

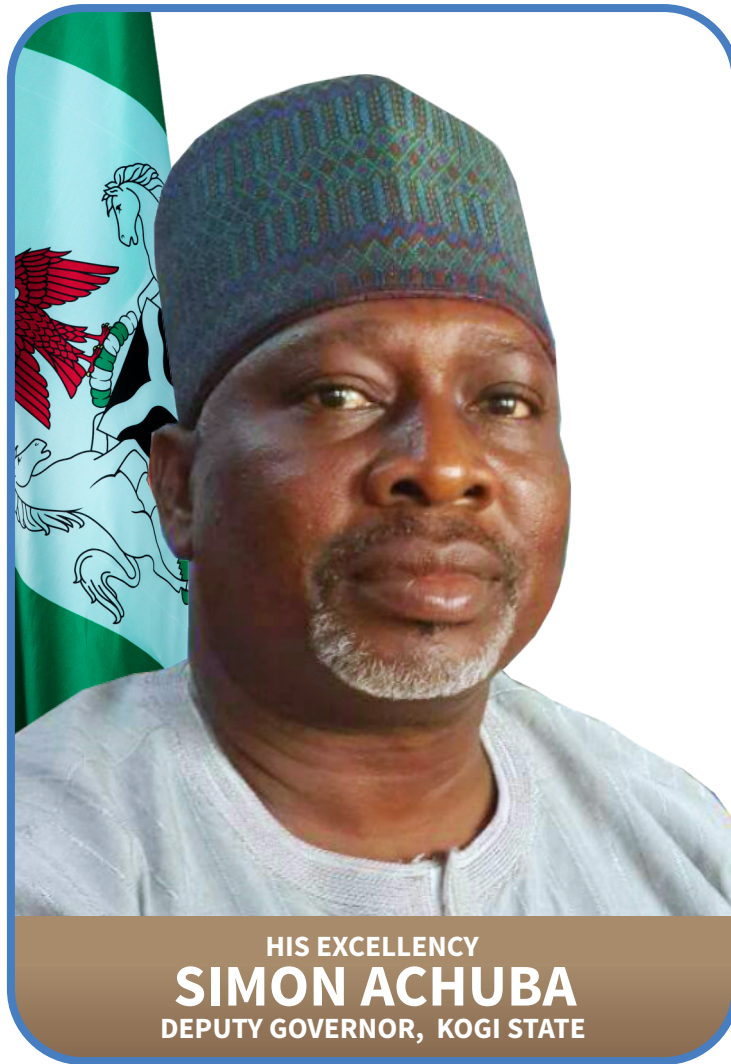
Kogi State Government
NEW DIRECTION

BLUEPRINT
Volume 1





HIS EXCELLENCY
ALHAJI YAHAYA BELLO
EXECUTIVE GOVERNOR, KOGI STATE



HIS EXCELLENCY
SIMON ACHUBA
DEPUTY GOVERNOR, KOGI STATE



FOLASHADE ARIKE AYOADE
SSG, KOGI STATE



EDWARD ONOJA
CHIEF OF STAFF, KOGI STATE

PRELIMINARY PAGES

viii

Foreword by
His Excellency

x

From the Office of
the SSG

xi

From the Office of the
Chief of Staff

xiii

Executive Summary

xv

Abbreviations
and Acronyms

page
9

KOGI STATE
PAST AND PRESENT

Volume 1
CHAPTER

2

page
12

KOGI STATE
NEW DIRECTION
BLUEPRINT IN THE
CONTEXT OF SDG

Volume 1
CHAPTER

3

page
25

GOAL OF
NEW DIRECTION
BLUEPRINT

Volume 1
CHAPTER

4

page
23

STATE WIDE BASELINE
ASSESSMENT OF THE
NEW DIRECTION THEMATIC
INTERVENTION AREAS AND
RECOMMENDATIONS.

Volume 1
CHAPTER

5

page
1

INTRODUCTION,
BACKGROUND AND
METHODOLOGY

Volume 1
CHAPTER

1

Volume 3
CHAPTER

10

page
365

RECOMMENDATION
AND CONCLUSION

page
359

Volume 3
CHAPTER

9

IMPLEMENTATION FRAMEWORK
AND MONITORING & EVALUATION

page
348

Volume 3
CHAPTER

8

DELIVERING
THE POLICY 'NEW' DIRECTION

page
339

Volume 3
CHAPTER

7

COST IMPLICATION
OF THE NEW DIRECTION

Volume 2
CHAPTER

6

NEW DIRECTION
BLUEPRINT DEMAND DRIVEN
PROJECTS AND ACTIONABLE PROJECTS

page
87

page
368

GLOSSARY

- CHART OF RECOMMENDATIONS
- PICTURES

TABLE OF CONTENT

FOREWORD

KOGI STATE: NEW DIRECTION

BY ALHAJI YAHAYA BELLO

When I conceived the vision of running for Governor of Kogi State, I already had a considerable measure of success in private enterprise. I was widely travelled, both within Nigeria and without, and had been exposed to the giant strides that is possible where visionary leadership is at work. I could see a few states in Nigeria reinventing themselves and pulling away from the rest developmentally in spite of the general dependence on crude oil earnings and the blight of lackluster Federal effort.

My Team and I were exhilarated by the Change which swept the nation with the election of President Muhammadu Buhari in March 2015 and his subsequent swearing-in on May 29 of same year. We realized that an opportunity, almost as great as the one we had when Nigeria returned to Civilian Rule in 1999, had once again provided itself. We reckoned it was an opportunity for discerning states to reinvent themselves and the fortunes of their people in the new epoch just beginning. We resolved to do so for Kogi State, if God and our people should ever bestow on us the privilege.

I and my able lieutenants also began to collect our ideas into a dropbox of possibilities. Some of these ideas we released later in our manifesto. We found them exciting and that excitement at what could be strengthened our resolve which in turn pushed us to double, triple, even quadruple, our efforts in our campaigns. In the fullness of the divinely-appointed time, and by a concatenation of predictable and unforeseen events, I was elected the 4th Executive Governor of Kogi State.

The Kogi State NEW DIRECTION Blueprint which you now hold is an amplification of ideas which my Campaign Team coalesced from our brainstorming sessions those days. When we took office, we engaged consultants, The NEW DIRECTION Blueprint Team, to match them to my campaign promises and then build the technical infrastructure for their delivery. I must say this is a commendable job. The Team has expanded the raw data given and captured the stated aims and aspirations of the entire citizens of Kogi State based on empirical evidence from social research. These Team has distributed the identified needs into the 5 under listed thematic areas:



The NEW DIRECTION Blueprint is a compendium of the recommended projects, missions, visions, policies strategies, targets and outcomes which will together define the NEW DIRECTION to accelerated development in which we are steering Kogi State. The five thematic areas are merely convenient docks from which to unload the Blueprint and launching the action plans on a turnkey basis. They interlock across all Ministries, Departments and Agencies of Kogi State. Each will find that one or more, if not all, of these focus areas touch on their work.

There will be ongoing NEW DIRECTION Blueprint Support Services by the NEW DIRECTION Blueprint Team to sensitize MDAs and LGAs. Sufficient training, implementation, monitoring and evaluation events will be provided. LGAs, MDAs and every category of political appointees and office holders are directed to find their roles in the scheme and execute.

This is certainly not the first document to highlight a roadmap for the development of Kogi State. However, this document promises to be different because of the political will that we have invested and will continue to invest in its implementation. This Blueprint is to be seen primarily as an overarching marketing instrument, not an expenditure tool. Functionaries, in implementing it, are to deploy their energies and the instrumentalities of their various offices to sourcing and attracting investments and developmental projects to Kogi State.

It is a masterful stroke that the NEW DIRECTION Blueprint Team were smart enough to incorporate the global Sustainable Development Goals (SDGs) into this document. By visionary leadership and commitment, and as we work our way through this Blueprint as a vehicle of development, it is my wish to severely reduce poverty in Kogi State within the next four years by taking at least 1,000,000 residents (about 25% of the populace) above the National Multi-dimensional Poverty Index.

I am therefore pleased to unveil my Administration's Blueprint for the NEW DIRECTION we envisage for Kogi State. They represent my intentions and the workable action-plans of this Government for Kogi State. I invite the Good People of Kogi State as well as all and sundry to undertake this exciting journey to the Kogi State of our dreams with us.

God Bless Kogi State.

God Bless the Federal Republic of Nigeria.

Thank you.

His Excellency,

ALHAJI YAHAYA A. BELLO

Executive Governor, Kogi State

FROM THE OFFICE OF THE SSG

Success in any endeavour is not by accident. It derives from a deliberate and sustained course of action over a typically prolonged duration, and through good and challenging times. It is from the foregoing that the age-long adage which says that 'to fail to plan is in itself a plan to fail,' draws its ingenuity. This blueprint therefore represents a very rigorous, deliberate, and if I may say, cerebral, action plan, conceived by this Administration as her 'plan to succeed' in delivering the promised positive change to the good people of Kogi state.

My office is proud to be associated with the NEW DIRECTION agenda, and in particular, the NEW DIRECTION Blueprint contained in this document and will deploy every resource to ensure that the dreams and aspirations of my Boss, His Excellency, Governor Yahaya Bello, for Kogi State is achieved.

Signed.

MRS. AYOADE FOLASHADE ARIKE

Secretary to the Kogi State Government

FROM THE OFFICE OF THE CHIEF OF STAFF

This strategic implementation document was first conceived while I was Head and Chief Strategist for His Excellency's Campaign during the 2015 Kogi gubernatorial elections. I was particularly honored to have His Excellency appoint me Chief of Staff and mandate me in my new capacity to work with the NEW DIRECTION Blueprint Team to design this Blueprint. I believe the final document does not disappoint the intentions of the Administration. It is a workable template that turns both the campaign promises and the global vision of His Excellency into action-plans for speedily and sustainably achieving rapid development of our dear Kogi State.

His Excellency offers this document in the hoping to prompt the citizens of the state to develop 'ownership mentality' over the processes and outputs of governance. The Administration hereby calls on the people to see themselves as stakeholders in the development of Kogi State. I am gratified that during the preparatory stages, residents turned out en masse wherever the Team visited and made their views loud and clear. The passion with which our people responded to our written questionnaires and verbal questions proved to us how engaged they have once again become with the government.

Past governments failed to understand that strategic documents should be empirical and evidence based. The main thing I know we did differently, and which probably made all the difference in the mobilization efforts of the Yahaya Bello Administration for this Blueprint, is letting the people tell us what they really want, rather than planning to do to the people what government consultants think the people want. Throughout the 21 LGAs of the state and in different MDAs the people had their say, and the consultants took notes. This Blueprint is the result.

We have the potential as the Confluence of Opportunities to achieve greatness. As His Excellency has highlighted in the Foreword, this Blueprint is our open scorecard system and performance based management index rolled into one. Hence, as this document is cascaded down the ladder of leadership, it will involve everyone, both the government and the governed to ascertain our level of compliance with set objectives per time.

I call on the citizens of the state to endeavour to remain engaged and be part of the whole process of governance.

EDWARD DAVID ONOJA

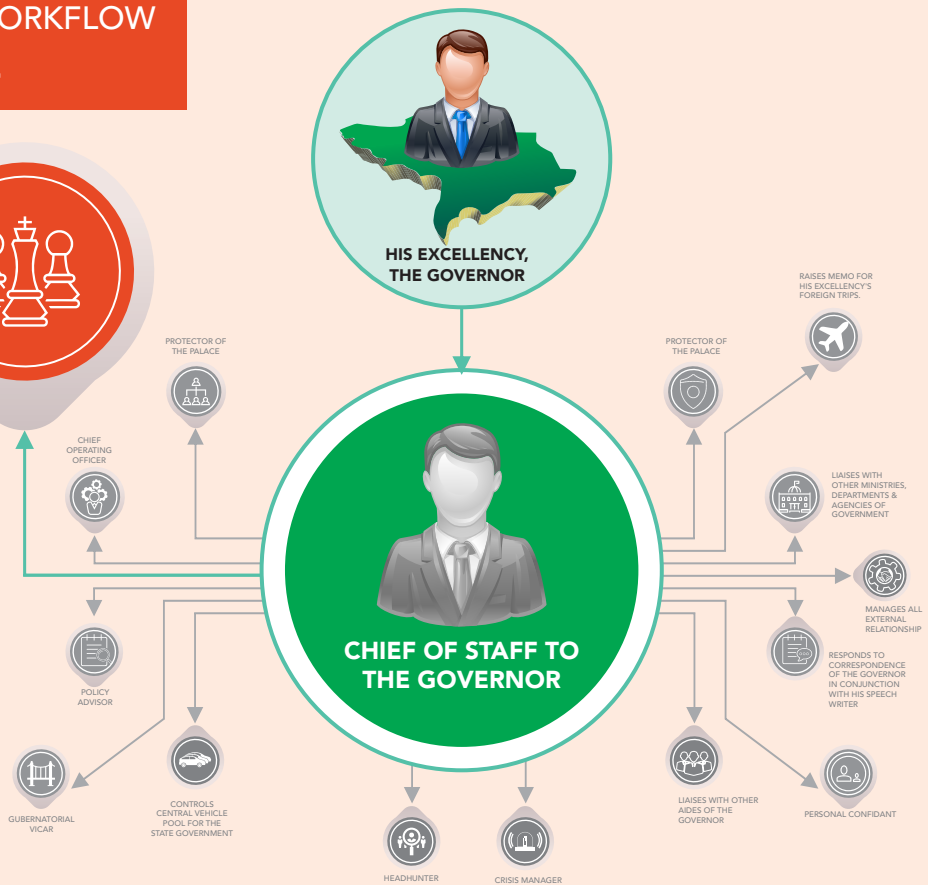
CHIEF OF STAFF TO HIS EXCELLENCY

Alhaji Yahaya Bello, Governor Of Kogi State.

**CHIEF OF STAFF WORKFLOW
ORGANOGRAM:
CHIEF STRATEGIST**

CHIEF STRATEGIST

The chief of staff helps the governor develop and maintain a short and focused policy agenda. As chief strategist, the chief must stay alert to ways to reinforce the governor's devotion to his or her agenda; launch issue campaigns when agenda items require action or approval by others; and ensure the governing strategy, policy agenda and any issue campaigns are built on the governor's beliefs and strengths. The chief is involved in the planning and execution of large events by making sure someone is focusing on every detail.



EXECUTIVE SUMMARY

This report summarises the findings and recommendations of a 90 days' Research and Development activity by the NEW DIRECTION Blueprint Team set up by His Excellency, Governor Yahaya Bello of Kogi State. His Excellency charged the Team to produce a customized development template forged from actual, identified, needs of each locality in Kogi State. Recommendations, while aggregate in the main, are specific enough to ensure that if implemented faithfully, no community will be left untouched by the Administration.

The NEW DIRECTION Blueprint focuses on (but did not entirely limit itself to) the following thematic areas:

- 1. Education**
- 2. Health**
- 3. Job Creation, Youth Engagement (and New Ventures)**
- 4. Infrastructure and Utilities**
- 5. Public Sector and Pension Reforms**

The team started its work by carrying out an in-depth state-wide, ward-by-ward baseline study to uncover the status quo and acquire a firm grasp of the historical, socio-economic and historical underpinnings of the developmental challenges confronting Kogi State. This customized process helped the NEW DIRECTION Blueprint Team to meticulously curate the state of the polity and determine causality. The Team engaged Kogi residents at every level – from Community to Ward to Local Government Areas to the three Senatorial Districts to feel the pulse of the people and harvest grassroots inputs from the 'people who feel the pinch'.

The methodology also had the added benefit of mass engagement. It generated widespread buy-in by the people into the new Administration and the eventual Blueprint document. Participants in nearly all of the Town hall Meetings convened by the NEW DIRECTION Blueprint Team expressed approval for the Administration for the effort to mobilize their opinions on what they actually need as opposed to the previous practice of superimposing projects, some of which had no subsequent impact. Government therefore had the ancillary benefit of branding itself as responsive and accountable to the people.

Thousands of well-structured questionnaires were distributed, analyzed and results collated. Tens of town hall meetings, scores of Focus Group Discussions and stylized interviews were held by the Team and very rich responses were received across every socio-economic and political strata of Kogi State. Little primary data gleaned from publications of the Nigerian Bureau of Statistics (NBS) and other official sources including selected line ministries in the Kogi State civil service as well as case study visits to other states were analyzed along with secondary data gathered as aforesaid and supplemented with data deep-mined from internet desk reviews.

This approach is superior to previous ones in that it guarantees 'round pegs in round holes' as well as full ownership by recipient communities across the state of the broad spectrum of demands disaggregated along His Excellency's thematic areas. The result of this rigorous and painstaking process is that the

Blueprint design process not only identifies causes and effects of community disenchantment but also generated a bottom-up, evidenced based, list of demands and expectations of the People of Kogi State at all levels from the Alhaji Yahaya Bello-led Administration.

For the records, identified causes of communal disillusionment with previous Governments took the form of the 'usual suspects' in Nigeria - pervasive corruption, neglect of communities along nepotistic lines, poor quality infrastructure, poor infrastructure fit, a lack of political will to drive reform processes, etc. This also constituted, in the grassroots opinion at least, the multi-pronged bane of good governance in Kogi State. It is strongly recommended that the current Administration be vigilant to prevent these relational land-mines from being laid.

Barring human errors of omission or commission, this Blueprint, executed in the main, will generally stop the insidious and often creeping process of distrust between government and the governed from setting in. The overarching goal of the plan is to ensure the eradication of poverty, broad based wealth creation and employment generation in order to achieve sustainable development. These things the populace have cried out for and will get behind as enthusiastically as possible.

The NEW DIRECTION Blueprint Team presented 'The Quick Wins' to His Excellency in April, 2016 as a precursor to the full Blueprint. The Quick Wins was a stop-gap sketch to focus interventions by the Government before and after the 100-Days milestone. It identified 'low-hanging fruits' for the then fledgling Administration in all thematic areas calculated to enable her touch the lives of the populace meaningfully while the full Blueprint was undergoing design. The Quick Wins are hereby incorporated into the final Blueprint contained in these volumes and now forms part of them.

The NEW DIRECTION Blueprint Team benefited immensely in her assignment from the goodwill inputs of leading members of the Administration - His Excellency, Alhaji Yahaya Bello, the 4th Executive Governor of Kogi State being the overall primus. Chief Simeon Achuba, His Excellency, the Deputy Governor of Kogi State, has remained a spirited advocate of the Blueprint and does not fail to mobilize support for it in his speeches at various official fora.

The Secretary to The Kogi State Government, Mrs. Ayoade Folashade Arike, brokered vital linkages for the Team through her good Offices, and accompanied the NEW DIRECTION Blueprint Team on at least one case study outside the State. Mr. Edward David Onoja, the indefatigable Chief of Staff to His Excellency, creatively smoothed government and community access for the NEW DIRECTION Blueprint Team, galvanized Kogites at select townhall deliberations and industriously facilitated critical logistics in a timely manner.

The Governments of Lagos, Ondo and Anambra States as well as the Federal Capital Territory Administration proved gracious and intriguing subjects for study in various aspects of the Blueprint.

Signed.

MOSES OKEZIE-OKAFOR, ESQ

Team Lead Consultant

(Later appointed Senior Special Assistant to the

Governor of Kogi State on Research, Development and Speech-Writing).

ABBREVIATIONS AND ACRONYMS

- **AEDC** - Abuja Electricity Distribution Company
- **BVN** - Bank Verification Number
- **CF** - Counterpart Funding
- **CL** - Commercial Loans
- **CSO** - Civil Society Organizations
- **DFA** - Director of Finance and Administration
- **FA** - Federal Allocation
- **FDA** - Foreign Development Assistance
- **FGD** - Focused Group Discussion
- **FGN** - Federal Government of Nigeria
- **GIS** - Geographic Information System
- **GOBI - FFF** - Growth monitoring, Oral rehydration therapy, Breast feeding, Immunization, Family planning, Food supplements, and Female education
- **HMB** - Hospital Management Board
- **ICT** - Information Communication Technology
- **IDAs** - International Development Agencies
- **IDF** - International Development Fund
- **IDP** - International Development Partners
- **IEDC** - Ibadan Electricity Distribution Company
- **IF** - Intervention Fund
- **IGR** - Internally Generated Revenue
- **ISS** - Institutional Support System
- **JC&YE** - Job Creation and Youth Engagement
- **JEDC** - Jos Electricity Distribution Company
- **KEIA** - Kogi Enterprise Incubation Agency
- **KPI** - Key Performance Indicators
- **LGA** - Local Government Area
- **MA** - Multilateral Agency
- **MOC** - Ministry of Communication
- **MOU** - Memorandum of Understanding
- **MPI** - Multi-dimensional Poverty Index
- **NBS** - National Bureau of Statistics
- **NDB** - New Direction Blueprint
- **NGO** - Non Governmental Organizations
- **NTA** - Nigerian Television Authority
- **NYSC** - National Youth Service Corps
- **PAC** - Political Action Committee
- **PCS** - Pilot Computerization Scheme
- **PPP** - Public Private Partnership
- **PS&PR** - Public Service and Pension Reforms
- **R&D** - Research and Development
- **RDP** - Regional Development Partners
- **SMH** - State Ministry of Health
- **SPSS** - Statistical Package for Social Science
- **SSG** - Secretary to the State Government
- **TETFUND** - Tertiary Education Trust Fund
- **TWG** - Technical Working Group
- **VGN** - Vigilante Group of Nigeria

CHAPTER ONE: INTRODUCTION AND BACKGROUND

This strategic document ventures away from the past trend by developing a financially feasible plan which will guide and support a focused Social, Economic, Environmental, Institutional and Political development for making decisions on the five thematic areas appropriately reformed and the proper planning and execution of recommended projects and programmes. The following are the three focal areas for the successful impartation of the NEW DIRECTION.

