

Lekki, Lagos State, 15–16 May 2013



Governance Share Fair South West States, Nigeria

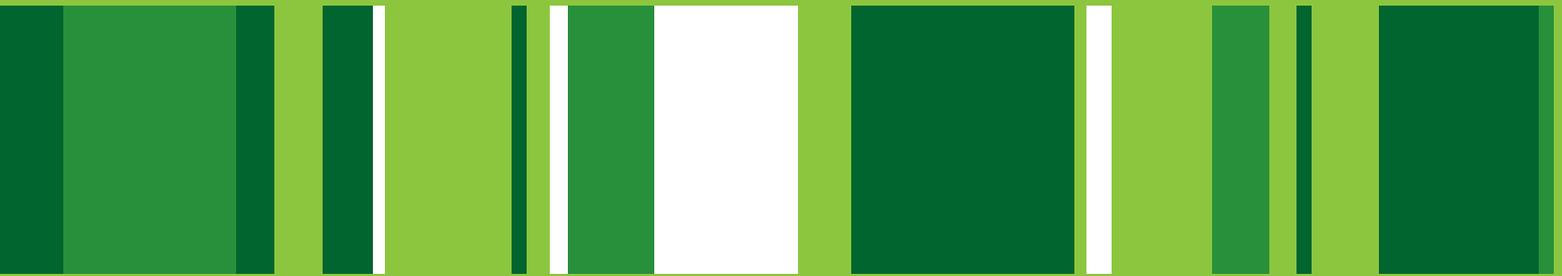
**NIGERIA
GOVERNORS'
FORUM**



Booklet describing the Share Fair held for the six south-western states:

Ekiti, Lagos, Ogun, Ondo, Osun and Oyo.

The accompanying CD contains further resources
generated from the event.



This booklet was produced for wide distribution within the six south-western states of Nigeria (and beyond) and contains a summary of the Governance Share Fair. Further information generated at the event can be found on the accompanying CD.

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Introduction

The second Governance Share Fair of the Nigeria Governors' Forum (NGF) organised for the south-western states of Nigeria was held in Lekki, Lagos State, 15–16 May 2013. Organised with the overall objective of providing a platform for knowledge sharing and peer learning, the two-day event comprised presentations and discussions covering different areas of governance from all six states of south-west Nigeria. It also provided opportunities for state counterparts to meet and mingle. All participating states delivered presentations on various areas of governance reform, which were shared over two days of extensive interaction and deliberation. The Share Fair began on Wednesday 15 May with an opening ceremony attended by the governors of all the south-western states and the Governor of Lagos State, the host state. The states were provided with stands in the Knowledge Market Place to showcase their achievements. Some of the other activities included informal breakout groups for Commissioners, Permanent Secretaries, and Directors and Deputy Directors.

The second day saw a continuation of the presentations from the states. Sessions for presentations on the State Peer Review Mechanism (SPRM) and the NGF content management system were made by NGF policy experts.

Opening session

Welcome remarks – Honourable Commissioner for Economic Planning and Budget, Lagos State, Mr Ben Akabueze

Speaking on behalf of the Governor, the Commissioner welcomed participants from the

south-west states to the event. He stated that the Governance Share Fair was designed to foster knowledge sharing among the six south-west states. He hoped the event would accomplish that goal and cause stronger relationships to be forged between the state government officials in the various states.

Knowledge: the key to development – Director General, NGF, Mr A.B. Okauru

While welcoming all participants to the Fair, the Director General of the NGF, Mr A.B. Okauru, observed that the Governance Share Fair, being a collaborative effort of the NGF and the Department for International Development's (DFID's) State Partnership for Accountability, Responsiveness and Capability (SPARC), is organised to provide an environment conducive to peer learning among states through the sharing of good practices. He stated further that the Fair, the second organised by the NGF and SPARC, provides an arena for states to showcase reforms and achievements in the area of governance and, hopefully, to develop areas of collaboration and future networking.

The Director General also underscored the importance of knowledge as a key ingredient for development, especially in the 21st century. He emphasised that the Secretariat of the NGF has been involved in the various activities and initiatives geared towards the creation and sharing of knowledge, as well as in building capacity for governance at the sub-national level. Some of the activities currently undertaken cover such key policy areas as public finance management, public health, policy analysis, economic advice and knowledge management. He noted that all these activities are carried out in a coherent manner through the SPRM.

Finally, he thanked the participants, development partners, guests and other stakeholders for making



All participants at the Share Fair.

time to participate in the second Share Fair of the NGF. He encouraged everyone to actively participate in order to benefit from the knowledge exchange and the interactions and various sessions of the Fair.



Director General, NGF, Mr A.B. Okauru delivering his opening address.

