



NIGERIA GOVERNORS' FORUM



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Acknowledgements

We wish to express our profound gratitude to our principals – the 36 Executive Governors of the States of Nigeria – for their support to the NGF Secretariat in setting and actualising the Forum's agenda. Their willingness to vigorously pursue the development agenda in the States is most encouraging.

When we came on board, one of the earliest decisions we took was that the Nigeria Governors' Forum needed a Roadmap and a Strategic Plan that encapsulates our agenda for the next three years. Several of our stakeholders indicated a desire to partner with us in driving different aspects of our agenda.

The State Partnership for Accountability, Responsiveness and Capability (SPARC) Programme of the United Kingdom's Department for International Development (DFID) offered to assist us with technical resources to put together a three-year Strategic Plan. It was a most welcome development and we owe them a debt of gratitude.

A work of this nature would not have been achieved without the support and contributions of stakeholders. Our policy consultants and advisers have been most resourceful and we could not have gone very far without their professional and technical contributions and insight. We cannot thank them enough.

Finally, I wish to thank my colleagues on the Management of the NGF Secretariat as well as all other officials of the Secretariat for their doggedness and tenacity in ensuring the success of this project.



A.B. Okauru, Esq
Director General
April, 2010



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Foreword

A Strategic Plan serves as a roadmap for any organisation and guides both its leadership and membership in achieving its stated objectives. This Strategic Plan, which is designed to cover the period 2010-2012 and put together with the help of the State Partnership for Accountability, Responsiveness and Capability (SPARC) Programme of the United Kingdom's Department for International Development (DFID), not only sets the tone for the future activities of the Nigeria Governors' Forum (NGF) but provides the direction for its future engagements.



This document represents our strategy for advancing all aspects of the Forum's readiness to collectively confront the challenges of governance and ultimately building a truly democratic Nigeria. The NGF has a strategic and focal role to play in promoting unity, understanding and co-operation in the country and with this Strategic Plan as a guide, we will continue to build a coordinated, targeted and result-oriented Forum. This Strategic Plan is an important component in our resolve to forge a new direction.

As servants and custodians of the public trust, we are committed to exercising robust oversight using efficient and resourceful approaches to implement this plan. Members are therefore invited to accept this document as our collective plan and use it to measure our success in attaining the objectives and goals set herein.

Finally, I wish to commend those whose relentless contributions culminated in the document we have today - the team from SPARC, members of the NGF, management and staff of the NGF Secretariat and the Secretariat's Policy Consultants.

A handwritten signature in black ink, appearing to read 'Abubakar Saraki', written in a cursive style.

Dr. Abubakar Bukola Saraki
Executive Governor, Kwara State Chairman, Nigeria Governors' Forum April, 2010

I. Introduction

This is a Strategic Plan for the Nigeria Governors' Forum, an informal non-profit making organisation that brings together the democratically elected Governors of the States of the Nigerian Federation.

The purpose of this Strategic Plan is to give direction and focus to the Nigeria Governors' Forum (NGF or 'the Forum') and to enable our partners, stakeholders and other interested parties to have a better understanding of what we exist to do and how we propose to do it. The key strategic elements of our plan are our vision, mission and objectives which form the heart of this plan. However, we have also included information about the governance challenges that we hope to help address in the short term - these are our priority issues. The initial set of priority issues that the NGF will concern itself with are set out in section 12 of this plan.

This Strategic Plan covers a three year period and will be reviewed annually at which time the activities undertaken by the NGF in the preceding year will be evaluated and the priorities reviewed and if necessary adjusted to enable the achievement of our objectives.

Whilst the NGF has been in existence for more than a decade, it has in the past 12 months undergone a far-reaching restructuring and reorientation aimed at redefining the role it seeks to play in the development of Nigeria. The preparation of this plan is one element of this process and will itself inform the order and timing of the ongoing adjustments to the structure and operations of the Forum and its Secretariat. Whilst this plan sets out where we want to go and what we want to achieve, we realise that the journey will not be an easy one, nor will it be a quick one. We anticipate that it will take three years or more to develop and grow sufficiently to achieve our demanding objectives. In

recognition of this, we will develop outline work plans for each of our strategic objectives which set out the manner and timing of the development process. These will reflect the need to consolidate, learn and adjust as we go along, to ensure the best possible end product, taking into account the Nigerian environment.

One of the major challenges the NGF faces in delivering the objectives set out in this plan will be securing resources both in terms of quantity and, in the case of staff and equipment, quality. We have begun discussing the provision of support, both financial and technical with a range of partners, and this plan has been developed with the support of one of those partners. We will use this Strategic plan and the associated work plans to engage with our stakeholders, and seek to secure their support and assistance to enable us to implement these plans. However, we will ensure at all times that our impartiality is maintained and our primary objective of promoting and supporting the development of Nigeria through good governance and cooperation is central to any relationship with partners. With this in mind, we will seek to schedule the implementation of this plan in accordance with the availability of suitable human, technical and financial resources.

Alongside this Strategic Plan and the objective-focused work plans, in the last quarter of each year we will develop an operational plan that sets out the operational activities for the coming year. The operational plan will set out the activities that we intend to undertake in the year, all of which will contribute towards the achievement of our strategic objectives and the attainment of the targets and interim milestones that we have set for ourselves.

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2. Background

The Nigeria Governors' Forum was established following a multi-party conference of all the thirty six democratically elected State Governors at TRANSCORP (then NICON) Hilton, Abuja between the 26th and 29th April 1999. The conference which can be rightly described as the inaugural meeting of the Forum came on the heels of the general elections of 1999 and was organised by the National Democratic Institute (NDI), a US based organisation. The inspiration for the Nigeria Governors' Forum was drawn largely from the American National Governors Association and its formation was mostly facilitated by the NDI based in the US as well as the Canadian based Forum of Federations (FF). The Forum took off under the chairmanship of the then Governor of Nasarawa State, Alhaji (Dr) Abdullahi Adamu.

The formation of the Forum could be said to be a direct consequence of events that have made the creation of States tenable in the first place. It is also the result of events that have trailed the said creation of States. The creation of States had in

most cases been conducted in such a manner as to pander to the whims and caprices of our leaders in the centre, in most parts, military leaders. The result again was that the States thus created were mere appendages of the centre. The many years of military rule did very little to help the situation. On the contrary, it worsened it, resulting in a very powerful centre dictating practically everything within the context of the federation.

It became not only expedient but imperative for States to assert themselves. The need to collectively and positively influence the nature and course of policies at the national level informed the philosophy behind the creation of the Forum. There was every need for States to once again assert themselves, exercise the level of independence that is the wont of a true 'Federation'. It had become necessary to regain their past glory of constituting a credible unit within the wider context of the federation, thereby removing the manifest distortion which militates against the realisation of true federalism.

3. Development of the Strategic Plan

This is the Nigeria Governors' Forum first Strategic plan and it is therefore a ground-breaking document in terms of the development of the Forum. The decision to develop a Strategic Plan was taken in recognition of the increasing role the NGF has begun to play in promoting good governance, improved service delivery and better coordination between all levels of government and non-governmental organisations in Nigeria.

The Forum realises that whilst good progress is being made and the NGF is making an increasing contribution to governance in Nigeria, it is

necessary to have a document which sets out the shared vision of the Governors and the Secretariat and can give structure and direction to their activities.

The process of developing the plan was initiated by the Forum using technical support from one of our partners in relation to the structure, format and methodology for the development of the plan. The senior staff in the NGF Secretariat committed time and energy to the process acting as the conduit between the technical advisers and the Governors.



The process encompassed interviews with a wide range of stakeholders both within the NGF hierarchy and outside; including a former Governor; a Permanent Secretary from the Office of the Secretary to the Government of the Federation; the National Democratic Institute (NDI); and members of the academic community.

Technical tools that were utilised included a detailed 'SWOT' Analysis, involving an assessment of internal strengths and weaknesses of the Forum

and external opportunities and threats. A stakeholder analysis was carried out along with an assessment of the environment in which the NGF is operating, in relation to political, environmental and social issues.

Many lengthy meetings and discussions took place, the end result of which is this plan. We believe that the development process has been robust and has led to the production of an ambitious but achievable plan.

4. Stakeholder Analysis

As part of the process of developing this Strategic Plan, our team identified and analysed the main stakeholders in the Nigeria Governors' Forum. We considered the nature of their interaction with the forum and also the extent to which they have direct or indirect involvement with the day to day operations of the Forum.

