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## Chairman's Suite



Labour Minister, Dr. Ngige (left) conferring with the NGF Chairman, Abdulaziz Yari Abubakar at an NGF meeting.

**T**he Nigeria Governors' Forum has done everything to praise in the last half-year but the best stems from its resolve to bring the NNPC back to reality. The cloud that the NNPC has been riding is just too high. Its transparency has been anything but plain leading the NGF and the generality of knowledgeable Nigerians to believe that work needs to be done to address the matter.

It is encouraging however that the NNPC and the NGF have been meeting eye-ball-to-eyeball with a view to finding a lasting solution, for good.

The Governors have also been clamouring for a decentralisation of the Police Force. Collectively, states have spent trillions in maintaining the Federal police but when it comes to issuing directives in their hour of need, they are left to sulk. The demand for the decentralisation of the Police Force has also recently received the backing of the National Assembly, which is amatory. More than ten Governors views have also been recorded where they express the serious-

ness of not heeding this call. And this cuts across party and other primordial lines. It is a demand whose time has come. People are dying. Farms are vanishing. Schools are closing down. Businesses are folding up. Cattle are becoming hard to appreciate and social cracks are widening. Something must be done to ameliorate this problem and that thing must be done now.

In view of the importance with which Governors consider the education of our children, the NGF has also handed over the education adjutants' project to the NGFS for facilitation. The statistics of the number of out of school children nationwide are seriously disturbing. Not even Lagos State where literacy level is high is insulated from educational encumbrances. This was obviously evident in the interaction between the Deputy Governor and EduMarshals when they made their presentation at the July meeting. Some kind of cooperation with states would go a long way in curbing further drift. These and more can be read in the Executive Summary this month.

## THE TEAM

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# State governments' spending on agriculture: 2014 – 2018

Nigeria until independence was mainly an agrarian economy. Agriculture accounted for about 64% of its GDP, employing more than 60% of the adult working force.

However, the discovery of oil and the civil war (1967 -1970) coupled with the oil boom of the 1970s saw government spending in agriculture decline and consequently agricultural sector contributions to GDP gradually fell to 23.78% (Average of 1st & 4th Quarter of 2017) and 21.65% in 1st Quarter of 2018 (NBS 2018 report).

With the negative growth rate of -2.24 at the end of 2016, it became imperative for the current government to intensify diversification efforts with agriculture at the fore-

front of its development plan. Unfortunately, many challenges still continue to hinder development in the sector such as inadequate access to credit, high interest rate on loans, access to land for investment (by private investors), poor technology adoption, just to mention few.

Hence, there is need for improved investment in agriculture by both the federal and the state government through increased capital expenditure. The graphs below show that States currently operate below the 25% prescribed benchmark for capital spending in relation to total spending as recommended by the Food and Agricultural Organization (FAO) for agricultural development and also Nigeria, especially the

States, have consistently failed to abide by the Maputo Declaration of 2003 which stipulates that all states must plough 10% of their budgets into agricultural.

It is also alarming to see that almost all states which have agriculture as their economy's mainstay (except Niger-Delta states and Lagos) have not shown great commitment to the sector, contrary to promises made on economic diversification through agriculture during conferences and summits. Only Nasarawa and Zamfara State came close to meeting the benchmark of the Maputo declaration by 9% and 9.8% respectively in 2014.

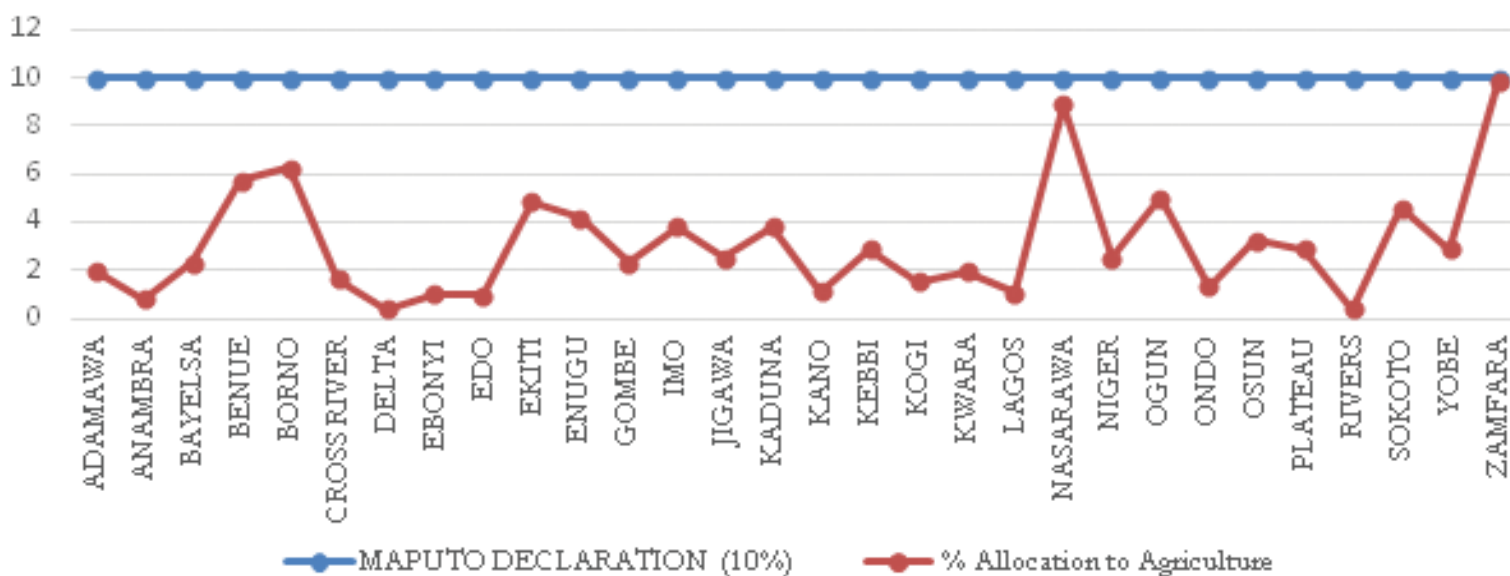
In 2016, only Kebbi state had allocated above the 10% threshold of the budget to agriculture, an

impressive feat geared towards the production of rice in commercial quantity in the state. In 2015, 2017 and 2018, most of the states could not meet the Maputo Declaration benchmark.

Overall, more commitment is required towards the agriculture sector to ensure sustainability of the economy of states.

Note: The data used for the graph below could be retrieved for only thirty (30), sixteen (16), seventeen (17), twenty-eight (28) and sixteen (16) States for 2014, 2015, 2016, 2017 and 2018 respectively, as most states have provisions for the sector under the economic sector of their capital expenditure, a lump sum from which the agriculture sector's share cannot be estimated.

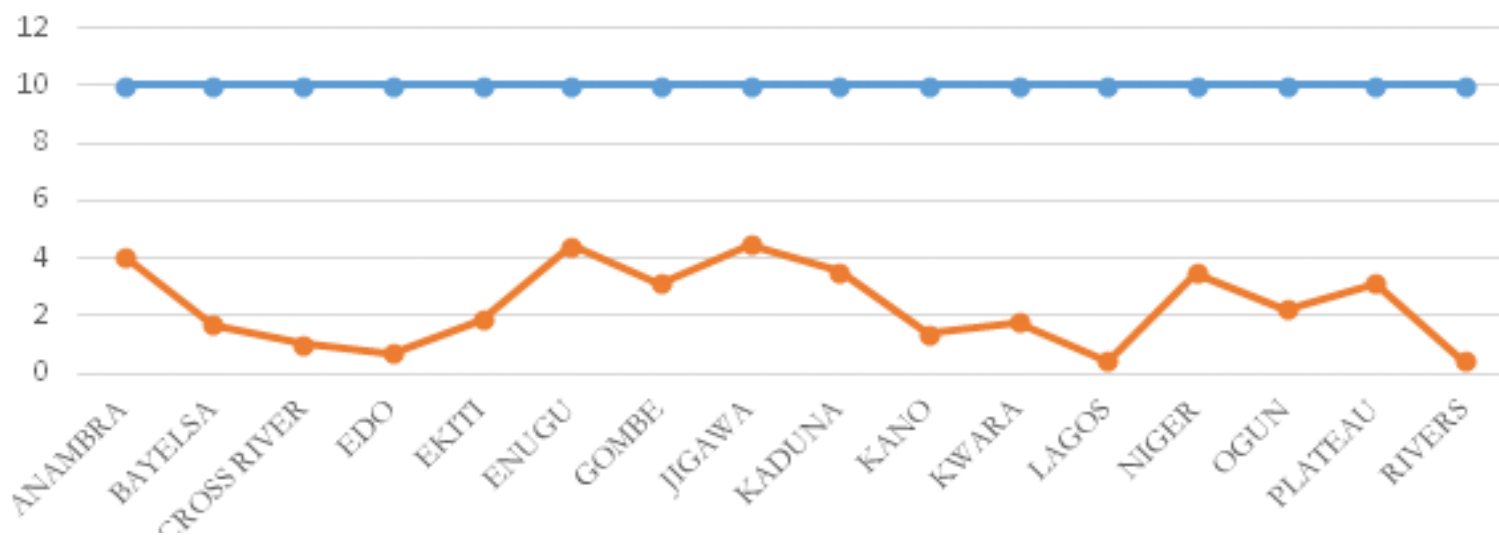
2014 State Budget % Allocation to Agriculture



