Nigeria is U.K’s second biggest investment globally. DFID, from 2015, has assisted over 3.5 million people to have access to clean water or sanitation in addition to stabilizing the conflict in the North East.

Dr. Mario Mandara on behalf of Children Investment Fund Foundation, U. K. (CIFF) noted that the organisation has in the last five years, been supporting the government of Nigeria in caring for vulnerable children with severe acute malnutrition as well as adolescence reproductive health. She informed that the key to reducing children from dying from malnutrition is ensuring that both treatment and prevention are included and funded as routine in the state primary health care systems. She enjoined governors to take the lead in their respective states to support the state primary care under one roof initiative.

The USAID represented by the H. E. Ambassador W. Stuart Symington, American Ambassador to Nigeria stated that the easy part over of governance was over – the crucial part, actual governance and making the States profoundly valued lies ahead. He advised Governors to develop work plans for the days ahead.

The work plans must of necessity cover security, infrastructure, environment, agriculture, education, health, economic development, governance, public financial management, policy and strategy, anti-corruption and knowledge management.

He stated that from all the experiences he has learnt from Nigeria, it is imperative that we should remind ourselves that Nigeria is a nation under God, is indivisible and faith, trust and unity must exist for all.

The Ambassador emphasized that Security and the means to stop people doing something bad is crucial and the people must support security forces as the security forces support the people. Trust amongst both parties is essential and it is imperative to expand on the good works already started by the government.

On human capital development, it goes where it is invited, and stays where it is well treated. The heart of governance is trust and with trust everything moves quicker. We know that the population is racing forward, challenges are racing forward and resources are inadequate. Thus, the question is “how do we win the race? The answer is “Invest in People”. The return on investment in people determines the speed of trust which empowers a Government.

The Ambassador also emphasized that the heart of governance is trust and advised state governors to pay more attention to security and establish equivalents of the National Economic Councils in their states.

In his goodwill message, Mr. Edward Kallon, Resident Coordinator and Head of the United Nations System in Nigeria congratulated all the newly and re-elected governors on behalf of the entire UN System in Nigeria. He observed that some states have created state peace architecture to move conflict prevention and peace building from ad-hoc interventions to institutionalized processes and the UN system would be happy to support them. Mr Kallon requested governors to support the on-going consultative process in the six geographical zones aimed at mainstreaming the SDGs from a bottom up approach.

Rachid Benmessaoud, the World Bank Country Director for Nigeria congratulated all governors-elect and indicated that the task ahead is critical for reducing extreme poverty and building shared prosperity for all Nigerian given that poverty has shifted from South Asia to Sub-Saharan Africa and it is now concentrated in Nigeria. He pledged the World Bank’s continuous engagement and support to NGF as a major plank for peer learning, knowledge sharing and resolving implementation issues.

**TASK OF NATION BUILDING**

Inspirational messages on the task of nation building were received from Mrs. Ibukun Awosika, Chairman, First Bank of Nigeria and Bishop Mathew Hassan Kukah, Sokoto Diocese.

Mrs. Ibukun Awosika enjoined Governors not to see their position as conduits for making wealth nor for conducting commerce without morality. She emphasized that the Governors are the closest point of contact to the citizens and are therefore best poised to impact on the citizens. Governors, she said, must ask themselves critical questions such as, what their goals are in governance, what values they intend to deliver to their people, and who each individual governor recognizes himself to be. Trust will be attracted from the citizens when each Governor fulfils their promises and impacts positively on the life of the populace. A high index of trust for the government will induce greater tax obligations fulfilment from the people. She posited passionately that the integrity of the heart and commitment of a Governor will attract the help and support the Governor needs from all and sundry.

Bishop Mathew Kukah noted that democracy is facing its biggest threat in decades. The Bishop observed that there is a crisis around transition with the old order still very much with us. This is exemplified by the absence of sound ideological basis for politics, weak political parties and the culture of godfatherism. Using the analogy of statesmen with big dreams, Bishop Kukah bemoaned the spate of poor governance in the country, and advocated that more should be done in managing diversity as well as recruiting competent leaders to run the affairs of the nation. He requested Governors to seek out and engage personnel with competence, even if they are from a different political divide, in order to achieve their vision for the state.

**VIDEO MESSAGE BY MRS. AMINA J. MOHAMMED, DEPUTY SECRETARY-GENERAL OF THE UNITED NATIONS**

The video message by the Deputy Secretary-General of the United Nations was played to participants. Mrs. Amina Mohammed congratulated all newly elected and returning Governors and advised that the election process of 2019 should be seen as another concrete step to deepen Nigeria’s democracy while lessons must also be learned and gaps addressed to ensure that the 2023 elections meet the expectations of all Nigerians.

She bemoaned the current neglect of local governments and charged governors to reverse this trend. The UN Deputy Secretary General then focused on two critical issues that she sees as key to addressing the root causes of weak governance in Nigeria: a) The imperative of strong institutions which underpins security, public service and the rule of law without which the countries will not achieve sustainable development and b) the issues of social cohesion. She observed that sadly, over the past few decades, Nigeria has been perceived by a narrative of corruption, violence, conflict, ethnic and religious bias, flawed democracy and harmful cultural practices. She charged governors as leaders to rebuild the trust deficient of varying degrees between the people and the institutions including forging partnerships with civil society, the private sector, faith leaders, academia and traditional institutions.

She indicated further that the sustainable development goals (SDGs) are a viable framework for the world and indeed Nigeria to bring development to everyone. They set out to tackle humanities most pressing challenges; poverty, inequality, gender, health, education, inclusive economies, conflict, human right and climate change. In the first year of its implementation, progress has been insufficient and uneven and at current trajectory, only half of the 17 SDGs would be attained by the terminal year of 2030. Specifically, she offered three ways in which Governors could buy into them and accelerate progress: a) the SDGs could serve as a key framework for budgeting at the state level and Kaduna state is not only a leading example in Nigeria but has been recognized globally; b) States must increase internally generated revenue to finance SDGs implementation; and c) effective partnerships which could be forged by recalibrating engagement with development partners including the United Nations to end all conflict from the North East to the Niger Delta and beyond and improve the lives and livelihood of all citizens.

**ADDRESS BY THE PRESIDENT/COMMANDER-IN-CHIEF OF THE FEDERAL REPUBLIC OF NIGERIA: MUHAMMADU BUHARI, GFR**

In declaring open the induction programme, the Vice President Prof. Yemi Osinbajo who represented the President at the occasion congratulated all newly elected governors on their victories irrespective of the party affiliation. Prof Osinbajo reminded Governors that while the Federal Government will as usual, be possibly blamed for the number of out-of-school children and for not investing enough in healthcare, states have the primary responsibility for service provision especially education and healthcare.

The Vice President noted that by current projection, Nigeria’s population is set to increase from 200 million to 400 million people in the next 3 decades and this would confer on Nigeria the third most populous nation in the world. “Most of that population would be young people under 25 looking for jobs, and majority would be in states except a few, living in Abuja. They would seek schools, healthcare services, foods and jobs in those states.”

Prof. Osibanjo dwelt at length on the achievements of the present administration and efforts aimed at assisting the states including loans, bailouts and Paris club refunds to the tune of over 1.1 trillion Naira which represents clearly, the highest amounts of the Federal Government’s statutory allocations and interventions in Nigeria’s history and this was done without any discriminations along party lines.

Declaring the induction/workshop open, the Vice President enjoined governors and Governors-elect not to revel in the same old excuses of ‘’lack of funds’’ and leave the poverty statistics worse or where they met it.

**VOTE OF THANKS**

The Governor of Delta state, H.E. Ifeanyi Okowa, moved the vote of thanks. H.E Okowa thanked the Vice President for enriching the programme with his presence, and appreciated the President of Nigeria for being non-partisan in supporting the states with intervention programs. He appreciated the support of development partners to the states and acknowledged the challenges and passionate appeals of various speakers in demand of good, result oriented governance. On behalf of Governors, he pledged that they will not disappoint Nigerians.

1. **ART OF GOVERNANCE AND EXPERIENCE SHARING**
2. **MAKING THE MOST OF YOUR TRANSITION**

**Chairman:** H.E. Bola Ahmed Tinubu, Former Governor, Lagos State.

**Lead Presenter:** Bill Richardson, Former Governor, New Mexico State (USA).

**Discussants:** Brian Condit, Former Chief of Staff to Governor Bill

Richardson (USA).

H.E. Ibrahim Shema, Former Governor, Katsina State.

Dr. Kayode Fayemi, Governor, Ekiti State.

**Key issues:**

* Establishing Coordination with the Departing Governor
* Transitioning from Campaigning to Governing
* Paying Attention to the Critical Task
* Defining Priorities
* Organising and Staffing Your Transition Office
* Taking Control of Your Schedule
* Controlling the Schedule
* Maintaining Work-Life Balance
* Building Bridges to the Legislative Bodies/Bureaucracy

H.E. Bola Ahmed Tinubu in his introductory remarks observed that we chose democracy but it is the most difficult system of Government to manage. It is the best form of governance but the most difficult because we have to learn how to make people the cornerstone of our economic policies. Luckily we have a President who has not deviated from resource management – he listens and makes decision based on the needs of states.

Bill Richardson gave the lead presentation. The message he strongly conveyed was that governors should note that the days of campaign and politics are over and the most important task is governance. All governors need to work together, think of their constituencies and beyond and most importantly the entire nation. He gave some specific advises as follows.

In setting up government, the first lesson is to organise quickly – move away from politics campaign to planning the new government. Show deference to the outgoing governor whilst putting together a transition plan. The departing governor is still the governor and must be respected. It is important to request a budget meeting on state finances and security briefing. Incoming Governors must request information on major issues that will affect the state. He advised that it is important to retain good lawyers to handle any litigation which may arise.

He advised the governors to select a good team, noting that the campaign people will want the best jobs but the Governor must select the best people based on merit. Honor the campaign people but not necessarily with critical jobs. He can take care of those that supported him in other ways but not with critical positions. It is important to determine immediate decisions which need to be made.

Other prerequisites are setting basic ground rules on scheduling. In this regard, find a transition coordinator and let him be the bad person. He gets to be the person who says no to every request for scheduling unless it is absolutely essential. So also is the need to make appointments quickly across boards.

