



NGF STRATEGIC PLAN 2014–2016




NIGERIA GOVERNORS' FORUM
SECRETARIAT

**2014-2016
STRATEGIC
PLAN**



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LIST OF ACRONYMS

DFID	Department for International Development
HRM	Human Resource Management
ICT	Information and Communications Technology
IDPs	International Development Partners
KM	Knowledge Management
M&E	Monitoring and Evaluation
MDAs	Ministry, Department, Agencies
MDGs	Millennium Development Goals
NEC	National Executive Council
NGF	Nigeria Governors' Forum
NGOs	Non-Governmental Organisations
PFM	Public Financial Management
SPARC	State Partnership for Accountability, Responsiveness and Capability
SPRM	State Peer Review Mechanism
SWOT	Strengths, Weaknesses, Opportunities and Threats

ACKNOWLEDGEMENT

This new strategic plan is motivated by the desire to intensify the drive to achieve the Vision and Mission Statement of the Nigeria Governors' Forum (NGF). It is a three year strategic plan, meant to enhance and sustain the organisation's leading edge in defining the development agenda for the various states of our country. We wish to thank our principals – the 36 Governors of the states of Nigeria – for their support and cooperation in the implementation of the 2010 – 2012 Strategic plan and in the activities which have led to another strategic plan for 2014 – 2016.

Our gratitude also goes to our stakeholders for identifying with us and supporting different aspects of the NGF agenda. Particularly worthy of mention is the State Partnership for Accountability, Responsiveness and Capability (SPARC), a programme of the United Kingdom's Department for International Development (DFID) which has once again supported us in developing this strategic plan. The World Bank also deserves our thanks, as it has constantly supported the NGF whenever we have called upon it, particularly in the area of Public Financial Management (PFM), Development Policy Operations (DPO), and the State Peer Review Mechanism (SPRM).

Our consultants and Policy Advisers have been very resourceful and supportive with their professional and technical contributions and insights in putting together this plan. To them, we are deeply grateful.

Finally, I wish to thank my colleagues on the Management team of the NGF Secretariat, as well as the other staff for their unrelenting effort in ensuring the success of the new strategic plan.



A.B. Okauru, Esq.
Director General

FOREWORD

The strategic plan (2014 – 2016) of the Nigeria Governors' Forum (NGF) articulates the goals, strategies and programmes for the three year period, 2014 to 2016. The plan builds upon the experience gained and lessons learnt from the implementation of the 2010-2012 plan, as well as identifying new areas of focus in the governance of the Forum. It is the result of a participatory strategic planning process, involving all the organisation's departments and stakeholders, and a critical examination of the risks in the implementation of the plan.

The NGF is a non-profit making organisation of all 36 democratically elected governors of the states of the Federation. Over the 15 years of its existence, the NGF has evolved in its unity of purpose, and its desire to always find common ground on issues of national relevance and to advance good governance and democratic values.

During the 2010 – 2012 Strategic plan period, the NGF recorded a number of significant achievements:

The Forum is more institutionalised and meetings have become more regular with a consistent increase in the attendance rate of members. Forum meetings have formed the basis for major policy contributions on important national issues, such as the debates on the Sovereign Wealth Fund, the Minimum Wage, and the removal of the fuel subsidy. More broadly, the National Executive Council (NEC) monthly meetings usually drive the scheduling of Forum meetings, and common positions adopted at these meetings form the crux of the Governors' priorities at the NEC.

The Forum has developed a collaborative arrangement for polio eradication involving the NGF, the Federal Ministry of Health and the Gates Foundation. In practical terms, the NGF has become a major link between government, development partners and private organisations as they seek to reach the 36 states.

The level of cooperation between states has increased significantly, as has the relation between states and the federal government; this is manifested during deliberations at the NEC meetings and interactions on many key national issues. The State Peer Review Mechanism (SPRM) has moved from its conceptual stage to a reality. This model has helped to build a platform where states share ideas and experiences regarding good governance and development based on defined performance indicators or benchmarks.

The Secretariat's capacity as the technical arm of NGF activities has evolved considerably and this has led to a deepening of the technical support provided to the Forum.

Building on these achievements and in furtherance of our goal of improving governance and socio-economic development in the States, the following are the four objectives set out for the Forum for the period 2014 – 2016:

1. To establish a respected setting where issues of national importance are discussed and consensus can be reached;
2. To become the main source for peer learning, reflections and sharing of experience on sub-national issues;
3. To enhance our communication with the Nigerian public and other Stakeholders;

4. To strengthen the effectiveness and efficiency of the NGF Secretariat as a policy hub and one-stop shop on matters of relevance to state governments.

The sectorial priorities during the plan period are:

- Agriculture;
- Corruption;
- Education; and,
- Security.

In order to achieve the set strategic objectives, the plan adopts four instruments for implementation:

1. NGF Retreats;
2. The Strategic Plan Committee/Implementation Working Group;
3. Knowledge Management and Communications; and
4. Monitoring and Evaluation.

The instruments have been identified as cross-cutting and will be applied across all activities of the organisation.

The strategic plan also articulates the assumptions for the implementation of the plan, as well as a risk and mitigation strategy. It highlights the importance of the Forum functioning as a single united entity, knowledge-sharing among States, and adequate funding for the Secretariat as a major risk mitigation strategy to ensure the retention and expansion of its pool of skilled and competent staff.

In its 15 year existence, NGF has established itself as a credible platform for the advancement of good governance, and as a policy hub. Members are therefore enjoined to accept this document as our collective plan, as we shall use it to measure our success in attaining the objectives and goals set herein.

Finally, I commend the Secretariat for its relentless effort in producing this document.



Rt. Hon. Rotimi Chibuike Amaechi,
Governor, Rivers State, and
Chairman, Nigeria Governors' Forum

1. INTRODUCTION

1.1 Context

This is a strategic plan for the Nigeria Governors' Forum (NGF), a consortium of all 36 democratically elected governors of the states of the Federation.

The purpose of this strategic plan is to build upon the experience gained from the implementation of the 2010 – 2012 plan; a plan that was motivated by the need to give direction and focus to the NGF, and to enable our partners, stakeholders and other interested parties to have a better understanding of why we exist and how we fulfil our purpose. This plan, therefore, draws from our evaluation of our existing structure, governance, staff, programmes, collaborations and resources (financial, human, technical and material) and, more importantly, guides us towards effectively defining our Vision and Mission.

This strategic plan will cover a three year period and will be reviewed annually, at which time the activities undertaken by the NGF will be evaluated and the priorities reviewed and, if necessary, adjusted to enable the fulfilment of our goals.

1.2 Background

The NGF, which was inspired by the American National Governor's Association, was established after a multi-party conference of all elected state governors held in Abuja between 26th and 29th April, 1999. The NGF was formed as an 'Association' under the leadership of the then Governor of Nassarawa State, Dr Alhaji Abdullahi Adamu. In 2009, the new Chairman, Dr Abubakar Bukola Saraki, spearheaded a major restructuring and redefining of the NGF. His tenure ended in 2011 and he handed over to the incumbent Chairman of the Forum, the Governor of Rivers State, the Rt Hon. Rotimi Amaechi. With the new structure, the office of Vice Chairman was created, with Mr Peter Obi, Governor of Anambra State, emerging as the first ever Vice Chairman.

A number of achievements were recorded during the 2010 – 2012 strategic plan. The Forum is more institutionalised; meetings have become more regular with a consistent increase in the attendance rate of members. Forum meetings have formed the basis for major policy contributions on important national issues such as the debates on the Sovereign Wealth Fund, the Minimum Wage, and the removal of the fuel subsidy. In addition to regular meetings, various working committees (eg, on Constitutional Review, Revenue Allocation, Security, etc.) are functional. More broadly, the National Executive Council (NEC) monthly meetings usually drive the scheduling of Forum meetings, and common positions adopted at these meetings form the crux of the Governors' priorities at the NEC.

