REPORT

OF THE TWO-DAY CAPACITY-BUILDING RETREAT

FOR KATSINA STATE TOP-LEVEL PUBLIC OFFICE HOLDERS ON

ATTITUDINAL CHANGE FOR EFFECTIVE SERVICE DELIVERY TO THE PEOPLE OF KATSINA STATE

HELD AT THE FIFTH CHUKKER POLO AND COUNTRY RESORT, MARABAN JOS, KADUNA, 20-21 FEBRUARY, 2025

Organized by the Savannah Centre for Diplomacy, Democracy and Development in collaboration with the Katsina State Government.

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> *"My administration will try to bring a new approach to governance. It will be inclusive and diverse, focusing on solid policy implementation and delivery. I am committed to following through on the building your future strategic policy"*
>
> **HE, Malam Dikko Umaru Radda,**
> **Executive Governor, Katsina State**

His Excellency,

MALAM DIKKO UMARU RADDA, PhD, CON

(Gwagwaren Katsina)

Executive Governor, Katsina State

His Excellency,

MALAM FARUK LAWAL, HCIB

(Sarkin Fulani Joben Katsina)

Deputy Governor, Katsina State

His Royal Highness,

ALH. (DR.) ABDULMUMIN KABIR USMAN, CFR

Emir of Katsina

His Royal Highness,

ALH. (DR.) FARUK UMAR FARUK, CON

Emir of Daura

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FOREWORD

I am very delighted to write a foreword to this Report. Even more delighted to write the meta story: the story behind the success of the Retreat being reported upon. In my opening remarks at the event, I hammered upon purposeful leadership and strong political will. If we are to depart from the "business as usual" pattern of governance, we need to follow the example of the government of Mallam Dikko Umaru Radda, *PhD, CON.*

The passion to make a difference and to lead by example was fully displayed at the Retreat by the Governor. In spite of other pressing assignments, Governor Radda made it a point of duty to stay throughout the Two-Day Retreat. Most importantly, apart from full attendance and participating actively in all the discussions as a participant, he guaranteed a Chatham House freedom of expression to all and took

copious note of the frank contributions of his appointees and the civil servants while challenging their views with respect. That was uncommon. It gingered our resource persons to make daring observations and recommendations and, above all, ensured full attendance, rapt attention and active participation by all. Amazingly, the highlights of some of the administration's missteps were received with excitement.

Perhaps I need to speak on political will. Leadership must have the unwavering strong will to deliver. It requires charting a new course and facing the challenging push-backs. It requires the commitment of decision-makers to support the cause. This Retreat was an attempt to bring together a solid team to stay on course. If we must have good governance, the political will must be strong. In our fledgling democracy, we need to build a civil society that encourages strong will in men and women in leadership positions to deliver on their mandates. Leadership must embrace the nuances of the civil society and accept them as co-owners and co-producers of public good.

All the topics discussed in this Retreat were well martialed and exhaustively discussed. I therefore, humbly commend the Report to the Katsina State Government officials for guidance and to continue to build upon this innovation. We shall continue to support the vision and dream of a better and more progressive Katsina State government and people.

Professor Ibrahim A Gambari, CFR; OCORT;

Chairman/Founder,

Savannah Centre for Diplomacy, Democracy and Development

18 March, 2025.

EXECUTIVE SUMMARY

Desirous of good governance and rapid development in Katsina State, the Executive Governor of the State, Mallam Dikko Umaru Radda, PhD, CON, initiated a retreat for the execute branch of the government. The retreat, organized by the Savannah Centre for Diplomacy, Democracy and Development SCDDD), took place in Kaduna, away from home, to avoid disruption of attention, encourage free atmosphere and bonding among members of the cabinet. From 20 – 21 February, 2021, the whole cabinet consisting of both political and career office holders retreated to the comfortable ambience of the **Fifth Chukker Polo Resorts at Maraban Jos, Kaduna.** The theme of the Retreat was " **Capacity-Building and Attitudinal Change for Effective Service Delivery to the People of Katsina State".**

2.   Led by the Governor and his deputy, Malam Faruk Lawal, *HCIB;* the entire cabinet, guided by the expertise of the SCDDD's resource persons, brain-stormed to aggregate thoughts and ideas to equip the team for the attitudinal change desired. The business of the Retreat commenced with a presentation by Professor Ibrahim Gambari who spoke about the need for ethical reorientation and a strong political will in the public service and to stop 'business-as-usual' mentality which hinders progress.

3.   **On Policy Formulation**, the Retreat emphasizes that good governance begins with strategic approach to public policy-making. In a cyclical manner, public policy must identify the problem properly and define it critically with options analysis. The theory upon which a policy is based must be valid else the seed of policy failure is sown ab initio. Inclusiveness in articulating the problem, where all shades of opinion, including cultural norms and nuances are considered, berth better policy initiation. Ten causes of policy failures were articulated to highlight the point that linearity of cause and effect may not produce successful policy outcome. So many intervening variables make policy making non-linear with complexities. Strategies for implementing policies include the use of bureaucracy where government has absolute control of resources; market driven approach, where efficiency can be achieved using private sector approach and the community approach where tradition, culture, social norms and values are involved. The use of monitoring and

evaluation mechanisms to focus and achieve set objectives is very crucial in policy-making. But above all, leadership and political will have great impact on policy successes.

4.   **Managing Executive-Legislative Relationship:** The Retreat recognizes this as a dynamic, delicate, complex and fractious phenomenon requiring a very special approach because both must co-exist and work in sync to achieve the collective objective of delivering the public good. Key areas of friction include: dispute over authority and influence, policy disagreements, party partisanship, inefficiency from both sides as well as poor communication and personal ambitions of the players.

5.   The consequences of conflict between the two arms is bad laws, weak policies and constitutional crises resulting in poor public service delivery as exemplified in the current crises in Rivers State. To overcome these challenges, the Retreat recommends that the parties must respect the doctrines of separation of power and complementarity, promote checks and balances in government and establish robust communications, adopt conflict resolution mechanisms and accountability by complying with procedures. Joint training would be a verifiable tool for smooth and cordial relationship between the executive and the legislative branches.

6.   **The Introduction of Artificial Intelligence** (AI) in governance: The Retreat stresses the relevance of AI which has revolutionized governance and government systems in developed economies. However, it would require individual and group attitudinal change to accept its development and deployment in governance in Katsina State. Although it can be applied in many ways to promote government efficiency in such areas as public procurement, social benefits and subsidy programmes,   there is the wide concern about its safety, security, reliability and the fear that it is subject to abuse by criminally minded officers.

7.   A.I has come to stay as an effective tool for promoting attitudinal change and improving governance. While looking to minimize the negative sides of the technology, it recommends the adoption and application of AI by the Katsina State government in the state's overall governance engagements as it (AI) can provide critical interface with the public in policy feedback and risk management.

8.   **Synergy and Effective Teamwork:** This is considered necessary for effective service delivery. The combined efforts of two or more agents can produce greater result than the sum of an individual's efforts. Leadership is very important to teamwork, thus attention must be paid to leadership quality. Leadership promotes better utilization of manpower, motivates the team, sets goals and drives actualization. In government service delivery, the key aspects of synergy and teamwork include: aligned policy goals and priorities, inter ministerial collaboration, shared decision-making and accountability.

9.   For Katsina State, some areas of thoughts in inter ministerial synergy include the prioritization of the policy on Human Capital Development and Free and Compulsory Primary and Secondary Education to attain human security which include: food, economic, health, personal, community, environment and political safety. The best security safety net, therefore, is investing in the human capital development. For Katsina State, the challenges are clear: high poverty rate, insecurity and conflicts, young buldging population, unemployment, limited social services and infrastructure deficit. Therefore, Katsina State cannot but lay premium on human capital development which is the key to human security, sustainable growth and development.

10.   **Monitoring and Evaluation** allows for impact assessment and learning to improve on outcome in public service for sustainable development. However it is yet to be fully appreciated due to the gap that exists between policy objectives and service delivery to the people. Decision-making, guided by monitoring and evaluation, is prudent, effective and efficient. Risks, cost and benefits can be timely assessed to avoid a collision course. Some useful tips to carry out monitoring and evaluation include: clarity of objectives, data collection and analysis, the conduct of baseline studies, mid and end term project evaluations using modern tools and methodologies. M&E collapses when there is inadequate budgetary allocation and lack of competent and required number of staff to carry out the exercise. This calls for adequate funding and regular training for competency.

11.   **Transformational Leadership** is emphasized in order to inspire capacity-building and attitudinal change in the public service. It promotes integrity, accountability and

continuous improvement. However, transformational leadership is fraught with numerous challenges. For Nigeria in particular, corruption, lack of accountability, unprofessionalism, lack of citizen engagement have been the bane of transformational leadership. Any kind of leadership that does not bring about improvement in the human condition cannot and should not be described as leadership. Transformational Leadership must influence behaviors, enhance staff and institutional capacity as it engage stakeholders. Leadership must be mindful of pushbacks and thus, mobilize political and team support.

12.   **In the Public Procurement Process,** probity, integrity and fiscal responsibility is crucial. Nigeria faces systemic corruption, inefficiency and weak enforcement mechanisms in procurement processes. Over the last decade Nigeria is said to have lost over N12 trillion to procurement fraud. There are legal frameworks for public procurement which include: Public Procurement Act 2007, Fiscal Responsibility Act 2007, Whistle-blower Protection Policy 2016 and the Freedom of Information Act 2011. Each of these have key provisions and implementation challenges. For Katsina State, just as it is all over the country, weak enforcement, non publication of procurement records and fear of victimization of whistle-blowers constitute challenges. Common fraud type include bribery and kickbacks, bid rigging, ghost contracts and conflict of interest.

13.   Katsina State has its share of procurement fraud as itemized in the main paper. To strengthen procurement integrity in the State, its procurement systems must be digitally automated, ensure anonymity in whistle-blower mechanisms, promote transparency in bidding and ensure strict enforcement of penalties for breach of procedures.

14.   **Peace, Security and Conflict Management** presents huge challenge in Katsina State like in other states in the Northwest, Nigeria. The State faces persistent threats of banditry, kidnaping and cattle rustling. Out of the 34 Local Government Areas, 24 are affected. The State's geographical proximity with Zamfara and Kaduna States and the expanse of Rugu Forest Reserve, coupled with its porous border with Niger Republic, makes Katsina State a hotbed of insecurity. The erosion of traditional values and unchecked migration trends into the Sahel and Libya are strong factors to contend

with. It therefore, requires a comprehensive and integrated approach to manage the situation.

15.   The current Katsina State Administration has engaged in commendable kinetic and non-kinetic approaches to tackling the challenge. These strategies include the creation of the Ministry of Internal Security and Home Affairs, the Katsina Community Watch Corps, holding of regular meetings with stakeholders and security commanders. All have been of tremendous help. Strategies for managing conflict in Katsina State should include understanding the security landscape, deployment of early warning and rapid response mechanisms, community engagement and dialogue, strengthening security and justice mechanisms as well as addressing humanitarian needs and building resilience. A combined use of technology, the integration of the state's security apparatus with the Federal and the local community security outfits, including international collaboration, would lead to success in the fight against insecurity in Katsina State.

16.   **Stress Management:** In all these efforts for good governance and effective delivery of service to the people, public officers must be aware of the emotional and stress implications to their personal lives as unmanaged stress shortens life expectancy. Receiving promotions at work, marriages, having babies and educational courses are joyful moments that lower stress levels and must be encouraged. Distress management through work life balancing is very essential. The Katsina State work force must be encouraged to take work place stress as a health hazzard and, therefore design structured activities for mitigation.

17.   This Report is in three parts: the Executive Summary, the Proceedings of the Retreat and Annexes containing the full Papers presented by the resource persons. Readers are therefore, encouraged to refer to the annexes for details.

THE MAIN REPORT

INTRODUCTION

The Executive Governor of Katsina State, His Excellency, Mallam Dikko Umaru Radda, *PhD, CON*; has consistently made known his Administration's desire to deliver dividends of democracy to the people of the State within appreciable timeline in his favour. Convinced that an effective and efficient service delivery would only be achieved by building the capacity of the top government officials and changing their mindset from the culture of doing business as usual to the tangibles, the State Government consulted with the Savannah Centre for Diplomacy, Democracy and Development (SCDDD). With the support of the State Government, a Two-Day Retreat on **"Capacity-Building"** with the theme**, "Attitudinal Change for Effective Service Deliver**y," was organized by the Centre for the executive branch of the Administration at the Fifth Chukker Polo and Country Resort, Maraban Jos, Kaduna, on 20-21 February 2025.

Main Goal of the Retreat

2. Following the reeling of government vision and development plans which included the Ten-Year Development Plan with the slogan "Build Your Future "and the "Community Development Programme", the urgency of developing an efficiency management system with the right orientation became necessary. The main goal and vision included capacity-building, attitudinal change and the promotion of participatory governance, social cohesion and economic justice for all.

Objectives of the Retreat

3. The Specific objectives of the retreat were as follows:

a. The creation of an awareness that would engender attitudinal change, understanding, mutual respect, and collaboration among the public office holders and between the state institutions for effective implementation of the State's development programmes;

b. Assisting participants to develop strategies for achieving good governance through formulating inclusive and people-oriented public policies as well as the mechanisms for monitoring and evaluation of the success of the policies or otherwise;

c. Developing the State's capacity for improved internal revenue drive, prudent spending, dissemination of information and productive services

using the most cost-effective modern scientific and information communication technology skills (ICT);

d. Encouraging participants to follow the right channels of communication in the conduct of State affairs, with a view to opening the space for inclusive participation and improving the quality and smooth flow of innovative and productive ideas as well as firm chain of command for discipline, transparency and accountability in governance; and

e. The inculcation of transformational leadership qualities and the promotion of cordial and harmonious working relationship between the State Executive and the Legislature in the overall interest of the people of Katsina State.

Participation

4. The Participants, led by the Executive Governor, Mallam Dikko Umaru Radda, PhD, CON, were drawn from the executive branch of the government of Katsina State. They included the Secretary to the Government of Katsina State (SGS); Chief of Staff, Government House; Head of Service; Commissioners; Special Advisers and Assistants as well as Permanent Secretaries.

Thematic Areas of Focus

5. To achieve these objectives, nine thematic areas were identified and delivered to the participants. These included:

a. Public Policy Formulation;
b. Improving Harmonious Relationship Between the Executive and the Legislative Arms of Government;
c. Prioritizing Human Capital Development for Human Security;
d. Probity, Integrity, and Fiscal Responsibility in Public Procurement Process;
e. The Challenges of Monitoring and Evaluation in Public Service;
f. Artificial Intelligence and Attitudinal Change for Effective Service Delivery;
g. Transformational Leadership;
h. Stress Management; and
I. Peace, Security, and Conflict Management in Katsina State.

THE OPENING SESSION

Welcome Address

6. The Retreat began with a Welcome Address by the Head of Service, Alhaji Falalu Bawale. In his speech, he emphasized the importance of the Retreat which aimed to foster mutual understanding within the executive branch through networking and interpersonal relationships. He stated that the Retreat was one of its kind and the first in the Administration. He thus, thanked His Excellency, the Executive Governor, for the kind gesture and, in particular, for his physical presence at the Retreat. He also thanked the Savannah Centre for organizing the Retreat and appealed to participants to pay at most attention and take advantage of this rare opportunity to increase their capacity to serve the Katsina people better and to enjoy themselves in a free atmosphere of cordiality and respect for divergent views.

OPENING REMARKS BY THE CHAIRMAN AND FOUNDER OF SCDDD

7. The Chairman and Founder of SCDDD, Professor Ibrahim A Gambari, CFR; OCORT; delivered the Opening Remarks, titled: ***"The Role of Public Servants in Advancing Good Governance and Attitudinal Change for Sustainable Development in Katsina State."*** Professor Gambari noted that participants were very lucky to share from the combined knowledge and experiences [of the resource persons and his humble self], acquired over many years of intensive research and diligent services they had rendered to humanity respectively.

8. Professor Gambari urged them, as elected and appointed public servants holding offices in public trust, to bear in mind that they were ultimately answerable to the Katsina people. As such they should be driven by what Katsina State had been known for: **'knowledge and commitment for excellence.'** He urged them to uphold the principles of complementarity of services and "AMANA" to ensure they left a legacy for posterity.

9. He drew their attention to the theme of the Retreat and underscored the urgent need for ethical re-orientation in governance, advocating for a departure from the entrenched "business as usual" mentality which had been hindering progress, not only in Katsina state but Nigeria at large. The learned statesman emphasized that durable peace, sustainable development and effective leadership required steadfast commitment to integrity, transparency, accountability, justice and equity as well as a reward system that recognized merit and promoted loyalty and commitment to productiveness. He therefore, advised

them to adopt the public-private partnership but with cautionary measures to sieve out the parasitic elements from the private sector and to learn from the collaborative network of successful nations to build strong leadership and institutions for inclusive and democratic governance.

10. According to Professor Gambari, fostering a culture of ethical governance demanded strong political will, decisive action against corruption, and the promotion of policies that prioritized 'collective good' over 'personal or partisan interests.' Furthermore, he stressed that public trust was the cornerstone of a functioning democracy, and therefore, urged the participants to engage citizens meaningfully, uphold the rule of law, and ensure that government institutions operated within the brackets of efficiency and fairness.

11. In his view, achieving these objectives necessitated continuous civic education, leadership training and retraining and the reinforcement of democratic values at all levels of governance. He emphasized that by adopting these principles, Katsina State would build resilient institutions and strong men and women capable of delivering long-term social and economic transformation the Governor Radda-led Administration was pushing for.

KEYNOTE ADDRESS
BY HIS EXCELLENCY, MALLAM DIKKO UMARU RADDA, PhD, CON

12. In his address, the State Governor:

a. Welcomed the organizers, the participants and resource persons to the Retreat;

b. Informed the audience that the Savannah Centre was chosen to conduct this Retreat because of its convening power and competencies to deliver quality service;

c. Acknowledged the presence and the wise counsel of the statesman, Professor Ibrahim Gambari, stating that it was a rare privilege to be among the participants sharing from the wide knowledge and wise counsel of the learned diplomat and international civil servant;

d. Explained that because he wanted to symbolize the importance of the Retreat with his personal presence, he had to delegate his deputy to represent him at an earlier scheduled official engagement in Abuja. As such he also ensured that the Retreat was held at the very conducive and secluded Fifth Chukker Polo and Country Resort, Kaduna, to avoid distraction [of attention];

e. Stated that the purpose of the Retreat was to exhaustively discuss and adopt

implementable strategies for the implementation of his Administration's campaign promises embodied in the Ten-Year Development Plan (2024-22034) and the launched Community Development Programme;

f. Explained that in order to facilitate the implementation of the development plan, he introduced some reforms and with the intent to make the Katsina State workers as 'change agents,' he sought amendments to some old laws that would hinder the smooth implementation of his campaign promises, given that his Administration was running against time;

g. Expressed his Administration's commitment to promoting democratic governance in the 34 LGAs through community development programmes and building strong institutions as well as capable hands to deliver on his mandate;

h. Informed that on assumption of office in 2023, he made it a point of duty to constantly go round the LGAs to monitor and evaluate challenges and development programmes and that he made sure the Chairmen and Legislators did the same in their constituencies; and thus

I. Invited the participants, as major actors in the running of democratic governance, to pay full attention, relax and feel very free to participate actively and frankly in a Chatham House atmosphere, emphasizing that they (including himself) were there to address each other in a very frank and patriotic manner on how best to serve the people of Katsina State within the opportune time-frame of their mandate.