Speaking further, Bill Richardson indicated that the families of the departing governor and the new governor also matter and need to be considered in the activities going on around them. As an incoming Governor, everyone wants to see them. It is important to make time for the family. The Job is important so is the Governor’s family and the Governor’s health. Take time off, take a break, reconnect with your family – you will all be living in public life and it is important to discuss the effect of this change, and how to manage the changes.

He further advised that as incoming Governor, Governors hold a position of public responsibility and must respect the civil service, Governors come and go, but the civil service stays and remains – thus it is essential to bring them in, show that the Governor is interested and recognizes their experience, competence, character and capacity.

He observed that communication and confidentiality is important. In this new age of advanced technology and all pervasive social media, the Press Secretary, Social Media Coordinator, must have transparency at the core. Transparency and Confidentiality is important and leaks should not be tolerated – if anyone is identified as a leak or if anyone leaks any information, he or she should be fired immediately.

He noted that most people communicate via social media, thus it is important to master and learn the technology, cultivate people to people relations, go to villages to talk to people, have town meetings, make time to listen to citizens, ensure people have time to see the governor, talk to the people who voted them in.

He concluded by stating that this is an exciting time and Governors have a very rewarding job. He also noted that women are important, thus they must appoint women, give women an opportunity and put women in the cabinet.

Dr. Kayode Fayemi observed that transitioning from campaign to governing is crucial. He highlighted Mario Cuomo's famous dictum that “You campaign in poetry but govern in prose” to illustrate the transition. Prospective Governors make promises based on voter demands but do not convey what they want to do because of votes they are expecting.

He advised that Governors must have a vision and cost their vision. They must know whether it is achievable within the assigned time frame. It is important to make plans based on the mandate they have and restrict themselves to the four year mandate they have been given by the people. Thus Governors must have a vision, cost it and assess adaptive capacity in terms of resources available. If there is a funding gap, they must explore raising internally generated resources to ensure accurate planning of the time in office.

He stated that there will be tension in putting a team together. Issues to consider are loyalty vs competence, and sensitivity to regional dynamics. It is important to make a decision based on competence and technocratic capabilities. He advised that Special Advisers and Technical Advisers should be professionals in their fields. It is also important to define the character of government and outline their dos and don’ts.

In concluding, he indicated that strategic communication is important. The Governors work does not speak for him, he must communicate what he is doing and find / use all means of communication to reach out to all constituents.

H.E. Ibrahim Shema stated that governance is central in a democracy. Governors must build bridges, reconcile warring factions, consult widely, heal and unite people to give authentic leadership. Specifically, he advised governors to focus on key sectors; set priorities, and share experiences with past and present leaders to avoid mistakes.

H.E. Shema further averred that local development is imperative and it is important to set up local committees and source representatives from each zone, including youth, women group, local chiefs and utilize them to find out the true needs of the people. It is vital to build bridges, reach out to traditional leaders to garner support, the legislature and ensure judicial independence and autonomy. There must be frictionless judicial independence.

In conclusion, he advised that it is crucial to introduce strategies to recognize economies of state. Governments must ensure all sectors are interconnected with state local and federal government. It is crucial to focus on Infrastructure development and avoid borrowing from recurrent expenditure.

Brian Condit in his intervention stated that the priority must be implementing the governor’s agenda which is defined in the campaign. On the basis of his experience as former Chief of Staff to Governor Bill Richardson, he gave specific tips to Governors, including the following; a) Have a unique management governorship style (b) Look hard for talents and identify heads of agencies to depend on c) Pass the message out, have ears out on the radar to identify critical issues and feedback from constituents and suitable staff. d) Potential resources exist in the civil service so develop relationship with key civil servants, they can guide you to where challenges exist e) Scheduling is important. Your staff must have a reason for why people want to meet with you. The primary reason is mostly because they want something – don’t spend your schedule answering request for resources and f) Reach out to public and find out how policies and decisions are affecting them.

In conclusion, he advised that the Chief of Staff should be someone who can push back and bounce ideas with the Governor. Both the Governor and Chief of Staff lay out the case and listen to all sides but the Governor has final decision.

**CONCLUSION**

H.E. Bola Ahmed Tinubu in his concluding remarks advised Governors to surround themselves with people who are trustworthy and will give honest advice and not those who will tell them how great they are or afraid to disagree with them. He also cautioned them not to forget the little people, the people who voted for them. He advised Governors to look them in the eye, listen to them, be accessible and open to them, have town meetings, and ensure you are aware of their needs and proffer solutions quickly.

He enjoined Governors to ensure that the job is one they can enjoy, observing that they can do a lot of good with the office, but there is need to balance their lives and “don’t do it all by yourself”.

1. **RECRUITING YOUR TEAM**

Chairman: H.E. Babatunde Fashola, Former Governor, Lagos State

Lead Presenter: Bill Richardson, Former Governor, New Mexico State (USA)

Discussants: Brian Condit, Former Chief of Staff to Governor Bill Richardson (USA),

H.E. Ahmad Nasir El-Rufai, Governor, Kaduna State,

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

Key issues:

• Vetting, Ethics and Confirmation Criteria

• Organising and Staffing the Office of the Governor

• Establishing Priorities on Appointments

• Identifying Critical Skills and Capacities

• Empowering the Bureaucracy to Accomplish Your Agenda

• Setting Responsibilities and Reporting Relationships

• Managing Expectations and Performance

• Balancing Political Appointees Vs. Civil Service

The session held under the Chairmanship of H.E. Babatunde Fashola, Former Governor, Lagos State and Minister of the Federal Republic of Nigeria on Works, Transport and Power. The Panel comprised of the lead presenter, Bill Richardson, Former Governor, New Mexico State, the USA and four distinguished panelists: Brian Condit, Former Chief of Staff to Governor Bill Richardson, New Mexico, the USA; H.E. Ahmad Nasir El-Rufai, Governor, Kaduna State; and H.E. Donald Duke, former Governor of Cross Rivers State.

The lead presenter, Mr. Bill Richardson posited that in recruiting your team, an incoming/returning Governor should meticulously organize and fully staff his office, develop vetting and confirmation criteria, establish priorities on appointments, identify critical skills and capabilities, empower the bureaucracy to accomplish his agenda, clearly set out responsibilities and reporting relationships, manage expectations and performances, get started and set his tone, identify and deal with personnel failures and treat his personnel with sensitivity and respect. He argued that what often goes wrong is when people are hired without being properly vetted, when the Governor fails to get key appointments confirmed by the legislature, though not common in Nigeria, and when making and announcing decisions too quickly or too slowly.

On whom to appoint, Mr. Richardson called on the Executive Governor to develop a list of positions that are actually needed under his control and map out whether some criteria are required or mandatory. The Governor should be open but direct, and emphasize on priority, appropriate mix, balance skills, personalities and career vs. political factors. He should determine the role of his Chief of Staff (CoS) and how the CoS could help in establishing roles, communications and decision making channels.

On selection of cabinet members and heads of agencies, the Executive Governor should keep the goals of his administration in mind, involve key relationships in the choices, that is, legislative, advocacy or constituent (religious, social, cultural/traditional, ethnic) groups.

The presenter further advised that the vetting process of political appointees should be set up separately from the selection process. Conduct criminal, legal, tax and financial background checks on all appointed personnel, establish early and strong relationships with confirmation committees, make a single person responsible for handling confirmations, understand the legislature’s attitude and information needs.

On establishing priorities on appointments, Mr. Richardson harped on the need for identifying critical skills and capabilities and quick determination on what key appointments to make. Timing and sequencing of appointments and announcements greatly help in setting the tone of a particular administration. For instance, if security is the priority, make that appointment first.

He advised Governors to key into their campaign promises and goals of the administration in the selection process and discuss early on the “values” they want in their cabinet. The Executive Governor should strive to balance the need for loyalty with the need for competence and make sure that appointees have the right balance of skill and diplomacy. In the process, he should equally empower the Bureaucracy to accomplish his agenda, that is, consider key civil service employees for his administration. Empower the Civil Service to develop and utilize regular employee performance evaluations and apply it to guide pay, performance and progression issues. Finally, the Executive Governor should proactively engage his administration in team building. They should not however, be oblivious of their political structure. They should continue to build network of communication for retention and strategic advancement of political career while in office and afterwards.

The Chairman of the session, H.E. Babatunde Fashola in his remarks, tasked the Executive Governors to effectively balance diversity, ethnicity, gender and religion in the difficult task of recruiting a strong and balanced team. In line with his temperament, he however advised the Governors to eschew ineptitude and work only with people who can deliver on their tasks. Finally, he called on them to regard their administration as a continuation of the good legacies – projects and programmes, of their predecessor(s).

The Executive Governor of Kaduna State, H.E. Ahmad Nasir El-Rufai in his remarks identified four critical appointments before each incoming administration. The first, and perhaps the crucial one is the choice of a running mate, which invariably occurs before election. Others are selection of Chief of Staff (CoS), Secretary to the State Government (SSG) and Commissioners. He urged them to develop robust criteria for each of these key appointments. Capable people to fill in these positions could be sourced from campaign offices, nominations by key party officials, interviews, experts/consultants, transition committee recommendations, and the like. Governors should not mind about the coloration of their cabinet so much as getting the right people no matter their background. He urged the Governors to leverage expertise, especially in technical areas – security, legal, healthcare, etc., not necessarily from within the State but even from outside. He encouraged experience sharing among the States, hailed the NGF for promoting peer review process and urged that it should be allowed to continue.

H.E. Donald Duke, former Governor of Cross Rivers State while congratulating the Governors posited that continuity in governance is a hallmark of a matured leadership. He called on the Executive Governors to, among other benchmarks, consider people who have passion for their vision and core values. Among other competing goals, the former Executive Governor called on the newly elected and returning Governors to consider poverty eradication as one of their fundamental objective.

Finally, Mr. Brian Condit, the Former Chief of Staff to Governor Bill Richardson, New Mexico in his remarks urged the Governors to chart a robust system of planning, organizing, leading and motivation of staff. These principles are strategic in the design and implementation of meaningful policies and ultimately, attainment of their goals.