- ❑ Strategic Outcomes: Social Development, Economic Development, Environmental Development, Political Development, Institutional/Governance
- ❑ Productivity pillars: Education, Health, Job Creation & Youth Engagement, Infrastructure and Utilities and Public Service & Pension reforms
- ❑ Sustainability enablers: FA, IGR, PPP, multilateral/Donor & NGO and grants/intervention fund

The productivity pillars and sustainability enablers are largely aspirational and it is expedient they are articulated into a financially implementable plan that has been empirically identified.

This NEW DIRECTION Blueprint is consistent with the Change Agenda of the Federal Government and also aligns with the United Nations SDGs (Strategic development goals).The change will demand investments in Health, Education, Job creation and Youth engagement, critical Infrastructure & Utilities, and Public Service and Pension Reforms. The desire to bring about this change cannot be done by government alone, and against this background, this government will encourage and promote effective participation and interaction of the private sector for the implementation and realization of this NEW DIRECTION Blueprint.

NEW DIRECTION Projectile



As stated earlier by His Excellency, the Blueprint seeks to eradicate poverty by taking 1,000,000 Kogi state (25%) indigenes above the National multi-dimensional poverty index.

The strategic goal of the NEW DIRECTION Blueprint in empirical term is to take 1,000,000 (one million) Kogi indigenes above the poverty level. The projected population for Kogi State in 2011 according to the NBS abstract 2012, is about 3,844,559.

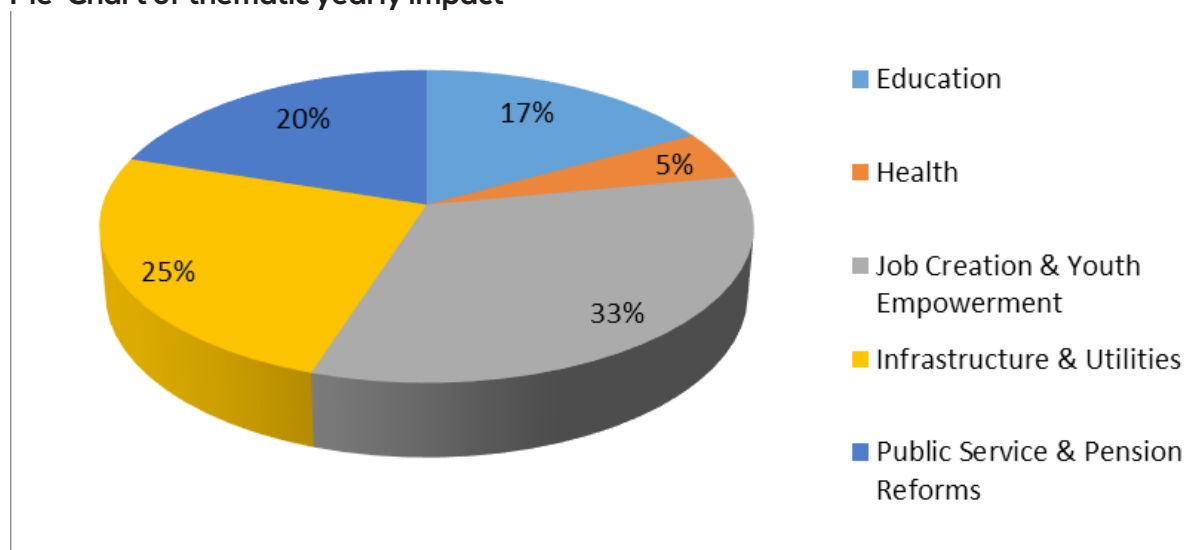
Coupled with the United Nations Global multi-dimensional poverty index report published in June 2015, the poverty rate of Kogi State is 26.4%. Thus the rationale behind the projection of lifting 1,000,000 Kogi indigenes above the multi-dimensional poverty index level.

It should be noted that poverty index has three dimensions and 10 indicators in estimating overall poverty. Each dimension is equally weighted; each indicator within a dimension is equally weighted and added. It uses 10 indicators to measure poverty in three dimensions: Education, Health and living standards which directly relates to the thematic areas of the NEW DIRECTION Blueprint.

NEW DIRECTION Blueprint Empirical multi-dimensional poverty index goal

Thematic Areas	2016	2017	2018	2019
Education	17,000	34,000	51,000	68,000
Health	5,000	10,000	15,000	20,000
Job Creation & Youth Engagement	33,000	66,000	99,000	132,000
Infrastructure & Utilities	25,000	50,000	75,000	100,000
Public Service & Pension Reforms	20,000	40,000	60,000	80,000
Total	100,000	200,000	300,000	400,000

Pie-Chart of thematic yearly impact



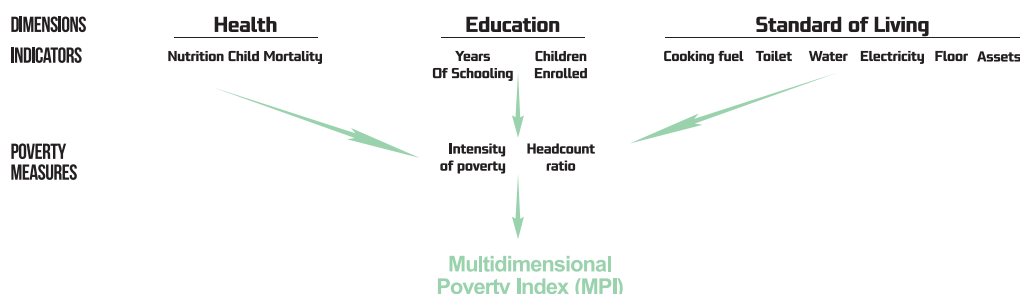
Multidimensional Poverty Index (MPI)

Like development, poverty is multidimensional — but this is traditionally ignored by headline money metric measures of poverty. The Multidimensional Poverty Index (MPI), published for the first time in the 2010 Report, complements monetary measures of poverty by considering overlapping deprivations suffered at the same time. The index identifies deprivations across the same three dimensions and shows the number of people who are multi-dimensionally poor (suffering deprivations in 33% or more of weighted indicators) and the number of deprivations with which poor households typically contend with.

The MPI can help the effective allocation of resources by making possible the targeting of those with the greatest intensity of poverty; it can help address SDGs strategically and monitor impacts of policy intervention. The MPI can be adapted to the national level using indicators and weights that make sense for the region or the country, it can also be adopted for national poverty eradication programs, and it can be used to study changes over time.

Almost 1.5 billion people in the 101 developing countries covered by the MPI—about 29 percent of their population — live in multidimensional poverty — that is, with at least 33 percent of the indicators reflecting acute deprivation in health, education and standard of living. And close to 900 million people are vulnerable to fall into poverty if setbacks occur – financial, natural or otherwise.

Multidimensional Poverty Index (MPI)

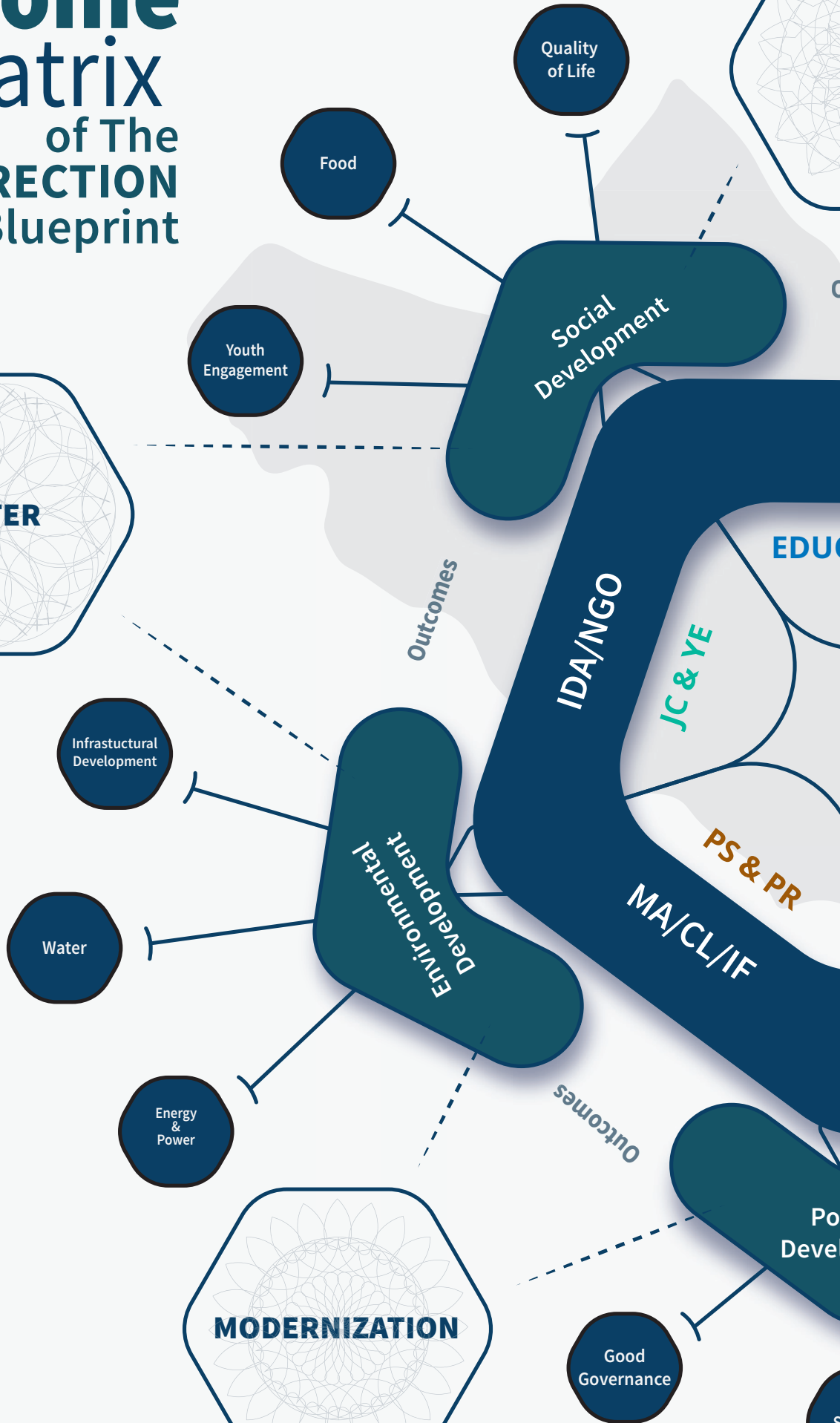


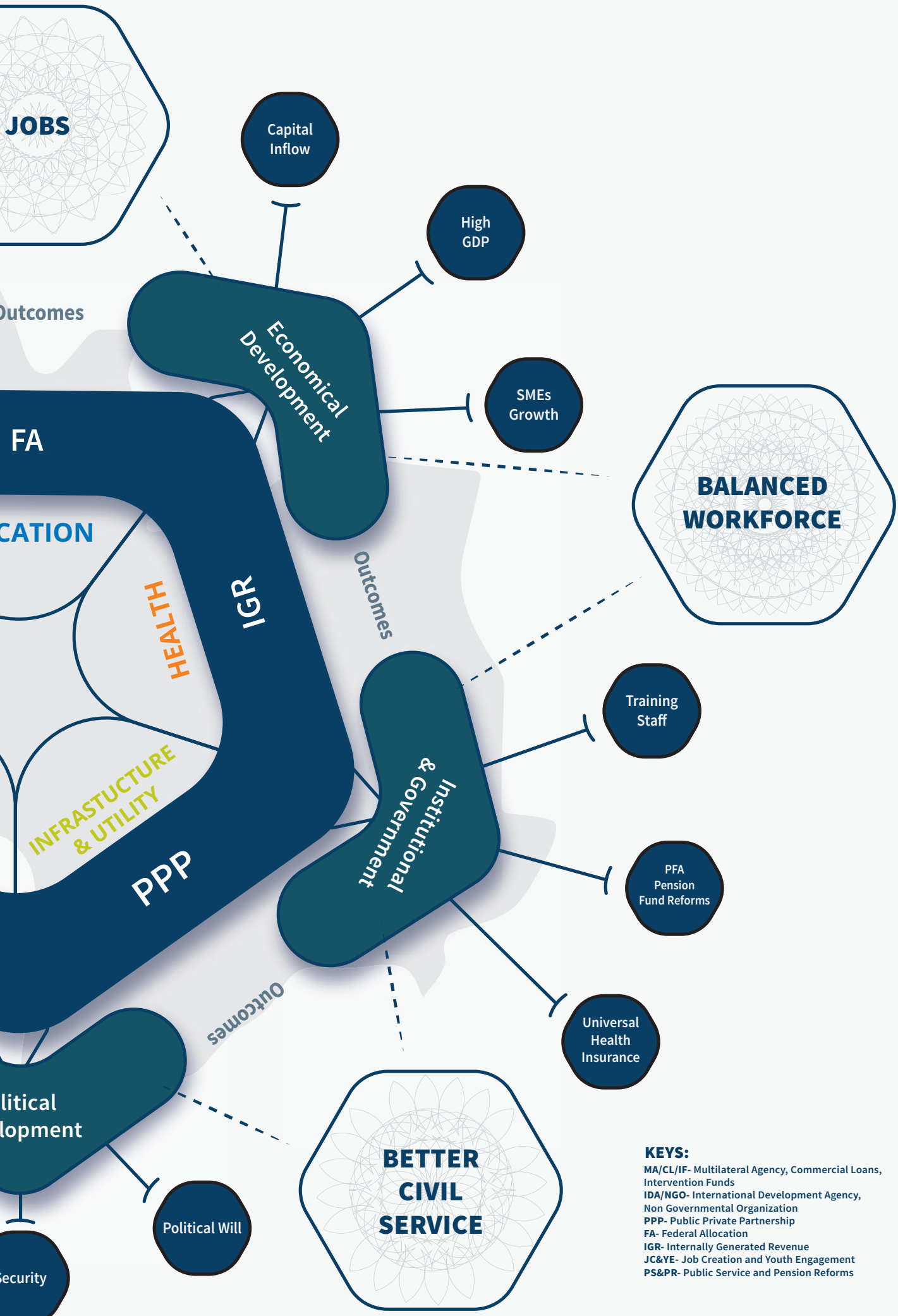
Source: “Human Development Report 2015: Work for Human Development”

It is on this premise, that Kogi State invite multinationals donor agencies and private investors to work in partnership with government to develop Kogi State using this Blueprint as a veritable guide for investment in the five (5) thematic areas.

The deliverables are further extended into an outcome - matrix which is not a limiting but directional guide.

Outcome Matrix of The NEW DIRECTION Blueprint





KEYS:
 MA/CL/IF- Multilateral Agency, Commercial Loans, Intervention Funds
 IDA/NGO- International Development Agency, Non Governmental Organization
 PPP- Public Private Partnership
 FA- Federal Allocation
 IGR- Internally Generated Revenue
 JC&YE- Job Creation and Youth Engagement
 PS&PR- Public Service and Pension Reforms

For its successful achievement, and for the NEW DIRECTION Blueprint to surmount the immensely challenging times, the full support, participation and cooperation of the MDA's and the Local government in implementation of the Blueprint is prompted. Legislative and legal conditions must be right for the efficacious implementation and monitoring of the NEW DIRECTION Blueprint needing the cooperation of both the Legislative and Judicial arm of government.

A proven approach which aids and generates sustainable change as employed is highlighted below



NEW DIRECTION Blueprint is an agenda with policies and strategies that are aimed at purposeful resource allocations in the public sector, harnessing and coordinating private sector and community participation in the implementation of the policy and plan of the government for rapid growth and development of the State. The NEW DIRECTION Blueprint will also provide the framework that will enable Government to source and manage both public and private funds for the benefit of the generality of the people. His Excellency, Governor Yahaya Bello's approach to development is encapsulated in the five thematic areas of a robust Health system, a sound Educational footing for the State, Job creation & Youth Engagement, Infrastructure & Utilities, Public Service and Pension Reforms. The NEW DIRECTION Blueprint document will provide the policy direction and high level goals of the administration and provide the overall platform for a wider sector participation in the development and implementation

of State policies, coordination of development activities and allocation of public funds over time. The conception of the plan is through a detailed study of the identification of the developmental needs of Kogi State.

The Kogi State Governor, Alhaji Yahaya Bello through the NEW DIRECTION Blueprint intends to create a conducive environment for both local and foreign investments to thrive and thereby broaden the participation of the civil society and the private sector in order to engender development. The desire of the people of Kogi State was also considered through the identification of all the development indices towards the achievement of a veritable platform for the rapid growth of the State. The NEW DIRECTION Blueprint initiative is therefore the good governance agenda of the government, designed to clearly set out the central policy goals of the government, provide the strategic mechanism to achieving these goals by opening doors for a guided participation of the private sector and the people of Kogi as a whole.

Study Methodology:

The team started with a baseline study of the status of governance in the state. This was achieved with data sourced from the 2012 Abstract of the National Bureau Statistics, the state civil service and extensive web-based research. The findings of the baseline study then helped to shed some light as to the situation of things in the state.

Armed with the above information, the team then commenced to plan the second stage of the study which involved engaging the grass root and stakeholders at all levels. This was executed using a well-structured questionnaire, a focused group discussion guideline template and a stylized interview format for engagement with select stakeholders. Fifty (50) questionnaires each were randomly distributed in all the 21 local government areas of the state, pulling together a random sample of 1050 respondents who were used for the study.

Another sample of three elected council officials each – Chairman, vice charming, Secretary to the local government e.t.c – across the 21 local governments were also selected for a focused group discussion (FGD). The FGD was guided by a template similar to the one with which the questionnaires were designed, but tweaked to gather data from the supply side of the equation. One local monarch per local government was also targeted for an interview session using the stylized format.

The data from the questionnaires were collected and keyed into programmed excel sheets for collation and cleaning, before being exported to SPSS (version 21) for analysis. The results of the analysis were compared and matched with summary of findings from the FGDs and stylized interviews with the monarchs. A final comprehensive results that blends findings from the different sources of data was then generated. The final results so obtained were tested for balance using a battery of causality tests.

Based on the identified weak spots and needs in the state, the team then embarked on the final stage of the study which involved peer review visits to understudy states that have performed well in the recent past in the very same areas, sectors and indices that Kogi is seeking improvement. This is to help the team to study global best practices as well as understudy local successes with the aim of designing

appropriate custom made and home grown solutions on their return to Kogi State.

Now armed with the extensive research and studies carried out in the state and the first hand review of local successes operating under similar conditions as Kogi state, the team then proceeded to assemble its reports, quick wins, yearly projects and strategies, conclusions and recommendations for each of the sector strategies.

Layout of the NEW DIRECTION Blue Print

The Kogi State NEW DIRECTION Blue Print is structured into ten chapters. Chapter one looks at the introduction and background and methodology of the study. Chapter two reviews the Kogi State past and present and her wealth of opportunities in a concise manner.

Chapter three shows the Kogi State NEW DIRECTION Blueprint in the Context of SDGs which emphasizes the fact that the Blueprint is in tandem with global best practices.

Chapter four summarizes the goals, vision and mission statement of the NEW DIRECTION Blueprint with targeted projection for reduction of the Multi-dimensional poverty index level using the five thematic areas as a vehicle for all-inclusive development.

Chapter five examines state-wide baseline assessment of the NEW DIRECTION thematic intervention areas and specific recommendations for the various thematic areas.

in chapter six, NEW DIRECTION Blueprint demand driven projects and actionable projects for each local government area of the state are clearly stated with identified problems, quick wins and recommended actions for the first year to the last year of the administration. Chapter seven shows the cost implication of the NEW DIRECTION Blueprint which provides a broad assessment of the level of investment and scale of capital expenditure that would be required to implement the Blueprint.

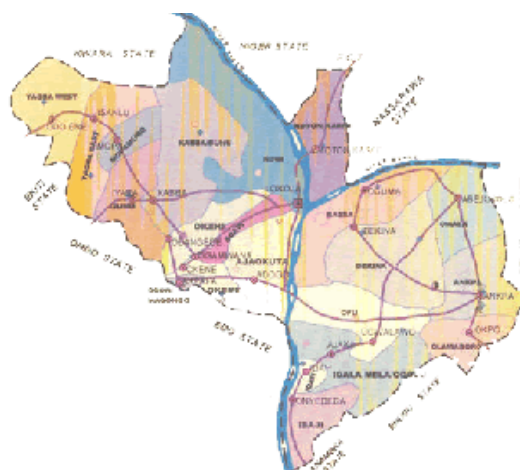
Chapter eight examines the policy thrust, outcomes and targets of each thematic area in delivering the NEW DIRECTION Blueprint. While chapter nine shows the implementation framework and monitoring & evaluation specifics for the NEW DIRECTION Blueprint.

Chapter ten is a summary of the entire work as it relates to the Blueprint.

CHAPTER TWO: KOGI STATE PAST AND PRESENT

Kogi state was created on 27th of August, 1991 with Lokoja as its capital. Lokoja was also the first administrative capital of modern-day Nigeria. The State is also known as the Confluence State as this is where the Rivers Niger and Benue is joined as one river. Kogi state shares boundaries with ten other states in Nigeria. These States are Plateau, Nassarawa and Niger States and the Federal Capital Territory, Abuja to the north, Benue and Enugu States to the east, while Edo, Ondo and Kwara States are on the western side.

Kogi state is structured into 21 Local Government Areas and it comprises three major ethnic groups i.e. Igala, Ebira and Okun (Yoruba) other minor groups include – Bassa Komo, Bassa Nge, Kakanda, Kupa, Ogori-Magongo, Nupe, Oworo, Gwari etc. There are 8 languages spoken as first language in Kogi State. Ebira, Igala, Nupe and Yoruba are major languages. The other languages are minority languages.