Governance matters – National Programme Manager, SPARC, Mr Joe Abah

Mr Abah defined governance using the World Bank definition:

"Governance consists of the traditions and institutions by which authority is exercised. It includes the capacity of the government to formulate and implement sound policies, manage scarce resources, and deliver, or ensure the delivery of, services to its citizens."

(World Bank, 2010

<http://info.worldbank.org/governance/wgi/index.aspx#home>)

He stated that no Governor could single-handedly carry out these functions; hence the need for the instruments of the public service and private sector. He further stated that the components of governance (citizenry, institutions and public/private providers) are enhanced through three fundamental elements – accountability, responsiveness and capability. SPARC is the state partnership that supports this process. Good governance can be achieved by improving technical competence and institutional capacity and through more effective and efficient systems, processes and procedures. There is a need to have a clear strategy for reform across government, not just in the sectors, but also in the machinery of government – the Head of Service, the

Civil Service Commission, the Ministry of Finance and the Ministry of the Economy and Budget Planning. He concluded by reiterating that governance matters; there is a clear correlation between bad governance and illiteracy, ill health, unemployment, high crime levels and conflict. Better governance is not easy, but, around the room, you have all achieved some successes.

Objectives and logistics – Knowledge Management Adviser, NGF, Mr Myani Bukar

The Knowledge Management Adviser of the NGF, Mr Myani Bukar, outlined the objectives of the Fair during a presentation on the objectives and logistics of the Share Fair. He stated that the overall objective of the Fair was to bring government officials together in order to systematically share experiences in both the subjects and processes of different aspects of governance in their different states. Other objectives included:

- Facilitating face-to-face networking and promoting state-to-state exchange on common agendas
- Providing a platform for state governments to showcase achievements and reforms and to exhibit knowledge products/resources
- Creating a system of possible future collaboration and the formation of communities of practice across similar portfolio holders in different states.

Participants were encouraged to actively participate in the Knowledge Market Place and to seize the opportunity presented by the Fair to network informally in order to deepen the lessons they will be taking home from the Fair.



NGF Knowledge Management Adviser Myani Bukar outlining the objectives of the Share Fair.

Goodwill messages

Mr Funminiyi Afuye (Honourable Commissioner for Integration and Intergovernmental Affairs, Ekiti State)

The Commissioner appreciated the efforts of NGF and DFID-SPARC for the Governance Share Fair initiative and the SPARC support to Ekiti. He stated that the idea of showcasing best practices is viewed as laudable and he saw the Share Fair as:

- A good avenue for learning
- An avenue for mutual assessment of states in socioeconomic and service delivery initiatives
- A means of emulating what is working in other states. This is believed to be in line with the integration effort of the south-west states; thereby contributing to regional integration of south-west Nigeria. Finally, he encouraged everyone to network and make very good use of the Share Fair opportunity.



Mr Funminiyi Afuye receiving the award on behalf of Ekiti State from Mr A.B. Okauru (Director General, NGF).

Mr Wale Ogunyomade (Special Adviser on Commerce and Industry, Ogun State)

Mr Ogunyomade stated that the Governor of Ogun State was unavoidably absent as a result of a meeting with the World Bank to foster good governance in the state. He said their reason for participating in the session is connected with delivering good governance. Given the ease of mobility across states, there is already an exchange of ideas between neighbouring states, but he felt that

the Share Fair is timely as it will enable states to share more on how they attained their successes. He highlighted that Ogun State will be sharing what has been successful and hopes other states will find it useful.



Mr Wale Ogunyomade receiving the award for Ogun State.

Barrister Bashiru Ajibola (Honourable Commissioner for Regional Integration and Special Duties, Osun State)

Barrister Ajibola commended the efforts of the Director General of the NGF, A.B. Okauru, SPARC and the consultants. He thanked them for organising the Share Fair and giving the six south-west states the opportunity to share their perspectives and experiences and to learn good governance practices from each other. He expressed his happiness that the NGF is taking governance issues seriously, which shows that the NGF is demonstrating leadership in the area of good governance. He observed that, "No society will survive without delivery on good governance." He believed that the platform will contribute to the delivery of good governance in the states and apologised for the Governor's absence.

Mrs O.O. Osundolire (Permanent Secretary, Ministry of Community Development and Cooperative Services, Ondo State)

She described the Governor of Ondo State as a trail blazer, who has placed people development and engagement at the core of his mission. She also stated that Ondo State intends to take from other states the initiatives they can implement. Further, she believes 'borrowing' from other states will make

Ondo State better and invariably make Nigeria better. She cited the example of good practice which Ondo State will be sharing – the 'Abiye (safe motherhood) initiative' – which could be a lesson to other states in Nigeria and the world at large.

She concluded by thanking the organisers of the event.



Executive Director Research and Strategy L.O.T. Shittu giving the vote of thanks.