"My administration will try to bring a new approach to governance. It will be inclusive and diverse, focusing on solid policy implementation and delivery. I am committed to following through on the building your future strategic policy"

HE, Malam Dikko Umaru Radda,
Executive Governor, Katsina State

PRESENTATION OF PAPERS

PAPER I: STRATEGIES FOR PUBLIC POLICY FORMULATION
By Col. Ademola Lawal (Rtd), PhD, Head, Research Division, SCDDD

13. Col. Lawal delivered a comprehensive overview of the public policy process and cycle, outlining the critical stages from policy formulation, implementation and evaluation. He explained that:

a. There was no clear dividing line between 'deciding to act' and 'acting' because the two always occur simultaneously;

b. Deciding and acting were based on given guidelines and personal or group discretion;

c. The decision-making processes consisted of:

    I. **Identifying, defining and naming the problem** to be solved;

    ii. **Identifying alternative responses or solutions**- selection and evaluation of policy options. He emphasized that the most important determinant to policy formulation was the definition and naming of the problem. That the name a problem was called always determined the type of solution to it. He gave the example of a road congestion on any busy street in Katsina City. That if the problem was defined as 'narrow road', the solution would be to 'widen the road.' Another definition could be 'too many vehicles on the road', the solution would be 'reduce the number of vehicles on the road.' He added yet another definition of the problem as 'over concentration of important commuter destinations in one area: Solution: 'disperse the destinations.' He, however cautioned that in all these problem definitions, the theory or hypothesis upon which a policy was built must be valid, or else the policy would fail;

    iii. **Policy Implementation:** implementing the policy options (selected in (c: ii above) which required the mobilization of the ways and means to achieve the set objectives in the policy. The presenter emphasized that policies could fail or succeed, depending on the degree of compliance with the 10 conditions for success listed in (d) bellow. He thus, argued that it was erroneous to blame implementation failures solely on civil servants or managers of the policy. That a good policy formulation must, therefore, take into account the capacity of the agency to manage the policy

which included deciding, from inception, how to implement and skill the implementers of the policy;

iv. **Monitoring and Evaluation (M&E):** A crucial level of policy formulation carried out at 'pre' and 'post' policy formulation to track progress made in the implementation of policies, ensure compliance, check proper accounting, and to make for corrections, where necessary. He advised participants to pay attention for more detils of this very important aspect of policy formulation from a co-presenter in the course of the programme;

d. Public policies would succeed when:

I. Circumstances external to the implementing agency do not impose crippling constraints;

ii. Adequate time and sufficient resources are made available to the programme;

iii. At each stage of the implementation process, the required combination of resources is available;

iv. The policy to be implemented is based on a valid theory of cause and effect;

v. The dependency relationships between the implementing agency and other agencies involved are minimal in number and importance;

vi. There is a complete understanding of and agreement upon the objectives to be achieved and these conditions persist throughout the implementation process;

vii. The tasks to be performed by each participant and the timeline for the realization of the specified objectives are explained in complete details and perfect sequences;

viii.The relationship between cause and effect is direct and there are few, if any, intervening links;

ix. There is perfect communication among and coordination of the various elements or agencies involved in the programme; and

x. Those in authority can demand and obtain perfect obedience from the implementing agencies and personnel.

e. Failure to comply with any of the above listed favourable conditions for the success of public policies may lead to failure or stagnation of programmes;

f. The strategies for policy formulation included:

i. **Political Will and Policy Legitimation:** the leadership must be committed to

the cause from beginning to the end, ensuring adequate funding and legitimizing the process through faithful community engagements (inclusivity);

ii. **Developing Bureaucratic Competence:** The implementing agencies should be carefully selected, including outsourcing and contracting out, where necessary;

iii. **Due Consideration for Social Norms and Values:** leaders must ensure that the policy conformed with the social norms and culture of the people/ beneficiaries; and

iv. **Theory of Cause and Effect:** policy must reflect a good understanding of the causes of the problem and the most appropriate remedy and timeline required to ensure policy success;

g. The strategies for policy implementation, in accordance with the conditions stated in (d) above, included:

i. **Use of the Bureaucracy**: when the state is sure of the number and competencies of its civil servants and adequate funding as well as working equipment;

ii. **Market**- **Driven Approach**: where efficiency and effectiveness could be achieved using private sector partnership; and

iii. **Community Approach**: engage the community in the implementation of the policy that concerned them especially when issues of culture and norms were involved. That the stakeholders' understanding and support for public policy initiatives were crucial for the successful formulation and implementation of public policies.

Conclusion/Recommendations

14. In concluding his presentation, Col Lawal reiterated the need to be very inclusive in consultation at the inception of policy and to develop a firm and purposeful political will needed to sustain the policy, He happily expressed the joy and the passion the Governor had exhibited, thus far, indicated that the determination and the political will to build and strengthen the bureaucratic competencies required to make policies succeed in Katsina State already existed.

15. He restated that policy making was an art as well as a science, requiring data collation and thorough analysis, bearing in mind that public policy was what

government would or would not do. He made the following recommendations in addition to the indicators for successful policy formulation:

a. **Qualified personnel and well equiped institutions:** Government should sustain the momentum on personnel and institutional capacity-building and ensure that they were adequately resourced with funds and requisite equipment;

b. **In identifying and defining problems** to be solved, participants should always bear in mind the cross-cutting societal factors in order to avoid misinterpretation and counterproductive action by government and to minimize public rejection, due to wrong definitions and exclusion;

c. Participants should take a more dynamic and adaptive approach to policy formulation: one that would encourage innovation, adequate funding, inclusivity, accountability, transparency, and incorporate feedback mechanism in response to current and emerging societal challenges; and

d. Participants should continually practice and practice the various strategies listed above for acquiring expertise in policymaking in accordance with the 10 guidelines, para.30 (d).

Interactive Session

16. At the interactive session participants shared their experiences about policy failures based on the ten guidelines distributed to them by the presenter. They commended the presentation as very apt and agreed with the presenter that identifying and defining the problems, setting strict timelines and establishing robust monitoring and evaluation mechanisms were critical to public policy formulation and implementation. They, thus, supported the recommendation for the adoption of data-driven monitoring tools, periodic progress assessments, and transparent reporting mechanisms to track implementation.

PAPER II: MANAGING EXECUTIVE/ LEGISLATIVE WORKING RELATIONSHIPS

By Ambassador John Gana, Retired Foreign Service Officer and Former Federal Permanent Secretary, Office of Secretary to the Government of the Federation;

17.   Ambassador Gana provided an in-depth analysis of the intricate but symbiotic relationship between the executive and legislative arms of government, likening it to a "teeth and tongue" dynamic, where both entities, though interdependent, occasionally experienced friction. He emphasized that this relationship was essential in democratic governance, as both arms served as checks and balances to prevent abuse of power and ensure accountability. However, he noted that persistent conflicts between them could hinder policy implementation and disrupt governance.

Key Sources of Executive-Legislative Conflicts

18.   Ambassador Gana outlined several common causes of conflict between the two branches of government, including:

a. **Power struggles** – Disputes over authority and influence often lead to tensions,

especially when one arm perceived the other as overstepping its bounds;

b. **Policy disagreements** – Differences in policy priorities can create roadblocks, particularly when legislative bodies reject executive proposals or demand amendments;

c. **Party politics** – Political affiliations sometimes dictate legislative behavior, leading to partisanship that undermines collaboration.

d. **Unrealized expectations** – Legislators often anticipate patronage, project allocations, or executive support, and when these expectations are not met, friction arises.

e. **Weak structures and procedures** – Inefficiencies in legislative-executive coordination mechanisms exacerbate misunderstandings and delays in decision-making; and

f. **Poor communication** – A lack of regular engagement between both arms could foster suspicion and reduce opportunities for negotiations and compromises.

Strategies for Preventing Executive-Legislative Conflicts

19. To foster a more productive working relationship, Ambassador Gana proposed the following strategies:

a. **Respect for Separation of Powers** – Both arms must recognize and operate within their constitutional roles, ensuring no overreach or undue interference;

b. **Acceptance of Checks and Balances** – A functional democracy thrives when both arms respect their oversight functions, acknowledging the necessity of scrutiny and accountability; and

c. **Regular Dialogue and Collaboration** – Establishing regular communication channels, such as formal meetings, informal consultations, and conflict-resolution mechanisms, can help address misunderstandings before they escalate.

Interactive Session

20. During the interactive session, participants observed that many legislators had little or no knowledge of their legislative roles beyond budget approvals, leading to a narrow understanding of their responsibilities. To address this, it was recommended that comprehensive training programs be organized for newly elected legislators immediately after elections, ensuring they fully understand the principle of

complementarity in their relationship, grasp their legislative, oversight, and representative duties.

21.   Another observation was that there had always been some bureaucratic conflict between civil servants and public servants, explaining that while civil servants prioritized procedural correctness, public servants focused on achieving results. This misalignment often slowed down decision-making processes and created friction in policy execution. In response, the resource person reminded the participants that whereas civil servants were guided by the Civil Service Rules and could pay dearly for it if violated, appointed officers were guided by code of conduct.

22.   In the end, it behove on both parties to be circumspect on the lurking danger of disregard for rules. In the Governor's contribution, he stressed that political appointees must always act with integrity to prevent conflicts with legislators. He noted that undue interference, favoritism, or a lack of transparency in decision-making often triggered disputes between the executive and legislature. He strongly advised against any breach of procedures in the bit to achieve results. They should always adhere to ethical standards and good faith in their engagements with legislators as this would significantly reduce tensions.

Enhancing Cooperation Through Joint Training

23.   To further strengthen cordial working relationship between both arms, Ambassador Gana recommended joint training sessions for legislators and executive officials every new legislative cycle. He stressed that such programmes would enhance mutual understanding, improve cooperation, and equip both sides with the skills needed to navigate complex governance challenges effectively. By fostering collaboration through structured learning and dialogue, he observed that the executive and legislature would work towards a more harmonious and productive partnership in public interest.

PAPER III: ARTIFICIAL INTELLIGENCE (AI) AND ATTITUDINAL CHANGE FOR EFFECTIVE SERVICE DELIVERY

By Hauwa'u Evelyn Yusuf, Professor of Criminology and Gender Studies; Kaduna State University

24.   Professor Hauwa'u Yusuf delivered a thought-provoking Paper on the inevitability of Artificial Intelligence (AI) in modern governance. She emphasized that its integration was no longer a choice but a necessity for improving policy formulation for effective service delivery and overall government efficiency. She stressed that AI-driven solutions had the potential to revolutionize public administration, making government operations more transparent, responsive, and data-driven.

Key Benefits of AI in Governance

25.   Professor Yusuf outlined several transformative advantages of AI in government processes to include:

a. **Improved Policy Analysis** – that AI can process vast amounts of data in real-time, identifying trends, predicting policy outcomes, and enabling more informed decision-making. Governments can leverage AI for evidence-based policymaking that addresses societal challenges more effectively;

b. **Enhanced Decision-Making** – Machine learning algorithms would assist government officials in making objective, data-backed decisions by reducing biases and human errors. AI-powered simulations and predictive modeling can assess the potential impact of policies before implementation;

c. **Increased Efficiency in Documentation and Communication** – that AI-powered tools, such as chatbots and automated document processing systems, would streamline administrative tasks, reduce bureaucratic delays, and enhance public service delivery; and

d. **Development of New Business Models** – that AI would help governments foster innovation, create smart economic policies, and drive digital transformation. It enables predictive governance, resource optimization, and the automation of routine processes, ultimately increasing productivity.

Addressing Concerns About AI and Job Displacement

26.   During the interactive discussion, participants expressed concerns about AI

potentially replacing human jobs, particularly in government agencies and the public sector. Professor Yusuf acknowledged these fears but reassured participants that AI had come to stay and therefore, should be seen as a tool for efficiency, not a threat to employment. To mitigate job displacement risks, she recommended proactive measures, including:

a. **Staff Reassurance and Engagement** – Governments should openly communicate AI's role in augmenting human capabilities rather than replacing them. Transparency in AI adoption would help ease resistance to change;

b. **Workforce Re-skilling and Training** – Employees should be given regular training programmes to develop AI literacy and digital skills. By up-skilling workers, governments was ensuring that employees adapted to AI-driven systems and take on higher-value tasks;

c. **Human-AI Collaboration** – Rather than replacing human roles, AI was being integrated to assist workers in data analysis, administrative processing, and decision-making, freeing them to focus on more complex, creative, and strategic responsibilities, as may be dictated by peculiar circumstances; and

d. **Ethical AI Implementation** – to maintain public trust, Governments must establish policies that would ensure responsible AI adoption, prioritizing ethical considerations, data privacy, and transparency.

The Future of AI in Governance

27.   Professor Yusuf concluded her presentation by urging participants, who were key policymakers in the State, to embrace AI as a catalyst for transformation, advocating for its responsible and strategic implementation. She emphasized that governments must proactively design AI policies that balance innovation with job security, ensuring that technological advancements benefit both the public sector workforce and society at large.

28.   She advised that by integrating AI into governance while minimizing the negativities of AI and fostering inclusive workforce development, Katsina State would be creating smarter, more efficient, and citizen-centric public institutions that would enhance capacity and attitudinal change for effective service delivery and drive sustainable development.

PAPER IV: SYNERGY AND TEAMWORK FOR EFFECTIVE SERVICE DELIVERY

By Dr. Julius Bala (CEO, Ebisu Consulting Nigerian Ltd.)
and Associate Professor of Economics, Nile University, Abuja

29. Dr. Bala delivered a compelling Paper on the importance of synergy and teamwork in the operations of the Katsina State Government. He underscored the importance of collaboration between ministries, agencies, and departments as most critical to enhancing efficiency, transparency, and effective service delivery. He stressed that by fostering inter-agency cooperation and collaboration, the government was streamlining processes, optimizing resource allocation, and achieving better governance outcomes for the people of Katsina State.

Prioritizing Free and Compulsory Education

30. Beyond improving government coordination, **Dr. Bala emphasized on the urgent need for Katsina State Government to prioritize free and compulsory education at all levels as a strategic policy for human capital development**. He emphasized that education remained the foundation for long-term development, because it would empower the youth with skills, reduce poverty, and curb social vices.

31. He stressed that, for Katsina State to compete in a rapidly evolving global economy, it must invest heavily in accessible and quality education, ensuring that no child was left behind due to financial constraints. He called for a policy framework that would enshrine universal basic education as a fundamental right, making it both legally enforceable and financially sustainable.

Concerns Over Financial and Security Challenges

32. During the interactive discussion, some participants raised concerns about the feasibility of funding free and compulsory education, given the state's increasing competing demands, including the ongoing multi-dimentional security challenges, infrastructure deficit, healthcare challenges and hunger, which had placed heavy financial burden on the state government.

33. Many participants questioned the possibility of the State financing large-scale free educational reforms while still allocating greater resources to security and social welfare programmes. They argued that limited revenue generation and high dependence on Federal allocations were making such ambitious initiative difficult to implement, without sustainable external support.

Strategies for Financing Free and Compulsory Education

34. Dr. Bala acknowledged these concerns **but emphasized that education, being the fulcrum of human capital development, must not be sidelined due to financial constraints.** He therefore, recommended several strategies to mobilize resources for free and compulsory education, including:

a. **Public-Private Partnerships (PPPs)** – Collaborating with the private sector stakeholders, non-governmental organizations (NGOs), and international donors to fund educational infrastructure and learning materials;

b. **Innovative Taxation Policies** – Introduction of education levies on high-earning sectors or dedicating a percentage of internally generated revenue (IGR) to fund education;

c. **Cost-Sharing Models** – Exploring subsidized education programmes, where the government should cover tuition while parents contribute to ancillary costs like uniforms and books.

d. **Grants and Loan Programmes** – Seeking funding from international organizations such as the World Bank, UNESCO, and UNICEF, which support education access in developing countries; and

e. **Improved Budgetary Allocation** – Ensuring that a larger percentage of the state's annual budget is dedicated to education, even amid competing priorities.

The Role of Security in Educational Development

35. Dr. Bala also stressed that addressing security concerns was crucial for the success of educational reforms. He noted that in areas affected by banditry and insurgency, many schools had been forced to close, leaving thousands of children out of school and vulnerable to exploitation. To ensure that education thrived despite security challenges, he called for:

a. **Increased Investment in School Security** – Deploying community policing, surveillance technology, and collaboration with security agencies to protect students and teachers;

b. **Alternative Learning Systems** – Implementing mobile schools, e-learning programmes, and community-based education in conflict-prone areas to ensure uninterrupted learning; and

c. **Peace-building Initiatives** – Engaging local leaders, religious institutions, and community organizations in conflict resolution and youth and women empowerment programmes to curb violence and promote stability.

PAPER V: PRIORITIZING HUMAN CAPITAL DEVELOPMENT AND HUMAN SECURITY FOR SOLID FOUNDATIONAL CHANGE IN KATSINA STATE

By Ambassador Abdullahi Omaki, nooc; fsma; Retired Foreign Service Officer;
Former Nigerian Ambassador to the Republic of Chad; and Executive Vice-Chairman, AOCPIN

36. Ambassador Omaki delivered a thought-provoking Paper on the critical role of community engagements in ensuring food security, emphasizing that agriculture remained the backbone of economic stability and rural development in Katsina State. He underscored the point that food security could not be achieved in isolation and thus, required active participation from local communities, policymakers, and security agencies.

Insecurity as a Major Barrier to Agricultural Productivity

37. A key challenge raised by Amb. Omaki was the growing insecurity preventing farmers from accessing their lands. He pointed out that rural farmers, who formed the majority of the agricultural workforce, were becoming increasingly vulnerable to attacks by bandits, insurgents, and other criminal elements. As a result, many farmers were either abandoning their farmlands or significantly reducing their

agricultural activities, leading to food shortages, rising prices, and economic instability.

38.   During the interactive discussion, Participants echoed the concerns that despite substantial investments in the agricultural sector by the state, weak border security had allowed unchecked movement of individuals into farming communities, increasing the risks of land invasions, crop theft, and violence. The following key challenges were identified:

a. **Insecurity and Farmer/Herder Displacement** – Frequent attacks on rural communities had forced many farmers to flee, leaving vast tracts of arable land uncultivated;

b. **Weak Border Controls** – Unregulated migration across borders was making it difficult to monitor criminal elements infiltrating farming communities;

c. **Limited Community Participation** – Many agricultural policies were formulated at higher levels of government without sufficient input from local farmers and community stakeholders; and

d. **Gender Exclusion in Agricultural Development** – Women, who constituted a significant portion of the agricultural workforce, were often excluded from policy decisions, access to resources, including loans and farm inputs, as well as training opportunities.

Strategic Recommendations for Enhancing Food Security

39.   To address these challenges, the following policy and structural reforms aimed at ensuring sustainable agricultural development and food security were recommended:

a. **Strengthen Community Security Initiatives by:**

i. Establishing community-driven security task forces to complement law enforcement efforts in protecting farmlands;

ii. Deploying modern surveillance technologies, such as drones and satellite imaging, to monitor and secure farming areas and transportation of farm produce;

iii. Fostering collaboration between local farmers and security agencies to ensure intelligence-sharing and proactive response to threats;

b. **Increase Local Government Involvement in Policy-Making by**

i. Decentralizing agricultural policy development, allowing local governments and traditional leaders as well as community leaders to add their local perspectives on food security strategies;

ii. Introducing community-based monitoring systems to track agricultural production, resource allocation, and security threats;

iii. Ensuring that policy implementation is region-specific, addressing unique challenges faced by different farming communities;

Expanding Agricultural Opportunities Amid Security Challenges

40. Ambassador Omaki also emphasized the need to diversify agricultural strategies to ensure food production continues despite security threats. Some of the innovative approaches discussed included:

a. **Encouraging urban and peri-urban farming** to reduce reliance on rural farmlands that are most affected by insecurity;

b. **Promoting greenhouse farming and vertical agriculture** as alternatives to traditional open-field cultivation; and

c. **Developing early-warning systems** that alert farmers about potential security threats, enabling them to take precautionary measures.

PAPER VI: MONITORING AND EVALUATION IN PUBLIC SERVICE FOR SUSTAINABLE DEVELOPMENT

By Hassan A. Saliu; Professor of Political Science, University of Ilorin

41. Professor Saliu underscored the critical role of monitoring and evaluation (M&E) mechanisms in ensuring the effectiveness of policies and programmes, especially in a democracy which heralded development and leadership transparency and accountability. He stressed that M&E was an integral part of policy formulation, hence the need for a structured approach to tracking progress and assessing outcomes in policy implementation. He explained that the overall importance of the concept of M&E was to ensure that government policies delivered their objectives by identifying the red flags early for mitigation or bridging the gaps that often existed between policy objectives and delivery on ground.

42. He established the relationship between M&E by stating that while **monitoring** related to ensuring that all that were required for the successful implementation of a policy were adhered to, **evaluation** was an exercise that ordinarily took place after the execution of a policy/project. He further explained that while **monitoring** could be done simultaneously as the policy was being implemented, **evaluation** could be carried out quarterly, mid-term or at the end of a project implementation, stressing that evaluation was intended to determine whether or not the outcome of the project met the objectives the policy set out to achieve.

Why M&E is Necessary

43. Restating that the two exercises were important aspects of policy implementation, Professor Saliu explained that M&E were specifically imperative because they:

a. Determine the efficiency or otherwise of policy implementation processes;

b. Improve decision-making processes through identified red flags and redirect the mind to emerging issues not anticipated at the conceptualization of policies and ensure effective delivery of services to the people;

c. Help in the prudent management of resources and enhance accountability by measuring the success of a policy or otherwise; and

d. Promote adoptive learning for future applications.

