



SCDDD
SAVANNAH CENTRE
FOR DIPLOMACY, DEMOCRACY & DEVELOPMENT



REPORT OF THE FOUR-DAY CAPACITY-
ENHANCEMENT WORKSHOP FOR BORNO STATE
ELECTED LOCAL GOVERNMENT OFFICIALS ON

**“GOOD GOVERNANCE AND EFFECTIVE
IMPLEMENTATION OF THE STATE'S 25-YEAR
DEVELOPMENT FRAMEWORK AND TEN-YEAR
STRATEGIC TRANSFORMATION PLAN”**

HELD AT: THE MUHAMMADU INDIMI INTERNATIONAL
CONFERENCE CENTRE, UNIVERSITY OF MAIDUGURI, MAIDUGURI
21-24 OCTOBER, 2024





TITLE OF THE WORKSHOP: Capacity-Enhancement Workshop for Elected Local Government Officials on Good Governance and Effective Implementation of the Borno State Twenty-Five-Year Development Framework and the Ten-Year Strategic Transformation Plan.

ORGANIZERS: The Savannah Centre for Diplomacy, Democracy and Development (SCDDD), in Collaboration with the Borno State Government.

DONOR: Borno State Government.

VENUE: The Muhammadu Indimi International Conference Centre, University of Maiduguri, Maiduguri, Borno State.

DATE: 21-24 October, 2024.

PARTICIPANTS' PROFILE: A total of 150 participants were selected from the various interrelated State and Local Governments' establishments as follows:

- a. All Local Government Chairmen and their deputies, Secretaries and one Counsellor from the 27 Local Government Areas - 135;
- b. Two representatives from the Office of the Secretary to the Government -2;
- c. Two representatives each, from the State's Ministries of Finance and Economic Development; Local Government and Emirate Affairs; Agriculture and Natural Resources; Information and Internal Security; and Reconstruction, Rehabilitation and Resettlement - 10;
- d. Two representatives from the State Project Coordination Unit (Monitoring and Evaluation) -2.
- e. One representative from the Office of Security Adviser to the Governor- 1.
Total: 150 (see attached Attendance Register and List for issuance of Certificate of Participation).







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BACKGROUND

1. In June 2020, the Borno State Government produced its maiden “25-Year Development Framework” and a “10-Year Strategic Transformation Plan” in one document which envisioned the state to be “a secure, competitive agric-business and commercial hub anchored on prosperous dignified people and sustainable development.” Its mission is “to restore the age-old honour, dignity and prosperity of the state, while ensuring that all citizens and future generations have access to basic necessities of life and thrive at every stage of their lives.” The document laid out elaborate principles and pillars to achieve the goals and placed the burden of implementation on key critical stakeholders, particularly the civil servants and elected local government officials.

2. Based on the understanding between the Savannah Centre and the Borno State Government, the Centre (SCDDD) submitted a consultancy proposal which was happily accepted by the State Government for the conduct of a four-day Workshop for the elected local government and key civil servants from the state and local government councils titled, “**Good Governance and Effective Implementation of the Borno State 25-Year Development Framework and 10-Year Strategic Transformation Plan 2020.**” This was informed by the consideration that most of the elected and local government officials, identified as critical stakeholders in the implementation processes, would not have known about the existence of the State's development framework and their crucial role in its implementation.

Goal and Objectives

3. The main goal of the project was to increase the awareness of the participants, particularly, the elected local government officials about the State's Development Framework and its centrality to the development of the State and how they (participants) would draw up development plans and implementation strategies with timelines for their respective LGAs.

4. The Capacity-building strategies, with Joining Guidelines (see annexures), were framed on five strategic drivers and four enablers of the strategic pillars as identified in the development framework: **Human Capital Development; Leadership in Agriculture; Healthy Citizenry; Sustainable Environment; and Regional Trade Hub** and the enablers as **Reconstruction, Rehabilitation, and Resettlement;**



Purposeful Infrastructure Development; Accountable Governance; and Peace and Security. In specific terms, the workshop aimed to:

- a. conduct an overview of the 10-Year Strategic Transformation Plan with a view to determining the present state of affairs;
- b. identify and provide action-based solutions to the challenges faced in each pillar of the plan; and
- c. assist the LGA officials to produce a sample work plan and implementation strategy with timelines at the end of the workshop.



OPENING SESSION



5. Dignitaries at the Opening Session included the Deputy Governor, **HE. Alhaji Umar Usman Kadafur**, who represented the Executive Governor, **HE. Professor Babagana Umara Zulum**; **Professor Ibrahim Agboola Gambari**, Founder/ Chairman, SCDDD; **Malam Bukar Tijjani**, Secretary to the Borno State Government; **Engr. Tijjani Gonni Alkali**, Honourabl Commissioner for Local Government and Emirate Affairs; **Ambassador Sani Bala**, Executive Director, SCDDD; **Dr. Babazanna Abdulkarim**, Borno State Project Coordinator; and **Dr. Mairo Mandara**, Chief Adviser to the Governor and Coordinator on Sustainable Development Partnership and Humanitarian Support; Borno State.

WELCOME ADDRESS

6. **Dr. Babazanna Abdulrahim**, the Borno State Project Coordinator, welcomed all invited Guests, Participants, Organizers and Resource Persons to the Workshop. He urged participants to:



- a. take advantage of the great opportunity presented by the workshop to work together for the good of Borno State Government and the people; and
- b. participate actively with focus on learning the strategies to drive the development of the local government areas in an accountable and inclusive manner.

GOODWILL MESSAGES

7. In his Opening Remarks, Professor Ibrahim Gambari, CFR; OCORT; Founder & Chairman, SCDDD:

- a. extended the warm greetings and deep condolences, on behalf of his humble self, the Board of Directors and Staff of the SCDDD, to the Executive Governor of Borno State, HE. Professor Babagana Umara Zulum, the State Government and the people of Borno State, through the Deputy Governor, over the September 10, 2024 devastating flood that swept through some parts of Maiduguri metropolis;
- b. thanked the Governor and the Government of Borno State for finding the SCDDD a reliable partner and pledged the preparedness of the Centre to deliver to expectations;
- c. commended the quality development work, the comprehensive future development plan being carried out, and the hard work to secure the people of Borno State, in the face of daunting security challenges, by Governor Zulum and his success team, one of whom is SCDDD's very reliable resource person, Professor Usman Tar, Commissioner for Information and Internal Security;
- d. urged participants to make the best use of the plan and participate actively in the workshop and take full ownership of their own strategic development and implementation plans to be drawn up because the overall success of the plan depended on the participants as notable and honourable grassroots leaders;
- e. urged the State and Local Governments to collaborate and make adequate funds available for the implementation and monitoring and evaluation;
- f. thanked God that the worst security challenges were under effective control



and commended the resilient spirit of the people through His Royal Highness, the Shehu of Borno, **Alhaji (Dr.) Abubakar Ibn Umar Garbai Al-Amin El-Kanemi, CFR**; throughout the crises of insecurity and prayed for full return of peace, security and political stability to the region;

- g. called for honest and productive engagements between the State Government, the elected officials and the people in the process of translating the anticipated local government's fiscal autonomy into practice to serve the people of the state;
- h. wished the participants, organizers and resource persons very fruitful deliberations; and
- i. pledged the willingness and availability of the Savannah Centre to participate in future engagements, especially with the elected Local Government Chairmen in drawing up their respective development and strategic implementation plans, in line with the State's 25-year development framework and the 10-year strategic transformation plan.