There is an emerging unity of purpose and a desire to find common ground on issues impacting on the wider polity. For instance, the Forum has developed a collaborative arrangement on polio eradication involving the NGF, the Federal Ministry of Health and the Gates Foundation, whereby states that meet all the threshold criteria that have been laid down are awarded a 500,000 USD grant by the Gates Foundation to support their most important health priorities. In practical terms, the NGF has become a major link between government, development partners and private organisations as they seek to reach the 36 states.

The level of cooperation between states has increased significantly, as has the relation between states and the federal government; this is manifested during deliberations at the

NEC meetings and interactions on many key national issues. Zonal groupings, which mirror the Forum, are increasingly effective as they discuss ways of overcoming their commonly shared developmental challenges. In dealing with common problems, the Forum has become a respected platform of collaboration, irrespective of party differences and varying economic strengths.

The NGF was instrumental in the peaceful transfer of power to the Vice-President following the demise of President Umaru Musa Yar'adua. It initiated and supported the adoption of the *Doctrine of Necessity* by the National Assembly which provided the basis for the assumption of office of President Goodluck Jonathan.

More recently, the Forum has been pivotal in arriving at a common ground over a number of disputes. The NGF played a lead role in the dispute between the federal government and organised labour over contentions arising from the introduction of a new minimum wage and also the challenges resulting from the fuel subsidy removal, thereby engendering close collaboration.

The State Peer Review Mechanism (SPRM) has moved from its conceptual stage to a reality. Fashioned after the African Peer Review Mechanism (APRM), this model has helped build a platform where states share ideas and experiences regarding good governance and development based on defined performance indicators or benchmarks.

The Secretariat's capacity as the technical support engine and vehicle of NGF activities has evolved considerably. We have witnessed a significant increase in the capacity of the professional staff that have joined the team and this has led to a deepening of the technical support provided to the Forum. A lot of emphasis has also been placed on job-specific training for all key staff.

Despite these achievements, there were some setbacks. The Forum was fractured as a result of disagreements over the April 2013 elections. We also recognise that we are yet to realise our full potential. We fully understand that gaps exist between where we, as an organisation, need to be in order to achieve our goals and objectives and where we are now, and that all stakeholders need to be on board to bring the process to fruition. It will require effective strategising and forging strategic relations with key entities including the Presidency, the National Assembly and State Assemblies, for whom the NGF represents an avenue for communicating with all the state governors. In the same context, many Ministries, Departments and Agencies (MDAs) as well as the media, are key to our efforts to improve service delivery to the citizens of Nigeria and we are committed to working together to achieve our lofty ambitions by harmonising our efforts. The Forum needs to remain a strong, united entity.

1.3 Situation Analysis

A number of key evolving issues in the country will need to be taken into account as we define our strategic direction for the next three years. Whilst we have reasonable control over the resultant outcomes, we hope that by performing to a high standard and by producing the results we are aiming for, we will be able to influence others working in the same or complementary areas to produce positive developmental 'outcomes', such as sustained improvements in the standards of governance and service delivery.

The outcomes which we hope the achievement of our objectives will contribute to are:

- Governors managing their states more effectively, exhibiting improved governance, and thereby improving their own image and that of the Governorship institution;
- Well informed policy inputs that lead to greater understanding, coherence and improvements in governance at all levels;
- Enhanced inter-governmental relations and greater collaboration between the arms of government;
- Quick, effective and amicable dispute resolution;
- Efficient and effective secretariat, providing high quality professional support services to the NGF;
- Improved policy implementation at all levels, backed up by high quality research documents and institutionalisation of evidence-based policy-making; and
- NGF playing an important role in hosting and promoting events on national issues which result in the formulation and implementation of policies that improve governance.

Also, as we consolidate the SPRM, we will need to draw inspiration from the lessons learnt so far, such as the importance of transparency and accountability in the governance process and the need to build the capacity of state officials. The competition amongst states that has emerged from this process is a healthy and positive development. This plan will continue to provide opportunities for states to share best practices amongst themselves, with a view to increasing their positive contribution to the wellbeing of the citizenry.

2. OUR VISION, MISSION AND CORE VALUES

2.1 Our Vision

Our Vision describes where the NGF should be by 2016 and beyond. We are aware that it should be dynamic and achievable as it will form the basis of our commitments and covenants with ourselves, with the people of our member states, and with the country at large. The Vision provides the context for designing and managing the changes that we will need to make to address contemporary issues, attain the goals we have set for ourselves and realise our strategic objectives. Our Vision will help us clarify the tactics we should adopt, the activities we should implement, and the benchmarks and milestones we should aim for to tell us whether or not we are meeting our goals and strategic objectives.

During the planning process, the consensus that emerged from the interviews, consultations and workshop was that the Forum should remain non-partisan and should contribute to good governance, promote democratic values and achieve sustainable development throughout the country. There was also a general agreement that the NGF can become a model for other African countries by becoming a hub which provides knowledge and information for policy development; a credible organ for mediation and conflict resolution which also serves as a platform for dissemination of best practice, peer-based learning, and experience-sharing.

Our expectation is to see the NGF become an important influencer of decisions and policies that the governments make, both at the federal and the state levels. In this Vision, no distinction is made between the Forum and the Secretariat of the Forum, although the Secretariat is expected to be run in a professional way by a small but effective team of clear-minded and articulate experts with a resolute drive to realise the Vision of the Forum. Our aspiration is for the Secretariat to evolve from being just an administrative centre where governors meet, to a policy think-tank, a mediation centre, and a home for reflection, peer-based learning and information-sharing for good governance.

Informed by the issues raised above, and based on the desires and commitments of the key stakeholders, we have arrived at the following Vision.

Our Vision

‘A strong, non-partisan institution which actively and effectively promotes inclusiveness, democratic values, good governance and sustainable development.’

2.2 Our Mission

In support of our Vision we will strive to become a credible one-stop resource centre for good governance – a place where all data and materials relating to good governance at the sub-national level can be found. The most important items to be provided in this one-stop centre are a comprehensive set of resources for: strengthening relationships and connectivity between and among the states; generating strong common purposes and coordinated and collaborative positions on issues of common interest; serving as a mediating voice; and providing a learning platform for governors where new ideas are reviewed, reflected upon, researched and presented from a common front.

The aim is to tailor the activities of the Forum towards service delivery, not only by tackling the challenges of the day but also anticipating the challenges of the future and taking proactive action. We will strive to turn the Forum into a knowledge-based organisation, and we are aware that the key to accessing and harnessing that knowledge lies in our ability to learn from each other, especially with regards to how we relate to one another. Just as important is our ability to provide evidence-based support, enhanced coordination between and among the different tiers of government, and a unified platform for achieving national development.

Our Mission Statement below sets out the purpose of the NGF within the period of this plan. It defines what we have set out to achieve, captures the essence of our Vision and reflects how we expect to support its attainment. It gives meaning to our Vision in the sense that it lays out the constituent elements, the realisation of which will help us meet our expectations.

Our Mission

‘To strengthen the Forum as a non-partisan institution that is actively promoting federalism and nationhood, facilitating cooperation, learning and sharing amongst states and delivering real dividends of democracy to the citizenry.’

Our strategy for achieving this Mission is to identify and address the quick-wins that have potential for immediate results and to complement these with longer-term activities that have potential for high impact such as finding solutions to the revenue issues facing states which are of immediate concern to most governors.

2.3 Our Higher Level Goal

During the SWOT and Stakeholder analyses it was agreed that the long-term goal for this strategic plan period is for the NGF to strongly influence the development and implementation of policies directed at alleviating poverty by creating employment through investment in education and agriculture; programmes and projects that will bring about sustained development and enhance security in states. It was obvious that the stakeholders wanted to see accelerated development take place in all the states during the next three years. It is however, clear that our concept of development should be much more people centred and inclusive than just growth in GDP per capita. Some states are already on this trajectory by committing to achieving the Millennium Development Goals (MDGs). The MDGs targets allow several indicators to be aggregated together to give a more general measure of poverty and living standards. It is this understanding that has informed the Higher Level Goal of our strategic thrusts during the next three years.

Our Higher Level Goal

‘Consolidating democracy and improving service delivery, leading to sustainable growth and structural transformation.’