Useful Tips for Carrying out M&E

44. The Professor pointed out that there were necessary steps to take facilitate successful M&E:

    a. The stated objectives of the policy must be clearly understood;

    b. There must be an elaborate plan for the M&E, including funding, proper data collection and analysis; and

    c. There must be regular evaluation to assess project effectiveness and desired impacts.

Strategies for M&E

45. Professor Saliu stated that the strategies for effective M&E included:

    a. Indicators' and experimental approaches, focusing on a few LGAs or end users;

    b. Developing M&E plan and regular visitation to sites;

    c. Conducting baseline studies and data analysis;

    d. Conducting mid-term or end of project evaluation;

    e. Leveraging on technology and involving critical stakeholders in surveys and feedback mechanisms; and

    f. Showing fidelity to ethical factors, regular capacity-building and recruitment of consultants, when and where necessary.

Challenges or Limitations in M&E

46. Professor Saliu observed that as important as the exercise was to policy processes, there were red flags which included:

    a. The limited understanding and appreciation of their values which often posed challenges as little or no provisions, including budgetary allocation, were usually made for the exercise;

    b. Absence or limited number of competent staff to handle the exercise;

    c. Political interference which often divert attention from on-going projects;

    d. Lack of stakeholders' engagement and people's resistance to change;

    e. Failure to appreciate or the use of poor or porous data base; and

    f. Poorly defined set objectives in policies.

Conclusion/ Recommendations

47. In his concluding remarks, Professor Saliu reemphasized the salient points he raised in his presentation that:

a. M&E was an essential part of the policy making processes;

b. Monitoring should ideally come before evaluation while evaluation should flow after project execution; and

c. M&E had added values to public policy where its importance was adequately recognized. As such participants were enjoined to accord the necessary importance to the exercise.

48. In order to enhance the level of appreciation for M&E in a democratic governance and the effective delivery of the dividends of democracy in Katsina State, Professor Saliu recommended that Government should:

a. Demonstrate good appreciation of the concept by creating an M&E unit in the government bureaucracy, supported with qualified staff, requisite tools and adequate budgetary allocation;

b. Recognize the values of M&E by taking appropriate actions on the red flags raised in the M&E periodic reports; and

c. Reconcile political considerations with the imperatives of M&E in policy formulation and project execution.

49. During the interactive discussion, participants agreed with professor Saliu that poor monitoring systems and weak implementation strategies were key factors contributing to policy failures and thus, pledged to grant M&E its pride of place in their policy considerations.

PAPER VII: TRANSFORMATIONAL LEADERSHIP IN PUBLIC SERVICE

By Mr Frank Nweke Jr; Former Minister of Information; Chairman, Kunie Foundation, and Senior Visiting Fellow, Lagos Business School

50. Based on the goal of the Retreat to inspire attitudinal change for effective service delivery and enhanced public trust, Mr Nweke expressed the hope that at the end of his presentation, participants would have acquired the basics to become champions of positive attitudinal change, promote integrity, accountability and continuous improvement for leadership in effective service delivery in Katsina State.

51. Stressing that leadership was about caring for today and providing for the future generation, he invited participants, as parents and leaders, to critically reflect on the kind of future they wished for their children, emphasizing that leadership was not merely being in a position of authority but a profound responsibility that required commitment, vision, and integrity.

52. He therefore, challenged them to consider how their actions today would shape the next generation, stressing that effective leadership went beyond titles and influence—it was about service, accountability, and making tangible, lasting impacts on society, which he said included Quality Education, Good Public

Healthcare Services, Mentorship and Guidance, Good Job Opportunities, Security, and Sustainable Infrastructure Development.

53. He asked them to consider how many of these aspirations were being enjoyed by their children today. As an example of the kind of responsibilities before the participants, he said that according to UNICEF, there were about 536,000 children of school age not registered in the basic school system in Katsina State. Other challenges, he said included endemic and systemic corruption, poor motivation for the teaming population, poor resource management, discrimination and biases, unwillingness to collaborate, poor planning, bureaucratic-red tape and a host of others.

The Challenges Are Not Insurmountable

54. To overcome these challenges, he advised that participants needed to be leaders that would inspire and deliver people-centred services. Using the success story in the Dora Akunyili case study under reference, Mr Nweke drew his optimism that:

a. Deep and sustainable reforms were feasible and possible in Katsina State under the right leadership and circumstances; and

b. The indigenous capacity required to drive and achieve positive change in governance in Katsina State was available under the right exemplary leadership and political will being demonstrated by the Governor, Mallam Dikko Radda, in his clarity of vision, personal discipline and strong values as well as the ethical mental disposition in identifying the right talents and deploying them in his cabinet.

55. He emphasized that the following basic principles of transformational leadership could be drawn from the case study:

a. The ability to balance self interest with the greater good of the society/state;

b. An infinite mindset focused on building lasting legacies rather than achieving short-term goals or personal gains;

c. Personal commitment to integrity and responsibility;

d. Clear vision that inspires action, fostering a sense of purpose, direction, and collective ownership that drives collaboration and commitment;

e. Leading by example in which the behavior of the leaders inspire trust, credibility and loyalty in the team;

f. The ability to empower others and foster collaboration by providing appreciable level of independence/autonomy and adequate resources to foster the culture of trust, experimentation and learning to appreciate diversity; collective ownership, creative innovation, and leveraging the strength and resources of multiple stakeholders;

g. Resilience and adaptability or flexibility to embrace change and ambiguity with a growth mindset; and

h. Emotional intelligence: required to cultivate self-awareness, empathy, and social skills to understand, win, and motivate others regularly.

How to Cultivate the Qualities of Transformational Leadership

56. Mr Nweke concluded his presentation by stating that the key to cultivating transformative leadership qualities was to start immediately. He explained that, like all performance skills, participants needed to learn the art of transformative leadership as follows:

a. **Self-reflection and life-long learning**: Regular introspection to assess personal decisions and actions for continuous professional growth. Participants were asked to write down the principles of transformational leadership they needed for self-improvement;

b. **Prioritization** of the 'collective good' over 'personal gains';

c. **Model behavior**: setting work standards for others to emulate;

d. **Open Communication**: sharing vision, expectations, and ideas with others, ensuring clarity and mutual understanding;

e. **Strong Culture of Mentorship** and capacity-building where emerging leaders were equipped with the necessary skills, values, and knowledge to drive positive change;

f. **Consistency of Purpose** blended with flexibility for change, when necessary; and

g. **Accountability**: taking responsibility for personal actions and commitments.

57. Mr Nweke rounded up by reiterating that true leadership was measured not by the authority being held in government, but by the positive impact on the people. He therefore, urged participants to lead with purpose, integrity, and a commitment to shaping a future that prioritized progress, justice, and prosperity for generations to come.

PAPER VIII: PROBITY, INTEGRITY AND FISCAL RESPONSIBILITY IN PUBLIC PROCUREMENT

By Mohammed Yahaya Kuta, Professor of Agric Sciences

58.   Professor Kuta delivered a compelling Paper on the deep-rooted corruption generally plaguing Nigerians, including Katsina State's procurement processes, emphasizing the urgent need for reforms to curb financial losses and enhance accountability and transparency. He recalled from the records that over **N30 trillion** was lost to procurement fraud between **2015 and 2025**, a staggering figure that underscored the systemic challenges in public procurement nationwide.

59.   According to Professor Kuta, procurement fraud took various forms, including inflated contracts, bid rigging, favoritism, and deliberate manipulation of procurement processes to benefit a select few at the expense of the public. He stressed that weak oversight mechanisms, lack of accountability, and poor enforcement of regulations were contributing significantly to this widespread systemic corruption.

Key Recommendations for Improving Procurement Transparency

60.   Professor Kuta outlined a series of recommendations aimed at promoting integrity, efficiency, and accountability in public procurement in Katsina State:

a. **Adoption of E-Governance Tools:** He strongly recommended the **digitalization of procurement processes** through the implementation of e-governance tools. These tools, including e-tendering platforms and automated contract management systems, would **reduce human manipulation,** thereby minimize opportunities for fraud. By leveraging technology, procurement activities would be made more transparent, traceable, and accessible to the public;

b. **Strengthening Whistle-blower Mechanisms:** a robust whistle-blower protection framework to encourage the reporting of fraudulent activities was necessary. He noted that the fear of retaliation had always discouraged potential whistle-blowers from coming forward with vital information, hence the need for strong legal protection and incentives for whistle-blowers to significantly enhance the fight against corruption in the public procurement processes;

c. **Prioritizing Quantitative Procurement Assessments**: procurement decisions should be driven by **data-driven assessments rather than subjective evaluations**. By setting clear benchmarks and performance indicators, government agencies would ensure that contracts were awarded based on merit, cost-effectiveness, and efficiency. This approach will help eliminate favoritism and ensure that public funds are used judiciously;

d. **Avoiding Conflicts of Interest:** stricter regulations to prevent conflicts of interest in procurement processes were necessary. He highlighted instances where officials awarded contracts to companies owned by their relatives or political allies, leading to compromised quality and inflated costs. Implementing strict disclosure policies and enforcing penalties for violations would help restore credibility to the procurement system.

61. Professor Kuta concluded by stressing that tackling procurement fraud required strong political will, institutional reforms, and informed public participation. He urged government agencies, civil society organizations, and the private sector to collaborate in ensuring procurement processes were **transparent, accountable, and free from corruption**.

62. He also recommended **periodic audits of procurement activities** and the establishment of an independent procurement oversight body to enforce compliance in line with global best practices. By adopting these measures, Katsina State would significantly reduce financial leakages, improve service delivery, and foster economic growth and sustainable development.

PAPER IX: PEACE, SECURITY, AND CONFLICT MANAGEMENT

By Brig. Gen. Sani Usman Kuka Sheka (Rtd), mni; fnipr; fapra; fnarc;fioarm; fspsp; Consultant Director of Corporate Affairs, Nigerian Army Resource Centre, Abuja

63. In his presentation, General Kuka Sheka agreed that Katsina State, 'like many others in the Northwest region, was facing complex socio-economic and security challenges, which hadn't only eroded trust in governance but also hindered development and fractured the social fabric of the communities and, therefore, needed to be mitigated.' He therefore, commended the initiative for the Retreat by the State Government and the Savannah Centre because it reflected the 'strong commitment' of the leadership to 'equipping top-level public and political officeholders with the necessary tools and capacity to enhance peace, security and conflict management in Katsina State.

64. He explained that the objective of his paper was, among others, to:

a. State the security challenges as it was without holding back, to provoke real efforts for lasting solutions to the challenges;

b. Equip participants, as key decision-makers, with actionable frameworks that would promote peace and security in the state; and

c. Identify the problems and develop a roadmap for practical implementation that would chart a course toward lasting peace, security and sustainable development in Katsina State.

65. For the purpose of clarity, General Sheka identified and briefly defined the following Key Concepts in the topic:

a. **Public Office Holders**: they are individuals in positions of authority within the federal, state, or local government, whether elected, appointed, or career civil servants who influence policies, resource allocation and governance, shaping peace and security in the state;

b. **Peace:** the state of tranquillity and freedom from disturbance, which embodies justice, security and sustainable development; that peace could be negative when it is enforced by the State's instruments of coercion and positive peace earned through voluntary compliance by the society; and

c. **Security:** the state of freedom from threats, encompassing personal,

community, national, and human security which extends beyond military defence to include protection from poverty, disease, and environmental degradation**;**

d. **Conflict:** a disagreement or clash between people or groups. It can be a small argument or a big fight, and it can happen for lots of different reasons. Conflict arises from perceived incompatibilities in actions, goals, or values, and it ranges from peaceful disagreements to violent confrontations. Although often seen negatively, conflict can drive positive change if managed constructively. It is the poorly managed conflicts that often escalate into violence, threatening peace and stability;

e. **Conflict Management:** While it may not immediately solve the root causes of these issues, conflict management aims to control violence and create space for longer-term solutions requiring the engagement of all affected communities, building trust, and addressing their grievances through dialogue, negotiations, or security interventions.

The Katsina State Security Landscape

66. Having defined the key concepts in the topic, the Presenter took a broad look at the landscape of Security in Katsina State, stating that:

a. Located in the Nigeria's Northwest, the state was grappling with complex and evolving security crises, with persistent and recurrent threats such as banditry, kidnapping, and cattle rustling that had destabilised communities and eroded trust in governance in the state;

b. Criminal gangs had also been exploiting the challenging terrain and weak security presence to establish operational bases, intensifying attacks on residents and worsening the humanitarian situation;

c. The scale of the crisis had been staggering, expatiating that from 2020 to 2025, the state had recorded 938 security incidents, resulting in 2,600 kidnappings and 1,917 deaths, including innocent women and children;

d. Criminal gangs had been operating with near impunity, engaging in mass abductions, killings, and sexual violence, leading to economic stagnation and disrupting agriculture, trade, and education;

e. The root causes of insecurity in the State were deeply entrenched and multi-dimensional: socioeconomic disparities, high unemployment, weak governance, and the proliferation of small arms fuelling lawlessness;

f. Environmental factors, including climate change, desertification and resource scarcity had intensified competition between pastoralists and farmers, often leading to violent clashes; and

g. Despite shared history, culture, and religion, the State was facing deepening conflicts due to the erosion of traditional values, widespread poverty, unemployment, low literacy, and rampant drug abuse.

The State Government's Responses

67. General Sheka explained, with deep sense of appreciation, that the Governor Dikko Radda-led Administration, since assuming office in May, 2023, had demonstrated strong commitment to tackling Katsina State's socio-economic and security challenges through a comprehensive strategy that integrated both kinetic and non-kinetic measures which he said included:

a. **Non-kinetic Measures**: establishing the Ministry of Internal Security and Home Affairs, Security Committees, Conflict Resolution Centres, Climate Security Hubs, Cattle Market Regulations, and Security Education in schools as well as regular meetings with key stakeholders such as service commanders, community elders, youths, and religious and traditional rulers, especially from the frontline LGAs;

b. **Kinetic Measures:** the government established the Katsina Community Watch Corps (KCWC) and also set up a Joint Security Surveillance Centre, amongst others.

68. He observed that even though these measures had led to significant reduction in criminal activities across 16 of the 24 most affected local government areas, challenges such as displaced persons, closed schools and health facilities, abandoned villages, and the need for psychological support remained issues of great concern. To address these consequential challenges, he informed that:

a. The administration was implementing livelihood programmes, rehabilitating schools and health centres, constructing irrigation facilities, and providing psycho-social support for victims;

b. Security presence had been enhanced at healthcare facilities, and the military and other security agencies were being deployed to protect lives and maintain peace in some parts of the state.

69. He recommended that:

a. The above efforts should be supported and complemented by all public office holders and stakeholders to ensure a safer and more prosperous Katsina State;

b. The solutions required a holistic, multi-pronged approach that would tackle both immediate threats and underlying structural issues to strengthen the critical security infrastructure and enhance intelligence gathering, as well as fostering community resilience;

c. The administration should adopt more targeted development programmes and conflict-sensitive policies that would integrate security interventions with long-term development strategies in order to break the cycle of violence and address the socio-economic inequalities in Katsina State: in education, job creation, and poverty alleviation; and

d. Regional cooperation with neighbouring states and international partners were necessary in curbing arms smuggling, dismantling criminal networks, and restoring lasting peace to Katsina State.

The Role of Public Office Holders in Peace, Security and Conflict Management

70. General Sheka explained that public officeholders had key roles to play in Peace, Security and Conflict Management, which he said included:

a. **Policy formulation**, resource mobilisation, and community engagement, as essential elements in fostering peace and security;

b. **Bridge-building**: that the public office holders served as the bridge between policy and implementation, meaning that their actions should reflect a commitment to addressing not only immediate security threats but also the structural factors fuelling instability, such as poverty, unemployment, and inadequate infrastructure;

c. **Linkages between Government and Traditional and religious institution**s: public officers must work closely with traditional leadership which, he said served as critical stakeholders in peace building, particularly in rural and vulnerable areas where formal government presence was minimal;

d. **Creating a platform that would allow diverse groups to participate in decision-making**, ensuring that governance is not only representative but also responsive to the needs of all citizens;

e. **Recognizing and strengthening the centrality of their services and ethical leadership** to governance strategies in conflict prevention and peace building,

with emphasis on fostering dialogue and reconciliation among conflicting parties;

f. **Championing the rule of law** by ensuring equal access to justice and equity, strengthening judicial institutions, and holding perpetrators of violence and security breaches accountable;

g. **Integration of long-term development strategies** with immediate security interventions;

h. **Formulation of holistic policies** that would address socio-economic inequalities, strengthen institutional frameworks, and foster a sense of shared responsibility among citizens for achieving sustainable peace without recourse to military coercive action;

l. **Fostering partnerships** with civil society organisations, religious leaders, and regional actors to further enhance efforts to combat insecurity; and

j. **Drawing from international best practices**, a comprehensive and multi-stakeholder approach to restoring peace, security, resilience, and political stability in Katsina State.

Strategies and Principles of Conflict Management

71.   The presenter explained that the basic principle of conflict management, which participants were either handling or would be handling in the course of their duties involved:

a. Developing strategies to identify, resolve, contain, and address violent conflicts to reduce tensions and prevent escalation; and

b. Creating space for long -term solutions through negotiations, mediation, interventions, and alleviating the long sufferings of the victims of banditry, kidnapping, criminality, and cattle rustling; and

c. Developing and implementing sustainable strategies that would also address the underlying drivers of conflict and foster stability in their constituencies.

Understanding the Conflict Landscape in Katsina State

72.   He stated that perspectives on the crisis vary, ranging from purely criminal activities to ethnic or resource-driven conflicts. But that a deep analysis of the factors fuelling violence indicated that socio-economic drivers, community grievances and border disputes, armed group motivations, resource scarcity, and illegal arms

proliferation were among the major causes of violent conflicts in the State. He observed that **understanding the causes and drivers of insecurity in the State was key to developing transparent and implementable lasting resolution mechanisms** which included investing in youth economic opportunities to address the immediate and the underlying tensions.

Early Warning and Rapid Response

73. The General argued that addressing the symptoms of violence without tackling its root causes was not effective enough. He therefore recommended the following action for more effective early warning and responses to crises:

a. **Prioritizing early warning systems**, intelligence gathering, and rapid response mechanisms to prevent escalation;

b. **Taking bold proactive measures**, such as local intelligence networks, community-driven surveillance, and communication technology for real-time reporting. In addition, local media and radio broadcasts and mobile alert systems could provide timely warnings to enable swift responses by security agencies and communities;

c. **Promoting alternative livelihoods for at-risk populations** to reduce their vulnerability to recruitment by criminal groups;

Community Engagement and Dialogue

d. **Engaging community stakeholders**, including traditional rulers, religious leaders, women's groups, youth organisations, and representatives of armed groups, where feasible. That effective conflict management must be community-driven, allowing for dialogue and negotiation to creates safe spaces for airing grievances and exploring practical solutions; and

e. **Empowering local communities** to take ownership, and foster trust between communities and security agencies, especially in the resolution of disputes over land and resources for lasting peace.

Strengthening Security and Justice Mechanism

74. He further argued that in conflict management, dialogue alone was insufficient. That it must be accompanied by:

a. **Tangible security and justice improvements,** which called for reforming local law enforcement, enhancing border security, and strengthening intelligence

sharing;

b. **Holding perpetrators of violence accountable** through fair legal processes to deter future crimes and address grievances fuelling violence;

c. **Restorative justice mechanisms**, which focus on reconciliation and restitution alongside retributive justice to help rebuild social cohesion;

d. **Addressing humanitarian needs and building resilience** because the ongoing violence had displaced many residents and created a massive humanitarian crisis across the state, calling for immediate relief, providing food, shelter, medical care, and psychological support;

e. **Long-term resilience programmes**, focussing on education, economic empowerment, and strengthening community policing systems;

f. **Addressing marginalisation and providing opportunities** for affected communities to reduce their vulnerability to recruitment by armed groups;

g. **Recognizing the dynamic nature of conflict management** to make for adjustment in strategies for monitoring and adaptation as well as learning new developments;

Principles of Effective Conflict Management

75. General Sheka stated that the principles included**:**

a. **Inclusivity:** that engaging all stakeholders, including marginalised groups, women, youth, traditional and religious leaders, community-based organisations, and security agencies, created safe space for dialogue which ensured that diverse perspectives were well accommodated in the conflict resolution efforts;

b. **Context Sensitivity:** recognising the unique historical, cultural, and socio-economic dynamics of Katsina State was essential for designing effective interventions tailored to local realities, incorporating traditional dispute resolution mechanisms alongside modern legal frameworks to enhance their effectiveness and acceptability;

c. **Transparency and Trust-Building:** honest and consistent communication between the government, security agencies, and communities were crucial for fostering confidence in conflict resolution efforts;

d. **Sustainability:** that the solutions must go beyond short-term crisis management to long-term priority measures. The sustainable peace efforts must include

education, economic empowerment, infrastructure development, reintegration programmes for former combatants, support for victims of violence, and initiatives that promote social cohesion; and

e. **Impartiality:** For conflict management interventions to gain traction and public trust, they must be seen to be neutral and unbiased.