Source: Several online and printed dailies

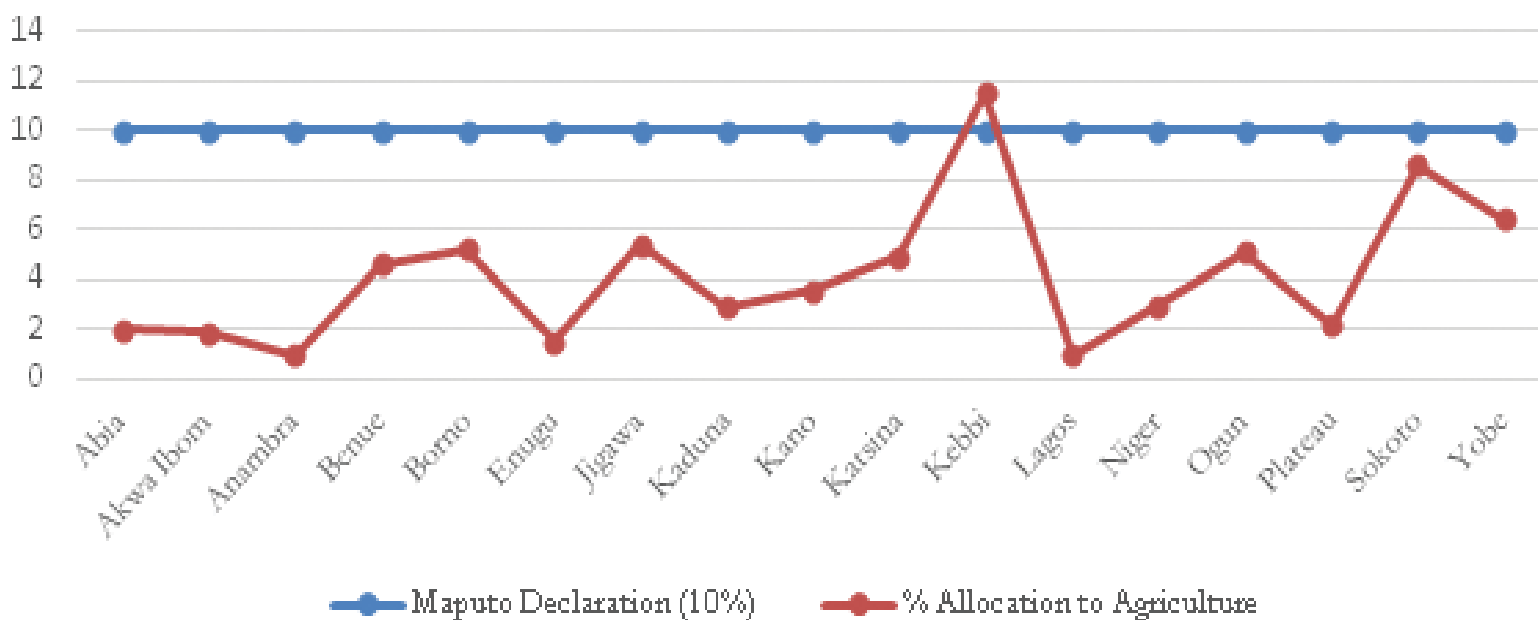


### 2015 State Budget % Allocation to Agriculture



Source: Several online and printed dailies

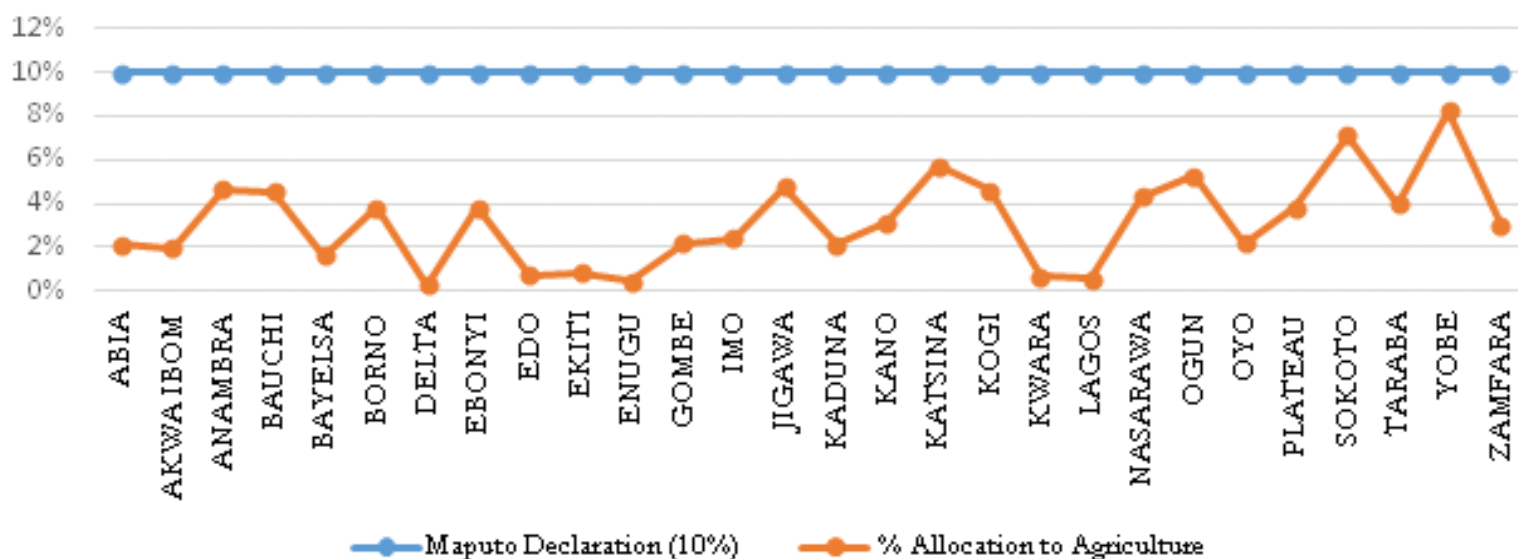
### 2016 State Budget % Allocation to Agriculture



Source: Several online and printed dailies

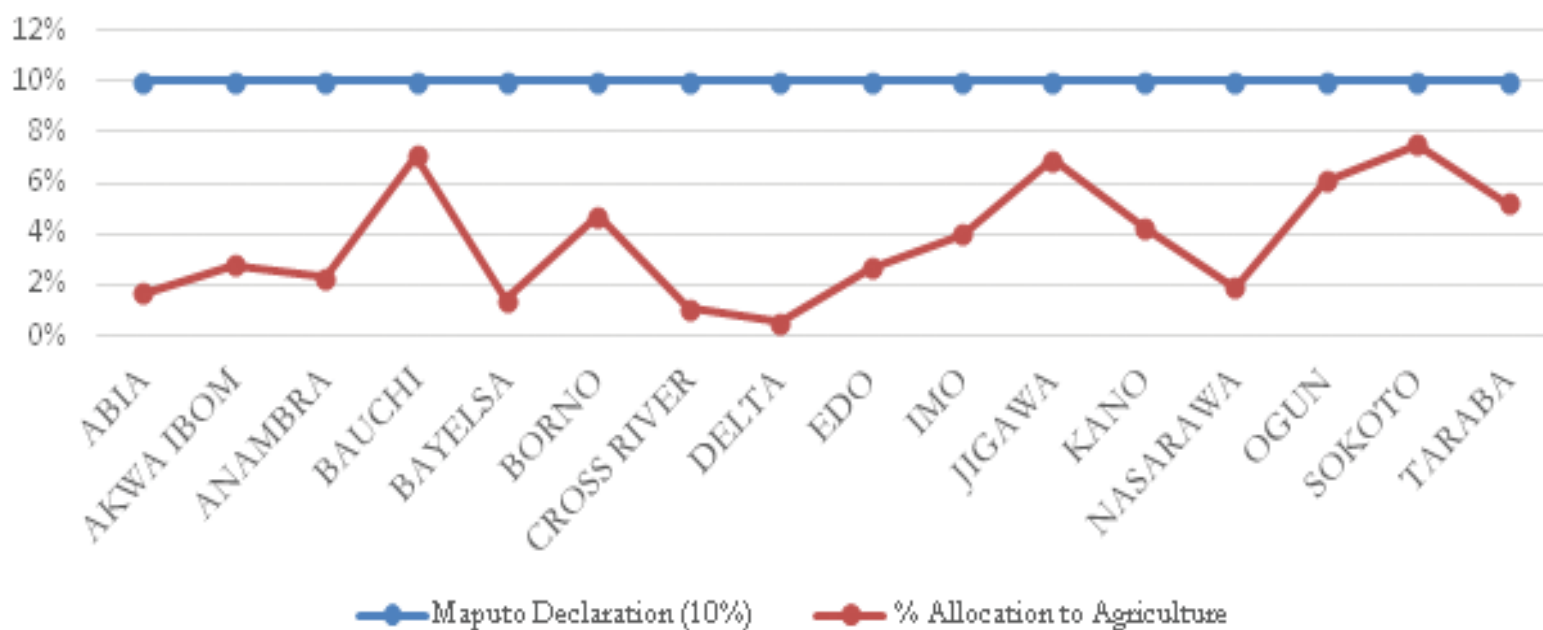


### 2017 State Budget % Allocation to Agriculture



Source: Several online and printed dailies

### 2018 State Budget % Allocation to Agriculture



Source: Several online and printed dailies

access >>>

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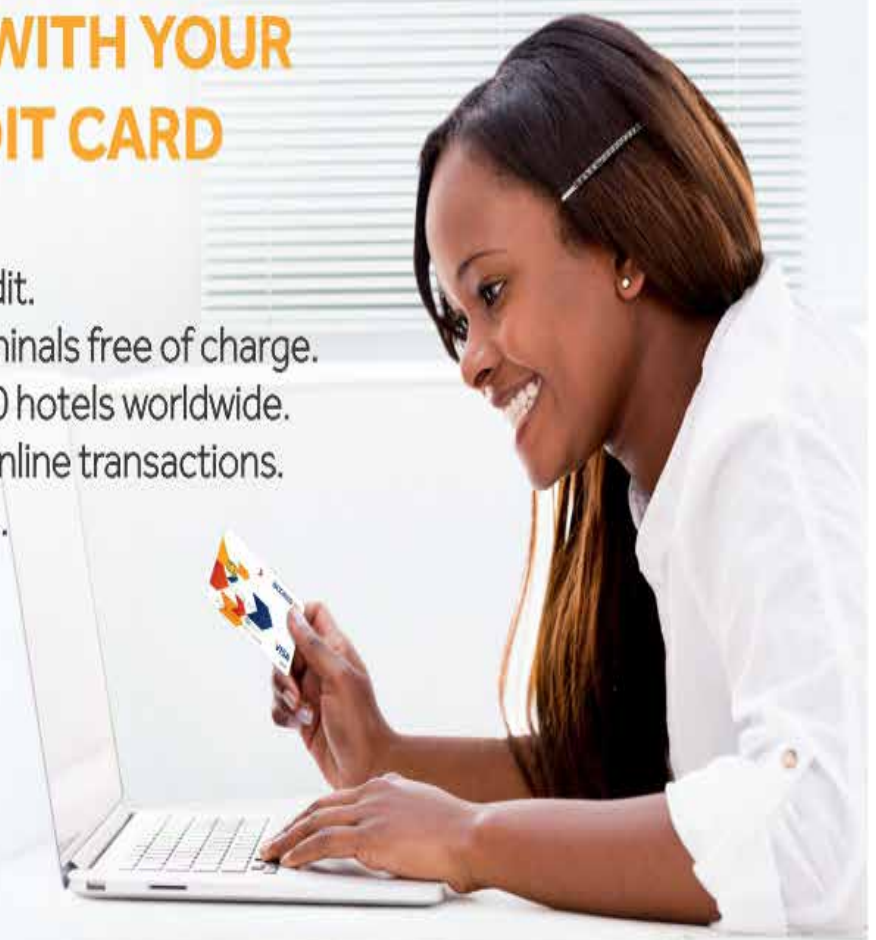
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SPEED SERVICE SECURITY





# 4 North West States in Paris International Agricultural Show

**N**igeria was represented at the Paris International Agricultural Show for the first time in February 24th to March 4th, 2018. The plan to involve Nigeria in the Paris International Agricultural Show 2018 was initially consummated between the Nigerian Embassy in Paris and the Federal Ministry of Agriculture. However, after months of unsuccessful attempts to get the States on board, it became clear to them that they needed the intervention and participation of the Nigeria Governors' Forum (NGF). The following States were represented at the Fair – Zamfara, Sokoto, Niger and Kaduna.

The States set up their products in their respective Stands in the Nigerian pavilion. It is worthy of note that the food items from Nigeria were an instant hit, particularly shea butter from Niger State, Ginger, Brown Sugar and Turmeric from Kaduna State. The only snag was that our delegation, owing to limited information did not attend the Fair with commercially viable quantities. Major Crops that are of interest to the Investors are: Soybean, Turmeric, Maringa, Tiger Nut, Cashew, Brown Sugar, Sesame etc.

This Show presents an opportunity for each State to:

Exhibit, market and showcase the State's agricultural potential on the world's biggest agricultural exhibition platform with an aim to develop exports and enhance local production of staple crops. A space at the International Pavilion would be available for the exhibitors to sell and offer samples; Meet and discuss with key operators of the French agricultural and agro-allied sectors on areas of possible collaboration; Stimulate direct foreign investment in your State's agricultural sector.

Set up and develop partnerships, technical cooperation programmes, including collaborations in scientific research with foreign counterparts to improve productivity and enhance crop species; Harness resources towards improving the productivity of cattle and livestock and fishery sectors through international cooperation and particularly French expertise; and Explore Public Private Partnership opportunities.

In conclusion, it is recommended that the States should plan and make necessary preparations for export of their products for not only exhibition but also for marketing at the Paris International Agriculture show on annual basis.

The Paris International Agricultural Show (French: Salon Internation-

al de l'Agriculture, or SIA) is an annual agricultural show and trade fair, that takes place at the end of February or beginning of March at the Paris expo Porte de Versailles in Paris, France. It is one of the world's largest and most important agricultural shows, drawing larger crowds than any other in Paris.

This event was first held in 1870 as the Concours général agricole (CGA, "General Agricultural Show"). Its name was changed in 1964 but the Concours still exists and is one of the fair's main attractions.

The show was organized by Comexposium under the authority of the National Centre for Agricultural Expositions (CENECA).

In 2007, The show was opened by Jacques Chirac. Under new management, it covered 138,000 square metres (1,490,000 square feet) with 1,120 exhibitors and 3,800 animals. Among the exhibitors from 80 countries, Russia, Japan and Syria were represented for the first time. The show was marked by a return to normal levels of attendance after the avian flu crisis of the previous year, and by the visits of the main presidential candidates, which has become almost obligatory in an election year.

In 2008, as always, it included the Concours général agricole: there were 35 official visits and 200 visits by foreign delegations.

In 2012, there were 680,200 visitors at the fair and 1,000 exhibitors.

In 2013, there are representation from 37 countries, 917 exhibitors showed 2,300 animals, Seven animal families were represented, cows, sheep, goats, pigs, horses, donkeys and dogs, with 370 species and 1900 exhibitors, with 53 official visits.

In 2014, 22 countries were represented, 1300 exhibitors, 4,000 animals split over 6 exhibition halls and 703,407 visitors were present at the fair. In 2015, there was 1,050 exhibitors, 3,859 animals represented over 6 exhibition halls.