2.4 Core Values

The implementation of the strategic objectives contained in this plan will be guided by the following values:

Consensus Building

Every activity undertaken will be done so in a manner that is non-partisan and focused on establishing understanding through equal representation of the collective interests of all stakeholders.

Focus on Knowledge Delivery

All objectives in this strategic plan are geared towards the production of knowledge that will empower members to develop and implement sound policies that are evidence-based.

Professionalism

The Forum, as well as the Secretariat, will ensure that all activities are carried out in a manner that is objective and of the highest quality in terms of technical input, service delivery, skills and competencies.

3. OUR STRATEGIC FRAMEWORK

3.1 Our Strategic Focus

We are determined to prioritise and focus our work during the period of this plan on areas in which we have existing capacity to deliver. We will also respond to the priority areas that are emerging from the unfolding realities in the country. We recognise that, unless the activities that we focus our energies on during this period combine to enable us achieve the Higher Level Goal of improving the livelihoods of our people, we are less likely to make any significant progress as a Forum. Our initiatives should draw on our strengths as a group of concerned parties with common interests, enable us to overcome our weaknesses and make it easier for us to take advantage of emerging opportunities. We will use our strengths to respond to the urgent and pressing issues that prevent us from achieving our Higher Level Goal of making life better for our people. We will also try to make the different elements of our work to be mutually reinforcing in order to take full advantage of our strengths.

3.2 Strategic Objectives

During the SWOT analysis, we reviewed the strengths and weaknesses of our organisation and considered the unique opportunities that a Forum of state governors presents. We also reviewed the manner in which the Forum has operated up until now and identified those areas where we could do more or work in a different way in order to be more effective. From these deliberations we derived our strategic objectives. These set out what we will aim to do over the coming three years, and are in essence a reflection of the core functions of the NGF. We have sought to ensure that our strategic objectives are appropriate to our role in the Nigerian governmental landscape, and are well thought out. We consider them to be the key to the successful delivery of this plan and the long-term establishment of the NGF as a force in promoting and supporting good governance in Nigeria.

In line with our Vision, Mission and Higher Level Goal, we have set for ourselves four strategic objectives.

Strategic Objective 1: To Establish a Respected Setting Where Issues of National Importance are Discussed and Consensus is Reached:

When we reviewed ourselves as part of the preparations for this plan, we established we had strengths in the following areas:

- Quality of our leadership;
- Settlement of disputes among states and between states and the Federal Government
- The prevailing sense of unity in the Forum;
- Our ability to influence national and state level processes; and
- Our commitment and openness to learning.

We are yet to take full advantage of these strengths. It is partly for this reason that sustaining and improving our ability to play a significant and influential role in dispute resolution

within the Forum and in the wider society is important to us. It is also particularly important for the NGF to play a part in reducing conflict in society and facilitate the resolution of disputes given the broader national context and the emerging divisive issues that confront us. We will be stronger as a nation when we regularly resolve our differences without recourse to violence. We believe that we will be able to achieve our strategic objective of becoming a generally recognised and respected body that is capable of finding solutions to disputes and arriving at common positions on potentially divisive issues as they unfold by striving to achieve the following results:

- The systematic production of relevant information for promoting national unity and cohesion;
- The introduction of institutional arrangements for promoting dialogue between and among states and the federal government; and
- The empowerment of governors to proactively arrive at common positions in response to unfolding issues of relevance to their states.

Strategic Objective 2: To Become the Anchor for Peer Learning, Reflection and Sharing of Experience on Sub-National Issues.

The SPRM was initiated during the 2010-2012 plan period. In reviewing what was achieved and the lessons learnt under that plan, we established that it had succeeded in stimulating the sharing of experiences and in promoting lesson-learning among states. Together with the Governance Fair, it has shown that our governors have benefited from practical peer learning as evidenced by the fact that good practices are being captured and shared between states. The process is promoting good governance and citizen sensitisation by providing public fora to share the outcomes of the review exercises. But it is still early days and we need to consolidate this process. As it becomes institutionalised, we believe that it will increase our reputation and credibility and strengthen our resolve towards the realisation of our other strategic objectives.

From our experience with the implementation of the SPRM so far, we are hopeful that states will continue to sign up to the process to improve corporate and political governance and economic, social, political, and cultural development and management, as well as other cross-cutting issues.

We are aware that strong and effective Public Financial Management (PFM) will enhance the organisational and political legitimacy that the SPRM process engenders and will facilitate the achievement of our Higher Level Goal. The problem is that, in most states as well as in the federal government, budget preparation processes are comparatively stronger than budget execution and oversight processes and, although laws and processes may be in place in many government PFM systems, they are seldom enforced, and consequently do not affect actual behaviour. We therefore believe that the SPRM process can help states not only in developing, testing, and applying PFM reform products, it also provides an opportunity for PFM peer-to-peer learning.

Because of its participatory architecture, we are confident that the attainment of this strategic objective will result in a more regular and open dialogue about governance and development in the states and in the country as a whole. It is for these reasons that we will continue to support and commit to the conduct of the SPRM exercises and assist people to claim ownership at all

stages of the process so as to continue to promote transparency and accountability, sustained dialogue, and credibility.

As we move forward, we will continue to complement the efforts of the state governments and build on our success so far by exploring ways of placing the citizens of the states and other key stakeholders at the centre of the exercise. We are confident that all of these will lead to the achievement of the following results:

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

Strategic Objective 3: To Enhance Our Communication with the Nigerian Public and Other Stakeholders;

Although the Forum is now a more visible actor, we recognise that we still need to do a lot more in communicating with all our stakeholders. We have to move from reactive interaction with our stakeholders to a more proactive and participatory engagement with the range of our strategic partners, especially the MDAs, our International Development Partners (IDPs) and Non-Governmental Organisations (NGOs). We also recognise that our relationship with the media has to improve. This can be achieved by relating to the media as partners and regularly providing them with evidence-based facts and information about our work.

We are aware that the availability of useful knowledge and our ability to communicate is essential in the achievement not only of our Higher Level Goal but also in realising all of our other strategic objectives. We, therefore, aim to generate appropriate Knowledge Management (KM) products to help us access, harness, and communicate all the needed information that will lead to the successful achievement of all of our strategic objectives. These products will not only add value to the benefits accruing from our activities but will also support and strengthen our role in nation building.

We also need to build partnerships and strengthen our linkages with federal MDAs by providing opportunities for capacity building in the states and results-based implementation of new projects which will help to improve service delivery. Partnerships with federal bodies will significantly benefit both social and economic development in the states as well as the achievement of national goals. Similarly, partnerships with IDPs such as the United Kingdom's Department for International Development (DFID), the Gates Foundation, the World Bank, the United Nations etc. will help us achieve our goal of enhancing economic transformation and poverty reduction at the sub-national level.

The expected results that will lead to the achievement of this strategic objective include:

- Design and implementation of an effective communication system;
- Development of functional linkages with federal bodies, IDPs, NGOs and other stakeholders; and
- Establishment of communication processes at different levels for advocacy, awareness-raising, sensitisation, outreach and learning.

Strategic Objective 4: To Strengthen the Effectiveness and Efficiency of the NGF Secretariat as a Policy Hub and One-Stop Shop on Matters of Relevance to State Governments.

Our needs assessment suggests that the environment for policy-related research in Nigeria is generally weak. Within the state and federal governments, the overall picture is one of inadequate capacity for the conduct of policy research and poor use of evidence based research by the executive, the legislative and probably civil society in policy discussion and decision-making. As the largest oil producer in Africa (and with the third largest number of poor people in the world after China and India), the challenge has always been how to transform the country's hydrocarbon and other natural resources into sustainable national wealth to meet the needs and aspirations of the citizenry. A number of macroeconomic policies have been tried to bring about the needed structural transformation but they have largely failed as exemplified by continuing unacceptably high levels of income inequality, ethnic and religious conflicts, and social and political insecurity. The task of initiating policy changes at the federal and state levels to influence how the country's natural resources are used to meet the needs of Nigerians for food, shelter, warmth, transportation, etc., has never been more urgent. We intend to serve as a credible policy hub for meeting this demand.