Practical Steps to Sustain Peace and Security in Katsina State

76. To effectively address the recurrent security challenges, sustain peace and security and ensure long-term stability that would set the State to lasting peace and security, General Sheka made the following recommendations:

a. A **combination of effective security coordination,** advanced technology adoption, community engagement, socio-economic development, and governance reforms;

b. **The integration of military strategies with grassroots peace building efforts** will create a resilient and inclusive security framework capable of addressing both immediate threats and long-term stability concerns;

c. **A multi-stakeholder approach** involving the military, police, intelligence services, and community-based security groups with the whole of government strategy to ensure seamless coordination, reducing response delays and closing security gaps;

d. **Having a deep-rooted knowledge of local dynamic**s and conflict resolution mechanisms because they form vital components in intelligence gathering and peace-building;

e. **Invest in and use advanced technology**, such as surveillance drones, artificial intelligence-driven analytics, and real-time media monitoring in enhancing intelligence gathering and improve security responses in countering crime;

f. **Foster trust and cooperation** between security agencies and local communities to facilitate effective intelligence-sharing and counter-radicalisation efforts;

g. **Invest in public awareness campaigns** and security education programmes to further strengthen community engagement;

h. **Build strong regional and cross-border collaboration** and strengthen border security through diplomatic engagements as its porous borders with the Republic of Niger increased its vulnerability to arms smuggling, human trafficking, and transnational movement of criminal networks;

i. **Reactivate the bilateral agreement** between Katsina State and the Departments (States) of Maradi and Zinder of Niger Republic, under the Nigeria-Niger Joint Commission for Cooperation (NNJCC). Revitalising this framework will enhance coordinated cross border security efforts and promote economic and social stability in the region;

j. **Strengthen democratic and inclusive governance**. That this was a key component of lasting peace and security. Ensuring transparency, accountability, inclusivity and the rule of law while tackling corruption will boost public confidence and support in government efforts.

Conclusion

77.   General Kuka Sheka concluded his presentation by restating the concern that the challenges to peace and security in Katsina State were real and required the sustained efforts of all and not only the national security agencies to resolve. He invited participants to note that while the presence of peace was an indication of good governance, insecurity signalled a failure in leadership, social justice, and economic opportunity for which they were to be held accountable.

78.   He also invited them to join in the optimism that the challenges were surmountable and that the solutions were to be found in inclusive governance, proactive leadership, strategic policy implementation, and community-driven approaches. He therefore urged them as trusted public officers, they had the unique opportunity to immediately start working as a team to reshape the security landscape in the State by fostering trust, proffering and implementing responsive policies, and working closely with security agencies, traditional leaders, and the people, together, they would rebuild and deliver a safer and more prosperous Katsina State to their successors.

MANAGING STRESS

By Mr. Isaac Onoja, Pharmacist

79. Mr. Onoja delivered an insightful Paper on the significance of stress management in the workplace, emphasizing the direct negative impact of stress on employee productivity, well-being, and overall organizational efficiency. He highlighted the distinction between **eustress** (positive stress), which can serve as a motivating factor that enhances performance and **distress** (negative stress), which can lead to burnt out, decreased efficiency, and serious health complications such as hypertension, anxiety, and depression. According to Mr. Onoja, unmanaged workplace stress not only affects individual employees but also contributes to a toxic work environment, increased absenteeism, and high staff turnover rates.

80. To mitigate these risks, he recommended several practical strategies for effective stress management. These included:

a. Regular physical exercise, which helps release endorphins that improve mood and reduce tension;

b. Laughter and relaxation techniques, which can relieve stress and promote a positive mindset; a balanced and nutritious diet, essential for maintaining energy levels and cognitive function;

c. Therapeutic activities such as family intimacy, exercises, massages and sufficient sleep, including short naps at workplaces, all of these can relax muscle tension and improve overall personal well-being of the workers and organizational productivity;

d. Balanced-worklife: urged participants and organizations to adopt policies that encourage employees to set clear boundaries between their professional and personal lives;

e. Flexible work arrangements, including remote work options, compulsory annual leave and reasonable workload distribution, to prevent excessive pressure on employees; and

f. Stress awareness training for both employees and management, fostering a culture where mental health was prioritized, and stress-related concerns were openly discussed without stigma.

81. Mr. Onoja concluded his presentation by urging participants to recognize stress management as an essential component of workplace wellness programmes. By implementing these strategies, workers and businesses can cultivate a healthier, more motivated workforce, ultimately leading to improved efficiency, innovation, job satisfaction and higher productivity.

GENERAL OBSERVATIONS AND THE WAY FORWARD

82.   The Retreat achieved its aim and objectives. The thematic areas were comprehensively covered by the resource persons engaged. The participants were very attentive, punctual and participated very actively in the interactive sessions. Above all, His Excellency, the Executive Governor was present throughout the two-day event up to the closing ceremony in a display of excellent leadership by example. The Important outcome or take-aways included the following:

a. Open and collective introspection can regenerate a system as happened at the retreat;

b. Solidarity with leadership was on display, reassuring leadership of team and collegiate spirit;

c. Attitudinal change was fostered through new insights and learning. Participants engaged in very lively expert-led interactive discussions, case studies, and exploring comparative global best practices in policy formulation, institutional reforms, and innovative governance models; and

d. The retreat also served as a platform for collaboration and knowledge-sharing, fostering a more cohesive and strategic approach to public administration.

Key Recommendations for Strengthening Governance

83.   Following in-depth discussions, key recommendations, including the following were made to enhance, **government efficiency, accountability, and impactful service delivery** to the people of Katsina State:

a. **Capacity-building and Training Programme:** Recognizing the crucial role of skilled personnel in effective governance, the retreat underscored the need for continuous training and capacity-building programs for public officials. Investing in professional development initiatives will improve decision-making, policy execution, and administrative efficiency across government institutions;

b. **Monitoring and Evaluation (M&E) Frameworks:** Participants identified weak monitoring and evaluation mechanisms as a major challenge in governance. Strengthening M&E frameworks will ensure that government policies and programs achieve intended outcomes, while data-driven assessments will

help track performance and guide necessary policy adjustments;

a. **Executive-Legislative Relations Through Dialogue:** Effective governance requires harmonious collaboration between the executive and legislative arms of government. The retreat emphasized the importance of regular dialogue, consensus-building, and bipartisan cooperation to facilitate smoother policy formulation. Establishing structured engagement platforms will enhance communication and foster a more productive legislative and executive working relationship;

b. **Leveraging Artificial Intelligence (AI) for Governance Efficiency:** As part of efforts to modernize governance, the resource persons advocated for the adoption of AI-driven solutions to improve data management, decision-making, and public service delivery. AI can streamline administrative processes, enhance transparency, and provide real-time insights into government operations, ultimately reducing bureaucratic bottlenecks, cutting cost and improving efficiency;

c. **Community-Driven Security Solutions**: Insecurity remains a critical issue in Katsina State, and the retreat emphasized the whole of society approach, including community involvement in security governance. A call for strengthened local intelligence networks, grassroots engagement, and collaborative policing strategies to enhance security measures were recommended. By involving traditional leaders, youth groups, and civil society organizations, the state can develop sustainable and locally tailored security solutions.

d. **Follow-Up Mechanism.** A follow-up mechanism to track the implementation of the Retreat's recommendations, ensuring that they translate into measurable improvements in governance and service delivery for the people of Katsina State was recommended.

Governor Radda's Commitment to Proposed Reforms

84. In his closing remarks, **Governor Dikko Umaru Radda** reaffirmed his administration's strong commitment to embrace attitudinal change in implementing the recommendations from the retreat. He welcomed the proposed actionable reforms to improve inclusive and collaborative governance, enhance and ensure the formulation of citizen-centric policies that will address the needs of the people. **He therefore, made the commitment to introduce 'Free and Compulsory Primary and Secondary Education** as part of his Administration's development plan. The Governor stressed that these initiatives aligned with his vision for a more transparent,

accountable, and responsive government, one that actively engaged citizens in the decision-making processes and delivered tangible progress in all sectors.

THE KADUNA DECLARATION 2025

85. Touched by the following challenges of governance:
   a. Poor Monitoring and Evaluation;
   b. Poor Interagency Collaboration and Team work;
   c. Recurrent Insecurity (insurgency, kidnapping, banditry and criminality);
   d. Poor Human Capacity and Low Investment in Research and Development;
   e. Dwindling Revenue Allocation from the Federation Account and Low Internally Generated Revenue Profile;
   f. Negative External Factors, including Force Majeure;
   g. Weak Public Institutions;
   h. Abandoned or Incompleted Development Projects;
   i. Near Absence/Decaying Infrastructure; and
   j. Inadequate Data Base/ Institutional Memories;

A guiding text of collective commitment, called '**The Kaduna Declaration 2025'** was drafted, presented, critiqued and adopted in plenary and signed on behalf of all participants by the Head of Service and witnessed by the Executive Director of Savannah Centre, in which they resolved, among others, to:

   a. Embrace attitudinal change and transformative leadership;

   b. Expand professional development initiatives for civil servants;

   c. Integrate AI and digital tools for better governance efficiency;

   d. Strengthen policy evaluation and feedback mechanisms;

   e. Foster stronger partnerships between the executive and legislature;

   f. Enhance security through a community-led approach;

   g. Ensure the formulation of **citizen-centric policies** that will address the needs of the people**, including free and compulsory Primary and Secondary Education.** and

   h. Provide adequate funding and exemplary leadership for all development programmes and services to be embarked upon (see Annex (a) for the full Declaration).

THE CLOSING CEREMONY

86.   Before the closing Remarks by the Executive Director, SCDDD, all the participants, including the Governor, HE. Mallam Dikko Umaru Radda, PhD, were presented with **Certificates of Attendance** which were received with a lot of fanfare.

87.   In his remarks, Ambassador Sani Bala, once again, on behalf of the Chairman and Founder of Savannah Centre, expressed profound gratitude to:

  a. The Governor and the Government of Katsina State for trusting the Centre with the responsibility to organize this Retreat;

  b. The participants for turning up in their impressive numbers and for active participation in the activities organized by the Centre; and

  c. The resource persons for their well-researched motivational presentations and keeping faith with the Centre despite other competing engagements.

88.   He appealed to the Governor to engage the services of the Civil Servants who have professional experience and institutional memories needed for the effective implementation of his development programmes. He urged the participants to honour their pledges in the Kaduna Declaration 2025 and wished everybody a safe return to their respective homes as the Centre looked forward to more mutually beneficial engagements, especially in the capacity-building workshop for Local Government Officials and in the implementation of the Community Development Programmes of the State.

DINNER NIGHT

89.   In fulfillment of the objective of the Retreat which included facilitating a relaxed and stress-free environment for participants, a dinner night was organized in the evening of 21 February, 2024 at the Fifth Chukker Polo Resort swimming pool side. The evening featured light music and cultural performance by cultural troupes from Katsina and Kaduna States. A most sincere thanks go to both the Secretary to the Government of Katsina State and the Head of Service for gracing the occasion.

EVENT PHOTOS

EVENT PHOTOS

EVENT PHOTOS

EVENT PHOTOS

EVENT PHOTOS

ANNEXES

a. The Kaduna Declaration 2025

b. Public Policy Formulation;

c. Improving Harmonious Relationship Between the Executive and the Legislative Arms of Government;

d. The Challenges of Resource Mobilization and Budget Implementation;

e. Prioritizing Human Capital Development for Human Security;

f. Probity, Integrity, and Fiscal Responsibility in Public Procurement Process;

g. The Challenges of Monitoring and Evaluation in Public Service;

h. Artificial Intelligence and Attitudinal Change for Effective Service Delivery;

I. Transformational Leadership in Public Service; and

j. Peace, Security, and Conflict Management in Katsina State.

k. Managing Stress.

ANNEX 1

THE KADUNA DECLARATION 2025

ARISING FROM THE RETREAT ORGANIZED FOR TOP-LEVEL PUBLIC OFFICIALS OF KATSINA STATE FROM 20-21 FEBRUARY, 2025

Introduction

Pursuant to the determination of His Excellency, Mallam Dikko Umar Radda, PhD; CON; to implement his administration's 'Ten-Year Development Plan' (2024- 2034), the Katsina State Government, in partnership with the Savannah Centre for Diplomacy, Democracy and Development (SCDDD), organized a **Two-Day Capacity-Building Retreat for the State's Top-Level Political Office Holders** who constitute the critical rung of leadership in the State.

2.   The Retreat with the theme " **Attitudinal Change for Effective Service Delivery** was held at the Fifth Chukker Polo and Country Resort, Maraban Jos, Kaduna, from 20-21 February, 2025.

Declaration

3.   **We,** the participants, **noted during** the **presentations and interactive discourse that the following challenges:**

i.   Poor monitoring and evaluation;

ii.   Poor interagency collaboration and team work;

iii.   Insecurity;

iv.   Poor human capacity and low investment in Research and Development;

v.   Dwindling revenue allocation from the Federation Account and low internally generated revenue profile;

vi.   Negative external factors, including force majeure;

vii.   Weak public institutions;

viii. Abandoned development projects;

ix. Near absence/decaying infrastructure; and

x. Inadequate database/ institutional memories **hinder progressive development in the state and:**

Hereby declare:

a. To accept the concept of **"Attitudinal Change"** agenda as the conscious choice of all to depart from the old ways of conducting the affairs of the State and play the role of 'Change Agents' for the realization of the objectives of good governance and the lofty ideals for the development of Katsina State;

b. Our determination to recast the foundation upon which Katsina State shall be built to the comparative envy of all, guided by transparency, justice, equity, fairness, accountability, inclusivity, and above all, **the fear of God** while adopting zero- tolerance for corruption, ineptitude, and impunity;

c. To demonstrate strong commitment towards building strong institutions through purposeful and exemplary leadership and regular monitoring and evaluation and yearly assessment of our collective and individual performances;

d. Our unreserved determination to use the innovative strategies we have learnt to exploit the comparative advantages Katsina State has over other States in the areas of agriculture, solid minerals and tourism potentials;

e. Our determination, more than ever, to prioritize human capital development in the 10-year

development programme, **especially free and compulsory Primary and Secondary Education;**

f.   To set in place all necessary strategies for effective interagency collaboration, synergy and teamwork in the formulation and implementation of priority policies and programmes as well as **collaboration with the legislative arm of government to promulgate laws to ensure that on-going people-centered development projects by an outgoing government are completed before the commencement of new ones by the incoming administration;**

g.   Our determination not only to halt, but to reverse the ugly trend of socio-economic burden on the overstretched resources of the state and cross-border security threats due to the geo-political location of Katsina State in Nigeria, bounded by four (04) States and the Republic of Niger;

h.   Our determination to **increase quality support, promote and reward merit, patriotism and excellence while punishing mediocrity among public and civil servants.** We shall encourage twenty-first century technology-driven training and retraining scheme for the workforce and provision of suitable work place and tools with a view to maintaining high standard and upholding professional ethics in accordance with international best practices;

i.   that in the face of dwindling revenue and competing demands for government services, we shall create a friendly

environment to secure multilateral, bilateral as well as international development interventions in all sectors of the economy;

j.   To earnestly enhance our public procurement laws and processes in all sectors of the economy as a tool for good governance and achieving a corrupt-free society;

k.   That since public policies are vehicles through which government impacts the lives of its citizens, we shall increasingly adopt and apply the positive aspects of Artificial Intelligence (AI), consult with the people, develop and implement all policies, particularly those that would drastically reduce unemployment and poverty in the land;

l.   Our commitment to foster and sustain synergy and constructive value-added working relationship between the Federal, State and Local Governments as well as effective communications between the Executive and Legislative arms of the state Government, through well cultivated mutual respect and understanding to facilitate informed legislation, compliance and enforcement of laws for good governance in Katsina State;

m.   Our determination and commitment to providing world class medical and health care facilities and well-trained medical personnel for affordable and effective healthcare delivery services to all citizens of Katsina State; and

n.   Our commitment to harnessing and working with all Think-Tanks, including the Savannah Centre for Diplomacy, Democracy and

Development (SCDD) towards progressive implementation of innovative strategies, particularly in the prioritized areas of human capital development and human security.

Conclusion

4. We the undersigned participants deeply appreciate the kind gesture of His Excellency, the Governor of Katsina State for the great opportunity to learn the art of governance and hereby affirm and pledge our irreversible commitment to adopt and be guided by the positions hereby declared.

....

Malam Falalu Bawale

Head of Civil Service, Katsina State

Witnessed by

....

**Ambassador Sani S. Bala**

Executive Director, SCDDD

21 February, 2025

ANNEX 2

STRATEGIES FOR PUBLIC POLICY FORMULATION

We often hear public policy formulation and implementation. This may be a layman's language. For in practice there is no clear dividing line between deciding to act and acting. Both are interwoven and hard to separate. We decide as we act and act as we decide. The street actor implementing policy also defines it by his guidelines and discretion. Thus we say policy formulation, this embracing both defining it and acting upon it and with so many actors along the chain to the extent that the originator will find modifications within the chain. Let me illustrate this with a diagram of the policy making process.
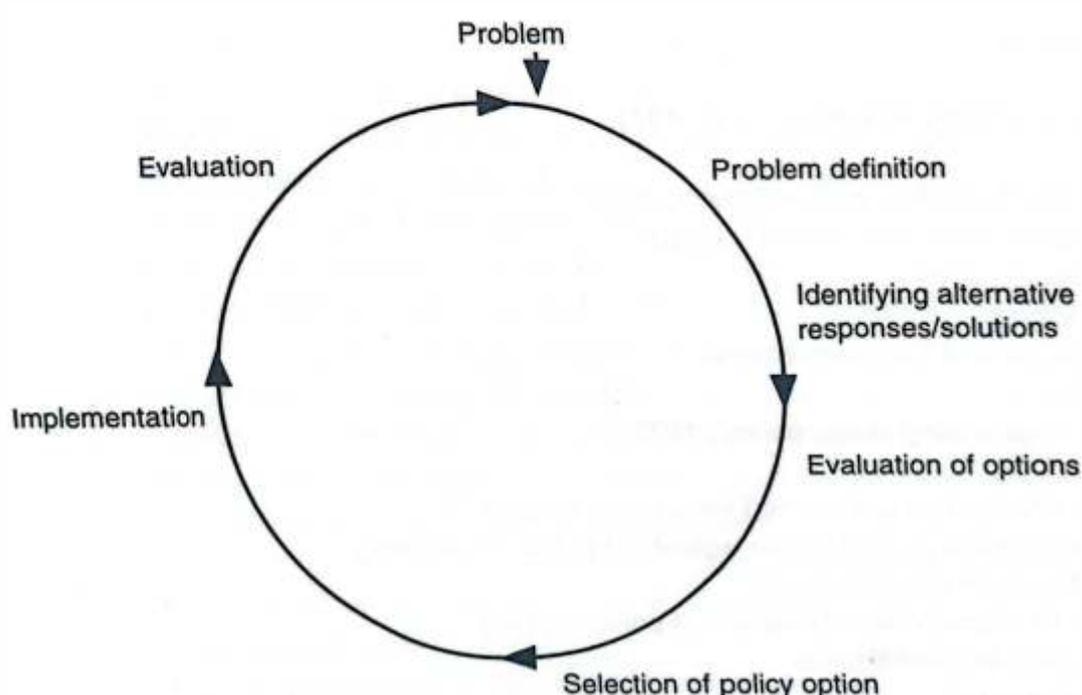
REASONS FOR PUBLIC POLICY FAILURE

Many scholars have proffered reasons for policy failures. The most highly quoted is that of Lewis A Gunn: 'Why is implementation so difficult'' He answers the question with the following list:

a. Circumstances external to the implementing agency do not impose crippling constraints.

b. Adequate time and sufficient resources are made available to the programme

c. Not only are there no constraints in terms of overall resources, but also at each stage in the implementation process the required combination of resources is available.

d. The policy to be implemented is based on a valid theory of cause and effect

e. The relationship between cause and effect is direct and there are few if any intervening links.

f. There is a single implementing agency which need not depend upon other agencies for success. If other agencies must be involved the dependency relationships are minimal in number and importance.

g. There is complete understanding of and agreement upon the objectives to be achieved and these conditions persist throughout the implementation process.

h. In moving towards agreed objectives, it is possible to specify in complete details and perfect sequence the task to be performed by each participant

i. There is perfect communication and co-ordination of the various elements or agencies involved in the programme

j. Those in authority can demand and obtain perfect obedience

PROPOSED STRATEGIES FOR POLICY FORMULATION

1. **Political Will and Policy Legitimation**: All who are to be impacted upon by the policy must be consulted (inclusivity), while leadership and committed funding must apply.

