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ABBREVIATIONS AND ACRONYMS

AAA	Addis Ababa Action Agenda
ATA	Agricultural Transformation Agenda
BMGF	Bill and Melinda Gates Foundation
CBN	Central Bank of Nigeria
CGS	Conditional Grant Scheme
CMS	Content Management System
COP21	Conference of Parties 21
CSOs	Civil Society Organisations
DFID	Department for International Development
DPs	Development Partners
EFCC	Economic and Financial Crimes Commission
EU	European Union
FAAC	Federation Accounts Allocation Committee
FCT	Federal Capital Territory
FEMA	Federal Emergency Management Agency
FG	Federal Government
FSP	Fiscal Sustainability Plan
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GDP	Gross Domestic Product

ICPC	Independent Corrupt Practices Commission
ICT	Information Communication Technology
IDPs	Internally Displaced Persons
IGR	Internally Generated Revenue
IMF	International Monetary Fund
JICA	Japan International Cooperation Agency
LGAs	Local Government Areas
M&E	Monitoring and Evaluation
MBNP	Ministry of Budget and National Planning
MDAs	Ministries, Departments and Agencies
MDGs	Millennium Development Goals
MoF	Ministry of Finance
MSS	Midwives Service Scheme
MTEF	Medium Term Expenditure Framework
MW	Mega Watts
NACA	National Agency for Control of Aids
NBS	National Bureau of Statistics
NEC	National Economic Council
NECO	National Examinations Council
NEMA	National Emergency Management Agency
NERGP	Nigeria's Economic Recovery Growth Plan
NESP	Nigerian Energy Support Program
NGF	Nigeria Governors' Forum
NGOs	Non-Governmental Organisations

NITDA	National Information Technology Development Agency
NITDEF	National Information Technology Development Fund
NPFCDA	National Primary Health Care Development Agency
OGP	Open Government Partnership
OPEC	Organization of the Petroleum Exporting Countries
PFM	Public Financial Management
PfoR	Programme for Result
PIPAL	Professionalism, Integrity, Partnership, Accountability and Learning
SBS	State Bureau of Statistics
SEEDS	State Economic Empowerment and Development Strategies
SOML	Saving One Million Lives
SPARC	State Partnership for Accountability, Responsiveness and Capability
SPoA	State Program of Action
SPRM	States Peer Review Mechanism
STEM	Science, Technology, Engineering and Mathematics
TV	Television
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations International Children's Fund
USA	United States of America
WAEC	West African Examinations Council

ACKNOWLEDGEMENT

This Strategic Plan is the dynamic blueprint for the repositioning of the Nigeria Governors' Forum for enhanced contribution to the development of governance in Nigeria, especially at the sub-national level. It is a culmination of several months of collaborative work that could not have been completed without the concerted effort of many people.

Immense appreciation goes to the 36 Governors of the States of Nigeria as well as former members of the Forum who made the development of this plan possible. Their readily available support to the process proved invaluable to the successful conceptualisation of the plan.

Our gratitude also goes to our stakeholders who keyed-into and supported various initiatives of the Forum. Worthy of mention are Federal Government (FG) institutions who have collaborated with the Forum and supported the planning process. Our Development Partners (DPs) including UK Department for International Development (DFID), Bill and Melinda Gates Foundation (BMGF), the United States Agency for International

Development (USAID), United States Development Programme (UNDP), International Monetary Fund (IMF) and the World Bank, among others were also instrumental in the articulation of the new plan.

We thank all the participants at the first NGF Secretariat Retreat tagged "Repositioning the Nigeria Governors' Forum Secretariat for Greater Relevance" held from 4th – 5th October 2016 for their input in the development of this plan as well as our strategic planning team for clearly articulating in detail the direction, tactics and activities of the Forum for the period in view. The technical input of our policy advisors and consultants are also duly acknowledged.

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

A.B. Okauru, Esq.
Director General

FOREWORD

The 2017 – 2019 Strategic Plan of the NGF is a further attestation to our resolve and commitment to enviable standards in the conduct of affairs of the Forum. With well over 16 years' experience behind us, we have set out clear programmes of actions and democratic governance precepts that define our philosophy within a framework that is measurable, controllable, and realistic. Without fetters, and with full support of the 36 Governors of the Federal Republic of Nigeria, and consistent with the dictates of the Constitution of the Federal Republic of Nigeria, 1999 (as amended), this Strategic Plan stands on a strong foundation: the reinvigorated vision, mission and avowed core values of the Forum. It is imbued with unambiguous strategic focus, objectives, and the tactical plans that gives vent to them. In the main, the 2017 – 2019 Strategic Plan of the NGF represents our collective high-value response to the current economic and developmental realities of Nigeria.

This Strategic Plan is the result of intensive consultations with Governors, former Governors, key Federal Government institutions, development partners, and other strategic stakeholders of the

Forum. It clearly articulates strategies towards containing the emerging challenges of governance, especially at sub-national level. Our remarkable achievements in the 2014 -2016 Strategic Plan give us confidence that a resounding success awaits us in the implementation of the current plan.

It is worthy of note that the NGF recorded landmark achievements in the 2014 – 2016 Strategic Plan. Apart from stabilizing the Forum following the leadership crisis that occurred between 2013 and 2015, the institution-mindedness of the NGF enabled it to weather the apparent turbulence. The out-going plan made remarkable strides in ensuring robust peer relations among the 36 State Governors across Nigeria. Effective collaboration through peer-learning was established among the Governors side by side healthy governance competition. This twin situation raised the standards of welfare and economic wellbeing of all Nigerians. As no part of Nigeria exist in a state of autarky, the interstate cooperation through the States Peer Review Mechanism (SPRM) has raised the bar of governance in Nigeria to enviable heights. Commendably, the Forum emerged as the leading organisation on sub-national peer review.

Through its commitment to enhanced dialogue among its members, the NGF 2014 -2016 Strategic Plan was a major driver in ensuring the holding of about twenty (20) meetings among Governors, aside from four (4) Governors' Retreats that were organized in the period. This is in addition to the mandatory NEC meetings during which the Forum usually speak with one voice, hinged on outcomes of the Governors' meetings.

In all these, the enhanced technical capacity of the NGF Secretariat helped to unleash policy support and service delivery to the States. This is visible in the facilitation of budget support funding and the Paris and London Club refunds which were important milestones towards tackling liquidity problems and fiscal crisis at the sub-national level. The cooperation and the initiatives of the NGF are central to the numerous green results in agro-allied initiatives by the Federal Government. The NGF is central to the mainstreaming of the anchor-borrower's initiative, and the new model towards fertilizer distribution throughout Nigeria. Significant achievements were recorded in energy sector through the Nigerian Energy Support Program (NESP) and the Nigerian Mining Sector Reform Support. Considerable achievements were also recorded in many other areas including health and social inclusion. The 2017- 2019 Strategic Plan is set to

meet, and indeed, surpass the achievements recorded in the plan that just ended.

The 2017 – 2019 Strategic Plan is driven by five overarching objectives which are to:

- i. Render assistance to States to better manage their economies;
- ii. Ensure the convergence of efforts towards tackling insecurity;
- iii. Remain the anchor for peer learning, reflection and sharing of experience on sub-national issues;
- iv. Enhance communication with the Nigerian public and other Stakeholders; and,
- v. Strengthen the NGF Secretariat as a Policy Hub and a resource centre on matters of sub-national governance.

In response to the dictates of this planning period, sectoral priorities identified as apt, are as follows:

- i. Agriculture;
- ii. Health;
- iii. Education;
- iv. Anti-corruption; and
- v. Infrastructure.

To ensure effective delivery of the proposed outcomes of this plan, five key instruments will be deployed. These include:

- i. Policy and analytical studies by the Forum;
- ii. NGF retreats;
- iii. Knowledge Management and Communication;
- iv. Peer reviews and Share Fairs;
- v. Engagement with States;
- vi. Compliance Monitoring and Evaluation.

As part of the planning process, we have carefully identified key risks that would hamper the attainments of our set objectives along with the mitigating strategies.

The NGF remains a formidable, indivisible, not-for-profit organization that exists to deliver economic development and best governance practices in States, and promoting equal opportunity for all Nigerians. I do not, therefore, hesitate to commend this Strategic Plan to all men and women of goodwill.

Hon. Abdulaziz Yari Abubakar

Governor, Zamfara State, and
Chairman, Nigeria Governors' Forum



This Strategic Plan is the result of intensive consultations with Governors, former Governors, key Federal Government institutions, development partners, and other strategic stakeholders of the Forum. It clearly articulates strategies towards containing the emerging challenges of governance, especially at sub-national level. Our remarkable achievements in the 2014 -2016 Strategic Plan give us confidence that a resounding success awaits us in the implementation of the current plan.



Members of the Forum with His Excellency, Muhammadu Buhari, President and Commander in Chief of the Armed Forces

1.1 OUR HERITAGE

The Nigeria Governors' Forum (NGF) which was founded in April 1999 is a coalition of elected governors of the 36 States of Nigeria. It is the leading voice of governors and a non-partisan policy-hub dedicated to promoting good governance and development at the sub-national level. The NGF has come of age; it has evolved to become a major player in the nation's governance architecture.

The objectives of the NGF are to:

- Provide a forum for governors to discuss issues of mutual interest, and to share experiences, techniques and good practices. The Forum also enables governors to reach a consensus, and present their views on issues of national/sub-national concern;
- Act as a link between State governors and governmental and non-governmental institutions on matters affecting governance and service delivery;
- Provide a vehicle for States to work together in areas of mutual interest and support the development and implementation of coordinated solutions;
- Play a significant and influential role in dispute resolution at national, State and local government levels;

- Develop and implement a system of peer review at the State level in order to encourage efficient and effective service delivery, improved governance and better development performance;
- Develop an effective Secretariat capable of managing the day-to-day affairs of the NGF, through the provision of public policy research, analysis, and activity.

1.2 ENVIRONMENTAL SCAN

The Nigerian economy is currently going through turbulent times. The volatile global oil market has led to oil prices plummeting from US\$115 in June 2015 to around US\$60 in September 2015, and declining even further to about US\$30 in January 2016. While Nigeria is not new to oil-related shocks¹, the current crisis has plummeted the value of the Naira which is in a free fall. This, coupled with weak tax revenue, has led to the 36 States in Nigeria facing severe financial challenges. For instance, the

¹ Nigeria has recorded at least two previous episodes of declining prices in recent times. In 1986, average oil prices fell by 48% between 1985 and 1986 as a result of oil glut and this led to an economic contraction over the next two years, with the Naira depreciating by over 70%. Nigeria's performance in the wake of the 2008 global financial crisis was more encouraging. As volatility spread from the US-subprime crisis, Brent Crude fell from \$145/bbl to below \$40 in a spate of six months. Economic growth returned to pre-crisis levels only two years later as a result of stronger domestic growth fundamentals combined with a weak US\$.

federal allocation shrank drastically by 65%, from N1.1 trillion in June 2014 to only N388 billion in May 2015. Considering that about 78% of States rely on federation transfers for over 70% of their total recurrent revenue, States are indeed in a precarious situation.

On the democratic front, Nigeria's presidential and gubernatorial elections in March and April 2015, respectively, were a game-changer for the continent's largest economy. Defying expectations, a major threshold was crossed when power successfully changed hands from the incumbent party to the opposition for the first time in the nation's history. At the State level, 22 new governors emerged in the 2015 elections, majority under the platform of the governing party in the centre.

Nigeria, in recent times, has witnessed an unprecedented level of insecurity. This is manifest in resumed militancy in the Niger delta, the rising spate of kidnapping and the Boko Haram insurgency, though severely decimated. The country still has to grapple with its impact on development, including huge fatalities, rising wave of internally displaced persons, reduced oil exports and private investments. In seven years of conflict in north-eastern Nigeria, over 20 000 people have been killed and 1.8 million displaced. Many live in dire conditions in informal settlements and have not been able to farm, worsening the difficult food and nutrition situation. The vandalism of pipelines has also pushed the economy to the edge and worsened electricity and fuel shortages. This has

made national security threat to be a major issue for governments at all levels, prompting huge allocation of national and state budgets to security.