The primary stakeholders in the Forum are the State Governors themselves. The benefit of an effective, non-political forum at which they can discuss all manner of issues and challenges that face them, and disseminate information about successful and productive initiatives they have been involved in is clear for all to see. The NGF also enables coordination and cooperation across State borders when and where it is considered desirable. Finally, of particular relevance is the opportunity for Governors to discuss issues of mutual interest or concern and agree a consensus view to take forward to other formal and informal structures at Federal and other levels.

Other significant stakeholders include the other arms of government in Nigeria, including the Presidency, National Assembly and State Assemblies, for whom the NGF represents an avenue for communicating with all the State

Governors. In the same context, many Ministries, Departments and Agencies (MDAs), both governmental and non-governmental, recognise the potential of the Forum as a means of communicating and exchanging views with State Governors.

The most important stakeholders are, of course, the citizens of Nigeria. These are the people that elected the Governors in the first instance and are the key stakeholders in that they are the ones that most want to see good governance in action; a high standard of service delivery and that their Governors and governments are looking after their interests and playing a role in improving their lives. If the Nigeria Governors' Forum can contribute to achieving these lofty ambitions in however small a way, then its existence is justified.

Other stakeholders that have an interest in the success of the NGF include the staff of the Secretariat and the staff of the governmental and non-governmental organisations that they interact with. There are also our bilateral and multi-lateral development partners and members of diplomatic community, who to a large extent, share our vision of good governance and improved service delivery and we hope will continue to place some trust in



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our ability to carry out our mandate by providing further support over the life of this plan.

A critical element of the plan, which is reflected in Strategic Objective 6, is the need to establish and maintain effective two-way communication with all of our stakeholders, whoever and wherever they are. We consider this to be one of our highest priorities and will seek to implement an effective

framework for communications with all of our stakeholders and others as early as possible in the life of this plan.

Having set out the background to the creation and development of our Strategic Plan, the following sections are the heart of the plan and set out what the Nigeria Governors' Forum will strive to achieve over the duration of the plan.

5. Vision Statement



The first key aspect of our Strategic Plan is our Vision statement. This statement illustrates, in a single sentence, the future state that we wish to bring about through the delivery of our plan and the discharging of our responsibilities.

Our vision is idealistic and will be difficult to attain, however, we are confident that with the dedication of the members of the Forum and the commitment and hard work of the Secretariat we can put in place the necessary building blocks that make it achievable.

The vision of the Nigeria Governors' Forum is:

"An effective, proactive, inclusive, non-partisan forum which actively fosters, promotes and sustains democratic values, good governance and sustainable development in Nigeria"

6. Mission Statement



The second key element of our Strategic Plan is our Mission statement. This statement sets out our purpose; our reason for existence; in general terms it says what we want to do. It also illustrates the unique contribution that the Forum can make towards the accomplishment of this purpose.

The Mission of the Nigeria Governors' Forum is:

"To provide a platform for collaboration amongst the Executive Governors on matters of public policy; to promote good governance, sharing of good practice and enhance cooperation at State level and with other arms of government and society"

7. Strategic Objectives



After developing our Vision and Mission statements, we gave more detailed consideration to how we can achieve our purpose and thereby have the chance to realise our Vision. We reviewed the strengths and weaknesses of our organisation and considered the unique opportunities that a Forum of State Governors presents. We also reviewed the manner in which the Forum has operated up until now and identified those areas where we could do more or work in a different way in order to be more effective.

From these deliberations we derived our Strategic

Objectives. These set out what we will aim to do over the coming three years, and are in essence a reflection of the core functions of the NGF. We have sought to ensure that our Strategic Objectives are appropriate to our place in the Nigerian governmental landscape, and well thought out. We consider them to be the key to the successful delivery of this plan and the long-term establishment of the NGF as a force in promoting and supporting good governance in Nigeria.

The six Strategic Objectives of the Nigeria Governors' Forum are:

Nigeria Governors' Forum Strategic Objectives

1. To provide a forum for Governors to discuss issues of mutual interest/national and State concern, share experiences, techniques and good practice and where appropriate reach a consensus; and to present the NGF and Governors standpoint and views in discussions with Federal and other institutions/organisations both national and international;
2. To act as a link between State Governors and governmental and non-governmental institutions on matters affecting governance and service delivery;
3. To provide a vehicle for States to work together in areas of joint or mutual interest and support the development and implementation of coordinated solutions;
4. To play a significant and influential role in dispute resolution at national, state and local government levels;
5. To develop and implement a system of peer review at State level in order to encourage efficient and effective service delivery, improved governance and enhanced development performance;
6. To develop an efficient and effective NGF Secretariat that is able to manage the day-to-day affairs of the NGF and provide specific technical support in a range of areas, including:
 - supporting Governors and their staff to develop their governance and management skills;
 - developing and implementing an effective two-way communications strategy that ensures that all stakeholders are aware of the role of the NGF and the contribution it is making to national development and good governance, thereby enhancing the image of the forum at all levels;
 - identifying, researching, collating and analysing data on key public policy issues and producing reports for consideration by NGF and others including, if appropriate, publication;
 - providing a vehicle for debate and dissemination of ideas and proposals on key public policy issues.

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8. Outputs



Alongside the development of our Strategic Objectives, we also considered the 'Outputs' that we expect to produce as a result of these objectives. These are the 'results' or conditions that will be produced by our activities. We have identified a number of key Outputs, including at least one for each of our Strategic Objectives, which are critical to the achievement of the Objectives.

ensure that they will be produced as long as we successfully carry out appropriate activities in each of our core areas. The production of these Outputs should not be affected by external factors and are wholly within our control, making us clearly accountable for their production.

The key Outputs that the Nigeria Governors' Forum will produce are:

These Outputs have been carefully formulated, to

Nigeria Governors' Forum Key Outputs

- 1a. NGF and its committees meeting regularly, discussing issues of mutual and national interest, sharing experiences and good practice and where appropriate reaching consensus;
- 1b. NGF making a relevant and valued contribution to debate on national issues through formal and informal structures and channels;
2. NGF communicating with governmental and non-governmental institutions in relation to matters affecting governance and service delivery at all levels;
3. States working together bi-laterally or multi-laterally to implement mutually beneficial policies and thereby improve service delivery to citizens across borders and countrywide;
4. NGF playing an influential role in dispute resolution where appropriate and being instrumental in achieving satisfactory outcomes;
5. Peer review system developed and functioning and providing States with accurate and reliable governance, service delivery and development performance data on their own States and information on 'good practice' applied in other States in key performance areas;
- 6a. Appropriately resourced and equipped Secretariat that is able to respond quickly and effectively to the needs of the NGF;
- 6b. Governors and senior support staff have the skills to govern and manage their States in an effective and efficient manner;
- 6c. Communications strategy implemented and information dissemination systems in place and working;
- 6d. Feedback mechanisms in place, functioning and being monitored;
- 6e. Well researched reports on key public policy issues available to Governors for consideration and discussion and, where appropriate, publication;
- 6f. Discussion and dissemination events (workshops/conferences, etc.) being held and contributing to national debate and policy development.

9. Performance Indicators



After developing our Strategic Objectives and the 'results' that we expect to produce when we achieve them, we identified some Key Performance Indicators (KPIs) to enable us to measure the results. We will monitor these Key Performance Indicators at intervals throughout the life of this plan to assess if we are on the way to achieving our objectives/delivering our outputs. Each time we measure our performance we will evaluate the results in order to identify if and when any additional actions are needed to ensure that we can achieve the desired results.

There are three main ways to measure performance: 'Effectiveness' which is essentially a measure of the 'Quality' of performance; 'Efficiency' which is a measure of the level of output for a given level of input (or the level of input for a given level of output); and 'Economy' which is a measure of outputs produced at least cost.

We have focused our KPIs on the first two types of measurement as we are most interested in producing good quality results as efficiently as possible.

We have sought to identify at least one Key Performance Indicator for each of our Outputs.