Governance Share Fair addresses and presentations

Ekiti State presentation – A social security scheme for the elderly in Ekiti: a social safety net strategy

Main points from the presentation

The main objective of the social security scheme for the elderly in Ekiti is to provide a regular sustaining income for senior citizens and ensure a healthy and



Mr Funmiyi Afuye with the award presented to Ekiti State.

secured living throughout their lifetimes. It is also designed to reduce poverty among the elderly irrespective of religion or political affiliation. This scheme is adjudged the first, not only in Nigeria, but also in the West Africa sub-region.

A 7-day enumeration was carried out in 16 local government authorities (LGAs). In total 10,084 elderly were earmarked for the support; while a second enumeration, carried out later, added a further 9,073 to the initial figure. Each senior citizen is paid NGN 5,000 a month. There are some set selection criteria for one to be eligible for this scheme and these have been publicised. There has been a gradual reduction in the expenditure on social security as a result of strict adherence to the criteria and the removal of unqualified persons from the list of beneficiaries. The number of beneficiaries has been reduced from 19,266 in 2011 to 18,643 in 2013. Also, the total expenditure has been reduced from NGN 96 million in 2011 to NGN 93 million in 2013.

Achievements and successes

- Impact on beneficiaries. The scheme has led to improved living standards for elderly people, better access to food and medications, longevity, poverty reduction and a good physical outlook
- Impact on the community. The increased amount of money in circulation has improved the economy of the community. A case study in Igbara-Odo LGA shows that over NGN 19.5 million, which was disbursed over 19 months, was largely spent in the local communities thereby improving their economic activities. Also there is improved social interaction at the payment centres and improved political participation
- Impact on government. An increased trust in government policies has led to more support for the government and its programmes.

Governance challenges

- False information supplied by elderly citizens
- Politicisation of the registration exercise by the political stalwarts
- Transportation problems in reaching elderly people in remote areas during the enumeration exercises
- Cash crunches at the banks during the payment exercise
- Worries about armed robbers leading to the closure of banks at payment time
- Sustainability of funding
- Legal framework
- Transparency of the selection process and minimisation of political interference
- Identification of individuals
- Health care for the old.

Responses to challenges

- There is a legal framework for the social security scheme – the 'Ekiti State senior citizen law of 2012'. This will help in the sustainability of the scheme. The framework is available to all who are interested
- To ensure sustainability of funding, the budget for the social security scheme is protected and made available irrespective of the economic situation. The budget is NGN 1.2 billion annually
- To ensure a measure of transparency, civil servants were used in the enumeration of the elderly rather than politicians. Proper identification will also ensure transparency
- At present, identification is being made through the scheme's registration form and the voter's card. There is a plan to capture biometric data and to issue a residency card for residents of the state. The elderly will be used to pilot the capture of biometric data and issuance of the accompanying residency card. This will provide demographic data on the elderly citizens in the state
- Since the NGN 5000 distributed to the elderly in the society is not enough to take care of high expenses like health care, the initiative is complemented by a free health care policy for persons over 65 years of age. Also, it is complemented by free health care missions that take care of the weak who cannot get to the hospital.

Lagos State presentation – Transforming Lagos into Africa's model megacity

Main points from the presentation

Lagos, Lagos State, which has over 21 million residents, is a megacity according to the United Nations' definition. In order to make the state a model megacity, the state government has identified



Mr Ben Akabueze, Honourable Commissioner for Economic Planning and Budget, receiving the award for Lagos State.

the major challenges and taken the necessary measures to tackle them. The Honourable Commissioner for Economic Planning and Budget highlighted the reforms that have been put in place to tackle the challenges. Ultimately, the policies, reforms, strategies and plans have been put in place and all efforts are geared towards transforming Lagos into Africa's model megacity – a city which will be safe, secure, functional and productive. The reform agenda has brought about significant improvements not just in infrastructure, but also in the social sector (e.g. education, health care and social protection).

Governance challenges

- Rapid urbanisation and population growth
- Transportation/traffic management
- Housing shortages that lead to the growth of slums
- General infrastructure decay
- Physical planning/urban renewal
- Financial inadequacy/defective fiscal federalism
- Sanitation and a degraded environment
- Widespread unemployment, poverty and inequality.