At the global scene, globalization is increasingly under siege with withering attack in several quarters, from both the political left and right, who argue that globalization has increased inequality, hurt the middle class, undermined national sovereignty, and primarily benefitted the global elite. Calls for protectionism, economic nationalism, immigration restrictions, and disengagement from international trade agreements and organizations are growing louder, part of a broader populist chorus resonating with those who feel left behind not only by globalization, but by seismic technological, social, and demographic changes. Their discontent has unleashed a political backlash, an anti-establishment revolt - "a politics of rage" - that has contributed to the Brexit vote to leave the European Union (EU), the U.S. election of Donald Trump, and the rise of populist, nationalist parties throughout Europe and in parts of Asia. This is the prevailing environment that overshadows NGF activities over the next three years.

1.2.1 SWOT Analysis

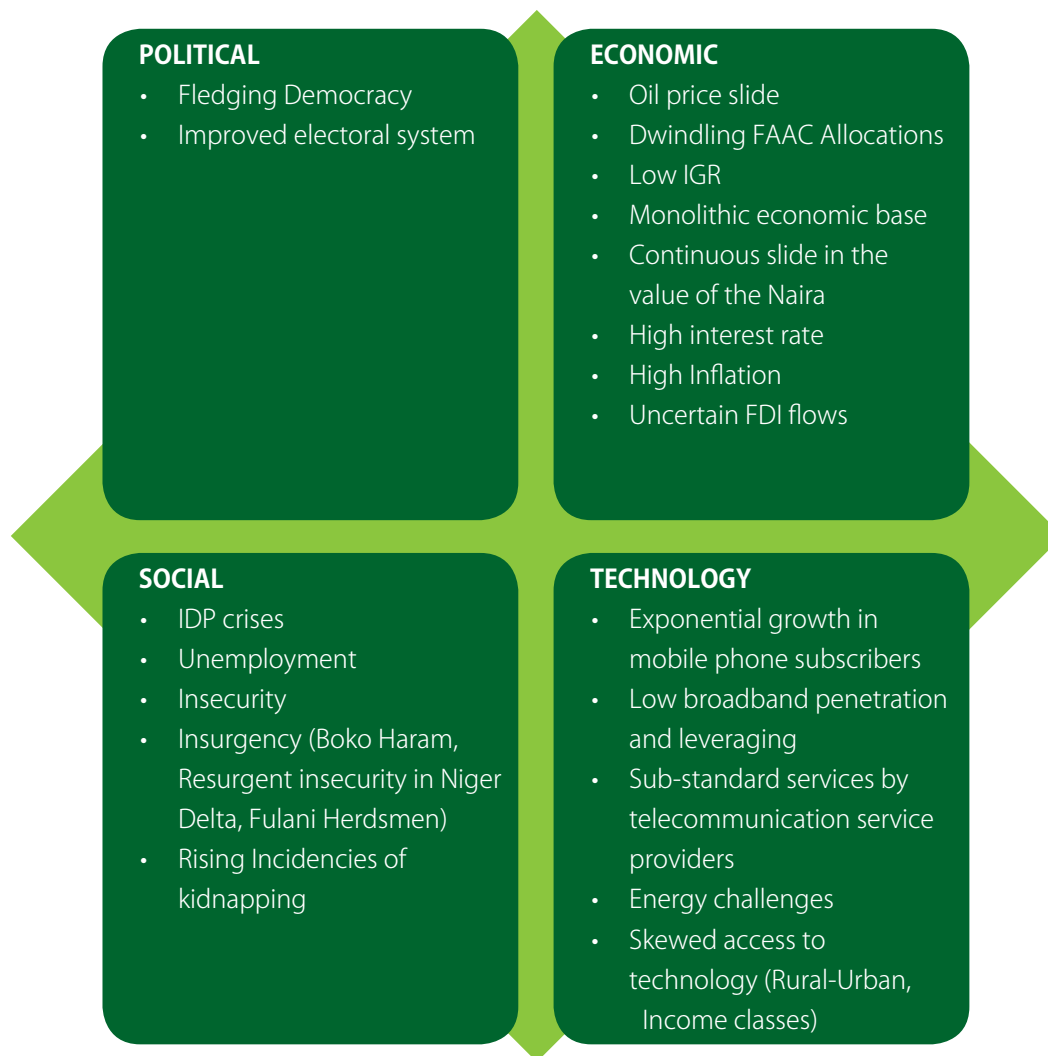
The SWOT analysis is central to strategic planning. It involves the study of organizational Strengths, Weaknesses, Opportunities and Threats. A rigorous, comprehensive, and thorough review of NGF's capabilities, and environmental challenges reveals the following:

Table 1: SWOT Analysis

1.2.2 PEST Analysis

Our environmental scan also covers four areas of possible changes – Politics, Economy, Social, and Technology- hence PEST analysis.

Figure 2: PEST Analysis



Based on the environmental scan, including the SWOT and PEST analyses, the NGF has identified five strategic objectives that are core to the 2017-2019 Strategic Plan period.

During the period in view, the NGF seeks to:

- Render assistance to States to better manage their economies.
- Ensure the convergence of efforts towards tackling insecurity.
- Remain the anchor for peer learning, reflection and sharing of experiences on sub-national issues.
- Enhance communication with the Nigerian public and other stakeholders.
- Strengthen the NGF Secretariat as a policy hub and a resource centre on matters of sub-national governance.

Building on the 2014-2016 Strategic Plan, the sectoral priorities are:

- Agriculture;
- Health;
- Education;
- Infrastructure; and
- Anti-corruption

The prioritized cross-cutting issues during the Plan period are:

- Sustainable Development Goals;
- NGF and Legislature Interaction; and
- States and Nigeria's Federalism.



Nigeria, in recent times, has witnessed an unprecedented level of insecurity. This is manifest in resumed militancy in the Niger delta, the rising spate of kidnapping and the Boko Haram insurgency, though severely decimated. The country still has to grapple with its impact on development, including huge fatalities, rising wave of internally displaced persons, reduced oil exports and private investments.

The NGF has adopted the following Mission and Vision Statements which will continue to guide the organization in renewing its strategy.

VISION

A credible, non-partisan body respected both nationally and internationally, for sub-national governance and development.

MISSION

We are committed to excellence in governance at sub-national levels.

CORE VALUES

The NGF has embraced essential and enduring tenets that guide everyone in the organization in support of its mission. NGF maintains the following core values of **PIPAL**, thus:

Professionalism – To achieve the highest standards in support of our mission, NGF is committed to nurturing an organization culture in which our staff make full use of their time, talent and opportunities to pursue excellence in whatever we do.

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

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

Accountability – Investing the resources entrusted to us optimally and efficiently, and maintaining the highest standards of performance.

Learning – Continually identifying the opportunities for learning and professional growth and sharing our best insights with others.

3.0

NGF'S STRATEGIC FRAMEWORK

3.1 STRATEGIC OBJECTIVES

3.1.1 Strategic Objective 1 - To render assistance to States to better manage their economies.

Nigeria is universally acknowledged as a country well-endowed in human and other natural resources. After years of sustained growth, the country emerged as Africa's biggest economy in 2014, following the rebasing of its Gross Domestic Product (GDP) by the National Bureau of Statistics (NBS), resulting in a rise from US\$270 billion to US\$514 billion. However, the focus of government especially since the 1970s has been more on crude oil exploration and exportation to the detriment of other economic activities. Although the country is becoming more diversified and services-oriented, the oil sector remains the major source of government revenues and foreign exchange. While the non-oil sectors account for over 90 percent of the country's gross domestic product (GDP), the oil sector accounted for 94% of the country's total merchandise exports in 2014, remaining significant in 2015 at 87%. Oil and gas constitute more than half of government's revenues. The economy is still largely informal and Nigeria is yet to transform into a diversified and competitive modern economy.

The recent plunge in oil prices, coupled with internal insecurity challenges particularly in the Niger Delta region, has been devastating for the economy. It has almost depleted fiscal buffers, while limiting fiscal spending. Over-reliance on oil has proven to be an obstacle to the diversification of the economy, further exposing the country to the vagaries of 'boom and bust' cycles.

Most states are currently encountering series of economic challenges triggered by the sharp drop in the fund accruing every month in the federation account for distribution as statutory allocation to the three tiers of government. Several states are finding it difficult to pay salaries, fund operational costs particularly for provision of social services and provide and maintain critical infrastructure, a situation that has made them increasingly dependent on bail-out packages from the Federal Government in recent years.

A major challenge for all tiers of government is thus how to diversify the economy away from oil, utilizing the abundant human and other natural resources. This would constitute the trust of NGF's intervention during this plan period. The NGF would continue to facilitate the process of economic growth and diversification in states.

During the last Strategic Plan Period 2014-16, the NGF facilitated series of policy research and analyses on the economy, especially at the sub-national level. For instance, in November 2015, the NGF in collaboration with the United Kingdom's Department for International Development (DFID) and World Bank organized a high-profile Internally Generated Revenue (IGR) national conference to assist states intensify IGR generation. Consequently, NGF's IGR Dashboard was designed. The Dashboard provides an online platform that documents the IGR reform positions of the 36 States of the Federation. The Dashboard is currently being used to track and replicate progress made in the implementation of reforms in tax systems and processes across states.

The NGF will continue to create the framework for states to collaborate in areas of joint or mutual interest and support the development and implementation of co-ordinated policies to harness human and other natural resources for economic growth. The NGF will also build partnerships and strengthen linkages with federal Ministries, Departments and Agencies (MDAs) with a view to diversifying the economy, promoting economic growth and increasing revenue generated from internal sources.

The Federal Government developed Nigeria's Economic Recovery and Growth Plan (NERGP) 2017 – 2020 towards the end of 2016 as the overarching plan for the country. The NERGP provides a clear road map of policy actions and steps designed to bring the economy out of recession and to a path of steady growth and prosperity.

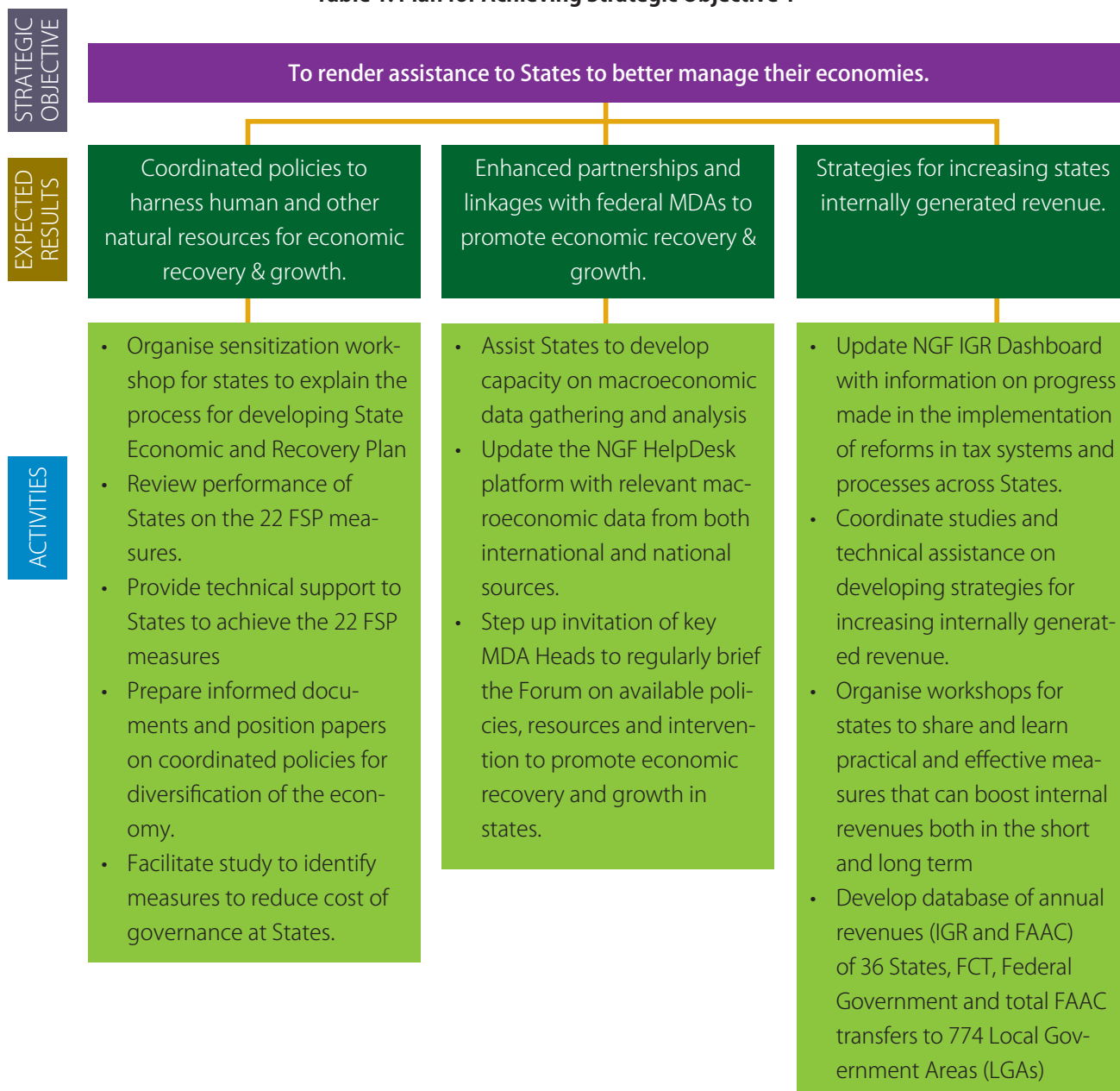
The strategic objectives of NERGP are: pulling the economy out of recession; investing in our people; and, laying the foundation of diversified, inclusive and sustainable growth. The NERGP is organised around five broad thematic areas namely: macroeconomic stability; competitiveness; growth and diversification; social inclusion; and governance and enablers. Furthermore, states are encouraged to develop economic recovery and growth plans as was done for State Economic Empowerment and Development Strategies (SEEDS).