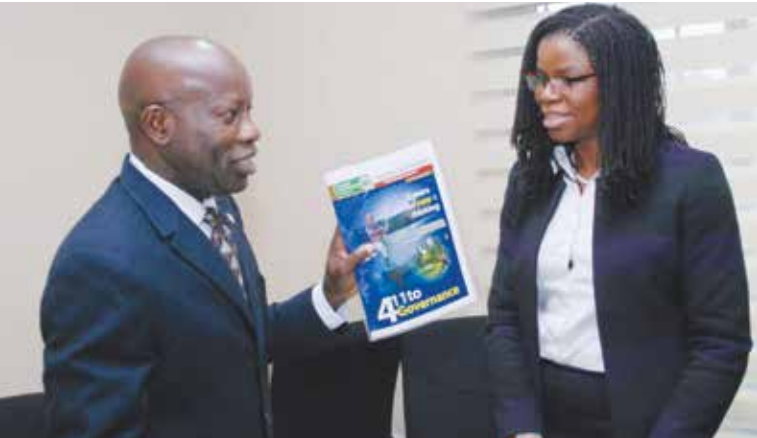
In 2018, Nigeria was represented for the first time. The fair received at least 618,958 visitors, more than 900 exhibitors, 32,000 professionals, 55 official visits, 48 international delegation, 2,047 accredited journalists and 22 countries represented.

The four sectors of the fair include: Livestock breeding sectors, crop and plant sectors, gardening and vegetable gardens, products from regions across France and its overseas territories and from the rest of the world. It also includes agricultural services, and professions.





### Executive Secretary of NIPC, Yetunde Sadiku was at the NGF to jump start an investor interest with governors



### A training session of the JTB at the NGF training hall with Mrs. Ifueko Omoigui-Okauru addressing participants







## NGF in OGP Summit in Tbilisi, Georgia

The Open Government Partnership (OGP) 2018 Global Summit commenced on July 17, 2018 with different events held at different locations across the City of Tbilisi. The noteworthy events included Civil Society Day, Parliamentary Day and Opening Cocktail for participating delegates.

Open Government Partnership is an initiative aimed at promoting transparency, accountability and inclusiveness in governance. It also highlights access to justice and rule of law.

The events proper were kicked off on Wednesday 18th July 2018 with an Opening Plenary. For the NGF and indeed the Nigerian delegation, the highlight was the recognition of the Kaduna State Governor, His Excellency Mallam Nasir El-Rufai for his State's pioneering work in advancing OGP.

After the opening plenary, the Summit Sessions covering varying related themes and subjects commenced in several places.

The NGF Representative at the event, Chijioke Chuku, Esq Head of Legal participated in the sessions which afforded yet another opportunity to promote the ideals of NGF and its contributions to the advancement of good governance and economic growth in the country. As part of the efforts to promote the OGP in the States, the NGF is in talks with the OGP Secretariat to hold a joint event aimed at deepening and sustaining OGP at the sub-national level. A major objective of this joint event is that the advantages of OGP would be brought to the fore especially the need to institutionalise the gains of the programme and insulate them on the vagaries of political exigencies and change, especially as the elections approach.



## Roadmap to Achieving Universal Health Coverage at the Subnational Level

... A Guidance Document for Executive Governors

Health is a human right and all the thirty-six state Governors in Nigeria recognize the importance of ensuring that every citizen has access to quality healthcare. Thus, each of the Executive Governors is implementing broad range of innovative policies and interventions in their respective states aimed at ensuring access to best possible health service for better health outcomes.

In addition to the state-specific interventions, the Nigeria Governors' Forum at its meeting in January 2018 ratified three priority health interventions for 2018:

- Promoting the accelerated implementation of Universal Health Coverage (UHC);
- Commitment to Polio Eradication Initiative including strengthening Routine Immunization;
- Addressing the problem of malnutrition, particularly stunting amongst under five children.

The NGF Secretariat, in collaboration with a team of public health experts, has put together series of documents for Governors to guide the implementation of the identified priorities in their respective states.

This document is the first in the series and is focused on Universal Health Coverage.

Universal Health Coverage means that all people have access to the health services (preventive, promotive, curative, rehabilitative and palliative care) they need without the risk of financial hardship when paying for them.

### Why Universal Health Coverage?

Nigeria is a signatory to the Sustainable Development Goals (SDGs) and the special United Nations Resolution on achieving Universal Health

Coverage. UHC is also a priority in the Economic Recovery and Growth Plan (ERGP) of the Federal Government of Nigeria.

However, the implementation of the UHC policy has been relatively slow with less than 5% of the population covered by any form of prepayment mechanisms. In fact, at less than 1% of GDP, the Nigerian public health financing expenditure – as a share of its GDP – is the lowest in Africa, and indeed the whole world. Nigeria thus continues to hold the unenviable record of having one of the worst health indices globally; the country has the 2nd highest Maternal Mortality Rate (MMR) globally (576/100,000) and the 2nd highest Under-five mortality rate (U5MR) globally (89/1000 live births). This is indeed avoidable for a country with a GDP per capita of over \$2400 (NBS/WB 2017).

There are however regional variations in these indices as shown in the chart below.

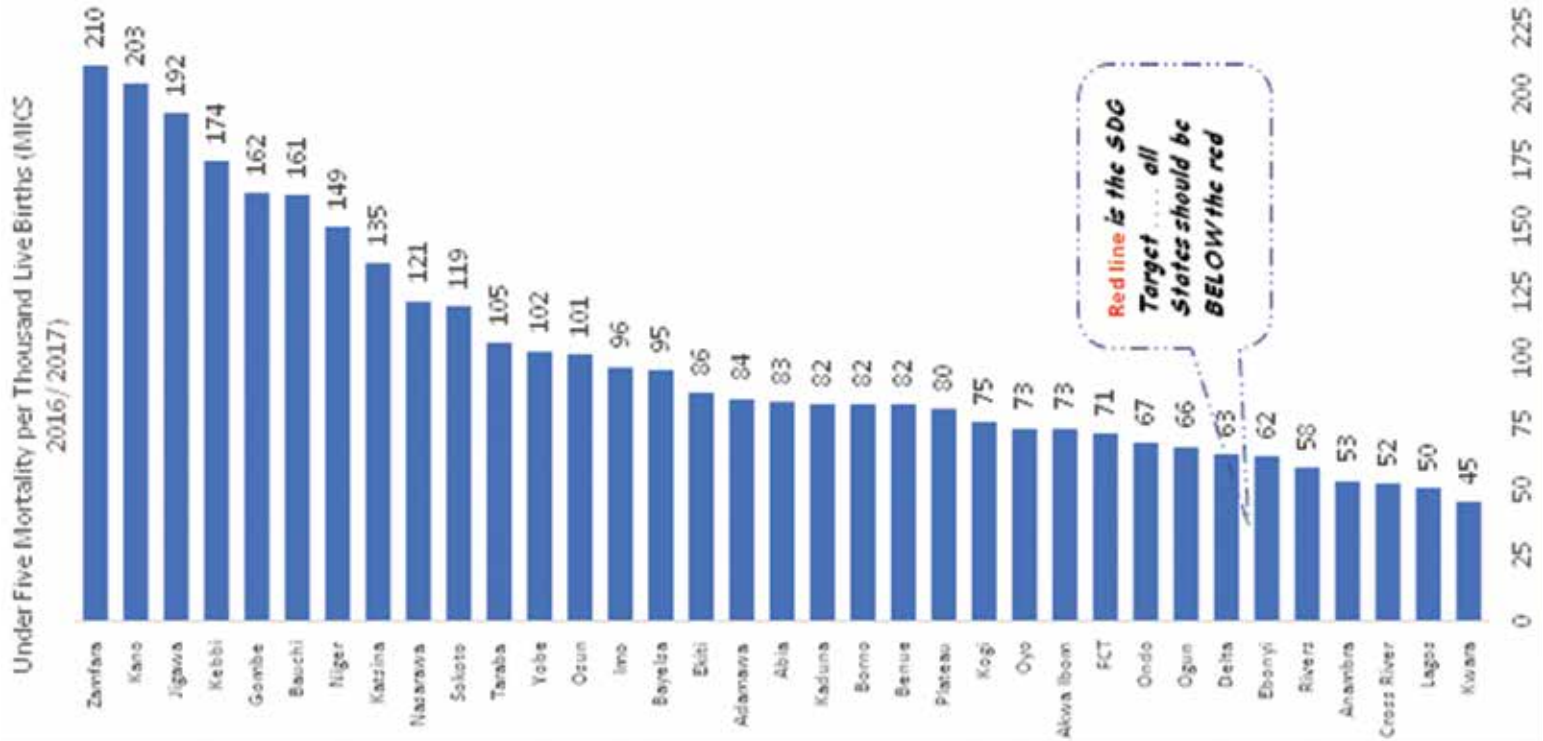
### Individual Governors

- ✓ Formally launch all the UHC agenda in respective states
- ✓ Establish PHC Under One Roof (PHCUOR) that will provide at least one functional PHC in each political ward
- ✓ Establish a State Social Health Insurance Scheme that will ensure financial protection to the populace
- ✓ Establish a drug and medical consumables management agency to ensure availability of drugs in each health facility.
- ✓ Make it mandatory to REPORT, REVIEW and RESPOND to all cases of under-five and maternal deaths
- ✓ Constitute a high-powered inter-ministerial committee under the Honourable Commissioner of Health to coordinate UHC

States that have already established these structures & systems should further strengthen them.



# Checklist of Key Questions for Your Excellencies



1. Has the State Social Health insurance bill been passed and signed into law?
2. Has the State Social (SHIS) Health Insurance Scheme been launched?
3. Has enrollment into the SHIS Scheme commenced?
4. Has the State developed an AFFORDABLE Minimum Service Package (a-MSP)?
5. Has assessment of gaps in selected health facilities (in terms of human resources for health, infrastructure and services towards meeting the State MSP requirements) been done?
6. Has PHC revitalization (at least one functional PHC per ward) commenced?
7. Has the State established drugs management agency for a sustainable drugs supply scheme?
8. Has the State developed a framework and process to REPORT, REVIEW and RESPOND to all maternal and child deaths (to evaluate impact of the UHC)

***If the response to each of the questions above is a YES, then your State is on the right path to achieving Universal Health Coverage!!***



# Universal Health Coverage

**H**ealth is a fundamental human right. In addition to the state-specific interventions, the Nigeria Governors' Forum at its meeting of January 2018 ratified three priority health interventions for 2018. These are promoting the accelerated implementation of Universal Health Coverage (UHC); Commitment to Polio Eradication Initiative including strengthening Routine Immunization; and addressing the problem of malnutrition, particularly among under five children.

The NGF Secretariat, in collaboration with a team of public health experts, has put together series of documents for Governors to guide the implementation of the identified priorities in their respective states.

The thirty-six state Governors in Nigeria recognize the importance of ensuring that every citizen has access to quality healthcare. Thus, each of the Executive Governors has been implementing a broad range of innovative policies and interventions in their respective states, aimed at ensuring access to best possible health service for better health outcomes.

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**The NGF at its first meeting in 2018 agreed on three priority areas in health. These are:**

- Universal Health Coverage
- Polio Eradication Initiative/ Routine Immunization
- Nutrition.

## Universal Health Coverage

The Forum has identified Universal Health Coverage as a priority area in health. This is in line with UHC 2030 which is a global movement that seeks to build stronger health systems for universal health coverage. At the national level, UHC is top priority in the agenda of the Fed-

eral Ministry of Health. The Forum is proposing a collaboration with the Royal Institute of International Affairs (Chatham House) London and other partners to drive this. The purpose of this collaboration is to raise political commitment and public financing opportunities for Universal Health Coverage (UHC) in Nigeria.

The NGF has identified three key interventions that are critical towards achievement of Universal Health Coverage:

- Ensuring access to a broad package of health services to majority of the population, particularly women, children and young people through the Primary Health Care Under One Roof (PHCUOR) initiative;
- Instituting locally appropriate domestic financing mechanisms that will increase levels of public financing system and ensure provision of broad package of services free at the point of access; and
- A sustainable drug supply scheme that will ensure availability of essential drugs.

## Supplemental Immunization Campaign:

The NGF maintained its commitment to the polio eradication initiative through provision of high level political support and prompt release of funds for the campaign. NGF remains a key contributor to the attainment of the current status of PEI in Nigeria; the country has



been polio free for 23 months as at June, 2018. The NGF is committed to seeing Nigeria declared polio-free and is adhering to its Abuja Commitment towards polio eradication; it will provide the necessary support to ensure that country remains polio free for another 13 months (and beyond) to be officially declared a polio-free country by the World Health Organization.