2. **Bureaucratic Competence**: Implementing agencies must be carefully selected including outsourcing and contracting out where necessary.

3. **Social Norms and Values**: Care must be taken to ensure the policy conforms with social norms and culture must be carefully considered.

4. **The Theory of Cause and Effect**: A good understanding of the causes of the problem and the most appropriate remedy is required to ensure policy success.

Strategies for Implementation Depending on the Policy type

a. **Use of Bureaucracy**: This works where the state has competencies and absolute power and resource dependence. Eg, defence and security.

b. **Market-driven Approach**: Where efficiency can be achieved using private sector partnerships Community Approach. Where issues of culture, values and norms are affected.

CONCLUSION

Policy making is an art as well as a science. A thorough analysis must attend each problem including options and cost and benefit analysis. Leadership and political will is essential. It should always be remembered that public policy is what government does or does not do. Silence over a problem is also policy.

ANNEX 3

MANAGING EXECUTIVE– LEGISLATURE STRATEGIC WORKING RELATIONSHIP, AS WELL AS PUBLIC AND CIVIL SERVANTS AS AGENTS OF PUBLIC GOODS AND SERVICES AND PROMOTION OF GOOD GOVERNANCE IN KATSINA STATE

QUICK DEFINITIONS

    i.   EXECUTIVE: Executive Arm of Government

    ii.   LEGISLATURE: Legislative Arm Government

    iii.   STRATEGIC WORKING RELATIONSHIP: Partnership designed to achieve common goals and objectives.

    iv.   PUBLIC SERVANT: Anyone who serves the public interest

    v.   CIVIL SERVANT: Government employee

    vi.   AGENT OF CHANGE: Person or organisation that engenders positive change and improvement.

    vii. PUBLIC GOODS/SERVICES: Services that benefit everyone.

    viii. GOOD GOVERNANCE: Effective, efficient and accountable management of public resources and institutions to promote the well-being of citizens.

    ix.   MANAGING: Organising, leading and controlling.

KATSINA: You cant miss it!

TWO ASPECTS OF PRESENTATION

1. MANAGING EXECUTIVE-LEGISLATURE STRATEGIC WORKING RELATIONSHIP FOR THE PROVISION OF PUBLIC GOODS AND THE PROMOTION OF GOOD GOVERNANCE.

2. MANAGING PUBLIC SERVANT-CIVIL SERVANT STRATEGIC RELATIONSHIP FOR THE PROVISION OF PUBLIC GOODS AND THE PROMOTION OF GOOD GOVERNANCE.

MANAGING EXECUTIVE-LEGISLATURE RELATIONSHIP

a. The Executive and Legislature arms are fundamental aspects of democratic governance.

b. Their complimentary roles are well stipulated in the Constitution (Chapters 5&6).

c. Executive: implement and enforce laws made by the Legislature

d. Legislature: make laws for implementation and enforcement by the Executive.

    i.   Both are important and indispensable Arms of Government.

    ii.   Both have the mandate of the people through elections.

    iii.   Both are designed as check and balance on the other.

    iv.   Both have enormous powers.

    v.   Most importantly, they share the same main objective of delivering public goods and services to the people.

    vi.   One cannot do without the other.

POTENTIAL FOR CONFLICT

1. Power struggle.
2. Policy differences.
3. Party politics.
4. Personal ambition.
5. Unrealised expectations.
6. Poor structures and procedures.
7. Poor communication.

CONSEQUENCES OF CONFLICT

a. Stalemate.
b. Poor laws and policies.
c. Constitutional crisis.
d. Silo management.
e. Inability to deliver public goods and the dividends of democracy.

PREVENTING CONFLICT AND MANAGING RELATIONSHIP

a. Respect separation of powers.
b. Accept checks and balances.
c. Engage in dialogue and negotiation.
d. Use Constitution as guide.
e. Be accountable.
f. See other as partner, not competitor.
g. Establish clear procedures.
h. Adopt conflict resolution mechanisms.
i. Maintain good liaison on both sides, keeping in mind that the principals are best at it.

INSTITUTIONS AS AGENTS OF CHANGE MUST BE:

a.   Visionary.
b.   Proactive.
c.   Innovative.
d.   Collaborative.
e.   Resilient.
f.   Inclusive.
g.   Accountable.

ULTIMATE QUESTIONS

a.   Is there a potential for conflict in my action or position?
b.   Am I true to the pledge I made to the people?
c.   Does my action promote good governance, of which Rule of Law is a key component?
d.   To what extent am I delivering the public goods and services the people so desperately deserve and for which I was elected?

MANAGING PUBLIC SERVANT-CIVIL SERVANT RELATIONS.

a.   A Public Servant serves the public interest- that is, the welfare, well being and security of the general populace.
b.   Public Servants include elected officials, government employees and, even, NGOs
c.   Governor, Speaker and Chief Judge are Public Servants.
d.   Most Public Servants have determined and fixed tenure, with broad authority and mandate.
e.   Civil Servants are government employees, working in non- political roles.
f.   Civil Servants work in the Administrative branch of the Government, responsible for implementing government policies, managing public programmes and providing administrative support.
g.   Civil Servants have a long-term career in government with a focus on professional development and advancement.
h.   A Civil Servant is a Public Servant but a Public Servant is not necessarily a Civil Servant.

DIFFERENT ROLES

a.   Elected Public Servants have a broader role, mandate and authority than the Civil Servant who provides administrative support.
b.   Whereas the Civil Servant also serves the public interest, he has a limited

role in deciding the nature and direction of government policy.

c. Since most Civil Servants provide administrative support to the Executive Branch, they are obliged to carry out all the legitimate orders of elected.

d. Public Servants and Civil Servants have different disciplinary regimes, while both are bound by the Rule of Law.

IT'S NOT SUPERIORITY, ITS AUTHORITY

a. Public and Civil Servants compliment each other, both working for the public good

b. Public Servants have broader authority and mandate, but is reliant on the competences and expertise of the Civil Servant for the implementation of policies and laws

c. The Civil Servant is not obliged to carry out an illegal order, and will be held personally responsible for doing so

d. The Public Servant, in working with the Civil Servant, must respect the latter's equal responsibility before the law and their joint desire to deliver on the public goods that the former has pledged

e. The Civil Servant must not carry out any unlawful orders on behalf of the Public Servant

f.   The Civil Servant must not undermine the political or policy interest of the Public Servant

PROMOTING GOOD RELATIONSHIP

a. A good working relationship between public and civil servants is crucial for effective governance, efficient service delivery and a positive work environment

b. The Public Servant will endeavour to:
    i.   communicate effectively
    ii. provide for training and development
    iii. foster a positive work culture
    iv. empower
    v.   reward achievements

c. The Civil Servant will endeavour to:
    i.   Understand policy and policy objectives
    ii. Provide constant and constructive feedback
    iii. Demonstrate professionalism
    iv. Be adaptable and flexible
    v.   Collaborate and communicate

e. Jointly, they should:
    i. Hold regular meetings
    ii. Have joint training
    iii. Establish clear lines of communication
    iv. Forster a culture of trust and respect
    v. Celebrate successes and learn from failures.

ANNEX 4

IMPORTANCE OF SYNERGY AND TEAMWORK FOR EFFECTIVE LEADERSHIP AND SERVICE DELIVERY BY MINISTRIES AND GOVERNMENT DEPARTMENTS IN KATSINA STATE.

WHAT IS SYNERGY AND TEAMWORK
i. The interaction of two or more agents or forces so that their combined effect is greater than the sum of their individual effects

HOW DO YOU DEFINE TEAM WORK
ii. When group of people work together cohesively, toward a common goal, creating positive working atmosphere, and supporting each other to combine individual strengths to enhance team performance.

IMPORTANCE OF LEADERSHIP ON TEAMWORK AND SYNERGY TOWARDS THE SUCCESSFUL IMPLEMENTATION OF GOVERNMENT POLICIES AND SERVICE DELIVERY IN KATSINA STATE
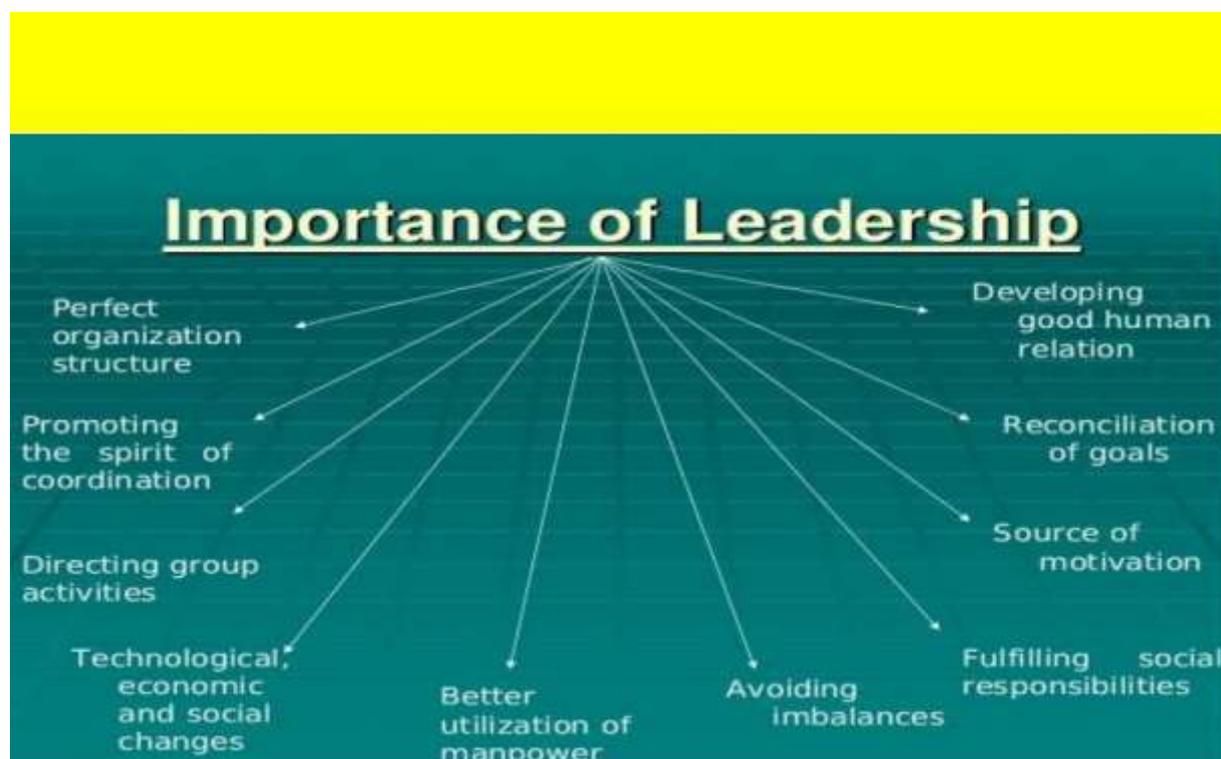
HOW IMPORTANT IS LEADERSHIP TO TEAMWORK AND SYNERGY FOR EFFECTIVE SERVICE DELIVERY IN NIGERIA?
  i.   **LEADERSHIP AND TEAMWORK/SYNERGY IN JAPAN** ARE ESSENTIAL ASPECTS OF JAPANESE CULTURE AT ALL LEVELS OF SOCIETY.
  ii.   **INDIVIDUAL LEADERSHIP AND INDIVIDUAL WORK CULTURE** AS DOMINANT **IN NIGERIAN SOCIETY**.

SOME KEY ASPECTS OF SYNERGY AND TEAMWORK IN GOVERNMENT SERVICE DELIVERY
  i.   Aligned/Agreed Policy Goals and Priorities
  ii.   Cross-Ministerial and Departmental Collaboration
  iii. Open Communication Between Ministries and Government Departments
  iv.   Shared Decision-Making
  v.   Role Clarity and Accountability by all Agencies of Government

HOW CAN THE KATSINA STATE GOVERNMENT UTILIZE TEAMWORK AND SYNERGY TO IMPLEMENT A SPECIFIC GOVERNMENT POLICY TO TRANSFORM THE LIVES OF THE MAJORITY OF PEOPLE IN THE STATE WITHIN THE NEXT TEN YEARS?

HOW THE KATSINA STATE GOVERNMENT CAN EFFECTIVELY IMPLEMENT THE POLICY ON FREE AND COMPULSORY PRIMARY AND SECONDARY EDUCATION WITH TEAMWORK AND SYNERGY BETWEEN ALL MINISTRIES AND GOVERNMENT DEPARTMENTS IN THE STATE?

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                        ┌─────────────────┐
                        │    Governor     │
                        └─────────────────┘
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Ministry of Basic Education and Secondary	Ministry of Higher Technical & Vocational Education
Ministry of Budget & Economic Planning	Ministry of Finance
Ministry of Youths and Sport Chieftaincy	Ministry of Religions Affairs
Ministry of Workers, Housing and Transport	Ministry of Land & Physical Planning
Ministry of Justice & Attorney General	Ministry of Internal Security & Home Affairs
Ministry of Commerce Trade & Investment/Industry	Ministry of Agriculture and Livestock Development
Ministry of Information and Culture	Ministry of Health
Ministry of Water Resources	Ministry of Environment

Commissioner/Special Duties on Free/Compulsory Primary/Secondary Education.

ANNEX 5

PRIORITISING HUMAN CAPITAL DEVELOPMENT FOR HUMAN SECURITY IN KATSINA STATE OF NIGERIA

Introduction
Protocol
i. Definition and - Brief overview of the importance of Human Capital Development for Human Security
ii. Context: Katsina State's development challenges and the need for prioritizing human capital development
iii. Thesis: Prioritizing Human Capital Development is crucial for achieving Human Security and improving Public Service Delivery in Katsina State.

Human Capital Development refers to the process of investing in people's skills, Knowledge and abilities to enhance their productivity, employability and the over-all well-being of the people.

Human Security is a concept that encompasses the protection and empowerment of individuals and communities to achieve their full potentials. Human Security includes economic, food, health, environment, personal, community and political. It differs from traditional understanding of Security that focuses on State Security.

Key Components of Human Capital Development
Education and Training: Formal and informal education, vocational training, and skills development programs that enhance cognitive and technical abilities.
a. Health and Nutrition: Access to quality healthcare, nutrition, and wellness programs that promote physical and mental well-being.
b. Social Protection: Safety nets, such as social security, pensions, and unemployment benefits, that protect individuals from shocks and vulnerabilities.
c. Labor Market Development: Policies and programs that promote employment, entrepreneurship, and decent work, including job creation, career guidance, and labor market information systems.

Outcomes of Human Capital Development
a. Increased Productivity: Improved skills and knowledge lead to higher productivity, competitiveness, and economic growth.
b. Better Employment Opportunities: Enhanced employability and career

prospects, including access to better-paying jobs and entrepreneurship opportunities.

c. Improved Health and Well-being: Access to quality healthcare and nutrition leads to improved physical and mental health, reduced morbidity, and increased life expectancy.

d. Social Mobility and Equity: HCD can help reduce poverty, inequality, and social exclusion by providing opportunities for

e. Marginalized groups to access education, healthcare, and employment.

Real-World Examples of Human Capital Development:

a. **Vocational Training Programs**: Germany's dual education system, which combines theoretical and practical training, is a renowned example of HCD.

b. **Health Insurance Schemes**: Rwanda's community-based health insurance program has 'significantly improved healthcare access and outcomes for its citizens.

c. **Education Reform**: Singapore's education system, which emphasizes skills development and lifelong learning, is a model for HCD in education.

d. **Social Protection Programs**: Brazil's Bolsa Família program, which provides conditional cash transfers to poor families, has been successful in reducing poverty and improving human development outcomes.

Human Security Challenges in Katsina State

a. Overview of Human Security Challenges in Katsina State, such as:

b. Limited access to education and healthcare

c. High poverty and unemployment rates

d. Insecurity and conflict

e. Limited access to social services and infrastructure

Why Prioritize Human Capital Development

a. **Economic growth and development**: human capital development is essential for economic growth and development

b. **Improved public service delivery**: investing in human capital development can improve the quality and efficiency of public services

c. **Human security**: Human Capital Development is critical for achieving human security and reducing poverty and inequality

d. **Competitive advantage**: prioritizing human capital development can give Katsina State a competitive advantage in attracting investments and talent

Practical Reasons for Prioritizing Human Capital Development

Demographic dividend: Katsina State has a young population, and investing in human capital development can help harness the demographic dividend

    a. Brain drain: prioritizing human capital development can help reduce brain drain and attract talent back to Katsina State

    b. Improved governance: investing in human capital development can improve governance and reduce corruption.

    c. Sustainable development: human capital development is essential for achieving sustainable development and reducing poverty and inequality

Key Challenges and Opportunities for HCD-

Key challenges:

    a. Limited resources and funding

    b. Inadequate infrastructure and facilities

    c. Limited access to quality education and healthcare

Key opportunities:

    a. Partnerships and collaboration with international organizations and NGOs

    b. Private sector investment in human capital development

    c. Community-led initiatives and grassroots movements

Recommendations

    a. Prioritize investments in education, healthcare, and social protection

    b. Develop and implement policies and programs that promote human capital development.

    c. Foster partnerships and collaborations with international organizations, NGOs, and the private sector.

    d. Support community-led initiatives and grassroots movements.

Random interactive Questions: -

    a. What is Human Capital Development

    b. What are the practical reasons for prioritizing Human Capital Development

    c. As a Public Office Holder in Katstina State, how does attitudinal change contribute to or impact Human Security

    d. What are the practical reasons for prioritizing Human Capital Development?

Conclusion

In summary, Human Capital Development is a critical investment in people's skills, knowledge and abilities, leading to improved productivity, employability, health and general wellbeing of the populace. Human Security on the other hand, applies the necessity for the protection and empowerment of individuals and communities to achieve their full potentials and goes beyond the traditional notion of Security, enrich focuses on state Security and Military protection.

Recap of key points

Call to action: Prioritizing human capital development is crucial for achieving human security and improving public service delivery in Katsina State.

Final thoughts: Investing in Human Capital Development is a key to unlocking Katsina State's potentials and achieving sustainable development.

ANNEX 6

PROBILITY, INTEGRITY AND FISCAL RESPONSIBILITY IN PUBLIC PROCUREMENT PROCESS

Introduction to Public Procurement in Nigeria

Public procurement is a critical component of governance and accounts for a significant portion of government expenditure.

- Nigeria faces systemic corruption, inefficiencies, and weak enforcement mechanisms in procurement processes.
- Over the past decade, Nigeria has lost over 12 trillion to Procurement fraud due to inflated contract, bid rigging, and ghost contract.
- This retreat aims to equip top officials with the tool to ensure transparency, integrity, and accountability in public procurement.