In May 2016, the 36 states of the federation and the Federal Capital Territory (FCT), Abuja agreed to reform their finances as well as those of the local councils under a Fiscal Sustainability Plan (FSP). The FSP includes 22 measures to encourage fiscal sustainability and ensure long term viability at the State level. The FSP is a key enabler for the implementation of the NERGP.

Under this strategic objective, the NGF priorities for 2017 to 2019 period are: -

- Coordinate the design and implementation of policies to harness human and other natural resources for economic recovery and growth in states.
- Build partnerships and strengthen linkages with federal MDAs to promote economic recovery and growth in states.
- Develop strategies for increasing states internally generated revenue.

Table 1: Plan for Achieving Strategic Objective 1



3.1.2 Strategic Objective 2: To ensure the convergence of efforts towards tackling insecurity

The NGF is conscious of the primacy of security in achieving national growth and development. Indeed, security of life and property is the *raison d' être* of government and it drives economic stability as well as prosperity. There is an emerging consensus across Nigeria that insecurity in its various ramifications, including insurgency, terrorism, kidnapping, pipe-lines and power networks vandalization, and armed robbery pose significant threat to national security.

The 2014 – 2016 NGF Strategic Plan anticipated these constituent factors, but not exactly in the magnitude and direction being witnessed today. For instance, impetus was given to achieving lasting peace in the Niger Delta areas. Most States enacted legislations with various far-reaching provisions, to provide the requisite framework for combating the emergent threats to life and property by acts of terrorism and kidnapping. The SPRM conducted during this period stressed the need to eliminate the apparent growing incentives towards acts of insecurity. The various federal government programmes in the management of Internally Displaced Persons (IDPs) were integrated into the States; programmes during the life span of the last Strategic Plan.

The 2017 – 2019 NGF Strategic Plan shall strive towards unification of security management mechanisms across the States; States shall be encouraged to learn from each

other and collaborate more in actualizing the security objectives. The state-wide security initiatives in Nigeria shall be construed in recognition of some key emerging world's security architecture, for instance, the outlook in the United States of America, United Kingdom, Russia, South Korea, and a more functional management of IDP camps.

The 2017 – 2019 Strategic Plan will continue to unify security measures ahead of the 2019 elections. The NGF shall continue to extend enhanced support to the security agencies and the forces, and by collaborating with some of its community-based support groups such as the Police Eminent Persons Group across the country, as well as its public relations offices in various communities across the 774 local government areas, and the FCT.

An unresolved issue in Nigeria's federalism is the role of governors in the nation's security architecture. State governors are routinely touted as Chief Security Officers of their respective States without such powers actually conferred on them. Consensus has also been reached on the issue of state policing despite elaborate debates. Through constructive dialogue, syndicated conferences and workshops, the NGF will build lasting consensus regarding the role of Governors as Chief Security Officers of their respective States, inter-state border administration, inter-faith harmony and cooperation, and urban youth crisis.



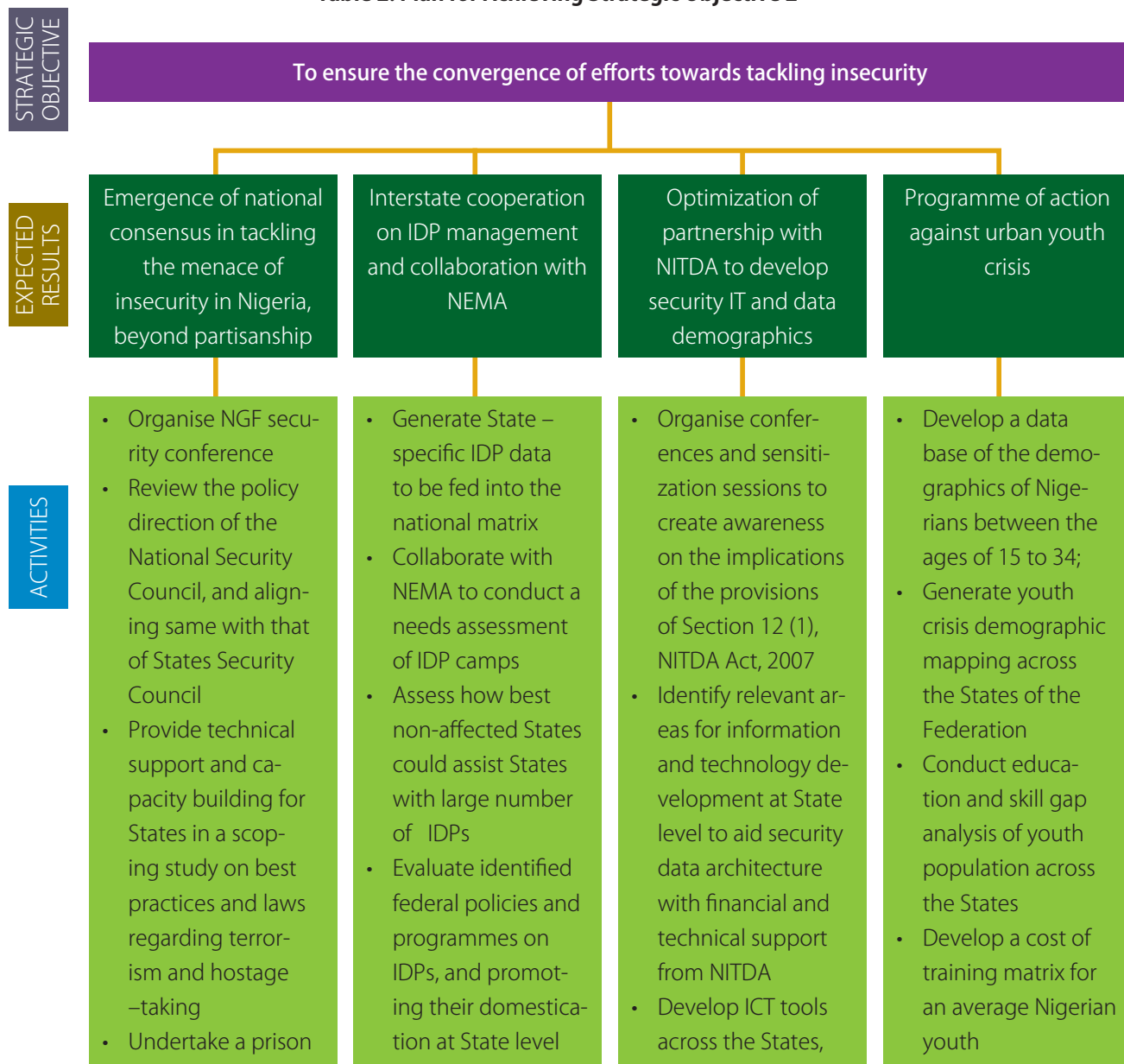
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The NGF recognizes the primacy of data in effective and efficient security management. Security data infrastructure development shall receive immense attention in this Plan. The NGF will collaborate with the National Information Technology Development Agency (NITDA) to develop security information technology, especially with respect to the implications of the provisions of Section 12 (1), NITDA Act, 2007. This section establishes a National Information Technology Development Fund (NITDEF) to be funded by, among other sources one percent of profit after tax of designated organisations.

The Forum is aware of the divergent views on ensuring convergence of efforts towards tackling insecurity. It shall continue to review the arguments around the issue of State Police, existence of various militia groups and ethnic pressure groups across the States, the political calendar – its effect and activities as the 2019 general elections approaches, as well as lingering communal clashes in parts of Nigeria. These challenges would be matched with adequate containment measures that guarantee positive outcomes, as follows:

- Uniform legislative framework on account of Acts of State Assemblies to combat terrorism and hostage-taking;
- Interstate cooperation on IDP management and collaboration with NEMA;
- Partnership with NITDA to develop security information technology and security data demographics;
- Programme of action against urban youth crisis.

Table 2: Plan for Achieving Strategic Objective 2



ACTIVITIES

visit across the States to evaluate the experience of prison officials with inmates arising from terrorism and hostage – taking

- Develop a data base of cases of terrorism and hostage – taking across Nigeria
- Track key findings and recommendations of government and donors supported studies, investigations, and inquiries on terrorism and hostage – taking
- Engage youths, Civil Society Organisations (CSOs), traditional institutions, and sample communities across Nigeria on how best to tackle terrorism and hostage – taking

- Ensure States' ownership of Federal and Donors' IDP projects and programmes as for virile value assessment and sustained tracking
- Build capacity of NEMA in IDP SPRM.

documenting peer lessons and experiences, and enhancing security intelligence information sharing

- Collaborate with NITDA to offer scholarships to deserving converts to pursue ICT related artisanal training and skill acquisition;
- Collaborate with NITDA to offer graduate and/or post graduate scholarships to deserving converts to pursue advanced studies in ICT and cyber security;
- Ensure that the ICT Villages being developed across the States by NITDA have designated sections set aside to promote security data management.

- Collaborate with UNICEF, UNESCO, UNHCR, and Donor agencies on critical areas of intervention to build the capacity, and equip the Nigerian youth
- Establish a Template for managing youth restiveness, cultism, and violence across Nigeria, and to mirror the adult of tomorrow from the youth of today.

3.1.3 Strategic Objective 3 - To remain the anchor for peer learning, reflection and sharing of experiences on sub-national issues.

The NGF is envisaged as the anchor and policy hub for peer learning and disseminating of good practices on sub-national governance and development in Nigeria. Akin to the National Governors Association of America Center for Best Practices, we will continue to develop and disseminate innovative solutions to the most pressing public policy challenges confronting the nation's governors through our peer review programme and the proposed leadership academy.

The States Peer Review Mechanism (SPRM) was initiated during the 2010-2012 plan period. In reviewing what was achieved and the lessons learnt during the implementation of the 2014-2016 Strategic Plan, we established that two States (Anambra and Ekiti) piloted the process. By July 2014, these two States had been peer reviewed, and, seven other states – Rivers, Lagos, Delta, Jigawa, Niger, Sokoto, and Kano – were at various stages of implementing the SPRM. Based on the recommendations emanating from the SPRM process, Anambra State not only conducted its local government elections but has recently developed its first ever State Development Plan along with its Agricultural Sector Medium Term Sector Strategy. It has also taken steps towards adopting/adapting the State Programme of Action (SPoA) M&E Framework as the State-Wide M&E Framework. Ekiti state on the other hand has also used its SPRM State Programme of Action (SPoA) to develop its Medium-Term

Expenditure Framework (MTEF) and the State's 2013 and 2014 Budgets. It also used the SPoA M&E framework to monitor the implementation of its budget and has since adopted the Framework as the State-Wide M&E Framework.