The NGF also supported the measles campaign; the Governors flagged off the campaigns in most of the states and also ensure the prompt release of counterpart fund for the campaign.

## Nutrition

Nigeria is second only to India in malnutrition. According to the National Nutrition and Health Survey, Nigeria is one of the five large low middle income countries where more than half of children under age 5



# Universal Health Coverage

are either stunted or wasted. The other 4 countries in this category are Bangladesh, Democratic Republic of Congo, Ethiopia and Pakistan. Though the Global Nutrition Report 2015 places Nigeria among the countries displaying commitment to reducing hunger and improving children and women nutrition, a lot of work needs to be done. The Chairman of the Forum is a member of the National Committee on Nutrition. The NGF is partnering with Bill and Melinda Gates Foundation and other partners to drive the nutrition agenda across the 36 states of the nation.

## NGF Health Activities January to June, 2018: PHCUOR Scorecard Assessment.

The NGF supported the National Primary Health Care Development Agency in a nationwide PHCUOR scorecard assessment in May – June, 2018. The essence of the assessment was to ascertain the level of implementation of the Primary Health Care Under One Roof (PHCUOR) policy. The implementation of this policy is critical to primary health care systems strengthening.

The NGF team participated in the field assessments in Adamawa, Akwa Ibom, Cross River, Enugu, Kwara, Kogi, Niger, Osun, Oyo and Zamfara States. It is worthy of note, that whereas there is still a lot of work to be done, a good proportion of the states have made tangible progress in PHCUOR implementation since the last assessment carried out in 2015.

Nigeria Governors' Forum Meeting on Cash Transfers for Immunizations.

The Director General of the Nigeria Governors' Forum convened a meeting on May 3rd, 2018 in Abuja regarding the Conditional Cash Transfers for Routine Immunizations programme/study that Katsina, Zamfara and Jigawa State have run in collaboration with New Incentives / All Babies Are Equal Initiative (ABAE) since early 2017 based on formal MoUs. The delegation of the three States were led at the level of Executive Secretaries from the State Primary Healthcare Development Agencies/Boards.

Objectives of the meeting were to review the progress of the Conditional Cash Transfers (CCTs) for Routine Immunization (RI) programme currently ongoing in the three states, discuss concerns and map out strategy to tackle concerns. At the end of the meeting, key resolutions were reached and the bottlenecks being experienced in the programme were ironed out.

## Advocacy Visit to the Executive Director, NPHCDA

Following the meeting with the New Incentives team and the teams from the Jigawa, Katsina and Zamfara State Primary Health Care Development Agencies, the Director General, NGF Secretariat, led a delegation to pay a visit to the ED, NPHCDA. Issues militating against the seamless implementation of the Conditional Cash Transfer for Routine Immunization were discussed. The meeting was a success and the Conditional Cash Transfer programme is ongoing in the three states. Presentation of PHCUOR advocacy materials to the NGF by Network for Health Equity and Development (NHED). NHED, who is a technical partner to the NGF, paid a courtesy visit to



the Secretariat in February, 2018. Advocacy materials for PHCUOR developed by NHED was presented to the Director General, NGF Secretariat during the visit.

## Upcoming Events

1. Universal Health Coverage Summit – The NGF with the Federal Ministry of Health and the Chatham House and other partners, intends to organize a high level stakeholders meeting on Universal Health Coverage at the end of July. It is intended that high level political commitment to UHC will be secured at the end of the meeting. The Secretariat intends to coordinate other partners to provide support to the states as the commence the process of putting systems in place to ensure UHC and equitable distribution of health services in the states.
2. Joint meeting of Commissioners of Health and Executive Secretaries of State Primary Health Care Boards - this meeting is proposed to hold in July. The findings from the PHCUOR scorecard assessment will be disseminated in this meeting.



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# State Police: The time is now



**H**undreds of people are on the run from all far-flung villages south of Zamfara State. The roads to-and-from Birnin Gwari in Kaduna State are all deserted. The villages are in ashes, the children distraught, mothers and daughters, in despair. You cannot move around the north as before. Benue and Plateau States have become highways to death.

Farther up, Borno, Yobe and Adamawa are just recovering from insurgency.

For those frontline states, keeping the peace has become more crucial than running a state. But the wave of violent crimes is not restricted to the north alone. Armed robbery,

hired-killings, kidnappings and other forms of criminality are happening in Imo, Ebonyi, Enugu and their environs.

Herdsmen and farmers continue to slug it out in the South West.

In most of these places, the federal police have fallen short. The military, contrary to the principles of separation of powers, have jumped in to try to keep the peace, but the effect of this decision is yet to be roundly analysed. Even the commando-style copy-cat "Mock impeachment" that played out only recently would have been averted if there was a state police in place. These factors combined make the case for State Police inescapable.

More than half of the governors have empha-

sised the need for a State Police. Some have even gone ahead to douse the fears of a generality of people that they would abuse their powers if allowed to establish State Police. Even more compelling is the fact that Lagos State alone spent more than N4.765bn on helping sustain the federal police in 2015. Those who have a difficulty understanding where security votes go, should see states' expenditure on the federal cops.

Lagos State donated 100 4-door salon cars, 55 Ford Ranger pick-ups, 10 Toyota land cruiser pick-ups, 15 BMW power bikes, 100 power bikes, Isuzu trucks, three helicopters, two gunboats, 15 Armoured Personnel Carriers, revolving lights, siren and public

address system, vehicular radio communicators, security gadgets including bullet-proof vests, helmets, handcuffs, uniforms, kits and improved insurance and death benefit schemes for officers. All of these were worth N4.765bn. Many states have done the same thing.

Against the backdrop of the foregoing and with the wave of spiralling insecurity across the country in mind, the calls for the establishment of state police have continued to gain urgency. People argue that for Nigeria to have only 500,000 police personnel for the over 180 million Nigerians is absurd, if not preposterous.

It has therefore become imperative for states to establish their

own police force. The legislature has also finally endorsed it.

A year ago when the IGP addressed governors in search of aid, it was apparent that the major problem of the police force in the country is not paucity of resources but managing the resources at their disposal and then managing themselves.

Below is a list of some donations by state governors to the police in recent times.

Many govts argue that State Police gives the most realistic panacea for tackling insecurity in the country.

For example, Gov. Yari once threatened to relinquish his position as CSO of his state because he lacks the authority to control the police.

The Chairman, Nige-



# The time is now

ria Governors' Forum said the creation of state police would help in addressing the spate of insecurity in the country.

Yari said, we cannot realistically police a country the size of Nigeria centrally from Abuja. State police and other community policing methods are clearly the way to go.

The governor said that internal security was supposed to be handled and managed by the police, and that the police of today were inadequate.

"There are about 4 million people in Zamfara and we have fewer than 5000 policemen. We in governance agree that we can find a way through which we can fine-tune the issue of state police," he said.

Lagos State Governor, Akinwumi Ambode

argued that "In the pursuit of the primus inter pares of all governance challenges, we have identified that the gathering and utilisation of intelligence is of paramount importance, even ahead of the provision of physical security apparatus.

"As is well known, I am a huge proponent of community policing. Indeed, I strongly believe that the fight against crime and all forms of criminality would be better enhanced if efforts are geared towards embracing community policing to complement the police and other law enforcement agencies," the Governor said, adding that it was for such reason that his administration established the Lagos Neighbourhood Safety Corp Agency (LNSC) to enhance in-

telligence gathering in the communities.

On his part, the Governor of Sokoto State, noted that the current security situation leading to the incessant killings across the country clearly shows that those calling for state police were justified.

"Whether we like it or not, there is seeming justification for state police and there is seeming justification for state governments to have some measures of control over security personnel."

While stressing the need for state governors to be allowed some measures of control of security personnel in their respective states, Tambuwal lamented that despite being called chief security officers of their various states, the governors currently lacked control over the police personnel posted to their states, who take orders from the Inspector-General of Police.

To buttress his point, Tambuwal said as a sitting governor, "you call police Commissioner and that call is ignored, (which) is unfortunate and unacceptable."

The first time Governor Tambuwal spoke in support of state police in Nigeria was in 2015 when he received the



Gov. Abubakar



Gov Dickson



Gov Ortom



Gov Obaseki

then Inspector-General of Police, Solomon Arase, who paid him a courtesy visit in Sokoto.

He said: "I believe it is time we reopen the debate considering the huge security challenges confronting the federation and how local expertise, if properly deployed, can be of great help to securing our communities."

"We cannot realistically police a country the size of Nigeria (with

over 900,000 square Kilometres and 180 million people) centrally from Abuja."

Meanwhile, Bauchi State governor, Mohammed Abubakar dismissed insinuations that governors will abuse State Police if allowed, noting that Nigerians should think of building institutions and not individuals.

“The advantages of having the police at the state level are many. These people will come from the state and I am of the view that their capacity to access the requisite intelligence to fight crime will be stronger. “So the time to establish state police, as recommended in the report of the 2014 Constitutional Conference and the recent report of the All Progressives Congress, is now



Continued on Pg 21



NGF Chairman & Gov. of Zamfara State, Alh. Abdulaziz Yari Abubakar (right) delivering a condolence speech on behalf of the forum to the people of Plateau State.



Benue State Governor, Samuel Ortom (left) being received by Governor Simon Lalong as part of the entourage on condolence to the Plateau



Governor Rochas Okorocha (2nd right) condoling with his Plateau State counterpart, Simon Lalong, while Governors Ifeanyi Okowa of Delta State (right) and Abdulaziz Yari Abubakar of Zamfara look on.



Deputy Gvs of Edo, Oyo and Delta States in Jos

# PHO



NGF Chairman & Gov. of Zamfara State, Alh. Abdulaziz Yari Abubakar when they pa



L-R: Governors Ifeanyi Okowa of Delta State and Samuel Ortom of Benue State, with other governors under the aegis of the forum in Plateau State.





# PHOTOSPEAK



Gov. of Zamfara State, Abdulaziz Yari Abubakar (standing) with counterparts, Ifeanyi Okowa and Mohammed Abdullahi paid a condolence visit to the Governor of Plateau State.



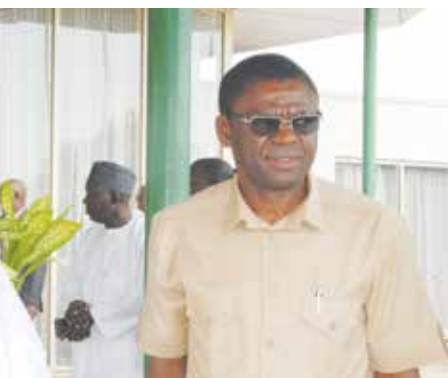
Taraba State Governor, Darius Ishaku (right) delivering his condolence speech to the Governor of Plateau State, Simon Lalong.



Ifeanyi Okowa, Abdulaziz Yari Abubakar, Aminu Tambuwal and Tanko Al-Makura, Zamfara, Sokoto and Benue States, respectively, when they were received by Plateau State Governor, Simon Lalong.



L-R: Sokoto State Governor, Aminu Tambuwal and his counterpart from Nasarawa States, Tanko Al-Makura when they were received by Plateau State Governor, Simon Lalong.



Gov. Abdulaziz Yari Abubakar of Zamfara with the Deputy Governor of Edo State, Philip Shaibu.



The governor of Delta, Ifeanyi Okowa (left) discussing with the DG, NGF, Mr. Asishana. B. Okauro



# NGF April Meeting



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1. L-R: Gov. Abubakar Sani Bello of Niger state, Chairman, Nigeria Governors' Forum, Abdulaziz Yari Abubakar of Zamfara state, Gov. Abdullahi Ganduje of Kano state, Gov. Simon Lalong of Plateau state and Gov. Darius Ishaku of Taraba state.

2. Gov. Dave Umahi of Ebonyi state and Director General, Nigeria Governors' Forum Mr. Asishana Okauru.

3. L-R: Gov. Aminu Tambwal of Sokoto state, Director General, Nigeria Governors' Forum, A.B. Okauru, Chairman, Nigeria Governors' Forum, Abdulaziz Yari Abubakar of Zamfara state, Gov. Godwin Obaseki of Edo state and Gov. Dave Umahi of Ebonyi state.

4. Cross Section of Nigeria Governors' Forum meeting.

5. L-R: Gov. Rochas Okorochoa of Imo state, Gov. Simon Lalong of Plateau state and Gov. Abubakar Sani Bello of Niger state.