1. **SETTING PRIORITIES, MANAGING PROGRAMS AND PERFORMANCE EXPECTATIONS**

Chairman: H.E. Bukola Saraki, Senate President and Former Governor, Kwara State.

Lead Presenter: Martin O’ Malley, Former Governor, State of Maryland, USA.

Dana Thompson, Former Director, Washington DC Office of Maryland Governor.

H.E. Ifeanyi Okowa, Governor, Delta State.

H.E. Udom Emmanuel, Governor, Akwa Ibom State.

Mr Kola Aina, Founder Venture Platform.

The Chairman, H.E. Bukola Saraki in his opening statement averred that the session was the most important of the induction. According to Dr Saraki, setting priorities and managing programs were critical to the success of every Governor. He called on panelists and the audience to contribute to the discussions in an interactive manner.

The lead presenter, Governor Martin O’Malley in his paper, titled, “Smarter Government - the data, the map and the method”, emphasized the following points:

1. “The ability to model, measure, and map our built and our natural environment (in real time) in ways all can see…”
2. “The ability to manage dynamic systems - regardless of scale - in order to achieve better results for individual people.
3. Finally, he stated that, “in this new way of governing, collaboration is the new competition”. He advocated a new way of leadership which is entrepreneurial, performance measured, interactive and collaborative.

Governor O’Malley stated that when he assumed the position of Mayor of the City of Maryland, the old tenets of the City government did not place emphasis on measurement of performance. However, today’s amazing technology has made it possible that the things that shape human history can now be measured, he opined. Enhanced technology, he observed, can now be used to eradicate diseases and measure things that governors are elected to do.

Governor O’Malley also pointed out that Trust in government is crucial in achieving success. According to him, “progress happens at the speed of trust”.

The Former Governor of Maryland further stated that when he assumed office as Governor, he introduced new rules that ensured the following:

* Accurate and timely intelligence.
* Rapid deployment of resources.
* Effective tactics and strategies.
* Relentless follow-up.

These innovative ways, Governor O’Malley stated, earned his government an award in the process.

Governor O’Malley further called for setting few strategic goals, as having too many goals meant the goals were no longer strategic but tactical. He also advocated for deadlines for achieving the set goals. The difference between a goal and a dream, Governor Malley noted, is having deadlines during which performance is measured. He pointed out that nothing would work unless the leader (governor) insists and drives the goals.

Governor O’ Malley also advocated for “repeating cadence of collaboration”. He called for “data driven decision making’, citing the examples of how data was used to improve public safety in the deployment of 200 police officers to parts of the city of Maryland. He cited other examples where data was deployed in making decisions on road repairs and bridges and the provision of clean water in Maryland.

Again, Governor O’Malley reiterated the idea of setting of goals with deadlines, if success is to be attained. He called on elected Governors to have the courage to set public goals with deadlines. In the final analysis, Governor O’Malley opined that this is really the only way to get things done.

The Chairman of the session, Dr Bukola Saraki repeated his call for an interactive session, stating that the discussions should center on how the principles advocated by the lead speaker can be applied to the Nigerian environment.

The thrust of the contribution by H.E. Udom Emmanuel, Governor of Akwa Ibom is the need for a Governor to be focused in order to attain his set goals. A governor without a sense of purpose may be easily distracted, he stated. Distraction, may come from Tribunal cases from opponents who lost elections. He further noted that an elected Governor must have a sense of urgency because re-election comes by quickly. Therefore, he called on elected Governors to have short and medium-term plans as long-term plans would not come into play.

In his contribution, Governor Ifeanyi Okowa called on fellow Governors to be mindful of what they do in their administration. He observed that there were three (3) stages – 1) Electioneering period, when additional issues could crop up; 2) Post-election stage when agenda might change from what the Governor initially had in mind. At this stage, he called for prioritisation of agenda. This should be communicated to Labour Unions, Traditional rulers, State Assembly and other stake holders in the state. 3) For the third stage, Governor Okowa advocated for entrepreneurial programs mainly directed at youths because, according to him, the problems in the States usually emanated from them.

During the transition period, Governor Okowa called on newly elected Governors to prepare to take over the rein of governance. He also called for taking on board worthy programs of previous administration and fine tuning them. Governor Okowa also called on Governors to show exemplary leadership through good oversight.

Dana Thompson in his contribution harped on the issue of “spheres of influence”. He pointed out that during Governor O’Malley’s administration, due to the geographical proximity of Maryland to Washington DC, Governor O’Malley took that into cognizance in the decisions he made. Mr. Thompson also stated that healthy competition among the states was good for development. He called on Governors to think of ways they could partner with the Federal government to ensure the development of their states. He advised elected Governors to form coalitions with other State Governors and synergize with Local Governments.

He called on elected Governors to create priorities, a system of accountability and regulations. These, according to Thompson is how governments can be effective. Finally he called for narrowing of priorities and the hiring of good writers who can craft good press statements. Concluding, he stated that some people may think that Legacy is a thing of the past, however, he advised governors to build good legacies now.

The last speaker, Mr. Kola Aina called for leveraging of information technology (IT) to achieve development. Evolving effective digital economy he noted is capable of transforming the fate of young Nigerian youths who currently are frustrated with the existing system in the country. Mr. Aina called for making the quick implementation of digital economy a priority sector in Nigeria. According to him, this sector pays higher wages and is capable of building a progressive Nigerian society.

**DISCUSSION SESSION**

The Governor-elect of Oyo state, H.E. Seyi Makinde observed that he has only just been elected Governor for 7 weeks and already, some people have either been attempting to hijack his government or were attempting to force their agenda on him. He asked if the pressure he is facing would subside or get worse. Responding, the chairman, Dr Saraki said that the pressures being faced by the governor would not get better but rather worse. He called on Governor Makinde to be clear what he wanted to achieve in government before his official inauguration on May 29, 2019. This he should do through setting his agenda. In his contribution, Governor O’Malley used the analogy of horse riding. According to O’Malley, “does it feel that you are riding the horse or the horse is riding you? He called on Governors to create time to be alone and lock the world out. By so doing, they would be riding the horse, instead of the horse riding them.

On that note, the Chairman, Dr Bukola Saraki thanked the panelists and the audience for participating in the lively discussion session.

1. **THE ROLE OF DEVELOPLOPMENT PARTNERS IN SUB-NATIONAL DEVELOPMENT**

**Chairman:** H.E. Ahmad Nasir El-Rufai, Governor, Kaduna State

**Lead Presenters:** Development Partners – AfDB, BMGF, DFID, GIZ, USAID, World Bank and the Dangote Foundation

At the special session anchored by H.E. Nasir El-Rufai, Governor of Kaduna State, development partners operating in Nigeria showcased the assistance package they have for the states.

In his introductory remarks, Governor El Rufai hinted that the total amount that has accrued to Kaduna State from development partners’ support is currently about $1.2 billion through various interventions which could be a lesson for other states. He enjoined his fellow Governors to seize the opportunity to take advantage of the resources Donor Groups represent. To take advantage of this resource, it is important to have a clear plan of action, align the plan with the mandate of the Donor Agency which are typically, governance, health, education, social welfare, and human development. Their assistance will be invaluable in running the state well.

The World Bank Country Director for Nigeria set the tone for the discussion. He indicated that the World Bank provides two types of support- concessional financing and technical assistance/knowledge. Request is normally through the Federal Ministry of Finance. The World Bank has a portfolio of $10.6bn as at April 2019 comprising $3.9 billion at the Federal Level and $6.71billion in states. This leaves an undisbursed balance of $6.48 billion (Federal level: $2.5bn and States: $3.98bn). The financing instruments in states are investment project financing ($4.5 billion) and the more flexible program for results ($2.2 billion). He rounded up by indicating that regular oversight is required by the Governor to strengthen ownership and timely release of counterpart funds. The Governor also needs familiarity with World Bank procedures.

The United Nations Country Representative observed that whilst the ongoing fieldwork in certain parts of Nigeria means we are close to full polio eradication, Nigeria still does not have a strong health system and currently operates in a “Response Mode”. He stressed the importance of having strong systems to sustain the gains that have been recorded and this will be achieved by strengthening planning for analysis and right decision making. There is a need to balance the way we work with hardware and software. It is important to invest in infrastructure, yes, but we also need to invest in education and information dissemination.

The Country Director of Aliko Dangote Foundation (ADF) observed that she is the only indigenous Nigerian organization on this panel. She indicated that 70 percent of ADF expenditure is expended in Nigeria – in the states and ADF work in three main areas: health, education, empowerment and disaster relief. The priority states are defined by the scale of the problems in each, which is why, for instance, Borno State has the largest intervention on humanitarian assistance. Speaking further, she indicated that ADF has entered into partnership with BMGF, USAID and UNICEF to jointly execute some projects to support strengthening of primary healthcare services and routine immunization. Plans are ongoing to expand on this. The micro-grant program, where they give a cash grant to 1,000 women in each LGA in the country, is the most geographically representative program. ADF has also embarked on infrastructure improvement for tertiary institutions. It built a 2,000 bed capacity hostel at ABU Zaria as well as a business school at Bayero University, Kano and University of Ibadan, Ibadan respectively.

The Country Director for African Development Bank (AfDB) informed the audience that the Bank has an Upcoming Strategic Planning Document which makes provisions for impactful programs to develop the quality of life of Africans, governance, human capital development and other transformative projects. The Bank bridges the gaps in a country’s funding capability and leverages other partners for sustained support.

He highlighted the importance of Agro-Industrial Processing Zones which aims to increase the comparative advantage in agriculture. Agricultural businesses are bigger than other industries and it is time to go back to them – Agro-Industial zones provide a timely and valuable opportunity. The Country Director appealed to the Governors to tap into this sector – it has the potential for solving the poverty unemployment inequity.

The Country Director for the UK Department for International Development recapped the support they provide in terms of Grant Funding, Technical Support and Expertise wherever needed. As a starting point, the UK Government is committed to eradicating poverty around the world. It tackles poverty by improving the standard of living. The starting point for Nigerian States is to know their visions for the states. The DfID recognises that there are capacity constraints and political bottlenecks in most states all over the world. Thus it seeks “areas where our agenda aligns with yours and use our money to ensure significant impact for all Nigeria”. Kaduna, Kano, Jigawa States, North East Nigeria, South East and South West are some areas which have significant coverage with DfID. Core issues like jobs, income growth, human capital development, health, education are areas which need improvement and support.