Since its inception, the SPRM has demonstrated its usefulness as a tool for advancing good governance and improving development performance at the sub-national level. It has become the NGF's flagship programme. The SPRM is also acknowledged as the first of its kind at the sub-national level in the world, and is already helping to re-invigorate the art of governance in States where it has been implemented. Together with the Governance Fair, it had succeeded in stimulating the sharing of experiences and in promoting lesson-learning among states.

However, some challenges have emerged, especially in respect of the slow pace of its implementation. The lessons learned to date include the need to shorten the SPRM process in states and make the results useful to an incumbent administration; staffing of the SPRM Unit and sustainability; and more importantly, reducing the 247 indicators in the ten assessment areas which are proving to be unwieldy, and refining them to better distil commendable practices in States. These challenges prompted the Secretariat, with the assistance of the Steering Committee to prepare a revised Base Document which was launched by the Forum on 27th January 2016 in Abuja.

A major plank of the SPRM has been Public Financial Management peer-to-peer learning to provide a platform for information and knowledge sharing on good PFM practices. Several high-profile events were held during the 2013 – 2016 Strategic Plan period.

The first event on PFM as a Tool for Fiscal Sustainability and Service Delivery” held on the 10th and 11th of June, 2013 in Abuja in collaboration with the World Bank Country Office and DFID-SPARC. The 2-day PFM Interactive Workshop geared towards obtaining feedback on issues and challenges of PFM reform implementation at the sub-national level of government had in attendance about 47 commissioners from across 24 states. An Internally Generated Revenue Peer Learning Event on was also held on 16th and 17th November 2015 in Abuja. The event was organised as a platform to share practi-

cal, effective measures to boost revenue generation in States, and to identify short, medium and long-term strategies for improving and sustaining revenue sources.

The NGF will continue to organize these high-profile events in collaboration with our development partners.

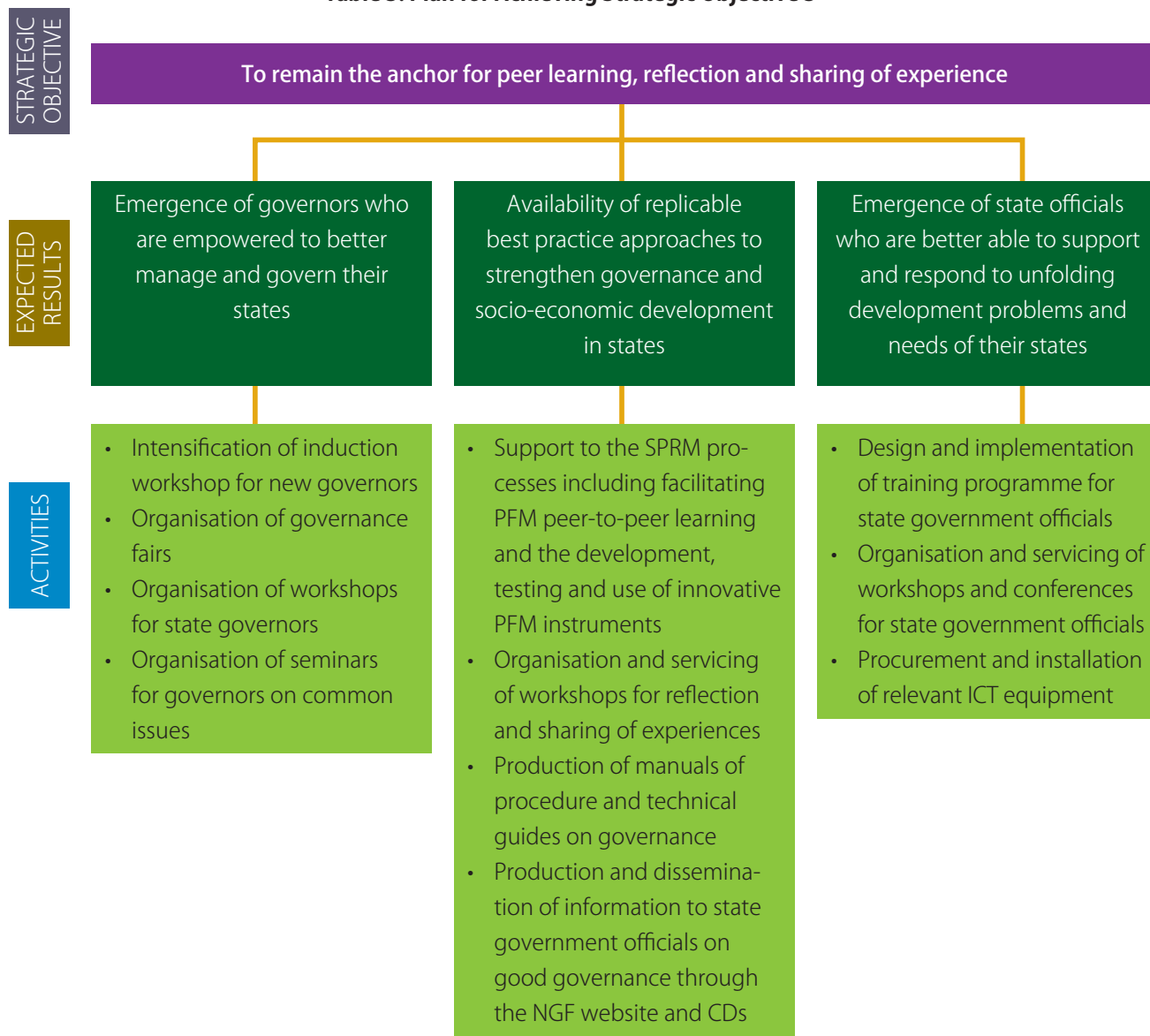
The expected results from this objective area include:

- Availability of replicable best practice approaches for strengthening governance and socio-economic development, especially budgeting and procurement processes and laws;
- Emergence of Governors who are empowered to better manage and govern their states; and
- Emergence of state officials better able to support and respond to unfolding development problems and needs in their states.



Opening session of a Peer Learning Event

Table 3: Plan for Achieving Strategic Objective 3



3.1.4 Strategic Objective 4 - To Enhance NGF's Communication with the Nigerian Public and Other Stakeholders

Effective communication of the vision, mission, objectives and the activities of the NGF to all stakeholders and development partners can be categorised as 'work in progress', underlying its continued relevance in the Forum's bouquet of strategic objectives. In this wise, the 2014-2016 Strategic Plan prioritised proactive engagements; furnishing media with evidence-based information; Knowledge Management; capacity building and facilitating economic transformation/poverty reduction in the states as integral parts of its communication strategy.

The plan envisaged three broad outcomes, namely;

- An effective communication system,
- Functional linkages with Development Partners (DPs),
- Emergence of stratified communication processes at different levels. These goals were largely realised as evidenced in NESP template; Content Management Systems (CMS); help desks; development of Strategy Guides for states, etc.

The 2017 – 2019 Plan envisages the deployment of new initiatives to effectively showcase the activities and achievements of the Forum. In the first place, the tool kit of publicity shall be enhanced by leveraging on occasional distribution of handbills, social media, advertorials and periodic briefings in the media. Secondly, the Forum

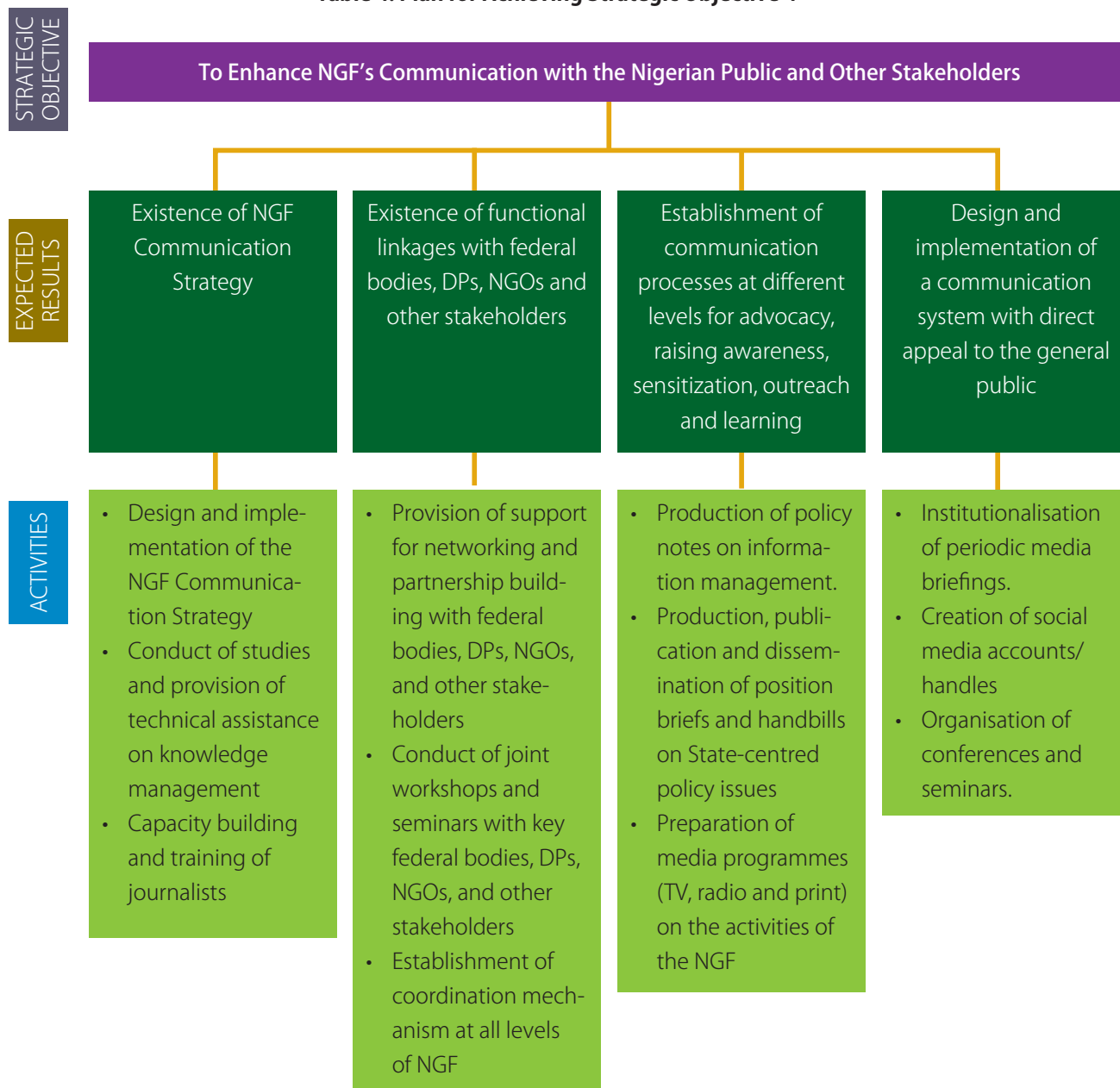
shall cultivate the habit of organising its own conferences and seminars focussing on topical issues germane to its mandate.

Thirdly, dissemination of good practices in all the States unveiled from the SPRM process shall henceforth form an important plank of information dissemination. Ultimately, during the 2017-2019 plan period, the Forum shall evolve a two-tier communication strategy: while one is Governors-centred, the other is NGFS-centred. Accordingly, all Governors shall be encouraged to have bespoke email addresses, capturing a state's name instead of the generic (standard) ones that are less edifying.



... we will continue to develop and disseminate innovative solutions to the most pressing public policy challenges confronting the nation's governors through our peer review programme and the proposed leadership academy.

Table 4: Plan for Achieving Strategic Objective 4



3.1.5 Strategic Objective 5 - To strengthen the NGF Secretariat as a Policy Hub and a resource centre on matters of sub-national governance.

The NGF recognises the generally weak quantitative foundation of federal, state and local governance operations and capacities; and the un-institutionalised use of data for decision making in Nigeria which pose as major challenges in carrying out qualitative evidence-based policy formulation.

Some findings and key assumptions in the 2014 – 2016 Strategic Plan including the Secretariat's endowment with strong and energetic leadership, the Secretariat's capacity to gather and share information on States, and the non-partisan approach to processes are still valid and relevant in today's political and economic climate.

Although plans and activities were set in motion to achieve the status of a policy hub, challenges, particularly the 2013 - 2015 NGF crisis substantially diminished the Secretariat's position and leverage which in turn reduced the chances of achieving the objective.