Keynote Address

9. This was delivered by **HE. Alhaji Umar Usman Kadafur**, Deputy Governor, who represented Professor Babagana Umara Zulum, *CON; mni*; Executive Governor, Borno State. The Deputy Governor:
- a. warmly welcomed Special Guests, the participants, organizers, and resource persons to the programme;
 - b. called for cooperation in defining the challenges identified in the Plan and the critical assessment of the strategies to address them for the future development of Borno State;
 - c. emphasized that in drawing up the local governments' development and strategic implementation plans, the organizers, resource persons and the participants should critically examine all that were required along the 9 mutually reinforcing priority development pillars for the overall socio-economic development of Borno State in 25 years to come;
 - d. urged participants to objectively bear in mind that in view of the challenges of insecurity and the low socio-economic base of the state, a lot of work would be done to put the state on the path of progress by 2030 and to attain its long-term goal of "a secure Borno State and a prosperous people by 2045";
 - e. reemphasized the need for harmonized efforts between the State, Federal and Local Governments;
 - f. urged participants to use the knowledge and enhanced capacity for managing their LGAs to be acquired at the end of the Workshop as well the guaranteed local government's fiscal autonomy to draw up a people-centered legacy development and strategic implementation plans;
 - g. called on participants, as key partners in the future development of the state, to develop strategic links with the private sector and the communities for effective planning and implementation; and



- h. declared the Workshop opened and wished all very fruitful engagements. However, he expressed strong disappointment over the low turn up of invited participants as only 13 out of the 27 Local Government Chairmen were present at the Opening Session. He called on the Commissioner for Local Government and Emirate Affairs and the Project Coordinator to ensure full attendance and active participation by all participants to the end at the subsequent events.





PAPER I: AN OVERVIEW OF THE BORNO STATE'S 25-YEAR DEVELOPMENT FRAMEWORK AND THE TEN-YEAR STRATEGIC TRANSFORMATION PLAN

By: Dr. Mairo Mandara, MD

Chief Adviser to the Governor and Coordinator on Sustainable Development Partnership and Humanitarian Support; Borno State

10. In her exhaustive presentation, Dr. Mairo Mandara stated that the Workshop was very important for three reasons:

- a. Local Governments and Chairmen were the closest to the people, hence the need for them to understand the development framework and to be committedly involved in the implementation processes;
- b. The Workshop would show recovery strategies and how to build Borno State better than it was before Boko Haram's setbacks and destruction; and
- c. The responsibility for the development of the State rested on the shoulders of the elected local government officials, particularly, the Chairmen, whom she urged to raise their morality level with integrity, accountability, transparency, inclusivity, equity and justice in governance in their individual and collective dealings with their people.

11. Dr. Mandara explained that the following factors motivated the drawing up of the development framework which started in 2017 and was completed and published in 2020:

- a. the encouraging success of the national and State security agents against the over 15-years of recurrent violent insurgency and banditry in the Northeast;
- b. the people's resilient spirit to take charge of their lives, their distaste to being spoon-fed by the governments and donor agencies resulting in the push, against all odds, by the IDPs who were already resettling and engaging in serious farming activities in safe localities in different LGAs;
- c. the need to take advantage of the return of peace and security in the State to give equal opportunities for all children of the elite and the poor in the State to compete with their pals from sister states and the global community;



12. She stressed that the development framework, being an aspiration of the people of Borno state:

- a. the implementation strategy must be developed and owned by Borno citizens as emphasized by Governor Zulum in his foreword to the development framework. (see Governor's Foreword to the Plan);
- b. government officials **MUST** change their work attitude and face the development framework with the highest sense of responsibility, as every Chairman and his team shall be held accountable to the people; and
- c. the development framework which covered both conflict and post conflict challenges required honest and strategic commitment by Local Government Officials towards finding practical lasting solutions to the challenges identified in their respective domains.

Conclusion and Recommendations

13. Drawing from the above, Dr. Mandara recommended that in drawing up their development plans and implementation strategies, the Local Government Officials should, among others:

- a. take a holistic approach and prioritize education in human capital development by encouraging parents to send their children, including the girl child, to school, take required immunization, guide against child marriage and child labour;
- d. encourage their people emerging from conflict to change their social orientations to reduce overdependence on external help, find wisdom and economic strength in the historical business fame of the Kanem Borno Empire to build the desired regional business hub, food security, and environmental sustainability;
- e. prioritize the rehabilitation of damaged infrastructure and resettlement of the thousands of IDPs returning to their communities or temporary safe areas using the most cost-effective and people-centered strategies; and
- f. be very purposeful and strategic in implementing the main development framework of the State by building on what they would be learning from the resource persons to draw up their own development and implementation strategies to build Borno State to the envy of the region and beyond by 2045.



PAPER II: PUBLIC POLICY PROCESS IN A LIBERAL DEMOCRACY

By: Col. Abdulwahab Ademola Lawal (Rtd), PhD;
Head, Research Division, SCDDD.

14. In his introductory statement, Col. Lawal invited participants to note that public policy making and implementation were crucial but very complex issues both in public and private sector governance. He stated that his objective was to provide them with some skills in public policy formation, implementation, and monitoring and evaluation (M&E) to help them formulate their own policies and implementation strategies.

Definition of Key Concepts in the Topic

15. Col. Lawal defined the key concepts in the topic as follows:
- a. **Policy:** Actions taken or not taken to solve a problem. He then defined public policy as 'action(s) taken by governments to address or resolve political, economic and social problems in the society or how governments translate their vision and mission into actions to achieve a desired goal.' He urged participants to note that even 'inaction' was deemed as a policy in governance; and
 - b. **Liberal Democracy:** He explained that this concept had two complex sides: 'liberal' and 'illiberal': that while 'illiberal' policies were formulated by a very few elite and often dictatorial and non-consultative, policies by 'liberal' democracies were based on inclusivity, equity and justice.

Processes of Policy Formation and Formulation

16. Col. Lawal stated that there were four basic steps to be considered:

Step I: Identification and Definition of the Problem:

He explained that the starting point for every policy making was the emergence of the problem and for whom it is a problem. That the problem may start from an individual to a collective or society and, finally, snowball to a political matter, characterized by citizens' engagement such as public comments, protests, media reports, and pressure groups agitations requiring a public policy to solve that



problem. In essence:

- a. policy formation would begin with identifying the problem, defining and tagging or naming it;
- b. because of the cross-cutting nature of societal problems, people or societies often interpret them (problems) differently. As such, the name to be given to the problem would be determined by its definition;
- c. the type of action governments may take would be determined by the name given to the problem and publicity, hence the need for care in naming the problem because a wrong interpretation would further complicate the problem; and
- d. problems that would emerge on governments' agenda would often be the ones pushed through by citizens with strong persuasive powers and competencies.

Step II: Policy Formation

17. He explained that:

- a. policy formation, regarded as the foundation of the policy processes, must start with **Goal Setting**, followed by identifying the means (funds and personnel) to achieve the selected goals;
- b. goal setting was a broad vision such as identified in the Borno State's Strategic Transformation Plan aimed to end poverty in the State by 2030, with over 80% of its 6.5 million people living above the national poverty line by 2030;
- c. goal setting had to be situational and must be within the capacity of the policy-makers to achieve [the set goal[s]; and
- d. for goals to be measured and achieved, **objectives must be set**, strategically guided by the following:
 - i. where you are today and where you want to be after implementing the policy. This is done through data collection, data analysis, projection and forecasting;
 - ii. careful examination of factors that may impede or stop you from achieving the set objectives. These factors may include insufficient funds, lack of capacity, external factors, including conflicting legislation, and poor public understanding and or support;
 - iii. things required within own local government and the kind of support needed from other agencies;
 - iv. capacity and strategies for handling multiple and conflicting objectives;



- v. criteria for measuring quality and success, bearing in mind that success is contingent upon many factors, including the ones listed above;
- vi. what should be done if set objectives are not achieved;
- vii. **Option analysis:** There are several options in solving problems. In determining the right options or courses open, factors such as political, economic, health, administrative, environmental and technical capacity and competencies must be considered; and
- viii. **Policy legitimation:** The policy must be legitimized through Legislation, Administrative Rules and Regulations, Cabinet or Council approval, or Executive Orders. Participants were invited to note that in liberal democracies, the policy must be accepted by the people through public awareness campaign.

Step III: Policy Implementation

18. This was described as the 'action part' of the policy requiring the mobilization of the ways and means to achieve the set objectives in the policy. Due to lack of capacity, Governments may involve the Public Bureaucracy (civil servants), the Private Sector and the Local Communities in implementing its policies.