Responses to challenges

- Effective planning. The state has adopted medium to long term planning guided by such top-level policy documents as the Millennium Development Goals (MDGs), Ten Point Agenda, Lagos State Economic Empowerment Development Strategy and Vision 20:2020. All these documents are now being harmonised into a State Development Plan (SDP) 2012–2025. Consistent quarterly budget performance appraisals are now in place to ensure that the state plans are effectively implemented. A citizens' guide to the budget has been produced and circulated to empower citizens and involve them in the budget-making process through the budget consultative forum. Also, impact assessments of projects are being conducted
- Growing internally generated revenue (IGR). A self-assessment filing system for citizens has been introduced to make it easy for them to remit their taxes. The use of information technology in tax remittance has been improved. Also, informal sectors, such as market men and women, artisans, etc., now have tax obligations and between 350,000 and 2 million people from this sector now pay their taxes. People who pay their taxes consistently are rewarded. Lagos State Government (LASG) has also set up toll gates to apprehend those who do not pay their taxes
- To build a global economic hub, Lagos State is focusing on four key sectors – power, agriculture, transportation and housing – for the next 25 years

- Ongoing legal and regulatory reforms ensure that new laws are passed and agencies put in place to institutionalise reforms
- Critical public service management (PSM) reforms are ongoing in LASG to help achieve and implement the policies made and to get the state to its destination. Regulatory agencies have now been put in place to ensure people with specialist knowledge carry out the work irrespective of their state of origin. Employees are even motivated to work on Saturdays to meet the demands of the citizenry. Also, reforms in education have led to the proportion of students passing the secondary school leaving certificate examinations (including Mathematics and English) increasing from 10% to 38%
- Collaboration with other states. In order to accommodate the fast-growing population in Lagos and tackle housing shortages, the state is collaborating with Ogun State to acquire more land. This is also a part of its food security plan
- The role of public-private partnership (PPP). State PPP law is undergoing review as the state recognises that the reforms cannot be achieved by the state alone. It is necessary to attract private capital into infrastructure development. Examples of PPP activities include, among others, the roads in Lekki and the Blue Line Rail
- Gender sensitive budgeting. The Commissioner explained that the state budget is gender sensitive. He stated that Permanent Secretaries, Judges and Magistrates in LASG are mostly women and they ensure that the budget includes gender and social inclusion aspects.

At the end of the presentation, a spokesman from Oyo State observed that there is no need to reinvent the wheel. He acknowledged that Lagos has gone far in reforms and Oyo State will not be embarrassed to replicate the Lagos reforms.

Ogun State presentation – Cashless policy

Main points from the presentation

Following the roll-out of the cashless policy by the Central Bank of Nigeria, a similar policy was introduced in October 2010 in Ogun State and was piloted in 11 tertiary institutions. Ogun State has the highest number of tertiary institutions in the nation and fee payments were made either to banks or directly to lecturers, or no payment was made at all. The majority of these payments were in cash and cash was constantly floating about. The cashless policy was a solution to 'revenue leakage in the system' and 'funds not being traced to an account'.

The policy adopted a three-step approach:

- Map the transactions to identify cash points on the revenue and expenditure sides
- Identify the best-fit cashless initiatives and implement them
- Review outcomes and identify key learning points.



Mrs Folakemi Adeosun, the Honourable Commissioner of Finance in Ogun State.

Special purpose vehicle models and prepaid cards were used. Those without bank accounts could load their cards with any amount of cash for use at the point of sale. Points of sale were maintained by the banks so the infrastructure cost was zero. The only costs incurred were the flyers and posters used for sensitisation and communication. To raise awareness, the team embarked on a sensitisation exercise and produced roll up banners, flyers and caps written in Yoruba and English.

Achievements and successes

- An increased revenue of up to 195% was recorded in the tertiary sector as a result of the cashless policy
- Increased data collection and better financial control
- Reduction of cash-related incidents and robberies in tertiary institutions.

Governance challenges

- Sustainability of the cashless policy, including legislation on the policy
- Stakeholder resistance
- Non-compliance
- Technological issues.

Responses to challenges

- The policy was successful because of the buy-in of the Governor; sign-off was from the top so people were obliged to implement the policy. Also the Central Bank of Nigeria had mandated that the country go cashless by July 2013 so Ogun is far ahead of other states in this regard

- The target groups – parents, students, student unions, etc. – were sensitised using communication materials in Yoruba and English. The ministry also worked with community development associations and community groups to spread information effectively. Incentives were provided with strong policy backing and a 'WE' culture was created to get buy-in from all concerned
- Extensive training was given and back-up plans with a quick response rate were set up
- Sanctions have been put in place for non-compliance.

Ondo State presentation – The '3Is' initiative as a tool for sustainable community development

Main points from the presentation

Good governance is at the heart of initiatives in Ondo State. Included in the 12 point agenda is a 'Rural Development Programme' which was identified as a means of taking development back to the rural communities and tackling problems identified in these communities. This rural development programme gave rise to the '3Is' initiative.

The 3Is is a community and rural development initiative, where the first 'I' stands for infrastructure, which focuses on building confidence and trust. The second 'I' stands for institution, which focuses on empowering for sustainable development. The third 'I' stands for industry, which focuses on enriching the people of Ondo State. The Ministry of Community Development and Cooperatives was created to handle the rural developments in the state.



Mrs O.O. Osundolire receiving the award on behalf of Ondo State.