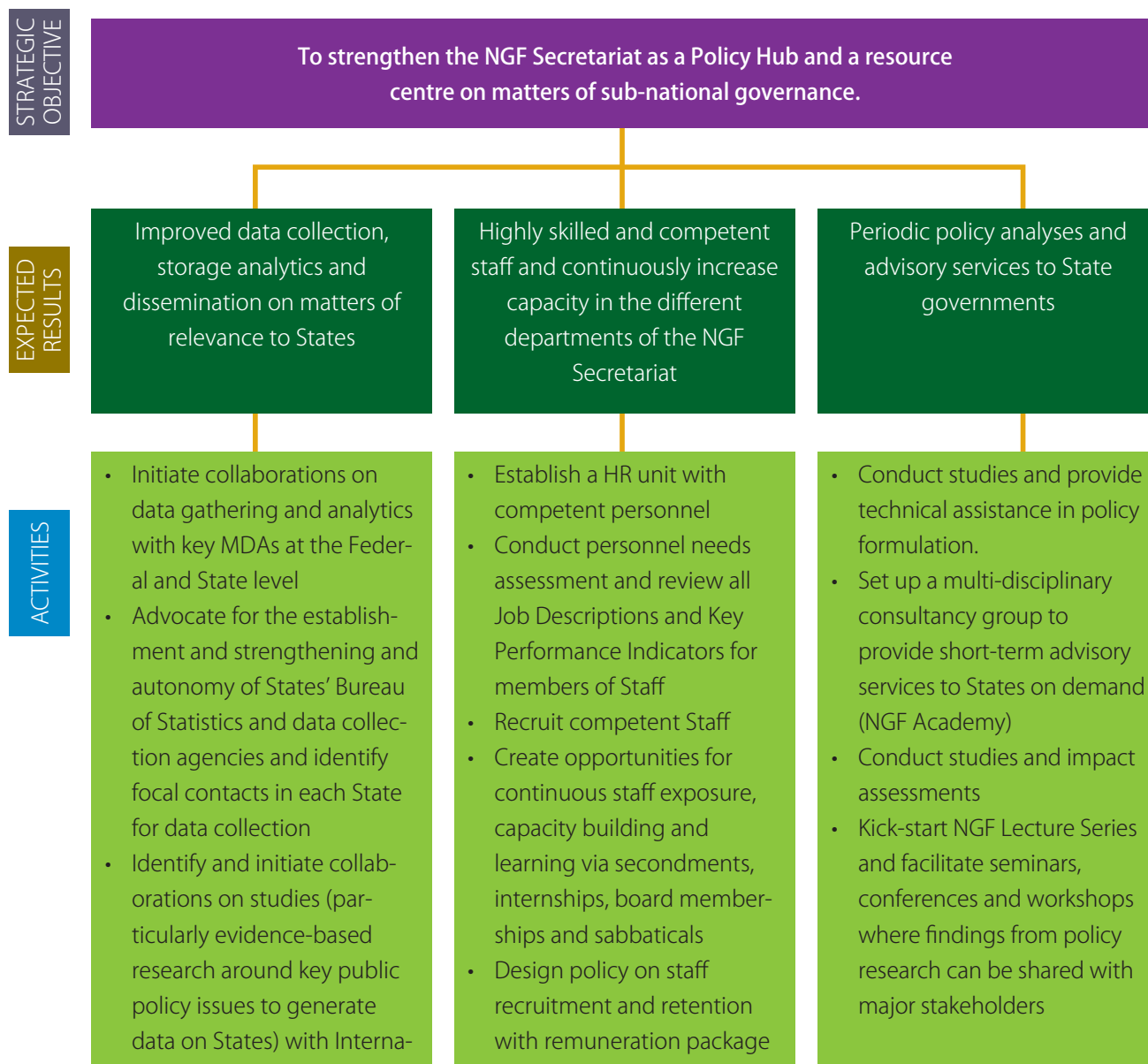
This strategic objective therefore builds on Strategic Objective 4 of the 2014 – 2016 Plan and acknowledges that to become a policy hub, the Secretariat must also be transformed into a resource centre with highly skilled and competent Staff cognisant that an organisation is only as capable as the core and support staff. Therefore, our recruitment, skill enhancement, leadership and man-

agement of human capital will be driven by excellence to fulfil our mission. NGF also recognises the importance of building diversity in our staff, and ensuring that they stay current to match priority mission responsibilities. As an organisation that seeks to be at the cutting edge of research, training would be ongoing to retool our staff to be able to confront contemporary developments. An excellent organisation also requires both vision and direction from its leadership, as well as constant dialogue with staff about potential change. It must be a dialogue in which all voices are heard and all contributions are valued.

The Secretariat would endeavour to work seamlessly with our principals that we support. A wide range of services, including human resources, performance management, information technology, financial, procurement and administrative support would be top notch. To achieve organisational excellence, openness, inclusiveness and effectiveness would constitute our mantra.

The table below provides details of activities required to achieve desired outcomes in relation to the Strategic Objective.

Table 5: Plan for Achieving Strategic Objective 5



ACTIVITIES

- tional Development Partners
- Optimally utilise a Content Management System, an e-storage facility as a data bank to facilitate information management and sharing
 - Kick-start HelpDesk, Health and IGR initiatives within the Secretariat and generate robust and rigorous monitoring, evaluation and learning (MEL) system using designated mandatory performance indicators to measure achievements of intervention in States and ultimately generate data.
 - Widely disseminate analytics via platforms including website, periodicals, NGF events, among others
 - Strengthen the data gathering and knowledge management component of SPRM as key components to generate and store qualitative data generated during Technical Review Missions.
 - Strengthen Federal Liaison department for improved policy and legislation tracking efforts of the Secretariat.
 - Institute periodic web ranking of States' websites

3.2 SECTORAL OBJECTIVES

3.2.1 Agriculture

Agriculture holds the key to broad-based economic growth, poverty reduction and food security in Nigeria. It is well documented that growth generated by agriculture is at least twice more effective in raising incomes among the poor compared to other sectors, especially for the poor in rural areas.

Prior to the discovery of oil in Nigeria, agriculture was not only the mainstay of the economy but the highest earner of foreign exchange. Nigeria was also largely self-sufficient in food production. However, with the discovery of oil, the lure of petrol dollars turned the focus of the country from agriculture. Nigeria began to import

food that we could have easily produced locally. These activities have had adverse effect on the economy.

After years of benign neglect, the Government of Nigeria has since 2010 began to reform the sector. To refocus agriculture, it implemented a new strategy, the Agricultural Transformation Agenda, ATA from 2011 to 2015 built on the principle that agriculture is a business and therefore policy should be about supporting it. The ATA focused on how to make Nigeria's agriculture more productive, efficient and effective. It set a target of creating 3.5 million jobs by 2015; generating foreign exchange, and reducing spending on food imports. Among its key achievements was a restructuring of the federal fertilizer procurement system.



Despite commendable achievements, ATA, however did not deliver on all the targets identified. For example, Nigeria still imports about \$3 to \$5 billion worth of food annually, especially wheat, rice, fish and sundry items, including fresh fruits. Thus, Nigeria is not food-secure. Wastage levels remain high in production areas, reducing supply of feedstock to processing factories, requiring them to keep importing supplies. More fundamentally, States had little input to the programme as their views were not sought. The net effect is limited job growth across the agricultural value chain from input production to market systems, and continued use of limited foreign currency earnings to import vast quantities of food.

With the current dwindling of crude oil prices in the international market, there has never been a time that Nigeria needs to diversify more than now. In the quest for diversification, agriculture seems to be the most sustainable way forward. Building on the successes and lessons from the ATA, the vision of the current administration for agriculture is to work with key stakeholders to build an agribusiness economy capable of delivering sustained prosperity by meeting domestic food security goals, generating exports, and supporting sustainable income and job growth.

Realizing that Nigeria is facing two key gaps in agriculture today: an inability to meet domestic food requirements, and an inability to export at quality levels required for market success, the new federal Agricultur-

al Promotion Policy (the Green Alternative) focuses on solving the core issues at the heart of limited food production and delivery of quality standards. The Federal Ministry of Agriculture and Rural Development (FMARD) proposes working closely with states and other federal MDAs to realize its core mandate of becoming a more focused policy maker and regulator to ensure accountability for results.

Meeting the goals of eradicating hunger and poverty by 2030, and addressing the threat of climate change, will require a profound transformation of food and agriculture systems. As part of diversifying the economy, states would prioritize agriculture, treating it as a business.

The NGF will within the period:

- Intensify collaboration with the Federal Government such as the current initiatives on Rice and Fertilizer and deepen State governments collaboration during the plan period. There are several state level collaborations and some of the initiatives have yielded very good results such as Lagos and Kebbi States rice initiative. We will step up support for such collaborations and forge new alliances;
- Facilitate the revival of Agriculture in States across the entire value chain; and
- Assist in restoring agriculture in the North East after the Boko Haram onslaught.

3.2.2 Health

A healthy and economically productive population that is growing at a sustainable pace, supported by a health care system that caters for all, sustains a life expectancy of not less 70 years and reduces to the barest minimum the burden of infectious and other debilitating diseases is vital to sustainable socio-economic development of Nigeria. This health objective will be achieved through collective and coordinated action by all tiers of government (federal, states and local governments).

The key challenges of our health sector are the weak health system characterized by constrained governance systems and structures, low levels of health care financing and poor predictability and release of funds with inadequate financial protection for the poor, shortage and mal-distribution of human resources for health, poor quality service delivery, inadequate and untimely availability of quality health commodities, lack of routine health services data, low levels of research for health, weak partnership and coordination, as well as poor community participation and poor utilization of health services, particularly child and maternal services, amongst others. There is limited prog-

ress in health service delivery. Over the last decade, the coverage of key health interventions has stagnated at low levels. The limited coverage of important interventions is further aggravated by poor quality of care.

The states by virtue of their constitutional mandates as well as being the government that coordinates the local governments that are closest to the people, have critical role in ensuring effective implementation of integrated, high impact interventions, and to deliver sustainable health programmes/interventions in the respective states. As a result, health care delivery has been a priority sector of the NGF. In February 2009, the NGF, Federal Ministry of Health and the Bill & Melinda Gates Foundation signed the historic Abuja Declaration on Polio Eradication in Nigeria. The declaration pledged to mobilise



state and local governments to achieve a polio vaccination coverage target of 90 per cent. The near eradication of polio in Nigeria during the last planning period has been one of the remarkable development success stories of states and federal government collaboration.

The federal government, in recent years, has also signified its commitment to addressing the challenges in the health sector. For instance, the federal government in collaboration with World Bank recently inaugurated the Saving One Million Lives (SOML) Programme for Result (PforR) to improve maternal and child health outcomes so that they are more in keeping with the country's level of wealth. The objective of SOML is for the health sector to contribute to the economic and social development of Nigeria instead of being a drag on growth. The SOML shifts the focus from inputs to focusing on results and outcomes (i.e. shift from a focus on inputs and processes to one additionally focused on health outcomes and results by tracking lives saved).

Health will continue to be a priority sector of the NGF Strategic Plan. The NGF will within the period:

- Promote partnership between state governments and federal Ministry of Health, National Primary Health Care Development Agency (NPHCDA), National Malaria Control Agency, National Agency for Control of AIDS (NACA) and all other federal MDAs responsible for delivery of health care services to accelerate the annual progress towards improve-

ment of health outcomes for Nigerians irrespective of location, gender, age, or socio-economic status.

- Advocate for increased budget allocations to health by all state governments each year towards achieving the Abuja Declaration target of 15% of total budget to health sector.
- Advocate for states to establish a pro-poor financial protection system, including provider incentives to implement fee exemptions for the poor and vulnerable groups and appropriate risk pooling mechanism such as social and community health insurance.

Work towards a coordinated programme of action in States by ascertaining and communicating to states all health programmes and interventions funded by major international development partners such as World Bank, WHO, DFID, EU, Japan International Cooperation Agency(JICA), GIZ and others.

3.2.3 Education

The 2014--2016 Plan aptly recognised that the competitiveness of Nigeria in a knowledge-driven world is constrained by the challenges besetting the development of its human capital. Thus, all the issues revolving around low investment, low enrolment and poor standards were to be addressed through two approaches, namely; creation of a more effective policy space and a review of the educational system across the states.