Climate

Kogi State has an average maximum temperature of 33.2oC and average minimum of 22.8oC. Lokoja, the State capital is generally hot throughout the year. The State has two distinct weather, the dry season, which lasts from November to February and rain season that lasts from March to October. Annual rainfall ranges from 1016mm to 1524mm.

The vegetation of the state consists of mixed leguminous (guinea) woodland to forest savannah. Wide expanse of FADAMA in the river basin and long stretches of tropical forest in the Western and Southern belt of the state.

Demography

Kogi State has a total land area of 28,313.53 square kilometres and a projected population of 3.3 million people. It lies on latitude 7.49oN and longitude 6.45oE with a geological feature depicting young sedimentary rocks and alluvium along the riverbeds, which promotes agricultural activities. The state features ferrasols soil type and famous hills like Ososo hills, which spread from Edo State to the western part of Kogi State and Aporo hill on the eastern part. Another famous mountain is Mount Patti, which lies in Lokoja and stands at about 750 metres above sea level.

Local Government Areas

The headquarters of the Local Government Areas serve as important traditional, cultural and market centres in their localities. The Local Governments are; Adavi Local Government, Ajaokuta Local Government, Ankpa Local Government, Bassa Local Government, Dekina Local Government, Ibaji Local Government, Idah Local Government, Igalamela-Odolu Local Government, Ijumu Local Government, Kabba/Bunu Local Government, Kogi Kotonkarfe Local Government, Lokoja Local Government, Mopa-Muro Local Government, Ofu Local Government, Ogori/Magongo Local Government, Okene Local Government, Okehi Local Government, Olamaboro Local Government, Omala Local Government, Yagba East Local Government, Yagba West Local Government

Tourism

Tourist attractions in Kogi State include the colonial relics such as the Lord Lugard House, the confluence of Rivers Niger and Benue, Ogidi (An African town with formations of Igneous Rock mountains and a traditional art & craft industry) and natural land features. The name *Nigeria*, was coined in Lokoja by Flora Shaw, the wife of Lord Lugard, the first British colonial administrator.



Transport and communications

Kogi State connects the Federal Capital Territory with 22 Southern States. Being in close proximity to the federal capital territory, Abuja International Airport serves as the national and international gateway for air travellers from and to the state. Good telecommunications services are available in the state.

Agriculture and resources

Agriculture is the mainstay of the economy. There are many Farm produce from the state notably coffee, cocoa, palm oil, cashews, groundnuts, maize, cassava, yam, rice and melon. Mineral resources include coal, limestone, iron, petroleum and tin. The state is home to the largest iron and steel industry in Nigeria known as Ajaokuta Steel Company Limited and one of the largest cement factories in Africa, the Obajana Cement Factory.



Education

Kogi state is home to the Federal University, Lokoja, Kogi State University, Ayingba, Federal Polytechnic Idah, Kogi State Polytechnic (Lokoja), Federal College of Education (Okene), College of Education (Ankpa), College of Agriculture Kabba, Kogi State College of Education, Technical (Kabba), and The private university, Salem University. There is a College of Nursing and Midwifery in Obangede, School of Health Technology in Idah and Evangelical Church Winning All (ECWA) School of Nursing in Egbe.



Sports

Kogi State has contributed to the growth of sports worldwide through sports, such as which are actively promoted in the state. The Kogi state Government has also encouraged the Kogi Sports Council to work assiduously with the vision of putting the State fully on the world map.

CHAPTER THREE: KOGI STATE NEW DIRECTION BLUEPRINT IN THE CONTEXT OF THE SUSTAINABLE DEVELOPMENT GOALS (SDGs)



SUSTAINABLE DEVELOPMENT GOALS

The Sustainable Development Goals (SDGs) is a unique tool that offers major improvement on the Millennium Development Goals (MDGs). Its improvement addresses key systematic barriers to sustainable development such as inequality, unsustainable consumption patterns, weak institutional capacity and environmental degradation that the MDGS neglected.

Not only does Sustainable Development Goals (SDGs) addresses some of the systematic barriers to sustainable development but also offer better coverage of, and balance between, the three dimensions of sustainable development- social, economic and environmental, and the institutional/governance aspect.



The Millennium Development Goal only to a limited degree captured all three dimensions of sustainability. In contrast, the Sustainable Development Goal deal with all the three dimensions (in the NEW DIRECTION Blueprint Projectile Sustainability is cascaded to five focal points as seen earlier), though the relevance of each goal vary from country to country but it process has been a huge step forward through the effort to create universal goals that articulate the need and opportunity for the global community to come together to create a sustainable future in an interconnected world. It should be clear that in developing world, development is politics, not social or economic, so how to communicate the political agenda is very important.

The Sustainable development goals have 17 goals and 169 targets. But this work looks at some selected transferal impact as a way forward for the NEW DIRECTION Blueprint in Kogi State.



EDUCATION

4 QUALITY EDUCATION



Ensure inclusive and quality education for all and promote lifelong learning

Education is critical for promoting sustainable development and improving the capacity of the people to address environment and development issues. Both formal and non-formal education is indispensable to changing people's attitudes so that they have the capacity to assess and address their sustainable development concerns. It is also critical for achieving environmental and ethical awareness, values and attitudes, skills and behavior consistent with sustainable development and for effective public participation in decision making.

Major progress has been made towards increasing access to education at all level and increasing enrolment rates in schools particularly for women and girls.

Facts and Figures

- ❑ Enrolment in primary education in developing countries has reached 91% but 57 million children remain out of school.
- ❑ More than half of children that have not enrolled in school live in sub-Sahara Africa.
- ❑ An estimated 50% of out-of-school children of primary school age live in conflict affected areas.
- ❑ 103 million youth worldwide lack basic literacy skills, and more than 60% of them are women.

In the context of sustainable development Goal, the Kogi State NEW DIRECTION Blueprint on identifying the various challenges facing education in the state will prioritize investment in education. This, the blueprint intend to achieve by building new school infrastructure of international standards, introducing modern method of teaching. I.e. the use of modern teaching aids: this is to ensure all girls and boys have access to quality early childhood development (primary and secondary education) leading to relevant and effective learning outcomes.

The Blueprint will also work out actionable plans to make provisions for quality technical and vocational centres. This will allow men, women and youth under the informal education categories have equal access to affordable quality technical, vocational and tertiary education. The idea is to increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship. Deployment of well trained and qualified teachers and also incorporating Information, Communication & Technology (ICT) from Primary level up to Tertiary level.

All these actionable plans in the NEW DIRECTION Blueprint will ensure all learners acquire knowledge and skills needed to promote sustainable development, including among others through education for sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and nonviolence, global citizenship, and appreciation of cultural diversity and of culture's contribution to sustainable development.

HEALTH**Ensure healthy lives and promote well-being for all at all ages**

Ensure healthy lives and promoting the well-being for all at all ages is essential to sustainable development. Significant strides have been in increasing life expectancy and reducing some of the common killers associated with child and maternal mortality. Major progress has been made on increasing access to clean water and sanitation, reducing malaria, tuberculosis, polio and the spread of HIV/AIDS. However, many more efforts are needed to fully eradicate a wide range of diseases and address many different persistent and emerging health issues.

Good health and wellbeing are essential for all at different ages. Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity. Well-being generally relate to people's experience of their quality of life. For instance, the subjective state of being healthy,

happy, contented, comfortable and satisfied with one's quality of life. It includes physical, material, social, emotional (happiness), and development and activity dimensions.'

The health of individual people and their communities are affected by a wide range of contributory factors. People's good or bad health is determined by their environment and situations - what is happening and what has happened to them. Where we live (our physical environment) the state of our environment, education level, and what we do and how we manage are factors that probably have a bigger impact on our health status. Good health depends on the context of our lives and those factors that contribute towards good or bad health are out of our control.

Education - People with lower levels of education generally have a higher risk of experiencing poorer health. Their levels of stress will most likely be higher, compared to people with higher academic qualifications. A person with a high level of education will probably have greater self-esteem.

- ❑ **Physical environment** - if your water is clean and safe, the air you breathe is pure, your workplace is healthy, your house is comfortable and safe, you are more likely to enjoy good health compared to somebody whose water supply is not clean and safe, the air he/she breathes is contaminated, the workplace is unhealthy, etc.
- ❑ **What we do and how we manage** - what we eat, our physical activity, whether or not we smoke or drink or take drugs, and how we cope with stress play an important role on our physical and mental well-being.
- ❑ **Access and use of health services** - a society that has access and uses good quality health services is more likely to enjoy better health than one that doesn't. For example, developed countries that have universal health care services have longer life expectancies for their people compared to developed countries that don't.

Child Health

1. 17,000 fewer children die each day than in 1990, but more than six (6) million children still die before their fifth birthday each year.
2. Since 2000, measles vaccines have averted dearly 15.6 million deaths.
3. Despite determined global progress, an increasing proportion of child deaths are in sub-Saharan Africa and southern Asia. Four out of every five deaths of children under age five occur in these regions.
4. Children born into poverty are almost twice as likely to die before the age of five as those from wealthier families.
5. Children of educated mothers –even mothers with only primary schooling –are more likely to survive than children of mothers with no education

Maternal Health

1. Maternal mortality has fallen by almost 50% since 1990.
2. Maternal mortality ratio – the proportion of mothers that do not survive childbirth compared to those who do – in developing regions is still fourteen (14) times higher than in the developed regions.

3. Only half of women in developing regions receive the recommended amount of health care they need.
4. Fewer teens are having children in most developing regions, but progress has showed the large increase in contraceptive use in the 1990s was not matched in the 2000s.
5. The need for family planning is slowly being met for more women, but demand is increasing at a rapid pace.

HIV/AIDS, malaria and other diseases

1. At the end of 2014, there were 13.6 million people accessing antiretroviral therapy.
2. New HIV infections in 2013 were estimated at 2.1 million which was 38% lower than in 2001.
3. At the end of 2013, there were an estimated 35 million people living with HIV and 240,000 children were newly infected with HIV.
4. New HIV infections among children have declined by 58% since 2001.
5. Globally, adolescent girls and young women face gender –based inequalities, exclusion, discrimination and violence, which put them at increased risk of acquiring HIV.
6. HIV is the leading cause of death for women of reproductive age worldwide.
7. TB –related deaths in people living with HIV have fallen by 36% since 2004.
8. AIDS is now the leading cause of death among adolescents (aged 10 – 19) in Africa and the second most common cause of death among adolescents globally.
9. Over 6.2 million malaria deaths have been averted between 2000 and 2015, primarily of children under five years of age in sub-Saharan Africa. The global malaria incidence rate has fallen by an estimated 37% and mortality rates by 58%.
10. Between 2000 and 2013, tuberculosis prevention, diagnosis and treatment interventions saved an estimated 37 million lives. The tuberculosis mortality rate fell by 45% and the prevalence rate by 41% between 1990 and 2013.

In conformation with the third developmental goal of the Sustainable Development Goals (SDGs), results from surveys carried out in the 21 local Government in Kogi State shows that the health status of the people are in shambles. This are effects that is attributed to lack of well-trained medical personnel, deteriorated state of the existing health facilities, lack of drugs in hospitals, poor sanitation practices, e.tc. All of these factors have a degree of negative impact on individual's health and the entirety of health system in Kogi State.

In giving the State Health sector a new lift, the Government of Kogi State with the NEW DIRECTION plan is to ensure a sustainable development in Health sector and with which the Blueprint intend to design a framework for medical diagnostics services in the first year; drug revolving fund using the Public Private Partnership (PPP) model. This framework helps remove the bottlenecks of too much intermediaries in getting the drugs to the grass root. (If it gets to them at all) and manages the supply of pharmaceuticals directly from manufacturer to the Primary Health care Centres. (PHCs)

The Blueprint also will also work out actions for improving personal and environmental hygiene for a healthier populace through resuscitating of the environmental sanitation days, licensing of local refuse collectors, building of sanitary unit and retraining of government's sanitation staffs. The plan also includes refurbishing and equipping of the existing health facilities from Primary Health care Centres

(PHC) to the Tertiary health facilities to international standards such that a degree of comprehensive health care can be administered at the Primary level before referral if need be.

With Comprehensive health care at the Grass root level, access to basic health care is ascertained mainly to women and children and this will have great impact on reduction of maternal death and early childhood diseases. This to a wide degree will enhance sustainable healthy lives and well-being for the citizens of Kogi State.

JOB CREATION AND YOUTH ENGAGEMENT

Poverty is a plague that causes shortage of money, shelter, food. According to United Nation Development Programme definition, poverty is living below \$ 1.25 per day (UNDP, 2014). With the fall in oil prices and its daunting effect on the Nigerian economy the problem of poverty becomes very huge



and urgent nowadays. This is confirmed by the side by side increase in population and the increase in the number of poor people. The resultant effect is negative on all spheres of human society. Children drop out of school, under aged girl married against their will. Crimes, violence, and other vices like prostitution perpetuated because people desperately need a change of living and get angry when wealth is concentrated within some class of people.

Eradicating poverty in all forms everywhere is the greatest global challenge facing the world today and an indispensable requirement for sustainable development. It is a widespread belief that any government should be committed to freeing its citizens from poverty and hunger.

Hunger can best be described as discomfort, illness, weakness and pains caused by lack of food.

The presence of hunger and food insecurity in the world raises questions of why they prevail, how they should be addressed and who should be responsible for doing so.

The problem of food security has been a major concern to the world in recent times; people in developed countries have population that are chronically undernourished, this situation is expected to worsen if action is not taken to improve on food security. A high proportion of rural households suffer from malnutrition and other diseases related to nutrition. Efforts in maintaining the three pillars of food security- food production, economic access to available food, and nutritional security have been met with enormous social, cultural and economic constraints.

From general observations in Kogi State, people are being impoverished by poverty as a result of their lack of exploiting their potentials. Education is seen as a tendency of bringing people out of their current state into a better living standard. The NEW DIRECTION in the quest to change the status of the citizens of Kogi State has incorporated into its action plans to deliver a rapid and sustainable improvement in the educational sector from primary to tertiary levels.

This vocation cut across men, women and youths. Here is where the rubber hits the road: in the process of learning, it is believed that skills are being acquired that transforms the individual lives and generations to come. By the time they graduate, they already have the confidence and skills to continue to thrive as a successful entrepreneur, start up a business and start generating income, create dignity, ownership and self-sufficiency, spurs investment in children, domestic violence reduces and every symptoms of poverty disappeared.

This will encourage a lasting sustainable development of Kogi State as the provision of all these necessities are backed up by legal institutions both at the state and federal level.

Also the present economic conditions already have negative effects on farmers due to lack of farm implements for farmers, high degree of under-utilized youthful energy, poorly serviced farming operations and lastly migration of able bodied youth in search of white collar job. This is due to unattractive nature of farming. The menace caused by the Fulani Herdsmen where their cattle destroy the farmers' farmlands cannot be neglected.

The resultant effect is that farm produce are being destroyed at the genesis and the little one harvested may not go beyond subsistence. When farm produce is inadequate the society is exposed to the risk of hunger and food insecurity.

In adopting measures to ensure food security and avert hunger in Kogi State the NEW DIRECTION Blueprint will put in place workable actions that will integrate agricultural support services such as improved seedling, tractor leasing arrangement, demonstration farms and extension services. This is to facilitate improved productivity of farm produce.

Technical assistance to farmers to aid in accessing loans for increase in farming activities and productivity will also be incorporated in the Blueprint.

The Blueprint will also include modalities for organizing vocational and entrepreneurship training for the youth for skill acquisition in modern farming methods. When agriculture is made attractive, youths will be convinced to make a living out of farming and will be able to produce not only for subsistence but for the sustainability of the society. Hunger is averted and food security is guaranteed.

- ❑ Extreme poverty rate have been cut by more than half since 1990, while this is a remarkable achievement, one in five people in developing regions still live on less than \$1.2 a day, and there are millions more who make little more than this amount , plus many people risk shipping back into poverty.

- ❑ Poverty is more than the lack of income and resources to ensure a sustainable livelihood. Its manifestations include hunger and malnutrition, limited access to education and other basic services, social discrimination and exclusion as well as the lack of participation in decision – making. Economic growth must be inclusive to provide sustainable jobs and promote equality.

Facts and Figures

1. 836 million people still live in extreme poverty
2. About one in five persons in developing regions lives on less than \$1.25 per day.
3. The overwhelming majority of people living on less than \$1.25 a day belong to two regions.

HUNGER AND FOOD SECURITY

- ❑ If done right, agriculture, forestry, fishery can provide nutritious food for all and generate decent incomes, while supporting people. Centered rural development and protecting the environment.
- ❑ Right now, our soils, fresh water, oceans, forests, and biodiversity are being rapidly degraded many rural women and men can no longer make earns meet on their lands, forcing them to migrate to city in search of opportunities.
- ❑ A profound change of the global food and agriculture system is needed if we are to nourish today's 795 million hungry and the additional 2 billion people expected by 2050
- ❑ The food and agriculture sector offers key solutions for development, and is central for hunger and poverty eradication.

Hunger

1. Globally, one in nine people in the world today (795 million) are under nourished.
2. The vast majority of the world's hungry people live in developing countries, which 12.9% of the population is under nourished.
3. Poor nutrition causes dearly half (45%) of deaths in children under five. 3.1 million children each year.
4. 66 million primary school –aged children attend classes hungry across the developing world, with 23 million in Africa alone

Food security

1. Agriculture is the single largest employer in the world, providing livelihoods for 40% of today's global population. It is the largest source of income and jobs for poor rural households.
2. 500 million small farms worldwide, most still rain fed, provide up 80% of food consumed in a large of the developing world. Investing in smallholder women and men is an important way to increase food security and nutrition for the poorest, as well as food production for local and global markets.
3. If women farmers had the same access to resource as men, the number of hungry in the world could be reduced by up to 150 million

INFRASTRUCTURE AND UTILITIES



INDUSTRY, INNOVATION & INFRASTRUCTURE; CLEAN WATER & SANITATION AND AFFORDABLE & CLEAN ENERGY

Investments in infrastructure – transport, energy and information and communication technology are crucial to achieving sustainable development and empowering communities in many countries. It has long been recognized that growth in productivity and incomes, and improvements in health and education outcomes require investment in infrastructure.

No society can develop without a commensurate infrastructural progress. In a broad sense, infrastructure can support poverty reduction and access to natural resources and technology that will help the poor to live above the multi-dimensional poverty index. This is why the NEW DIRECTION Blueprint has made adequate provision for quality infrastructure ranging from electricity, roads, hospital, etc.

Given that inclusive sustainable industrialization requires access to education and skills for entrepreneurship, the Blueprint has proposed that the Kogi Entrepreneurship Incubation Agency be established to cater for the training of individuals who are interested in entrepreneurial ventures. This agency will be charged with responsibility of ensuring that all trainees get the required knowledge that will foster innovation self-reliance and technological progress.

Technological progress is the foundation of efforts to achieve environmental objectives, such as increased resource and energy –efficiency. Without technology and innovation, industrialization will not happen, and without industrialization, development will not happen.

Addressing water resources management and service is essential for sustainable development. This goal is based upon linking water supply and sanitation management to improved health, wellbeing and economic productivity. And the NEW DIRECTION Blueprint has successfully captured water supply and sanitation in its policy frame work by the provision of one borehole per ward in all the local government areas of the state and also repairing of various work works, replacing of pumping machines and douching machines. This in turn will relieve the burden of women in many communities who spend excessive time accessing safe water for their families since clean water is essential for human health.

Clean, accessible water for all is an essential part of the world we want to live in. There is sufficient fresh water on the planet to achieve this. But due to bad economics or poor infrastructure every year

millions of people, most of them children, die from diseases associated with inadequate water supply, sanitation and hygiene.

Water scarcity, poor water quality and inadequate sanitation negatively impact food security, livelihood choices and educational opportunities for poor families across the world. Drought afflicts some of the world's poorest countries, worsening hunger and malnutrition. Knowing that water is a factor for economic development at all levels and for all users, the Blueprint has made provision for adequate water supply for irrigation farming and dry season farming so as to ensure food security in the state and beyond. Since water is essential to increase agricultural productivity and industrial food processing.

Facts and Figures

1. Basic infrastructure like roads, information communication technologies, sanitation, electrical power, and water remains scarce in many developing countries.
2. About 2.6 billion people in the developing world are facing difficulties in accessing electricity full time.
3. 2.5 billion People worldwide lack access to basic sanitation and almost 800 million people lack access to water, many hundreds of millions of them in sub-Saharan Africa and South Asia.
4. Quality infrastructure is positively related to the achievement of social, economic and political goals.
5. Inadequate infrastructure leads to a lack of access to markets, jobs, information, creating a major barrier to doing business.
6. Undeveloped infrastructures limit access to health care and education.
7. For many African countries, particularly the lower income countries, the existent constraints regarding infrastructure affect firm productivity by around 40%.
8. Industrialization's job multiplication effect has a positive impact on society. Every one job in manufacturing creates 2.2 jobs in other sectors.
9. In developing countries, barely 30% of agricultural production undergoes industrial processing. In high –income countries, 98% is processed. This suggests that there are great opportunities for developing countries in agribusiness.
10. 2.6 billion People have gained access to improved drinking water sources since 1990, but 663 million people are still without.
11. At least 1.8 million people globally use a source of drinking water that is physically contaminated
12. Between 1990 and 2015, the proportion of the global using an improved drinking water source has increased from 76% to 91%.
13. Each day, nearly 1000 children die due to preventable water and sanitation – related diarrheal diseases.
14. Floods and other water – related disasters account for 70% of all deaths related to natural.