6. L-R: Deputy Gov. of Katsina state, Mannir Yakubu, Deputy Gov, Kwara state, Peter Kisira, Deputy Gov. of Anambra state, Nkem Okeke and Deputy Gov. Benue state, Benson Abounu.

7. Chairman, Nigeria Governors' Forum, Abdulaziz Yari Abubakar of Zamfara state addressing newsmen after an NGF meeting. With him are Gov. Umar Ganduje of Kano state and Gov. Simon Lalong of Plateau state.

8. Deputy Gov. Katsina state, Alh. Mannir Yakubu and Deputy Governor of Nasarawa



# EduMarshals: Return of school inspectors

BY HALIMAH SALIHU AHMED  
Senior Publications Officer

**U**nless your ward is schooling abroad, this is a project that should come close to your heart.

A seasoned educationist, Stella Blaize's idea to reengineer education for the good of all in the country was presented to the Nigeria Governors Forum at its July meeting.

In a nutshell, Edumarshals is a return of the education inspector. Back in the days, there used to be an Education Officer in each Local Government Area with a retinue of inspectors who routinely went to schools in search of social infractions for correction. They whipped teachers and students alike back into line.

Today, those services are gone and the level of distractions in schools have hit high heavens. EduMarshals are here to replace the education inspector. But rather than the drill sergeant method of the past, EduMarshals are here with a human face. It not only advocates but also propagates educational effectivity and the need for all involved to play their roles according to the rules.

For example, when the teacher enters the classroom with her baby strapped to her back to instruct a class, who scolds her on this obvious infraction in today's educational setting? The answer is no one. When the pupils are wandering around the school compound while classes are going on, who whips them back into line? The answer is again, no one!

These and other infractions are what Ms. Blaize sets out to combat and she has done so almost successfully in four states and is looking at replicating same in many other states of the federation.

Today, western education has suffered many damages. The standard of education that the schools were known for is no more. Therefore, measures must be put in place if at all we want our educational system to regain its past glory.

Below is a chart of out of school children by zones (2010-2011) and rates of out of school children by states in 2013. Other laxities were also discovered based on the chart.

EduMarshals it as a good means to activate the Child Right Act as well as the UBE Law. The programme was then brought to life by the then Delta State governor, Emmanuel Uduaghan, who piloted the programme for six months from September 2013-March 2014 before expanding it to every part of the state till September 2015 when the new administration could no longer foot the bill.

In April 2017, it was launched in Osun State by Governor Rauf Aregbesola. Plateau and Kaduna States governors have also keyed to the programme to train their teachers.

Other states that have indicated interests in the EduMarshal programme are Oyo, Bauchi, Niger and Abia.

In 2013, 10.5 million out of school was recorded by the UNICEF and presently, by calculations from the National Populations Commission via Multiple Indicator Cluster Survey (2016/2017), it has reached 14.84 million.

All these, coupled with the nonchalant and un-informed attitude of parents, guardians and teachers, is what is motivating EduMarshals to re-invent the education wheel.

# NGF June Meeting



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1. L-R: Chairman, Nigeria Governors' Forum, Abdulaziz Yari Abubakar of Zamfara state, Ebonyi State Governor, Dave Umahi and the Governor of Jigawa State, Mohammed Badaru Abubakar.

2. L-R: Osun State Gov., Rauf Adebeshola, Lagos State Governor, Akinwumi Ambode and the Deputy Governor of Ondo State, Agboola Ajayi

3. L-R: Borno State Deputy Governor, Usman Mamman Durkwa, Ogun State Deputy Governor, Yetunde Onanuga and Deputy Governor of Anambra State, Dr. Nkem Okeke.

4. L-R: Bayelsa State Deputy Governor, Gboribiogha John Jonah, Deputy Governor of Abia State, Ude Oko Chukwu and Deputy Governor of Akwa Ibom State, Moses Frank Ekpo.

5. L-R: Deputy Governor of Katsina State, Mannir Yakubu, Enugu State Governor, Ifeanyi Ugwuanyi and Kebbi State Governor, Atiku Bagudu.

6. Ogun State Deputy Governor, Yetunde Onanuga (left) and her Akwa Ibom State counterpart, Moses Frank Ekpo.

7. L-R: Deputy Governor of Katsina State, Mannir Yakubu, Enugu State Governor, Ifeanyi Ugwuanyi, Kebbi State Governor, Atiku Bagudu, Bauchi State Governor, Mohammed Abubakar, Chairman, Nigeria Governors' Forum, Abdulaziz Yari Abubakar, Ebonyi State Governor, Dave Umahi and Jigawa State Governor, Mohammed Badaru Abubakar at a meeting.



Disclosing that Nigeria copied the American system where every Federation has its police. He stressed the need for all federating units to be independent to achieve true federalism.

"We copied American Constitution and if you go to America you discover that there is County Police, there is State Police and then Federal Police. If we are going to engender true federalism that is probably the beginning.

On fears of abusing state police by governors he said, "I do not think so, there will always be fears but we should not think in terms of individuals in Nigeria, that is our bane, we should think in terms of developing institutions. "When we develop institutions and the plain truth, they take care of the indiscretions of individuals," he added.

Bayelsa State Governor, Hon. Seriake Dickson said that the prevailing security situation and the need for an effective response to the current crime challenges have made it mandatory for the establishment of state police.

According to him, removing the police from the exclusive list and putting its operations under a more effective arrangement at the lev-

# The time is now

el of the state would put a stop to the widespread killings and crimes in the country.

"The advantages of having the police at the state level are many. These people will come from the state and I am of the view that their capacity to access the requisite intelligence to fight crime will be stronger. "So the time to establish state police, as recommended in the report of the 2014 Constitutional Conference and the recent report of the All Progressives Congress, is now."

Benue State Governor, Samuel Ortom whose state was recently invaded by the federal might, as the Chief Security Officer of the state, does not have the authority backing him to order the police or soldiers to take certain actions.

The Governor maintained that the State has Vigilante Group and Livestock Guard, who were mostly unarmed retired security personnel.

Governor Ortom said, "State Police would greatly complement efforts of the Federal security agencies in nipping the lingering security challenge in the bud."

The Governor was of



Gov Okorocho



Gov Ganduje



Gov el-Rufai

the opinion that if established, officers of the State Police would be adequately trained and equipped to have the capacity to combat any security challenge.

He said the State Government would also address other deficiencies conventional security agencies faced such as funding, staff strength, capacity and equipment, assuring the Federal Government Agencies of his readiness to sustain support to them in that regard.

Edo State Governor, Mr. Godwin Obaseki



Gov Akeredolu

also called for the review of the security architecture in the country, maintaining that the country's recurring security challenges call for constitutional review to allow for state and community policing with necessary safeguards to check abuse.

He said Edo State will continue to strengthen her security architecture, stressing that the "security of lives and property cannot and should not remain on the Exclusive Legislative List in the country's constitution. There

should be constitutional provision for state and community policing with necessary safeguards put in place."

Obaseki said, "The Institute which holds special significance to sustaining the country, needs to investigate and proffer realistic and sustainable solutions to the internal security challenges facing the country."

Governor Okorocho expressed support for the adoption of state police as being canvassed by Nigerians.

Kaduna State Governor, Nasir El-Rufai said the issue of state policing should be looked at again, as it provides a new opportunity to strengthen security in the country.

He said: "Governors strongly believe in state police as the current number of policemen in the country is grossly inadequate. There is need to double the number of police personnel."

He said the current administration in the state and national level have made significant progress in improving the security environment, but added that in spite of the efforts there were still areas of concern.

According to him, managing security requires exploring the root cause and taking effective measures to



# The time is now

tackle the challenges. The governor identified the menace of street gangs, kidnappers, and armed bandits as some of the security challenges in the state.

Kano State Governor, Dr. Abdullahi Umar Ganduje joined the call to support the establishment of state police in each of the 36 states of the country.

Ganduje noted that the Federal Government of Nigeria should hand over both the police and the budget for the force to the states for efficiency.

"You cannot give responsibility without (bearing) financial responsibility. So, what the governors are looking for is to have the budget that is supposed to be given to the police. This is because it does not go down. We are still equipping the

police even to the extent of paying them allowances in some cases. So, if we have the money and we have the police, we will be able to operate in a better way."

Governor Akeredolu, while making a case for the creation of state police, stressed that the country was too large for the Inspector-General of police to be giving orders on security from Abuja.

He said: "This country is vast and I say it boldly, we cannot continue to be under one command of the police. It is most ineffective and it will remain ineffective. There's no way you talk about this country, as large as we are, and you take order from the IG on security in Abuja or you have men deployed in your state who are not familiar with the terrain, it does



Gov Ishaku

not work.

"You need people who are part and parcel of that community to be able to police that community. There's no way we will bring people who are not part of that community and they will be effective in policing the community. So, it's not that people are just talking about this state police for the fun of it, I believe that this is very fundamen-

tal and the earlier we take it up the better."

Niger State Governor, Abubakar Sani Bello has said that in view of the prevailing security challenges facing the country, state police is desirable.

Governor Bello said state police would do a better job in combating the security challenges currently bedeviling the country.

He said "We cannot run away from state police forever, state police will have to come very soon. It is just a matter of time.

"All state governments spend a lot in maintaining police stations, to have effective policing requires a lot of resources, attention and time and I think it would be best if those resources can be channelled into state policing," he added.

The Governor of Osun State, Ogbeni Rauf Aregbesola also called on the Federal Government to quickly embark on the devolution of police institution, to make it more efficient and effective.

According to him, a centralised police system is no longer suitable for an heterogeneous nation-state like Nigeria, noting that greater productivity and performance could only be attained through a decentralised police system.

The governor maintained that the complexity and diverse nature of policing in Nigeria remains the bane of effective and virile administration and management of the organisation.

"The essence of human urbanisation and socialisation is security. Therefore, it is a duty not only for government but also the people to support security agencies especially the police.

"Since the first obligation and responsibility of government remains security and maintenance of law and order, it behoves on any serious government to prioritise and guarantee the security of lives and property of the citizenry.

"It is a misnomer in a society like Nigeria for Commissioner of Police in a state to be directly answerable to Inspector General of Police in spite the fact that there is zonal Assistant Inspector General of Police in the zone to which such state emanates.

Oyo State Governor, Abiola Ajimobi said Nigeria needs state police to keep its nooks and crannies safe at all times.

Ajimobi said that although the police are doing their best to en-



Gov. Yari



Gov. Ambode



Gov. Tambuwal

Continued on Pg 24



# NGF February Meeting



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1. L-R: Gov. Muhammed Badaru of Jigawa state, Chairman, Nigeria Governors' Forum, Abdulaziz Yari Abubakar of Zamfara state and Gov. Muhammed Abubakar of Bauchi state.

2. L-R: Deputy Gov. Plateau state, Prof. Sonni Gwanle, NGF Director, Research and Strategy, Alh. Abdullateef Shittu and Gov. Muhammed Abubakar of Bauchi state.

3. L-R: Deputy Gov. Ogun state Mrs. Yetunde Onanuga, Director General, Nigeria Governors' Forum Asishana Okauru and Chairman, Conference of Speakers Abdulrahman Tambuwal.

4. Gov. Yahaya Bello of Kogi state in a group photograph a few Speakers of the states.

5. L-R: Chairman, Nigeria Governors' Forum, Abdulaziz Yari Abubakar of Zamfara state cracking jokes Gov. Muhammed Abubakar of Bauchi state, Gov. Muhammed Badaru of Jigawa state and Gov. Olurotimi Akeredolu of Ondo state are looking on.

6. L-R: Gov. Muhammed Abubakar of Bauchi state, Chairman, Nigeria Governors' Forum, Abdulaziz Yari Abubakar of Zamfara state and Gov. Godwin Obaseki of Edo state.