Although NGF's peer review tool-kit contains useful benchmarks, this would be improved upon during the next strategic plan (2017—2019), to address some emerging challenges. First, is the issue of *almajiri* educational system that runs parallel with formal schooling in most Northern states, just as recent insecurity flare-ups have negatively affected enrolment and attendance. Second, a combination of low level of political will and fiscal imbalances has constructed state Governments'

access to UBEC funding. This is compounded by inflexible criteria on access to and utilisation of the fund. Third secondary school curriculum is not designed to emphasise STEM, thereby contributing to the phenomenon of unemployable graduate.

In addressing these and other challenges, the current plan focuses on specific policy prescriptions. One, a national summit on mainstreaming *almajiri* schools into

the formal educational system, is called for. Two, a flexible counterpart funding ratio with respect to access to UBEC funds, is an imperative, just as flexibility in utilisation of the funds will impact positively on states' finances. Also important, is the need to redesign secondary schools' curriculum along STEM requirements.

The next phase of NGF's strategic planning will accordingly be devoted to strong advocacy and promotion of these new initiatives in the states, whose outcomes are expected to be the elimination of high incidence of WAEC/NECO failures, uninspiring levels of enrolment, inadequate funding and churning out of unemployable graduates.

3.2.4 Anti-corruption

In the Strategic Plan of 2014 – 2016, anti-corruption was identified as one of the key strategic objectives. Indeed, this was in response to the result of most perception surveys on corruption that identified Nigeria as one of the world's corruption endemic countries. There were also internal reactions among civil society that created significant worries regarding the presentation and appearance of corruption in most critical areas. The Strategic Plan of 2014 -2016, pursued an anti-corruption agenda that was hinged on good governance, transparency, accountability and creating considerable disincentive to discourage acts of corruption across the States.

The Forum shall continue to pursue this agenda in the 2017 – 2019 Strategic Plan. The Forum shall support the

civil society to sustain the awakening of consciousness against corruption.

To combat corruption, the Forum shall during this plan period work hard to stamp out the key drivers of corruption in states. In this regard, capacity building on preventive anticorruption shall be given priority. It is expected that financial reporting mechanism will be given a boost, as well as auditing and investigations. States shall be supported to domesticate and implement fundamental economic management laws such as the Fiscal Responsibility Act, 2007, the Public Procurement Act, the Economic and Financial Crimes Commission(EFCC) Act, and the Independent Corrupt Practices Commission(ICPC) Act. States shall be encouraged to domesticate the principles of the "whistle-blowing" policy of the Federal Government and provide due legislative frameworks as applicable. It is indeed, expedient that States pursue a high standard for accounting and financial reporting governance by domesticating the Financial Reporting Council Act 2011.

The Forum will be committed to the principles of Open Government Partnership (OGP) and shall encourage Governors to sustain openness in the conduct of government business, and to proceed to drive down the anti-corruption efforts more vigorously into the local councils. Incidentally, the duration of the OGP Nigerian National Action Plan (2017 – 2019) coincides with this Plan.

3.2.5 Infrastructure

The NGF views infrastructure as a key priority in the 2017 – 2019 Strategic Plan. Information Communication Technology (ICT) infrastructure, power, roads, air, land and sea transport are considered as critical infrastructure with material implications for national development. This Strategic Plan recognizes the importance of digitalizing records of government assets, especially the legacy assets and capital work-in progress. The Forum understands that the best way to eliminate the negative impact of abandoned projects and loss of government assets is to forestall a virile procedure for the maintenance of Asset Register that is linked to annual accounts and financial statement; reliable asset records help to ensure asset security and proper measurement of liabilities.

The Forum shall support reliability analysis of power system (generation, transmission, and distribution) and continue to support the desired reforms in the electricity sector, including the further liberalization of power generation and transmission. The Forum shall seek to ensure the optimization of the billing and collection aspect of the power system network. The NGF supports the development of gas infrastructure to facilitate the construction of gas fired power plants across the States.

The NGF will continue to partner with the relevant Federal Government agencies to ensure lasting maintenance of federal roads across the States, as well as the need to

settle outstanding debts owed to States in course of rehabilitation of federal roads. Going forward, far-reaching reforms would be initiated to reduce the burden of State roads maintenance on the Federal Government. The Forum shall continue to crave for concessioning as a veritable means of sustaining road infrastructure. States shall be encouraged to embrace PPP in delivering infrastructure. In the face of dwindling resources, this would represent an ingenious way to meet the expected growth in this sector by the year 2020.

By 1960, railway carried over 60% of freight tonnage compared to its current less than 5%, The length of network is 3,505KM, North to South, with basic characteristics of narrow gauge of 1.067M, single track, and less than 1% total passenger carriage. The potential of rail transport is huge, and NGF shall continue to support investments in this area. The situation of the inland waterways and air transportation is not too distinct from what obtains in the rail transport sub-sector.

Overall, the NGF is disposed to promoting increased reliance on PPP in project delivery, and tying appropriate cash-flows to each investment outlay in infrastructure. The Forum shall continue to encourage States to undertake rigorous investment appraisal, especially where any given item of infrastructure is financed by debt.

3.3 CROSS-CUTTING ISSUES

3.3.1 Sustainable Development Goals

On 25th September, 2015, the 193 countries of the UN General Assembly adopted the 2030 Development Agenda titled **Transforming our world: the 2030 Agenda for Sustainable Development**. World Leaders in adopting the Development Agenda declared as follows: *“The 17 Sustainable Development Goals (SDGs) and 169 targets which we are announcing today demonstrate the scale and ambition of this new universal Agenda. They seek to build on the Millennium Development Goals (MDGs) and complete what they did not achieve. They seek to realize the human rights of all and to achieve gender equality and the empowerment of all women and girls. They are integrated and indivisible and balance the three dimensions of sustainable development - the economic, social and environmental”*.

The Addis Ababa Action Agenda (AAA) adopted at the third international financing for development held on 13–16 July 2015 and endorsed by the General Assembly in its resolution 69/313 of 27 July 2015 establishes a strong foundation to support the implementation of the 2030 Agenda for Sustainable Development.

At the historic Paris Climate Conference (COP 21) in December 2015, 195 countries adopted the first ever universal and legally binding global climate deal which entered into force in November 2016. By 5 October 2016, the threshold for entry into force of the Paris Agreement

was achieved, and over 100 countries, which account for over 70% of global emissions, ratified the Agreement, and are now obliged to deliver on their commitments and convert their plans into action. Through this agreement, Nigeria has demonstrated its political commitment to delivering climate conscious sustainable development.

Implementation of the 2030 Agenda will be through a revitalized Global Partnership for Sustainable Development, based on a spirit of strengthened global solidarity, focused in particular on the needs of the poorest and most vulnerable and with the participation of all countries, all stakeholders and all people. The inter-linkages and integrated nature of the Sustainable Development Goals are of crucial importance in ensuring that the purpose of the new Agenda is realized.

The SDGs seek to build on the MDGs and complete the unfinished business of the MDGs. The MDGs was adopted in 2000 and it took 6 years for Nigerian government to translate the global commitment into a national commitment. Actual implementation of activities and initiatives for attainment of MDGs in Nigeria commenced in 2006. Nigeria has made appreciable progress in the attainment of MDGs, particularly, in the area of universal primary education enrolment; achieving gender parity in education; reducing the spread of HIV and AIDS; reducing maternal death as well as halving the percentage of people living in absolute hunger for which it received a recognition from the Food and Agricultural

Organization (FAO). Yet, despite such appreciable progress, some of the targets could not be met partly due to delay in translating the global agenda into a national commitment, challenges in the areas of poverty, insecurity, social inequality, absence of inclusive growth and youth unemployment. It thus means that the MDGs implementation in Nigeria remains an unfinished business that needs to be rolled over to the successor SDGs framework.

There is need for Nigerian Governments to forge a national partnership and fiscal compact for SDGs immediately to avoid the inertia on the MDGs from 2000 to 2005. On the attainment of the SDGs, the lives of all Nigerian citizens will be profoundly improved and all communities will be transformed for better. The NGF will prioritize the SDGs and partner with the federal government to:

- Build on the meeting of the UN Secretary General with the Forum, and partner with the UN Systems in Nigeria to popularize the SDGs in Nigeria.
- Obtain a commitment to timely achievement of SDGs by all sections of the Nigerian nation, and especially by political and other leaders at all levels of the public sector.
- Ensure that the SDGs are central to Nigeria's overall development efforts and vision for economic prosperity and should be closely integrated into the country's planning process.
- Ensure that state and local government development plans, sector plans/ strategies to be consistent with SDGs.

- Advocate to sustain the key success elements of the MDGs implementation such as the institutional structure and mechanism for allocation, utilization and monitoring utilization of the Debt Relief Gains fund; the Conditional Grants Scheme (CGS) mechanism; and the Midwives Service Scheme (MSS) be carried forward to SDGs implementation.

3.3.2 NGF and Legislature Interaction

Legislatures are critical institutions in making a democratic system function effectively. Constitutionally, legislatures are separate, co-equal branches that share governmental power.

Section 4 of the Constitution of the Federal Republic of Nigeria, 1999 (as amended), empower legislators to make laws for the good governance of the Federation. Section 4(1) specifically confers on the National Assembly which consists of the Senate and House of Representatives, the legislative Powers of the Federal Republic of Nigeria. Section 4(2) then goes on to declare that the National Assembly shall have power to make laws for the peace, order and good government of the Federation, or any part thereof with respect to any matter included in the exclusive legislative list. Section 4(7) confers the same power on State Houses of Assembly with regard to any matter in the prescribed column of the concurrent list, any subject matter specifically assigned to States in the Constitution and any matter not listed in the Constitution, i.e., the residual list.

Deriving from the above, the NGF has since established a Legislative Liaison Desk that interfaces and track bills that are of interest to states in the National Assembly. Apart from this, the Secretariat will intensify vertical tracking of bills in the 36 State Houses of Assembly during the next planning period 2017-2019.

3.3.3 States and Nigeria's Federalism

For too long, the onus of the development of Nigeria has been placed on the Federal Government despite being a federation of 36 states, a federal capital territory (FCT) and 774 local government areas. The nation's 36 states share as much, if not more, of this burden of development as the Federal Government. Moreover, there is an emerging global trend in which sub-national governments- states, local authorities, counties and municipalities- depending on the political architecture of their various countries, play prominent governance and developmental roles, often ameliorating the failures of inefficient central authorities.

Federalism ranks among the most important issues globally today. There are roughly 25 federal countries in the world today, which together represent 40 per cent of the world's population. They include some of the largest and most complex democracies - India, the US, Brazil, Germany, Switzerland and Mexico. Their system of government, while it can be complex, has made many federations amongst the most prosperous countries in the world with high standards of government services. Nigeria, unfortunately, does not belong to this league.

The trajectory of Nigerian federal setup has led to a situation where the federal system has become a burden on the Federal Government and a drag on the development of the constituting units.

There are several areas in which our contemporary federal practice hampers, rather than advance, development in the States as a tier of government.

- The revenue allocation formula such that the federal government takes 52.8 percent of all federally collected revenue, the 36 states share 26.72 percent while the 774 local councils share 20 percent. The implication of this is that the Federal Government is surfeit with resources while state governments face serious financial challenges.
- The constitutional delineation of power between the Federal Government and states governments. At present, the Federal Government controls 68 legislative items under the exclusive list and shares 24 with state governments on the concurrent list. Apart from the fact that the long legislative list raises issues of effectiveness at the federal level, given the expansive nature of the country, many of the items could be better executed by the States, rather than the Federal Government. Such matters include education, health, and even provision of public infrastructure within the States such as appropriation of funds to the Federal Government to provide township roads, which would best be handled by states.

- Security has been made the exclusive responsibility of the federal government. The states face enormous security challenges but are arm strung by present constitutional provisions.

During the 2017-2019 Strategic Planning Period:

- States would continue to work with all major stakeholders to reform Nigeria's Constitution and Federalism, including changing the revenue allocation formulae which has been due since.
- Canvas for State and community policing so that states that have the wherewithal can act.
- Forge regional alliance to confront some development challenges such as the development of critical regional infrastructure in which states cannot act alone.