Understanding the Legal Framework for Public Procurement

Law/Policy	Key Provision	Implementation Challenge
Public Procurement act (2007)	Promotes competition; transparency, and value for money in public procurement.	Weak enforcement and political interference hinder effectiveness.
Fiscal responsibility act (2007)	Establishes prudent financial management and accountability standards.	Many MDAS do not fully comply with budgetary discipline.
Whist lab lower protection policy (2016)	Encourages the reporting of procurement fraud with monetary incentives.	Fear of victimization discourages potential whistleblowers.
Freedom of information act (2011)	Mandates public access to procurement data.	Only 30% of agencies publish procurement

Common Procurement Frauds in Nigeria

Fraud type	description	Estimated financial loss	Notable cases
Bribery @kickbacks	Officials demand 10-30% of contract value as a bribe.	N16.4 trillion	Mtn regulatory scandal (N500 million bribe, 2019]

Bid rigging @cartels	Fake bid and collusion to fix prices.	N500 billion	Enugu-port harcourt road scam (N3.2 BILLION 2018}
Ghost contracts	Payment for non-existent porjects.	N800 billion	N5.2 billion rural electifcation scam (2017]
Conflict of interest	Officials awarding contracts to family members	N200 blllion	Niger delta development commission scandal (N10 billion to

10-Minute Practical Session: Identifying and Mitigating Procurement Fraud in Real-World Scenarios

Scenario 1. The inflated infrastructure project	Scenario 2: The Ghost School Project
Group 1 Discussion – Bribery & Kickbacks	**Group 2 Discussion – Ghost Contracts & Conflict of Interest**
A government agency is overseeing the construction of a major road project. A contractor informs an official that they will "appreciate" approval for their bid by offering 10% of the contract value as a facilitation fee. The official, aware that rejecting the offer may delay the project or lead to being sidelined, accepts. As a result, the contract is inflated, increasing the total project cost.	A high-ranking official awards a contract for constructing five schools in rural areas. However, the contract is given to a company secretly owned by their brother. Funds are disbursed, but no schools are built. Investigations reveal that the project existed only on paper, and the money was diverted for personal gain.
Discussion Points:	**Discussion Points:**
1how does bribery in procurement affect project quality and budget?	1 How do ghost contracts and conflicts of interest impact service delivery?
2.what machanisms can be	2 What measures can be taken to verify contract execution

introduced to detect and prevent bribery in contract approvals?	before payment is made? 3 How can accountability be enforced to prevent conflicts of interest in procurement?

Bribery and Kickbacks in Public Procurement

Preventative Measures: • Implement digital procurement to reduce human discretion. • Strengthen whistleblower protections. • Enforce strict penalties for both givers and takers of bribes.

The Role of Bid Rigging and Cartels

• Bid rigging leads to inflated contract costs and the exclusion of genuine competitors. • At least **40%** of public contracts involve collusion among bidders • In 2022, ₦50 billion bid collusion was uncovered in an FCT housing project. • Cartel created artificial scarcity in contracts, leading to higher costs and low quality of service delivery. • Some cartel-backed contractors deliberately abandon projects after securing funds increasing the rate of fail infrastructure.

Reforms Implemented: • Open and competitive bidding enforcement. • Creation of a National Contractors' Database. • Transparency in contract processes. • Strengthening penalties for colluding firms and mandatory disclosure of past infractions. • Encouraging whistleblowers to expose cartel activities with enhanced

Impact of Procurement Fraud on Public Service Delivery

Impact	Consequence
Budget Misallocation	Funds meant for essential services are diverted.
Infrastructure Failure	**50%** of government buildings require premature repairs.
Delayed Projects	**₦1.7 trillion** wasted on stalled projects.
Public Trust Erosion	**83%** of Nigerians believe procurement processes are corrupt.

Case Study – Abuja CCTV

Project (2010)

- Contract Value: $460 million.
- Issue: funds mismanaged.
- Key lesson: lack of transparency leads to waste and corruption.
- Importance of independent monitoring of large -scale projects**.**

Financial Impact and Enforcement Trends in Procurement Corruption (2015–2025)

Corruption @bribery caused the highest financial loss (N16.4 trillion) from 2015-2025 followed by overpricing & inflation (N5 trillion). Political interference and accounted for N1.5 trillion in losses. Ghost worker fraud saw the highest enforcement with 2,000 fake payroll entries removed, while bid rigging led to 32 company blacklists and tax evasion resulted in 10 firm fine. Procurement-related losses peaked in 2020 and 2023 due to increased spending and emergency procurements, while gosht contracts and procurement delays caused

How to Strengthen Procurement Integrity

Adopt E-Procurement Systems	Increase Transparency in Bidding
Implement fully automated digital platform to reduce human discretion in bidding and contract approval. This ensures a temper-proof process, minimizes corruption risk, and improve efficient by allowing real -time tracking of procurement activities. Agency should integrate blockchain technology to enhance transparency.	Mandate the publication of contract details, including bid amount, wining contractor, and project timelines, on government procurement portal this allows for public scrutiny, reduce the chance of bid rigging, and ensure that only qualified contractor win contract base on merit rather than favoritism or bribery

Strengthen Whistleblower Mechanisms	Enforce Strict Penalties
Establish secure, anonymous reporting channels to encourage individuals to expose fraudulent procurement practices without fear of retaliation. Provide incentives for whistleblowers, such as financial rewards or legal protections, to boost participation. Regularly audit procurement processes based on whistleblower reports to validate claims and enforce corrective actions.	Implement fully automated digital platform to reduce human discretion in bidding and contract approval. This ensures a temper-proof process, minimizes corruption risk, and improve efficient by allowing real -time tracking of procurement activities. Agency should integrate blockchain technology to enhance transparency and accountability.

Comparative Analysis: Katsina vs. National Procurement Fraud (2015–2025) 1/2

Category	Mechanisms	National Loss (2015-2025)	National Cases	Katsina Loss (2015-2025)	Katsina Cases	Example Years
Corruption & Bribery	Kickbacks, Contract Inflation	? 15.4T	1,200	? 55B	300	2019, 2023, 2020
Bid Rigging/Collus ion	Phantom Bids, Price Fixing	? 500B	232	? 10B	15	2018, 2021, 2024
Conflict of Interest	Front Companies, Proxy Ownership	? 250B	70	? 5B	12	2021, 2022, 2023
Ghost Contracts	Fake Proposals, Duplicate Payments	? 950B	600	? 12B	25	2017, 2019, 2021
Lack of Transparency	Selective Advertising	N/A	150	N/A	45	2010, 2020, 2023
Emergency Procurement Abuse	No-bid Contracts	? 500B	45	? 2.7B	8	2020, 2023
Capital	Substandard	? 2T	200	? 0.8B	30	2022, 2023,

Comparative Analysis: Katsina vs. National Procurement Fraud (2015–2025) 2/2

- **Corruption & Bribery:** Nationwide losses hit ₦15.4T, while Katsina recorded ₦55B, mainly due to inflated contracts and kickbacks demanded by officials.
- **Bid Rigging & Collusion:** Phantom bids and price-fixing cost ₦500B nationally and ₦10B in Katsina, reducing fair competition and increasing contract costs

- **Ghost Contracts:** ₦950B lost nationwide and ₦12B in Katsina due to payments made for non-existent projects, draining public fund.
- **Conflict of Interest:** Officials awarding contracts to relatives and proxy companies led to ₦250B in national losses and ₦5B in Katsina, undermining fair procurement.
- **Emergency Procurement Abuse:** No-bid contracts and inflated crisis-response spending resulted in ₦500B lost nationally and ₦2.7B in Katsina.
- **Political Interference:** ₦1.5T lost nationally and ₦0.3B in Katsina as contracts were awarded based on political connections rather than merit.

Questions & Possible Answers -1/4

1.What does the first stacked bar chart illustrate?
a. It highlights the financial losses across different corruption categories in Katsina State from 2015 to 2025. The highest financial impact comes from delayed payments and project execution (₦50 billion), followed by overpricing and fraudulent pricing (₦25 billion), with political interference accounting for ₦22 billion.

2.Which corruption category caused the highest financial loss?
b. Delayed payments and project execution, amounting to ₦50 billion.

3.What does the second stacked bar chart show?
c. It provides insights into enforcement actions, revealing that corruption and bribery led to the highest number of arrests, while bid rigging and ghost contracts resulted in significant financial recoveries.

4.What are the key anti-corruption measures highlighted in the final graph?
d. Digital tracking, AI-based bid evaluation, and GPS verification are emphasized as key strategies for fraud reduction.

5.Why is procurement fraud a major issue in public sector governance?
e. Studies indicate that weak accountability mechanisms fuel corruption, allowing fraud tothrive (Transparency International, 2024).

Questions & Possible Answers - 2/4

6.How does procurement-related corruption compare at the national level?
f. It accounts for over 60% of financial irregularities in government contracts across Nigeria (NEITI, 2025).

7.What specific fraudulent practices are prevalent in Katsina's procurement system?
g. Ghost contracts and bid rigging, which highlight the need for stricter

regulatory frameworks (World Bank, 2025).

8.How does political interference affect procurement processes?
h. It leads to contract awards being disproportionately allocated to politically connected firms, undermining competition and efficiency (Katsina Anti-Corruption Report, 2025).

9.What are the economic implications of procurement fraud in Katsina State?
i. Over ₦200 billion has been diverted, weakening infrastructure development, delaying project execution, and limiting public service delivery.

10.How does procurement corruption impact small and medium enterprises (SMEs)?
j. Only 30% of SMEs participate in contract awards, stifling local economic growth.

11.What is the impact of weak enforcement on public trust?

Questions & Possible Answers -3/4

12.What are the key findings of the study?
l. Katsina State faces systemic procurement corruption, including bribery, bid rigging, ghost contracts, and political interference.

13.What financial issues exacerbate inefficiencies in procurement?
m. Overpricing and fraudulent pricing significantly contribute to budget inefficiencies.

14.What role do technological interventions play in reducing corruption?
n. GPS verification and AI-based bid evaluation offer promising solutions, though enforcement gaps remain a challenge.

15.What technological solution can help detect procurement fraud?
o.AI-based procurement monitoring can help detect bid rigging and inflated costs.

16.How can enforcement be improved?
p. By increasing prosecution rates and imposing stricter penalties on corrupt officials and
contractors.

Questions & Possible Answers - 4/4

17.What measure can improve transparency in procurement?
q. A public procurement database should be established to publish all awarded contracts.

18.How can SME participation in public procurement be encouraged?
r. Implementing a quota system to allocate at least 50% of contracts to local businesses.

19.What step can reduce political interference in procurement?

s. Strengthening independent oversight committees to review procurement decisions.

20.How can ghost workers and payroll fraud be eliminated?
t. Enforcing mandatory biometric authentication for government payroll systems.

21.Why is regular auditing important?
u. Conducting quarterly independent audits helps track procurement expenditures and detect
financial irregularities.

22.What legislative measures are needed to combat procurement corruption?
v. Procurement laws should be amended to close existing loopholes that enable corruption.

Comparative Analysis: Katsina vs. National Procurement Fraud (2015–2025) 2/2

- Corruption & Bribery: Nationwide losses hit ₦15.4T, while Katsina recorded ₦55B, mainly due to inflated contracts and kickbacks demanded by officials.
- Bid Rigging & Collusion: Phantom bids and price-fixing cost ₦500B nationally and ₦10B in Katsina, reducing fair competition and increasing contract costs.
- **Ghost Contracts:** ₦950B lost nationwide and ₦12B in Katsina due to payments made for non-existent projects, draining public fund.
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- **Emergency Procurement Abuse:** No-bid contracts and inflated crisis-response spending resulted in ₦500B lost nationally and ₦2.7B in Katsina.
- **Political Interference:** ₦1.5T lost nationally and ₦0.3B in Katsina as contracts were awarded based on political connections rather than merit.

Conclusion

- Procurement corruption in Nigeria has led to a cumulative financial loss exceeding ₦30 trillion between 2015 and 2025.
- While enforcement efforts have improved, gap between financial loses and legal penalties remains significant.
- Bribery, bid rigging, and overpricing continue to dominate fraudulent procurement activities.
- Limited transparency and political interference perpetuate procurement fraud, undermining national development and public trust.

Recommendations

I. Strengthen Procurement Monitoring Systems – The government should adopt blockchain technology and AI-driven audits to detect procurement anomalies in real-time.

II. Increase Transparency through Open Contracting – Enforce mandatory disclosure of all contracts, bidders, and selection criteria to reduce collusion and bid rigging.

III. Implement Whistleblower Protections – Establish robust anti-retaliation laws to encourage reporting of fraudulent procurement activities.

IV. Harsher Penalties for Offenders – Increase jail terms, fines, and asset seizures for individuals and organizations found guilty of procurement corruption.

V. Strengthen the Freedom of Information Act (FOIA) – Ensure all procurement records are publicly available and enforce penalties on agencies that fail to comply.

VI. Expand E-Governance in Procurement – Fully digitize procurement processes to reduce manual interventions and eliminate human bias.

VII. Promote Public Awareness on Procurement Corruption – Educate citizens on their rights to demand contract transparency and accountability.

VIII. Collaborate with International Anti-Corruption Agencies – Work with organizations like the World Bank and UNODC to adopt global best practices in procurement fraud detection.

IX. Regular Audits and Impact Assessments – Conduct frequent audits and publish impact assessments to measure the effectiveness of anti-corruption policies.

ANNEX 7

THE CHALLENGES OF MONITORING AND EVALUATION IN PUBLIC SERVICE FOR SUSTAINABLE DEVELOPMENT

Opening Statements

i.   Public policies or projects are intended to bring about development.

ii.   Indeed, that is why public policies are necessary.

iii.   This is more so, in a democracy where the people justifiably expect dividends of democracy to be delivered.

iv.   Let me say that the overriding importance of democracy is to herald development.

v.   One veritable vehicle to bring this about is through the instrumentality of public policy

vi.   In light of this utilitarian value of democracy,

vii.   I want to thank the Governor of Katsina State, His Excellency, Alhaji Dikko Umar Radda, for approving this retreat to hold.

viii. I equally want to thank the Savannah Centre under our tireless Professor Ibrahim Gambari for organizing it for Katsina State.

Conceptualizing Monitoring and Evaluation

ix.   Monitoring is a concept that is imperative for the success of any public policy.

x.   It deals with all the steps taken to ensure the delivery of public policy, while it is running.

xi.   It may be quarterly or can go hand in hand with implementation.

xii.   In other words, it is an integral part of policy execution.

xiii. Its overall importance is to ensure that a policy delivers its objectives by identifying the red flags early enough for mitigation.

xiv.   Most times, there is little appreciation for it by Nigerians.

xv.   And that explains the gaps that often exist between policy objectives and the delivery on the ground.

xvi.   Evaluation, on the other hands, speaks to the steps taken to assess the impact of a policy that has been implemented.

xvii. Issues such as what gaps exist or areas that need to be covered after a policy can be revealed through it.

xviii. Some other times, it shows the pathway steps that need to be taken to ensure the success of a policy.

xix. One can say that monitoring relates to policy implementation to warrant adjustments or consolidation of policy delivery.

xx. Whereas evaluation is an exercise that ordinarily takes place after the execution of a policy/project.

xxi. From the literature or the angle of praxis, evaluation may be quarterly or mid-term assessment or come at the end of a project/policy undertaking.

xxii. Usually, before the official commissioning or even after.

xxiii. Whatever is the case, the purpose of evaluation is to determine whether the outcomes at whatever level correspond to the objectives set for a policy.

Why are they Necessary?

The two are important aspects of policy implementation.

Their Specific Imperatives are:

a. Efficiency in policy implementation.

b. The two improve decision making process through delivery.

c. Prudent management of resources/ enhancement of accountability.

d. Ensure effective delivery of services.

e. Raising of necessary alarms in the course of policy implementation.

f. Direct the mind to emerging issues not anticipated at the start of a policy.

g. Measuring the level of success of policies or otherwise.

h. Identifying what need to be adjusted or obstacles to work on.

i. They promote learning and adoption.

Some Useful Tips for Carrying them Out

There are steps that are required in carrying out monitoring and evaluation assignments. These are:

1. Clearly stated objectives.

2. Having an elaborate plan for monitoring and evaluation, including data collection and analysis

3. Establishing their mechanisms.

4. Conduct of regular evaluations to assess project impact and effectiveness.

5. Appreciation for the use of data from monitoring and evaluation to inform decisions on projects and improve outcomes.

Some Strategies for Monitoring and Evaluation

    a.   Indicators' approach.

    b.   Regular visitation of sites.

    c.   Developing monitoring and evaluation plans.

    d.   Conducting baseline studies.

    e.   Collect and analyse data.

    f.   Conduct mid-term or end of project evaluations.

    g.   Leveraging technology.

    h.   Involving critical stakeholders.

    i.   Surveys and feedback mechanisms.

    j.   Show fidelity to ethical factors.

    k.   Develop the capacity of staff/ recruitment of consultants.

    l.   Experimental approach; focusing on a few LGCs or end-users as an experiment.

Limitations of Monitoring and Evaluation

As important as the two are, there are red flags to them. These are:

a. Not appreciating their value.

b. They are not being taken as extremely important as most policies do not always have provisions for them.

c. Inadequate budgeting.

d. absence of competent staff to handle them.

e. Varies of politics that divert attention from on-going policies.

f. Ensuring stakeholders' engagement

g. Environmental factors in the sense of people's resistance to change.

h. Porous data base.

i. Little appreciation for use of data for decision making.

j. Lack of clear objectives for policies.

My Recommendations

At this juncture, it is incumbent on me to make a few recommendations on how to enhance our level of appreciation for monitoring and evaluation. These are:

1.   Creation of units for them realistically.

2.   Make adequate budget provisions for them.

3.   Staffed them with competent persons.

4.   Making adequate use of their revelations.

5.   Recognizing their overall value in delivering dividends of democracy to the people of Katsina State in the 34 LGAs.

6.   Political considerations are important but

7.   Reconciling them with the imperative of monitoring and evaluation in policy/project execution is extremely important.

8.   Giving of the tools to the units to perform is a major issue.

9.   Among others, the phenomenon of policy/project abandonment or failed policies would be on downward trend if the place of monitoring and evaluation in policy execution is enhanced.

10.   They can make Katsina State to be more efficient in resource allocations.

11.   Continuous and periodic capacity-building programmes for staff of monitoring and evaluation units.

Concluding Remarks

a. From this presentation, some salient issues about monitoring and evaluation have been raised.

b. They are essential parts of policy making process.

c. Ideally, monitoring comes before evaluation but we may see them coming up at various stages of policy execution or even simultaneously.

d. It is advisable to allow monitoring to flow with policy, while evaluation comes after execution.

e. Nevertheless, both add value to public policy where their importance is adequately recognized.

f. The beauty of carrying them out is being threatened by some developments.

g. One of these is the tendency to make them decorative items in policy making.

h. Another is poor data gathering to enable them.

i.   Notwithstanding, it is necessary to attach importance to the two in view of their value additions.

j.   These show in revealing the threats to policies and the remedial steps that are necessary to take in putting them back on track or correcting them.

k. Participants at this retreat are therefore enjoined to show increased appreciation for them.

l.   In making the impacts of democracy to be seen by all, especially by the indigenes of Katsina State.

m. Afterall, democracy is about the people and their welfare.

ANNEX 8

ARTIFICIAL INTELLIGENCE AND ATTITUDINAL CHANGE FOR EFFECTIVE SERVICE DELIVERY

INTRODUCTION
   a. Various types of technologies, the AI inclusive have been revolutionizing how government work
   b. AI. Offers unprecedented opportunities to deliver better public services.
   c. Improve outcome and enhance public productivity as well as foster accountability
   d. However the development and deployment of AI will have to encounter individual and group attitude that will be critical to success.

This presentation focuses on the attitudinal changes in the development and deployment of AI in the public sector and what the government through the leadership in this sector can do to make the new technologies associated with it acceptable.

Some identified problems associated with AI implementation
   a. Growing concern in relation to how safe, secure and trustworthy the use of AI and the need to manage the risk.
   b. Issues have been raised as to whether AI introduced by the government would be introduced in a manner consistent with human rights, fundamental freedom and the rule of law.
   c. It is equally opined as to whether it takes into account the harm, that the misuse, abuse.
      poor design or negative unintended consequences AI system may cause.
   d. More importantly, the first thing people think of in terms of AI is robot and due to articles in magazines, they are perceived as human like machines that wreak havoc on earth.
   e. These negative externalities may be sufficiently large and create the risk of societal backlash against AI.

SIGNIFICANCE
   a. AI tools are transforming the way document are analyzed and summarized in the public sector, particularly enhancing efficiency in departments that deals

with extensive information such as legal affairs, administration process, policy and development.

b. It can be applied to public procurement, public spending and the provision of public grants, social benefits and subsidies programs to uncover hidden patterns and anomalies in government documentation that indicates potential corrupt or fraudulent behavior.

c. Studies have shown that AI is about making better and more informed decision, and about automating those decision and when it is used on the right way, AI has the ability to make government more efficient and responsive to citizens.

Conceptual issues. 1 What is attitude?

d. A learned predispositions to respond in a certain way to stimuli.

e. Its components are cognitive, affective and conative/behavioral.

f. Cognitive refers to one's thought, beliefs and perception about something

g. Affective on the other hand pays attention to our emotions or feelings about something.

h. For conative it refers to our behavioral tendencies or actions towards something.

i. In a nutshell, it can be regarded as a way of thinking or feeling about something, often reflected in behavior and can be described as mental or emotional disposition towards a person, object or situation.