Our Key Performance Indicators are shown in the table below. The numbers link to the relevant Strategic Objective/Output:

Nigeria Governors' Forum Key Performance Indicators

- 1.1 Number of full meetings per calendar year;
- 1.2 Average proportion of Governors attending meetings (as proportion of total members);
- 1.3 Frequency of exchange of information and best practice;
- 1.4 Frequency of NGF involvement in discussions/meetings on issues of national interest;
- 1.5 Extent to which NGF views are respected/influential/acknowledged as relevant and incisive;
- 2.1 Frequency of NGF Secretariat involvement in meetings with MDAs, development partners, etc. on issues of national interest;
- 2.2 Extent to which NGF Secretariat is invited to/able to participate in discussions/meetings;
- 2.3 Extent to which views expressed by NGF are respected/influential/acknowledged as relevant and incisive;
- 3.1 Frequency of State level cooperation;
- 3.2 Extent to which State level cooperation impacts positively on service delivery to citizens;
- 4.1 Frequency of NGF involvement in dispute resolution and satisfactory outcomes;
- 4.2 Level of credibility of NGF in its dispute resolution role;
- 5.1 Number of peer reviews undertaken (taking into account depth and nature of the reviews);
- 5.2 Extent to which States and/or society accept the findings of the reviews;

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- 5.3 Extent to which States act on the recommendations of the reviews (State Plans of Action);
- 5.4 Frequency of reports and level of acceptance and implementation of 'good practice' by other States;
- 5.5 Assessment of Technical Review Panels on the peer review process;
- 6.1 Level of satisfaction of members with the performance of the Secretariat (e.g. in relation to administration, research, quality of response, etc.);
- 6.2 Proportion of Governors that have received (specified) training/mentoring/guidance;
- 6.3 Proportion of key staff that have received training/guidance in key areas;
- 6.4 Feedback from Governors and staff on relevance and impact of support provided;
- 6.5 Currency of data on websites;
- 6.6 Frequency of press coverage in relation to releases or statements made by NGF;
- 6.7 Satisfaction of media personnel with standard, accuracy and access to information;
- 6.8 Extent to which feedback mechanisms are being used;
- 6.9 Level of satisfaction with feedback mechanism (note: this is not the content of the feedback);
- 6.10 Standard of research papers (Governor satisfaction that cover all the key areas and contain relevant arguments);
- 6.11 Proportion of research conclusions that become NGF policy (also those that become policy at State or Federal level);
- 6.12 Number of events held;
- 6.13 Feedback on 'quality' of events (e.g. standard of speakers, etc.).

Appendix A contains a table setting out the relationship between the Strategic Objectives, Outputs and Key Performance Indicators. The table also includes the mechanism for measuring performance and lists the desired outcomes in relation to each Objective.



10. Targets



In addition to setting out how we will measure the performance of the NGF in relation to achieving our Objectives and generating the Outputs, we have also set some standards or Targets to aim for in respect of some of our Key Performance Indicators. This is the primary means through which we will monitor our progress.

These targets have been established using a 'SMART' approach, i.e. they are Specific, Measurable, Attainable, Relevant and Time bound.

In respect of some of our Indicators we have or will in due course set a series of interim Targets or milestones, which will enable us to measure progress towards producing a final Output and will allow us to monitor and report regularly on the level of our achievements over the duration of this Plan.

Setting 'SMART' Targets is one of the more challenging elements of the development of our Plan. The main reason for this is the absence of baseline information in respect of a number of our measures, and also the difficulties in 'visualising' what should constitute success. As a result, in a number of areas, we have decided at this stage to simply monitor levels of Output in order to obtain a better understanding of whether or not the measures are appropriate; whether it is possible to measure them in any objective way; and if so, what level of performance is realistic/desirable.

Additionally, in this, the first version of our Plan, we have chosen not to include specific targets or milestones in respect of a number of our Objectives. The reason for this is that we wish to engage more closely with our partners to secure

funding in relation to some of the specific activities and only then will we set targets in coordination with our partners.

We have set selected targets for only those areas in which we are already active and these are shown below:

Nigeria Governors' Forum Performance Targets

- 1.1 At least 10 full NGF meetings held per year;
- 1.2 At least 75% average Governor attendance rate at full NGF meetings per year;
- 2.1 NGF represented and actively participating in at least 8 formal committees, all of which meet at least twice a year;
- 4.1 NGF plays an influential role in the resolution of at least four disputes per year;
- 6.1 NGF organising and hosting at least three discussion/dissemination events per year.

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II. Indicative Outcomes



Whilst we have reasonable control over the production of our Outputs and thereby the achievement of our Objectives, the work of the Forum is focused on more than simply delivering its own results. At the level of realising our Vision, we hope that by performing to a high standard and by producing the results we are aiming for, we will be able to influence others working in the same or complementary areas to produce better results which will in turn lead to positive developmental 'outcomes', such as sustained improvements in the standards of governance and service delivery.

To assist the process of understanding what the NGF is ultimately trying to do (i.e. the realisation of our Vision) we have considered what the 'final 'Outcomes' or 'goals' might be for each of our Strategic Objectives. In simple terms these indicate the state which we aspire to reach in respect of each area, in effect they are individual 'visions' for each objective.

In addition to monitoring progress towards delivering our Outputs (and achieving the Targets we set) we will evaluate the impact of our work by assessing how far we have been able to influence and cause the Outcomes listed below.

The Outcomes which we hope the achievement of our Objectives will contribute to are:

Nigeria Governors' Forum Indicative Outcomes

- 1a. Well informed policy inputs that lead to greater understanding, coherence and improvements in governance at all levels;
- 1b. Enhanced inter-governmental relations;
- 1c. Well-informed governance and improved standards of service delivery;
2. Greater collaboration between arms of government and improved governance and service delivery at all levels;
3. Improved service delivery through efficient and effective coordination of policies across States;
4. Disputes resolved quickly and acceptably to all parties;
5. Improved governance, service delivery and development performance;
- 6a. Efficient and effective Secretariat providing high quality support services to the NGF;
- 6b. Governors managing their States more effectively, exhibiting improved governance and thereby improving their own image and that of the governorship institution;
- 6c. Stakeholders aware of the Forum's role, activities and contribution to national development and are themselves contributing to the discussions on matters of national interest;
- 6d. Improved policy implementation at all levels, backed up by high quality research documents;
- 6e. Institutionalisation of evidence based policy making;
- 6f. NGF playing an important role in hosting and promoting events on national issues the output from which are contributing to formulation and implementation of policies that improve governance.

12. Prioritised Key Issues

The main reasons for the creation of this Plan are to enable the NGF to improve its strategic direction and to help the NGF to focus on the areas of performance that could lead to meaningful and sustainable improvements in the standards of governance and service delivery.

However, at any specific time there are always particular issues or tangible areas that are of concern to governments at all levels (Federal, State and Local) and to other organisations because of their importance to citizens and the quality of their lives. In this section we indicate the 'high level' Issues which the NGF considers to be the priority issues or areas to be addressed over the life of this plan. The purpose is to give our stakeholders and partners a clear understanding of what aspects of governance we intend to focus our efforts on.

Supplementary to these 'high level' Issues, we have identified more precise aspects of each of these Issues that we think should be urgently addressed and where we believe we can play a significant role in advocating reform and improvements. We have included these more precise Issues in Appendix B to this Plan.

The contents of Appendix B will be reviewed annually, at which time there may be need to review the priority areas set for the following year. We also recognise that on occasions new or previously low priority Issues take on much greater importance than existing ones and it is sometimes necessary to change the focus or add new Issues in mid-year. In such circumstances, we would seek to indicate any changing priorities to our stakeholders through our website and other media.

The high level Issues which the Nigeria Governors' Forum has prioritised for 2010 are:

Nigeria Governors' Forum Priority Issues

1. Leadership, Management and Operational Skills Development;
2. Economic Issues (Including Fiscal Responsibility and Internally Generated Revenue);
3. Health;
4. Infrastructure;
5. Education;
6. Water.

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13. Assumptions and Risk Assessment

In drafting this Plan certain Assumptions have been made in relation to the environment in which the NGF will be operating over the coming years. If one or more of these Assumptions should prove to be incorrect or cease to apply, there may be a consequent impact on the ability of the NGF to implement this Strategic Plan and operate effectively. The key Assumptions that we have made that are relevant to the life of this plan are as follows:

Assumptions

- Nigeria will continue to exist as a democratic Federation
- There will be no material change in legislation determining the role and function of Executive Governors
- All 36 States will continue to contribute Dues for the activities of the NGF at the current or an increased level
- Governors' interest and commitment to the development of the NGF continues at the current or an increased level
- Support (funding and technical assistance) for NGF from all sources is sufficient to achieve its strategic objectives

In addition to the above Assumptions, we have identified a number of risks, which if they become reality could affect our ability to successfully implement this plan. The table at Appendix C sets out the main risks that we have identified and also includes an indication of how we propose to mitigate against the risk or reduce its impact should it come to pass.