The Secretariat would endeavour to work seamlessly with our principals that we support. A wide range of services, including human resources, performance management, information technology, financial, procurement and administrative support would be top notch. To achieve organisational excellence, openness, inclusiveness and effectiveness would constitute our mantra.

ASSUMPTIONS

To implement this Plan, we have made several assumptions many of which underpinned our earlier developed Strategic Plans and still hold sway. These include assumptions that:

- Democracy will continue to deepen in Nigeria.
- The legislation determining the role and function of Governors will not undergo substantial change in a manner that undermines the role Governors and the *Forum*.
- All 36 States will continue to pay their subscriptions and support the activities of the Forum.
- Governors' interest and commitment to the development of the NGF continues at the current form or an increased tempo.
- The existence of zonal and political party fora strengthens rather than undermines the NGF.

RISKS AND MITIGATING ACTIONS

Table 6 below shows the potential risks that may affect the ability to deliver this plan. Each risk has been assessed to ascertain its likelihood of occurring using the categories High, Medium and Low and in relation to the impact should the risk materialise using the same categories. Table 6 also identified mitigation actions or approaches that will minimise the chance of the risk occurring.

Table 6: Risks and Mitigating Actions

Risk Identified	Likelihood of Occurring	Potential Impact	Proposed Mitigating Actions
Inability to secure the resources to implement the Plan	Medium	High	<ul style="list-style-type: none"> • Continually demonstrate the commitment of the NGF to its vision and mission by focusing on core areas of operation (and using available funds appropriately) thereby demonstrating unwavering focus. • Ensure that the profile of the NGF remains high in all relevant fora, thereby maintaining the interest and attention of potential development partners. • Measure performance of those areas where the NGF is already fully functioning and ensure that activities and successes are publicised. • Engage with potential development partners at every opportunity and seek their support for specific aspects of the Plan. Be prepared to illustrate progress to date always, by continuously monitoring activities and outputs. • Identify additional sources of funding (e.g. individual State Governors or groups of Governors) that may contribute additional funds or fund specific activities.
Increasing insecurity	Medium	Medium	<ul style="list-style-type: none"> • NGF shall continue to extend enhanced support to the security agencies and the forces • Build lasting consensus regarding the role of Governors as Chief Security Officers of their respective States, inter-state border administration, inter-faith harmony and cooperation, and urban youth crisis.

Risk Identified	Likelihood of Occurring	Potential Impact	Proposed Mitigating Actions
The legitimacy of the NGF is challenged	High	High	<ul style="list-style-type: none"> • Focus activities on the benefits of the ‘unique nature’ of the NGF (i.e. the informal, non-partisan grouping of governors); • Ensure contributions to national debates are constructive and do not seek to usurp others authority; • Support formal structures and seek to help them to achieve their own aims rather than take them over; • Ensure there is sufficient focus on effective communications and manage the Forum’s relationship with key federal institutions.
Questions over individual or groups of Governors integrity damage their reputation and thereby the reputation of the NGF	High	Medium	<ul style="list-style-type: none"> • Monitor developments in respect of potential for bad publicity and act publicly and decisively in appropriate circumstances; • Seek to ensure that issues in respect of individual Governors do not colour the public’s view of all Governors • NGF should not interfere / involve itself in any issues of integrity / impropriety
NGF gets drawn into political fractionalisation in the lead up to 2019 elections	Medium	Medium	<ul style="list-style-type: none"> • The NGF to maintain its apolitical status; • Consider a strict no comment policy, when speaking on behalf of the NGF, in respect of political / party related policies / matters / questions;

Risk Identified	Likelihood of Occurring	Potential Impact	Proposed Mitigating Actions
Bad publicity surrounding NGF activities.	High	Medium	<ul style="list-style-type: none">• Avoid involvement in activities deemed inappropriate• Consider carefully all activities before commencing them and prepare a media strategy for each case;• Be cautious in respect to financing activities that are inappropriate.

APPENDIX I: OPERATIONALIZING THE STRATEGIC OBJECTIVES FOR THE 2017-2019 STRATEGIC PLAN PERIOD

With an overarching objective to reposition the Nigeria Governors' Forum and its Secretariat for greater relevance to all its stakeholders and achieve its avowed mission, several activities including some short-term 'quick wins' are planned for the Strategic Plan Period of 2017 to 2019 as shown in Table 4.1.

Some of these activities which have been carefully mapped out are a continuation of the core activities of the Forum in the immediate past plan while others are necessitated by new developments both in the larger economy and states.

The implementation of the activities will guarantee:

- Strong inter-relations with the Federal Government;
- Revitalisation of the Forum's flagship programme – the SPRM;
- Strengthened institutional collaborations (with MDAs and Development Partners);
- Increased provision of technical assistance by the Secretariat to States;
- Consolidation of the Secretariat's think-tank capacity;
- Enhanced visibility of the Forum and Secretariat; and
- Renewed strategic direction

Log frame of the Strategic Objectives

	Expected Results		Activities	Key Performance Indicators	Timeline	Budget	Responsibility for Actions
Strategic Objective 1: To render assistance to States to better manage their economies							
1.1	Coordinated policies to harness human and other natural resources for economic recovery & growth	1.1.1	Organise workshop for states on the State Economic and Recovery Plan.	Number of workshops organized	June 2017	100m	NGF Secretariat
		1.1.2	Review performance of states on the 22 FSP measures.	Number of states reviewed	April 2017	50m	NGF Secretariat 36 States
		1.1.3	Provide technical support to states to achieve the 22 FSP measures.	Number states that achieved minimum of 75% of the 22 FSP measures	December 2017	100m	NGF Secretariat 36 States Development Partners
		1.1.4	Prepare informed documents and position papers on coordinated policies for diversification of the economy.	2 documents per year	June and December every year	30m Note: 5m per study	NGF Secretariat Consultants
		1.1.5	Facilitate study to identify measures to reduce cost of governance at the sub-national level.	Comprehensive measures developed to reduce cost of governance	September 2017	10m	NGF NGF Secretariat Consultants

	Expected Results		Activities	Key Performance Indicators	Timeline	Budget	Responsibility for Actions
1.2	Enhanced partnerships and linkages with federal MDAs to promote economic recovery & growth	1.2.1	Assist States to develop capacity on macroeconomic data gathering and analysis	Recent macro-economic data available	Continuous		NGF Secretariat Federal MDAs
		1.2.2	Update the NGF HelpDesk platform with relevant macroeconomic data from both international and national sources.	Data hosted in HelpDesk	Continuous		NGF Secretariat
		1.2.3	Step up interaction with key MDAs (such as MOF, MBNP, CBN, BOI, MOA, NBS, and others) to regularly brief the Forum on available policies, resources and intervention to promote economic recovery and growth in states	Briefing by key MDAs	Continuous		NGF Secretariat
		1.2.4	Enhance NGF-OPS (Organised Private Sector) interactions to promote the competitiveness of States	Number of interactions	Continuous	15m <i>Note: 5m per year</i>	NGF Secretariat

	Expected Results		Activities	Key Performance Indicators	Timeline	Budget	Responsibility for Actions
1.3	Strategies for increasing states internally generated revenue.	1.3.1	Update NGF IGR Dashboard with information on progress made in the implementation of reforms in tax systems and processes across states.	Number of States updating the IGR Dashboard	Continuous		NGF Secretariat
		1.3.2	Coordinate studies and provide technical assistance on developing strategies for increasing internally generated revenue.	Number of studies carried out	Continuous		NGF Secretariat 36 States
		1.3.3	Organise workshops for states to share and learn practical and effective measures that can boost internal revenues both in the short and long term	Workshop conducted	September 2017		NGF Secretariat 36 States
		1.3.4	Develop data base of annual revenues (IGR and FAAC) of the 36 States	Data base developed and populated	October 2017		NGF Secretariat Consultants

	Expected Results		Activities	Key Performance Indicators	Timeline	Budget	Responsibility for Actions
Strategic Objective 2: To ensure the convergence of efforts towards tackling insecurity							
2.1	Emergence of national consensus in tackling the menace of insecurity in Nigeria, beyond partisanship	2.1.1	Organise NGF Security Conference	National conference held Number of States implementing resolutions	June 2017 December 2017	100m	NGF Secretariat; 36 States; Security agencies; NGOs
2.2	Existence of best practice laws and practices targeted at curbing insecurity	2.2.1	Encourage States to enact/implement best practice laws targeted at curbing insecurity	Number of States having good laws on security	Continuous		NGF Secretariat; National Assembly; State Houses of Assembly; Judiciary
2.3	Rehabilitation of IDPs	2.3.1	Forum to visit and provide support to IDP camps Forum to assist in the rehabilitation of IDPs	Visits made and support rendered Number of IDPs rehabilitated	April 2017 December 2018		NGF Secretariat 36 States Federal MDAs

	Expected Results		Activities	Key Performance Indicators	Timeline	Budget	Responsibility for Actions
Strategic Objective 3: To remain the anchor for peer learning, reflection and sharing of experiences on sub-national issues							
3.1	Emergence of governors who are empowered to better manage and govern their states	3.1.1	Organise governors' induction workshop for newly elected governors sworn in on May 29th 2019	Induction workshop organized Number of new governors present	July 2019	200m	NGF Secretariat State
		3.1.2	Revive and organise governance share fairs	Number of share fairs organized	Continuous At least 2 geo-political zones per year	24m Note: 4 million for each geo-political zone	NGF Secretariat State Commissioners
		3.1.3	Organise NGF lecture Series to provide a platform for governors to deliberate and take stances on issues relating to governance	Number of lecture series organised	Continuous At least one each year	50m	NGF Secretariat

	Expected Results		Activities	Key Performance Indicators	Timeline	Budget	Responsibility for Actions
3.2	Availability of replicable best practice approaches to strengthen governance and socio-economic development in States	3.2.1	Revive the SPRM process (reconstitute the Steering Committee and hold a Meeting)	SPRM process revived	June 2017	20m	NGF Secretariat 36 States
3.2.2		Conduct peer review of all the States in the next three years	Number of Reviews conducted by the Forum	Continuous	200m per year	Forum Steering Committee NGF Secretariat	
3.2.3		Organise workshops, particularly on PFM for peer learning, reflection and sharing of experiences among States Develop, test and share innovative PFM instruments for utilisation by States	Number of PFM workshops organised Number of PFM instruments developed	May 2018 March 2018		NGF Secretariat	
3.2.4		Produce and effectively disseminate to States technical guides and manuals of procedure on matters relating to governance	Number of guides and manuals readily available to States in print and via NGF website	Continuous		NGF Secretariat	

	Expected Results		Activities	Key Performance Indicators	Timeline	Budget	Responsibility for Actions
3.3	Emergence of State officials who are better able to support and respond to unfolding development problems and needs of their States.	3.3.1	Regularly design and implement training programmes for State officials to build capacity	Number of training programmes organised for State officials	Continuous		NGF Secretariat
Strategic Objective 4: To Enhance NGF's Communication with the Nigerian Public and Other Stakeholders							
4.1	Establishment of Communication Process for Advocacy & Awareness	4.1.1	Enhance NGF Identity	Number of Identity promotion activities organised	April/May 2017	10m	NGF secretariat
4.2	Functional linkages with DPs, NGOs and stakeholders	4.2.1	Networking and partnership with stakeholders	Number of supporting activities organised	Continuous		NGF secretariat

	Expected Results		Activities	Key Performance Indicators	Timeline	Budget	Responsibility for Actions
4.3	Design and implement effective Communication with direct appeal to the general public	4.3.1	Creation of social media accounts; periodic briefing of media; organisation of seminars & conferences	Existence of social media account; number of media briefings and seminars organised; level of public awareness of NGF	October/November 2017		NGF secretariat

	Expected Results		Activities	Key Performance Indicators	Timeline	Budget	Responsibility for Actions
Strategic Objective 5: To strengthen the NGF Secretariat as a Policy Hub and a resource centre on matters of sub-national governance.							
5.1	Improve data collection, storage analytics and dissemination on matters of relevance to States.	5.1.1	Initiate collaborations on data gathering and analytics with key MDAs at the Federal and State level	Number of data gathering collaborative efforts with MDAs	April 2017		NGF Secretariat
		5.1.2	Advocate for the establishment and strengthening and autonomy of States' Bureau of Statistics (SBS) and data collection agencies and identify focal contacts in each State for data collection	Number of States' Bureau of Statistics established after NGF intervention	October 2017		NGF Secretariat
		5.1.3	Identify and initiate collaborations on studies (particularly evidence-based research around key public policy issues to generate data on States) with International Development Partners	Number of research studies produced	Continuous		NGF Secretariat