PRODUCTIVE PUBLIC SERVICE AND PENSION REFORM

The promotion of peaceful and inclusive societies for sustainable development, the provision of access to justice for all, and building effective, accountable institutions at all levels.

Peace, stability, human rights and effective governance based on the rule of law are important conduits for sustainable development. We are living in a world that is increasingly divided. Some regions enjoy sustained levels of peace, security and prosperity while others fall into seemingly endless cycles of conflict and violence. This is by no means inevitable and must be addressed.

It is obvious that high levels of armed violence and insecurity have a destructive impact on a country's development, affecting economic growth and often resulting in long standing grievances among communities that can last for generations. This has been seen in some areas of Kogi state, therefore to curtail the menace and widespread cases of violence, the Blueprint has proposed a special squad to combat armed violence and the formal commissioning of the Vigilante Group of Nigeria (VGN) in the state. Sexual violence, crime, exploitation and torture are also prevalent where there is conflict or no rule of law, and Kogi State has taken measures to protect those who are most at risk.

Moreso, to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions in Kogi state, the Blueprint is providing comprehensive security throughout the state, this will be made clear to all Kogi residents and intending investors that Kogi is safe for residence and business. This will be achieved by the monthly State Security Council meetings, employment of the principles of community policing and involvement of well-trained community based local vigilante groups to work in synergy with the Nigerian Police force and other relevant official security outfits.

Strengthening the rule of law and promoting human rights and gender equality is key to this process, and the Blueprint has successfully taken this into cognizance as part of the means of reducing the flow of illicit arms and strengthening the participation community security.

The NEW DIRECTION Blueprint acknowledges in explicit terms that our collective ability to achieve SDGs hinges upon our willingness to forge partnerships. A successful sustainable development agenda requires partnership between governments, the private sector and civil society. These inclusive partnerships built upon principles and values, a shared vision and shared goals that place people and the planet at the centre, are needed at the global, regional, national and local levels.

The Blueprint has developed strategies that encourages and promotes effective public, public-private and civil society partnerships since urgent action is needed to mobilize, redirect and unlock the transformative power of trillions of dollars of private resources to deliver on sustainable development

objectives. Long-term investment, including foreign direct investment, are needed in critical sectors, especially in developing countries, this include sustainable energy, infrastructure and transport, as well as information and communication technologies. The public sector will need to set a clear direction. Review and monitoring frameworks, regulation and incentives structure that enable such investments must be retooled to attract investments and reinforce sustainable development.

Facts and Figures

1. Corruption, bribery, theft and tax evasion cost some US\$1.26 trillion for developing countries per year; this amount of money could be used to lift those who are living on less than \$1.25 a day above \$1.25 for at least six years.
2. The rules of law and development have a significant interrelation and are mutually reinforcing, making it essential for sustainable development at the national and international level.
3. Official development assistance stood at \$135.2 billion in 2014, the highest level ever recorded.
4. 79% of imports from developing countries enter developed countries duty-free
5. 30% of the world's youth are digital natives, active online for at least five years.
6. The debt burden on developing countries remains stable at about 3% of export revenue.

Implementing sustainable development goal will require new thinking on how we do things and this is where it begins. Development is a primary responsibility of government not donors or citizens. No amount of donor or citizen awareness can replace government ownership but rather a strong relationship between government and citizens could go a long way in achieving a sustainable development. This is possible only by implementation. That is when government takes full ownership of the sustainable development goals and incorporated them in their own plans, and also when donors pushed for certain specific intervention areas. E.g. combating Malaria, Polio, and Gender & Women's right. All these receive a lot of donor support, while the citizens played the role of pushing for demand.

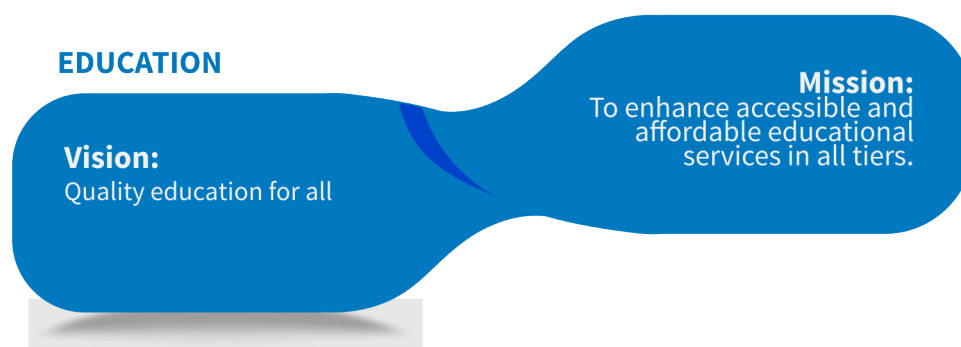
CHAPTER FOUR: GOAL OF NEW DIRECTION BLUEPRINT

His Excellency, Governor Yahaya Bello in order to achieve the strategic goal of the NEW DIRECTION Blueprint will task the Super Political Action Committee (Super PAC) as commissioned, which will be supervised by the NEW DIRECTION executive team to strategically implement and monitor each thematic areas, working for the resultant policy thrust and impact on the multi-dimensional poverty index, which is expected to directly raise the projected number of Kogi State indigenes above the poverty line the life time in of his administration.

EDUCATION

The importance of Education to transform people's lives cannot be over emphasised. We believe that with the right type of Education, society can be transformed, moving the people from the bottom to the apogee of their aspirations.

Government is therefore prioritizing investment in Education in order to deliver rapid and sustainable improvements in the society. We have therefore taken note of our educational sector from primary to tertiary level which will in turn lead to our collective prosperity.



Yearly targeted projection for reduction of the Multi-dimensional poverty index level

Thematic Area / Number of persons	2016	2017	2018	2019
Education	17,000	34,000	51,000	68,000

EDUCATION THEMATIC SUPER PAC

MDA's Super Political Action Committee (Super PAC) includes the Commissioner of the relevant ministry, the relevant S.A to the Governor, representative from the office of the SSG (Director cadre), a representative of the Governor from the office of the Chief of Staff, the NDB team and the Head/DG's and Perm Sec.'s of the following relevant MDA's.

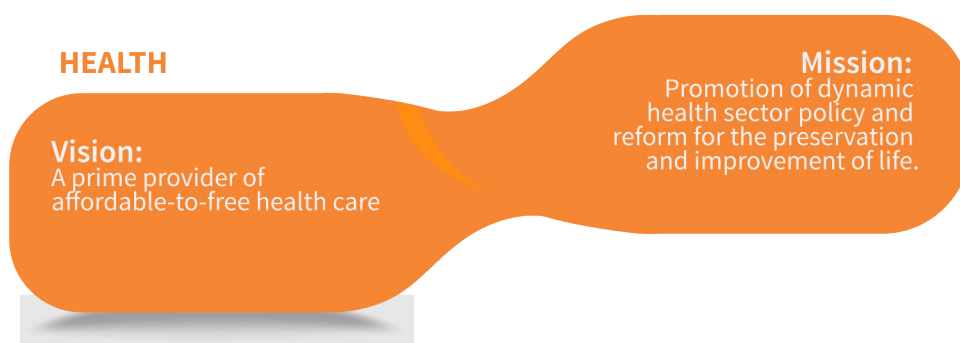
Education Super PAC

1. Ministry of Education
2. Adult and Non Informal Education Board
3. Science & Technology Education Board
4. State Universal Education Board
5. Teaching Service Commission
6. Kogi State Library Board
7. Kogi State Scholarship Board
8. Others – Tertiary Educational Institutions

HEALTH

It is essential to have an enhanced lifestyle thereby keying to the mantra that Health is Wealth. Government has worked out initiatives to enhance the wellbeing of its citizenry by embarking on a holistic approach to solving the state’s health problems. Government will ensure that the process of receiving medical attention should not be a daunting task.

Our government will be a prime provider of affordable health care, making available the necessary legislation to enable health sector policies and reforms make a difference in the life of the citizens of the State. This will improve lives and promote healthy living in every aspect of the society.



Yearly targeted projection for reduction of the Multi-dimensional poverty index level

Thematic Area / Number of persons	2016	2017	2018	2019
Health	5,000	10,000	15,000	20,000

HEALTH THEMATIC SUPER PAC

MDA’s Super Political Action Committee (Health Super PAC) includes the Commissioner of the relevant ministry, the relevant S.A to the Governor, representative from the office of the SSG (Director cadre), a representative of the Governor from the office of the Chief of Staff, the NDB team and the Head/DG’s and Perm Sec.’s of the following relevant MDA’s.

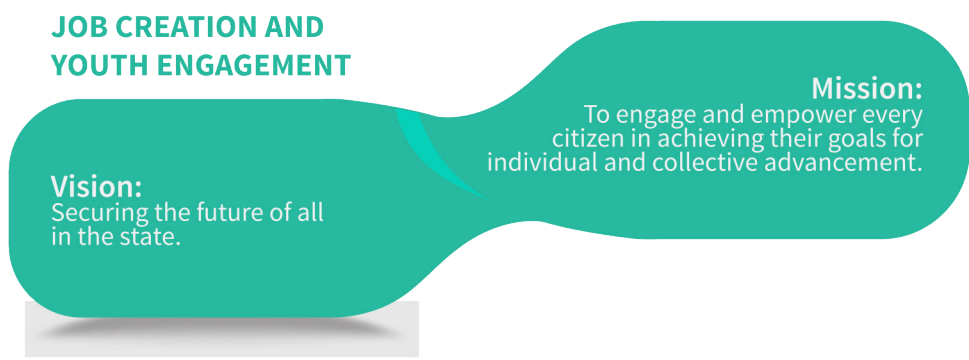
Health Super PAC

1. Ministry of Health
2. Hospital Management Board
3. Kogi State Specialist Hospital
4. College of Nursing and Midwifery

JOB CREATION AND YOUTH ENGAGEMENT

The Governor as a young and dynamic leader will usher in an era of hope for the thousands of unemployed youths in the State. Government will make jobs available to the teeming Kogi State youths who form the bulk of the working population in the state. At no other time is the issue of youth empowerment and development more apt than now, since the young people are faced with so many back-breaking and unprecedented challenges in the face of dwindling oil resources. Government will therefore ensure that the youths are given a soft landing; ensuring youth engagement is better enhanced.

New ventures are government initiatives that provide the platform for the development of Small and Medium scale enterprises whose main goal is to generate positive socio-economic change within the communities.



Yearly targeted projection for reduction of the Multi-dimensional poverty index level

Thematic Area / number of persons	2016	2017	2018	2019
Job Creation & Youth Engagement	33,000	66,000	99,000	132,000

JOB CREATION & YOUTH ENGAGEMENT THEMATIC SUPER PAC

MDA's Super Political Action Committee (Super PAC) includes the Commissioner of the relevant ministry, the relevant S.A to the Governor, representative from the office of the SSG (Director cadre), a representative of the Governor from the office of the Chief of Staff, the NDB team and the Head/DG's and Perm Sec.'s of the following relevant MDA's.

Job Creation and Youth Engagement Super PAC

1. Ministry of Commerce & Industry
2. Ministry of Agriculture & Natural Resources
3. Ministry of Science & Technology
4. Ministry of Information, Culture & Tourism
5. Ministry of Women and Social Development
6. Ministry of Youth & Sport
7. Agricultural Development Project
8. Agricultural land Development Board
9. Agro-allied Company
10. Art & Culture
11. Kogi State Sports Council
12. Kogi State Hotel & Tourism Board
13. Kogi State Sports Council

INFRASTRUCTURE AND UTILITIES

Investors are generally drawn to locations where infrastructure is available as these are incentives for investment in developing countries. An essential requirement for economic growth and sustainable development is the provision of efficient reliable and infrastructural services, which include but is not limited to water, sanitation, power, transportation and telecommunications.

The availability of efficient infrastructural services is an important determinant of the place of market development and output growth. In addition, access to affordable infrastructural service has been limited as existing infrastructure and services fall short of societal requirements. This has contributed to poverty in the society with lack of economic growth, thus not fully maximizing the redundant potentials of the society. The focus of this administration therefore is to embark on massive revenue generation to support infrastructural development.

INFRASTRUCTURE AND UTILITIES

Vision:
Infrastructure for economic growth and sustainable development.

Mission:
To optimally manage infrastructure and provide enabling environment to attract investors and enhance the standard of living of the citizens.

Yearly targeted projection for reduction of the Multi-dimensional poverty index level

Thematic Area / number of persons	2016	2017	2018	2019
Infrastructure & Utilities	25,000	50,000	75,000	100,000

INFRASTRUCTURES & UTILITIES THEMATIC SUPER PAC

MDA's Super Political Action Committee (Super PAC) includes the Commissioner of the relevant ministry, the relevant S.A to the Governor, representative from the office of the SSG (Director cadre), a representative of the Governor from the office of the Chief of Staff, the NDB team and the Head/DG's and Perm Sec.'s of the following relevant MDA's.

Infrastructure Super PAC

1. Ministry of Works, Land & Housing
2. Ministry of Rural Development
3. Ministry of Environmental
4. Ministry of Water Resources
5. Ministry of Transport
6. Kogi State Environmental Protection Agency
7. Kogi State Town Planning Agency
8. Kogi State Water Board
9. Sanitation & Waste Management Board
10. Kogi State Emergency Agency
11. Kogi State Fire Service

PRODUCTIVE PUBLIC SERVICE AND PENSION REFORMS

The Civil Service is usually poorly remunerated, resulting in poor service delivery. Public Sector recruitment by various governments had resulted in an oversized and under skilled workforce in which employees often do not have the appropriate technical skills needed for their assignment. They receive low pay and low fringe benefits and next to nothing allowances that often led to waste and misuse of government resources.

Weak management systems had often led to problems with ghost workers on the government payroll; while personnel and pension registers were unreliable. The weak incentive structure in the civil service, which has not fostered good performance, has resulted in a weak work ethic and poor service delivery by many government ministries, often characterized by hidden or outright corrupt behaviour on the part of many civil servants. Reforms are therefore needed to professionalize the civil service and the pension management system. This will lead to government delivering efficient service to the populace through the machinery of a re-engineered and effective civil service.

Productive Public Service and Pension Reforms

Vision:
A professionalize Civil Service and productive workforce, sanitize pension system.

Mission:
Using modern reforms in governance to transform the state civil service to truly deliver on their potential with strong desire to meet the welfare of all.

Yearly targeted projection for reduction of the Multi-dimensional poverty index level

Thematic Area / number of persons	2016	2017	2018	2019
Public Service & Pension Reforms	20,000	40,000	60,000	80,000

PUBLIC SECTOR & PENSIONS REFORM THEMATIC SUPER PAC

MDA’s Super Political Action Committee (Super PAC) includes the Commissioner of the relevant ministry, the relevant S.A to the Governor, representative from the office of the SSG (Director cadre), a representative of the Governor from the office of the Chief of Staff, the NDB team and the Head/DG’s and Perm Sec.’s of the following relevant MDA’s.

Governance Super PAC

1. SSG Office
2. Head of Service
3. Ministry of Local Government & Chieftaincy Affair
4. Public Service Commission
5. Kogi State Government House
6. Kogi State Pension Board
7. Local Government Pension Board
8. Local Government Service Commission
9. Kogi State Broadcasting Corporation
10. Newspaper Printing Corporation
11. Kogi State House of Assembly

Summary Table of Super PAC's and their relevant with MDA's

Thematic Areas	Number of Super PAC MDA's
Education	7
Health	4
Job Creation & Youth Engagement	13
Infrastructure & Utility	11
Public Service & Pension Reforms	11

SPECIAL IGR/FUNDING SUPER PAC

There cannot be any kind of sustainable development if the Government does not have the resources to fund its development plans. The Special IGR/Funding Super PAC will work together to increase the state's financial resource to match the aspirations of the NEW DIRECTION Blueprint and its targeted projection for total elimination of the Multi-dimensional poverty index level.

The Special IGR/Funding Super PAC

1. Ministry of Finance
2. Ministry of Budget & Planning
3. Kogi State Investments/Properties
4. Kogi State Board of Internal Revenue
5. DG, PPP office
6. Others - the relevant S.A to the Governor (on Multilaterals and Donor Agencies)
7. A representative from the office of the SSG (Director cadre),
8. A representative from the office of the Chief of Staff,
9. The NDB team

For now, Kogi State has two main sources of revenue; the monthly FAAC allocations (about 2.5billion) and internally generated revenue per annum (about 6.5billion)

(Data source: National Bureau of Statistics / Joint Tax Board/State Boards of Internal Revenue. April 2016).

The debt profile of Kogi state is presently in excess of N44.4 billion in addition to the N20billion bailout fund received. The Local Government Areas have salary arrears obligations of about the same figure. This proposes a combined financial obligation of huge amount to be met. The financial management systems currently in place are riddled with leaks. The steady decline in statutory allocations and dwindling Internally Generated Revenue (IGR) profiles underscore an urgent need to devise a robust financial system that saves costs, improves cash flow of government and accounts for every cash received. The prevalent misadventure that sees 95% of Kogi State's scarce resources expended on less than 5% of her population of about 4 million people is worrisome and calls for urgent change.

With the interaction of the stakeholders in the state, numerous submissions were received and analyzed. Listed below are the identified problems with recommendations.

- 10. Falsified Bank Charges:** It is deduced that some banks connive with civil servants to levy high commission on turnover and illegal bank charges on various government accounts.
- 11. Leakages in Internally Generated Revenue (IGR):** The present structure of Kogi State Board of Internal Revenue places limitations on its ability to function optimally. The numerous identified leakages in the current taxation system need to be addressed. Data collected from various sources show discrepancies when compared to the tax receipts issued for these transactions. For example, there are large anomalies between banks data official receipts issued for Withholding tax suggested taxes are not remitted in many cases.
- 12. Collection of Multiple Taxes:** Some situation were noticed where a single source of income is taxed through different tax regimes. This is unfair and can be seen as illegal on the part of the government.
- 13. Unwarrantable Tax Holidays:** The state, for political reasons, granted tax holiday to some federal and state establishment in the state. For example, the Federal Medical Centre Lokoja, Specialist Hospital and Kogi State University were exempted from remitting payee taxes.
- 14. Friction of Power:** This exist among the MDA's collecting the same haulage taxes (Commerce, Environment, etc) this brings fear to the tax payers on who to remit to
- 15. Enforcement of Taxes:** Currently over 90% of IGR is from PAYE taxes. Other miscellaneous taxes like environmental (ecological) fees or levies, haulage, property taxes, stamp duties among others are not captured.

CHAPTER FIVE: STATE-WIDE BASELINE ASSESSMENT OF THE NEW DIRECTION THEMATIC INTERVENTION AREAS AND RECOMMENDATIONS.

It is now familiar that despite overseeing the entire state and its sectors, His Excellency Alhaji Yahaya Bello has some designated sectors he has elected to give special attention to in line with his campaign promises. These sectors are namely the NEW DIRECTION Blueprint's Thematic areas of Education for all, Affordable and quality Healthcare, Infrastructure provisioning, Job Creation and Youth Development and Public Service and Pension Reforms.

But to properly add value to, or improve a system, one must first of all empirically determine what the status quo is within the system before it can be possible to effectively craft a framework for moving the system from where it is to where it ought to be. To this end, an evaluative survey of the current situation across the thematic areas in the whole of Kogi state was carried out by the NDB team. This exercise yielded an insight to how things currently are, based upon which conclusions and recommendations on how to fully achieve His Excellency's development mandate for the NEW DIRECTION thematic sectors was drawn.

The baseline study was fully interactive, comprehensively state wide and grass root based. It employed well designed and structured questionnaires, focused group discussions, and stylized interview templates and consultations with select royal fathers to generate its responses. The responses were collated and analysed using software like Microsoft Excel and SPSS v.21 as well as intuition and more than 90 years of experience spread across members of the team. These findings will form the foundation for all future engagements with all MDAs and line ministries in the journey towards fulfilling the development mandate of His Excellency. The report of the findings, conclusions drawn, and recommendations per sector are presented below:

EDUCATION

The state wide survey carried out to gauge the performance and current situation of the education sector in Kogi State threw up a lot of informative findings. Among the sampled respondents, an overwhelming 97% of them conceded that the sector had performed abysmally below expectations. The reasons adduced for the under-performance are as varied as they are interesting. Majority of the respondents 67% fingered insufficient number of schools (Primary and Secondary Schools) as serious contributing factors to this lacklustre performance. Many others felt that more tertiary institutions were needed to further boost education in the state. Closer examination (through focus group discussions) however, revealed that the clamour for tertiary institutions and the spread of the campuses of existing ones was more because of the developments it would bring to the recipient communities, than its contribution to quality education in the state. The respondents were also unanimous in stating that none of the existing

schools (Basic to Tertiary) was optimally equipped to deliver quality education.

School enrolment at all levels is a globally accepted indicator for measuring the penetration, impact and quality of education in a community or state. With regards to this indicator, overall enrolment as a percentage of eligible pupils was generally adjudged to be very low. Notwithstanding, primary enrolment was the highest in the state followed by secondary and tertiary enrolment in that order. Despite this less than desired enrolment levels, the study also found that inadequate number of teachers to cater for the enrolled students was a major limiting factor. 72% of the respondents were emphatic that there were not enough teachers across all tiers to deliver quality education in the state. In addition to this numerical deficiency, teachers in the public schools in the state were also mostly unqualified or are not professional teachers. 67% of the respondents were of the opinion that teachers were not professionals, but that teaching was seen as a last resort job for frustrated job seekers.

Another major reason adduced by respondents for the dwindling performance of education was the poor remuneration and welfare package of teachers in the state. 96% of the respondents agreed that teachers in the state are poorly paid, not paid on time (if at all), and poorly motivated. They stated that teachers are regularly owed salaries for months on end. 86% of the respondents were of the opinion that that lacklustre condition of service in the Teaching Service Commission cannot attract the best brains into the sector.