Step IV: Monitoring and Evaluation (M&E)

19. Participants were invited to note that monitoring and evaluation (M&E) had four main functions: to track progress made in the implementation of policies; ensure compliance with guidelines, check proper accounting, and to make corrections, where necessary, i.e, learning from what went wrong and what needed to be done to make it work in accordance with the original or readjusted plan.

Conclusion and Recommendations

Why Some Public Policies Fail

20. Col. Lawal concluded his presentation by inviting participants to note that for some reasons, some public policies do fail. He explained that policies were regarded to have failed if they came out inefficient and ineffective, not completed on schedule, inappropriate and lacked public acceptance because they were not equitably and justly executed. He listed the following as some of the basic levels at which public policies may fail:

- a. **Political Level:** lack political will or funds, bad leadership, strong opposition and



- low public acceptance;
- b. **Public Bureaucracy Level:** when the implementing agency is not competent enough or corrupt;
 - c. **The Social Level:** when the policy contradicts social norms and practices of the people; and
 - d. **Invalid Theory of Cause and Effect:** when the effects or expected outcome do not agree with the reasons or justification for the formation of the policy.

Recommendations

21. For the successful formulation and implementation of public policies in a liberal democracy like Nigeria, Col. Lawal recommended that in view of the general acceptance that **public policies were formulated by governments to address or resolve political, economic and social problems in the society**, participants should:
- a. constantly guide against formulating dictatorial policies and ensure that their development policies and implementation strategies were based strictly on wide and liberal consultations, inclusivity, equity and justice;
 - b. make sure, through a thorough SWOT Analysis, that the cross-cutting nature of the problems were factored into the identification, definition and naming of such problems to be solved, noting that a wrong or subjective identification, definition and naming (of the problem) would eventually compound rather than solve it;
 - c. ensure that their implementation strategies were informed and guided by the location of the problem, clear goals, defined objectives, and appropriate timeline set out at the policy formation stage as well as the available material resources and competent hands; and
 - d. always guide against failure of public policies by ensuring that such policies enjoyed strong political will, backed by adequate funding, consistency, wide public acceptance and support; valid theory of cause and effect as well as competent manpower and stakeholder collaboration.



PAPER III: RECONSTRUCTION, REHABILITATION AND RESETTLEMENT

By: Prof Abdullahi Y. Shehu;

Nigeria's Former Ambassador to the Russian Federation

22. Professor Shehu explained, with emphasis, that as the third tier of government, Local Governments had very crucial roles in the post-conflict reconstruction, rehabilitation and resettlement (3Rs) in Borno State because of their proximity to the grassroots, ability to facilitate participatory development and their familiarity with the local environment in dispute resolution and peace-building.
23. To support the implementation of the 3Rs in their respective LGAs, Professor Shehu stressed that it was mandatory for participants to fully understand the State Development Framework and the Strategic Transformation Plan, as passionately explained in the overview by Dr. Manadara, in order to key into it (Development Plan), building on the knowledge and lessons to be learnt during the workshop.
24. He advised participants, particularly LGA Chairmen, to:
- establish community engagement platforms for the facilitation of immediate, short and long-term implementation of the 3Rs faithfully in their local government areas; and
 - draw strength from the fiscal autonomy recently granted to local governments to put the long years of violent setbacks behind them by learning from the successful rebounding experiences of other countries.
25. He also encouraged any of the LGAs still witnessing some disruptive challenges of insecurity not to wait till total return of peace before initiating meaningful post-conflict 3Rs programmes for their people.

Conclusion and Recommendations

26. He concluded his presentation by stating that the responsibility for the successful implementation of the 3Rs hanged squarely on the shoulders of the Chairmen and thus, **recommended** that they (LGA Chairmen) should:
- always demonstrate the courage of exemplary leadership through



- accountability, vision, empathy, equity and justice as well as adequate planning with flexible implementation strategies;
- b. start work from safe areas with the resources at hand and expand as more funds were available and as progress was made in securing more or all of the territories still under the control of insurgents and bandits;
 - c. prioritize provision of basic infrastructure and social amenities such as access roads and bridges, healthcare services, schools, safe and convenient market places and water supply etc;
 - d. engage communities in communal cooperation and collaboration in information sharing and implementation of the 3Rs through established and respected community platforms: traditional leaders, leaders of faith and women and youth councils;
 - e. encourage women and youth engagement in agricultural and entrepreneurship programmes because the unemployed youths were security risks and social disgrace;
 - f. reduce high taxation and support community peace initiatives, including alternative dispute resolution (ADR); social justice, equity, community service and empathy;
 - g. provide good leadership and good governance through transparency, accountability, empathy and full payment of salaries and wages of all Council workers as and when due, especially now with the Local Government autonomy; and
 - h. be guided consistently by local comparative advantages, collaborative and inclusive spirit, the overall goals of the State's development plan and the passion to keep on learning for innovative ideas.

Exercise: I

27. To test the understanding, but more to stimulate them into the learning mode, Professor Shehu tasked the participants with a review exercise at the end of his presentation. Participants from each of the 27 LGAs, led by their chairmen, were given about 30 minutes to jointly answer the following pertinent questions, with the joining instruction that their answers were going to be typed, scored and submitted along with the Report of the Workshop to the Executive Governor:

- a. In bullet points, write three things you will do to strengthen governance in your local government administration;



- b. Give three steps to be done in reconstruction and resettlement in your LGA; (on the basis of that, money will be made available to you to implement them);
- c. Use the benefit of your participation in this program, mention three things you will do in your area to promote and sustain peace and stability in your LGA;
- d. Economic and Human Capital Development are among recommended priorities. Mention three things you will do in the next three years in education, agriculture and healthcare.

Questions/Comments and Answers

28. A few of the questions or comments and responses from the floor were not clear, but the following were clearly captured:

- a. **My LGA was badly destroyed some days ago by flood, can we invite the UN Agency and NGOs to come and help?** Yes, but beware of the damaging selfish interest of some of the NGOs operating in the Northeast;
- b. **Repatriation in disaster management is very expensive. The State Government has been doing a lot to assist displaced persons in terror attacks by bandits and Boko Haram. But Government needs to adopt modern ways of ending this insurgency.** Yes, a very pertinent observation and a genuine appeal. Compared to where the state of insecurity was five years ago, the Governments have done a lot to secure the current state of peace but more needed to be done to secure a durable peace for sustainable development in the region;
- c. **There must be coordinated understanding between the Chairmen and the State Government. Kindly advise on what should be done to ensure there are no conflicts between the state and LGAs.** A very good concern, but there will always be conflicts. What is needed is to minimize the occurrence and degree of damage such conflicts may cause. Indeed, the need for coordinated understanding and cooperation should not only be between the State and the LGAs but between the State, LGAs and the rural communities (Traditional



Rulers, Religious and Community leaders) for the effective implementation of the 25-Year Development Plan. You should, therefore, pay attention to the subsequent presentations as the primacy of collective understanding, cooperation and collaboration between the State, LGAs, and Community stakeholders in development planning and implementation would be reemphasized by next speakers;

- d. **Is there any gap between the 25 -Year Plan and the Ten-Year Plan?** No. The first ten years for the fundamental issues: Human Capital Development, Agriculture and Infrastructure Development while the remaining years were for the review and implementation of the long-term development plan, in close collaboration with the LGAs and the communities;



PAPER IV: DEVELOPING BORNO STATE INTO A REGIONAL ECONOMIC AND TRADE HUB

By: Dr. Julius Jibrin Bala

Businessman and former Director General, Bureau for Public Enterprise:

29. In his Paper, Dr. Bala, commended the Government of Borno State, under the leadership of Professor Babagana Umara Zulum, for taking up the first initiative among the 36 State Governors in Nigeria, to draw up such a visionary and comprehensive long-term development plan for Borno State, and above all, for providing the political will and resources to build the capacity of the major stakeholders in the implementation processes [of the plan]. He commended the will and courage of the State Government to face the following peculiar and common challenges of building a regional economic and trade hub:

- a. Inadequate Human Capital;
- b. Insecurity and climate change;
- c. Inadequate Infrastructure;
- d. Limited Access to Investment Funds, and
- e. Environmental Concerns, all of which apply to Borno State, emerging from many years of violent conflicts.