The SWOT analysis we carried out suggests that our Secretariat is endowed with a strong and energetic leadership committed to a non-partisan approach with a proven capacity to adapt and work with governors of all political hues. We appreciate there is a prevailing non-adversarial culture and team spirit in the Secretariat and its demonstrated capacity to gather and share information on states. The Secretariat has been able to maintain active communication links with its principals and other stakeholders, and is strongly committed to its *raison d'être*: servicing its Principals.

We also acknowledge its challenges, many of which are linked to its current stage of growth. Regular and systematic planning processes for both the Secretariat as a whole and for each staff member still needs to be developed and institutionalised. Clear and easy to use performance measurement and reporting (M&E) as well as effective Human Resource Management (HRM) systems are yet to be fully established. The recently developed HRM system for the Secretariat now needs to be implemented. The system provides clear and uniform conditions of service throughout the Secretariat and calls for the adoption of transparent salary and allowances for all staff as well as the introduction of personal performance management.

Furthermore, the Secretariat's organisational structure has been clarified and individual job descriptions provided with clear job responsibility and authority flows. Successful implementation of personal performance management will require annual or regular individual work plans that are linked to this strategic plan. The Secretariat's Information and Communications Technology (ICT) is also still rudimentary and this is impacting on

its capacity to manage and improve its relationships with states, federal MDAs, development partners and other stakeholders, and to maintain its HRM information system.

We will meet these challenges by establishing a systematic approach to work-planning and goal-setting and by establishing a system of performance management. Specifically, the results we expect to meet these challenges include:

- Establishment of a results-oriented managerial and operational framework at the NGF Secretariat;
- Building appropriate capacities in the different departments of the NGF Secretariat;
- Implementing a comprehensive HRM System;
- Introducing an effective monitoring and evaluation system; and
- Providing a platform for policy research, analysis and advice for state governments, including topical macro-economic policy research and policy analyses.

3.3 Tactical Plans for Achieving the Strategic Objectives

Our tactical plans for achieving the Forum’s strategic objectives provide details about the bundle of activities that would take place to achieve each strategic objective. They are presented in Tables 1 to 4 below.