The 3Is initiative is an integrated approach that is driven by the community, focused on the rural community and based on participatory governance with a bottom-up approach and top-down support. Strong methodologies were used from the start for monitoring and evaluation, together with community change agents and change champions. Success stories exist in health and education, which have helped improve the MDGs profiles. The 3Is initiative is not a blueprint for community development, but a process which will get development to the grass roots.

Achievements and successes

- Infrastructural development. Over 350 communities have been visited in less than 4 years and projects executed in each of them
- Human and institutional development. 1,220 people have been trained as community change champions
- Knowledge management. Data collation has made data available for future policy formulation and strategy management
- Economic development. Over NGN 1.5 billion has been disbursed to about 20 small and medium enterprises and 40 cooperative societies (at least 400 people) from the state government/Bank of Industry loan scheme. Most of the beneficiaries have been trained on entrepreneurship development
- Participation at the grass roots level. The initiative enables people, including women, to participate in rural development. This has led to an improved relationship between government and the people
- Education. The Iroko Grammar School project has resulted in an increase in enrolment from 175 in 2010 to 517 in 2012. Over 25 communities have benefitted from classroom buildings
- Health. With 105 additional basic health care centres being created in the much neglected rural areas of the state between 2010 and 2012, access to quality health care services has been improved and this has led to increased immunisation coverage and antenatal services
- Water. 268 water projects have been implemented across the state thereby reducing various water related diseases, like schistosomiasis, in rural communities.

Governance challenges

- Legalisation of the initiative to ensure sustainability
- Monitoring and evaluation to ensure the projects are of high quality
- Involvement of other ministries, departments and agencies (MDAs) and LGAs
- Maintenance of projects.

Responses to challenges

- Sustainability has been incorporated at different levels of the process. The communities were involved from project selection to implementation and monitoring. The creation of a ministry to handle the initiative is supposed to help in the sustainability of the process by legalising and institutionalising it
- Key performance indicators were crafted and are regularly reviewed as part of the monitoring and evaluation/performance management process. Impact assessment has also been incorporated and is carried out every two years. Periodic reviews take place and monitoring is done at different levels of the projects. This monitoring is undertaken by the communities, zone officers and change champions, and monthly reports are submitted
- Technocrats within the MDAs monitor and support the initiatives and the projects involved. They also evaluate what is being done. Each local government provides two staff, based in the community, who monitor implementation
- Quality has been ensured by the good institutions built at the local community level. The contractors used are from within the community and feedback is provided to the ministry on the quality of materials supplied by the contractors, thereby ensuring quality projects. The change champions within the communities are important in ensuring this. The communities take full responsibility for their projects and this has led to the provision of counterpart projects to complement the government ones. For example, a community built a fence around the town hall which had been built for them and then went ahead to build accommodation for the health professionals working in the community.

Osun State presentation – Osun youths empowerment scheme (OYES)

Main points from the presentation

The Director General of the Office of Economic Development and Partnerships in presenting the OYES explained that the scheme is a strategic youth management initiative designed to eliminate the frustrating and paralysing effects of youth unemployment in the state. The scheme seeks to empower youths by equipping them with a positive work ethic and culture, thus making them employable. The scheme, which commenced on 20 December 2011, has taken 40,000 people out of unemployment in the two years that it has been in operation.

Within two years of the OYES initiative, the state moved from being fourth in the 36 states, in terms of the lowest rate of unemployment, to first.

The policy focuses for the youths in the scheme are:

- Vocational training
- Functional education
- Temporary volunteer empowerment
- Communal peace
- Freedom from poverty and hunger
- Healthy living.

This has helped in the implementation of the OYES initiative.



Mr Gbenga Adebuseyi receiving the award on behalf of Osun State. Mr Gbenga Adebuseyi is the Deputy Chief of Staff of Osun.

Achievements and successes

Through the OYES initiative:

- 3,000 tailors, organised under the umbrella of the Nigerian Union of Tailors Osun State chapter, produced over 40,000 work uniforms
- A moribund shoe factory in the state was resuscitated
- The interest of the business community (banks, etc.) was increased
- Latent talents and acquired skills were crystallised
- Osun State has been able to groom a community of youths who are conscious of global issues and driving positive change
- The World Bank has adopted and replicated a version of the scheme – Youth Employment and Social Support Operation (YESSO) – in 18 states of Nigeria
- The scheme has a robust database of the youths, which has led to cost-effectiveness.

Governance challenges

- Absence of a legislative framework, which could affect the sustainability of the scheme
- Sustainability of a wholly government funded scheme without external funding
- Absence of established operational procedures, processes and guidelines for the activities of the scheme
- Huge logistical issues in the management of 20,000 young people
- Monitoring and evaluation of the scheme.