High Potential

30. Dr. Bala observed, with joy, that the visionary leadership of Professor Zulum must have found exceptional courage and hope to face the above daunting challenges, including high demanding cost of rehabilitation, reconstruction and resettlement, in the State's high potentials for development, which he identified to include:

- a. the effective leadership, the thirst for development and visionary drive of the Executive Governor, Professor Babagana Zulum, backed by a competent Executive Council that shared his dreams;
- b. large territory with large arable land, large productive agrarian population with resilient can-do-spirit and abundant commercially viable natural resources and agricultural products;



- c. continued support from FAAC budgetary allocations; and
- d. the restorative historical Trans-Sahara Trade experiences, large Nigerian and the contiguous neighbouring markets of the Republics of Niger, Chad and Cameroon.

The Dream is Achievable

31. Based on the expressed political will of the Executive to leverage on the above potentials for development, the businessman expressed the strong conviction and thus, **recommended** that the big dream could be achieved through:

- a. comprehensive feasibility studies and restoration of peace and security, desirably, in consultation with the Savannah Centre;
- b. reactivation and boosting of agricultural activities by investing in modern agricultural equipment and collaboration to refill the Lake Chad from other water channels; inclusive and accountable governance as well as prudent management of resources and full implementation of development projects;
- c. creation of Free Trade Zones as well as Industrial Parks by the State Government;
- d. collaboration with the Federal Government, the Local Government and the Private Sector for enabling energy and infrastructure development and facilitation of access to agricultural and trade loan facilities;
- e. investment and reinvestment in research and human capital development as well as technical vocational and entrepreneurship centres; and
- f. making the whole process more private-sector driven.



PAPER V: PURPOSEFUL INFRASTRUCTURE DEVELOPMENT

By: Malam Bashiru Ahmad;

Executive Director, Bashiru Ahmad Consulting and former SSG, Adamawa State Government.

- 32.** To start with, Malam Ahmad defined **purposeful infrastructure** as “the strategic planning, design, and development of physical structures that meet particular needs of a community, often with focus on sustainability and efficiency.” He emphasized that for an infrastructure development to be purposeful, it must align with the needs of the people for whom it is meant to serve, hence the need for wide consultations in order to carry the people along.
- 33.** He explained that a purposeful infrastructure, such as for LGAs emerging from conflict, must include Transportation; Energy; Schools and Skills Acquisition Centres; Public Healthcare Services; Affordable Housing and Community Development; Environmental Protection and Waste Management.
- 34.** Mallam Bashiru invited participants to note that although there were challenges of insufficient funding, incapacity, shortage of competent hands, political interference, and corruption, strategies for effective infrastructure development in LGAs must be outlined to include:
- assessment of damages to existing infrastructure and prioritizing needs for repairs;
 - engaging local communities in planning and implementation of repairs and constructing new infrastructure;
 - fostering Public-Private-Partnerships (PPP), especially for new infrastructure developments;
 - sustainable institutional capacity-building and inclusive governance;
 - promoting sustainable and resilient local initiatives and designs; and
 - monitoring and evaluation of implementation strategies, including reviews of ineffective or failed plans.



Conclusion and Recommendations

35. Malam bashiru concluded his submission by reemphasizing that a purposeful infrastructure development was the most visible legacy the leadership in any local government administration would leave for posterity. So, to achieve that, he recommended, among others, that:

- a. barring any local peculiarities, the LGAs should learn to align their infrastructure development plans with the State's 25-Year Development Framework and the Ten-Year Strategic Transformation Plan (shared to all participants by SCDDD) through research, data collation and objective analysis; building of staff capacity in planning and implementation; adoption of PPP where feasible; adequate funding and fiscal discipline, improved leadership selection, with focus on sustainability; and
- b. all that the participants would seek to achieve in (a) above must be driven by a strong leadership committed to serving the people with high sense of justice, equity and accountability.





EVENT PHOTO SPEAK



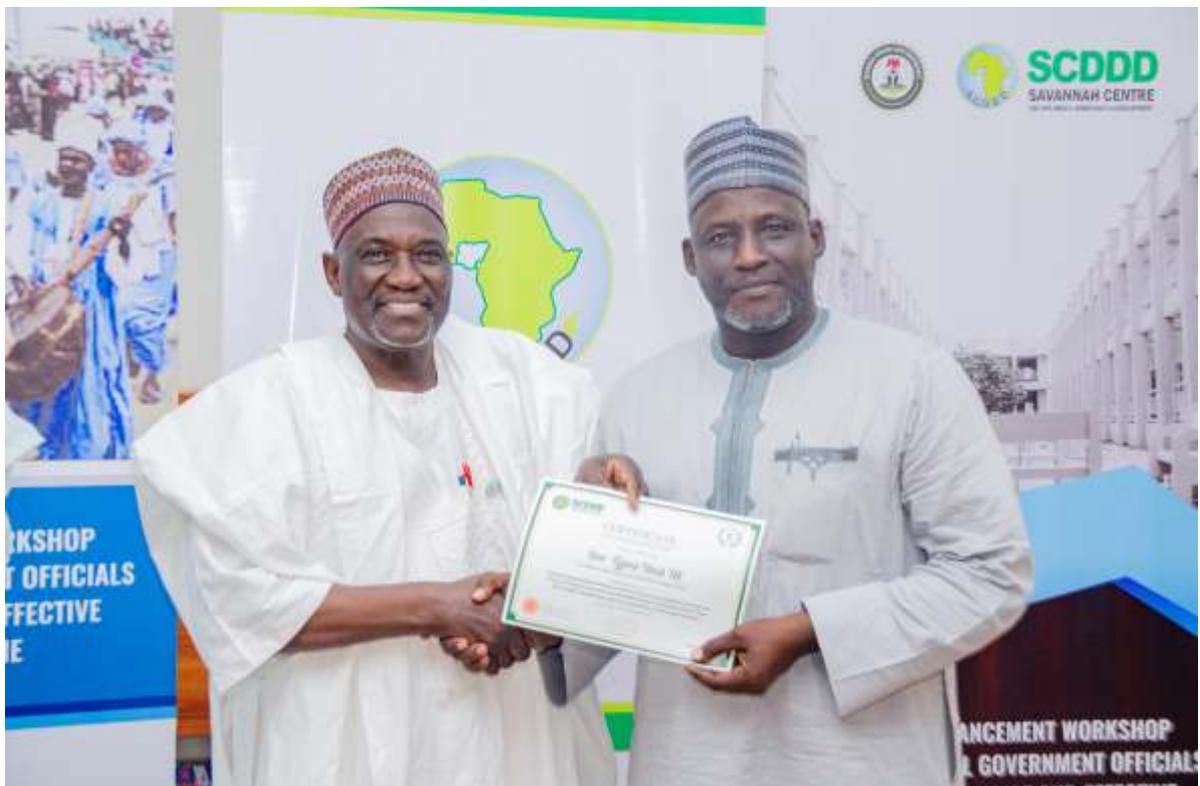


EVENT PHOTO SPEAK





EVENT PHOTO SPEAK





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PAPER VI: SUSTAINABLE ENVIRONMENTAL PROTECTION

By: Professor Hauwa Evelyn Yusuf;

*Executive Director/CEO, Centre for Study and Resolution of Domestic Violence,
and former Director for Gender Studies, Kaduna State University, Kaduna*

36. In her paper, Professor Hauwa pointed out that the environmental setting of a community determined, to a great extent, the social, economic, political and institutional development of that community. She identified the main environmental challenges of the LGAs emerging from conflict to include:

- a. high population growth;
- b. challenges of climate change and the 3Rs;
- c. insecurity and damaged infrastructure;
- d. highly depleted soil fertility through overgrazing, over use, deforestation, desertification, soil erosion; and
- e. environmental degradation through poor waste management; all of which, she argued, had resulted in great loss of human and animal lives, diminished livelihood, migration, reduced crop and livestock production and damaged infrastructure.