14. Conclusion

The Nigeria Governors' Forum is fully committed to the implementation of this Strategic Plan, as it is a critical piece in the process of restructuring, reorienting and refocusing the NGF. If the Forum is to play a central role in the development of good governance and enhanced performance across Nigeria then it needs to lead by example. The Nigeria Governors' Forum intends to use every tool at its disposal to deliver the results set out in this plan.

This is an ambitious and detailed Plan, which sets clear objectives, deliverables and priorities for the next three years. Our capacity to deliver the Plan will depend on many things, the most crucial of which will be our ability to attract support and funding for the planned expansion of the Secretariat and the increased activities that will follow, including the introduction of the State Peer Review Mechanism.

The Forum occupies a unique position in the country and provides a platform for making invaluable contributions on national issues as well as opportunities to positively influence the course of governance in the country.

It is for this reason that the NGF, especially under the leadership of Dr. Bukola Saraki has tried to re-focus the NGF to meet the challenges that leadership have thrust on the Governors. The NGF has become very vocal in national issues and has taken positions, sometimes not too popular, in the interest of the nation. As a further demonstration of the Forum's determination to play a prominent role in fostering good governance in the country, it re-structured and re-positioned its Secretariat to position it for the challenges that lay ahead.

The Secretariat is the technical organ of the NGF and there is a need to support and strengthen its

operations by building its capacity. Already, the new leadership of the Secretariat has demonstrated its capacity in many ways thus underscoring the need for assistance in the area of capacity enhancement. Appendices D and E outline the proposed NGF organisational structures and responsibilities.

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Appendix A: Table Displaying Key Elements of the Strategic Plan

Strategic Objectives	Outputs	Possible Performance Indicators
1. To provide a forum for Governors to discuss issues of mutual interest/national and State concern, share experiences, techniques and good practice and where appropriate reach a consensus and to present the NGF and Governors standpoint and views in discussions with Federal and other institutions/organisations both national and international	1a. NGF and its committees meeting regularly, discussing issues of mutual and national interest, sharing experiences and good practice and where appropriate reaching consensus	1.1. Number of full meetings per calendar year 1.2. Average proportion of Governors attending meetings (as proportion of total members) 1.3. Frequency of exchange of information and best practice
	1b. NGF making a relevant and valued contribution to debate on national issues through formal and informal structures and channels	1.4. Frequency of NGF involvement in discussions/meetings on issues of national interest 1.5. Extent to which NGF views are respected/influential/acknowledged as relevant and incisive
2. To act as a link between State Governors and governmental and non-governmental institutions on matters affecting governance and service delivery	2. NGF communicating with governmental and non-governmental institutions in relation to matters affecting governance and service delivery at all levels	2.1. Frequency of NGF Secret involvement in meetings with MDAs, development partners, etc. on issues of national interest 2.2. Extent to which NGF Secret are invited to/able to participate in discussions/meetings 2.3. Extent to which views expressed by NGF are respected/influential/acknowledged as relevant and incisive
3. To provide a vehicle for States to work together in areas of joint or mutual interest and support the development and implementation of coordinated solutions	3. States working together bi-laterally or multi-laterally to implement mutually beneficial policies and thereby improve service delivery to citizens across borders countrywide	3.1. Frequency of State-level cooperation 3.2. Extent to which State-level cooperation impacts positively on service delivery to citizens



Measurement Mechanisms	Targets/Milestones	Indicative Outcomes
<ul style="list-style-type: none"> ■ Minutes of Meetings ■ No. of 'Reports' exchanged between States on good practice ■ State Reports to NGF 	1.1. At least 10 full NGF meetings held per year 1.2. At least 75% average attendance rate at full NGF meetings per year	<ul style="list-style-type: none"> ■ Well informed policy inputs that lead to greater understanding, coherence and improvements in governance at all levels ■ Enhanced inter-governmental relations ■ Well-informed governance and improved standards of service delivery
<ul style="list-style-type: none"> ■ Media coverage ■ NGF Records ■ Minutes of meetings (e.g. of NEC, NCS meetings) 		
<ul style="list-style-type: none"> ■ Minutes of meetings (especially Action Points) ■ NGF Records 	2.1. NGF represented and actively participating in at least 8 formal committees, all of which meet at least twice a year	<ul style="list-style-type: none"> ■ Greater collaboration between arms of government and improved governance and service delivery at all levels
<ul style="list-style-type: none"> ■ States reports to NGF Meetings ■ Minutes of NGF meetings (including Committee meetings) ■ Customer/Citizen surveys ■ Media Reports 		<ul style="list-style-type: none"> ■ Improved service delivery through efficient and effective coordination of policies across States



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Strategic Objectives	Outputs	Possible Performance Indicators
4. To play a significant and influential role in dispute resolution at national, State and local government levels	4. NGF playing an influential role in dispute resolution where appropriate and being instrumental in achieving satisfactory outcomes	4.1.Frequency of NGF involvement in dispute resolution and satisfactory outcomes 4.2.Level of credibility of NGF in its dispute resolution role
5. To develop and implement a system of peer review at State level in order to encourage efficient and effective service delivery, improved governance and enhanced development performance	5. Peer review system developed and functioning and providing States with accurate and reliable governance, service delivery and development performance data on their own States and information on 'good practice' applied in other States in key performance areas	5.1.Number of peer reviews undertaken (taking into account depth and nature of the reviews) 5.2.Extent to which States and/or society accept the findings of the reviews 5.3.Extent to which States act on the recommendations of the reviews (State Plans of Action) 5.4.Frequency of reports and level of acceptance and implementation of 'good practice' by other States. 5.5.Assessment of Technical Review Panels on the PR process
6. To develop an efficient and effective NGF Secretariat that is able to manage the day to day affairs of the NGF and provide specific technical support in a range of areas	6a. Appropriately resourced and equipped Secretariat that is able to respond quickly and effectively to the needs of the NGF	6.1.Level of satisfaction of members with the performance of the Secretariat (e.g. in relation to administration, research, quality of response, etc.)
■ Supporting Governors and their staff to develop their governance and management skills	6b.Governors and senior support staff have the skills to govern and manage their States in an effective and efficient manner	6.2.Proportion of Governors that have received (specified) training/mentoring/guidance 6.3.Proportion of key staff that have received training/guidance in key areas 6.4.Feedback from Governors and staff on relevance and impact of support provided



Measurement Mechanisms	Targets/Milestones	Indicative Outcomes
<ul style="list-style-type: none"> ■ Reports to NGF meetings ■ Media coverage 	4.1.NGF plays an influential role in the resolution of at least four disputes per year	<ul style="list-style-type: none"> ■ Disputes resolved quickly and acceptably to all parties
<ul style="list-style-type: none"> ■ Reports to NGF meetings ■ Peer Review Reports ■ State Plans of Action ■ Reports of Technical Review Panels ■ Feedback from States 		<ul style="list-style-type: none"> ■ Improved governance, service delivery and development performance
<ul style="list-style-type: none"> ■ NGF Minutes (and Action Points) ■ Feedback from Members on admin arrangements, reports, etc. 		<ul style="list-style-type: none"> ■ Efficient and effective Secretariat providing high quality support services to the NGF
<ul style="list-style-type: none"> ■ NGF Minutes ■ Training/Development Reports ■ Evaluation of Training/Development events ■ Governor surveys 		<ul style="list-style-type: none"> ■ Governors managing their States more effectively, exhibiting improved governance and thereby improving their own image and that of the governorship institution



NIGERIA GOVERNORS' FORUM

Strategic Objectives	Outputs	Possible Performance Indicators
<ul style="list-style-type: none"> Developing and implementing an effective two-way communications strategy that ensures that all stakeholders are aware of the role of the NGF and the contribution it is making to national development and good governance, thereby enhancing the image of the forum at all levels 	6c. Communications Strategy implemented and information dissemination systems in place and working	6.5. Currency of data on websites 6.6. Frequency of press coverage in relation to releases or statements made by NGF 6.7. Satisfaction of media personnel with standard, accuracy and access to information
	6d. Feedback mechanisms in place, functioning and being monitored	6.8. Extent to which feedback mechanisms are being used 6.9. Level of satisfaction with feedback mechanism (note: this is not the content of the feedback)
<ul style="list-style-type: none"> Identifying, researching, collating and analysing data on key public policy issues and producing reports for consideration by NGF and others including, if appropriate, publication 	6e. Well researched reports on key public policy issues available to Governors for consideration and discussion and where appropriate publication	6.10. Standard of research papers (Governor satisfaction that cover all the key areas and contain relevant arguments) 6.11. Proportion of research conclusions that become NGF policy (also those that become policy at State or Federal level)
<ul style="list-style-type: none"> Providing a vehicle for debate and dissemination of ideas and proposals on key public policy issues 	6f. Discussion and dissemination events (workshops/ conferences, etc.) being held and contributing to national debate and policy development	6.12. Number of events held 6.13. Feedback on 'quality' of events (e.g. standard of speakers, etc.)