Responses to challenges

- To address the problem of the absence of a legislative framework, a bill has been drafted. This will help the sustainability of the scheme in the state
- Consultants have helped in sustaining a wholly government funded scheme. By providing further advocacy on OYES' achievements and policy relevance, development partner funds were attracted. The World Bank has adopted and replicated a version of the scheme (YESSO) in 18 Nigerian states. It approved USD 300 million as intervention funds for YESSO. Also First Bank provided a grant of NGN 100 million and Wema Bank gave a grant of NGN 3 million for the scheme
- In order to establish operational procedures, processes and guidelines for the activities of the scheme, a generic public works manual, facilitated by the World Bank, is being drafted. Learning points from international experience have also been useful
- To solve the logistics issues, a suitable structure with an associated organogram, was created
- Every three months, the Governor calls for an evaluation report of the OYES. This has led to the establishment of a monitoring and evaluation team who are responsible for assessing the scheme.

Long term goal

Osun State's target is the engagement of one million unemployed citizens within five years. To achieve this, they have multiplied the effect of the revolving OYES (the second batch started in February 2013).

Oyo State presentation – Oyo State transformation agenda as it relates to the public civil service

Main points from the presentation

Before the inception of the present administration in Oyo State in May 2011, the Oyo State civil service was dysfunctional. Social decadence, infrastructural decay, insecurity of lives and properties and an

ageing and archaic civil service characterised the state. It was observed that civil servants performed multiple roles as policy makers, policy advisers, programme formulators, programme managers, programme implementers or agents of political communication and agents of continuity. These roles make civil servants in Oyo State a vital and indispensable tool for the realisation of the three-pronged agenda of restoration, repositioning and transformation to which the present administration in the state is religiously committed.



Head of Service, Oyo State, Alhaji T.O. Aremu with the award presented to Oyo State.

Achievements and successes

- Training and capacity building for civil servants
- Promotion of civil servants as well as the teaching and non-teaching staff in secondary and primary schools in the state with a view to boosting their morale for optimal performance
- Resuscitation of the in-service post-graduate Diploma in Public Administration (PGDPA) and Masters in Public Administration (MPA) programme for Administrative Officers
- Gradual re-orientation of the attitudes of civil and public servants from the hitherto perception of government business as '*no man's business*' to '*ownership of government business*'
- Approval of enhanced pension allowances for all retired Heads of Service and Permanent Secretaries
- Improved level of literacy in information and computer technology
- Provision of shuttle buses that convey workers from their homes to the State Secretariat on a daily basis
- Life insurance policies for all civil and public servants in the state
- Recruitment of an additional 200 Fire Officers to augment the less than 100 staff employed for the whole state.



Participants registering for the event.

Governance challenges

- Lack of access to functional internet connectivity
- Embargo on recruitment
- Defective succession planning strategy
- Ageing civil service
- Politicisation of the civil service
- Absence of mutual respect, loyalty and trust between the political class and senior civil servants
- Poor management
- Corruption
- Obsolete rules and regulations
- Sustainability of the restoration, repositioning and transformation that have already taken place in the state.

Responses to challenges

- Restoration and upgrading of internet connectivity
- Recruitment of National Youth Service Corps graduates to fill existing vacancies in the middle level grades of the service and to identify those currently working with false certificates
- Review of existing rules and regulations
- Right sizing of the state civil service
- E-payment system.

Oyo State now has a better succession plan in the civil service and is working towards sustaining the governance reforms that have taken place. They are also making sure that that every consultant hired to

train the staff, not only trains them, but also builds their capacity to train their fellow colleagues in what they have learned. Doing this enables them to have ownership of whatever training they have gone through. So far, the training and capacity building has assisted in motivating civil servants to do their work more professionally.

Special sessions

Guest presentation – Anambra State: Participatory budget forum (PBF) as an instrument for budget reform in Anambra State

Main points from the presentation

The idea of the PBF was originated by the Peter Obi administration at its inception in 2006. It was seen as a method for ensuring that the budget is demand driven and that the budget-making process is inclusive of all stakeholders in order to ensure ownership of development by the people of Anambra State. The PBF had gained a lot of momentum by 2009. The PBF is an annual event personally attended by the State Governor who interacts extensively with participants and also fields questions from them. Participants are usually drawn from all segments of the population in addition to government officials from all MDAs. Non-state actors

include community service organisations, faith-based organisations, non-governmental organisations, traditional rulers, the Association of Town Unions, women's groups, the physically challenged, youth, etc. Inputs from the state's annual Children's Town Hall meeting with the Governor are usually incorporated into the outcome of the budget forum as well.

The objectives of PBF include:

- Achieving demand-driven budgeting
- Generating citizens' input into the budget through self-identified needs
- Maximising the use of scarce financial resources
- Deepening democracy by giving a voice to all segments of society.