Exercise: III

37. Midway into her presentation, Professor Yusuf distributed papers to participants to write the main things they would do to promote the production of an agricultural commodity in their respective LGAs and to resubmit, stating the names and LGAs. This was to encourage the adoption of the “One-Local Government -One Commodity” and its value chain policy.

38. After collecting their responses, she continued with the observation that, like other societies, Borno State, and indeed, the LGAs, emerging from the crises of insecurity and still being challenged by climate change and its consequential effects, needed all that could be done to restore and protect their environments for sustainable recovery and future development.



Recommendations

39. Based on the observation above, and the fact that the LGAs have land and, at least, one agricultural crop to produce on commercial quantity, Professor Yusuf recommended that the State and Local Governments, in collaboration with development partners and wide consultation with the people, should:

- a. make comprehensive recovery and future development plans backed with adequate funds as and when needed. She applauded the Borno State Government's most appropriate response with the comprehensive 25-year strategic development framework under reference;
- b. embark on the public campaign and the development of one-local government-one commercial crop policy;
- c. develop a revolutionary mindset and key into the vision and mission of the State Government as enunciated in the development framework by initiating transformative, adaptive and collaborative local agricultural and climate change policies because failure was not an option;
- d. work fervently to reduce the challenges of insecurity and promote socio-economic recovery and development by:
 - i. establishing strong partnerships among the LGAs, the State and Federal Governments and set up joint and or individual data bases and strong institutions for coordinated innovative ideas;
 - ii. building individual and communal local capacity to restore soil fertility; and
 - iii. incorporating all environmental and climate change matters in their collaborative efforts for restorative sustainable environmental protection;
- e. immediately embark on mobilization and collaborative awareness campaign for environmental protection, water preservation, safe waste disposal methods, and massive reforestation through planting of economic trees to replace the ones being felled for fuel and by the military for security reasons; and
- f. put in place all that was required to ensure that all civil servants collaborate with the elected local government Councilors and LGA Chairmen to reduce over-dependence on the Federal and State Governments, encourage



community collaboration, self-help and making the best of available local resources as well as strategies in addressing their environmental challenges.

Questions and Answers

40. The following questions were asked:

- a. **How can rural farmers emerging from years of recurrent violent conflicts and dependence on external aid for subsistence be encouraged to go back to the farms?** Chairmen and their Council members should embark on mass mobilization, provision of farm inputs and personally engage in farming as a practical way of encouraging resettled persons to return to farming for livelihood and reduction of dependence on external aid.

Note

41, At the end of this presentation, the Chairman/Moderator of the Session, Professor Ibrahim Gambari, remarked that:

- a. as leaders, participants, particularly the elected Chairmen, who had pledged to serve their communities, must be prepared to painstakingly deliver on their campaign promises to address the challenges of poverty, hunger, insecurity and infrastructure deficits, bearing in mind that the financial autonomy gained in court recently was not 'the end' but the main part of the means to 'end' the current and emerging community challenges in their respective domains;
- b. participants must learn from the experiences of other countries that had successfully resolved the challenges of the 3Rs as well as Nigeria's civil war experience to resolve the challenges of the 3Rs in their respective LGAs today;
- c. participants, particularly the Chairmen, should never feel too big to learn because a leader was a teacher who never stopped learning; and
- d. participant must draw their inspiration and guidance from the main plan in drawing up their respective development frameworks and implementation strategies, bearing in mind the nexus between democracy (inclusive governance), durable peace and sustainable development.



PAPER VII: DEVELOPING A SUSTAINABLE COMMUNITY-BASED SECURITY GOVERNANCE

By: Col. Abdulwahab Ademola Lawal (Rtd) PhD;

Head, Research Division, SCDDD.

42. In this paper, Col. Lawal established the nexus between **peace, security** and **development**, emphasizing that there could neither be peace nor security without development and neither would there be development nor peace without security. He also underscored the primacy of **human security** over **state-centric security**, stressing that it (human security) facilitated the pursuit of development goals as it covered the personal, political, economic, health, food, community and environmental security of the individual and the community at large.

43. He explained that because of its overwhelming positive impact on the lives of the individual and the community, human security was the main focus of his presentation. He invited participants to note that as important and impactful human security was, it could only thrive, as a yardstick for measuring 'positive peace,' in a local government area that:

- a. ran a well-functioning people-centered and inclusive governance;
- b. abhorred corruption and forced compliance;
- c. protected the rights of all in the community;
- d. promoted accountability and free flow of information;
- e. provided enabling business environment; and
- f. applied equity, justice, and compensation for losers.

Positive and Negative Peace and Security

44. Furthermore, Col. Lawal explained that it was imperative for participants to know that the concepts of **peace and security** had positive and negative sides. He explained that the negative side was the peace and security that would be enforced and sustained by heavy security apparatus while the positive side was that peace and security that would be carried out and sustained by the people without compulsion or the sticks of the state or local community's security apparatus.



45. Based on the above observations, he:
- a. urged participants not to lay emphasis on how to manage conflicts but on how to create positive peace and security by listening to and taking appropriate actions on early warning signs, particularly, those with potentials to breach positive community peace and security;
 - b. invited participants to note that early warning signs were information about trouble shooting, noting that the absence of positive peace in any community were early warning signs; and
 - c. invited the LGA Chairmen to note and watch against the following early warning indicators in their administrations:
 - i. abuse of power which could motivate violence;
 - ii. availability of weapons and drugs which could serve as incentives to violence; and
 - iii. messages of hate by opinion leaders which could incite violence and promote violent discord among the people or communities.

Conclusion

46. Col. Lawal concluded his presentation by recommending and pledging the willingness of the Savannah Centre to collaborate with any of the LGAs for the adoption and establishment of a Community-Based Security architecture, which included early warning mechanisms, as the fastest and sustainable strategy towards achieving the main goal of a “secured, competitive agri-business and commercial hub anchored on a prosperous people” by 2045.

Questions and Answers

47. Participants asked the following questions arising from the presentation:
- a. **Some 'repentant Boko Haram' fighters are here with us and we pay them some allowances not to go back to rejoin the insurgents in the bush. What happens if their allowances are stopped?** Find some other ways of engaging them gainfully, emphasize the importance of volunteerism; wade between economic and political sense to ensure they do not go back to the bush fighting against their people and themselves;



- b. **On 'equity', we do face big challenge in the distribution of relief materials and government amenities in the LGAs. How can we ensure that every community gets their shares without complaints?** Equity is not the same as equality. Take the example of a crowd watching a game. Children and short people are stood in front on higher platforms and the tall ones have nothing to stand on and will not complaint, that is equity. Equality, on the other hand, is giving equal parts to every community.



PAPER VIII: REGIONAL LEADERSHIP IN AGRICULTURE

By: Chief Joseph Jaryum,

Executive Director, Tropical Agro-Farm Clinic Ltd; Yola

48. In his introductory comment, Chief Jaryum invited participants to note and pay special attention to the discussion because the success of the other transformative development programmes was linked to the vision for agriculture for food and value-added commodities of trade for sustainable competitive economic development in Borno State.

Potential for Progress

- 49.** By way of encouragement, he observed that:
- a. although there had been serious challenges of insecurity and climate change, limited access to agricultural loan facilities and farm inputs, Borno State had the high potential not only to lead the Northeast in agri-business but the country as a whole;
 - b. the State's unique strength included a visionary and exemplary leadership; high productive and resilient youth and women population; large territory with large arable land that can be improved upon for various commercially viable agricultural activities, including crop farming, animal husbandry, poultry and fish farming; and
 - c. Nigeria's growing market of over 200 million people would demand the Borno State agricultural produce for food and industrial raw materials across the country and extending to the neighbouring markets of Cameroon, Chad and Niger.