Attitude and technologies

a. Many researchers believe that employees attitude has a key role in the adoption of new technologies and many strongly affect technology acceptance decision

b. Human resources and their attitude and perception towards adoption of new technologies. should be considered as crucial factors of competition and success among companies

c. There is also the assertion that workers when AI is developed and deployed have to develop critical competencies which are based on the knowledge needed to enable reflection on the ethical and value related challenges of the new technological development

d. What is more , needed human competencies is related to strong and enlightened leadership, leaders will be needed who understand the approaching era rather than leaders with a narrow vision

e. Therefore, it is pertinent that Government and the leadership take care of teams and try to reduce and mitigate employees resistance to fear of coming changes raising the ministry's readiness for future challenges.

f. OECD 2023 Defines AI as " an AI system in a machine based system that, for explicit objectives infers from the input it receives , how to generate output such as predictions , content, recommendation or decisions that can influence physical or virtual environments.

Attitudinal Factors as they relate to AI development and deployment
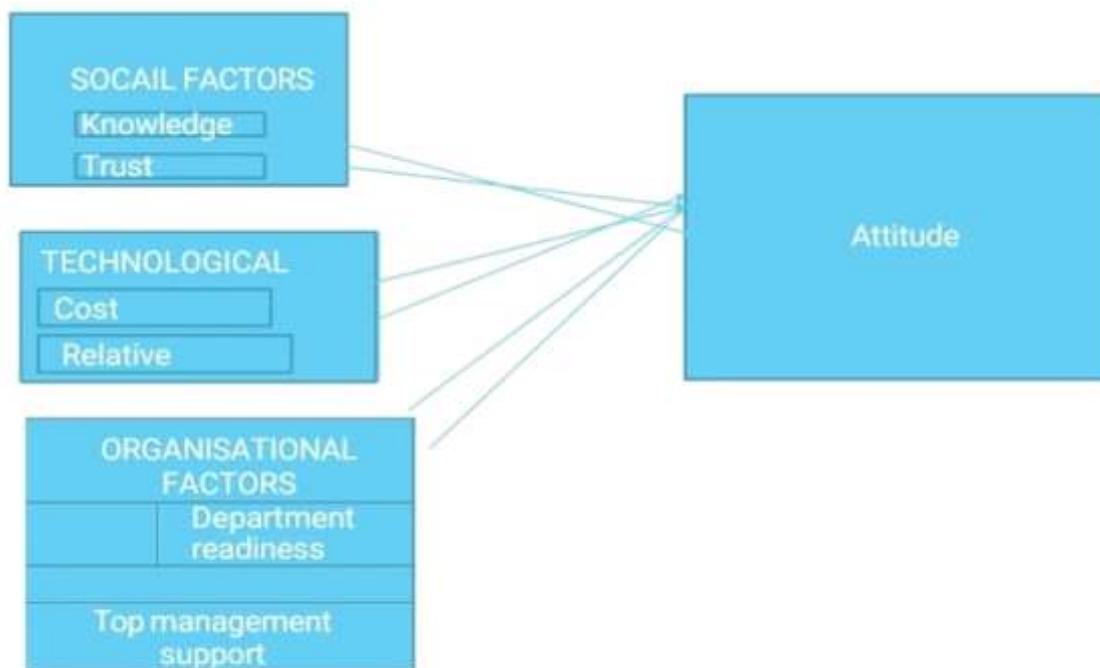
Conceptual Map for application of AI in the public sector
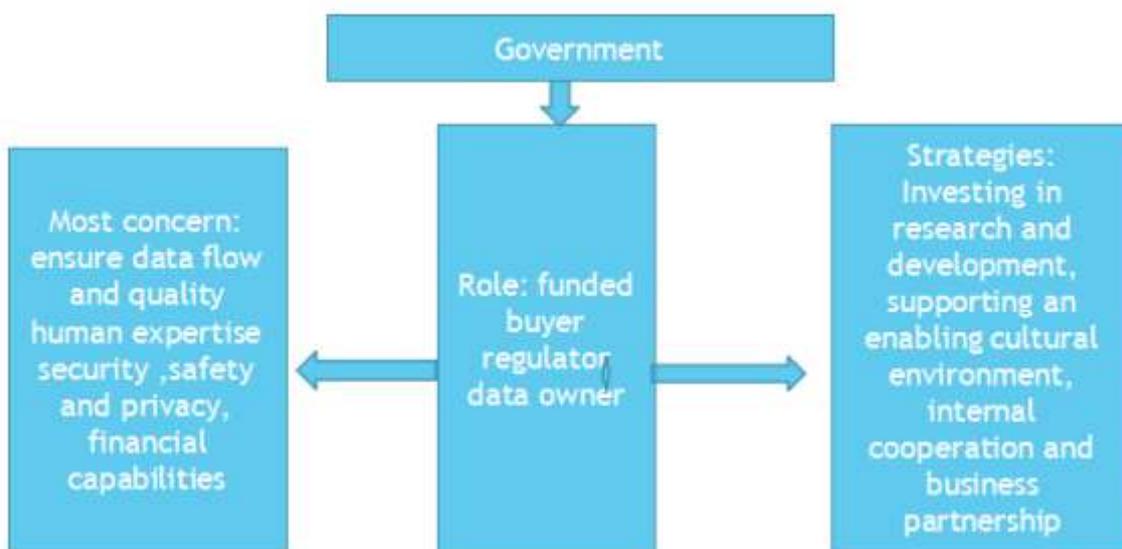
Organizational readiness 1

    a. Government through leaders in various MDAs should evaluate organizational readiness for AI Implementation

5 categories to be evaluated

    i. Strategic alignment

    ii. Resource

    iii. Knowledge

    iv. Culture

    v. Data

Organizational readiness 2

    b. Strategic alignment between the MDAs, the Legislative arm of government,and research outfit

    c. Resource – availability of resources and access to them by the MDAs

    d. Knowledge- critical for the development and deployment of AI,

    e. Exposure of leadership, workers education, training and retraining through various ways

    f. Culture – culture of openness, of creativity, of innovation that seam less accept change

    g. Data – availability of data by organization on a sustainable basis and well documented is vital.

Various roles of government in attitudinal change that will lend hands to the development and deployment of AI

    a. Government and political leadership play a critical role in leading the development deployment and use of AI

    b. Should be reflected in infrastructure, data access, computing power, research abilities, public sector workforce development

    c. Also specific initiative in areas of ethical guidelines, risk management

Various roles of government in attitudinal change that will lend hands to the development and deployment of AI 2

    a. An inclusive approach- involves broad range of stakeholders in designing AI strategies, public consultation, stakeholders outreach and public request for comment

    b. Stakeholders to be involved are government actors, business leaders, government tech ecosystem and research communities- to help to build trust among users, government and other relevant stakeholders to sheep AI

powered public services

c. Establishment of robust legal , regulations and policy framework to ensure the safe ,secure and trustworthy development, deployment and use of AI in the public sector

d. Effective, agile and innovation ready regulations can protect citizens, including their free exercise of rights, effective manage risk and prevent misuse, while aligning AI advancement with societal values and needs. framework, latent development procurement rules. etc.

Various roles of Government in attitudinal change that will lend hands to the development and deployment of AI 3

a. Adopt an incremental and experimental approach to the deployment and use of AI in and by the public sector

b. Engage stakeholders throughout the development phase, evaluate user needs, accessing data availability and quality, continuously monitoring progress from the prototype and piloting phases

c. Developing best policies and technical framework to support department and agencies in adopting AI into operations for program delivery, science and research and back office productivity.

d. Ensure accessibility for all employees thereby fostering inclusivity and maximizing potential benefits of Ai across various MDAs

Various roles of government in attitudinal change that will lend hands to the development and deployment of AI 5

a. Multi – institutional government approach

b. Establishment of inter agencies programs and operations

c. State government to set up an executive level council comprising cabinet members or appointees to coordinate agencies activities throughout the state, the council ensures the efficient formulation, development, communication and timely implementation of AI related policies outline

Benefits of AI at each stage of policy cycle important place of policy in development and deployment of AI cannot be over emphasized

Others

a. Ethical considerations to be priority as AI technologies are increasingly integrated into public sectors operations with the expectation to improve the

delivery of essential services, for example health care, transportation and social services

b. There is the needs for robust impact assessment as well as the risk management frameworks and proactive strategies that are crucial to ensuring AI deployment and use safety and transparency

APPENDIX

QUESTIONS

1. What is the prevailing attitude to AI and how can it be charged for service delivery?
2. What is the fundamental competency needed for the breakthrough in development and   deployment of AI for service delivery?
3. The place of high preforming teams across MDAs and local government Areas for technological advancement
4. What steps should be taken to bring stakeholders on-board in-service delivery through AI technologies?

Q1 WHAT IS THE PREVAILING ATTITUDE TO AI AND HOW CAN IT BE CHANGED FOR SERVICE DELIVERY

a. Fear – takes different forms, fear of failure. Workers should not fear AI as it is intended to make their lives easier and give them time to focus on more important tasks
b. Fear that AI is not transparent as it can develop rules that are not documented and this reduce human control and trust.
c. That it can suppress citizens and reduce their freedom of expression lack of interaction between citizens and the AI application brings into fore the need for responsible public institutions, for example can make wrong decisions as a result of incorrect applications Of AI based software.
d. Citizens want to have a voice in the use of AI in specific public service.
e. Socio-demographic divides have been found on attitudes towards AI. Those reporting familiarity and comfort with AI are more likely to be young be male, educated, live in urban areas and have higher income.
f. Those in urban areas, blue collar workers and politically liberal are more likely to believe that AI will deepen inequality and reduce employment.

Solution

AI governance process requires AI developers and policy makers to have a better understanding of the underlying values and motivations that shape public attitudes towards AI.

i. Communication literature suggest that processes for public outreach and dialogue are most effective when they are tailored to public values, beliefs and motivation.

ii. Leadership at different levels should focus on cultural values of individualism, egalitarianism and general risk aversion and techno-sceptism.

iii. Awareness of attitudes can help policy makers in crafting governance strategies that are respectful of diverse beliefs and assist AI developers in effectively communicating the broader implications of their work to the public.

iv. Procedural fairness – appropriateness of the procedures considering the criteria used and their application to the individuals affected.

v. Consider appropriate conceptual mechanism for avoiding negative impacts of introduction of AI different levels of public policy in a democracy.

vi. Identify obstacles regarding employees such as perceived pressure from society, and perceived technical competence at the local government level that should be considered when implementing AI.

vii. Host classes and workshops about emerging technologies even during work hours to invest in your employees and educate them about modern tech they will soon be working with.

viii. Setting employees up for success means going out of your way to make sure they all have equal opportunity for growth and learning about what is to come in the future of their work.

ix. Leadership should conquer their fears and alley the fears of the team.

Q2 WHAT IS THE FUNDAMENTAL COMPETENCY NEEDED FOR THE BREAKTHROUGH IN THE DEVELOPMENT AND DEPLYMENT OF AI FOR SERVICE DELIVERY

SOLUTION

i. The most important competency is The Emotional Intelligence Competence

ii. According to Annie Miller, "By recognizing and turning into our own emotions, we become more self-aware, and more mindful, which allows us to make informed decisions and respond to situation more effectively"

iii. The five (5) competencies of emotional intelligence needed by leaders at all levels to overcome negative attitudes and make workers to respond positively

to AI are self-awareness, self-regulation, self-motivation (these relates to ourselves/personal competencies), empathy and effective relationship (which relates to others/social competence)

iv. Self-awareness is made up of emotional awareness, accurate self-assessment and self-confidence. The key elements in self-regulation are self-control, trustworthiness, conscientiousness, adoptability have achievement drive, commitment, initiative and optimism. On the other hand, for empathy there developing others, service orientation, and leveraging diversity. But for social skills we have communication skills, conflict management skills, leadership and team capabilities

v. This emotional intelligence competency will give room for resilient leadership that will harness emotional capacity for change

vi. Leaders who demonstrate a high level of emotional capacity navigate crisis more effectively and inspire their teams to do the same

vii. They are emotionally adoptable, flexible to handle change, balance multiple demands and adapt to new situation with fresh ideas

viii. Being adaptable foster a culture of learning and development which strengthens organization

ix. They embrace innovation and foster inventive problem solving among their teams

x. Since he is receptive to new ideas and foster a culture of continuous learning adoptable leaders can drive the creation of innovative products, services or processes that will foster growth and success

xi. Build your capacity through education, attendance of conference, workshops, seminar etc.

xii. Go out of your way to read books/literature, magazines etc. that are relevant to technologies and worker's attitude

xiii. Reassure your employees that the experience they have gained is valued and that they will be adequately supported in the change with learning and resources.

xiv. Being patient with employees while learning about AI, positive reinforcement and the willingness to answer questions goes a long way in making new learners feel comfortable and dive deeper into new technology and how to use it.

xv. Explain benefits – make sure you take time to guarantee the understanding of these technologies to workers that they can understand why working with them is important.

xvi. AI integration in the workspace really just results in time-saving and elimination of monotonous tasks for employees

xvii. Encourage progress – give them positive reinforcement and feedback while they try to learn.

xviii. Whenever an employee goes above and beyond In their course or attempt to learn more about emerging tech from their workplace encourage their progress and thank them for their effort.

Q3 THE PLACE OF HIGH PERFORMANCE TEAMS ACROSS MDAs AND LOCAL GOVERNMENT AREAS FOR TECHNOLOGICAL ADVANCEMENT

i.   Leadership across all levels must establish high performance teams In the MdAs as well as the local government areas of the state.

ii. A team is defined by its interdependent parts; the action that one person takes affects the outcomes of everyone else.

iii. Teams are made up of people who coordinate their efforts and who depend on each other for the overall team success.

iv. Some high-performance teams in history include those involved in the Manhattan project of the 1940s.

v.   They were in the unofficial race to invent the first nuclear weapon.

vi. They were made up of engineers, nuclear physicist, mathematicians and manufacturers all collaborated to obtain the raw materials and build factories to purify the uranium needed to build the atomic bomb.

vii. The team understood what the mission was and were committed to it.

viii. They got the support of the government, private business, funding and they leaders were all in place to make the goal a reality.

ix. Leadership should put the mastery in place for the establishment of high performance teams to drive the development and deployment of AI technologies.

x.   Teams that will tap into individual and group capabilities and capacities.

xi. Give them the necessary supports in the form of resources, logics, infrastructure, funding etc. they will need.

xii. Allow them to embark on as many brainstorming sessions as possible until they operate on the same page.

xiii. These sessions will allow for the establishment and acceptance of ground rules, they are diligent process involving the exchange of ideas overtime resolving real or imaginary differences to come on board and work together.

xiv. Adoptable leaders can inspire their teams to embark on change and adapt to new challenges serving as role models.

xv. Adaptable leaders can empower their teams to make calculated risks learn from failures and ultimately become more agile and effective in their roles by

demonstrating adaptability and opens to change.

xvi. Encourage feed back from the teams at regular intervals.

xvii. Makes the teams involve in decision making process.

xviii. This helps workers to feel more like experts and consultants in their respective areas of expertise.

xix. Employees involvement makes possible for leaders to enlist employees support for change and to build the bridge between organizations and the envisioned change, to encourage everyone to support, whilst holding every team leader including themselves accountable at every milestone of the organizational matters.

Q4. WHAT ARE THE STEPS TO BE TAKEN TO BRING STAKEHOLDERS ON-BOARD IN-SERVICE DELIVERY THROUGH AI TECHNOLOGIES?

a. Who are the stakeholders?

b. The stakeholders includes government actors, business leaders, government tech ecosystems, research communities, religious and community leaders

c. Why do we need their support/collaboration?

d. Stakeholders are needed to support infrastructure, most critical infrastructure include data infrastructure and architecture such as cloud computing platforms that offer scalable computational resources and robust data storage and management systems necessary for handling vast database

e. They are equally needed to help build trust among users, governments and other relevant stakeholders to shape AI powered public services in a way that add values to policy making service design and delivery

f. Government leaders must be ready to hire data scientists, IT experts who can collaborate to identify complex problems that AI can solve for a more efficient and effective digital administration

g. Selection of AI vendor that matches the organizations needs is an element of the implementation processes that can sustainably foster the introduction of innovative technologies. This equally makes stakeholders relevant

h. The most important steps are multi – stakeholder consultations, leverage tools include workshops, public consultation, seminars, focus groups, survey and others.

ANNEX 9

PEACE, SECURITY AND CONFLICT MANAGEMENT

Protocol
INTRODUCTION

1.   It is a great honour to address this important retreat, organised by the Savannah Centre for Diplomacy, Democracy, and Development (SCDDD). This initiative by SCDDD and the Katsina State government is commendable. It reflects a strong commitment to equipping top- level public and political officeholders with the necessary tools and capacity to enhance peace, security, and conflict management in Katsina State. The State, like many others in the northwest region, faces complex socio-economic and security challenges, including banditry, kidnapping, cattle rustling, herder-farmer conflicts, drug abuse, youth restiveness, and unemployment. These threats not only erode trust in governance but also hinder development and fracture the social fabric of our communities and, therefore, need to be mitigated.

2.   However, addressing them requires a comprehensive and integrated approach that combines security interventions, peacebuilding strategies, and effective conflict management mechanisms. This presentation, "Peace, Security, and Conflict Management," seeks to provide strategic insights into these pressing challenges while offering practical solutions for sustainable peace and stability in Katsina State. In so doing, we will explore the root causes of conflict and examine proactive conflict management and peace building strategies to foster resilience and stability.

3.   Additionally, we will highlight the role of public office holders in shaping policies, mobilising resources, fostering collaboration and enforcing laws to address these security threats. The objective is to equip you, as key decision-makers, with actionable frameworks that will promote peace and security in the state. Ultimately, this discussion is not just about identifying problems but about developing a roadmap for the practical implementation of those strategies. By focusing on proactive governance, community engagement, and conflict-sensitive policies, we can chart a course toward lasting peace, security and sustainable development in Katsina State.

SCOPE

4.	This presentation will cover the following areas:

a.	Conceptual Clarification.

b.	Katsina State's Security Landscape.

c.	Public Office Holders: Key to Peace, Security, and Conflict Management.

e.	Strategies and Principles of Conflict Management.

f.	Steps for Sustainable Peace and Stability.

CONCEPTUAL CLARIFICATION

5.	In a presentation of this nature, it is necessary to clarify some of the concepts in the context of use. These are public office holders, peace, security, conflict, and conflict management:

Political Office Holders

6.	Section 318 of the 1999 Constitution of the Federal Republic of Nigeria (as amended) broadly defines a "public officer" as anyone holding an office listed in Part II of the Fifth Schedule. This includes the president, vice president, governors, deputy governors, ministers, commissioners, special advisers, legislators, judges, heads of government agencies, military and security personnel, and local government staff. In essence, a public officeholder in Nigeria is any individual in a position of authority within the federal, state, or local government, whether elected, appointed, or a career civil servant.

7.	According to Ikejiaku (2015), political office holders are individuals in government at the federal, state, and local government levels who are entrusted with decision-making authority. At the state level, they include elected officials such as governors, state legislators, and local government leaders, as well as appointed officials like commissioners and special advisers. Similarly, Oikhala (2024) noted that these individuals influence policy, resource allocation, and governance, shaping peace and security in the state.

Peace

8.	Boutros-Ghali (1992) defines peace as tranquillity and freedom from disturbance, emphasising political inclusivity, economic opportunity, and strong institutions as key to sustainability. Therefore, peace is more than the absence of violence; it embodies justice, security, and sustainable development. For this reason, Galtung (1969) distinguishes between negative peace, the absence of direct violence, and positive peace, which includes justice and institutions that promote stability.

Security

9.   According to UNDP (1994), security is the state of freedom from threats, encompassing personal, community, national, and human security. It extends beyond military defence to include protection from poverty, disease, and environmental degradation. Wolfers (1952) also describes security as both subjective (feeling safe) and objective (being safe), asserting that true security requires both perceptions and realities of safety.

Conflict

10.   Conflict is a disagreement or clash between people or groups. It can be a small argument or a big fight, and it can happen for lots of different reasons. Conflict arises from perceived incompatibilities in actions, goals, or values, and it ranges from peaceful disagreements to violent confrontations (Fisher, 2011). While often seen negatively, conflict can drive positive change if managed constructively. Poorly managed conflicts often escalate into violence, threatening peace and stability.