	Expected Results		Activities	Key Performance Indicators	Timeline	Budget	Responsibility for Actions
		5.1.4	Optimally utilise an e-storage facility as a data bank to facilitate information management and sharing	Availability of e-storage facility	Continuous	10m	NGF Secretariat
		5.1.5	Kick-start Help-Desk, Health and IGR initiatives within the Secretariat and generate robust and rigorous monitoring, evaluation and learning (MEL) system using designated mandatory performance indicators to measure achievements of intervention in States and ultimately generate data.	Running status of HelpDesk, Health and IGR Dashboard	March 2017	<i>Funded by Bill and Melinda Gates Foundation (BMGF)</i>	NGF Secretariat
		5.1.6	Widely disseminate analytics via platforms including website, periodicals, NGF events, among others	Number of channels of dissemination; Number of disseminated materials	Continuous	10m	NGF Secretariat

	Expected Results		Activities	Key Performance Indicators	Timeline	Budget	Responsibility for Actions
		5.1.7	Strengthen the data gathering and knowledge management component of SPRM as key components to generate and store qualitative data generated during Technical Review Missions.	Number of data headings generated during Technical Review Missions	October 2017		NGF Secretariat
		5.1.8	Strengthen Federal Liaison department for improved policy and legislation tracking efforts of the Secretariat.	Number of policies, bills and laws with contributions of NGF captured	Continuous		NGF Secretariat

	Expected Results		Activities	Key Performance Indicators	Timeline	Budget	Responsibility for Actions
5.2	Make available highly skilled and competent staff and continuously increase capacity in the different departments of the NGF Secretariat	5.2.1	Establish a HR unit with competent personnel	Status of HR unit establishment	April 2017		NGF Secretariat
		5.2.2	Conduct personnel needs assessment and review all Job Descriptions and Key Performance Indicators for members of Staff	Number of gaps identified, number of staff engaged	Continuous		NGF Secretariat
		5.2.3	Recruit competent Staff		Continuous		NGF Secretariat
		5.2.4	Create opportunities for continuous staff exposure, capacity building and learning via secondments, internships, board memberships and sabbaticals	Number of external board membership, secondment and internship slots occupied by NGF staff.	Continuous		NGF Secretariat

	Expected Results		Activities	Key Performance Indicators	Timeline	Budget	Responsibility for Actions
5.3	Provide policy analyses and advisory services to State governments	5.3.1	Conduct studies and provide technical assistance in policy formulation.	Number of policy briefs, analyses produced	Continuous	30m	NGF Secretariat
5.3.2		Set up a multi-disciplinary consultancy group to provide short-term advisory services to States on demand (NGF Academy) Conduct of studies and impact assessments	Number of interventions rendered by NGF to States	January 2018	50m	NGF Secretariat	
5.3.3		Kick-start NGF Lecture Series and facilitate seminars, conferences and workshops where findings from policy research can be shared with major stakeholders	Number of Lecture Series, seminars, conferences, etc facilitated by the NGF.	November 2017	150m <i>50m per year</i>	NGF Secretariat	

APPENDIX II: OPERATIONALIZING THE SECTORAL OBJECTIVES

	Expected Results		Activities	Key Performance Indicators	Timeline	Budget	Responsibility for Actions
Sectoral Objective 1: Agriculture							
1.1	Intensified collaboration with the Federal Government on Agriculture initiatives	1.1.1	Re-engage the Federal Ministry of Agriculture and Rural Development (FMARD) on replicating the Federal Government's Green Initiative in States.	FMARD actively re-engaged	June 2017		NGF Secretariat
		1.1.2	Organise NGF Agriculture conference in collaboration with FMARD and Development Partners.	National Conference held Number of States implementing resolutions	August 2017	100m	NGF Secretariat 36 States
		1.1.3	Promote and encourage States to participate in the Federal Government fertilizer intervention plan.	Number states participating in initiative	March 2017		NGF Secretariat 36 States

	Expected Results		Activities	Key Performance Indicators	Timeline	Budget	Responsibility for Actions
		1.1.4	Identify collaboration opportunities and avenues on Agriculture between States and aid them	Number of collaborative efforts on Agriculture between States	Continuous		NGF Secretariat Consultants
		1.1.5	Support Federal Government Rice initiative and encourage States to actively participate	Number of States participating in initiative	September 2017		NGF NGF Secretariat Consultants
1.2	Revived agricultural sector across States	1.2.1	Enhance Public-Private Partnerships (PPPs) on Agriculture in States	Number of PPPs on agriculture in States	Continuous		NGF Secretariat Federal MDAs
		1.2.2	Conduct and disseminate studies on agriculture revitalization at the sub-national level and provide technical support to states based on findings particularly through the NGF HelpDesk.	Number of studies carried out Amount of technical assistance provided to States	Continuous		NGF Secretariat

	Expected Results		Activities	Key Performance Indicators	Timeline	Budget	Responsibility for Actions
1.3	Agriculture restored in States affected by Boko Haram activities	1.3.1	Enhance efforts towards achieving security in the North East		Continuous		NGF Secretariat
		1.3.2	Source for support from Development Partners and channel to States		Continuous		NGF Secretariat Development Partners
Sectoral Objective 2: Health							
2.1	Solidified Partnership with relevant federal MDAs	2.1.1	Enhance relationship with federal MDAs including NPHCDA, NACA, etc and identify areas of collaboration	Number of federal MDAs in collaboration with the Secretariat	July 2017	100m	NGF Secretariat; 36 States; Security agencies; NGOs
2.2	Achievement of Abuja declaration on health	2.2.1	Conduct study on status of budgetary allocation to health sector across states, identify and encourage States with allocation below the 15% target to increase budgetary allocations to health sector	Number of States with minimum 15% budgetary allocation to health	Continuous		NGF Secretariat; National Assembly; State Houses of Assembly; Judiciary

	Expected Results		Activities	Key Performance Indicators	Timeline	Budget	Responsibility for Actions
2.3	Access to health services for the poor and less-privileged	2.3.1	Advocate for state to establish a pro-poor financial protection system, including provider incentives to implement fee exemptions for the poor and vulnerable groups and appropriate risk pooling mechanism such as social and community health insurance.	Number of States with pro-poor financial protection system	Continuous		NGF Secretariat 36 States

	Expected Results		Activities	Key Performance Indicators	Timeline	Budget	Responsibility for Actions
2.4	Coordinated Development Partner support to health programmes and interventions in States	2.4.1	Conduct scoping study to identify areas requiring technical assistance in states	Scoping study conducted	January 2018		
		2.4.2	Ascertain and communicate to states all health programmes and interventions funded by international development partners such as World Bank, WHO, DFID, EU, JICA, GIZ, etc	Number of States offered technical assistance on health	Continuous		
Sectoral Objective 3: Education							
3.1	<i>Almajiri</i> schools mainstreaming	3.1.1	Organise NGF conference on education with focus on the mainstreaming of <i>almajiri</i> schools	National Conference held Number of States implementing resolutions	March 2018	10m	NGF secretariat
3.2	Increased access to UBEC funds	3.2.1	Advocate for a reduction of States' ratio in UBEC counterpart fund	Number of states accessing UBEC funds	January 2018		NGF secretariat

	Expected Results		Activities	Key Performance Indicators	Timeline	Budget	Responsibility for Actions
Sectoral Objective 4: Anti-corruption							
4.1	Adoption of resolutions at the UN convention on anti-corruption	4.1.1	Organise anti-corruption conference	National Conference held Number of States implementing resolutions	June 2018	100m	NGF Secretariat
		4.1.2	Establish relationship with civil society and relevant NGOs on awakening of consciousness against corruption	Number of collaborations institutionalised	Continuous		NGF Secretariat
		4.1.3	Advocate for the domestication of key resolutions from the UN convention in States	Number of States implementing resolutions	Continuous		NGF Secretariat
4.2	Enhanced transparency in Public Financial Management	4.2.1	Organise workshops to build States capacity on PFM, particularly financial reporting	Workshop conducted	February 2018	7m	NGF Secretariat

	Expected Results		Activities	Key Performance Indicators	Timeline	Budget	Responsibility for Actions
4.3	Existence of fundamental economic management laws	4.3.1	Provide support to States for replication of economic management laws such as the Fiscal Responsibility Act, 2007, the Public Procurement Act, the EFCC Act, and the ICPC Act.	Number of States with economic management laws	August 2018		NGF Secretariat
4.4	States' commitment to the principles of Open Government	4.4.1	Ensure States buy-in to Open Government for sustainability of openness in the conduct of government business	Number of States committed to Open Government	Continuous		NGF Secretariat
Sectoral Objective 5: Infrastructure							
5.1	Enhanced support to reliability analysis of power generation, transmission and distribution	5.1.1	Source for and provide support to the development of energy infrastructure across States	Number of States with functional gas-fired power plants			NGF Secretariat Development Partners

	Expected Results		Activities	Key Performance Indicators	Timeline	Budget	Responsibility for Actions
5.2	Improved road and railway networks	5.2.1	Encourage States to embrace PPPs in roads infrastructural development	Number of PPP partnership on transport infrastructural development in States			NGF Secretariat Private Sector 36 States
5.2.2		Partner with Federal Emergency Management Agency (FEMA) to ensure lasting maintenance of federal roads across States	Number of roads repaired/ maintained			NGF Secretariat FEMA	
5.2.3		Facilitate investments in inter-state rail networks				NGF Secretariat Private sector Development Partners	

APPENDIX III: OPERATIONALIZING THE CROSS-CUTTING ISSUES

	Expected Results		Activities	Key Performance Indicators	Timeline	Budget	Responsibility for Actions
Cross-cutting Issue 1: Sustainable Development Goals							
1.1	Intensified collaboration with the UN system and Federal Government on SDGs	1.1.1	Build on the meeting of the UN Secretary General with the Forum, and partner with the UN Systems in Nigeria to popularize the SDGs in Nigeria.	UN re-engaged	April 2018		NGF Secretariat
		1.1.2	Organise workshop for State actors on the integration of SDGs in the articulation of State Development Plans (SDPs).	Workshop organised Number of States implementing resolutions	August 2018	100m	NGF Secretariat 36 States

	Expected Results		Activities	Key Performance Indicators	Timeline	Budget	Responsibility for Actions
		1.1.3	Advocate to sustain the key success elements of the MDGs implementation such as the institutional structure and mechanism for allocation, utilization and monitoring utilization of the Debt Relief Gains fund; the Conditional Grants Scheme (CGS) mechanism; and the Midwives Service Scheme (MSS) be carried forward to SDGs implementation.	Number of key MDGs success elements sustained	May 2017		NGF Secretariat 36 States

	Expected Results		Activities	Key Performance Indicators	Timeline	Budget	Responsibility for Actions
Cross-cutting Issue 2: NGF and Legislature Interaction							
2.1	Strengthened and highly functional Legislative Liaison Unit	2.1.1	Track bills that are of interest to states in the National Assembly	Number of bills tracked with Forum's input	Continuous		
		2.1.2	Intensify vertical tracking of bills in the 36 State Houses of Assembly Create e-storage system to archive tracked bills	Number of States tracked and bills retrieved	Continuous		NGF Secretariat
Cross-cutting Issue 3: States and Nigeria's Federalism							
3.1	Emergence of States that are better governed.	3.1.1	Organise Conference on Judicial reform	Workshop organised Number of States implementing resolutions	November 2018	100m	NGF Secretariat
		3.1.2	Mobilise major stakeholders on the reform of Nigeria's Constitution and Federalism, including revenue allocation formulae.	Number of reforms adopted	Continuous		NGF Secretariat

	Expected Results		Activities	Key Performance Indicators	Timeline	Budget	Responsibility for Actions
		3.1.3	Canvas for State and Community policing				NGF Secretariat; 36 States;
		3.1.4	Forge regional alliances for confrontation of common developmental challenges	Number of development initiatives anchored by regional alliances	Continuous		NGF Secretariat



The Secretariat, SPRM Steering Committee Members, Technical Review Team and State Government Functionaries during a Technical Review Mission to a State

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