Professional Advice

50. After elaborating on the agricultural potential of Borno State, Chief Jaryum explained that there was more to consider in order to achieve the desired regional leadership in Agriculture. He advised that in their post-conflict agricultural development plans, implementation and marketing for the ultimate regional



leadership in Agriculture, participants should:

- a. always consider the erratic rainfall, fast depleting soil fertility, desert encroachment, deforestation, draught, forced displacement as well as the growing influence of drugs and substance abuse on the youth who form the bulk of the labour force;
- b. always be guided by the answers to the following interrelated philosophical questions: **Where is the food? Where is the land? Where are the farmers?** and **Should people stop giving birth?** and
- c. bear in mind that the world was returning to organic food production, hence the need for a return to those discarded traditional natural ways of soil fertility and conservation, improved crop yield as well as harvest storage and preservation;

Conclusion and Recommendations

51. For the State to achieve the envisaged regional leadership in agriculture, Chief Yaryum recommended that, in addition to the above pieces of advice, participants should:

- a. prioritize agriculture in their transformation plans with emphasis on good leadership, justice, equity and human capital development;
- b. encourage communities to adopt cheaper agricultural practices, conserve and restore soil fertility and prevent desertification through replanting of drought-resistant grass and trees lost during logging, bush burning and felling of trees as security measures by the military;
- c. prioritize and encourage modern ways of harvesting rain water and the return to traditional crop rotation and use of organic manure for the restoration of natural soil fertility and production of organic crops as well as feeds for animals and birds in view of rising global preference for organic farm produce;
- d. engage university graduates in leadership and digital agriculture and reestablish technical schools as well as agricultural extension services for manpower development, skills acquisition and youth engagement;
- e. establish an inclusive security network in close collaboration with national security agents in their respective LGAs; and
- f. always beware of overreliance on NGOs operating in the region because most



of them were dishonest and exploitative in their dealings with the communities.

Questions and Answers

52. Arising from the presentation, the following questions were asked from the floor:

- a. **The main challenge to agriculture is insecurity and geometrical increase in the population to feed and high cost of farm inputs, what should be done to stop insurgency and population increase?** Governments should organize and or support the establishment of **Voluntary Community Security Networks** comprising of people in the community: lawyers, police, vigilantes, traditional and religious leaders, including the suspected Fulani; let them do it rotationally and give them communication gadgets, to collectively defend and promote communal coexistence. People to work hard to produce more food to feed the growing population and or advocate for acceptable population control as is being done by many advanced economies.
- b. **There are diseases that affect the breeding of goats and chicken. Since many people are returning to the consumption of these agricultural products, how do we encourage and sustain their breeding on organic feeds?** Use bush garden egg or 'gauta' in Hausa to kill bird flu by squeezing the juice into the birds' drinking water. There is natural tree that we need to cut and pound into the feeds for goats and they will survive and make sure the goats are not exposed to rain. They don't like cold (Check main paper for name of the local tree).
- c. **What is the side effect of insecticides or herbicides used in clearing grass on farms or weeding grass in crops?** Yes, herbicides are really dangerous to the soil and even to people. Use it but be very careful. It is most advisable to continue to use the traditional method because the world is going back organic food today;
- d. **You said the Local Governments are the pillars for the overall development of the State. But, in our experience, the word 'local' in local government stigmatizes or is belittling the status of local government officials or local communities in governance parlance. How can we remove or shake off this stigma?** Actually, the stigma is not necessarily created by the term 'local' but



most likely by lack of money. With the financial autonomy, your status and the relevance of the local governments would be boosted to grassroots pillar for development when you start enjoying the flow and control.

- e. **Agricultural loans are given but are hardly ever invested in the business. How can we or who can stop that and how do we obtain loans with low interest rates?** Kindly increase advocacy for awareness so that loans would be used for the intended purpose. Get loans through the commercial banks and the Bank of Agriculture and Industry as well as the State Government and the Northeast Regional Development Commission for lower interest loans and technical advice;
- f. **Which type of soil is most suitable for increased crop yield to 66,000 crop plants as described in your paper?** It depends on the type of soil. If loamy soil, apply fertilizer at once and, if sandy soil, split the application of the fertilizer to two times (consult privately since this is not part of my topic). Any small land can be productive, but you have to work on it. Go for organic manure. Use the information and past experiences for sustainability. It is our commitment and sharing information that will sustain the system.



PAPER IX: HEALTHY CITIZENRY: A VISION FOR HEALTH FOR ALL IN BORNO STATE

By: **Professor Ishaku Akyala,**

Director of Global Health and Infectious Diseases Institute, Nasarawa State University, Keffi:

53. In his presentation, Professor Akyala stressed the primacy of a visionary healthcare for all in Borno State as a major pillar of human capital and the overall development of the State. In this regard, he commended the State's 25-Year Development Framework and the Ten-Year Strategic Transformation Plan as a very comprehensive, visionary and scientific reference document because it captured the main health gaps of the State to be filled in the coming 25 years. He therefore, urged the participants to study the plan as their reference point and give priority to the reduction of child and maternal mortality when drawing up their local healthcare plans and implementation strategies.

Barriers to Public Healthcare Delivery

54. The Participants, especially the elected Chairmen were advised to engage in collaborative healthy competition among their LGAs in the implementation of the plans towards building thriving healthy communities, Professor Akyala however, identified common barriers to accessing public healthcare delivery to include:

- a. financial constraints and poor access roads;
- b. non or limited and poorly equipped and understaffed public Healthcare Centres;
- c. lack of adequate and qualified Community Health service providers: nurses, doctors, midwives, laboratory technicians, etc;
- d. insecurity and external interferences, especially by some NGOs and conflicting legislations; and
- e. bad leadership and poor or lack of planning.

55. In order to successfully address most or all of the above listed challenges to public healthcare delivery services in the State, particularly in rural communities, Prof



Akyala recommended that the leadership of the LGAs, guided by the Chairmen and the main goal of the State Development Framework, should:

- a. collaborate with the Federal, State and reliable donor agencies and NGOs to establish, expand and equip community Healthcare Centres and laboratories, invest in manpower development: training and capacity building for nurses, doctors, midwives and lab technicians;
- b. collaborate with the national security authorities and ensure building of government projects, including healthcare centres, access roads and schools at border areas to reduce security threats arising from negligence;
- c. embark on mass periodic awareness campaign for antenatal care, inoculation and vaccination against communicable diseases to reduce infant and maternal mortality which had been a major concern in rural communities;
- d. always consult and involve the communities in deciding healthcare delivery matters and programmes in LGAs;
- e. appeal to people of means to support sustainable community health projects and opening up motorable access roads or providing boats to cross big rivers, where necessary;
- f. create conducive working environment and encourage the medical staff and community leadership to use their knowledge and commitment to serve the people better; and above all
- g. ensure the judicious use of scarce resources and equitable distribution of medical facilities while thinking out of the box in sourcing for funding and the courage of success against all barriers.



PAPER X: LEADERSHIP AND GOOD GOVERNANCE: THE ROLE OF LOCAL GOVERNMENT COUNCILS IN DEVELOPING BORNO STATE

By: Dr. Mahdhi Abubakar Abba,

Head, Political Science Department, Modibbo Adama University, Yola:

56. In his Paper, Dr. Abba shared the general trend in all presentations recognizing local government administration as most fundamental in governance and grassroots development and thus, urged participants to:

- a. regard themselves not as the underdogs but the fundamental base for leadership in grassroots development;
- b. bear in mind that their people were just emerging from a traumatic decade of violent crises; and thus
- c. note that good and effective leadership at the grassroots was key to achieving the goals of the State's 25-Year Development Framework and the 10-Year Strategic Transformation Plan.

Attributes of Good Governance

57. Dr. Abba emphasized that the State's comprehensive and visionary development plan would only translate into success if guided by diligent, inclusive, transparent, visionary, and accountable grassroots leadership as well as equity, justice and bottom-up consultation with relevant community stakeholders. He identified other attributes of good governance to include selfless and willing leadership to serve responsibly; effective communication and respect for diverse opinions; cooperation and collaboration, ensuring the proper functioning of institutions as well as ensuring judicious management and equitable distribution of resources to the people.