DfID is ready to partner with willing states to improve governance systems, planning systems, monitoring and evaluation systems. Others areas of potential collaboration and support are conflict and stability, drivers of conflict, climate change, humanitarian support, improved system and effectiveness and sustaining reform progress.

The United States Agency for International Development (USAID) through its representative highlighted that it partners with states to improve areas which require strengthening. It partners with State and provides Grants. Examples of projects they have partnered with states include; Ease of doing business; Increase access to electricity , investment; Child, disease, sanitation, education; Invest in people – human capital development; HIV AIDS; Accountability to constituents – increasing transparency – citizen engagement and mitigating conflict. The Representative extended an offer of willingness and readiness to support all states who require their services.

The Bill and Melinda Gates Foundation reiterated its support for states and stated that it has been privileged to provide support and technical assistance in the areas of Data Platform and Supply Chain Improvements. It provides money directly into state baskets and signed tripartite agreements with other agencies. It has expanded its country office here in Nigeria and is working on global health initiatives.

The Director of the German Development Agency (the Deutsche Gesellschaft für Internationale Zusammenarbeit or GIZ indicated that the organisation has been active in Nigeria since 1974. The main offices are in Abuja, with field offices in eight states. It provides expertise in MSMEs, agriculture value chains, agri-processing, rural electrification and energy efficiency. The Director encouraged the State governors to take advantage of donor partners.

**DISCUSSIONS**

The discussion session was intense. The Governor-Elect of Borno State expressed appreciation for the support to displaced communities in Borno state and urged his colleagues to inculcate community driven approaches as the problem is not always funding. In fact, some donors pursue top-down approaches. He also mention the need to for enhanced institutional capacity, coordination and synergy with development partners and seeking advice from former governors.

Governor kayode Fayemi emphasized the need for mutual accountability from both sides, and not just states. He also indicated that the word technical assistance is a nebulous and ill-defined concept that does not always produce the desired results. States must therefore be very clear of what they want. Coordination among donors is also a necessity.

Governor Nasir el Rufai advised that States must have a clear idea of what they want to do bearing in mind that these may not aligned with the priorities of the Donor Agencies. However, having clarity of purpose and intention will ensure capacity gaps are identified and clearly defined.

**DAY 2 – 30TH APRIL, 2019**

1. **GOVERNING FOR IMPACT**
2. **MANAGING THE PROCESS OF GOVERNANCE**

Chairman: Dr Kayode Fayemi, Governor of Ekiti State

Lead Presenter: Martin O’Malley, Former Governor, State of Maryland (USA)

Discussants: Dana Thompson, Former Director, Washington DC Office of Maryland

H.E. Abiola Ajimobi, Governor, Oyo State,

H.E. Abdulfatah Ahmed, Governor, Kwara State and

H.E. Atiku Bagudu, Governor, Kebbi State

Key issues:

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

Governor Fayemi, in his opening remarks, stated that the topic for the session revolved around the principal (Governor) who obviously is the person that sets the management style to manage the process of governance. Introducing the distinguished panelists and the lead presenter, Governor Fayemi pointed out that the panel is made up of an array of distinguished people who had led the process of governance in their personal capacities.

The lead Presenter, Governor Martin O’ Malley noted that managing the process of governance engenders tensions which he termed “Creative” and “Everyday tensions”. He noted that there were usually creative tension between governing well and attending to the building of coalition. Everyday tensions, he stated, played out everyday and could affect achieving set goals. These tensions, he referred to as “Whirlwinds” that take many shapes and forms. If not attended to by the Governors are capable of derailing the government. However, he also noted that tending to the whirlwinds is not tantamount to accomplishing set goals. Governor O’Malley reminded the Governors that in attending to the ‘whirlwind”, they should ask themselves a pertinent question. Drawing an analogy, he asked; do they feel they are riding the horse or the horse is riding them? In essence, are the Governors driving their agenda or are they being driven by their agenda?

Noting the critical roles of the Governor’s staff, Governor O’ Malley pointed out that he had two critical heads - a) Chief of Staff, who was responsible for driving the operations of government and b) Chief Administrative Officer who managed other responsibilities like time for solitude, family, and work. Governor O’ Malley also emphasized the need for Governors to set up strategic goals, with deadlines attached. Further, he advised Governors that in order to achieve their set goals, they needed to create the space to lock out the whirlwind in governance. This he called the ‘’timely recurring cadence’’. Finally, Governor O’ Malley advised the Governors to ensure they maintain their own time and also attend enough meetings (not all) so as to ensure their staffers know that they (Governor’s) monitor and know what they are doing at all times.

Mr. Dana Thompson, in his contribution, opined that one important thing is calibrating the set goals. He added that Governors be made aware of their calendars and the calendars of the federal government and nearby local governments. Mr. Thompson pointed out that when he served as the Director in Governor O’Malley’s office, they took cognisance of the proximity of the District of Columbia and Commonwealth of Virginia to Maryland. As a result, the State of Maryland collaborated with these states, as regional partners. Mr. Thompson also highlighted the need for establishing what he termed the Cadence of Efficiency and Accountability in the office of the Governor. Further, he called for “mapping” out the Governors meetings and effectively managing incoming request for meetings with the Governor. Mr. Thompson also underscored the need to understand the calendars of other nearby offices. According to him this would help the governor govern effectively and enhance his re-election bid.

In the final submission, he advised Governors to be on a constant look-out for the unexpected. He emphasized the need to recruit the right calibre of staff and put in place a system that is nimble enough and which is capable of bringing about changes whenever things suddenly change. He recalled that Governor O’Malley was one of the first US Governor’s, in his time, to use an IPAD. This, he noted, was at a time when other Governors were still using fat note pads. He rounded up by calling on Nigerian Governors to embrace the digital and technological age.

In his presentation, the Governor of Oyo State, H.E. Abiola Ajimobi commended the quality, content and structure of the 2019 induction. Governor Ajimobi called on Governors to be visioners and courageous enough to implement their vision. To be effective, Governor, Ajimobi advised his colleagues to be persuasive and proactive. He said that Governors must be cognisant of the peculiarities of their individual States. For instance, he noted that while Lagos is cosmopolitan, Oyo state is a cultural state. Further, he stated that governance is an act of balancing which Governors must do effectively. Governor Ajimobi advised Governors to design their own methodology for running their states. In Oyo State, he pointed out that they designed a pyramid of development, patterned after Abraham Maslow pyramid of needs. Governor Ajimobi likened a State to a human being that has needs. To this end, he advised Governors to identify the needs of their states. In the Oyo State experience, he listed the states’ hierarchy of needs to include; security, infrastructure, health, education, agriculture and industrialization. Governor Ajimobi noted that this was why Oyo State was the first state to set up a Technical University instead of a University of Technology. Finally, he recommended a “participatory management style’’ type of governance in which the governor works in conjunction with the Chief of Staff and the Permanent Secretary.

H. E. Atiku Bagudu, the Governor of Kebbi State in his intervention noted that a starting point for governors-elect would be to come to terms with the uniqueness of their individual States. By focusing on the uniqueness of their states, incoming Governors would be able to ascertain what is possible and what is not. Kebbi State, the Governor observed, is different from other states. The state thus chose to do better in health, education and security. To mobilise the people, Governor Bagudu, advocated for “clarity” of purpose, action and the ability to communicate same to the populace in a humble manner. Governor Bagudu also noted that putting the right people in the right positions, is crucial in managing the process of governance. According to Governor Bagudu, when a Governor communicates the difficulty he is faced with, the populace would be better carried along. As an example, he stated that Kebbi was the first state in Nigeria to secure 24 hours electricity supply. As a result of this feat, while the electricity billings increased, collection did not. Concluding, Governor Bagudu opined that a Governor would lose his people’s trust if he does not communicate effectively with his people, the opportunities and challenges he faces in government. He also noted that the uniqueness of States is essential in defining and communicating with the people of the State.

Alhaji Abdulfattah Ahmed, the Governor of Kwara State in his contribution drew attention to some of the challenges Nigeria is faced with. These include what he referred to as “hangover” of past military governments, as well as an economy that is still run by the Civil Service. He called on fellow Governors to exercise care in managing patronage while delivering services. He noted that States were plagued with critical challenges of knowing what services to be delivered to people and the infrastructure needed to be put in place. He opined that since there were low levels of resources, hard times were bound to come. To ameliorate these problems, he called on Governors to change the way and means of accessing resources. He stated that in Kwara State, micro and macro management of infrastructure was what he adopted. Governor Ahmed noted that in spite of the difficulties that he faced, he was able to have a clear focus on what was needed to be done. Essentially, he was able to strike the right balance on the needs of his state which the Kwara State Governor identified as: infrastructure, security and human capital development. Governor Ahmed pointed out that since access to resources was most challenging, States needed their IGR, people and processes. Governor Ahmed revealed that Kwara State increased its IGR from 7 million to 17 Billion Naira monthly when he changed the IGR processes and people. To sum up, he advised Governors to strike the right balance, if they wanted to achieve the desired results.

**DISCUSSION SESSION**

At this point, the panel Chairman, Governor Kayode Fayemi, sought the views/contributions of in-coming governors on the topic of discussion. Governor Fayemi also advised the management of NGF to create a form of partnership with an Academic institution to distill possible ways that incoming Governors could be assisted.

H.E. Seyi Makinde, Governor- elect of Oyo State requested to know whether a Governor should go outside the official organogram in seeking to get things done. Responding, the former Governor of Maryland, Martin O’Malley and Governor Fayemi answered in the affirmative. To round up the discussions, Governor Fayemi thanked the lead presenter and panelists. He also advised the in-coming Governors to remain focused on their goals and not be consumed by the whirlwind which the lead presenter spoke about in his paper. Finally, he reminded the in-coming Governors of the need to be conscious of their individual styles of governance and also the uniqueness of their states, especially since the buck stops at the tables.