Consequent upon the foregoing, very expensive private school alternatives have almost taken over the responsibility of providing functional education in the state. 81% of the respondents reported that private schools are better run and managed compared to their public counterparts. Another 77% said private schools provide better learning facilities and environment than their public counterparts. Interestingly however, despite these positive indicators emanating from a survey of the performance of private schools compared to public schools, a strong 63% were emphatic that private schools in the state provide better quality education. 62% said teachers in private schools were neither better paid nor better motivated than their public counterparts and also that private schools did not employ better trained and more professionally qualified and motivated teachers.

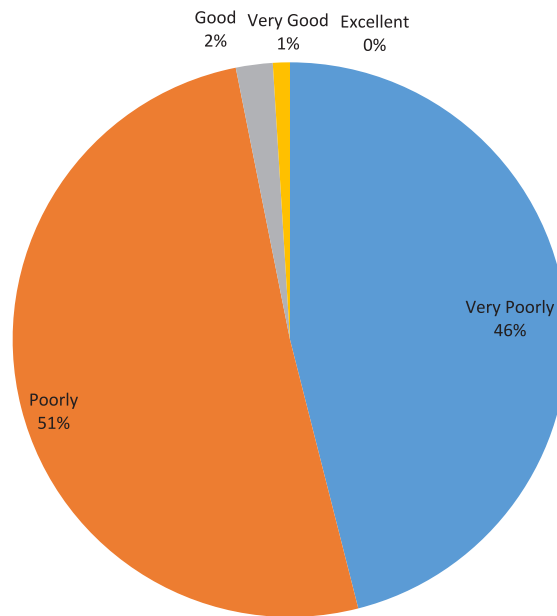
A large majority of the respondents (65%) also reported that government had no training and retraining programme for teachers which prepares them for effective service delivery. Respondents also agreed that due to these ills bedevilling the sector, quality of education has declined considerably in the last few decades. They however maintained that compared to other states in Nigeria, the performance of Kogi's educational sector in such centralized exams as WAEC, JAMB, NECO, NABTEB etc was good (72% respondents) citing that the decay in performance in the educational sector was a national malady from which no state in the federation was exempt.

Recommendations on Ways to improve the quality of Education in the state within the shortest possible period of time:

- Reform the teaching service commission
- Employ professional and well trained teachers
- Make teacher's salaries competitive

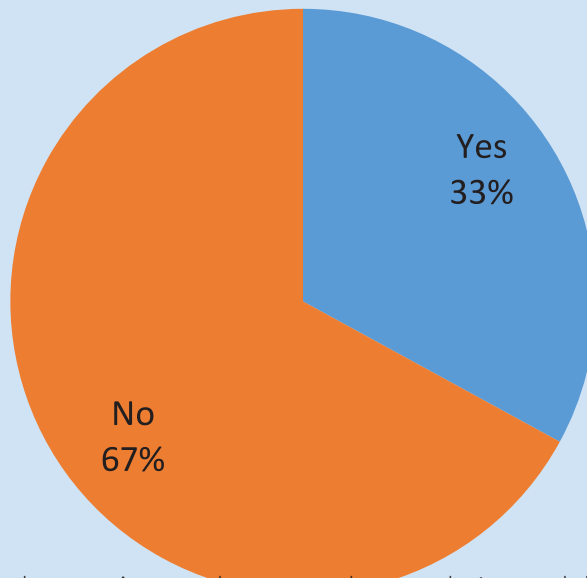
- ❑ Adopt the policy of continuous teachers training
- ❑ Properly equip existing government schools
- ❑ Safeguard teachers long term welfare

PAST PERFORMANCE OF EDUCATIONAL SECTOR IN THE STATE



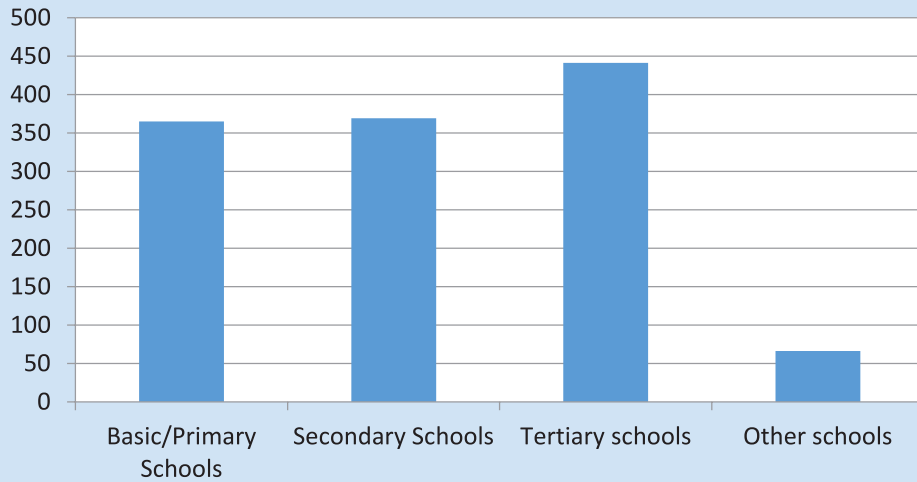
A combined 96% said performance of education in the state in the past decades has been declining

SCHOOLS OF ALL TIERS IN THE COMMUNITIES/STATE ARE ENOUGH TO SERVE THE POPULATION



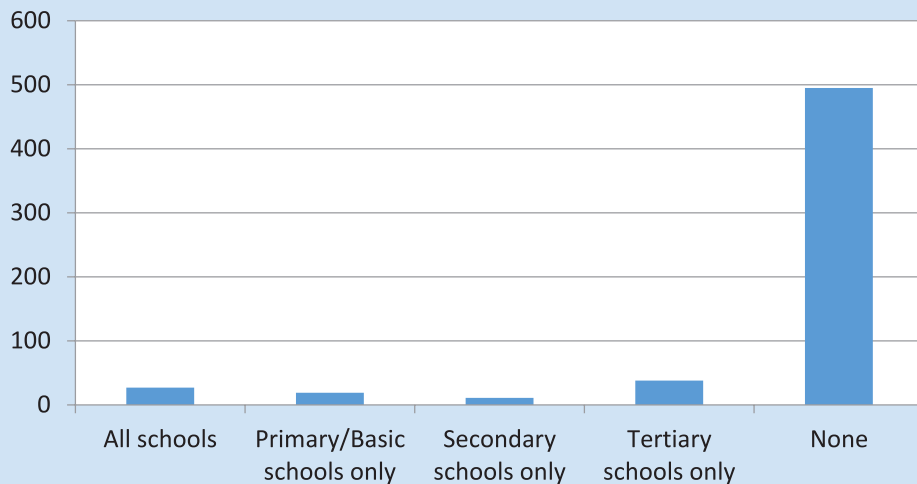
67% also said that schools weren't enough to serve the population and that there was a need to build more schools.

MORE OF THESE SCHOOLS ARE NEEDED IN COMMUNITIES/STATE



More primary, secondary, and tertiary schools needed

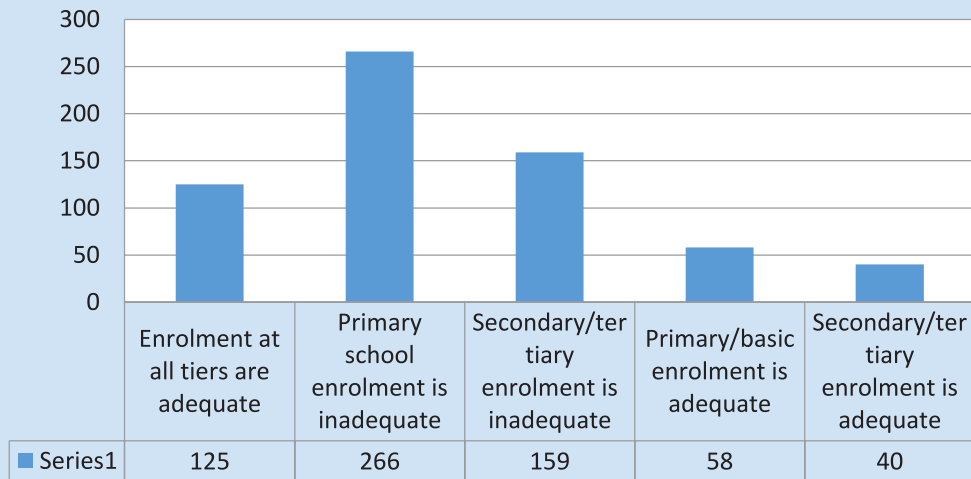
TIERS OF SCHOOL EQUIPPED TO DELIVER QUALITY EDUCATION



Though there are schools everywhere in the state, none of it is equipped for delivery of proper quality education

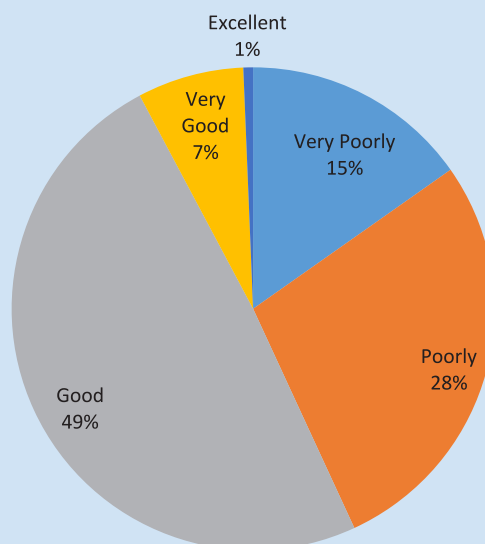


ADEQUACY OF SCHOOL ENROLMENT AT ALL LEVELS IN THE COMMUNITIES/STATE



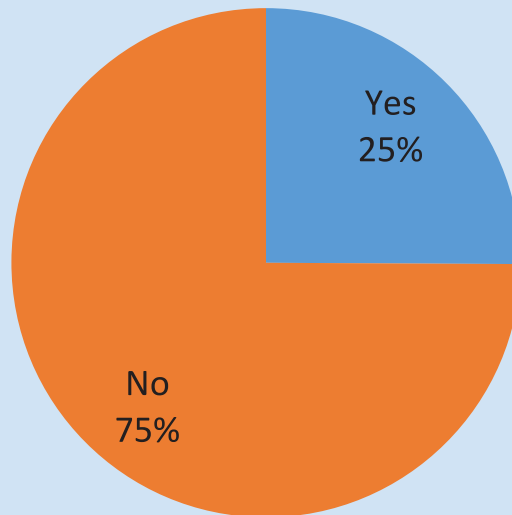
Enrolment is less than the critical required mass, but of all enrolments, primary, secondary and tertiary enrolments lead in that order.

AVERAGE PERFORMANCE OF GRADUATES OF THE EDUCATIONAL INSTITUTIONS IN THE STATE/COMMUNITIES BASED ON THEIR PERFORMANCES IN GENERAL EXAMS LIKE JAMB, WAEC, NECO & NABTEB



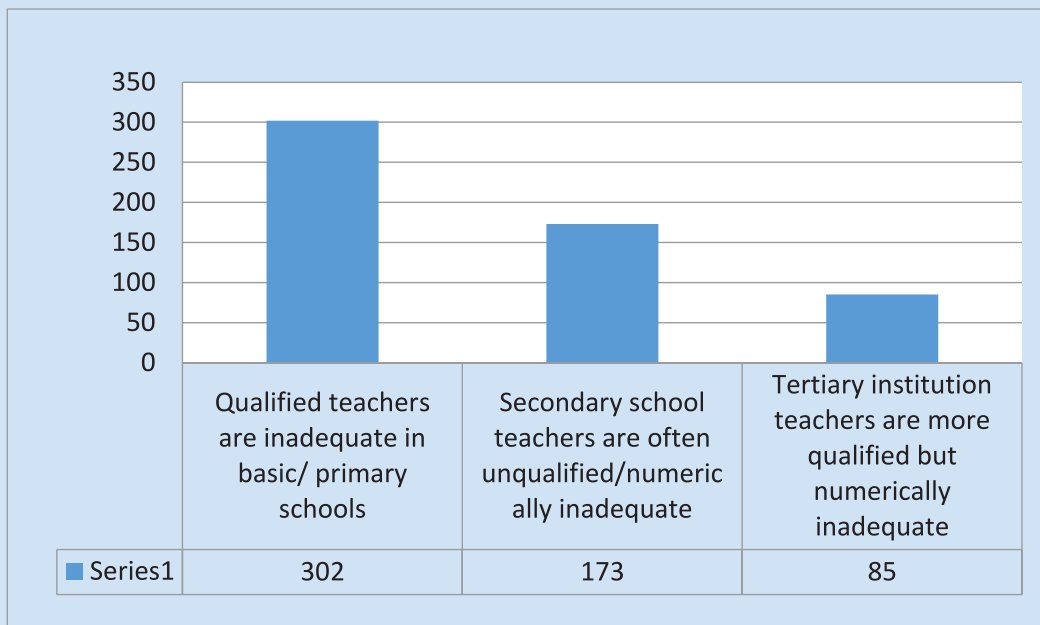
Despite challenges, performance of graduates from the state schools are still adjudged good

THERE ARE ENOUGH QUALIFIED TEACHERS ACROSS ALL TIERS TO DELIVER QUALITY EDUCATION IN THE STATE



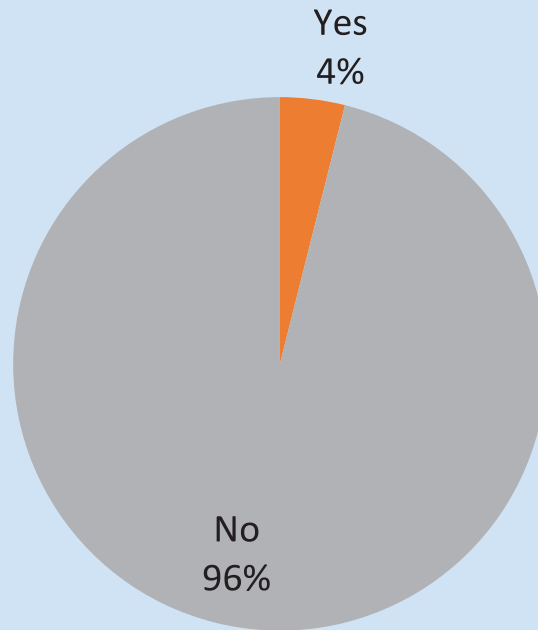
75% say not enough teachers across all tiers

WHY TEACHERS ARE NOT ABLE TO DELIVER QUALITY EDUCATION



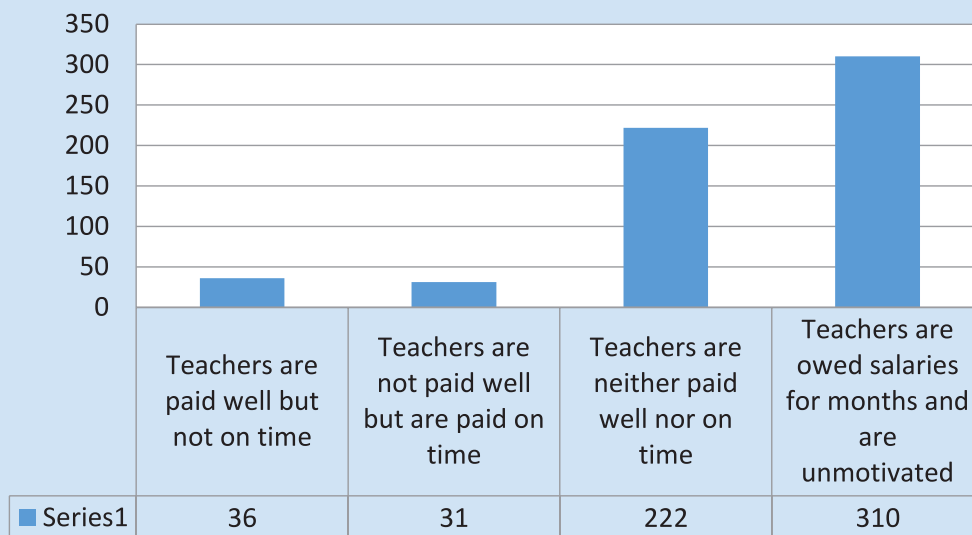
On teacher's inability to deliver quality education, Lack of qualification and numerical inadequacy was a recurring problem across all the tiers

TEACHERS IN THE STATE ARE PAID WELL, ON TIME, AND WELL MOTIVATED



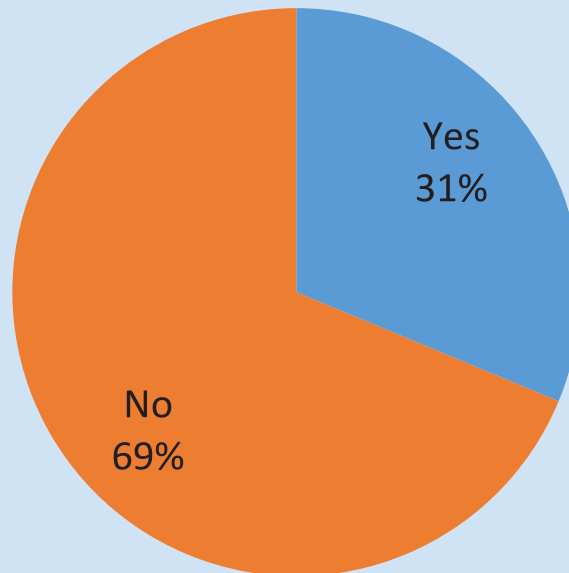
Teachers are neither paid well nor on time and so lack motivation

THESE APPLY TO TEACHER'S REMUNERATIONS



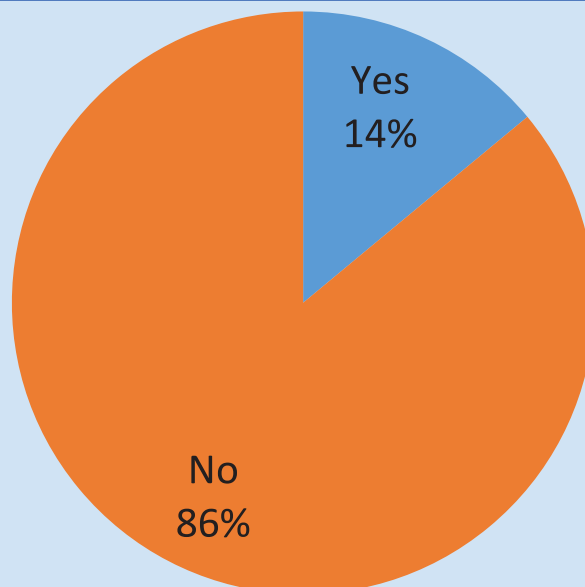
Poor service conditions, poor salaries and delays in paying the already poor salaries are major challenges here

EDUCATION SECTOR IN THE STATE/COMMUNITIES IS PROFESSIONALIZED



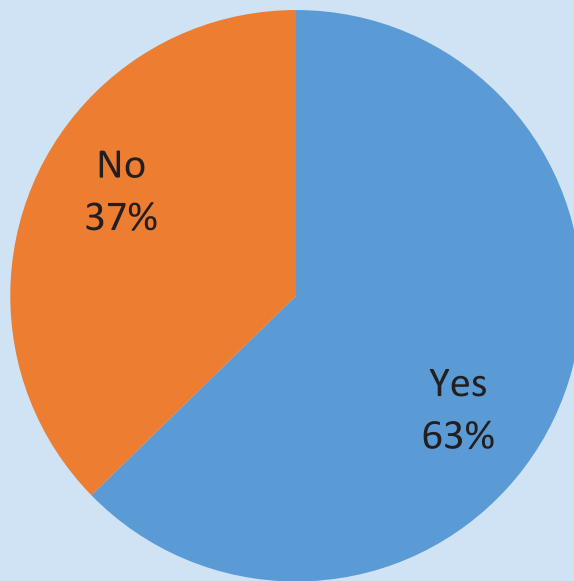
The state's teaching commission is also not professionalized (69% think no)

CONDITIONS OF SERVICE IN THE EDUCATION SECTOR OF THE STATE ATTRACT BEST BRAINS



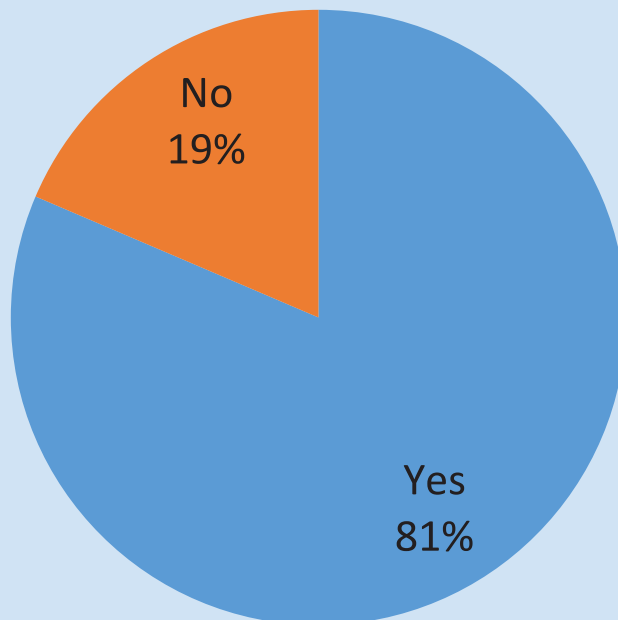
Best brains not attracted to the sector due to poor conditions of service