7. Gov. Olurotimi Akeredolu of Ondo state with Deputy Gov. of Osun state Titilayo Laoye-Tomori.

8. Deputy Gov. Ogun state Mrs. Yetunde Onanuga and Deputy Gov. of Enugu state Mrs. Cecelia Ezeilo.



STATE	DONATIONS	DONATED BY	YEAR	
<b>ABIA</b>	Innoson Patrol vehicles	Okezie Ikpeazu	May 2018	
	20 Patrol vehicles		February 2016	
	Security gadgets worth 50 million naira		January 2017	
	25 Police cars		2015	
	30 Patrol vans equipped with gadgets	Theodore A. Orji	June 2012	
	34 Motorcycles		May 2011	
<b>AKWA-IBOM</b>	11 River gun boats	Godswill Akpabio	April 2012	
	31 Hilux vehicles		July 2009	
<b>ANAMBRA</b>	35 Patrol trucks	Willie Obiano	March 2018	
	50 motorcycles		June 2017	
	25 Security cars		December 2015	
	100 Horses		December 2014	
	50 vehicles	Peter Obi	January 2013	
<b>BENUE</b>	16 Hilux Vans	Samuel Ortom	September 2017	
<b>CROSS RIVER</b>	26 Hilux vans	Liyel Imoke	December 2012	
<b>DELTA</b>	16 Hilux vans	Ifeanyi Okowa	October 2016	
	30 Patrol vans	Emmanuel Uduaghan	January 2013	
	60 Patrol vans		June 2012	
<b>EBONYI</b>	10 Police vans	Martins Elechi	March 2011	
<b>EDO</b>	Armoured Personnel Carrier	Godwin Obaseki	May 2018	
	Armoured Personnel Carrier		December 2017	
	500KVA electricity transformer	Adams Oshiomhole	February 2016	
	9 Hilux vans		December 2015	
	40 Hilux buses and 50 patrol vans		April 2012	
	Bullet proof vests and crash helmets		January 2009	
<b>ENUGU</b>	22 Patrol Vans	Ifeanyi Ugwuanyi	7 <sup>th</sup> Feb. 2018	
	Parcels of Land		3 <sup>rd</sup> Nov. 2016	
	100 brand new vehicles (50 cars and 50 Patrol vans)	Sullivan Chime	23 <sup>rd</sup> May 2013	
	50 specialized buses, 10 generating sets and hundreds of various sophisticated communication equipment	Sullivan Chime	7 <sup>th</sup> Aug. 2007	
<b>IMO</b>	1 Hospital	Rochas Okorocha	10 <sup>th</sup> April 2017	
	20 patrol vehicle	Rochas Okorocha	26 <sup>th</sup> March 2018	
<b>KADUNA</b>	55 Hilux patrol vehicles and bulletproof vests	Nasir El-Rufai	4 May 2011	
	35 Motorcycles	Nasir El-Rufai	27 <sup>th</sup> April 2016	
	77 Hilux Vehicles and 50 motorcycles	Nasir El-Rufai	25 <sup>th</sup> July 2015	
<b>KANO</b>	25 Hilux Vehicles	Ganduje	3 <sup>rd</sup> Dec. 2016	
	N330m computerized control room	Ganduje	29 <sup>th</sup> Sept. 2017	
	140 4WD Trucks	Musa Kwankwaso	2012	
<b>KATSINA</b>	7 Vehicles	Ibrahim Shema	30 <sup>th</sup> July 2018	
<b>KOGI</b>	Patrol vans	Yahaya Bello	27 <sup>th</sup> Aug. 2016	
<b>KWARA</b>	20 Toyota Hilux Pick up vans, 3 Toyota corolla salon cars, 100 walkie-talkies, 120 motorcycles, 400 pieces of torch lights and bullet proof vests.	Bukola Saraki	11 <sup>th</sup> Feb. 2010	
	5 Hilux vans	Abdulfatah Ahmed	5 <sup>th</sup> April 2012	
<b>LAGOS</b>	120 Generators	Akinwunmi Ambode	Sept. 2017	
	100 4-door salon cars, 55 Ford Ranger pick-ups, 10 Toyota land cruiser pick-ups, 15 BMW power bikes, 100 power bikes, Isuzu trucks, three helicopters, two gun boats, 15 armoured personnel carriers, revolving lights, siren and public address system, vehicular radio communicators, security gadgets including bullet proof vests, helmets, handcuffs, uniforms, kits and improved insurance and death benefit schemes for officers. All worth N4.765bn.	Akinwunmi Ambode	27 <sup>th</sup> Nov. 2015	
	Power Bikes	Akinwunmi Ambode	23 <sup>rd</sup> Jan. 2018	
	100 Security operational vehicles and 50 patrol motorcycles	Fashola	1 <sup>st</sup> Feb. 2011	
	50 patrol vehicles, 10 Armoured Personnel Carriers, 100 walkie-talkie and 200 bulletproof jackets	Fashola	25 <sup>th</sup> Oct. 2011	
	ICT Resource Centre	Fashola	23 <sup>rd</sup> Jan. 2015	
	<b>NASARAWA</b>	New police office structure in Lafia	Tanko Al-Makura	7 <sup>th</sup> Sept. 2017
	<b>ONDO</b>	10 patrol vans to police	Olusegun Mimiko	5 <sup>th</sup> Dec. 2009
		36 patrol vehicles, 5 armored tanks, 500 bulletproof vests to state police	Olusegun Mimiko	10 <sup>th</sup> Feb. 2011
	<b>OSUN</b>	25 Hilux Van, 500 body armors	Rauf Aregbesola	8 <sup>th</sup> August, 2010
<b>RIVERS</b>	4 Armoured Personnel Carriers	Nyesom Wike	September, 2017	
	20 Patrol Vans	Nyesom Wike	July 2016	
	64 Patrol Vans	Nyesom Wike	5 <sup>th</sup> August, 2015	
	50 Hilux Patrol Van	Chibuike Amaechi	2015	

sure security, the present imposition of a centralised police force on Nigeria's federal structure has rendered the force inefficient.

He said Nigeria, as a country that practices the Federal System of government, is ripe enough for state police.

The governor said other countries practicing the Federal System, such as the United States (US), Australia, Switzerland, Germany, Canada, India and Ethiopia, have state police.

Nigeria's Federal and Presidential systems are patterned after those of the US, but the policing system has no bearing to the US's system.

He said: "The constitution of the US allows the federal, state, local and even special districts, such as universities, to perform police functions. The relationship among all the police services is properly coordinated for the exchange of intelligence and crime prevention.

"The Federal Government of Australia maintains police forces alongside the federating units. Germany is a federation made up of Landers (equivalent of states). The German Constitution concedes most of police powers to the 16 Landers, even though the Federal Government is allowed to legislate on the subject.

"In Switzerland, the constitution empowers the federating units, which are called the Cantons, to share policing functions with the Federal Government. In Canada, the national government shares policing functions with the federating units, which are called provinces.

"In India, each state has its police force. The State Police Force is responsible for maintaining law and order in the townships and rural areas, while major cities have their respective Metropolitan Police Services.

"It is evident from the foregoing that Nigeria's refusal to reflect the federal structure in its policing structure is the exception, rather than the rule in comparative federal systems.

"The challenges of the police, such as funding, manpower and training, could be easily addressed if Nigeria adopts a federalist police structure through state police."

Taraba State Governor Darius Ishaku said. In the face of the herdsmen-farmers crisis, he was confident that creating state police would go a long way to tackle repeated killings and bring criminality to the barest minimum in the country.

"We must keep the country as one and in peace and, therefore, as of a necessity, some structural defence must have to be amended," he said.

Governor Ishaku added, "I'm sitting here as a governor, but I cannot control one troop. In America where we copied the constitution, there is state police, there is local government police, and there is federal police.

He described the inability of the state to deal with the challenge as very worrisome, stressing that the governors in states affected by the killings were rendered helpless, lame bulldogs, Ishaku said about the governors.

"I'm not saying the police haven't tried; if they are given real equipment with training and backed up with funding, the police can solve any problem."





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# #kidsAreAmazing Winners



@Muyii

To Olukoyejo  
You are simply awesome From birth  
till date bless God for giving you to  
us You are amazing  
Luv dad

@Faiza73

Eva is a super princess who  
can do anything with her super power,  
especially love her family.

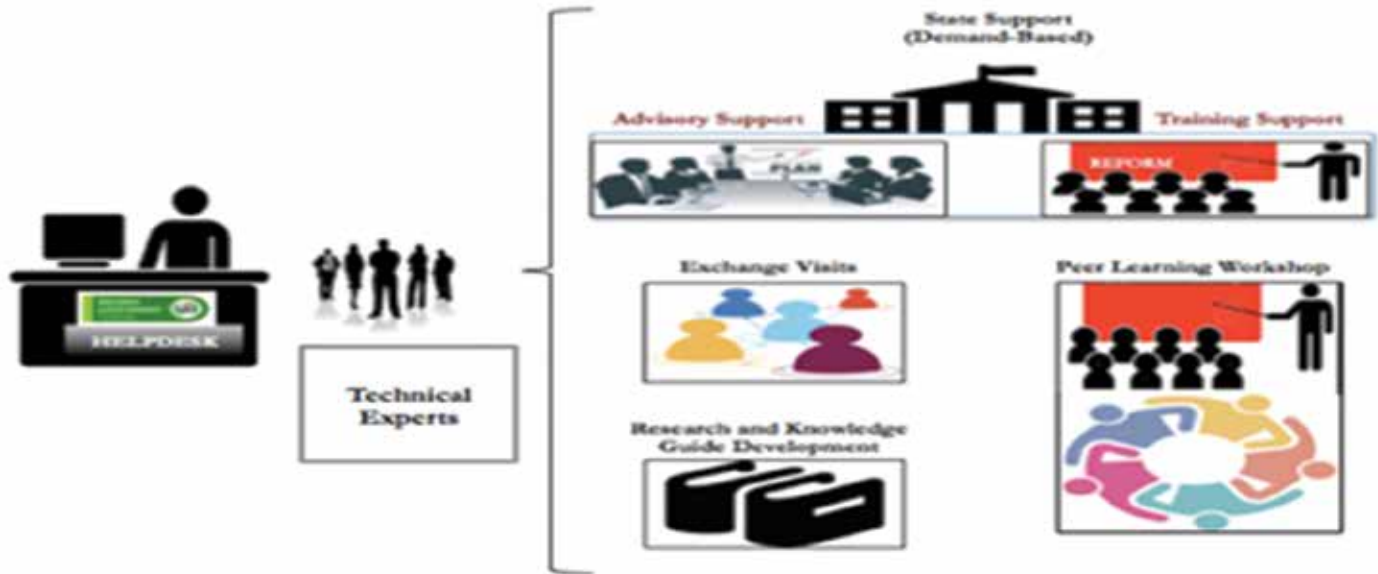


# Help Desk: Providing hands-on support to states

In March 2017, the NGE, in collaboration with the Bill and Melinda Gates Foundation launched the HelpDesk programme to provide technical support to States. The programme is aimed at improving their development performance by providing demand-based

advice and technical support in key areas of governance including public financial management and domestic revenue financing. This support is delivered through a process modelled to be participatory, evidence-based, credible, and consistent as well as reform triggering.

## Support Model



## Support Process



Visit the HelpDesk portal via [www.nggovernorsforum.org/helpdesk](http://www.nggovernorsforum.org/helpdesk)

Complete the Request for Support/Request for Further Support Form, attach a cover letter signed by a high-level State official, and submit online

HelpDesk reviews State's request and recommends policy tool/guide where available or designates a technical expert to provide direct assistance to the State

In the case of direct assistance, a diagnostic study visit to the State is initiated

Technical support/training is provided to the State based on findings from the diagnostic study visit

The HelpDesk programme is pivotal to three objectives of the Forum's 2017-2020 Strategic Plan:

- To render assistance to States to better manage their economies
- To remain the anchor for peer learning, reflection and sharing of experiences on sub-national issues
- To strengthen the NGF Secretariat as a policy hub and resource centre on matters of subnational governance

Activities

Internally Generated Revenue Diagnostic Study Visits and Capacity Building Trainings

In quarter one, the programme embarked on diagnostic study visits to Niger and Ogun State Internal Revenue Services to discuss further about their IGR Dashboard results and recommending reform actions necessary to address identified challenges to effective tax administration in the States. The team applauded the States in areas where peer-learning opportunities were identified, including adoption of an e-billing system in the case of Niger State IRS and a unique collection system for road taxes as well as the presentation of a tax harmonization bill to the State House of Assembly by the Ogun State IRS.

Sequel to this, the HelpDesk provided training to the Staff of both IRSs on the principles of tax administration, the Nigerian tax law and tax policy as it applies to modern day taxpayer structures. To also ensure efficient administration within the various Internal Revenue Services (IRS), directors, heads of units and other line managers were trained on key managerial techniques such as process mapping, business triage, TAKT time, data management and reporting

for better workflow and strategic management.