1. **ECONOMIC MANAGEMENT**

**Chairman:**  H.E. Badaru Abubakar, Governor, Jigawa State.

**Lead Presenter:** Bismarck Rewane, Managing Director, Financial Derivatives Co.

**Discussants:** Ben Akabueze, Director General, Budget Office.

Babatunde Fowler, Executive Chairman, Federal Inland Revenue Service (FIRS).

Yewande Sadiku, Executive Secretary, Nigerian Investment Promotion Commission (NIPC).

Engr. Chidi Izuwa, Director General, Infrastructure Concession Regulatory Commission (ICRC).

**Key issues:**

* Achieving Realistic Budgets for Development Planning
* Tapping the Revenue Potentials of States
* Promoting Business and Improving the Ease of Doing Business
* Closing the Infrastructure Gap through Public Private Partnership (PPP)
* Achieving Sustainable Debt Management at the sub-national level

In his opening remarks, the Chairman H.E. Badaru Abubakar highlighted the importance of the session to the states in the Federation in view of the issues the session is designed to address, most especially issues to do with internally generated revenue (IGR), ease of doing business, and public private partnerships (PPP) among others.

The lead presenter, Bismarck Rewane, organized his presentation into five key areas; historical perspective of economic management in Nigeria, regional performance of macroeconomic indicators, policy scorecard (cause, effects and impact), simulation and analysis of scenarios, and summary and recommendations/key takeaways. In his overview, he remarked that through the recession was witnessed in 2016/2017, fiscal management across the three tiers of government and challenges to fiscal federalism are common and often contentious issues in fiscal federalism. Thus, federalism in Nigeria entails issues of how to accommodate non-resource rich states, derivation and how to address environmental challenges in resource-rich states. Utilizing data, he demonstrated some emerging trends across the States in the Federation. Paradoxically, almost all high revenue receiving states (Akwa Ibom, Rivers and Bayelsa) are afflicted by resource curse and recorded unemployment higher than the national average of 23.1% (Q3’2018). Whereas, Osun, Oyo and Ondo recorded the lowest unemployment rate. However, unemployment rates and opportunities within states might however dispel this, he argued.

In measuring efficient fiscal management across the states in the Federation, Mr. Rewane contrasted profligacy vs. prudence. He reported that the ratio of expenditure items to total expenditure (budget) evaluates individual states’ priorities. He lamented that states that spend more on education and health (capital items) are yet to achieve better living standard. Further, Mr. Rewane reported the subsisting FAAC revenue sharing formula across the Federating units remain Federal Government – 52.68%, States – 26.72% and Local Governments–20.6%. It was found that reflective of volatile oil prices over the last 5 years, the average FAAC shared has fluctuated significantly. Also, a negative correlation was established between FAAC allocation and exchange rate as well as between IGR and fiscal deficit. Widening fiscal deficit continued to weigh on capital expenditure across states.

Expectedly, states with the highest debt to total revenue ratio recorded relatively high rate of unemployment except in Osun State. States’ resilience to shocks remained weak according to Mr. Rewane, as very few states survived the impact of internal and external volatilities; deterioration in oil production and insecurity, commodity prices, global protectionism and policy tightening. He therefore emphasized the need to diversify revenue sources. The top 3 most resilient states are Lagos, Kano and Enugu in view of their strong IGR, (IGR-to-Total Revenue > 25% implyingless reliance on FAAC), high investment in infrastructure (Cap. Exp.-to-Budget > 40%) and adequate revenue to cover their recurrent expenditure.

Other measures of vulnerability used by the presenter are the domestic and external debts profiles. He showed, for instance, that the North Central and North East, except for Anambra State from the South East, had the lowest domestic and external debt stock compared to other zones. In another characterization, a misery index (MI), which is measured as the sum of unemployment, inflation and underemployment, computed across the States showed that Taraba, Ogun, Osun, Oyo and Ekiti States topped the list with the lowest MI while Jigawa, Kaduna, Yobe and Nasarawa States recorded the highest MI in 2018 above the national average of 54.5%.

On internally generated revenue (IGR), Mr Rewane bemoaned the capacity of IGR flow across the States over the years. He revealed that as at 2017, only 7 states generated IGR in excess of 30% of their total revenue. The presenter identified Lagos, Ogun, Kano, Cross River and Rivers States as the most performing IGR States while the lowest five are Yobe, Akwa Ibom, Bayelsa, Borno and Kebbi States in Nigeria. Hence, to raise IGR level in the States, Mr. Rewane posited that the States need to improve tax collection efficiencies, increase the ease of doing business, finance infrastructural needs – a key enabler of business and investor confidence, make significant investments in companies, partner with private sector in various sectors such as manufacturing, agriculture and tourism and tie down future borrowing to sustainable projects

Mr. Rewane also assessed the level of capacity across the States in terms of payment of the new minimum wage of thirty thousand naira (N30,000.00) in the country. He opined that although up to 19 states had debt profiles that exceeded their statutory revenue in addition to personnel expenses exceeding most states’ IGR level, yet the Executives need to compliment the FAAC allocation with more aggressive derive on the IGR and judicious application of the 85% share of VAT revenue. He cautioned that in view of the social consequences that may be associated with the failure to pay the new minimum wage and the burgeoning rate of unemployment in the country, head count rationalization is infeasible. He rather advised greater labour optimization as a means of boosting productivity. Other options available to the states include – privatization, that is, partial sales of equity across SOEs, liberalization – private sector-led projects, commercialization - rental income from idle assets and concessions - fees from long term leasing of assets. He further called for greater economy in mobilization of input resources, efficiency in maximizing output and effectiveness in delivering socially optimal outcomes.

In summing up, Mr. Rewane lamented that both the FGN and the States have been operating at a deficit for the last 2 decades – though deficits are not bad in the face of unemployment and economic slowdown. He therefore urged the States to make concerted efforts to boost their revenue generation capacity.

The Director General, Budget Office Mr. Ben Akabueze, in his contribution called on the States to embark on proper planning as a means of achieving realistic budgets. He noted that budget is nothing more than revenue forecasting and expenditure planning. He called on State Executives to, while drawing their budgets, conservatively project their revenue and under forecast transfers from the FAAC in order to achieve realistic budget in any financial year. He further called for more attention on capital component as against the recurrent component. Finally, he cajoled the Legislature to support the Executive arm in achieving realistic budget.

On his part, Mr. Babatunde Fowler, the Executive Chairman of the Federal Inland Revenue Service (FIRS), urged the States to tap the revenue potentials in their respective jurisdictions . He hinged his call on the direct link between VAT and volume of transaction and the need for State Governments to expand their tax base on income and wealth in addition to consumption which is subject to VAT. He further revealed that out of the 35 million BVN registration, only 20 million are harnessed while revenue from 15 million remained untapped. Finally, he advised the State Governors to promote independence of State’s Board of Internal Revenue and ensure that only qualified persons are in charge.

Ms. Yewande Sadiku, the Director General of the Nigeria Investment Promotion Council (NIPC) in her presentation dwelt on the role of States in improving ease of doing business (EDB). She stated that while each state in the federation has its comparative advantage in terms of promoting business environment. Kano and Borno States, for instance, have population and landmass, respectively. The combined population and land mass in the North West are great stimulants for wooing investors into the region. She reiterated that EDB is not about what we tell investors we will do for them but what we actually do and how we treat other investors operating within our territory. She called on the Governors to provide necessary infrastructural facilities and conducive regulatory environment to rank among best investment destinations in the country.

The Director General of the Infrastructure Concession Regulatory Commission (ICRC) Engr. Chidi Izuwa in his contribution on “*Closing the infrastructure gap through public private partnership”* called on State Governors to embrace PPP as a veritable tool for infrastructure development in their States. He challenged the states to establish PPP Resource Centers which he christened as the Infrastructure Fire Service for States. He further called on the States to pass State PPP laws and prepare State Infrastructure Master Plans. In conclusion, he urged States to engage the private sector in the delivery of social services such as education, security, health and other public good.

**DISCUSSIONS**

A lively discussion thereafter ensued. The Chairman of the Forum wanted to know the Panel’s view on VAT which is rated as the lowest in the world and the recent call by the IMF for an increase in the VAT rate. Mr. Fowler responded that what was needed was increased coverage of VAT and improvement in its administration rather that increase in the rate. The Chairman of the session at the end thanked the presenters and Governors for a lively session.

1. **DEVELOPMENT FINANCING**

Chairman: H.E. Godwin Obaseki, Governor, Edo State

Lead Presenter: Godwin Emefiele, Governor, Central Bank of Nigeria

Discussants: Abubakar A. Bello, Managing Director, Nigeria Export Import Bank (NEXIM),

Aliyu Abdulhameed, Managing Director, Nigerian Incentive Based Risk Sharing System for Agricultural Lending (NIRSAL),

Uche Orji, Chief Executive Officer, Nigerian Sovereign Investment Authority (NSIA)

The session was chaired by H.E. Godwin Obaseki. In his introductory remarks, he noted the important finance to Governors and requested for a very participatory session. The chairman also requested the panel to focus on the instruments and tools to support states in their intervention.

Dr Joseph Nnanna, Deputy Governor of the Central Bank of Nigeria (CBN) who represented the Central Bank Governor flagged off the session. He noted that Nigeria’s economy is poorly diversified and overtly dependent on a single commodity, oil. Flowing from this, the economy’s biggest challenges are oil prices and oil production. There was thus the need to diversify the economy. Nigeria’s comparative advantage is agriculture which contributed a large chunk to the GDP and exports prior to the oil sector taking over the economy.

Speaking further, he requested Governors to take advantage and leverage on CBN’s financial and monetary policies to boost the agricultural sector. Mechanised farming is being encouraged and interest rate is being lowered. The CBN is ready to partner with governors to boost agriculture through its suit of interventions including the Anchors Borrowers’ Scheme and NISRAL. All that is needed from the Governor is collateral on donated land.

Mr Aliyu Abdulhameed, Managing Director, Nigerian Incentive Based Risk Sharing System for Agricultural Lending (NIRSAL) indicated that the organisation is an innovative mechanism targeted at de-risking lending to the agricultural sector to trigger an agricultural industrialization process through increased production and processing of the greater part of what is produced to boost economic earnings across the value chain. As an initiative of the Central Bank of Nigeria (CBN) and the Federal Ministry of Agriculture and Rural Development, NISRAL is licensed as a non-bank financial institution and tasked with the primary mandate of facilitating the flow of credit to agribusiness value chain players.