PRIVATE SCHOOLS PROVIDE BETTER QUALITY EDUCATION IN THE STATE



Private schools are adjudged to provide better quality education in the state

PRIVATE SCHOOLS ARE BETTER MANAGED THAN PUBLIC SCHOOLS IN THE STATE



Private schools also better managed

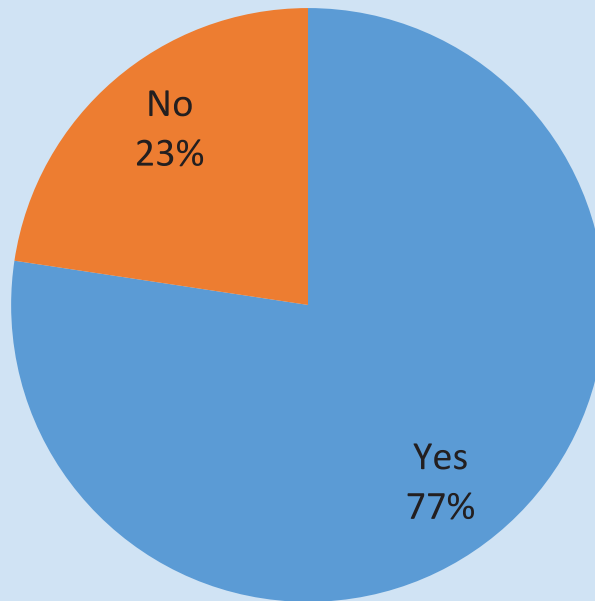


KOGI STATE GOVERNMENT OF NIGERIA



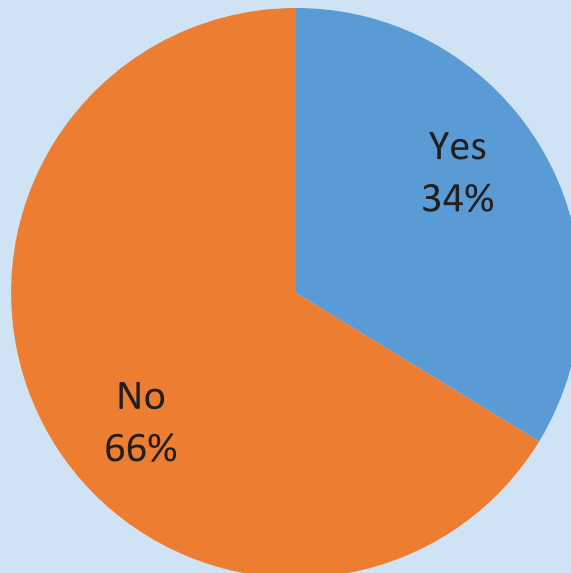
#NewDirection

PRIVATE SCHOOLS PROVIDE BETTER LEARNING FACILITIES



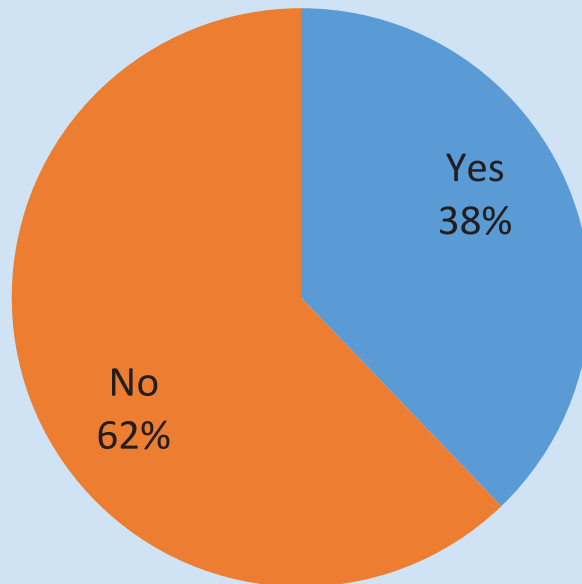
Private schools also provide better learning facilities.

PRIVATE SCHOOLS EMPLOY BETTER TRAINED AND MORE QUALIFIED PROFESSIONAL TEACHERS



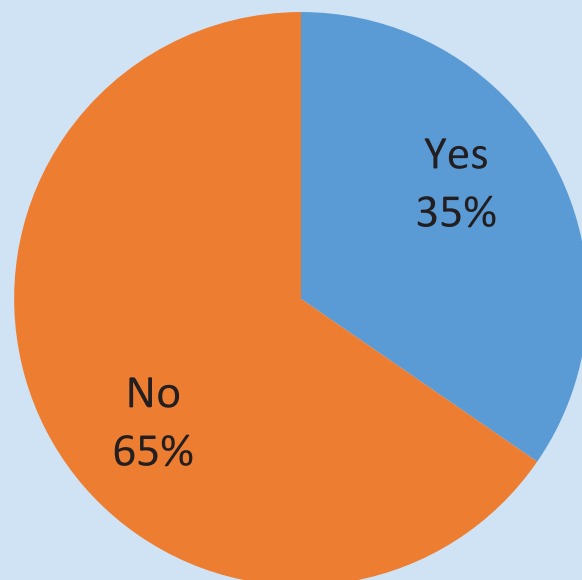
Though they do not necessarily hire better professional and qualified teachers than public schools.

TEACHERS IN PRIVATE SCHOOLS ARE BETTER PAID AND MOTIVATED



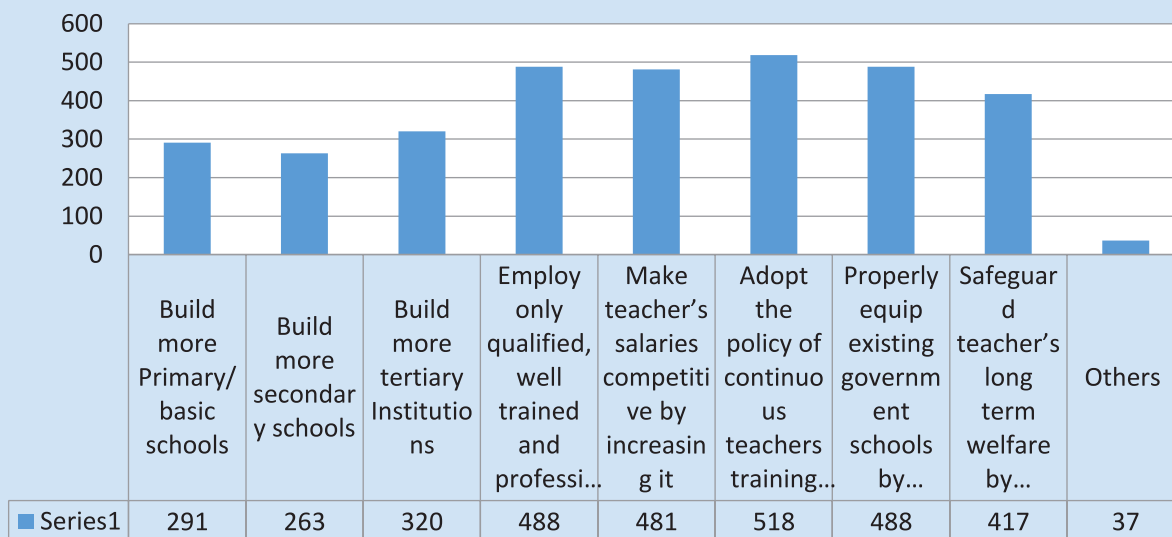
Privates school teachers are not particularly well paid too

GOVERNMENT TRAINS AND RE-TRAINS TEACHERS IN THE STATE/COMMUNITIES TO BETTER PREPARE THEM FOR QUALITY SERVICE DELIVERY



Government also needs to put a training and retraining programme in place to cater for all teachers in the commission

WAYS TO IMPROVE THE QUALTY OF EDUCATION IN THE STATE/ COMMUNITIES WITHIN THE SHORTEST POSSIBLE PERIOD OF TIME



Employ qualified teachers, train them regularly, equip schools, and provide a robust teachers welfare system.



HEALTH

A careful analysis of the primary data gathered from the state wide survey and field works on how the health sector had fared across the years revealed that, overall, the sector too needs a total overhaul for it to be responsive enough to serve the general needs of the populace. Data thrown up by the representative sample showed that an overwhelming 83% of Kogites believe that healthcare facilities in the state are grossly inadequate. They observed inadequacies were exemplified by insufficient number of healthcare facilities, poor infrastructure, inadequate manpower, and an almost non-existent drug supply.

A further assessment of the healthcare system in the state in terms of service delivery to patients revealed this all important indicator for the state was also poor as 59% of the participants felt that service delivery ranged from poor to very poor, while a whopping 82% think that provided healthcare services in the state are not of standard quality. When asked why they felt that healthcare services in the state were below standards, the participants cited inadequate monitoring and evaluation of the activities of healthcare workers especially in the rural centres. This they said has resulted in high levels on truancy and indiscipline among healthcare workers. Other reasons cited include, poor case management outcomes, unqualified personnel, poor value for money, and a very disconnected service provision.

Some of the commonly complained services that are lacking in the state operated healthcare centres are; Laboratory and dental services, dialysis, physiotherapy, and adequate drug supplies. With regards to the states low enrolment in the National Health Insurance Scheme (NHIS), most respondents (83%) said they were either not aware such facilities existed or were unaware they were eligible and qualified to enlist. Over 80% of the respondents lamented there has not been any new healthcare project in their communities in decades while existing healthcare infrastructure has continued to decay due to neglect.

When asked to proffer reasons why the observed inadequacy of government investment in hospital infrastructure is persisting, participants cited a lack of commitment of previous governments to health and governments tardiness in leveraging available partnerships in the health sector

Though majority agreed that the environment of most public healthcare centres (PHCs) are fairly conducive, they are also felt that such unethical conducts such as the prevailing poor adherence to infection control protocols, unclean environments in some PHCs, poor security, and continuous use of obsolete hospital furniture needs to be addressed quickly.

It was generally agreed by stakeholders that healthcare service delivery is least effective in PHCs, despite the fact this is the first level of engagement with the populace. It is noteworthy that immunization programmes which are deployed at the PHC levels are adjudged by most people as having been quite successful, the only snag being that the exercise usually does not cover all NPI vaccines especially in rural areas.

Care for the elderly and children also received a pass mark in the assessment (64%). This was however

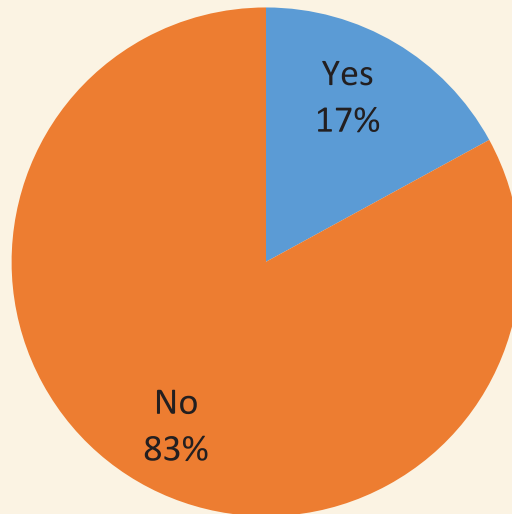
attributed mostly to the traditional African culture which makes everyone their neighbours keepers. Specialized medical care for the elderly and children is rudimentary and poor respectively. Proper ante natal care and caesarean sections for pregnant women and expecting mothers was also very poor thereby exacerbating the already bad case of infant and maternal mortality in the state. Reasons suggested by respondents for inadequate health care to pregnant women ranged from insufficient awareness of antenatal services, lip service to reduction of maternal mortality indices, Absence of specialists for complex case management, ineffective obstetrics and gynaecological services, to a lack of referral centres with good services and distance.

On health worker's motivation and welfare, respondents said healthcare workers were inadequately remunerated (72%), ill motivated to deliver excellent services (88%), not properly or regularly trained and re-trained (75%), number of healthcare workers in the state was deficient (74%).

Recommendations:

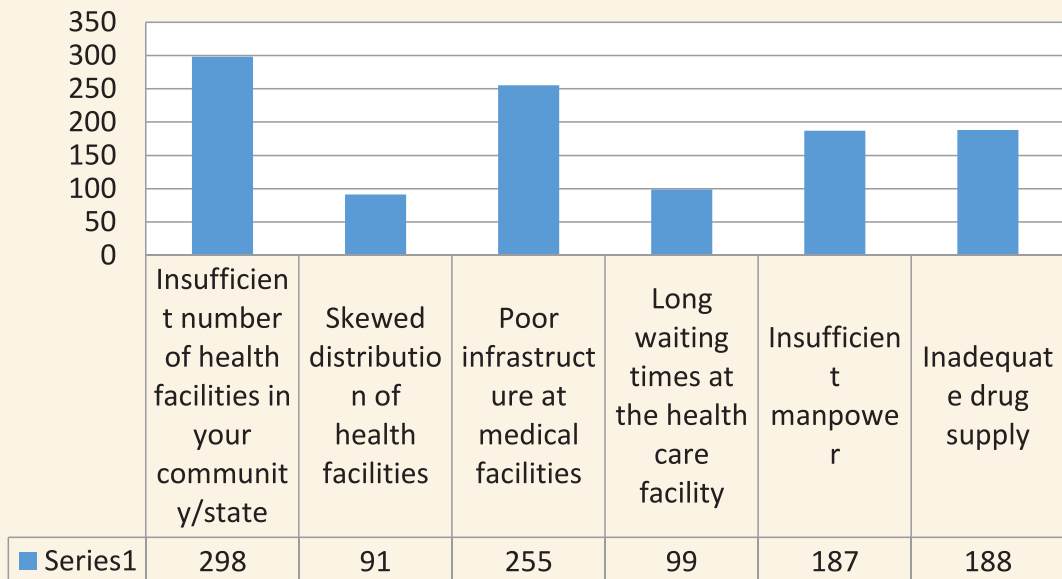
- ❑ Enter into a public private partnership for Medical diagnostics services state-wide in all government owned facilities.
- ❑ Enter into a public private partnership to set up a drug revolving and management fund that will ensure the provision of drugs in all Healthcare facilities in the state on an ongoing and sustainable basis.
- ❑ Draw up a framework for the systematic and phased renovation of all healthcare centres in the state.
- ❑ Employ adequate numbers of well qualified medical personnel and set up a Monitoring process to ensure compliance with service standards.
- ❑ Put in place a good, performance driven welfare system, that will attract and retain quality healthcare personnel and also encourage the personnel to serve in rural areas.
- ❑ Improve availability of allied medical services such as dental care, dialysis, physiotherapy, and laboratory services in all government HCs especially those in rural areas.

HEALTH CARE FACILITIES IN THE COMMUNITIES/STATE ARE ADEQUATE



Healthcare facilities in the state are adjudged to be inadequate

WHY THEY ARE NOT ADEQUATE



Some of the suggested reasons why healthcare facilities in the state are inadequate

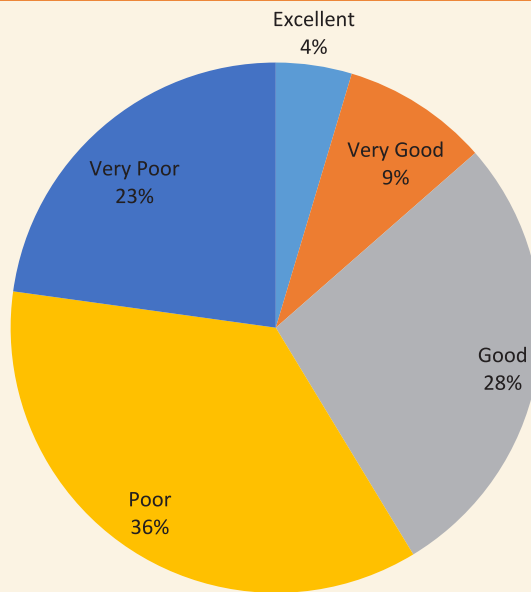


KOGI STATE GOVERNMENT OF NIGERIA



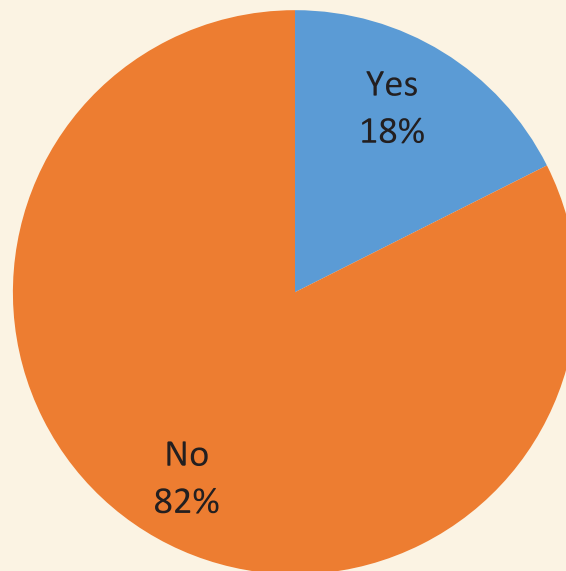
#NewDirection

ASSESSMENT OF THE HEALTHCARE SYSTEM IN THE COMMUNITIES IN TERMS OF SERVICE DELIVERY TO PATIENTS



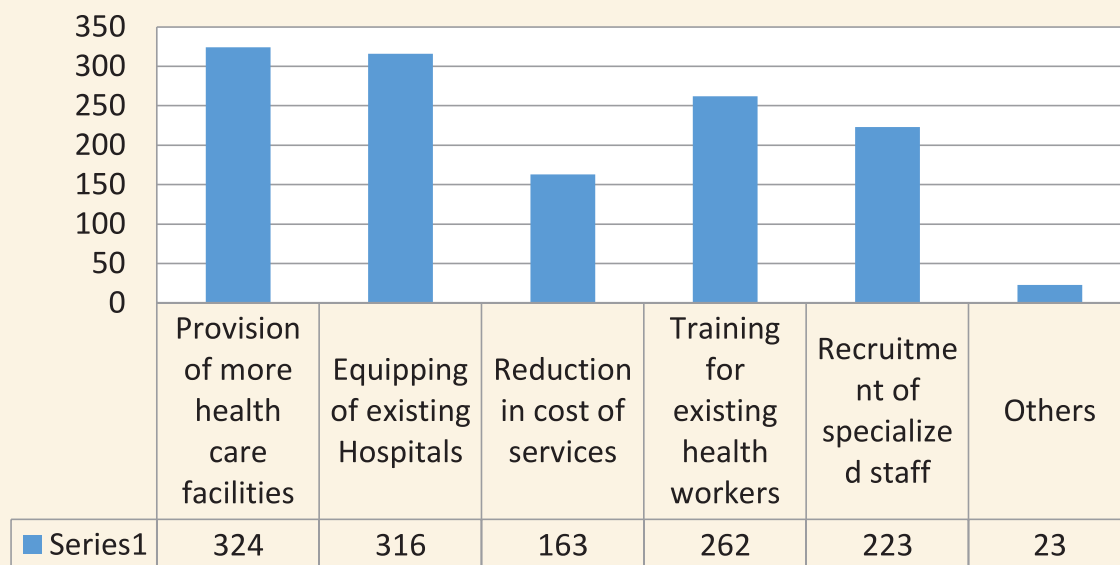
59% think service delivery is poor to very poor

HEALTH SERVICES IN KOGI STATE ARE OF STANDARD QUALITY



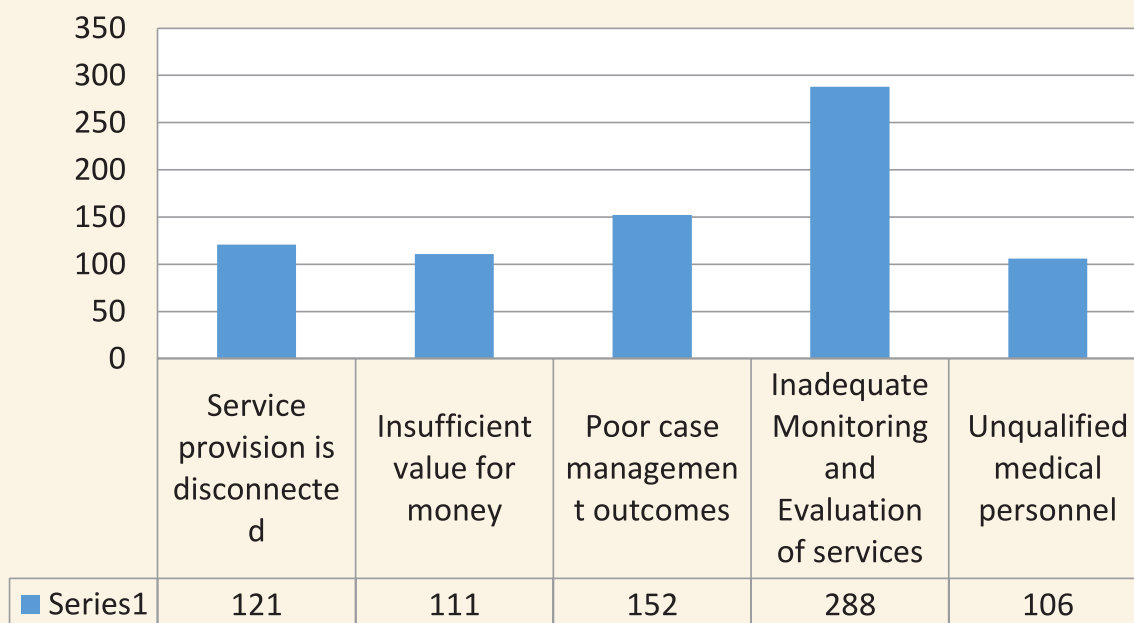
Healthcare facilities in the state has decayed over time and now services are far below expected standards

WAYS THE COMMUNITY HEALTHCARE FACILITIES CAN IMPROVE THEIR SERVICES



Suggested ways of improving community healthcare facilities and services in the state and their weights