Benefits of the forum include:

- Voice and accountability. The Anambra State budget has moved from being a supply-driven to a demand-driven one as communities now voice their demands through their town union presidents, traditional rulers and other community-based leaders and forums
- Improvements in government service delivery
- Improvements in the efficiency and effectiveness of governance as resources are allocated to the most important/needed sectors
- Enhancement of private sector driven growth
- Fostering of equity and inclusiveness as it encourages inclusion of hitherto excluded voices
- Granting citizens access to public decision making
- Enhancement of the quality of service delivery.

Challenges:

- Low internally generated revenue (IGR). Anambra is yet to realise its huge potential for IGR as there are still leakages in and incompleteness of the revenue collected
- Shortage of qualified personnel as recruitment has not kept pace with the retirement of qualified staff.

Informal session – Commissioners, Special Advisers and Heads of Service

The informal sessions were organised to allow the sharing of ideas, challenges and solutions among peer groups from all the states. During a free-ranging and frank discussion between Commissioners, Special Advisers and Heads of Service the points raised included:

- Executive-legislative relations. The desirability of including one or two legislative leaders in state

delegations to future Share Fairs

- Lack of continuity in governance could result in projects being abandoned
- Sustainability of projects/schemes can be achieved through institutionalisation
- The Federal Government is the problem – it is 'the elephant in the room' (Note: The Oyo State Governor is author of a recent article 'The challenge of state development in federal Nigeria' in *The Guardian* 20 April 2013). The Federal Government's cash transfers through SURE-P exclude citizens regarded as supporters of opposition parties; federally imposed increases in salaries and wages
- State governments in the south-west which have introduced cash transfer programmes do not exclude supporters of opposition parties. It is necessary to pay attention to the cost and sustainability of cash transfer/social security programmes
- Relationship between politicians and higher civil servants. Two viewpoints were expressed:
 - Civil servants are seen as the 'problem'
 - Regular (monthly/quarterly) consultations and retreats between political appointees and permanent secretaries are a 'solution'.

Informal session – Permanent Secretaries, Directors General and Managing Directors

The issues on which the group seemed to reach some conclusions included:

- The need to strengthen regional collaboration and interactions among south-western states. The group felt that this will be extremely beneficial to all states. For example, the light rail project being implemented by Lagos State could be made to benefit all the states through strategic collaborations. So, interactions, such as those made possible by the Governance Share Fair, should continue among states after the Fair and be independent of the NGF. It was suggested that the meetings can be rotated among the south-western states. Reference was made to an existing similar forum known as DAWN (Development agenda for western Nigeria); but no one seemed to know what has happened to that forum or its current status
- How to ensure effective implementation of whatever governance best practice was taken up as a result of this Fair. It was suggested that success stories regarding the governance practices presented at the Fair should be captured in a communiqué and be made available to the participants. The participants

would then forward the communiqué to their respective governors with memos urging implementation of relevant suggestions by setting up suitable implementation committees. There is also a need for the NGF to follow up and track the implementation of the adopted practices in each state. It was suggested that a formal mechanism will be required for tracking implementation of the adopted practices; if the matter is left to a Commissioner it would most likely be lost. It was also suggested that the contact information for the focal persons for the respective governance practices should be made available for effective follow-up

- The need to highlight the two reports of the SPRM which are currently available. The two reports should detail what the states are doing well and any pitfalls, so that other states can learn from them
- There is need for a pressure group to persuade the Federal Government to cede some of its functions to the states for greater effectiveness. For example, the business of importing fertilisers should be a responsibility of the states where the farmers live rather than that of the Federal Government which does not have any farms. This matter was seen as being part of the larger issue of revenue sharing between the different tiers of government, which is currently being addressed through the review of the Constitution.

Informal session – Special Advisers and Directors

The following topics were discussed:

- Relationship between the politicians and senior administrators. It was believed that politicians

assume responsibilities with pre-conceived ideas that senior administrators lack capacity and skills and that they are corrupt. This was a burning issue. Following extensive discussions:

- Ekiti State shared their experience that there is usually lack of trust on both sides and it was the responsibility of the senior administrators to earn the trust of the politicians, especially their Commissioners. Ekiti State has overcome the issue of lack of trust by generally using a three-pronged approach: a) be very professional in your work and dealings with the Commissioner, b) be accountable to him, and c) be transparent, i.e. rendering detailed and coherent accounts promptly
- Ondo State observed that political appointees and senior administrators collaborate very well to achieve development for the state which is the single objective of the government. Where the focus is on MDAs achieving performance which is measured by project targets and key performance indicators (KPIs), then both parties will see that collaboration is better than individuality. The collaboration also involves other ministries on cross-cutting issues
- Appointment of non-professionals as heads of specialised ministries: For example, a Commissioner who is not from an information or communication discipline (mass communication, journalism, advertising etc.) appointed as the Commissioner for Ministry of Information. It was agreed that although a specialised professional heading a specialised ministry is desirable, where a non-professional is appointed and s/he has very good leadership skills and is supported by a very skilled workforce, then it should not matter; what is required at that level is strong leadership skills



Participants during a breakout session.