He indicated that NIRSAL has five pillars that are designed to ‘de-risk’ the agricultural financing value chain, build long term capabilities and institutionalize agricultural lending using its seed capital of USD 500 Million. It tackles both the agricultural value chains and the agricultural financing value chain. The key issues to address in working with states is to attract 1) Technological capital 2) equipment capital 3) human capital and 4) finance capital. The key enablers to attract investments is to de-risk all the various elements.

Mr. Abubakar A. Bello, Managing Director, Nigeria Export Import Bank (NEXIM), in his presentation noted that NEXIM Bank was established by the Federal Government of Nigeria in 1991 to replace the Nigerian Export Credit Guarantee and Insurance Corporation. It provides export credit guarantees and export credit insurance for exports of Nigerian commodities and services. It provides credit in local currency to its clients in support of exports, establishes and manages funds connected with exports, maintains a foreign exchange revolving fund for lending to exporters who need to import foreign inputs to facilitate export production, as well as a maintenance of a trade information system in support of export and import business.

Dr Uche Orji, Managing Director and Chief Executive Officer of the Nigeria Sovereign Investment Authority (NSIA) indicated that the agency was established in 2011 to manage funds in excess of budgeted hydrocarbon revenues. Its mission is to play a leading role in driving sustained economic development for the benefit of all Nigerians through building a savings base for the Nigerian people, enhancing the development of Nigeria’s infrastructure, and providing stabilisation support in times of economic stress. States are part owners as the ownership structure is such that states own 36 %, Federal Government 46% and Local Governments 18%.

Speaking further, he noted that the NSIA operates three main funds: the Stabilisation Fund, the Future Generations Fund and the Nigeria Infrastructure Fund. The role of the Stabilisation Fund is to provide budget support in times of economic stress; the Future Generations Fund is an inter-generational savings fund for future generations of Nigerians and the Nigeria Infrastructure Fund is to invest in domestic infrastructure.

The Authority commenced operations in 2012, with a seed capital of US$1 billion. An additional $250 million was committed to the Authority by the National Executive Council in 2015. However, the fund is relatively small compared to other Sovereign Wealth Funds (SWFs).

The NSIA is prudently managed. It a signatory to the Santiago Principles, a set of 24 voluntary guidelines that assign best practices for the operations of SWF, including transparency and governance.

The Managing Director rounded up his presentation with some lessons. He indicated that it is important for states to save. States mostly in the U.S. have SWF. The NSIA is increasingly tackling climate change. The agency is currently working on a deforestation program in Ogun State.

**Discussions**

Encouraged by the Chairman, there was a lively discussion after the presentations. The Governor-Elect of Nasarawa State requested from the CBN the size of land required for participation in the scheme, who the certificate of ownership would be issued to and the amount of money available. The Governor –Elect of Lagos wanted to know the risk matrix of interest in PPPs, Governor of Ondo State asked the Representative of NEXIM whether they develop ports and dreg rivers. The Governors of Kebbi State and the NGF Chairman argued for an increase in the capitalization of the Anchors Borrowers scheme from its present 200 million Naira in view of its spectacular success.

In response, the CBN panellist indicated that the minimum size of land is 100 hectares but the more hectares the better. The type of crop would determine the support level. While CBN would like to do more, it cannot take over the functions of the Ministry of Agriculture. The NSIA indicated that the size of its fund is very small. It has only $700 million investment in infrastructure, the minimum intervention fund is $5 million and the risk matrix is two ways - projects of national importance and profit motive. In looking for partners, its preference is PPPs although it is not averse to the private sector. Nexim indicated that it is currently involved in channelization and inland dry ports while also exploring modalities to support research institutes.

The Chairman, rounding up the session, thanked the panellists and informed his colleagues that financing is available. The CBN for example has created a window to support states and all that is needed is for states to be proactive in accessing the funds. Governors are also investors in the NSIA.

1. **HUMAN CAPITAL DEVELOPMENT**

Chairman: Dr. Kayode Fayemi, Governor, Ekiti State

Discussants: Mrs. Maryam Uwais, Special Adviser to the President on Social Investment Programme

Mrs. Teju Abisoye, Executive Secretary, Lagos State Employment Trust Fund

Dr. Hameed Bobboyi, Executive Secretary, Universal Basic Education Commission (UBEC)

Mr. Ben Omogwu, Co-ordinating Executive Secretary, National Health Insurance Scheme (NHIS)

Dr. Faisal Shuaib, Executive Secretary, National Primary Healthcare Development Agency (NPHCDA)

Key issues:

• Social Investment / Youth Empowerment

• Education

• Universal Health Care

Dr. Kayode Fayemi in his opening remarks defined human capital development as the totality of health and social investments to improve the quality of life of citizens. He indicated that there are three thematic areas of human capital development; health and nutrition, education and labour force participation.

He noted that human capital development will be the most important issue to bear in mind for the incoming administration, especially as Nigeria was faring badly in human capital indices globally. The chairperson argued for a vision of human capital development to assist Nigeria in moving further up the ladder.

Mrs. Maryam Uwais’ intervention was on the Social Investment Programme of the current regime. She noted that the Federal Government established the National Social Investments Programmes (NSIP) in 2016, to tackle poverty and hunger across the country. The suite of programmes under the NSIP focuses on ensuring a more equitable distribution of resources to vulnerable populations, including children, youth and women. The Conditional Cash Transfer (CCT) Programme, for instance, directly supports those within the lowest poverty bracket by improving nutrition, increasing household consumption and supporting the development of human capital through cash benefits to various categories of the poor and vulnerable. The support is conditioned on fulfilling soft and hard co-responsibilities that enable recipients improve their standard of living.

Speaking further, she implored State Governors to register beneficiaries in their states and own the process. States are required to liaise with their constituents and identify crucial needs and dire conditions which the fund is needed to address. It could range from enrolment, school, to child and maternal mortality. Care givers are given support and young people are made productive.

The home grown national school feeding program which has substantially boosted enrolments in schools is another important project which states are expected to participate in. The programme is part of a 500 billion Naira funded Social Investment Programme announced by the Buhari administration to tackle poverty and improve the health and education of children and other vulnerable groups. When fully realised the school feeding component of this programme aims to support States to collectively feed over 24 million school children which will make it the largest school feeding programme of its kind in Africa.

The last of the interventions which Mrs. Uwais spoke about is the Federal Government youth empowerment scheme, N-Power, which targets large-scale skill development. N-power currently engages several beneficiaries and cuts across several sectors including education, health, and agriculture. Currently, there are about 500,000 N-Power beneficiaries. She rounded up by indicating that the Agency is ready to engage with states and extend these opportunities.

Teju Abisoye shared the experience of the Lagos State Employment Trust Fund. She noted that Lagos State has adopted a strategy to manage human development deficits in the state through the institution of the Trust fund which is created by law but is independent and run by a management team.

The main achievement, she indicated, has been the drastic reduction in unemployment figures and support to micro, small and medium businesses through access to finance, capacity development, market access, business expansion, and bridging skill gaps. The Trust Fund has trained over 6000 people within 12 months through supporting businesses doing things innovatively through technology support, operational support in terms of office space, and access to commercializing their products.

The Agency needs to be self-sustaining and crucial steps that can make this happen include provision of funding at cost, identifying strategic sectors and focusing interventions on that sector.

In summing up, Mrs. Abisoye informed the audience that the Trust Fund is available to assist other states by hosting state representatives to exploratory sessions for youth employment, coming on board as partners, developing strategy that will work in individual states etc. All states are invited to take advantage of this offer to learn from what has worked – an illustration of Peer learning.

Dr. Hameed Bobboyi spoke on the Universal Basic Education Commission (UBEC). He noted that the agency was introduced in 1999 by the Federal Government of Nigeria as a reform programme aimed at providing greater access to, and ensuring quality of basic education throughout Nigeria. The UBE Programme objectives include: 1) Ensuring an uninterrupted access to 9-year formal education by providing free, and compulsory basic education for every child of school-going age; 2) Providing six years of Primary Education, three years of Junior Secondary Education and Providing Early Childhood Care Development and Education (ECCDE); 3) Reducing school drop-out and improving relevance, quality and efficiency; and 4) Acquisition of literacy, numeracy, life skills and values for lifelong education and useful living.

Mr Ben Omogwu, Coordinating Executive Secretary, National Health Insurance Scheme (NHIS) indicated that NHIS is a body corporate established under Act 35 of 1999 Constitution by the Federal Government of Nigeria to improve the health of all Nigerians at an affordable cost through various prepayment systems. The Scheme established under Act 35 of 1999 by the Federal Government of Nigeria, is aimed at providing easy access to healthcare for all Nigerians at an affordable cost through various prepayment systems. NHIS is totally committed to securing universal coverage and access to adequate and affordable healthcare in order to improve the health status of Nigerians, especially for those participating in the various programmes/products of the Scheme

NHIS is to provide social health insurance in Nigeria where health care services of contributors are paid from the common pool of funds contributed by the participants of the Scheme. It is a pre-payment plan where participants pay a fixed regular amount. The amount/funds are pooled, allowing the Health Maintenance Organisations (HMOs) to pay for those needing medical attention. It is primarily a risk sharing arrangement which can improve resource mobilisation and equity. It is indeed regarded as the most widely used form of health care financing worldwide. NHIS also regulate private health Insurance operated by HMOs.

Dr. Faisal Shuaib, ED/CEO of NPHCDA in his presentation, enumerated the core mandates of the agency, emphasizing the critical role of states in achieving qualitative healthcare delivery in the entire country especially towards effective eradication of Polio in Nigeria. While expressing optimism in the reform efforts of the agency he directed the attention of the audience to how imperative it is for Nigeria to achieve the global mandate of Universal Health Coverage, emphasizing that an effective Primary health care system is the foundation for achieving universal health coverage. Additionally, without strengthening the PHC system in Nigeria, the Basic Health Care Provision Funding (BHCPF) mechanism cannot be implemented effectively. While noting the difficulties some states are encountering in migrating PHC health workers from LGAs to SPHCDA, he proposed and explained steps to be taken for an effective, efficient and transparent migration of functional PHC health workers. The agency is currently driving a Community Health Influencers, Promoters and Services (CHIPS) program which requires that states work with traditional leaders in their communities to identify, train and equip, CHIPS agents.