Measurement Mechanisms	Targets/Milestones	Indicative Outcomes
<ul style="list-style-type: none"> ■ Media coverage ■ No. of media contacts ■ Feedback on website ■ Other feedback mechanisms ■ Media persons feedback surveys ■ Citizen awareness surveys 		<ul style="list-style-type: none"> ■ Stakeholders aware of the forum's role, activities and contribution to national development and are themselves contributing to the discussions on matters of national interest
<ul style="list-style-type: none"> ■ Monitoring feedback mechanisms ■ Analysis of feedback 		
<ul style="list-style-type: none"> ■ Minutes of NGF Meetings ■ Analysis of feedback from Governors and their technical staff 		<ul style="list-style-type: none"> ■ Improved policy implementation at all levels, backed up by high quality research documents ■ Institutionalisation of evidence based policy making
<ul style="list-style-type: none"> ■ NGF records ■ Record of events ■ Evaluation questionnaires 	6.1 NGF organising and hosting at least three discussion/ dissemination events per year	<ul style="list-style-type: none"> ■ NGF playing an important role in hosting and promoting events on national issues the output from which are contributing to formulation and implementation of policies that improve governance



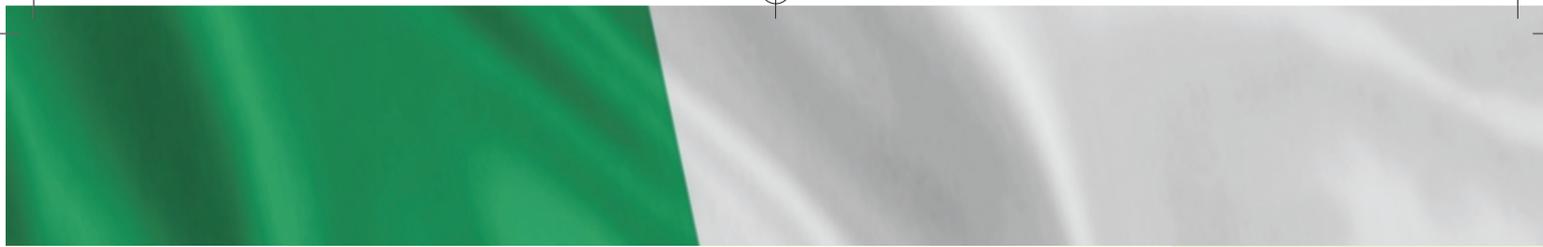
NIGERIA GOVERNORS' FORUM

Appendix B: Prioritised Issues - Detailed Areas of Activity

As set out in Section 12 of our plan, we intend to focus particular efforts in improving governance and service delivery in some specific areas in recognition of what we believe is an urgent need. The 'high level' Issues are listed in section 12 of our plan; however we believe that in some

cases a more precise short-term focus is needed. The table below shows the high level Issues from the plan on the left hand side, and where appropriate the more precise aspects of focus in the right-hand column. The Issues are displayed randomly and are not in order of importance.

No.	High Level Issue	Specific area of focus		
		2010	2011	2012
1	Leadership, Management and Operational Skills Development	<ul style="list-style-type: none"> ■ Cabinet Capacity Development ■ Operational Systems Development 	<ul style="list-style-type: none"> ■ Cabinet Capacity Development (follow up) ■ Relationship and Time Management ■ Accountability and Anti-corruption 	<ul style="list-style-type: none"> ■ Relationship and Time Management (follow up) ■ Communication and Feedback Mechanism ■ Accountability and Anti-corruption
2	Economic Issues (Fiscal Responsibility & Internally Generated Revenue)	<ul style="list-style-type: none"> ■ Improving Fiscal Responsibility across States ■ Building the Confidence of Taxpayers and Taxpayer Education 	<ul style="list-style-type: none"> ■ Unique Taxpayer Identification Number ■ Improving Economic and Financial Management institutions at State level 	<ul style="list-style-type: none"> ■ Improving Business Environment in States ■ Alternative Internally Generated Revenue sources
3	Health	<ul style="list-style-type: none"> ■ Review and Harmonise Infant and Maternal Health Programs across States ■ Improved Immunisation Against Infectious Diseases ■ Design of Malaria Eradication Program 	<ul style="list-style-type: none"> ■ Implementation of Malaria Eradication Program ■ Improving Health Financing across State ■ Improved Standardisation of Health Care Facilities 	<ul style="list-style-type: none"> ■ Improved Standardisation of Health Care Facilities



No.	High Level Issue	Specific area of focus		
		2010	2011	2012
4	Infrastructure	<ul style="list-style-type: none"> Developing Best Model for Project Financing and Sustainability Project Management and Control 	<ul style="list-style-type: none"> Consultation on Regulatory Framework for Public Private Partnership Project Audit 	<ul style="list-style-type: none"> Regulatory Framework for Public Private Partnership Project Audit
5	Education	<ul style="list-style-type: none"> Providing Appropriate Learning Environment Ensuring Teacher Quality Providing Educational Resources 	<ul style="list-style-type: none"> Providing Appropriate Learning Environment Tailoring Curriculum to Specific Need of States Providing Educational Resources 	<ul style="list-style-type: none"> Providing Appropriate Learning Environment Tailoring Curriculum to Specific Need of States Technology Driven Instruction
6	Water	<ul style="list-style-type: none"> Scoping Studies on Water Sources and Distribution 	<ul style="list-style-type: none"> Developing Water Policies, Regulations & Standards 	<ul style="list-style-type: none"> Developing Water Policies, Regulations and Standards

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Appendix C: Risk Assessment and Proposed Mitigating Actions

The table below shows the potential risks that we have identified that may affect our ability to deliver this plan. We have assessed each risk according to its likelihood of occurring using the categories High (H), Medium (M) and Low (L) and also in relation to the impact should the risk

materialise using the same categories. Finally we have identified actions or approaches that we will take to minimise the chance of the risk occurring and to offset the impact in the event that the risk does become reality.

Risk Identified	Likelihood of Occurring	Potential Impact	Proposed Mitigating Actions
Inability to secure the resources to implement the Plan	M	H	<ul style="list-style-type: none"> ■ Continually demonstrate the commitment of the NGF to its vision and mission by focusing on core areas of operation (and using available funds appropriately) thereby demonstrating our unwavering focus; ■ Ensure that the profile of the NGF remains high in all relevant fora, thereby maintaining the interest and attention of potential development partners; ■ Measure performance of those areas where the NGF is already fully functioning (e.g. SO1) and ensure that activities and successes are publicised; ■ Engage with potential development partners at every opportunity and seek their support for specific aspects of the Plan. Be prepared to illustrate progress to date at all times, by continuously monitoring activities and outputs; ■ Develop and maintain relationships with as wide a range of development partners as possible, and continually review and explore opportunities for support; ■ Identify additional sources of funding (e.g. individual State Governors or groups of Governors) that may contribute additional funds or other resources to the operational activities of the Forum; ■ Should this risk become reality we would need to review and revise this plan to reflect the actual resources that are available;



Risk Identified	Likelihood of Occurring	Potential Impact	Proposed Mitigating Actions
Governors (or newly-elected Governors) lose, or do not have any, faith in the value and credibility of the NGF	L	H	<ul style="list-style-type: none"> ■ Ensure that the NGF remains an active and relevant and non-partisan organisation by meeting regularly and making a contribution to the debate on matters of public policy at national and multi-state level; ■ Secretariat continues to communicate effectively with all Governors, keeping them fully apprised of matters of interest and the potential role of the NGF; ■ Ensure that 'Governor induction' activities are developed and in place before the elections scheduled for April 2011; ■ If this risk becomes reality, we would redouble our efforts to energise the Governors that continue to support the Forum and actively seek to identify actions that would raise the profile of the NGF and demonstrate its value in order to encourage all Governors to participate;
The role and relevance of NGF is brought into question	M	L	<ul style="list-style-type: none"> ■ Focus activities on the benefits of the 'unique nature' of the NGF (i.e. the informal, non-partisan grouping of Governors); ■ Ensure contributions to national debates are constructive and do not seek to usurp others authority; ■ Support formal structures and seek to help them to achieve their own aims rather than take them over; ■ Ensure there is sufficient focus on effective communications and manage the Forum's relationship with key interlocutors in federal institutions.
Questions over individual or groups of Governors integrity damage their reputation and thereby the reputation of the NGF	H	M	<ul style="list-style-type: none"> ■ Monitor developments in respect of potential for bad publicity and act publicly and decisively in appropriate circumstances; ■ Seek to ensure that issues in respect of individual Governors do not colour the public's view of all Governors; ■ NGF should not interfere/involve itself in any issues of integrity/impropriety.