Table 1: Tactical Plan for Achieving Strategic Objective 1

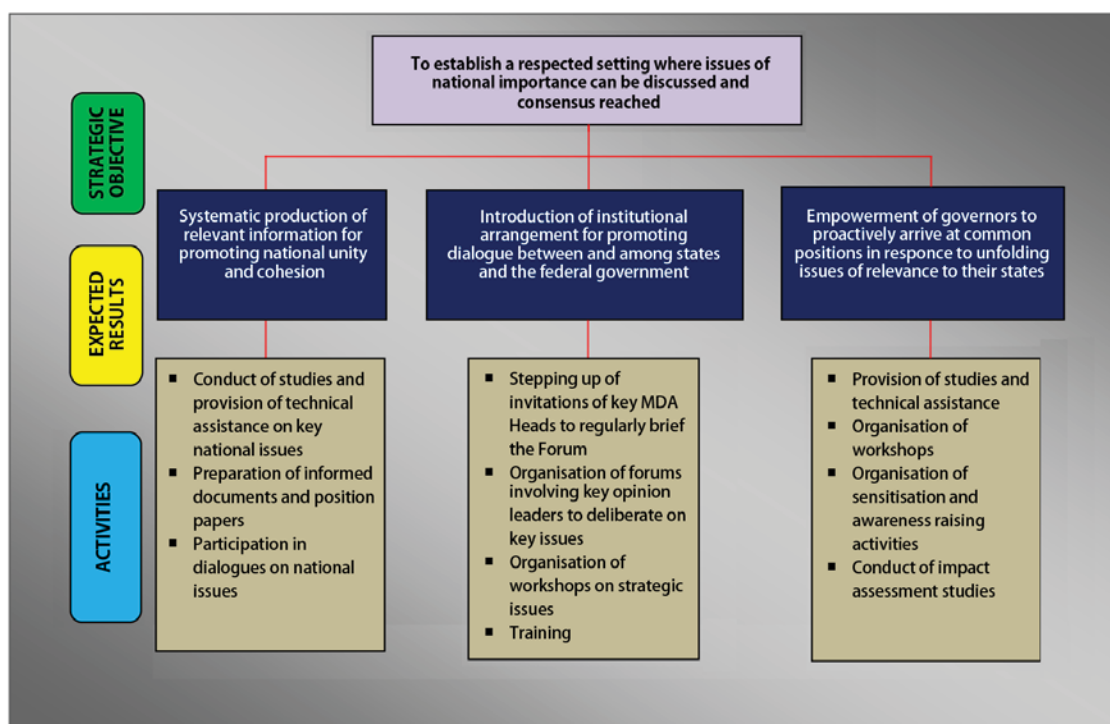


Table 2: Tactical Plan for Achieving Strategic Objective 2

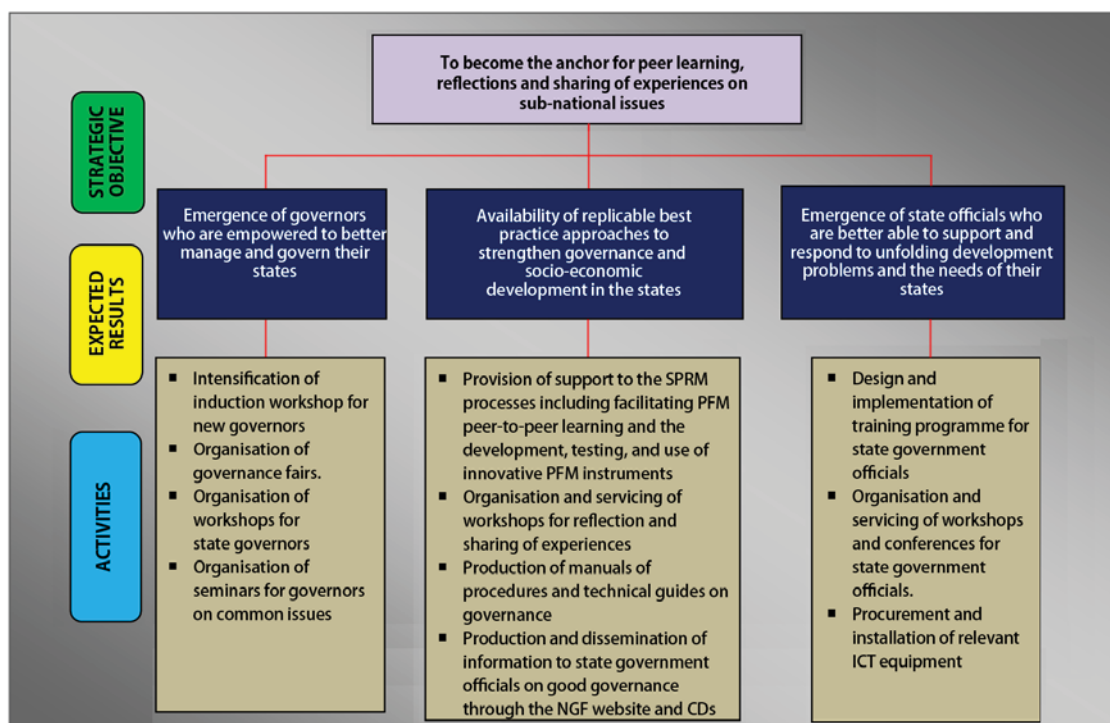


Table 3: Tactical Plan for Achieving Strategic Objective 3

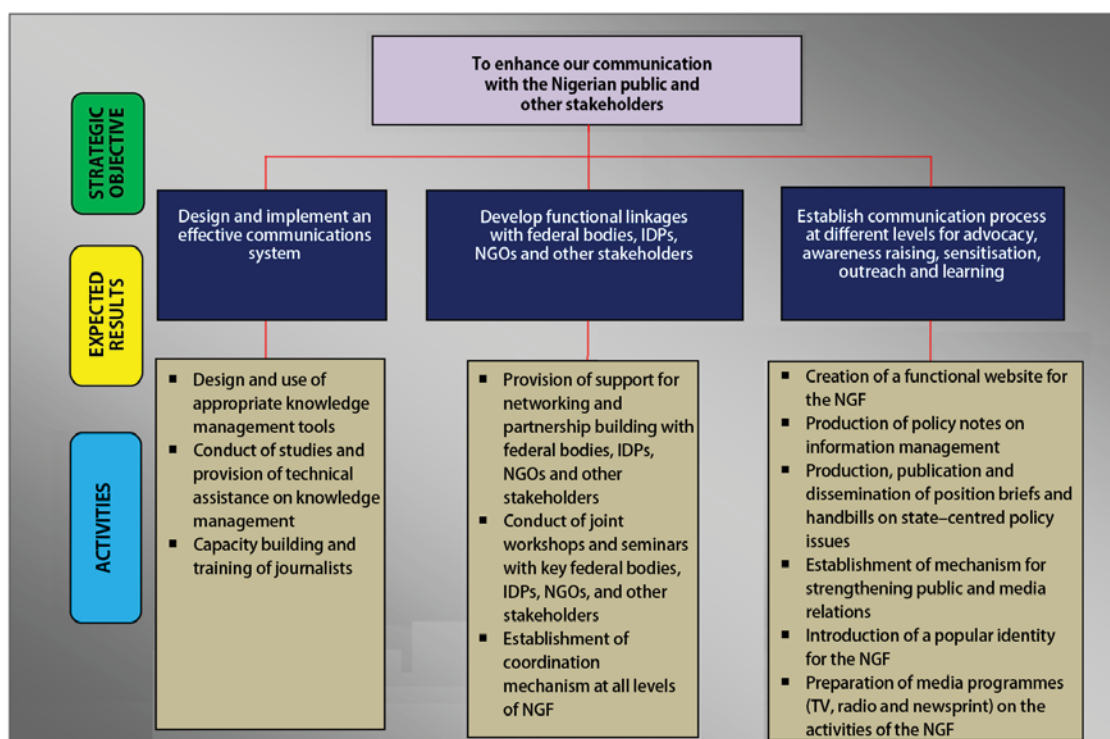


Table 4: Tactical Plan for Achieving Strategic Objective 4

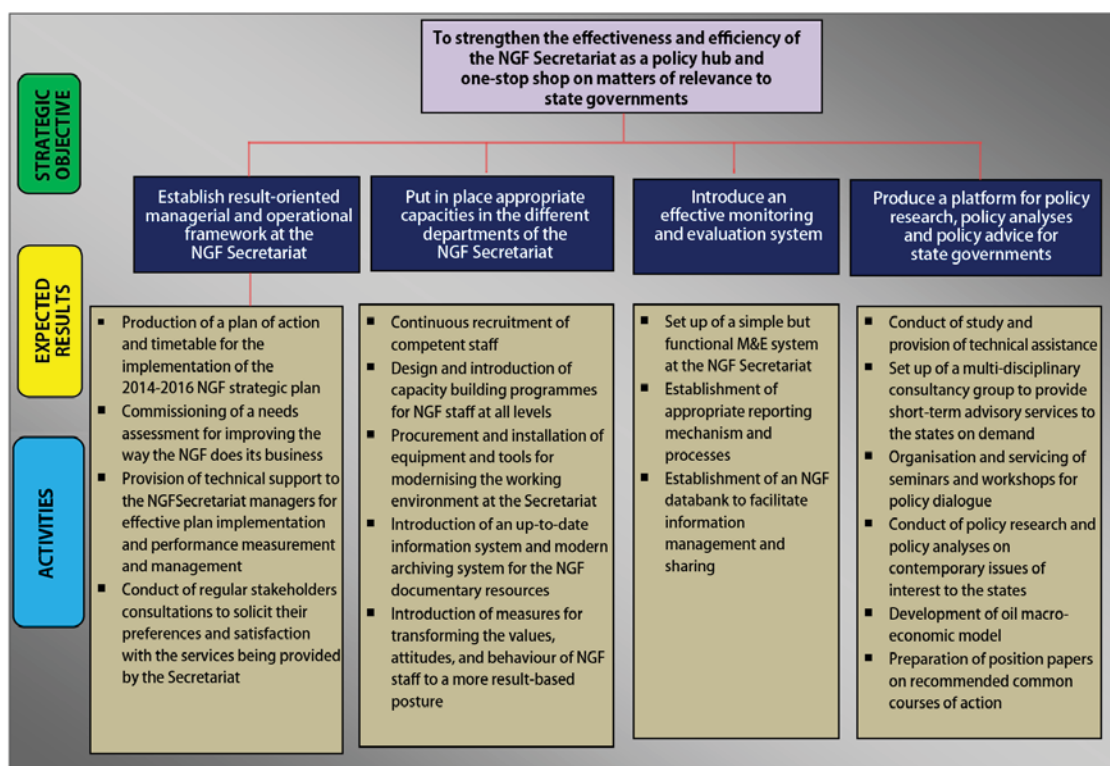


Table 5: Result-Based Logical Framework for the 2014-2016 NGF Strategic Plan

	Expected Results	Key Performance Indicator	Source of Verification	Assumptions and Risks	Responsibility for Actions
<p>Overall Goal Improved service delivery leading to sustainable growth and structural transformation</p>	<ol style="list-style-type: none"> 1. Significant improvement in service delivery by states. 2. Significant progress towards the attainment of the MDGs in the majority of states. 3. Significant reduction in the level of poverty in the majority of states. 	<ol style="list-style-type: none"> a. Responsive, accountable and transparent state government systems and structures in place. b. Reduction in the number and percentage of people with incomes below the poverty level. 	<ol style="list-style-type: none"> a. Baselines, National Bureau of Statistics poverty survey reports. b. Reports of state Peer Review exercises. c. Internationally sponsored human development reports. 	<ol style="list-style-type: none"> a. Federal and state governments continue to emphasise poverty reduction as a priority beyond 2014. b. Stable political and macro-economic environment. 	<ol style="list-style-type: none"> a. State governors. b. Federal MDAs. c. State MDAs.
<p>Strategic Objective 1 A respected setting where issues of national importance can be discussed and consensus reached</p>	<ol style="list-style-type: none"> 1. Useful information for promoting national unity produced on a regular basis. 2. Institutional arrangement for promoting dialogue between and among states and the federal government established and made functional. 3. The capacity of governors to proactively arrive at common positions for responding to issues of relevance to their states improved. 	<ol style="list-style-type: none"> a. Number of deaths resulting from inter-state and intra-state conflicts. b. Percentage of population displaced in states as a result of conflicts. c. Percentage reduction of violent incidents following attempts at nonviolent mediation by the NGF. 	<ol style="list-style-type: none"> a. Data collection by NGF departments. b. Reports of federal and state emergency management agencies. c. Reports of Civil Society Organisations. d. Commissioned reports. 	<ol style="list-style-type: none"> a. Reduced financial support from governors and development partners. b. Unfolding political development leading to threats of serious conflict. c. Perception that the NGF Secretariat is being used for partisan political interest. 	<ol style="list-style-type: none"> a. NGF Secretariat.

Strategic Objective 2	Expected Results	Key Performance Indicator	Source of Verification	Assumptions and Risks	Responsibility for Actions
<p>To become the main source for peer learning, reflections and sharing of experience on Sub-National Issues.</p>	<ol style="list-style-type: none"> Governors become more empowered to better manage and govern their states. Reports on best practice approaches for strengthening governance and socio-economic development at the state level are readily available and/or accessible. State government officials are better able to support and respond to unfolding development problems and the needs of their states. PFM peer-to-peer learning mechanisms developed and introduced in to the SPRM process. Innovative PFM instruments developed, tested and used. 	<ol style="list-style-type: none"> The number of states implementing transparent, predictable, and credible state government policies. Number of workshops organised to strengthen state governance through peer pressure, review and learning. Number of states submitting themselves to and completing state peer review exercises. Number of capacity building programmes organised and serviced for state government officials. Number of workshops organised and serviced for learning and sharing experiences. Number of manuals of procedures and technical guidance manuals on governance produced and distributed. The functionality of the NGF website. Number of manuals, CDs and other ICT knowledge management products produced and distributed. 	<ol style="list-style-type: none"> SPRM Reports. State and national MDGs progress reports. Internal NGF Secretariat management and institutional reviews. 	<ol style="list-style-type: none"> Reduced financial support from governors and development partners. Reduced appreciation and awareness of the benefits of SPRMs. High turnover of trained staff. 	<ol style="list-style-type: none"> NGF Secretariat State government.