The ED advocated for the support of the state Governors in the implementation of Expanded Midwifery Service Scheme to be funded by the Federal and State Governments but will be handed over to States in 5 years. The funding vehicle shall be the BHCPF. He reappraised the importance of the Nigeria State Health Investment Programme (NSHIP), which is a performance based approach to strengthen service delivery at the health facilities level, and encouraged more states to fulfil the requirements to come on board the program. In concluding his presentation, the ED NPHCDA made specific requests to the governors which included holding quarterly meetings with LGA chairmen to review PHC indicators, support the establishment of State Emergency Maternal and Child Health Intervention Centre (SEMCIC), conduct a PHC human resource audit to assess and address gaps, review requirements for drawing down the BHCPF and apply for inclusion in the roll-outs.

**Conclusion**

Due to time constraint, questions could not be entertained. The chairperson of the session in summing up thanked the distinguished panel and noted that states are critical to achieving human capital priorities and both performing and non performing states need to collaborate to enhance Nigeria’s performance.

1. **IMPERATIVE FOR A DIGITAL NIGERIA**

**Chairman:** Jim Ovia, Chairman, Zenith Bank PLC

**Discussants:** Prof. Umar Garba Danbatta, Executive Vice Chairman, Nigerian Communications Commission

Yusuf Kazaure, Managing Director, Galaxy Backbone

Dipo Faulkner, Country Head IBM

Bayo Sanni, Country Director, ORACLE

Eghosa Omoigui, Managing Partner, EchoVC Pan-Africa Investment Fund.

**Key issues:**

* Broadband: Technology, Connectivity for Development
* Digital Identity: Building a smarter, safer community
* Digitizing Government Processes: Roadmap to achieving digital goals
* Capacity Development: Internet governance, infrastructure and technical standards, cybersecurity, IT in schools’ curriculum

In opening the session, the Chairman stated that the most vital ingredients needed to digitize the economy and improve government processes is ICT and Human Capital. It is important to create digital identities for all Nigeria, i.e. digitally register all Nigerians. It is also equally important for State Governments to employ Senior Technology Assistants who are mandated to deliver on digitizing the states and ultimately the country.

He remarked that broadband penetration across Nigeria is vital for economic development and it is dependent on states to collaborate with the Federal Government in rolling out broadband across the Country.

Prof. Umar Garba Danbatta, Executive Vice Chairman, Nigerian Communications Commission in his intervention remarked that it is imperative for States Governors to support the introduction of licenses. There is currently a Licensing Advertisement for the North Western Zone. All Governors are implored to make their states fiber friendly and accept the infrastructure requirement by adhering to the provision of NEC on the right charges per meter cost. He stated that a fiber friendly deployment environment is capable of transforming individual states economically and states are implored to adhere to NEC docs which specifies the right way charge of 145 Naira per meter.

He requested the Governors to review the taxes imposed on telecommunication. NCC is unable to deploy government infrastructure due to high taxes charged by the states and called on States to align themselves with digitizing their states by aligning their plans and strategies to national plans. The deployment of broadband infrastructure into the hinterland of states is a massive challenge and states are required to collaborate with NCC.

Dipo Faulkner, Country Head IBM indicated that data is a crucial resource and provides endless opportunities to tap into. The success of the States depends on planning, budgeting, and managing issues around data and transparency and how to use it. He observed that the current demographics of the population are youths. The key task will be how to capture the attention of the young population and to get them involved in activities of state. This is a unique requirement. The response is a more digital approach and more engagement with the government which results in authenticity in decision making

He explained that this will lead to a need for the regulation of policies on disruptive technologies. Decisions need to be made about what data is used for and the extent of its use.

Mr. Faulkner also observed that data can be beneficial but may create social imbalances and decisions need to be made about who has access to ensuing jobs, who has the right skills needed, the relevance of data and its uses. He stated that richer folks have an edge, thus it is imperative to be careful so that the disadvantages do not widen. Digital policies must be inclusive and extended to the hinterlands too, and not just the city. It must create value to all regardless of the location.

He added that it is also essential to re-skill the workforce and promote self-sustenance. This is an invaluable skill to the country and the rest of the world thus it is the right time to devote investment in digital hub service in states. He concluded by stating that IBM has various solutions available and are prepared to work with states to develop and enhance the skills of states and citizens.

Bayo Sanni, Country Director, ORACLE indicated that the key tasks ahead of Governors are security, public safety and revenue generation. These are areas where governors will want to make their mark in the next four years thus it is crucial to explore and think about how technology will play a key role in revenue generation.

He observed that technology will continue to play a key role in society and in providing access to government service. It will drive public safety, revenue generation, education, and the key critical issues in state administration.

The Director stated that Oracle partners with states in providing public safety and increasing revenue generation and will continue to do so. In the area of education, there are programs for entrepreneurs which support them in creating their own business. It partners with Teachers to improve their training capabilities which has a spillover on the students. The graduate training programs equip students to be employable, undergraduates are offered the choice to study oracle as a curriculum and success have been recorded in encouraging girls via STEM to appreciate science.

He observed that some states are way ahead of others and Oracle is looking at transformational leaders who really want to change their states – stating that Oracle is prepared to partner with the government and help to restore the number one resource – our people.

Yusuf Kazaure, Managing Director, Galaxy Backbone observed that reviewing all the development plans and prospects discussed thus far, it is evident technology can enhance the deliverance of these plans. It is the underlying fabric that can make a difference in all sectors. He stated that the obvious challenge is that there are various competing priorities and it becomes hard to make choices - do we get chairs for these dilapidated classrooms or do we get computers for teachers to improve their teaching capability?

He stated that leaders must be transformative and explore the use of technology in making these decisions. The key area to make a difference is in ICT and training people to be self-employed quicker. Creating ICT Hub and developing the manpower to drive it.

He observed that Infrastructure is key thus it is necessary to comply with the EVC of NCC. The digitization of government and processes is inevitable and the singular key thing government has to do. The average Nigerian expects certain standards and the expectation extends to government, there is an expectation that services should be available and accessible on / via phones, the internet, etc. The key challenge is transformation and we need to embark on it right now.

He concluded by stating that collaboration is essential and it is necessary to create an eco-system as there is no need to re-invent the wheel. For example, there is someone’s fiber sitting in the area which can be used to provide a service, governors need to move up the value chain and use money to get more value. Funds are limited thus it is advisable to build on existing infrastructure already being deployed. The National ICT infrastructure backbone interconnects across states and creates a platform that will become the base for additional initiatives.

Eghosa Omoigui, Managing Partner, EchoVC Pan-Africa Investment Fund in his intervention introduced EchoVC Partners an experienced seed, early stage and growth technology venture capital fund focused on financing and cross-pollinating leading technologies, teams and business models in Sub-Saharan Africa, Europe and North America.

As stage-agnostic investors with a combined network of local and global connections, they bring a disruptive approach to investing at the technology intersection of consumer, media, data, and devices and leverage knowledge transfer from Silicon Valley as a driver to seed growth across borders.

Mr. Omoigui in concluding requested state governments to cultivate the habit of investing in tech companies because they are easier to start, easy to scale, and grows much quicker.

**Discussions**

Due to pressure of time, questions were not entertained. The chairman of the session thanked participants for their views which would take ICT forward in the country and assist governors to govern well.

1. **STRATEGIC COMMUNICATIONS AND PRESS/ PUBLIC RELATIONS**

Chairman: H.E. Segun Osoba, Former Governor, Ogun State

Discussants: Mr. Nduka Obaigbena, Publisher, ThisDay.

Dr. Yemi Ogunbiyi, Former Managing Director, Daily Times

Mr. Sunday Dare, Publisher of News Digest International magazine

Mr. Gerald Ilukwe, Former Managing Director of Galaxy Backbone

Key issues:

• Articulating Your Vision

• Working with the Press

• “Make” News

• Press Conferences

• Other “Media” Availabilities

• Promoting your Message Everywhere Every time

• Utilising State Public Relations Resources

• Constituent Services

• Dealing with Disasters and Negative Press

• Utilising the internet, the social media and other Innovative Tools

The session was chaired by H.E. Segun Osoba, former Governor of Ogun state. Integrating his experience as a journalist and former governor of a state, he explained the critical importance of establishing a strong media team to present a Governor’s vision promptly after inauguration into office.

Mr. Nduka Obaigena reminded the audience that the world of media has changed because now, every citizen has access to media due to technology and this has considerably changed the media landscape from what it was known to be. He rhetorically asked the Governors if they were connecting with their people and also reminded them of their responsibility for security, transparency and accountability. “It’s always good to be front and centre of communication during your tenure”. He advised Governors to define their vision for the state and the ministries, departments and agencies in their government for clarity and always remain at the centre of the communication strategies of their states. He invited their focus to the fact that security, transparency and accountability are main responsibilities they cannot fulfil without a good media strategy.

Dr. Yemi Ogunbiyi in his remarks, said he believed the theme of their discussion should rather have been “Politics and the new media”. He emphasized the critical shift in the media landscape induced by the social media. All Governors must realize they need the media and take control of sharing their stories, positing that an administration is only as good as it was reported to the people. He advised the Governors to develop strategies to deal with social media information, especially in cases of falsehood that travels fast and takes on a life of its own. ‘Your best antidote against bad press is good governance’ he declared.

Mr. Sunday Dare implored Governors to invest in social media communication and seek out experts to manage the process for them. He however advised that in choosing media personnel, it’s best to combine traditional and social media experts.

Mr. Gerald Ilukwe opened his contributions by highlighting the fact that most of the electorate are present on social media and any Governor will ignore the social media at his own risk. He encouraged the participants to build their followers on social media aggressively and develop a cohesive and comprehensive media plan. He implored them to be proactive and not reactive while also encouraging them on setting benchmarks to measure impact.