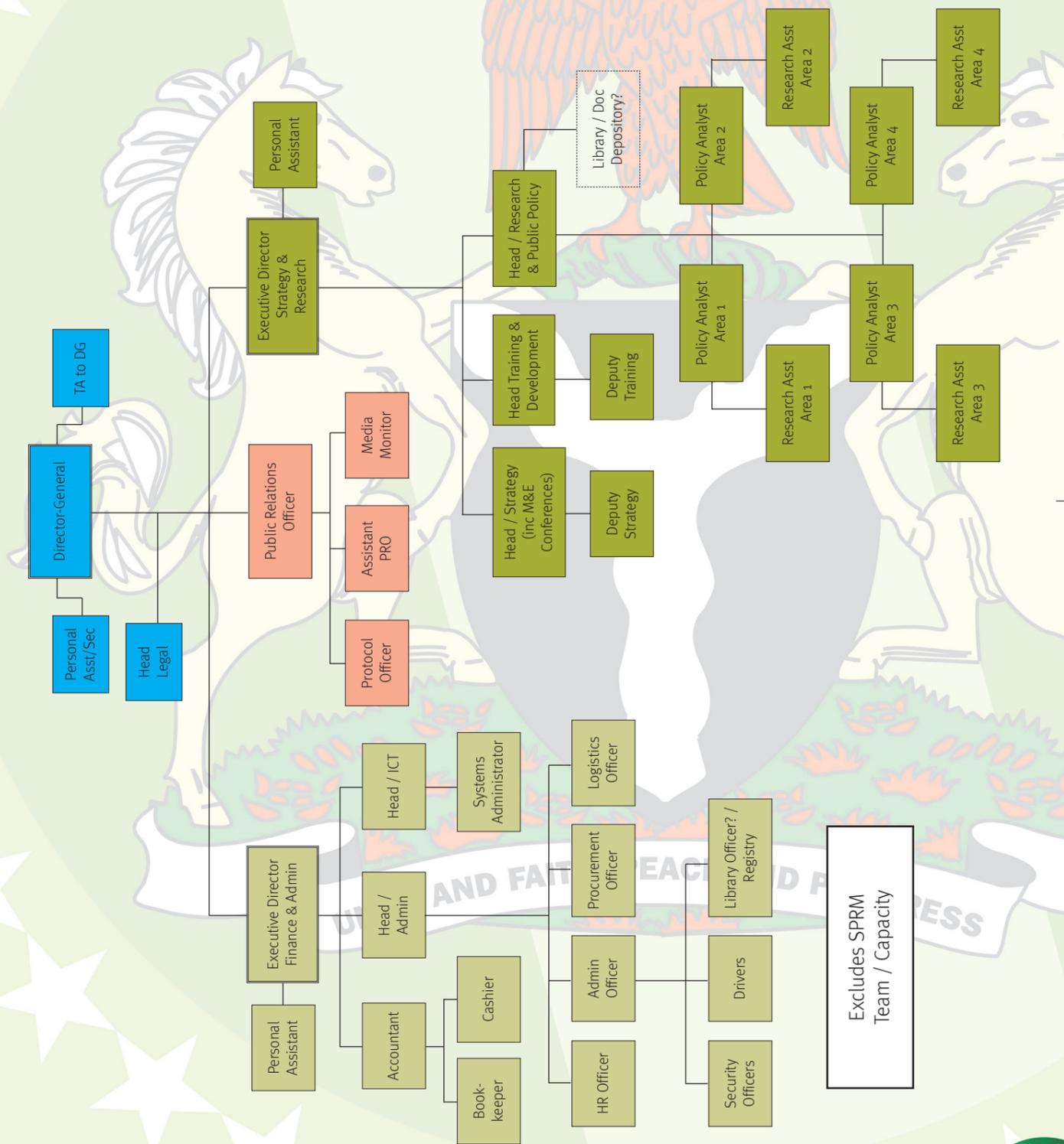


NIGERIA GOVERNORS' FORUM

Risk Identified	Likelihood of Occurring	Potential Impact	Proposed Mitigating Actions
NGF gets drawn into political discussions in the lead up to 2011 elections	M	M	<ul style="list-style-type: none"> ■ Agree and apply strict guidelines on who and when individuals can speak 'on behalf of the NGF'; ■ Consider a strict no comment policy, when speaking on behalf of the NGF, in respect of political/party related policies/matters/questions; ■ Consider reducing 'public' activities in the three months immediately preceding the elections.
NGF fails to engage effectively with the media and misses opportunities to publicise activities and successes	L	L	<ul style="list-style-type: none"> ■ Develop the Communications Strategy as high priority; ■ Prioritise media relations early in the life of the plan, recruiting competent personnel and procuring good quality equipment/technical services; ■ Develop procedures for publicising activities and ensure they are applied.
Bad publicity surrounding NGF activities that may be viewed as inappropriate	H	M	<ul style="list-style-type: none"> ■ Consider carefully all activities before commencing them and prepare a media strategy for each case; ■ Err on the side of caution in respect of how to finance/resource activities that may be viewed by some as inappropriate (e.g. self-fund or find a way of making the results multi-purpose, e.g. use local resources rather than international and involve others that may also gain some benefit).
Secretariat staff are overloaded by competing priorities and are unable to deliver high quality services	L	H	<ul style="list-style-type: none"> ■ Prioritise the reorganisation of the Secretariat and recruit competent people to key positions; ■ Manage expectations of Governors and others and do not overstretch existing resources; ■ Develop and implement clear strategic and operational procedures for the Secretariat.
State Peer Review Mechanism (SPRM) which is a high profile activity of the NGF fails to get off the ground, thus reducing the credibility of the NGF	L	M	<ul style="list-style-type: none"> ■ Prioritise the development of the SPRM and set a timetable for the implementation (or at least piloting); ■ Ensure the SPRM is not overambitious and that the timetable is realistic; ■ Publicise the timetable, monitor and ensure that it is achieved; ■ Keep stakeholders informed of progress, especially in relation to any delays or setbacks.

Appendix D: Nigeria Governors' Forum Proposed Organisation Structure

Nigeria Governors' Forum Proposed Organisation Structure (End of SP - excluding SPRM)



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Appendix E: NGF Proposed Outline Duties/Responsibilities

The table below sets out in general terms the types of duties that the various positions at the NGF might be expected to fulfill. This table is based on the activities anticipated by the draft Strategic Plan and the associated draft work plans.

It should also be noted that this table does not include any

activities relating to the development, implementation, management and oversight of the State Peer Review Mechanism - SPRM (Strategic Objective 5 in the Strategic Plan). It is not possible to prepare a Work Plan for this function at this early stage in the development of the SPRM.