Conclusion and Recommendations

58. In conclusion, Dr. Abba urged participants to confront the challenges of leadership by implementing the recommendations, stating that they (participants)



should build reliable data banks and apply all the attributes of good governance as they:

- a. draw up their strategic data-informed transformation plans, with priority consideration to increasing friendly internally generated revenue bases and reinvestment; and
- b. embark on data-informed human capital development programmes, supported by good schools and skills acquisition institutions for youth engagement, primary healthcare services, and agriculture for food security as well as infrastructure and environmental protection.

Comments from the Moderator (Ambassador Sani Bala)

60. Buttressing the dictum that good leadership was central to the plan and its implementation, the moderator commended the presenters and posed the following questions to the participants to ponder upon in the discharge of their duties after the workshop:

- a. How do you plan improvement in health, Education and Agriculture as the main pillars of development in your LGA;
- b. What is the composition of your local government in terms of demography (gender, youth, aged, women, children in and out of school, population gainfully employed, etc)?
- c. On Healthcare: How many well-equipped hospitals, clinics or Medical Centres and well trained Nurses, Midwives, Doctors, and Laboratory Technicians are currently in your LGA?

Questions and Answers

61. The following questions were raised from the floor and answered accordingly:

a. Observation:

Consultation with people: This may not work very well because of the type of people we have. Yes, because of individual or selfish interests, it would be quite difficult to obtain honest responses to public consultations when sharing food stuff or money as emergency relief. But, in all rules, there are exceptions, so use your sixth sense to judge who or what community would need the most of help. Since emphasis here is not on sharing money or food staff but where or



when to locate government projects, community consultation is most advisable to determine the type of project the community would prefer and where it should be located. As a leader, you have to summon a strong political will and the courage of justice and equity to make things move;

b. On Trade Hub:

We wish to appeal to the State Government to make the International Border Markets work in the State. These are Federal Projects. The State Government should take a look and make the necessary contacts through the appropriate channels to ensure that the Federal Government complete and commissions these projects;

c. Suggestion on Education:

We wish to appeal to the government to restore Teachers Training Colleges/Programmes for basic primary education. This is a very good recommendation for the restoration of the falling standard of education in the region and Nigeria in general. At your local level, you may not afford to set up a Teachers' College but you can afford to engage professionals to teach the existing teachers through a few days' retreat.



PAPER XI: ACCOUNTABILITY, TRANSPARENCY AND INCLUSIVITY IN LOCAL GOVERNMENT ADMINISTRATION FOR THE DEVELOPMENT OF BORNO STATE

By: Ambassador Aabdullahi Omaki, nooc; fsma;

Executive Vice-Chairman, The Abdullahi Omaki Community Peace Initiative Network (AOC PN):

62. In his introductory remarks, Ambassador Omaki observed that as a state emerging from conflict with limited resources and qualified personnel, participants had the big challenge of settling down quickly to jointly administer the affairs of the Borno State's over 6.5 million people spread unevenly across the 27 LGAs in an accountable, inclusive, transparent, just and equitable manner within the projected timeframe of 25 years, as the topic suggested. He, however, raised their hope that the challenge of limited resources would be reduced by the fiscal autonomy granted to the LGAs recently and urged them, particularly the Chairmen to be prepared to take full responsibility for the management of human and material resources in their respective domains.

63. The ambassador stressed that in taking up full responsibility for managing the affairs of the LGAs, the Chairmen must consistently and committedly combine the attributes of accountability, transparency and inclusiveness in governance. He reemphasized that these attributes must be their watchword when drawing up their respective LGA transformation plans and implementation strategies.

Recommendations

64. Ambassador Omaki recommended that, as major stakeholders and foundational tiers in the development of Borno State, the Local Government Councils must:

- a. always be guided by uncompromising, consistent and persistent deep sense of accountability, transparency and inclusiveness in the management of their resources and in drawing up all their development plans and implementation strategies;



- b. give priority to human capital development, security, research and development (R&D); agriculture, youth engagement, environmental protection and healthcare services as well as reconstruction, rehabilitation and resettlement of the IDPs while adhering to the development framework and the strategic transformation plan, all be it with flexibility and prudent financial management, in collaboration with the people and the civil servants, the custodians of institutional memories;
- c. try to resolve all conflicts of interest arising from choice and citing of any project in an area through peaceful alternative dispute resolution mechanisms (consultation, negotiation, mediation);
- d. not to sacrifice accountability, inclusivity, and public consultation for success to the unpleasant consequences of failure of leadership;
- e. combine vision and strong political will to work by the public rules and regulations and engage capable hands to do the work, and embark on a thank you tour to capture more public interest and support in the LGA to minimize failure and riotous criticisms;
- f. call for emergency meetings, raise some local security team to protect and prevent further destruction of projects, provide employment opportunities for the teaming unemployed youth;
- g. seek assistance from the State and Federal Governments where the cost of rehabilitation or reconstruction and repelling the bandits was above the local capacity, particularly in areas where development projects and records were being destroyed by recurrent bandit attacks; and
- h. embrace the nexus between accountability, transparency and inclusivity as the hallmark of good governance because transparency facilitates accountability which in turn, facilitates inclusivity, justice and equity in local government administration.

Questions and Answers

65. The following questions were raised at the end of the presentation:

- a. **Street children: How can we take them to school and who will be responsible for their fees etc.?** LGAs to collaborate in developing the safest and most acceptable strategies, including collaborative engagements with religious,



traditional and community leaders for withdrawing the children from the streets and embark on a strategic public awareness campaign for parents and guardians to warmly receive and cater for the well-being and upbringing of their wards, including education. The State and Local Governments to take the responsibility of catering for the education and upbringing of children whose parents or guardians cannot be located or are indisposed to cater for their children or wards.

b. **There are rules and regulations, but confused on how to practice accountable governance. How do we budget for natural disasters outside our budgetary allocation?** Seek the assistance of the Federal and State Governments as well philanthropic foundations and wealthy individuals when the cost of restoration is above the budget of the local government;

c. **Accountability:**

We appreciate the emphasis on accountability as required of us by Allah. Records are being taken away and projects destroyed by bandits and we are expected to be accountable? Heavy rains often destroy or block up our security trenches. How do we address that challenge? As leaders living in an area with security challenges, call for emergency community meetings, raise some local security team to secure the area and projects; provide some employment such as diverting the path of rain water from the security trenches, for the repentant or potential bandits; be ingenious enough to find local solutions; make arrangement to arrest the people breaking projects repeatedly; provide security cover for whistle blowers.



PAPER XII: HOW TO DEVELOP A STRATEGIC DEVELOPMENT AND IMPLEMENTATION WORK PLAN

By: Ambassador (Sam) Dangwam Bulus Dabeng,
Head, Training and Conferences, SCDDD.

66. In his Paper, Ambassador Dabeng explained, with emphasis, that the process of drawing up a local government development and implementation work plan had to start with the clear understanding of the state's 25-Year Development Framework and the Ten-Year Strategic Transformation Plan which sought to build “a secure, competitive agric-business and commercial hub anchored on prosperous dignified people and sustainable development” with the mission “to restore the age-old honour, dignity and prosperity of the state, while ensuring that all citizens and future generations have access to basic necessities of life and thrive at every stage of their live” by 2045.

67. He stressed that it was for the reason of understanding the content and context of the plan that the SCDDD printed and distributed a clean copy of the plan to every participant for keeps and mandatory reference purposes.

Imperative for Being Strategic

68. He stressed that because the work plan aimed to influence the future, their (local government's) development and implementation plans had to be strategic and not merely responding to challenges when they occur. Therefore, by simple definition, he defined “a strategic plan” as a systematic process identifying why the local government exists, whom it serves, what benefits will be derived from the services it provides, and the vision the LGA administration has for the people.”

Importance of a Strategic Plan

69. Ambassador Dabeng explained that a development and an implementation plan had to be strategic because it provided, among others:

- a. a framework by which the public would assess the performance of the local



- government council;
- b. a process by which the people would hold leaders accountable; and
- c. an opportunity for Council members to connect to their respective communities' needs and to build initiatives based on resident priorities.