Conflict Management

11.   Conflict management involves handling violent clashes stemming from security challenges such as banditry and kidnapping to prevent further escalation. It's about containing and mitigating the immediate crisis, often through dialogue, negotiations, or security interventions. While it may not immediately solve the root causes of these issues, conflict management aims to control violence and create space for longer-term solutions. This requires engaging all affected communities, building trust, and addressing their grievances.

KATSINA STATE'S SECURITY LANDSCAPE

12.   Katsina State, located in Nigeria's northwest, is grappling with complex and evolving security crises. Persistent threats such as banditry, kidnapping, and cattle rustling have destabilised communities and eroded trust in governance. Out of its 34 Local Government Areas (LGAs), 24 have been significantly affected, with Bakori, Batsari, Dandume, Danja, Danmusa, Dutsinma, Faskari, Jibia, Kankara, Kurfi, Safana, and Sabuwa LGAs being the most vulnerable. Their proximity to Zamfara and Kaduna States, the expansive Rugu Forest Reserve, and the porous border with Niger Republic has turned them into strongholds for criminal elements, where lawlessness reigns. Criminal gangs have also been exploiting the challenging terrain and weak security presence to establish operational bases, intensifying attacks on residents and worsening the humanitarian situation (Maigari, 2024).

13.   The scale of the crisis is staggering. Since 2020, Katsina State has recorded 938 security incidents, resulting in 2,600 kidnappings and 1,917 deaths, including innocent women and children, according to Beacon Consult Security Services (Adamu, 2025). Criminal gangs operate with near impunity, engaging in mass abductions, killings, and sexual violence, leading to economic stagnation and disrupting agriculture, trade, and education. Weak security infrastructure, inadequate intelligence gathering, and slow response times have further emboldened these groups. Over time, their activities have evolved from ransom-driven kidnappings to more sinister crimes such as organ harvesting and human trafficking, exacerbating the suffering of vulnerable communities and their victims and deepening the cycle of violence (Umar, 2019).

14.   The root causes of insecurity in Katsina State are deeply entrenched and multi-dimensional. Socioeconomic disparities, high unemployment, weak governance, and the proliferation of small arms have fueled lawlessness. Environmental factors, including desertification and resource scarcity, have intensified competition between pastoralists and farmers, often leading to violent clashes. Similarly, despite a shared history, culture, and religion, Katsina State faces deepening conflicts due to the erosion of traditional values, widespread poverty, unemployment, low literacy, and rampant drug abuse. This societal breakdown has left communities vulnerable to exploitation by criminal syndicates (Jobe, 2024). The porous border with Niger Republic enables arms smuggling, transborder crimes, and unchecked migration, fueling recruitment by criminal groups. Additionally, the fallout from the Libyan crisis and Sahel conflicts has increased the flow of illicit weapons, empowering conflict entrepreneurs who thrive on instability.

15.   It is important to note that Governor Dikko Umaru Radda's administration, since May 29, 2023, has demonstrated strong commitment to tackling Katsina State's socio-economic and security challenges through a comprehensive strategy that integrates both kinetic and non-kinetic measures. Non-kinetic efforts include establishing the Ministry of Internal Security and Home Affairs, security committees, conflict resolution centers, climate security hubs, cattle market regulations, and security education in schools. Others include regular meetings with key stakeholders such as service commanders, community elders, youths, and religious and traditional rulers, especially from the frontline LGAs. On the kinetic front, the government has established the Katsina Community Watch Corps (KCWC) and also set up a Joint Security Surveillance Centre, amongst others.

17.   These initiatives have led to significant reduction in criminal activities across 16 of the 24 most affected local government areas. However, challenges such as displaced persons, closed schools and health facilities, abandoned villages, and the need for psychological support remain. To address these, the administration is implementing

livelihood programmes, rehabilitating schools and health centers, constructing irrigation facilities, and providing psychosocial support for victims. Additionally, security presence has been enhanced at healthcare facilities, and the military and other security agencies have been deployed to protect lives and maintain peace in some parts of the state. Nonetheless, these efforts need to be supported and complemented by all public office holders and stakeholders to ensure a safer and more prosperous Katsina State.

18. Efforts at addressing these security challenges require a holistic, multi-pronged approach that tackles both immediate threats and underlying structural issues. Strengthening security infrastructure, enhancing intelligence gathering, and fostering community resilience are critical. Socioeconomic inequalities must also be addressed through more targeted development programmes in education, job creation, and poverty alleviation. Conflict-sensitive policies that integrate security interventions with long-term development strategies are essential to breaking the cycle of violence in Katsina State. Additionally, regional cooperation with neighbouring states and international partners is necessary in curbing arms smuggling, dismantling criminal networks, and restoring lasting peace to Katsina State.

PUBLIC OFFICE HOLDERS: KEY TO PEACE, SECURITY, AND CONFLICT MANAGEMENT

19. Governance plays a fundamental role in ensuring peace, security, and conflict management in any society. In Katsina State, where socio-economic challenges have persisted for over a decade, public officeholders, both elected and appointed, must take proactive measures to address these concerns. Their responsibilities extend beyond mere administration to include policy formulation, resource mobilisation, and community engagement, all of which are essential in fostering peace and security. Ukeje (2010) emphasises that public servants are the bridge between policy and implementation, meaning that their actions should reflect a commitment to addressing not only immediate security threats but also the structural factors fuelling instability, such as poverty, unemployment, and inadequate infrastructure.

20. By formulating and implementing policies that prioritise social welfare and economic development, public officers can create an environment less susceptible to violence and unrest. One of the critical responsibilities of public officeholders in security management is ensuring adequate support for law enforcement, military, and conflict resolution mechanisms. This requires strategic resource allocation, including equipping security agencies with the necessary tools and technology to combat criminal activities effectively. Olufemi (2020) highlights that effective security governance is rooted in accountability and transparency, ensuring that security forces operate within legal and ethical boundaries.

21.   Additionally, given the unique socio-cultural landscape of Katsina State, public officers must work closely with traditional leadership structures. These institutions serve as critical stakeholders in peace building, particularly in rural and vulnerable areas where formal government presence is minimal. By leveraging their influence and conflict-resolution mechanisms, traditional leaders can help mediate disputes before they escalate into full-blown crises. Inclusive governance, transparency, and accountability are essential in maintaining social cohesion and preventing conflict. Public officeholders must, therefore, create a platform that allows diverse groups to participate in decision-making, ensuring that governance is not only representative but also responsive to the needs of all citizens.

22.   Conflict prevention and peace building should be central to their governance strategy, with emphasis on fostering dialogue and reconciliation among conflicting parties. Ethical leadership is key in this regard, as it builds trust between the government and the people. When citizens perceive that public institutions are just, fair, and committed to their well-being, the likelihood of unrest diminishes. Public officeholders should also continue to champion the rule of law by ensuring equal access to justice, strengthening judicial institutions, and holding perpetrators of violence and security breaches accountable.

23.   To effectively manage conflicts, Katsina State's public officers must also integrate long- term development strategies with immediate security interventions. Sustainable peace is not solely achieved through military coercive action but through holistic policies that address socio- economic inequalities, strengthen institutional frameworks, and foster a sense of shared responsibility among citizens. Partnerships with civil society organisations, religious leaders, and regional actors can further enhance efforts to combat insecurity. Drawing from international best practices, a comprehensive and multi-stakeholder approach is necessary to restore stability in Katsina State. By understanding and performing their duties diligently and adopting these measures, public officeholders can fulfil their mandate of ensuring peace and security, ultimately fostering a more prosperous and resilient society in Katsina State.

STRATEGIES AND PRINCIPLES OF CONFLICT MANAGEMENT

24.   Conflict management involves identifying, mitigating, and addressing conflicts to reduce tensions and prevent escalation. The goal is not merely to contain violence but to implement sustainable strategies that address underlying drivers and foster stability. Katsina State has been facing security challenges that manifested in banditry, kidnapping, and cattle rustling for over a decade, resulting in immense loss of life, displacement, and humanitarian crises. Therefore, effective conflict management is desirable to mitigate immediate violence, create space for long- term solutions, and

alleviate suffering. A comprehensive strategy integrating traditional and modern methods is essential for lasting stability. These include the following:

Understanding the Conflict Landscape

25.   Understanding Katsina State's conflict landscape requires a thorough assessment of its root causes. Perspectives on the crisis vary, ranging from purely criminal activity to ethnic or resource-driven conflicts. A deep analysis of the factors fueling violence is very important, encompassing socio-economic drivers, security challenges, community grievances, triggers, armed group motivations and tactics, resource scarcity, border security, and illegal arms proliferation. Beyond identifying problems, it's essential to map and assess existing peace and security initiatives by the government, civil society, and international actors. Understanding the causes and drivers of banditry and kidnapping, developing transparent land dispute resolution mechanisms, and investing in youth economic opportunities can address underlying tensions. This analysis must be transparent, shared, and dynamically updated.

Early Warning and Rapid Response

26.   Addressing the symptoms of violence without tackling its root causes is ineffective.

Therefore, proactive measures, such as local intelligence networks, community-driven surveillance, and communication technology for real-time reporting, are essential. Local media and radio broadcasts and mobile alert systems can provide timely warnings, enabling swift responses by security agencies and communities. Promoting alternative livelihoods for at-risk populations can reduce their vulnerability to recruitment by criminal groups. Therefore, early warning systems, intelligence gathering, and rapid response mechanisms must be prioritised to prevent escalation.

Community Engagement and Dialogue

27.   Conflict management must be community-driven. Sustainable engagement with stakeholders, including traditional rulers, religious leaders, women's groups, youth organisations, and representatives of armed groups, where feasible, is essential. Prioritising dialogue and negotiation creates safe spaces for airing grievances and exploring solutions. Empowering local communities in their security, fostering trust between communities and security agencies, and developing mediation efforts for disputes over land and resources can contribute to lasting peace. Strengthening Security and Justice Mechanisms

28.   In conflict management, dialogue alone is insufficient; it must be accompanied by tangible security and justice improvements. Reforming local law enforcement,

enhancing border security, and strengthening intelligence sharing are crucial. Holding perpetrators of violence accountable through fair legal processes deter future crimes and addresses grievances fueling violence. Exploring restorative justice mechanisms, which focus on reconciliation and restitution alongside retributive justice, can help rebuild social cohesion.

Addressing Humanitarian Needs and Building Resilience

29.   The ongoing violence has displaced many residents and created massive humanitarian crisis across the state. Immediate relief, providing food, shelter, medical care, and psychological support, is essential. Long-term resilience programmes must follow, focusing on education, economic empowerment, and strengthening policing systems. Addressing marginalisation and providing opportunities for affected communities can reduce their vulnerability to recruitment by armed groups.

Continuous Monitoring and Adaptation

30.   Conflict is dynamic, requiring continuous monitoring and adaptation. A robust system for tracking interventions, gathering community feedback, and adjusting strategies as needed ensures effectiveness. Conflict management is an ongoing process that demands patience, persistence, and a commitment to learning and improvement.

Principles of Effective Conflict Management

31.   For conflict management strategies to be effective in Katsina State, they must adhere to the following principles:

Inclusivity

32.   Engaging all stakeholders, including marginalised groups, women, youth, traditional and religious leaders, community-based organisations, and security agencies, ensures that diverse perspectives contribute to conflict resolution efforts. Creating safe spaces for dialogue fosters trust, cooperation, and collaborative problem-solving. Engaging all stakeholders and communities (including marginalised groups, women, and youth), traditional and religious leaders, security agencies, and even, where possible, representatives of bandit groups (where it is safe to do so) is paramount. This means creating safe spaces for dialogue where all voices are heard and respected.

Proactiveness

33.   Preventive measures must take precedence over reactive responses by

establishing early warning systems, addressing socio-economic inequalities, and implementing community policing initiatives that can help mitigate potential conflicts before they escalate into violence. Strengthening institutions to anticipate and manage disputes effectively is also crucial. Moving beyond reactive responses to violence requires an in-depth analysis of the root causes: socio- economic inequalities, resource competition, historical grievances, and other factors that fuel the violence. This includes developing early warning systems and addressing the drivers of banditry through targeted interventions.

Context Sensitivity

34.   Recognising the unique historical, cultural, and socio-economic dynamics of Katsina State is essential for designing effective interventions. Conflict resolution strategies must be tailored to local realities, incorporating traditional dispute resolution mechanisms alongside modern legal frameworks to enhance their effectiveness and acceptability.

Transparency and Trust-Building

35.   Honest and consistent communication between the government, security agencies, and communities is crucial for fostering confidence in conflict resolution efforts. Accountability within security forces, equitable law enforcement, and open decision-making processes enhance legitimacy and public trust. Public engagement in peace-building initiatives further strengthens trust and ownership of solutions. Critically, the issue of retributive justice is very important so that citizens, particularly victims and their families, can feel that justice is done and not denied. This sense of justice is essential for fostering forgiveness and enabling communities to move forward.

Sustainability

36.   Long-term solutions must go beyond short-term crisis management and prioritise education, economic empowerment, and infrastructure development. Sustainable peace efforts should include reintegration programs for former combatants, support for victims of violence, and initiatives that promote social cohesion. Ensuring continuous investment in youth employment, skill development, and agricultural productivity can help prevent future conflicts. Impartiality

37.   For conflict management interventions to gain public trust, they must be seen as neutral and unbiased. Decision-makers and all those involved must demonstrate fairness, avoiding favouritism or political interference in mediation and resolution processes. Independent oversight mechanisms can help uphold this neutrality.

STEPS TO SUSTAIN PEACE AND SECURITY IN KATSINA STATE

38.   Katsina State, like many other parts of northern Nigeria, has been grappling with persistent security challenges, including banditry, kidnapping, and other violent crimes. To address these threats and ensure long-term stability, a comprehensive security strategy that integrates effective security management and coordination with socioeconomic peace building measures is essential. A combination of effective security coordination, advanced technology adoption, community engagement, socio-economic development, and governance reforms will set Katsina State on the path to lasting peace and security. The integration of military strategies with grassroots peace building efforts will create a resilient and inclusive security framework capable of addressing both immediate threats and long-term stability concerns.

39.   One of the major hurdles to security management in Katsina State is the fragmentation of responsibilities among federal, state, and local security agencies. To counter this, a multi- stakeholder approach involving the military, police, intelligence services, and community-based security groups is required. The whole- government strategy ensures seamless coordination, reducing response delays and closing security gaps (UNDP, 2021). Traditional rulers, such as the emirs of Katsina and Daura, district and village heads, and community elders, must be incorporated into security operations. Their deep-rooted knowledge of local dynamics and conflict resolution mechanisms makes them vital partners in intelligence gathering and peace building.

40.   Modern security threats necessitate the use of advanced technology in countering crime. Surveillance drones, artificial intelligence-driven analytics, and real-time media monitoring can enhance intelligence gathering and improve security responses. Additionally, fostering trust and cooperation between security agencies and local communities will facilitate effective intelligence-sharing and counter-radicalisation efforts. Public awareness campaigns and security education programs will further strengthen community engagement.

41.   However, security enforcement alone is insufficient to ensure sustainable peace. Addressing the root causes of insecurity—poverty, unemployment, and poor governance—is just as crucial. Economic hardship has driven many young people toward criminal activities, either as informants or as foot soldiers for criminal groups. Job creation, vocational training, and improved access to education must be prioritised to provide meaningful alternatives for vulnerable youth (Ezeani, 2018).

42.   Community-driven initiatives are essential for local peace building. The expansion of community policing, including the strengthening of vigilante groups and civilian security networks, will help reduce crime and enhance public safety. Moreover, Katsina State should invest in structured dialogue and rehabilitation programs for repentant bandits and kidnappers to reintegrate them into society and

prevent their return to crime.

43.   Sustained peace in Katsina State hinges on strong regional and cross-border collaboration. Its porous borders with the Niger Republic make it vulnerable to arms smuggling, human trafficking, and the movement of criminal networks. Strengthening border security, enhancing intelligence-sharing with neighbouring states, and fostering diplomatic engagement with the Niger Republic are essential to curbing transnational crime. Additionally, there is a need to reactivate the bilateral agreement between Katsina State and the State of Maradi under the Nigeria-Niger Joint Commission for Cooperation (NNJCC). Revitalising this framework will enhance coordinated security efforts and promote economic and social stability in the region.

44.   Lastly, strengthening democratic governance is a key component of lasting peace and security. Ensuring transparency, accountability, and the rule of law while tackling corruption will boost public confidence in government efforts. When citizens feel protected and included in governance, they become partners in peace rather than passive observers of state security failures. With these measures, Katsina State can foster a safer environment for its residents, promote economic growth, and strengthen social cohesion.

CONCLUSION

45.   Security is not solely the responsibility of the military, police, or intelligence agencies only; it is a governance issue. The presence of peace is an indication of good governance, while insecurity signals a failure in leadership, social justice, and economic opportunity. Katsina State,
 like many parts of Nigeria, faces security challenges, but these challenges are not insurmountable. The solutions lie in inclusive governance, proactive leadership, strategic policy implementation, and community-driven approaches.

46.   The challenges to peace and security in Katsina State are real, but they are surmountable. As public officeholders, you have a unique opportunity to reshape the security landscape by fostering trust, implementing responsive policies, and working closely with security agencies, traditional leaders, and the people. The time for action is now. Together, we can build a safer and more prosperous Katsina State.

ANNEX 10

DISTRESS MANAGEMENT

INTRODUCTION
The world is facing an epidemic of distress with very great impact on health and productivity. 75% to 90% of all visits to primary care physician is related to distress. Americans are consuming five billion tranquillisers, five billion barbiturates, three billion amphetamines and sixteen tons of aspirin every year.

STRESS
Body's Response to changes that create demand on it.

EUSTRESSORS
1. Receiving a promotion at work
2. Starting a new job Marriage
3. Buying a home
4. Having a child
5. Taking educational courses

MAJOR DISTRESSORS
1. Divorce
2. Death of a loved one
3. Prolonged illness
4. Poverty
5. Unhappiness in the workplace.

DISTRESS
This is the situation where the continuous pressures of life and living contributes to the development of disease and disabilities that leads to low quality of life and life expectancy.

Excess release of 'stress hormones' could lead to damage of cells, tissues and organs. Internalizing stress creates something of a steady drip, drip, drip of stress hormones into the persons' tissues, including the brain.

CATEGORIES OF DISTRESSORS

a. PHYSICAL
b. EMOTIONAL AND MENTAL
c. CHEMICAL
d. THERMAL

PHYSICAL DISTRESSORS

1. Lack of sleep
2. physical injury like vehicle accidents, surgery, infections and chronic pain
3. Hormonal imbalance
4. Inadeduate Nutrition.

EMOTIONAL AND MENTAL

1. Anger, anxiety and fear.
2. Worries from too much work and too little PLAY
3. Debt
4. Marital problems and family issues
5. Drugs and alcohol use

CHEMICAL

1. Excessive use of various substances such as excessive sugar, caffeine, stimulants, alcohol, nicotine and food additives.
2. Drug use and abuse.

THERMAL

1. Exposure to extreme temperatures for prolonged period of time.
2. Heat exhaustion and Heat stroke.

STAGES OF DISTRESS

i. THE ALARM
ii. THE RESISTANCE
iii. THE EXHAUSTION

THE ALARM STAGE

i. Triggers Fight or flight
ii. Produces short term burst of adrenaline which creates a temporary high and energy.
iii. Lawyers, Doctors, businessmen are addicted to flow of adrenaline.

THE RESISTANCE STAGE
  i.   Coping response after Fight or flight.
  ii. Large amount of cortisol produced.
  iii. High cortisol leads to obesity and accumulation of fat in the truncal region.
  iv. Decrease sex drive and erectile dysfunction.
  v.   Elevated cortisol leads to lower levels of progesterone and testosterone
  vi. Memory loss
  vii. Depression
  viii. Bone loss or osteoporosis

EXHAUSTION STAGE
  i.   Body begins to breakdown.
  ii. Adrenal exhaustion
  iii. Burn out mentally, physically and emotionally.

"Between stimulus and Response there is a place. In that space is our power to choose our response. In our response lies growth and our freedom"   Victor Frankl

"My needs laughter as much as it needs tears." MAHOGANY

We must say 'NO' to what in our heart don't want. We must say 'NO' to doing things out of obligation, thereby cheating those important to us of the purest expression of love. We must say 'NO' to treating ourselves, our health, our need as not as important as someone else's we must say 'NO'   SUZETTE HINTON

"Anything that can go wrong, will go wrong"

PROF. IBRAHIM GAMBARI HOUSE

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