No	Position	No. of post holders	Duties/Responsibilities	Remarks
1	Director-General Supported by PA and TA to DG	1	<ul style="list-style-type: none"> ■ Overall oversight of NGF Secretariat and its activities ■ Management of senior staff ■ Key interlocutor with Chairman and other Members of Forum (Governors) ■ Attendance at NGF meetings (monthly) ■ Preparation of NGF meeting Agendas (with Chairman) ■ Finalisation of NGF meeting Minutes (for submission to Chairman) ■ Attendance at/Reporting to NGF Committee meetings ■ Attendance at formal and informal meetings with Chairman and other members of the Forum ■ Participation on behalf of NGF in regular and ad hoc meetings with MDAs and other government and non-government organisations ■ Publicise potential role of NGF in dispute resolution ■ Support Chair/Members in dispute resolution activities as required ■ Provide strategic and operational direction and guidance to the NGF Secretariat, including preparation of Strategic Plans, Operational Plans, Annual Reports, Organisational Development (including structure and procedures) ■ Lead the process of identifying and recruiting staff to the NGF Secretariat ■ Oversight of development and implementation of effective management, financial and operational procedures ■ Preparation of Skills Needs Assessment for Governors (and subsequently other staff) ■ Identifying training sources/securing funding resources for training (for Governors) ■ Oversee development of 'Welcome Package' for new Governors ■ Lead Governor orientation training ■ Lead development of Communications Strategy ■ Brief Media regularly and maintain profile of NGF ■ Quality assure and approve all press contact ■ Identification of subjects for Conferences/Seminars, etc. ■ Chairing/Hosting Conferences/Seminars, etc. 	<p>Has overall responsibility for everything the NGF Secretariat does</p> <p>Main decision maker</p>

No	Position	No. of post holders	Duties/Responsibilities	Remarks
	Tech Asst to DG	1	<ul style="list-style-type: none"> ■ Support to DG ■ Review of incoming Reports/documents and preparation of briefs for DG ■ Participation on behalf of NGF in regular and ad hoc meetings with MDAs and other government and non-government orgs (including meeting notes and follow up) ■ Support DG in provision of strategic and operational direction and guidance to the NGF Sect, including preparation of Strategic Plans, Operational Plans, Annual Reports, Organisational Development (including structure and procedures) 	
	H/Legal	1	<ul style="list-style-type: none"> ■ Legal support to all of the functions of the NGF (including statutory requirements, legal advice on proposed activities, contracts, etc.) ■ Recorder for NGF meetings ■ Production of NGF Meeting Minutes?/ (Committee meeting Minutes) ■ Research in advance of meetings and preparation of documents (including Agenda) ■ Participation in regular formal meetings of various committees to represent the NGF (including meeting notes and follow up) as directed by the DG 	

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No	Position	No. of post holders	Duties/Responsibilities	Remarks
	EDSR Supported by PA	1 + PA	<ul style="list-style-type: none"> ■ Attendance at NGF meetings and Technical Committee meetings ■ Monitoring of implementation of technical Action Points from meetings and preparation of reports ■ Attendance at formal and informal meetings with NGF members ■ Facilitation of sharing of information/ideas/ solutions on mutual interests including preparation of reports and procedures, arrangement and participation in inter-state visits, etc. ■ Participation in regular formal meetings of various committees to represent the NGF (including meeting notes and follow up) ■ Participation on behalf of NGF in regular and ad hoc meetings with MDAs and other government and non-government orgs (including meeting notes and follow up) ■ Arrange and hold meetings between relevant groups in States on areas of mutual cooperation (as directed by NGF), including meeting notes and follow up actions ■ Contribute to strategic and operational direction and guidance to the NGF Sect, including preparation of Strategic Plans, Operational Plans, Annual Reports, Organisational Development (including structure and procedures) ■ Oversight of Monitoring and Evaluation of Strategic and Operational Plans (including progress reports, etc.) ■ Oversight of Development and implementation of effective operational procedures (on Strategy and Research side) ■ Oversight of preparation of Skills Needs Assessment for Governors ■ Oversight of development of 'Welcome Package' for new Governors ■ Oversight development of Communications Strategy ■ Manage/oversee research on key public policy issues as directed by NGF or identified by Sect ■ Manage/oversee initiation and monitoring of follow up action on public policy advice provided by NGF ■ Oversight Governor orientation training ■ Oversight/identification of subjects for Conferences/Seminars, etc. ■ Oversight Conferences/Seminars, etc. ■ Oversight of Evaluation of Conferences/Seminars, preparation of Reports, Recommendations, etc. ■ Oversight of library/document depository? 	<p>The EDSR position is currently overloaded Need to bridge between EDSR and Policy Analysts/ Researchers</p> <p>Suggest Research and Public Policy fit together as H/Research (See below)</p> <p>H/Trg - focus is training and development for Governors (and later their staff) - see below</p> <p>H/Strategy - covers Strategy and Op Planning, Monitoring and Evaluation of SP and OP, Annual Reports, Technical content of Conf and Workshops - see below</p> <p>Library/Document depository role could be placed under H/Research (i.e. separate from Registry/Library function under Admin</p>

No	Position	No. of post holders	Duties/Responsibilities	Remarks
	EDFA Supported by PA Covers all Finance and Admin functions (including ICT)	1 + PA	<ul style="list-style-type: none"> ■ Oversight and responsibility for admin/logistics for NGF meetings (Abuja and remote) ■ Oversight of financial systems and procedures/sign off on financial documents ■ Implementation of administrative Action Points from meetings and preparation of reports ■ Support DG in provision of strategic and operational direction and guidance to the NGF Sect, including preparation of Strategic Plans, Operational Plans, Annual Reports, Organisational Development (including structure and procedures) ■ Responsibility for the process of identifying and recruiting staff to the NGF Secretariat (including procedures, vetting, operation of recruitment systems) ■ Management oversight of Staff reporting procedures and systems ■ Management oversight of payroll and all staff payment related procedures ■ Development of effective Financial Management Procedures and oversight of their application ■ Development and implementation of effective operational and administrative procedures ■ Support development of 'Welcome Package' for new Governors ■ Assist Governor Orientation Training ■ Support development of Communications Strategy ■ Oversight of arrangements for Conferences/Seminars, etc. 	Key post in oversight of all admin and finance functions
	Strategy Section H/Strategy Deputy Strategy	1+1	<ul style="list-style-type: none"> ■ Lead development and preparation of Strategic Plans, Operational Plans, Annual Reports, Organisational Development (including structure and procedures) ■ Lead Monitoring and Evaluation of Strategic and Operational Plans (including progress reports, etc.) ■ Lead Development of effective operational procedures (on Strategy and Research side) ■ Development and implementation of Comms Strategy ■ Lead identification of subjects for Conferences/Seminars, etc. ■ Lead Chairing/Hosting Conferences/Seminars, etc. ■ Lead Evaluation of Conferences/Seminars, preparation of Reports, Recommendations, etc. 	Covers Strategy, Monitoring and Evaluation and technical matters for Conferences, Workshops

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No	Position	No. of post holders	Duties/Responsibilities	Remarks
	Training & Dev Section H/T&D Deputy TD	1+1	<ul style="list-style-type: none"> ■ Preparation of Skills Needs Assessment for Governors/Questionnaires, etc. ■ Development and preparation of 'Welcome Package' for new Governors ■ Identify T&DO options (for Governors) ■ Arrange, oversee, manage delivery of training and development activities to Governors ■ Manage and analyse Evaluation of Training and Development events ■ Manage Governor 'orientation training' for new Governors ■ T&D related activities for Governor staff ■ (T&D related activities for Sectr staff) 	
	Research Section H/ Research (Note Policy analysts and Researchers report to H/ Research)	1	<ul style="list-style-type: none"> ■ Oversight of Research Activities, QA of reports and recommendations ■ Manage/oversee research on key public policy issues as directed by NGF or identified by Sectr ■ Monitoring of follow up action on public policy advice provided by NGF ■ Participation at meetings between relevant groups in States on areas of mutual cooperation (as directed by NGF), including follow up actions ■ Participation in Conferences/Workshops to exchange ideas/discuss options/ideas 	

No	Position	No. of post holders	Duties/Responsibilities	Remarks
	<p>Policy Analysts/ Researchers</p> <p>Suggest four Policy analysts plus a Research Assistant for each</p>	4+4	<ul style="list-style-type: none"> ■ Identification of key issues , research and preparation of reports ■ Facilitation of sharing of information/ideas/ solutions on mutual interests including preparation of reports and procedures, arrangement and participation in inter-state visits, etc. ■ Participate in meetings with MDAs, other government and non-government and others (including meeting notes and follow up) ■ Arrange and hold meetings between relevant groups in States on areas of mutual cooperation (as directed by NGF), including meeting notes and follow up actions ■ Research and prepare reports (including recommendations) for States joint working ■ Monitor implementation of States joint working activities and prepare reports ■ Assist States to evaluate joint working and report (could include helping to design Surveys, etc. ■ Support NGF members with expert advice on Dispute Resolution in technical areas (when required) ■ Carry out research on key public policy issues as directed by NGF or identified by Sectr and prepare reports ■ Initiate and monitor follow up action on public policy decisions made by NGF ■ Assist at Governor orientation training ■ Identification of subjects for Conferences/ Seminars, etc. ■ Identification and engagement of resource persons for Conferences/Seminars ■ Technical input to Conferences/Seminars, etc. ■ Evaluation of Conferences/Seminars, preparation of Reports, Recommendations, etc. 	<p>Currently have 4 consultants: Health, Education, Economy and Infrastructure</p> <p>(Aim is to get permanent staff and supplement with Consultants when required)</p> <p>Report to H/Research</p>