Strategic Objective 3	Expected Results	Key Performance Indicator	Source of Verification	Assumptions and Risks	Responsibility for Actions
<p>To enhance our communication with the Nigerian public and other stakeholders</p>	<ol style="list-style-type: none"> 1. An effective communications system designed and implemented. 2. Functional linkages with federal bodies, IDPs, NGOs and other stakeholders established and functional. 3. Communication processes established at different levels for advocacy, awareness raising, sensitisation, outreach and learning. 	<ol style="list-style-type: none"> a. Existence and accessibility of appropriate knowledge management tools and products. b. Number of studies and technical assistance on knowledge management commissioned and implemented. c. Number of capacity building programmes on knowledge management and communication processes organised and serviced. d. Number of networks and partnerships arrangements between federal bodies, IDPs, NGOs and other stakeholders. e. Number of joint workshops and seminars organised in collaboration with key federal bodies, IDPs, NGOs and other stakeholders. f. Number of media events (TV, Radio and Print) on the activities of the NGF organised and serviced. g. Existence of functioning coordinative mechanism with key bodies. h. Number of Memoranda of Understanding entered into with key federal bodies, IDPs, NGOs and other stakeholders. i. Existence of a functional NGF website. j. Number of policy notes, position briefs and handbills on state-centred policies produced and disseminated. k. The extent of awareness of the NGF brand. 	<ol style="list-style-type: none"> a. NGF commissioned studies. b. Knowledge management reports. c. M&E reports. 	<ol style="list-style-type: none"> a. Reduced financial support from governors and development partners. 	<ol style="list-style-type: none"> a. NGF. b. State governments.

Strategic Objective 4	Expected Results	Key Performance Indicator	Source of Verification	Assumptions and Risks	Responsibility for Actions
<p>To strengthen the effectiveness and efficiency of the NGF Secretariat as a policy hub and one-stop shop on matters of relevance to the state governments.</p>	<ol style="list-style-type: none"> 1. Results-oriented managerial and operational framework in place at the NGF Secretariat. 2. A platform for policy research, policy analysis and policy advice for state governments in place. 3. A macroeconomic model for oil has been developed and adopted. 4. Appropriate human resource capacity in place in the different departments of the NGF Secretariat. 5. An effective M&E system in operation in the NGF Secretariat. 6. An operational HR management system introduced. 	<ol style="list-style-type: none"> a. A plan of action and timetable for the implementation of the 2014-2016 NGF strategic plan produced and in use. b. Research and technical support provided for improving the management and operation of the NGF Secretariat. c. Technical support provided for the development and advocacy of an oil macro-economic framework. d. Number of stakeholder consultations held. e. Design and implementation of capacity building programmes for knowledge management, M&E and operational management provided. f. Personal performance appraisal introduced and utilised. g. Introduction of performance incentives for NGF Secretariat staff. h. Establishment of adequate performance management, performance measurement, and reporting channels. i. An NGF databank established and functional. j. A multi-disciplinary consultancy group established and functional. k. The number of fora of NGF policy dialogue organised and serviced. l. Number of policy research and policy analysis conducted. m. Rate of satisfaction of NGF departmental equipment needs. n. Rate of satisfaction of the equipment needs of NGF staff. 	<ol style="list-style-type: none"> a. M&E reports. b. Commissioned studies. 	<ol style="list-style-type: none"> a. Reduced financial support from governors and development partners. 	<ol style="list-style-type: none"> a. NGF Secretariat.

4. SECTORAL PRIORITIES

4.1 Agriculture

Agriculture is fundamental to every country's prosperity, security and sovereignty. The sector has direct impacts on employment, increased export revenue earning and boosting the gross domestic product.

Nigeria was essentially agrarian and largely self-sufficient in food production in the 1960s and 1970s. The sector contributed over 65 per cent of Nigeria's total exports and foreign exchange earnings during the same period. The discovery of oil, however, led to a benign neglect of the sector such that farmers were neglected, yields stagnated and investments in infrastructure were redirected, making rural communities slide into poverty. Nigeria consequently became a net food-importing country, spending monumental amount on food imports. Yet, the country has abundant resource bases – 84 million hectares of arable land, two of Africa's largest rivers, and a large and young workforce to support agricultural intensification.

The agricultural component of the strategic plan is geared towards revising decades of neglect of the sector and pushing agriculture as the “new frontier of growth”. The International Food and Policy Research institute estimated the Value of agriculture in Nigeria to be at \$99 billion in 2010. This is projected to grow to \$256 billion by 2030. The growth is expected to come from yield expansion (44%), area expansion (33%) and diversification into high value crops (23%).

Over the next three years, coordinated focus amongst sub-national governments would seek to make agriculture more viable at all levels of entry, by promoting private investment and encouraging the execution of integrated projects via value-chain processes. It will key into the agriculture transformation agenda of the Federal government that seeks to reposition agriculture as a viable business and address issues of food security, vulnerability, nutrition, climate change, rural-urban migration, livelihoods and poverty.

4.2 Security

The primary purpose of government as enshrined in section 14(2b) of the Constitution of the Federal Republic of Nigeria 1999, as amended is the security and welfare of the people. Unfortunately, Nigeria's national and sub-national governments have continued to face serious security challenges. While this is not limited to Nigeria, the security situation is increasingly acquiring sophisticated dimensions and emerging threats to national security which are capable of throwing the nation into a state of anarchy unless they are urgently curtailed. The worsening security situation is further aggravated by social drivers of insecurity – poverty, hunger, unemployment, health hazards, discrimination and ecological degradation, all of which are thwarting development.

Despite the limitation of the current arrangement where Governors are recognised as de facto chief security officers, but not accorded such powers, the Forum will continue to accord prime importance to the security of lives and properties. Priorities will be set for government to implement a sub-national approach to strategic oversight and advocacy will be made for security capabilities across States, in support of national strategies. Security agencies would also be supported to improve their current level of intelligence gathering and response, cooperation and response coordination, information sharing and emergency preparedness.

The Forum will also target the social drivers of insecurity – poverty, unemployment, inequality and a lack of opportunities and a revival and reinforcement of moral values and virtues. These sources of insecurity need to be addressed in a holistic manner to pave way for development. It is clear that piecemeal policy and measures will not be sufficient and a fully comprehensive development strategy is required.

4.3 Education

Nigeria's competitiveness in the knowledge-driven world economy depends on the development of its human capital. However, the country's exponential growth has put significant pressure on its education system. Despite increased political commitments and federal funding, investment and outcomes of the sector have remained low and variable across states. Access and equity in standard and quality represent the basic structural setbacks for the sector. Sub-national governments would need to create more effective policy space targeted at not only improvement in infrastructure, learning resources and teaching skills, but also family commitments. It is also necessary to undertake a meaningful review of education systems across states to identify socioeconomic gaps that hinder enrolment and literacy. Considerable attention should also be devoted to vocational education and other learning skills that will enhance meaningful livelihood and job creation.

4.4 Anti-Corruption

Anecdotal evidence and international surveys indicate that Nigeria has witnessed a phenomenal increase in the incidence of corruption. It has become a social malaise which has not spared any facet of the nation and its debilitating effects on all aspects of the country's development have become very profound.

However, occurring in parallel is a revival of interest in curtailing corruption, buoyed by renewed national and international commitment, especially by civil society. This calls for well-conceived economic and institutional reforms founded on a strong political, economic, social and legal environment. The Forum's agenda over the next three years will focus on a three-pronged approach to ensuring accountability and transparency in governance: deterrence by effective enforcement of laws, prevention/reduction of corruption opportunities and impunity in governance and public institutions, and education strategies to engage society's partnership.

This would entail moving away from ad-hoc initiatives to a more holistic approach to fighting corruption.