Strategic Thinking Skills

- 70.** He further explained that, as a corollary, being strategic required constructive strategic thinking skills, which many of us were not blessed with but could be developed by:
- a. asking relevant questions and distilling the answers;
 - b. listening to and considering divergent views of other members of the team with respect;
 - c. reflecting on what worked and what did not work for one or others; and
 - d. developing effective communication skills.

Body of a Strategic Plan

- 71.** The presenter expatiated that a development and implementation work plan must include relevant stakeholders' inputs, priority concerns to be addressed, short and long- term goals, milestones with timelines and timetable for monitoring and evaluation. He stated that the template of a work plan must include:
- a. the background;
 - b. the vision and mission, guided by the contextual links to the 25-Year d
 - c. Development Framework and the Strategic Transformation Plan;
 - d. its location; and
 - e. all the major influencing internal and external factors.

Steps to Develop a Strategic Plan

- 73.** He invited participants to note that the basic steps to develop a strategic development and an implementation work plan included:
- a. Assessing the current situation** through a process called **SWOT analysis**;
 - b. Drawing up the workplan:** by drawing inspiration and guidance from the



main plan, and findings from the SWOT analysis;

- c. **Implementation Strategy:** This included setting up an implementation planning committee and drawing up a solid but flexible comprehensive implementation framework, ensuring that all stakeholders were on board;
- d. **Holistic Risk-Assessment:** Making a holistic and comprehensive risk-assessment of the project which must include national issues and real constituency discontent; and
- e. **Monitoring and Evaluation Strategy:** This would use some key performance indexes and global best practices to monitor and evaluate progress and effectiveness of the plan, ensuring transparency, accountability, inclusiveness, equity and justice.

Conclusion and Recommendations

74. Ambassador Dabeng concluded his presentation by:
- a. stressing that participants must always be guided in their strategic development and implementation work plans by the vision and mission of the main development plan and the uncompromising leadership attributes of accountability, transparency and inclusiveness;
 - b. reminding participants that the ultimate goal in the strategic planning and implementing framework in any local government was to ensure that the local governments' needs and future visions, as enshrined in the main plan, were met in an efficient and equitable way;
 - c. stressing that by investing their time and resources in the capacity building workshop, participants and their colleagues in the 27 LGCs and the State's Public Service were making sure that the visions and missions drawn up from the contextual framework of the State Plans were fully achieved in the years to come; and
 - d. expressing the hope that the recommendations in all the presentations and the strategies shared with the participants for the implementation of the recommendations, guided by the goal of the main plan, would stimulate interest and broaden their initiatives to search for more inclusive, accountable, and transparent ways to develop workable strategic development and implementation work plans to meet up the expectations of their respective communities.



Written Exercise: II

75. At the end of all the 12 presentations and the wrap-up of the main points, all participants from each of the 27 LGAs, led by the Chairmen or their Deputies, were instructed to draw up a sample strategic development and implementation work plan for their LGAs on a priority project of their choice in one hour, guided by the template bellow.

76. When the time was up, the LGAs were regrouped into 6 according to topics chosen and one LGA Chairman made the presentation to the plenary in 25 minutes on behalf of the others. Out of the 6 presentations, JERE LGA, under the Chairmanship of **Honourable Inna Galadima**, had the best draft. It is typed and attached to the main Report as a guide for improvement. The guiding template:

- i. Identification and definition of the problem to be solved;
- ii. Short background, including contextual link to the 25-Year Plan;
- iii. Goal and objectives;
- iv. SWOT Analysis, including risk assessment;
- v. Formulation of the policy;
- vi. implementation strategy; and
- vii. monitoring and evaluation.





CLOSING REMARKS

77. The Honourable Commissioner for Local Government and Emirate Affairs, **Engr. Tijjani Gonne Alkali**, who witnessed the conduct and assessment of the written test by the resource persons:

- a. thanked the organizers on behalf of the Executive Governor, Professor Babagana Zulum and commended all the presenters for their well-researched content, excellent and focused and effective and interactive presentations, and participants for good attendance, focused attention and active participation, as well as the good communication between the participants. He expressed the personal belief that the participants learnt a lot from the workshop;
- b. gladly informed the organizers and resource persons that the leadership of the state was seriously committed to improving the lots of the people by ensuring that all the Local Government officials returned to their respective LGA Headquarters and committing the resources to bring the elected LGA officials and relevant stakeholders to learn the most effective skills in contributing their bit towards developing the state; and expressed satisfaction that the programme would not fail the government;
- c. took time to share some of their successes being recorded in the 3Rs in education, data collation (R&D), health, infrastructure and human capital development;
- d. proudly informed that the Borno State government had never touched funds from the Federation Account Allocation Committee (FAAC) to the 27 LGAs and that the execution of development programmes had always been based on the LGA priorities submitted to the Governor for approval and review every three months;
- e. urged all to stay in their localities as advised by the Governor; and
- f. pledged the government's commitment to continue to liaise with the Savannah Centre for further consultations on capacity-building for good governance and sustainable development strategies. He wished all a safe return to their respective bases and looked forward to more fruitful partnership and collaboration with the Centre in the implementation and any review of the development plan, when necessary.



PRESENTATION OF CERTIFICATE OF ATTENDANCE

78. After the written exercise and closing remarks by the Honourable Commissioner for Local Government and Emirate Affairs, Engr. Tijjani Gonni Alkali, Certificates of Attendance were issued amidst fanfare of celebration and jubilation, to all participants with the exception of a few whose names on the daily Sessional Attendance Register were not legible enough. The names were rectified and their certificates were issued a few days after, on return to Abuja, through the good offices of the Project Coordinator. In fact, some LGA Chairpersons signified interest to have a similar capacity-building workshop to be conducted by the Centre for their Staff. The SCDDD is in private contact with such LGAs for consolidation of necessary arrangements as soon as practicable.

VOTE OF THANKS

79. After the certificate presentation ceremony, the Vote of Thanks was given by the ALGON Chairman, Hon. Tijjani Umar Ali, Chairman of Maiduguri LGA, who expressed deep appreciation on behalf of all participants for a very educative, participatory and very enlightened capacity-building workshop. He expressed satisfaction with the content and delivery of the workshop and wished to have more, sponsored by the State Government. He wished all, including organizers and resource persons safe journey back home. (ALGON CHAIR: **08068870790; 08023752379**).



CHALLENGES /ACTIONS TAKEN

80. During the conduct of the four-day capacity-building workshop in Maiduguri, some problems emerged and appropriate actions were taken as follows:

- a. **Mode of Communication:** Papers were prepared for presentation in English by Resource Persons but when it was observed, understandably so, that most participants preferred that the presentations were done in Hausa language, all but two of the presentations were conducted in both English and Hausa for understanding and effective participation by all participants. It was a good coincidence that all but one of the resource persons could communicate effectively in Hausa also. Next time coming to the Northeast, deliberate efforts will be made to invite resource persons who understand and speak the Hausa language also for effective communication and interactive participation because most of the participants preferred interacting in Hausa. A number of participants had difficulty penning down their thoughts on paper. Government to take very serious look at the leadership selection processes;
- b. **Attendance and Participation:** The strong political will and courage of purpose fully demonstrated by the leadership of the client and the organizers worked things out. The stern warning by the Deputy Governor and the encouraging and attentive presence as well as the occasional controlling interjection by the Project Coordinator at every session from the Opening to the Closing Ceremonies from 21-24 October sustained the punctuality, regular attendance, the attention span and active participation of the participants in the oral discussions and the two written exercises; and
- c. **Attendance Register and Certificates of Participation:** Because we did not have the full list of participants before the programme, we relied on the Attendance Register to draw up names of deserving participants for the Certificate of Participation. Although attendance was very good, not all were issued the certificate due to illegibility of some entries in the Attendance Register. Names of those who did not get their certificates at the Closing Ceremony, were taken in legible handwriting and have been issued a few days on return to Abuja through the office of the Project Coordinator. Next



time, we shall insist on names and designation of participants before commencement of a programme to facilitate a timely deliverance of the Certificate of Attendance.

*Savannah Centre for Diplomacy, Democracy and Development
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