Based on popular demand by State Internal Revenue Services, the HelpDesk developed a special module on tax audit aimed at enhancing the skills of audit officers in making evidence based and data driven best judgement. This new training module was piloted at the Anambra State IRS from 2nd – 4th July 2018. In attendance was the Chairman, heads of departments under core tax, including back duty and all audit staff from area and field offices. Participants were trained on how to conduct successful audit interviews, profile a taxpayer and raise effective best of judgment assessments. This was followed by an interactive session during which participants were engaged in role-play exercises requiring them in groups to use acquired skills to profile a subject taxpayer on whom they had little or no information about.

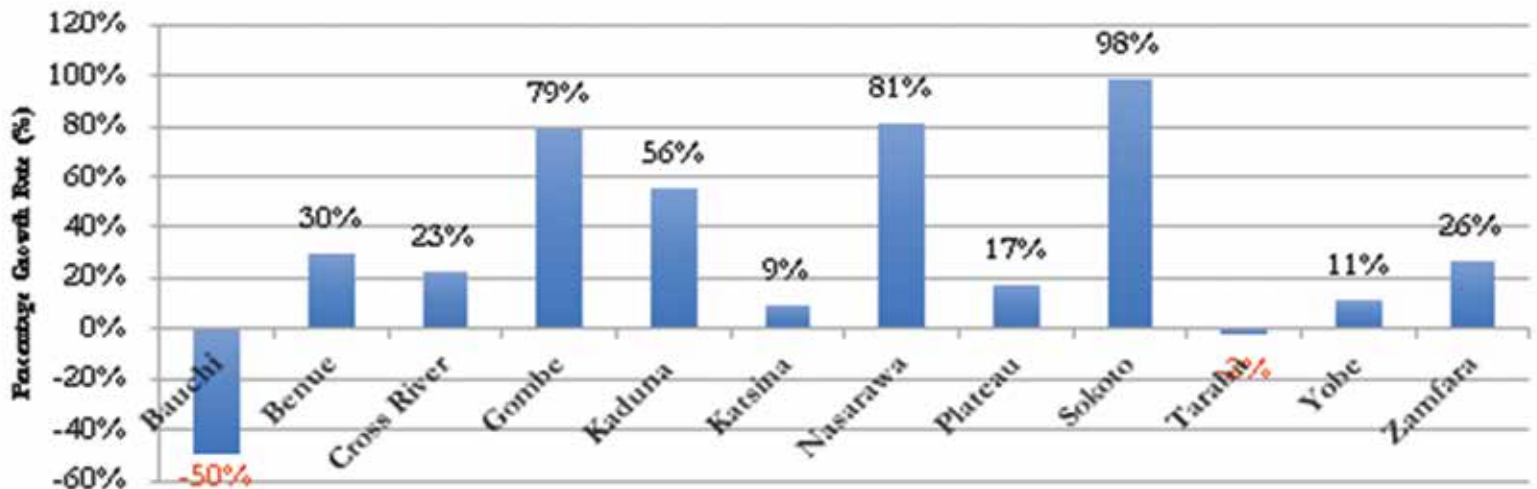
Recent data as shown below indicates that ten of twelve States supported by the HelpDesk on IGR in the last year all recorded growth except for Bauchi and Taraba States whose IGR growth dipped. However, these can be traced to delayed implementation of key reforms including active financial and administrative autonomy as well as the domestication of a presumptive tax regime

to adequately cater for the informal sector. Also, the Taraba IRS at the time, lacked adequate supervision of key revenue streams, including produce and livestock tax, for which the Ministry of Agriculture solely contracts collections out to agents, hence, leaving the service at their mercy.



Training Workshop: Niger State IRS, Minna, 26th – 27th February 2018

2017 IGR Growth Rate of States Supported





## Source: Joint Tax Board

Annual IGR Distribution amongst supported States in 2017		2016	2017
S/N	State		
1	Bauchi	8,677,265,878	4,369,411,450
2	Benue	9,556,495,064	12,399,414,558
3	Cross River	14,776,808,332	18,104,562,226
4	Gombe	2,941,438,111	5,272,273,408
5	Kaduna	17,051,864,537	26,530,562,881
6	Katsina	17,051,864,537	26,530,562,881
7	Nasarawa	3,402,616,062	6,174,136,953
8	Plateau	9,191,372,278	10,788,283,409
9	Sokoto	4,545,765,528	9,018,844,307
10	Taraba	5,895,538,974	5,764,251,234
11	Yobe	3,240,867,568	3,598,131,937
12	Zamfara	4,777,169,538	6,023,994,931

Also, Anambra State IRS was recently in the news (Sun Newspaper, 27th July 2018) for an audit interview conducted by one of its Staff, Mrs. Nwakpudolu Juliet for an ex-governor of the State, Peter Obi. The former governor described the conduct of the staff of the IRS as exemplary, encouraging tax officers to emulate similar professionalism in dealing with taxpayers.

To further deepen the programme's efforts in ensuring effective tax administration by the State IRSs, the NGF, in partnership with the Joint Tax Board (JTB) began embarking on advocacy visits to States in the later part of quarter one with its pilot being Nasarawa State which the delegation visited on the 23rd of April 2018 to sensitize the State Governor and the State Executive Council on the need to extend their full support to the State IRS and strengthen the State's entire tax architecture to ensure the immediate adoption of critical ICT infrastructure, passage and amendment of relevant laws amongst others. The State Governor, His Excellency Umaru Tanko Al-Makura, recognising the value in the recommendations put forth by the delegation, expressed his commitment to granting full autonomy to the State Revenue Service, including complimentary reforms that will help the State improve IGR generation.

In the coming months, the HelpDesk programme intends to deploy the following trainings at the regional level:

- Management courses This is an interactive workshop for SIRS executives that will explore best practices in management. It will also provide an opportunity for executives to discuss managerial challenges and strategic actions to address them. Modules will cover areas such as strategic recruitment, balance scorecard development, performance appraisal, workflow and process management, data-driven management etc. This will also prepare SIRS for administrative autonomy
- Train-the-trainer programme: The programme is designed to prepare reform champions for SIRS who are expected to train other staff of the Service, critical knowledge and skills necessary for effective tax administration. Modules will cover areas such as tax audit, enforcement, data-driven management, informal sector engagement and automation.

#### Public Financial Management Technical Support

The programme supported the Cross River State 30 years Growth and Development Strategy (GDS) from 2nd to 5th of May 2017, providing diagnostic and capacity building support on Debt Sustainability and Revenue Forecasting. This was to ensure realistic fiscal projection for the GDS and integration of a strong debt management strategy considering that the State

was at the time in distress having surpassed the Fiscal Sustainability Plan (FSP) prescribed solvency and liquidity ratio of 250% and 40% respectively. Key deliverables from the support included a debt sustainability analysis (2011 -2016), Revenue Forecast (2017 - 2047) and a Fiscal Strategy Paper.

In 2018, the programme supported the Ebonyi State Ministry of Finance and Economic Development, and the Ebonyi State Planning Commission 25th - 26th April 2018 in conducting a diagnostic study of their public financial management system and human resources profile in order to understand their existing systems and processes for governance; and to identify challenges, weaknesses, system gaps, capacity gaps as well as process gaps with a view to making appropriate recommendations for capacity strengthening of these institutions to deliver more effectively on their mandates and serve the citizens better. The HelpDesk programme is currently developing a training to address some of the challenges identified during the diagnostic study including skill gaps for revenue forecasting, performance reporting, debt sustainability analysis, development of State plans, sector strategies and fiscal strategy paper amongst others.

#### Research Studies

In a bid to support evidence-based policy advocacy to States, the programme commissioned two-research studies-

One is on the Implementation of an Integrated Financial Management Information System (IFMIS) by States, highlighting individual systems, indicative cost of deployment, common challenges, system gaps and recommendations. As part of the study, it became important to understudy the implementation experience of a few States, which have successfully implemented their IFMIS and are actively employing one or more modules especially financial and payroll. After careful assessment of States implementation Status and sustainability track record beyond donor support, Plateau and Kaduna State were selected for the case study exercise. The NGF technical team visited Plateau State from the 4th to 6th of June 2018, engaging with the executive management of the Office of the Accountant General including the Accountant General, Director Treasury, Director Administration & General Services, Director Financial Reporting & ICT, Director Revenue & Investment and Director Internal Audit & Control. Also, the team visited other MDAs relevant to the SAP IFMIS of the State including the Office of the Head of Service, Ministry of Budget and Planning, Ministry of Finance and Office of the State Auditor General on the States' IFMIS implementation experience.

The programme will be visiting Kaduna State between 7th - 9th July 2018 to understudy their IFMIS implementation, especially their deployment of the payroll module. Overall, from current findings, common challenges which lead to technology failures and deficient functionality in IFMIS implementations include: institutional resistance to adoption, inadequate capacity of project teams to execute, poor incorporation of standard business processes for related operations and poor leadership commitment. Thus, State governments need to ensure a suitable political environment, institutional alignment with project mandate, ensure professional staffing of project teams, flexible project management and clarity of design to achieve successful deployment of IFMIS. The deployment of which will provide support for better governance, transparency, accountability and significantly improve efficiency in government operations.

The programme in collaboration with the World Bank also commissioned a research on Estimating the IGR Potential of States. The study is based on an in-depth study of six (6) States using a mixed methods approach, applying both a desk-based review/data analysis and semi-structured interviews. The choice of a mixed methodology approach permits deeper analysis of data and trends to understand underlying factors that define the State's tax gap and space. Semi-structured interviews will identify the level of tax policy alignment and ownership across taxpayer groups in each State. Also, an estimation model will be developed for States to improve that IGR forecasting. Following Kwara State's indication to be pilot for the study, a mission was conducted to the State from 25th - 29th July 2018. During the visit, the research team met with the State Government, executive management, heads of MDAs, trade unions and associations and local government chairmen to understand revenue operations in the State,

at different levels and across MDAs.

Development of knowledge Guides

The HelpDesk has been working on a series of guides, which will be made available to States Boards of Internal Revenue in the coming months ahead on the HelpDesk website: <http://nggovernorsforum.org/helpdesk>. This will include a Human Resources Management (HRM) Guide and a Tax Audit Guide. This is to facilitate self-learning and intensify capacity building efforts of the programme.

The World Bank States Fiscal Transparency Accountability Sustainability (SFTAS) Project

The World Bank has approved a 3-year US\$750 million States' Fiscal Transparency and Accountability Sustainability (SFTAS) programme-for-results for Nigeria. The facility is aimed at deepening the existing reform agenda of sub-national governments to strengthen fiscal transparency, accountability and sustainability. The project focuses on four Key Result Areas (KRAs):

- Fiscal transparency and accountability
- Strengthening domestic revenue mobilization
- Strengthening efficiency in public financial management
- Sustainable debt management

NGF has been selected as one of the implementing agencies to execute the technical assistance component of the programme. This is intended to deepen our strategic support to States through resource development; hands-on training programmes strategy workshops and peer learning events.