5. OPERATIONALISING THE STRATEGIC PLAN

In implementing the strategic plan, our goal is to put in place an institutional framework that will ensure that the NGF is a truly relevant and indispensable body, which offers a common framework and flexible guide to governors and their different states, and is intended to foster greater coherence, coordination and unity between states across the country.

5.1 Governance and Management Arrangements

5.1.1 *NGF Retreats*

A holistic approach will be adopted in the implementation of the plan. A major plank are retreats, which will become a key feature of the activities of the Forum in addition to its monthly meetings. Typically, knowledgeable experts and opinion shapers would be invited to these retreats, in which members would deliberate on topical issues of national importance and hope to reach a consensus. These retreats would be held on a quarterly basis and rotated among members.

In addition to bolstering member commitment, enriching interpersonal relationships and adding value to the Forum group experience, they would also serve as avenues to measure progress in the implementation of agreed plans and programmes and for disseminating the Forum's activities to the populace.

5.1.2 *Strategic Plan Implementation Committee and Working Group of the Forum*

In order to achieve the objectives set forth in this plan, a Strategic Plan Implementation Committee and Working Group will be constituted as one of the working committees of the Forum. Its primary purpose would be to provide leadership during the implementation of the plan. Members of the Committee will be made up of representatives from all the six geo-political zones. Individual governors with keen interest in following the progress of specific strategic objectives are encouraged to become affiliate members to offer their expertise and advice to the Committee.

The function of this Committee will be largely to supervise the implementation of the plan by the Secretariat. The Committee will ensure that activities outlined under each strategic objective of the plan are carried out and expected outcomes and impact measured and monitored where applicable. The Committee will receive and review quarterly reports on the implementation of the plan from the Secretariat. They will initiate a mid-term review of the plan to keep abreast of the progress being made and make recommendations for corrective actions if needed.

The responsibility for the direct implementation of the strategic objectives of this plan on a day to day basis is that of the Strategic Plan Implementation Working Group. The Working Group will be made up of senior management staff of the Secretariat. The senior management staff will be supported by advisors and consultants (as well as other key staff of the Secretariat), each tasked with oversight and implementation responsibilities within the purview of specific objectives as relates to the specific initiatives and/or policy areas of which they are in charge. The M&E sub-unit located in the Knowledge Management (KM) Unit will service the Working Group. Its role is to ensure that the achievement of the expected results under each strategic objective is on track. It will prepare a detailed work plan for each

strategic objective in collaboration with the relevant staff and consultants, and ensure that the M&E arrangements put in place are being implemented.

5.2 Knowledge Management and Communications

The core activity of the NGF is to acquire and share useful knowledge, in order to identify best practice and drive performance improvement. Consequently, professional approaches to KM and communications are essential to the achievement of our strategic objectives and hence the delivery of our Vision and Mission Statement.

The effective use of knowledge comes about when an entire organisation is oriented towards the acquisition of information and the creation and sharing of knowledge, becoming what is often termed a 'learning organisation'. Strategic Objective 4 sets out the steps that will be taken to transform the Secretariat and, by extension, the Forum, into a learning organisation. It must be emphasised that KM is a cross-cutting function that will be embedded throughout the organisation, and it will be driven and supported by the KM Unit.

Communications and KM are closely connected. As well as facilitating flows of information and knowledge products amongst the Forum partners, there will be a wider task of communicating with a range of external audiences, in order to raise awareness, provide information, and advocate change. Above all else, successful communication benefits from the use of clear and consistent messages designed to gain the attention of specific audiences. Our communications strategy will, therefore, be supported through coordination, specialist skills, quality control and the application of disciplined approaches.

An early task will be the development of a more detailed KM and Communications plan that will be derived from this strategic plan. Amongst other things:

- In collaboration with representatives of all the state governments and key stakeholders, the plan will develop a precise list of all the audiences and identify the range of communication products they would need, why they need it, when they will need it and in what format;
- The plan will schedule clearly how the production of the indicated knowledge management and communication products would be handled, showing clearly who is to do what and by when in order to have the information ready on time; and
- Include a plan for events during which the information is to be communicated and discussed.

In order to execute this KM function, a KM Strategy has already been developed by the KM Unit of the Secretariat. The KM Strategy outlines in detail the KM objectives, activities and outputs; it also provides the framework for implementation and is the basis for development of annual KM work plans for the Forum and Secretariat.

5.3 Monitoring and Evaluation, and Lesson-Learning

Monitoring and Evaluation (M&E) tools will be put in place to measure performance in order to ensure timely implementation of this strategic plan. M&E will be a primary instrument for the identification of good practices and lessons learned during the implementation of the plan, as well to help us take corrective action and identify new policy options, strategies and programmatic designs. M&E will ensure the continuing effectiveness and relevance of the Forum's programmes and projects.

It will not be possible to measure our success without a well thought out and embedded M&E system. Using M&E tools, we will measure our performance to ensure a timely implementation of this strategic plan. As a learning organisation, we will also identify good practices and lessons learned which will enable us take corrective action, identify new policy options, strategies, and programme designs that will inform the next phase of our strategic planning. This will ensure the continuing effectiveness and relevance of our programmes and projects.

The M&E function will be on-going and embedded throughout the implementation of this strategic plan. Periodic evaluation exercises will be carried out by the Secretariat, with findings reported to the Forum, and other stakeholders.

5.3.1 *Purpose and Scope of the NGF Monitoring and Evaluation System*

It is clear that our citizens and stakeholders are no longer solely interested in our organisation's activities and outputs but, more than ever, they demand good governance, accountability and transparency, greater development effectiveness, and tangible results. It is therefore increasingly important for us to demonstrate, in an evidence-based way, that we are achieving our strategic objectives. With this in mind, we must not only plan how we will deliver our results but also how we will measure and demonstrate our achievements. We must show how our core values are informing and shaping our work as we strive towards meeting the expectations of the citizens of our respective states as well as other stakeholders.

‘...there is a limit to how much governors can preach to the people about what they have accomplished. Sooner or later they must start delivering tangible results, otherwise the Forum will become irrelevant. The Forum must be able to show that it is contributing to good governance in the states and that it is assisting the governors to deliver the dividends of democracy to the people...’

Chairman of the Forum, July 2012, Abuja

The purpose of our M&E and lesson-learning activities is, therefore, to:

- Provide the basis for the NGF's Secretariat to measure and report on the results of its activities;
- Identify and measure an appropriate set of indicators in a common way to enable the Forum, the state governments, and others to aggregate the impact of the Forum across its range of activities; and
- Work towards a shared understanding of acceptable accuracy in the estimation of results so that the Forum's reported results can be seen to be both credible and reliable, and to use these results for results-based management, particularly to validate the assumptions on which the logic of our operation is based.

Presently, there is no operational M&E unit in the Secretariat and very little organised performance management and/or performance measurement of NGF activities¹ have been carried out since its inception. But this does not mean that M&E activities of relevance to the Forum have not taken place. The proposed M&E system presents a common framework for monitoring and evaluating the results accruing from the programmes and projects that we will initiate during the plan, focusing not only on organisational activities and outputs but also on results and impact.

However, as funding will continue to be a constraint, we will only be able to afford a small but effective M&E sub-unit under the KM Unit whose goal would be to ensure that our M&E effort receives the attention it deserves. Even though small, the unit would be able to provide adequate information for the management and assessment of our initiatives given the fact that some of the M&E information of interest to us and our stakeholders could be obtained from existing state M&E systems. This, however, will require better coordination and collaboration between the proposed M&E sub-unit and state M&E systems.

5.3.2 *Our Monitoring and Evaluation Plan Matrix*

Our M&E and Lessons Learning Plan, presented in a separate document, is based on the goals, strategic objectives, results, and targets presented earlier in our Logical Framework. The M&E plan presented how we will identify the data that will be needed for the performance management of our activities during the 2014 -2016 plan period and, for their performance measurement, evaluation and impact assessment, the source of the data that will be used, how often the data will be collected, by whom it will be collected, what methods will be used in data collection, and in which reports and audiences the data will be presented. The matrix presents the M&E roles and responsibilities of our staff, consultants and other stakeholders. It also shows the pertinent indicators that will be used to assess performance, and develops the related assumptions and risks. Finally, it provides a basis for ensuring that the relevant data is collected, analysed and used.