WHY HEALTH SERVICES ARE NOT OF STANDARD QUALITY



Some of the proffered reasons for a lacklustre healthcare standard

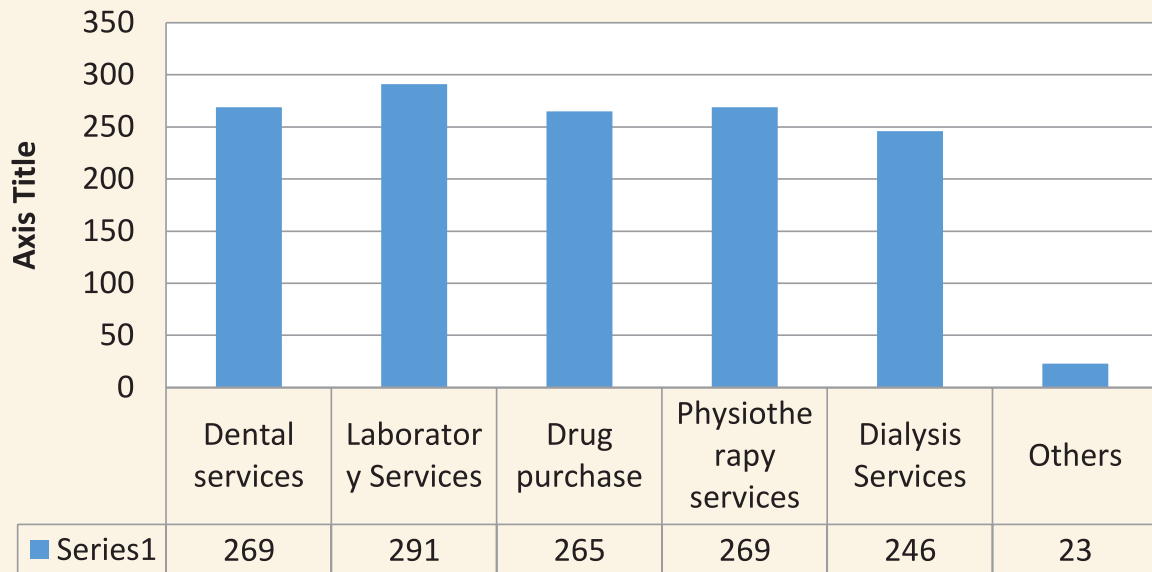


KOGI STATE GOVERNMENT OF NIGERIA



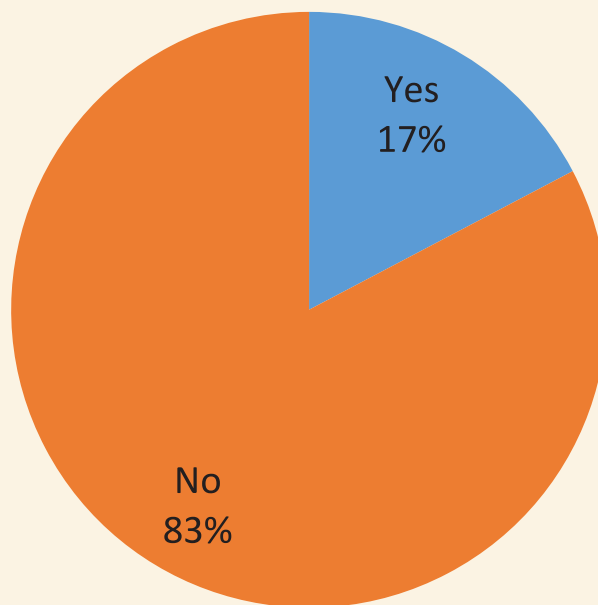
#NewDirection

SERVICES THAT ARE NOT AVAILABLE IN THE COMMUNITY/STATE HEALTHCARE FACILITIES



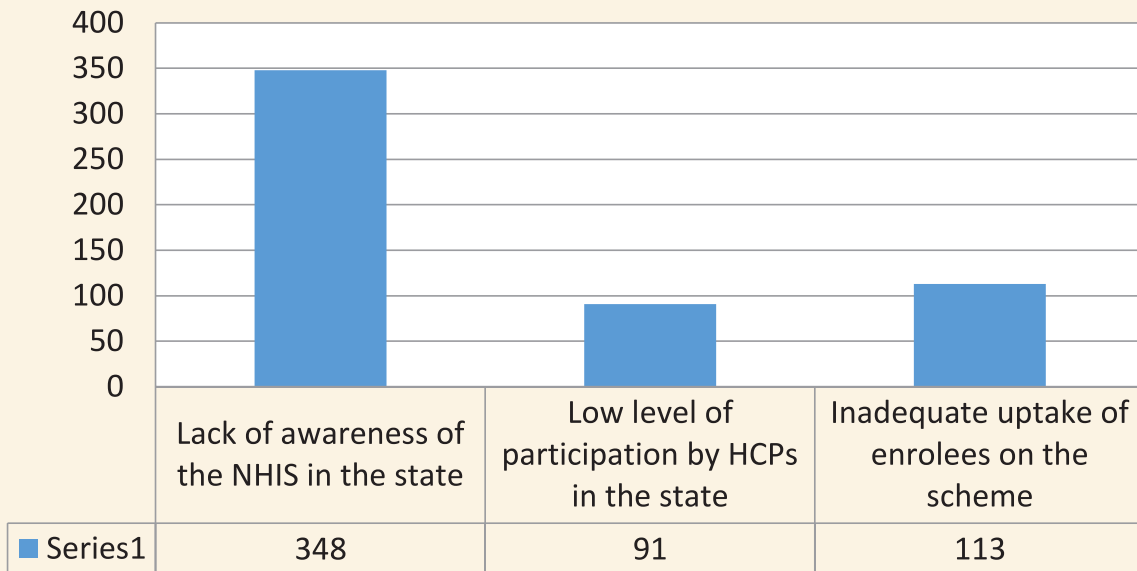
Commonly unavailable services in community healthcare facilities across the state.

ENROLLED ON THE NATIONAL HEALTH INSURANCE SCHEME



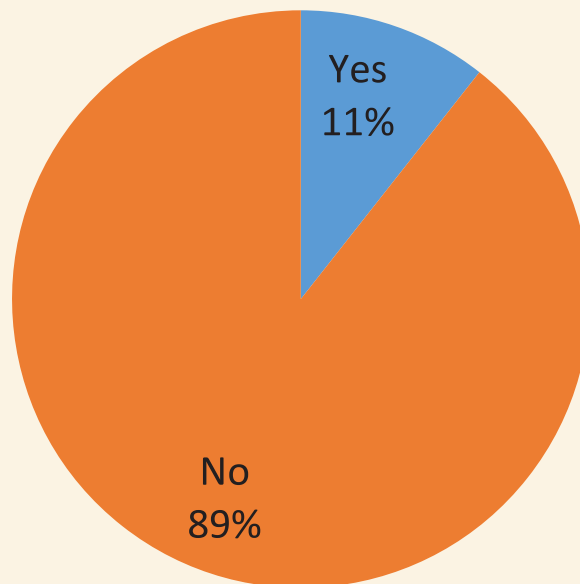
Awareness for the national insurance scheme is at an all time low

WHY NOT ENROLLED ON THE NATIONAL HEALTH INSURANCE SCHEME



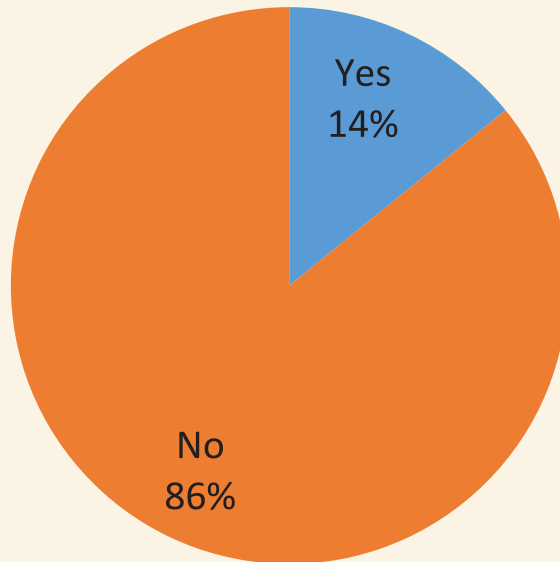
Lack of or inadequate awareness is the obvious culprit why NHIS enrolment is poor

THERE HAS BEEN A NEW HEALTHCARE PROJECT IN THE LGAS RECENTLY



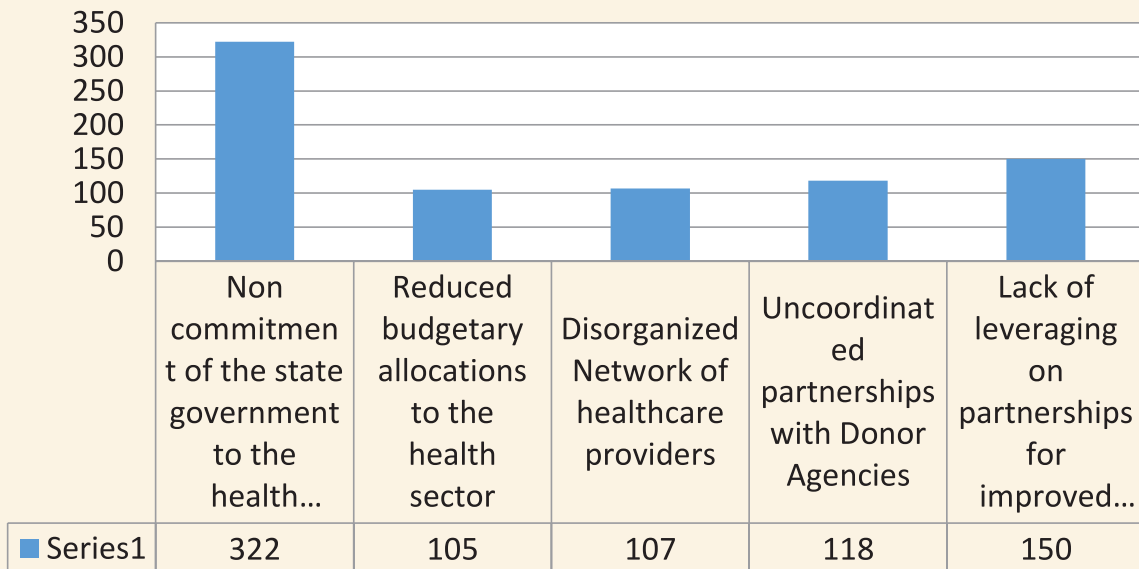
No new healthcare projects in recent times, even as existing ones fall into disrepair

THERE HAS BEEN ADEQUATE INVESTMENT IN INFRASTRUCTURE IN THE COMMUNITIES/STATE HOSPITALS



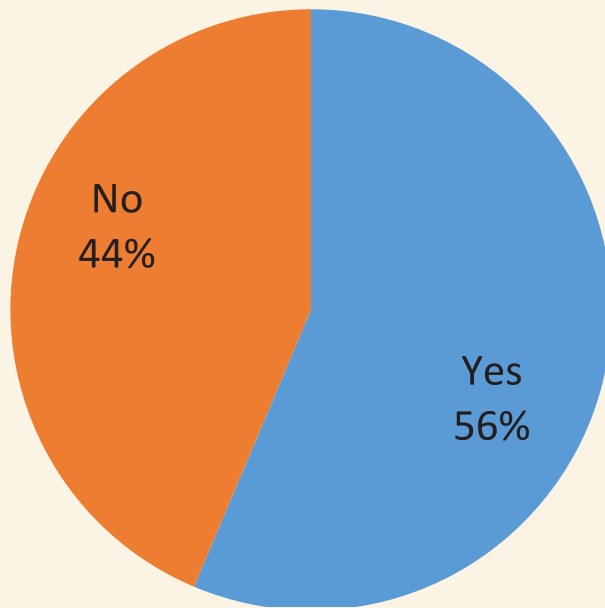
Government commitment to infrastructure provisioning in the health sector has waned considerably

REASONS FOR INADEQUATE INVESTMENT IN HOSPITAL INFRASTRUCTURES

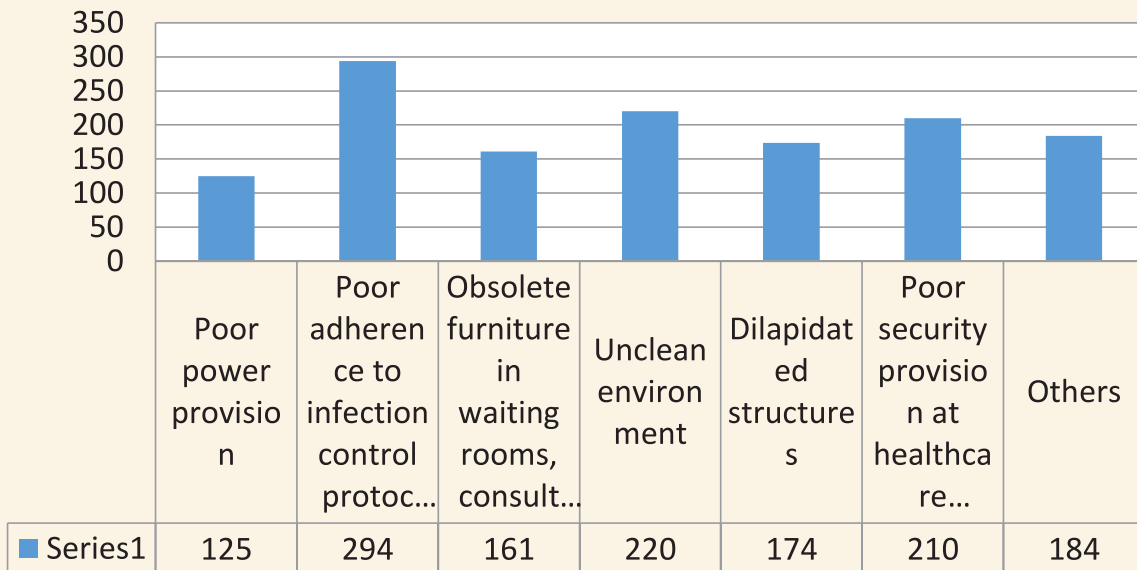


Some of the reasons for inadequate investments in hospital infrastructure and their weights

THE ENVIRONMENT OF COMMUNITY/STATE HOSPITAL IS CONDUCTIVE



FACTORS THAT MADE THE HOSPITAL ENVIRONMENT NOT TO BE CONDUCTIVE



Though addressing these listed challenges will make the environment around most HCs even more conducive

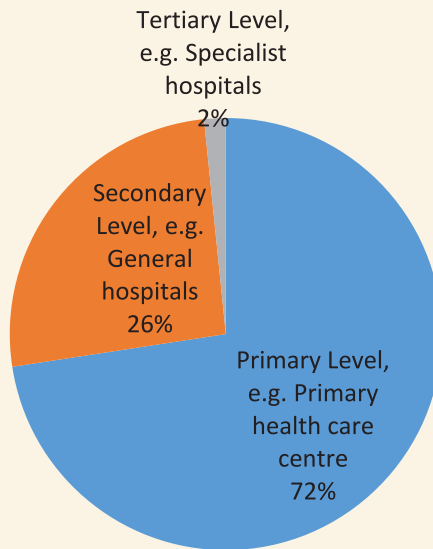


KOGI STATE GOVERNMENT OF NIGERIA



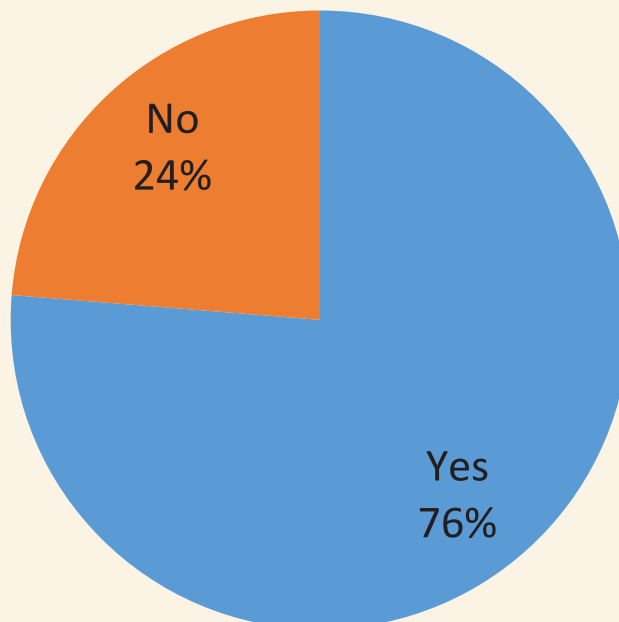
#NewDirection

LEVEL AT WHICH HEALTHCARE SERVICE DELIVERY IS LEAST EFFECTIVE IN COMMUNITIES/STATE HOSPITAL



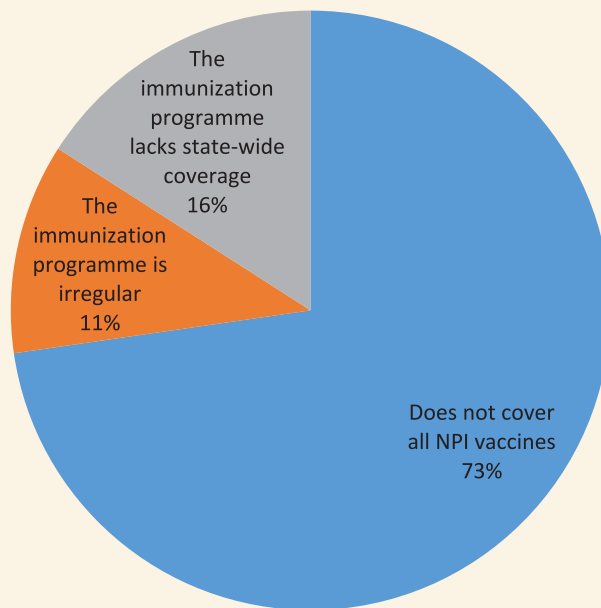
Of primary, secondary and tertiary level of healthcare in the state, primary healthcare is considered the obvious underachiever.

IMMUNIZATION PROGRAMME IN THE COMMUNITIES/STATE HOSPITALS IS EFFECTIVE



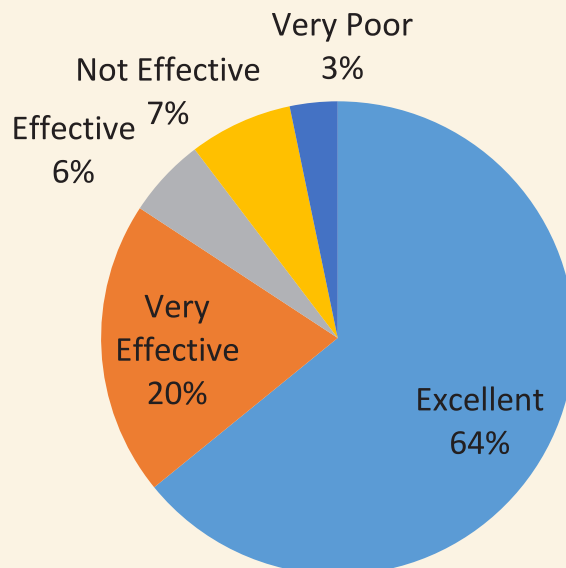
NPI in the state is mostly successful

FACTORS THAT AFFECT THE EFFECTIVENESS OF IMMUNIZATION PROGRAMME



Even though better coverage of all NPI vaccines is desirable

EFFECTIVENESS OF CARE FOR CHILDREN AND ELDERLY IN THE COMMUNITIES/ STATE HOSPITALS



Children and elderly are mostly well taken care of in the state

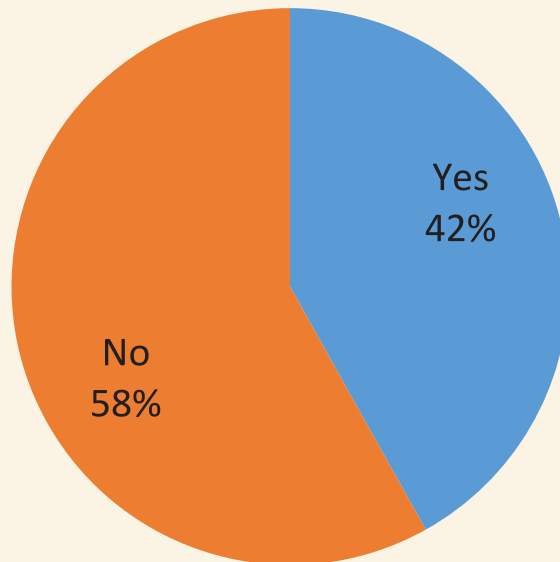


KOGI STATE GOVERNMENT OF NIGERIA



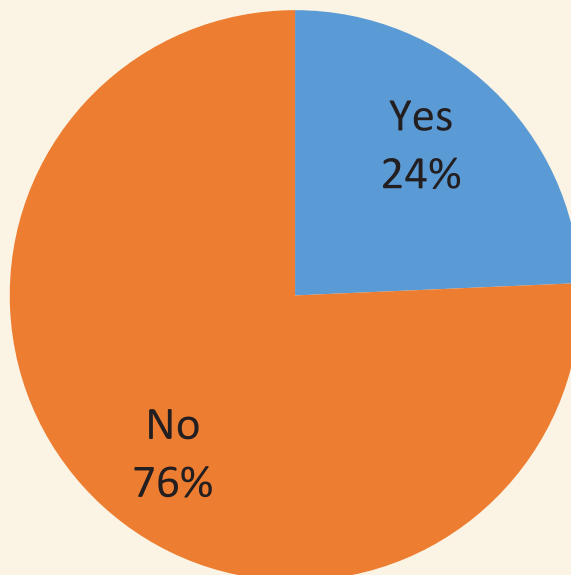
#NewDirection

SPECIALIZED MEDICAL CARE FOR CHILDREN AND THE ELDERLY EXISTS IN THE COMMUNITY/STATE HOSPITALS



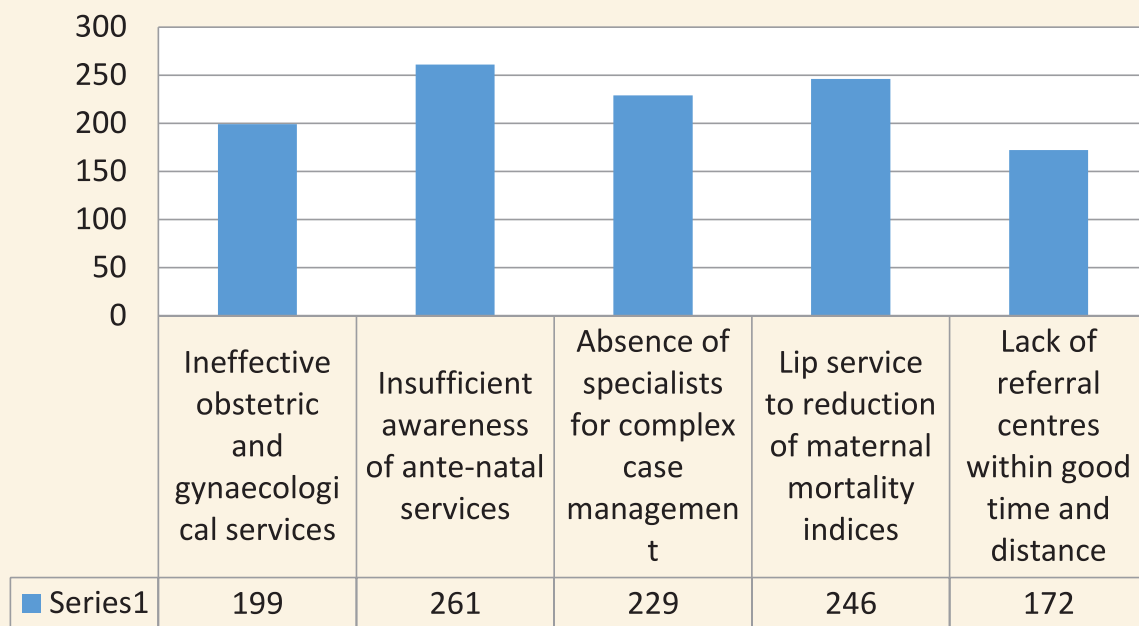
Specialized medical care for the elderly and children is however rudimentary and fair respectively