- There is need for the south-west region to have more fairs/workshops where experiences and lessons learned can be shared across operators in the region.

Take home ideas

Ekiti State

- **Ogun cashless policy.** That the policy is cost effective, reduces wastage in expenditure and reduces security risks makes this a viable take home idea
- **Lagos State revenue generation from the informal sector.** This has generated high revenue for the state which in a way is comparable to the federal allocation
- **Ondo's 3Is initiative for community development.** Ekiti State would be interested in learning further how community ownership of projects was ensured. This is in line with the 2013 budget of the state.

Lagos State

- **Osun's OYES.** Though Lagos has in place similar schemes, it is particularly interested in the exit strategy of the OYES. This opportunity should be fed into various sectors
- **Ondo's ABIYE.** Tracking pregnant women through mobile phones would definitely assist in the MDG to reduce maternal deaths
- **Ekiti's social security for the elderly.** Development of a cash transfer policy from the government to individuals and rural communities.

Ogun State

- **Lagos.** Lagos has the benefit of population and Ogun would like to follow in their footsteps. Ogun would like to see compulsory harmony between political classes and the public service with tensions reduced between both groups. It would also like to see project implementations have universal buy-in
- **Lagos legal reforms.** Ensure that development plans are passed into law and agencies are put in place to ensure implementation of the plans even after the end of a political era
- **Osun's OYES.** Possibility of working with this

initiative in distributing payments at the point of sale and using the opportunity to increase employment.

Ondo State

- **Osun OYES initiative.** Interested in the incorporation of high-performing volunteers in the OYES into civil service employment as a means of tackling youth unemployment
- **Lagos State megacity initiative of revenue generation from the informal sector.** The revenue generated by Lagos is impressive and Ondo State hopes to use its residency card as an instrument to make people pay their taxes
- **Ekiti social security innovation.** The stratification of the elderly into different levels of vulnerability to determine who deserves a stipend is intriguing.

Osun State

- **Ogun's cashless policy.** The point of sale deployment in the cashless policy will assist the state in developing the exit strategy for OYES
- **Ondo's 3Is initiative.** Osun State would like to adopt the 3Is (infrastructure, institution and industry) initiative for sustainable community development of the state
- **Lagos State revenue generation especially with respect to the informal sector.** Osun State would like to adopt this revenue generation strategy
- **Ekiti State initiative on a social security scheme for indigent elderly citizens.**

Oyo State

- **Lagos SDP.** Oyo State likes the 2025 Lagos SDP and would like to adopt it in Oyo State too
- **Ekiti social security initiative.** Oyo State would also like to adopt the social security initiative, but with a few modifications
- **Osun OYES programme.** Although Oyo State has already adopted the OYES programme, after listening to the presentation from Osun, they have learned some things that they can do to improve their own programme (YESSO). They will go back to the state and apply what they have learned from Osun to improve their own YESSO programme.

Concluding remarks

Managing connections – Lagos State Programme Manager, SPARC, Ben Arikpo

SPARC shares very similar objectives with the NGF in terms of extracting lessons from our work and sharing and promoting these. He reflected on what had happened over the last two days and was pleased to see the level of networking and sharing that had occurred. He encouraged all present to continue to make connections and, in doing so, to reflect on four critical elements to implementing reform:

- Energy – which is certainly needed and has been apparent during this Share Fair
- Honesty – the need to be honest with ourselves and others, to build trusted relationships which can become reliable sources of information
- Being proactive – seeking new information to help in our work
- Adapting ideas – innovating in our own work place.

It was promised that there would be follow-up communication with all participants after the Share Fair.

Final address – Lagos State Head of Service, Adesegun Olusola Ogunlewe

Mr Ogunlewe closed the Share Fair by saying that LASG, with the support of SPARC, has commenced a series of reforms of PSM which now has other south-western states interested in what is happening in the Lagos State Civil Service. He stated that Lagos is seen as a model and PSM reforms in Lagos State are far ahead of the other south-western states.

He stated that Lagos State is positioned as a pace setter among the south-western states and has had many visits from representatives of these states; they are coming to Lagos to see what is being done and how. He stated that if you are doing well it should also rub off on your neighbours to avoid liabilities, e.g. over-population by citizens from neighbouring states looking for 'greener pastures'. He encouraged the south-western states to work closely and exchange ideas on reforms and not be afraid to replicate each other's ideas especially if it is clear that the reforms are working.

Mr Ogunlewe then wished all participants safe travel back to their states and formally closed the Fair.



Mr Ben Arikpo (State Programme Manager, SPARC, Lagos) giving a presentation on the importance of making connections at the Share Fair.



Please find the Governance Share Fair CD attached here:



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