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No	Position	No. of post holders	Duties/Responsibilities	Remarks
	Admin Section H/Admin Admin Officer Procurement Officer Logistics Officer HR Officer Registry Drivers Security Officers	6 + Drivers, Security Officers	<ul style="list-style-type: none"> ■ Distribution of Agendas and other docs before meetings ■ Admi /Logistics for NGF meetings (and committee meetings?) including venue, catering, consumables, etc. (Abuja and remote?) ■ Travel and accommodation arrangements for Secretariat staff to remote meetings ■ Distribution of Minutes, and other follow up documents ■ Application of Financial Management procedures (relationship with Finance section regarding payments for services, purchases, etc.) ■ Application of Operational and administrative procedures in relation to asset management, procurement, etc. ■ Direct implementation of HR management procedures (including recruitment, documentation, personnel files, staff reporting system, etc.) ■ Briefing new staff, debriefing departing staff, etc. ■ Estate and logistics management for Secretariat (e.g. telephones, buildings, security, utilities, etc.) ■ Furniture and Equipment management, including Procurement/maintenance, control, etc. ■ Procurement of consumables, equipment, etc. ■ Admin relating to arrangements/logistics for conferences, etc. ■ Registry/Library/Document Depository (electronic and paper) ■ Accounts maintenance (electronic and paper) ■ Bookkeeping ■ Cashier services ■ Procuring/arranging and distributing payments to staff (including salaries, wages, allowances, travel, etc.) ■ Receiving, recording invoices, etc. ■ Making payments by cheque ■ Bank reconciliation ■ Preparation of periodic accounts ■ Application of NGF Financial Management procedures 	Expect to need a dedicated person to deal with travel, transport, logistics, etc. (Logistics Officer)

No	Position	No. of post holders	Duties/Responsibilities	Remarks
	ICT Section H/ICT Systems Admin	2	<ul style="list-style-type: none"> ■ Systems procurement and setting up ■ Systems administration and maintenance (including functionality, anti-virus, etc.) ■ Website development and maintenance 	
	PR Section PRO Assistant PRO Protocol Officer Media Monitor	1+3	<ul style="list-style-type: none"> ■ Prepare and issue Press releases/statements for media (at direction of Chairman/DG/senior management) ■ Distribute press releases to media ■ Arrange media meetings/briefings ■ Be available for all NGF public appearances (and outside meetings if appropriate) to arrange and monitor press coverage ■ Review press coverage (newspapers/internet/broadcast) and prepare summaries/cuttings etc. ■ Publicise potential Dispute Resolution role of NGF ■ Publicise Dispute Resolution activities of NGF members ■ Assist development of Communications Strategy for NGF ■ Oversee implementation of Comms strategy ■ Website development and management ■ Maintain relationships with journalists/ reps of national and international print media ■ Maintain relationships with journalists/ representatives of national and international broadcast media ■ Development and implementation of feedback mechanisms (web based, citizen surveys, broadcast media phone-ins, etc.) ■ Monitoring feedback and preparing reports ■ Promotion of NGF hosted Conferences/Seminars ■ Press Releases/Reports on output/outcomes of Conferences/Seminars, etc. 	<p>Likely to need four in total with need to monitor media, manage website, etc.</p> <p>May be additional requirements in relation to rise to monitoring feedback mechanisms (especially with potential SPRM creates)</p>

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Map of Nigeria
showing 36 states and FCT

36 Executive Governors of States in Nigeria



ABIA ADAMAWA AKWA IBOM ANAMBRA BAUCHI BAYELSA



BENUE BORNO CROSS RIVER DELTA EBONYI EDO



EKITI ENUGU GOMBE IMO JIGAWA KADUNA



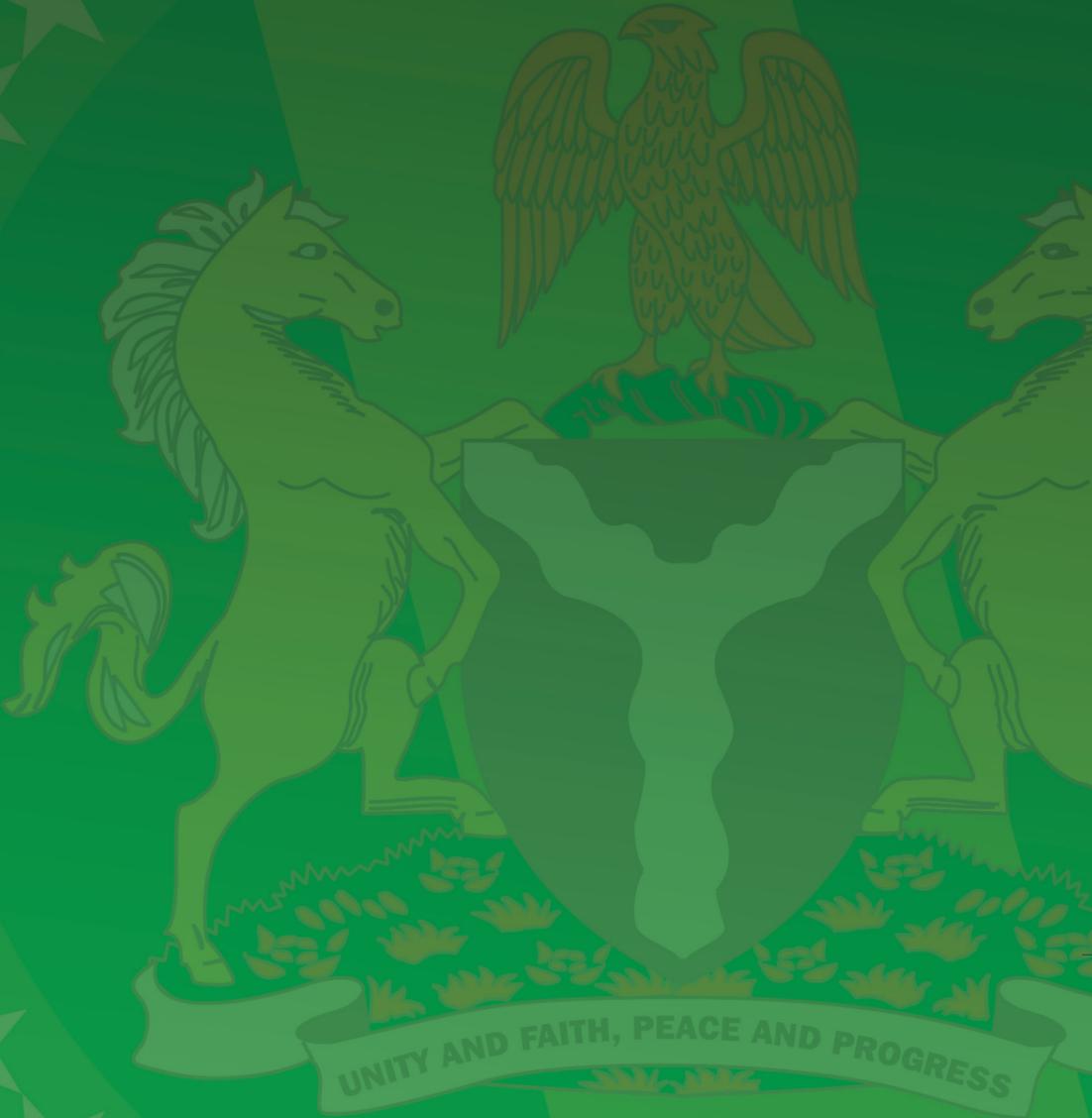
KANO KATSINA KEBBI KOGI KWARA LAGOS



NASARAWA NIGER OGUN ONDO OSUN OYO



PLATEAU RIVERS SOKOTO TARABA YOBE ZAMFARA

The image features a large, semi-transparent watermark of the Nigerian Coat of Arms in the center. It depicts two horses flanking a shield with a map of Nigeria, topped by an eagle. A banner at the bottom reads "UNITY AND FAITH, PEACE AND PROGRESS". The background is a dark green with a circular pattern of lighter green stars.

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TOWARDS A SUSTAINABLE DEMOCRACY