The NGF HelpDesk will be providing support to States across 13 support areas and 3 KRAs highlighted below:

Key Result Area (KRAs)	Disbursement Linked Indicators (DLIs)	Areas of Support	Target (36 States and FCT)
Increasing Fiscal Transparency and Accountability	DLI1. Improved financial reporting and budget reliability	1. Preparing financial statements according to IPSAS	<ul style="list-style-type: none"> <li>• Office of the Accountant General</li> </ul>
		2. Preparing annual State budgets according to National Chart of Accounts	<ul style="list-style-type: none"> <li>• Ministry of Budget and Planning</li> <li>• Ministry of Finance</li> <li>• Office of the Accountant General</li> </ul>
		3. Auditing financial statements	<ul style="list-style-type: none"> <li>• Office of the Auditor General</li> <li>• Office of the Accountant General</li> </ul>
		4. Preparing a credible MTEF/MTSS/FSP	<ul style="list-style-type: none"> <li>• Ministry of Budget and Planning</li> <li>• Ministry of Finance</li> <li>• Office of the Accountant General</li> </ul>
		5. Preparing budget implementation reports	<ul style="list-style-type: none"> <li>• Office of the Accountant General</li> <li>• Ministry of Budget and Planning</li> <li>• Ministry of Finance</li> </ul>
Strengthening Domestic Resource Mobilization	DLI3. Improved cash management and reduced revenue leakages through implementation of the State TSA	6. Developing a cash management strategy	<ul style="list-style-type: none"> <li>• Office of the Accountant General</li> <li>• Ministry of Finance</li> </ul>
		7. Implementation of State-level IFMIS and adoption of TSA	<ul style="list-style-type: none"> <li>• Office of the Accountant General</li> <li>• Ministry of Finance</li> </ul>
	DLI4. Strengthened Internally Generated Revenue (IGR) collection	8. Developing a consolidated State revenue code	<ul style="list-style-type: none"> <li>• Ministry of Finance</li> <li>• State Board of Internal Revenue</li> <li>• Joint Tax Board</li> </ul>
Strengthening Efficiency in Public Expenditure	DLI5. Biometric registration and Bank Verification Number (BVN) used to reduce payroll fraud.	9. Strengthening tax administration and policy	<ul style="list-style-type: none"> <li>• Ministry of Finance</li> <li>• State Board of Internal Revenue</li> <li>• Joint Tax Board</li> </ul>
		10. Strengthening biometric capture (linked to BVN) and payroll/ HR database to reduce payroll fraud	<ul style="list-style-type: none"> <li>• Head of Service</li> <li>• Office of the Accountant General</li> </ul>
	DLI6. Improved procurement practices for increased transparency and value for money	11. Development of State-level Procurement framework	<ul style="list-style-type: none"> <li>• State Bureau of Public Procurement</li> <li>• Tenders Board</li> </ul>
		12. Implementation of the eProcurement business process and change management	<ul style="list-style-type: none"> <li>• State Bureau of Public Procurement</li> <li>• Tenders Board</li> <li>• Office of the Accountant General</li> </ul>
		13. Adoption of the Open Contracting Data Standard (OCDS)	<ul style="list-style-type: none"> <li>• State Bureau of Public Procurement</li> <li>• Tenders Board</li> </ul>



# NGF January Meeting



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1. L-R: Kebbi State Governor, Atiku Bagudu, Borno State Governor, Kashim Shettima, Kaduna State Governor, Nasir el-Rufai and the Chairman, NGF & Gov. of Zamfara State, Alh. Abdulaziz Yari Abubakar.

2. Ogun State Deputy Governor, Mrs Yewande Onanuga (left) and her Imo State counterpart, Prince Ezeakonobi Madumere.

3. L-R: DG, NGF, Mr. Asishana. B. Okauro, Yobe State Governor, Mohammed Badaru Abubakar and Kano Kano State Governor, Umar Ganduje.

4. L-R: Governors of Ebonyi, Kano and Edo States, Dave Umahi, Umar Ganduje and Godwin Obaseki.

5. L-R: Deputy Governors of Osun, Rivers, Lagos, Enugu and Ogun, Titilayo Laoye-Tomori, Ipalibo Gogo Banigo, Idiat Oluranti Adebule, Cecilia Ezeilo and Yetunde Abosedo Onanuga respectively.

6. L-R: Gov. Abdulfatah Ahmed, Zamfara State governor, Abdulaziz Yari Abubakar, Edo State Governor, Godwin Obaseki and the Minister of Finance, Mrs. Kemi Adeosun.

7. L-R: Taraba State Governor, Darius Ishaku, Gombe State Governor, Hassan Dankwambo, Akwa State Governor, Emmanuel Udom, Dr Abdulwahab, Senior Health Advisor and the DG, NGF, Mr. Asishana. B. Okauro.



## Govs to NNPC: Where's the money?

The general public remains regrettably oblivious of why governors are putting pressure on the Nigeria National Petroleum Corporation (NNPC) to come-clean. Governors under the aegis of the Nigeria Governors Forum, NGF, are only asking the NNPC to declare what is due to the national treasury. But the NNPC has nothing but excuses. For every simple question relating to shortfalls or remittances to the Nigerian treasury, the NNPC provides an excuse, plausible or not.

As an agency of government, NNPC has consistently flouted the principles of reality. Every agency of government must account. But NNPC prefers to be left alone, even if its activities will pauperise Nigeria. While all the Joint Venture partners and other stakeholders smile to the bank, Nigeria, the owner of the oilwells where the crude is extracted and its hordes of workers, get little or nothing. Not surprisingly, many, including some governors who spoke at the last NGF meeting, have called for the dissolution or government's total divestment from the NNPC, as a result.

In the last couple of months, the disagreements

between the NNPC and the NGF acquired a life of its own, leading to what the media described as a "deadlock".

State governors have alleged an inflation by almost 50 per cent in the Nigeria National Petroleum Corporation (NNPC) figures on petrol consumption and demanded a probe of oil subsidy payments from 2015 till date. But NNPC insists there is no cause for alarm. It had even been able to convince the presidency until the NGF demanded proof.

After a meeting with the Vice-President, Professor Yemi Osinbajo, the governors demanded to know why the NNPC has almost doubled the figure of daily consumption of petrol from 35 million litres to 60 million litres, just to justify their inaction in giving the Federal Government money.

Governor Yari Abubakar had had to ask NNPC, "who are you working for?"

But NNPC remains unperturbed. "On the issue of cost recovery otherwise called subsidy, which resurfaced despite the efforts of Mr. President to discontinue its payment, oil was \$40 per barrel and now it is about \$78 a barrel, yet the NNPC is depending largely

on importation, just so as to continue with subsidies" the Chairman of the Nigeria Governors Forum and Governor of Zamfara State, Abdulaziz Yari Abubakar, said.

The Chairman of the NGF insists that something is amiss: "the cost is higher than what they are selling at the filling stations and they need more money. When there was no cost recovery, the NNPC clearly gave us 35 million liters per day as the consumption of Nigeria. But now that the new regime of cost recovery has surfaced, NNPC is claiming a daily consumption of 65 million liters per day? We rejected and said no.

Yari explained that "So many of our international partners are saying that even if we are supplying Nigeria, Cameroon, Ghana and Niger, we cannot consume more than 35 million liters per day.

Another area of concern is that NNPC is making payments on behalf of Nigeria on Cash-calls; not just that, the NNPC is making payment of cash call arrears of Nigeria's contribution. Our main concern is that in 2015, they said about \$16.8 billion which is outstanding was not paid by the last administration and they negotiated it down to \$5.1 billion.

What NGF said specifically is that they should bring how much they have paid from 2015 to date and what is outstanding. And directed they stop payment until the claims are verified, Governor Yari Abubakar, said.

But instead of doing the needful, the NNPC resorted to shifting the goal-post. It new excuse, "porous borders".

The chairman of the Governors forum argued that since the NNPC indicated "porous borders" as the reason for the increase in petrol consumption, NGF directed all petrol stations less than 10 kilometres to the nation's borders to be shut down by the Department of Petroleum Resources (DPR) until they are recertified.

"We are now taking a very hard decision, Yari Abubakar explained, because NNPC said the reason why they were lifting 60 million per day is because our borders are porous, so we have taken the decision that any filling station that is 10 kilometers on the border side should be closed by DPR. And, then we will do recertification according to our people's needs."

The governors also demanded that the NNPC must henceforth clearly differentiate its earnings in

sales as against taxes before remitting funds to the Federation Account to avoid unexplained shortfalls. Last month, the NGF Chairman told the meeting that while the government expected N172bn the NNPC was offering N157bn as remittances. It was rejected by governors.

The concomitant result of all these is that the Nigerian worker who derives his livelihood from the takings by NNPC is forced to live without. For nearly three months, the FAAC allocations to states remained hung and salaries became once again, an issue. And between states and the NNPC there was a deadlock!

After a meeting with Governors Abdulaziz Yari of Zamfara State, Abubakar Badaru of Jigawa State and Abubakar Atiku Bagudu of Kebbi State as well as the Chief of Staff to the President, Abba Kyari, at the Presidential Villa, President Muhammadu Buhari agreed to take steps to address the issues that led to the deadlock. Whether NNPC would adhere to presidential intervention is left to be seen. But governors remain unbowed and continue to ask NNPC the tough question, Where is the money?



# Between Rwanda and Nigeria

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ABDULRAZAQUE BELLO-BARKINDO

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Our trip to Rwanda was supposed to be a red-eye-shuttle. The mission seemed easy; arrive Rwanda on Friday evening, rest, meet President Paul

Kagame the following morning and deliver a proposal to invite him to Nigeria Governors' Forum's flagship "State of the States" conference expected to hold in November, go sight-seeing on Sunday to the horrendous relics of the country's genocide memorial, attend a wedding banquet in the evening and return on Monday. Everything appeared all worked out.

But man proposes and God disposes. Things do not always go according to plans. Preparatory to the trip I read books on Rwanda, looked for restaurants and historical monuments among other things. One book, *We Survived*, by Wendy Whitworth, provide me insight into the history of that country through the eyes of ordinary Rwandans. Nothing though, tells you what to expect regarding the security infrastructure in Rwanda or the rhetoric that compels Rwandans to embrace their current reality. Some things only need to be experienced to be understood.

I travelled in the company of my Director-General, Mr Asishana Okauru and his wonderful wife and former boss of the Federal Inland Revenue Service, Ifueko Omoigui-Okauru. In planning the trip, I thought it best to travel by RwandAir, to relish its African experience. The flight was splendid. The crew was all indigenous with Captain Safu in control. My wife Agatha, who had only days earlier, arrived from Europe and latched on to the trip with us, argued with me vehemently about take-off and landing, as usual. But once in Kigali, we began to see what is needed to keep an African country on the path to progress.

As Nigerians, we were allowed to obtain our visas on arrival in Kigali, but one of the girls that arrived with us who happens to be Ghanaian simply strolled through the corridor while we were being interrogated on our mission to the country. This means that Ghana is visa-exempt in Rwanda but Nigeria isn't. To me, this marked the beginning of the deconstruction of Nigeria. We stayed at the High-Ground Villa, an exquisite lodge run by a young engineer Claude who proudly introduces the edifice and concludes jokingly, saying "and I'm the owner". There is compelling reason why Claude should be proud. The villa sits atop Rebero Mountain with panoramic views of Kigali and its endless hills. During the day it looks a lot like Ibadan, running splash in rust and gold, but at nights the sparkles of tiny lights in the hills make the town look like paradise unexplored, a view that power-failure denies Ibadan. Claude calls Rwanda "the country of a thousand hills and a thousand opportunities". He's right on the dollar!

Indeed, any young entrepreneur would bask in the glory of Rwanda's opportunities. Claude's views of Nigeria, though, are ones that make my gaze

dip. "If we had the oil and the solid minerals that Nigeria has, we would have been aiming to rule the world", he enthused. To get even, in a quick-take-back, I said to Claude "or you'd have burnt

each other with the oil, knowing your history of violence against one another." But his message is loud and clear – read – Nigerians are wasting AF-RICA'S opportunities. The amazing thing, as he explained, is that quite unlike Nigeria, where tribe, ethnicity and religion have been our bane, Hutus and Tutsis are merely a creation of some phoney Belgian colonialist who stratified the people by sharing meaningless identity cards among them. They are the same tribe and one people. As at today, it is illegal, in fact an offence, to introduce oneself as either Hutu or Tutsi in Rwanda.

To think because of the genocide that Rwanda would be all male, pale and stale is perhaps the most fatalistic impression of that country. Kigali is a beauty to behold. Although at the Genocide memorial we were told by a guide that virtually every bit of Rwandan soil is probably a corpse beneath, the people of Rwanda move around with pride, and speak with tongues of humility, see with eyes of hope and reason with a lot of wisdom. In fact, a mass grave was dug out just a week before we set foot in Kigali and they continue to make such gory discoveries all around the country, but the people keep hope alive. It is ironic, that most older males walk around with a limp or an amputation, all memories of the genocide in a population that is at best young and evolutionary.

As a country, Rwanda represents the most present impression of an African state moving in the right direction. Its capital is reputed to be the cleanest city in Africa and I asked my taxi driver, Gikondo, what would happen if I threw a piece of paper on the streets, as Nigerians are wont to do and he told me that as a visitor you'd be considered ignorant, but added that, even if the president were driving behind you, he'd stop and pick the piece of dirt up himself.

It is the best indication of faith in a country and its leadership. But here is the teaser. Our visit coincided with a state wedding, which was accompanied by a state banquet that we attended on Sunday. While every guest was seated, and the comperes, a male and a female, were bantering with jokes, Paul Kagame, the president himself, walked in casually, traced his place in the crowd, sat down, looked around for the bride and the groom, sighted them, walked over there to greet the newly weds and returned to his seat while the proceedings continued uninterrupted. There was no interjection announcing his arrival, no national anthem and no sign that someone who was better than the rest had come. We often argue over why Kagame was wanted for a third consecutive term. Visit Kigali, there is proof that hope lives in Kagame's humility and his vision. There are cameras everywhere, but there is freedom too. That, I liked about Kigali.