5.3.3 *Administration and Management of our Monitoring and Evaluation Activities*

An M&E sub-unit will be established in the Secretariat and specifically charged with the responsibility of administering and managing the M&E activities of the Forum. Given our present administrative set-up in the Secretariat, the proposed M&E sub-unit will be located in the Knowledge Management Unit. The M&E sub-unit is to be managed by a competent M&E Officer. Their work will be further supported by consultants hired on demand and on a needs basis. This will ensure that all the tasks contained in the M&E plan are successfully completed. In addition to the M&E Officer, the M&E sub-unit will include a Research Assistant. These M&E personnel will be supported by a capacity development plan with clear activities including formal training, in-service training, mentorship and coaching. The M&E sub-unit is vital for our work and we will provide the required resources for its effective operation.

¹ *Performance management* (management by results) uses performance information to manage organisational capacity and processes and helps attain agreed-upon performance goals, allocate and prioritise resources to meet those goals, and report on the success in meeting those goals. *Performance Measurement* comprises *Monitoring* which focuses on the collection of information about the performance of the NGF to show the extent of progress in the use of allocated funds and other inputs, and *Evaluation* which aims to determine the relevance and fulfilment of the Forum's goals and objectives, project effectiveness, development efficiency, and its impact and sustainability.

6. IMPLEMENTING THE STRATEGIC PLAN: ASSUMPTIONS AND RISKS

6.1 Assumptions

To implement this plan, we have made a number of assumptions, many of which underpinned the 2010 -2012 strategic plan and still hold. These include:

- Democracy will continue to deepen in Nigeria;
- The legislation determining the role and function of Executive Governors will not undergo substantial change in a manner that undermines the role of governors and the Forum;
- The Forum will remain a single united entity
- All 36 states will continue to contribute dues and provide support for the activities of the Secretariat at the current or an increased level;
- Governors' interest and commitment to the development of the NGF continues at the current or an increased level;
- The existence of zonal fora strengthens rather than undermines the NGF; and
- Support (funding and technical assistance) for the NGF from all sources is sufficient to enable it achieve its strategic objectives

6.2 Risks

There are however new risks which need to be taken into account during the implementation of this plan. These are risks with a medium to high probability and impact. These are:

- Threat of increased insecurity;
- Increased competition and contention with regard to the allocation of reduced financial resources between the federal government and states, among states, and between states and local governments;
- Increased politicking ahead of the 2015 election, with a high risk of fracturing the Forum; and
- Inability to retain highly competent secretariat staff.

We will review these risks and draw out their implications on our work. In the interim, we propose the risk mitigation strategy outlined below.

6.3 Risk Mitigation Strategy

The threat of insecurity is a real one and it is the most important threat facing the Nigerian polity. It is for this reason that the federal government has had to revamp the leadership of its security agencies. The NGF has an important part to play through sharing of knowledge and strategies for addressing the situation within its membership, and in collaboration with the federal government and other key security personnel.

There will always be a threat of reduced funding from members of the Forum and outside stakeholders but, in the current context, it is not an immediate threat. State governors have been forthcoming with their contributions when it matters and development partners remain supportive. They would be willing to rise to the occasion if a clear threat to the survival of the Forum and the Secretariat became apparent especially given the high level performance of the Secretariat in recent years. Nevertheless, the issue of adequate funding especially for the Secretariat to retain and expand its pool of skilled and competent staff is an important one. The earlier reflections on how this plan can be financed contains some innovative ideas which, when implemented, will mitigate this risk.

More fundamental is the risk of fracturing of the Forum ahead of the 2015 general elections. The Forum needs to operate a single united entity, as its strength derives from its unity. Priority should therefore be given to issues that will unite the Forum such as sub-national development and governance challenges.

7. OUR FINANCING PLAN

The NGF is a not-for-profit organisation, and so must devise a financial plan based on its strength and areas of comparative advantage as an institution. Our main source of revenue is the N5 Million annual contribution made by each of the 36 states. Total revenue from this source falls well short of our estimated annual resource requirement and, although we will seek to strike a balance between our limited resource base and our ambitious set of proposed activities, we propose that annual contributions from states should be increased to N6 Million from the second year of the plan period. This will raise total funding from this source but will still leave a shortfall and we will need to generate additional funds from other sources, namely:

- Support from IDPs;
- Fees from participant/beneficiaries;
- Special contributions from states;
- Organisation of conferences, seminars and workshops on topical issues and problems; and
- Outsourcing of consultancies and technical services



Support from International Development Partners

We are currently collaborating with IDPs to implement some critical activities that are part of this Plan. The United Kingdom's DFID currently funds some positions in the NGF Secretariat. Some of the activities under Strategic Objective 2 (ie, to act as a link between state governors and governmental and non-governmental institutions on matters affecting governance and service delivery) are also currently being funded by the UK DFID. The Secretariat will continue to maintain the partnership with UK DFID as well as attracting other partners to fund other activities.

b. *Fees from Participants/Beneficiaries*

Some of the activities in this plan are designed to be funded from fees paid by participants and/or direct beneficiaries of the expected results. All the training and capacity building workshops, seminars and conferences proposed in each of the four strategic objectives will be funded through fees paid by participants. In the same manner, the research, studies, reviews, and assessments proposed in Strategic Objectives 2 and 3 will be funded by the beneficiaries. The Secretariat will apportion the cost to the beneficiaries using appropriate mechanism that will structure the benefits to costs.

c. *Special Contribution from States*

Some activities of the plan will be funded through special contributions from states. All the activities required to achieve the three expected results under strategic objective 1 (i.e., to establish a respected setting for dispute resolution and for arriving at common positions on potentially divisive unfolding governance issues) will be funded through special contributions.

d. *Seminars and workshops on topical issues and Outsourcing of consultancies and technical services*

These are done in line with priority areas of Governors' interests per time and they are outlined in the work plan of the NGF.

8. CONCLUSION

This is the second strategic plan of the NGF. It builds upon the experiences gained from implementing the 2010-2012 plan and responds to our emerging challenges and developmental priorities. Whilst we recognise that we have made good progress, there are important challenges which lie ahead. We are determined to meet these challenges and have therefore made important changes in this plan.

At the level of our Vision, we have made our political non-partisanship central to all that we do whilst retaining all the elements of the Vision from the preceding plan. The interests of the people of Nigeria come before our individual party loyalties. Our Mission Statement is particularly ambitious and we have set it in the knowledge that many challenges lie ahead. The Nigerian Nation needs to be built and we cannot shirk our responsibility as we work hand-in-hand with the federal government. We have also introduced a Higher Level Goal in this plan and it contains the key elements of our Mission whilst remaining focused on our responsibilities as state governors: economic transformation and poverty reduction. We want to keep our thinking and actions focused on what is important for the country. Consequently, we have also been bold and ambitious but realistic in determining the strategic objectives for this plan period. We will consolidate what we have achieved so far and rely on these achievements to support us to realise our goal.

The distinctiveness in this plan lies in the new elements we have introduced. Peer learning is proving to be a successful method for bringing about significant change in our respective states and the nation at large. We have therefore included a Knowledge Management and Communications component which we intend should underpin all our work. We have also included guiding principles as a way of reminding us of the standards that the people of Nigeria expect us to live up to. We are institutionalising the way we implement this plan by formalising our governance and management arrangements. We are determined to make this a living document that inspires and guides us. It will guide us in the way we monitor and learn, and improve our performance. It is for this reason that Monitoring and Evaluation and Lesson-Learning will be taken seriously in this plan. Our mid-term review will also enable us make the necessary changes needed to enhance our learning.

Our Secretariat is continuing to grow into an effective vehicle that enables us to achieve the objectives that we have set for ourselves. We shall support and strengthen the Secretariat into the role we want it to play as outlined under Strategic Objective 4 above.

We recognise that we cannot achieve all this on our own. We will therefore strengthen, in a systematic way, our relations with MDAs as well as IDPs. Together with our partners we shall deploy the resources we need to turn this plan into a reality.

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