1. **MANAGING SECURITY IN THE STATES/ IMPERATIVE OF FIGHTING CORRUPTION/TERRORIST FINANCING IN NIGERIA**

This combined section on security and corruption featured presentations from an esteemed panel comprising the following:

Chairman : H.E. Abdulaziz Yari Abubakar, Chairperson of NGF and Governor of

Guest of Honour : Alhaji Nuhu Ribadu, Former Chairman, EFCC

Lead Presenter : Mr. Ibrahim Magu, Ag. Chairman, EFCC

Lead Presenters : Mr. Yusuf Magaji Bichi

H.E. Kashim Shettima, Governor, Borno State

H.E. Samuel Ortom, Governor, Benue State

H.E. Simon Lalong, Governor, Plateau

H. E. Mohammed Adamu, Inspector General of Police

1. **MANAGING SECURITY IN THE STATES**

The lead presenter on security, Mr. Yusuf Magaji Bichi, Director General of the Directorate of State Security (DSS) began the section by outlining what security is all about. According to him, though variants of the definition abounds, he will go with McNamara’s definition which states that security is not simply about military or police actions, but rather about development and without security, there would be no development. According to Mr. Bichi, McNamara definition has to do with issues which are central to development, like education. He went on to observe that one of the major security challenges confronting Nigeria is terrorism and the management of security, starts from the states. Going down history lane, Mr. Bichi noted that during the colonial days, the security architecture started at the wards. Unfortunately, after Nigeria’s independence, there was a disconnect that is currently affecting the country. According to Mr. Bichi, Nigeria missed a vital component in its security architecture - the village head. Mr. Bichi was of the view that if the governors wanted to improve security, they need to block the loopholes that engenders security failures. Going further, the DG DSS noted that security ought to be managed by looking at the health sectors and education sectors. This is because these sectors determine the people that can be mobilised during emergencies.

Mr. Bichi also called for a look at the nation’s critical infrastructure. He wanted to know how long they are serviced by Governors since this is a way to create jobs. The DG of DSS advised Governors to thoroughly look at the security architecture in their states and institute emergency response systems. He reminded the Governors that they have the Director of DSS, Police Commissioners and other security agencies in their various states to work with. He further advised the Governors to assemble good teams and lead by example. Mr. Bichi was of the opinion that if Governors do these things right, the management of security in their states would be less arduous.

The DG DSS also noted that funding is a critical aspect of security, adding that if anyone thinks funding security is expensive, they should try contending with insecurity to see which one is more expensive. Mr. Bichi also touched on the use of traditional and social media. He observed that some people have employed the use of social media to create havoc by capitalising on ignorance of the people. The security agencies, he said, are however ready to take care of such situations that may arise. Finally, he pointed out that the security situations in the Northeast and Northwest have vastly improved.

The representative of the Inspector General of Police stated that the Inspector General could not attend in person due to other engagements in Kaduna State. He congratulated the newly elected and returning Governors on their election. The IG representative emphasized on the need for *actionable intelligence and community policing* and stated that Governors are going to be pivotal to security successes in the states.

H. E. Kashim Shettima, the Governor of Borno State, noted that timely communications is crucial to security. To ensure such communication flow, other members of the Government need to have unrestricted access to the Governor. He advised fellow Governors to think outside the box and reach out to other stakeholders in the state, like village heads. He also called for a more cordial relationship with Deputy Governors, even when some of the deputies are overly ambitious. According to the Governor of Borno, the way Deputy Governors are treated by their Governors is important. The Deputies should be accommodated by their Governors as necessary evil to take care of emergency situations should they arise in the absence of Governors.

H.E. Samuel Ortom, the Governor of Benue State, noted that to ensure security in the country, there is need for equity, justice, love and passion. According to the Governor, Benue State has had its fair share of kidnappings, banditry, and assassinations. He noted that collaborative efforts are needed with the communities, states and coercive agencies working in concert to tackle insecurity. He also advocated for truth and recommended sanctions for those responsible for insecurity.

H.E. Simon Lalong, the Governor of Plateau State recalled with nostalgia that Plateau State used to be the home of Tourism. The duty of maintaining security of the State rests squarely on the leadership. He advocated that leaders should involve the people in fashioning out solutions to security challenges they might encounter in their states.

Speaking further, Governor Lalong warned Governors not to take sides with combatants, in the event that they inherit crisis on assumption of office. According to the Governor of Plateau State, he tried this method and he was able to quell the crisis in his state within 3 months when he assumed office. Governor Lalong said he was able to achieve this because his government did not take sides with the combatants and so they were able to earn the trust of the feuding parties (the farmers and the herders).

He urged Governors to be fair in dealing with situations as they arise and not take sides. The fairness he advocates must also be extended to appointments. Finally, he noted that payment of salaries is a reason for crisis in states. Governor Lalong revealed that he inherited pension and salary arears and had to foot the bill. He urged his colleagues to imbibe similar principles so as to ensure that security prevails in their states.

1. **IMPERATIVE OF FIGHTING CORRUPTION/TERRORIST FINANCING IN NIGERIA**

In the lead presentation titled “Imperative of fighting corruption/Terrorist Financing in Nigeria” Mr Ibrahim Magu, the Acting Chairman of EFCC stated that “corruption and terrorism have become the twin evil undermining the collective efforts to make Nigeria a truly great country”. He opined that if corruption is curbed in Nigeria, terrorism will equally be checkmated. Mr. Magu indicated that Trillions of Naira has been recovered by EFCC and the Commission has also recorded 315 convictions in 2018 and 122 convictions between January and April 2019.

The Chairman of EFCC further noted that the insurgency in the Northeast and Niger Delta are fueled by corruption of government officials, aided by private financial institutions in the country. Mr. Magu also averred that “there is suspicion in some quarters that some Chief Executives of States (Governors) now covertly promote insecurity as justification to inflate their security vote”.

While advising Governors to always do the right thing, the EFCC Chairman noted that despite the criminalisation of terrorism through the enactment of the Terrorism Prevention Act 2011, Money Laundering (Prohibition) Act 2011(as Amended) which limits the amount that can be dealt in by individuals and corporations, the problem of terrorism still persists. According to Mr. Magu, “I have seen cases where banks under the influence of high profile government officials, including State Governors, fail to disclose huge funds movement, especially when those funds are stolen from the treasury”. Continuing, Mr. Magu stated that “Such funds are often changed into foreign currencies through the Bureau De Change and laundered through the acquisition of properties and other assets, both locally and internationally”.

In conclusion, Mr. Magu charged the governors to partner with the Federal Government and the anti-corruption agencies in the fight against corruption as the Federal Government alone cannot be saddled with the onerous task. To the Governors, Mr. Magu surmised; “the starting point is a resolution not to consider your state treasury as part of the spoils of office”. He added; “you may have gotten here through a hard fought election but if the objective is to serve the people, governors, whether returning or new, should now make an article of faith to be accountable for the resources of their states”

In his presentation, Mr. Nuhu Ribadu, former Chairman of EFCC noted that from a historical background, he is sure that a high percentage of governors will end up being investigated and prosecuted. He stated that whilst they do not want that to happen, it will, because Governors are custodians of states and local governments’ funds. According to Mr. Ribadu, it is understandable why Governors are investigated. This he said is because of the violations of some constitutional arrangements by Governors and the fact that some State Assemblies do not properly carry out their oversight functions. Mr. Ribadu pointed out that these were the reasons why anti- corruption agencies like EFCC, ICPC and NFIU were set up. Continuing, Mr. Ribadu stated that since enforcement of the laws must be carried out by the Federal Government, there were practical steps that Governors needed to take to avoid being prosecuted for corruption. He listed the following as proactive steps that Governors should take:

1. Be guided by the oath of office to do what is right.
2. Declare assets and be careful in declaring the assets.
3. Be assured that the day you leave office, there would be checks.
4. Avoid cash transactions or reduce it to a minimum.
5. Document things done while in office.
6. Tamper less with States security votes.
7. Avoid family members getting into government business.
8. Avoid retaining business partners while in office.
9. Recruit quality people around you who can add value to your work.
10. Emulate President Buhari to see how he is running his own government and do not acquire new properties while in government.

Finally he advised the Governors to be fair and just in the running of their States. He advised them to stay away from these things that may land them in trouble. He informed Governors that those they make rich will desert them when the days of trouble comes.

**DISCUSSIONS**

Due to pressure of time, questions could not be entertained. However, the Chairman of the session, Governor Abdulaziz Yari Abubakar thanked all the panelists, lead presenters and all participants and advised all Governors to be proactive on the issues of corruption. He called for a meeting of minds between anti-corruption agencies like EFCC and State governors, periodically in furtherance of sharing of thoughts and the development of Nigeria.

**VOTE OF THANKS**

The Governor-Elect of Imo State, Rt. Hon. Emeka Ihedioha, on behalf of the newly elected Governors expressed their profound gratitude to the NGF for the content and quality of the induction programme.

According to Rt. Hon. Ihedioha, “we cannot quantify the significance of what we have learnt’’. He thanked the President and Commander-in-Chief of the Federal Republic of Nigeria, President Mohammadu Buhari, the Vice President, Professor Yemi Osinbajo, the President of Senate, Dr Bukola Saraki, the foreign and local resource persons, captains of industry, development partners, senior citizens and former Governors for their contribution towards the success of the program. He also expressed his gratitude to the security agencies, and the administrative and management staff of the Nigerian Governors’ Forum for a job well done. And to his colleagues Governors and Governors-elect, he expressed pride that they have been diligent in attending all the sessions for the last three days.

1. Separate Reports have been prepared both for the Dinner and Spouses Events. [↑](#footnote-ref-1)
2. The 12 new Governors–Elect are Their Excellencies Umaru Finitri of Adamawa State, Bala Mohammed of Bauchi State, Babagana Umaru Zulum of Borno State, Inuwa Yahaya of Gombe State, Emeka Ihedioha of Imo State, Abdulrahman Addulrasak of Kwara State and Babajide Sanya-Olu of Lagos State. Others are Abubakar Sule of Nassarawa State, Dapo Abiodun of Ogun State, Seyi Makinde of Oyo, Mai-Mala Bubi of Yobe State and Murktar Idris of Zamfara State. [↑](#footnote-ref-2)