PREGNANT WOMEN GET ADEQUATE ANTE-NATAL CARE, DELIVERY AND CAESAREAN SECTIONS IN THE COMMUNITY/STATE HOSPITALS



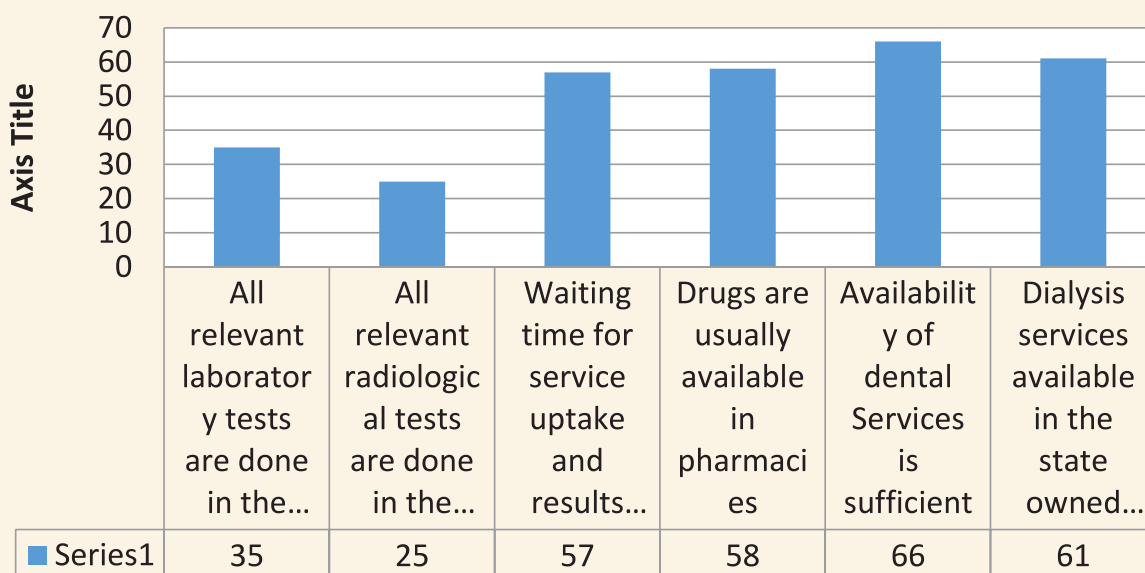
Infant mortality and maternal death rates should receive more commitment and a spirited effort towards cutting it down by a sizeable percentage sooner than later

REASONS FOR INADEQUATE HEALTH CARE TO PREGNANT WOMEN



Some of the reasons adduced for poor infant and maternal healthcare records

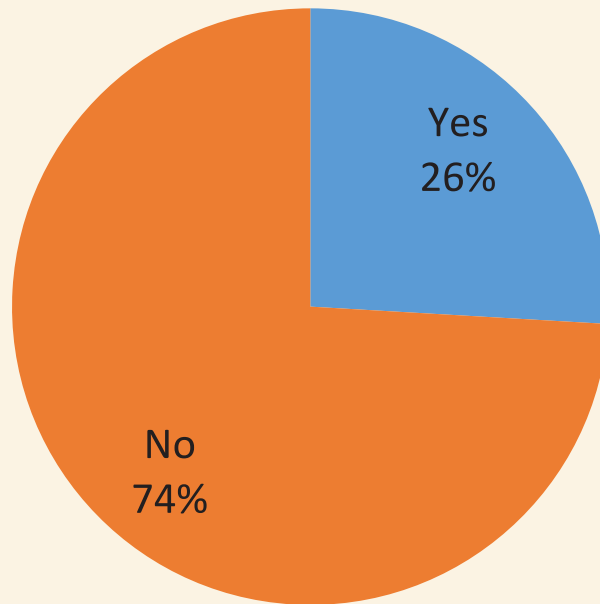
STATE OF ALLIED MEDICAL SERVICES IN THE COMMUNITY/STATE HOSPITALS



Current status of state and allied medical services in the community/state

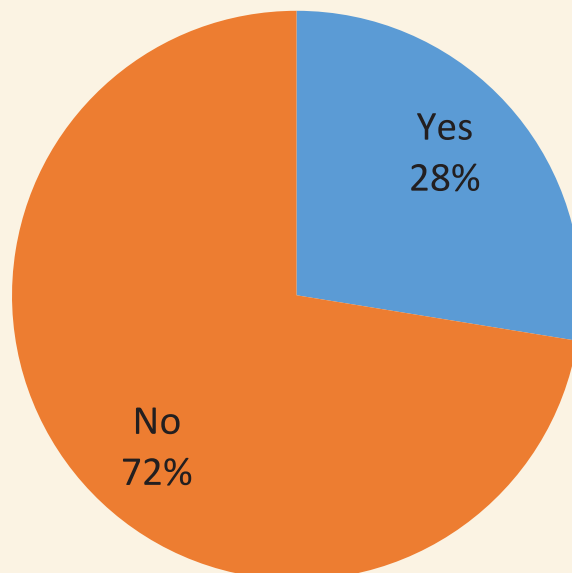


NUMBER OF HEALTH WORKERS IN THE STATE OWNED HOSPITALS IS ADEQUATE



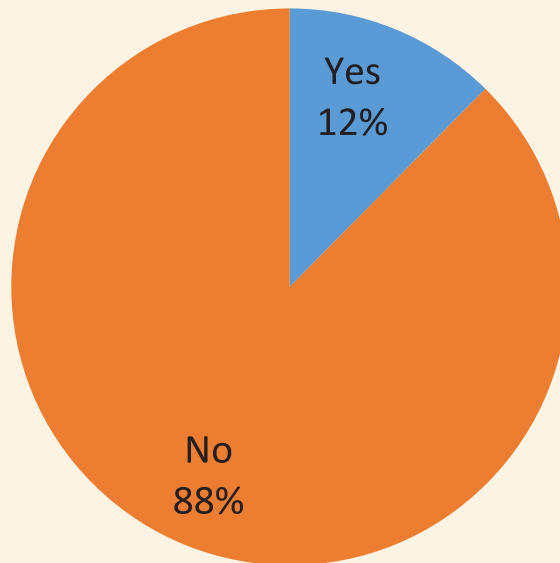
Grossly inadequate healthcare manpower should be addressed

HEALTH WORKERS ARE ADEQUATELY REMUNERATED WHEN COMPARED TO OTHER STATES



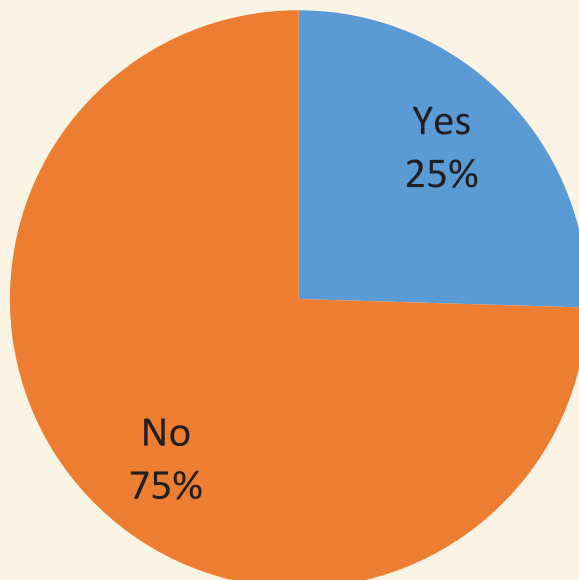
Improved remuneration will attract and retain quality healthcare staff

HEALTH WORKERS IN THE STATE ARE MOTIVATED TO DELIVER EXCELLENT SERVICES



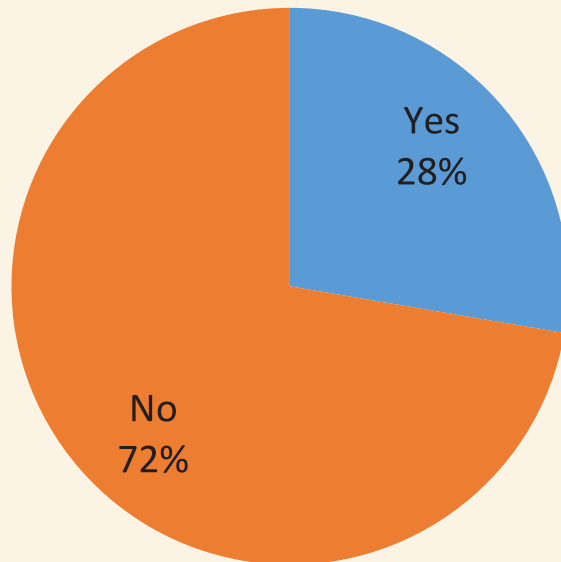
Motivation is key to effective service delivery. Where it is lacking, excellent service delivery is but a mirage

HEALTH WORKERS IN THE STATE ARE EXPOSED TO ADEQUATE TRAINING TO ENHANCE EXCELLENT SERVICE DELIVERY



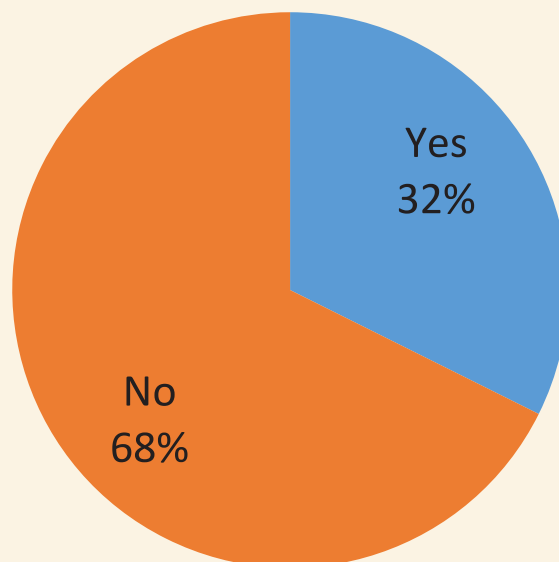
Regular staff training and re-training is key to an effective work force and sustainable excellent service delivery

THE STATE HAS CREATED AN ATMOSPHERE WHERE ALL HEALTH WORKERS WORK HARMONIOUSLY



Work environment is also an important indicator for performance and quality service delivery and must therefore be made available

PUBLIC PRIVATE PARTNERSHIP IN THE COMMUNITY/STATE HEALTHCARE INDUSTRY CAN PLAY A POSITIVE ROLE IN EXCELLENT SERVICE DELIVERY



Given the current cash crunch and paucity of funds suffered by most states, Kogi state should explore more creative ways of funding the health sector in a sustainable manner

JOB CREATION AND YOUTH ENGAGEMENT

Kogi state has a teeming youthful population of about 1.8 million youths with the downside being that most of these youths are either underemployed, or outrightly unemployed. Given the positive correlation between youth unemployment, restiveness and diverse crimes, this development is not only very undesirable, but also does not bode well for the future of the state, given the understanding that the youths are the leaders of tomorrow.

The state wide survey revealed that past job creation efforts in the state have only yielded poor to very poor results (90%), as most of these interventions are mere knee jerk reactions that are not critically thought through. The survey identified the most recurring challenge with Youth Engagement and Job Creation to be lack of vacancies in both public and private sectors to absorb these youths, lack of capital, conducive environment, and incentives to start a small and medium sized enterprise. Others include an often lack of marketable skills which tends to make the youths unemployable, and other qualification/certification deficiencies.

The respondents agreed that there are statutory government agencies whose job it was to interface with, and empower youths. These ministry was identified as Ministry of Youth and Sports development among others, saddled with the responsibility for interfacing with the youthful community with a view to devising creative ways of empowering them was adjudged as having failed abysmally in previous administrations by more than 90% of the respondents. The community councillors in charge of youth development were also not adequately empowered to deliver on their mandates.

Previous administrations were reported to have ignored the promotion of the New Venture Global Programme, thereby forsaking to exploit areas of obvious economic potentials such as Agriculture value chain, Light manufacturing, sports entertainment and tourism, ICT, Artisanship and Mining, e.t.c for the purpose of empowering the teeming youths of Kogi State.

Another 86% of the respondents reported that the state has not exploited opportunities for Youth Engagement and development provided by the federal government and other international agencies. It was also suggested that career civil servants be trained enough and frequently to enable them both to create conducive environments to aid Job Creation and Youth Empowerment as well as deliver creative ways of empowerment for the state's teeming population.

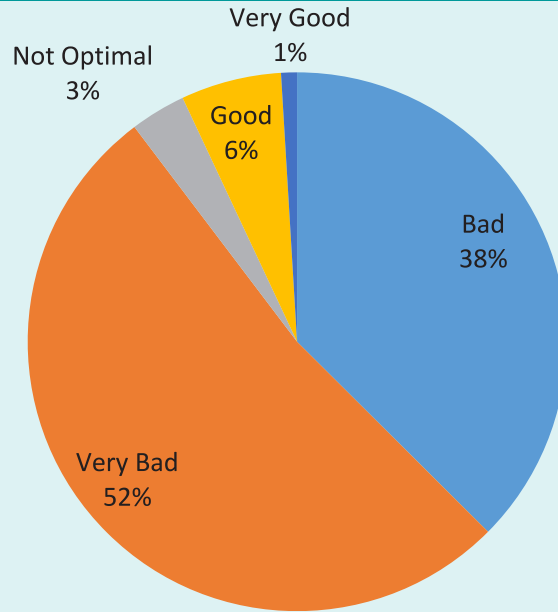
Recommendations:

- ❑ Government should set up a specialized youth empowerment and job creation agency, manned by skilled private sector minded experts, who will develop long lasting and enduring solutions to the challenge of joblessness in the state on an ongoing and sustainable manner.
- ❑ Government to fashion a way to impart Kogi youths with marketable skills, not just so as to increase their employability, but to ultimately also make them employers of labour.
- ❑ Government to set up a revolving fund of empowerment packages in the form of grants, loans

(with single digit interest rates), and microcredit to help cash strapped budding entrepreneurs to set up and thrive.

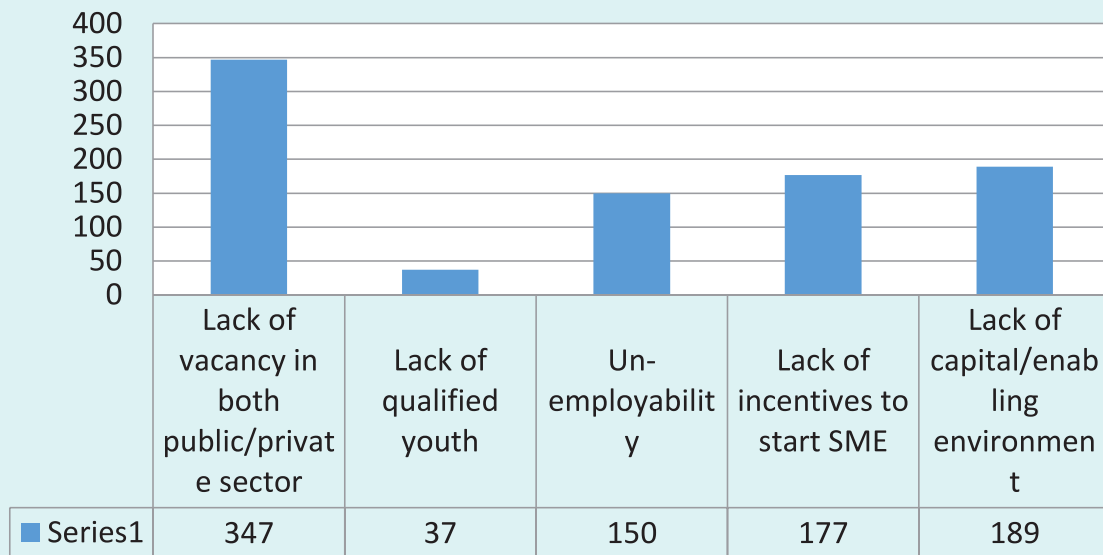
- ❑ Women Empowerment for the micro-business is totally imperative for any the government.
- ❑ Government to seek out and also exploit all existing possibilities for partnerships with external bodies like the Central Bank of Nigeria (CBN), Bank of Industry (BOI), Agricultural Development Bank (NACREDB), donor and multilateral agencies etc to empowerment Kogi youths.

PAST PERFORMANCE OF JOB CREATION SECTOR IN THE STATE



Historical performance of previous job creation efforts in the state has been a massive failure with over 83% of respondents reporting bad, very bad, to sub optimal.

CHALLENGES TO JOB CREATION AND YOUTH ENGAGEMENT IN THE STATE

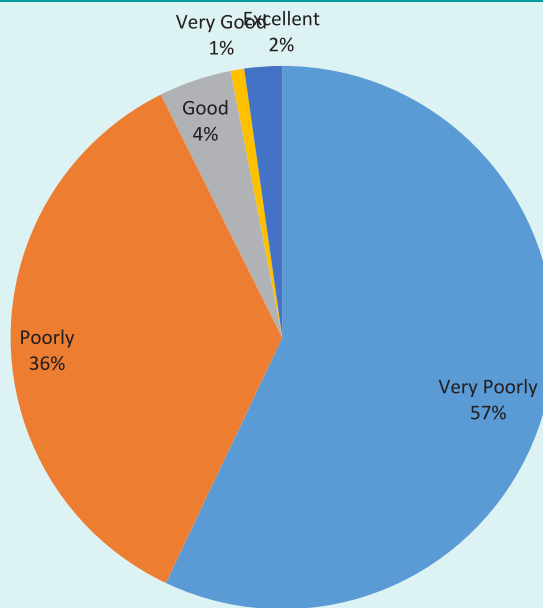


KOGI STATE GOVERNMENT OF NIGERIA



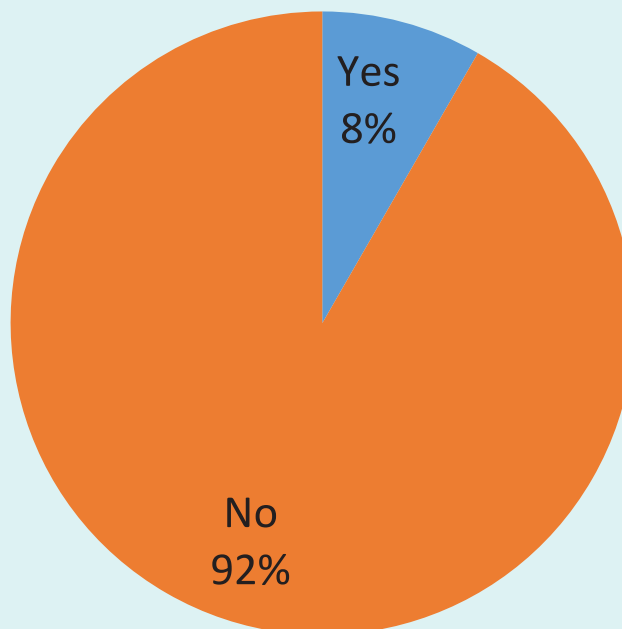
#NewDirection

LEVEL OF IMPACT OF THE STATE MINISTRY OF YOUTH & DEVELOPMENT IN YOUR COMMUNITY



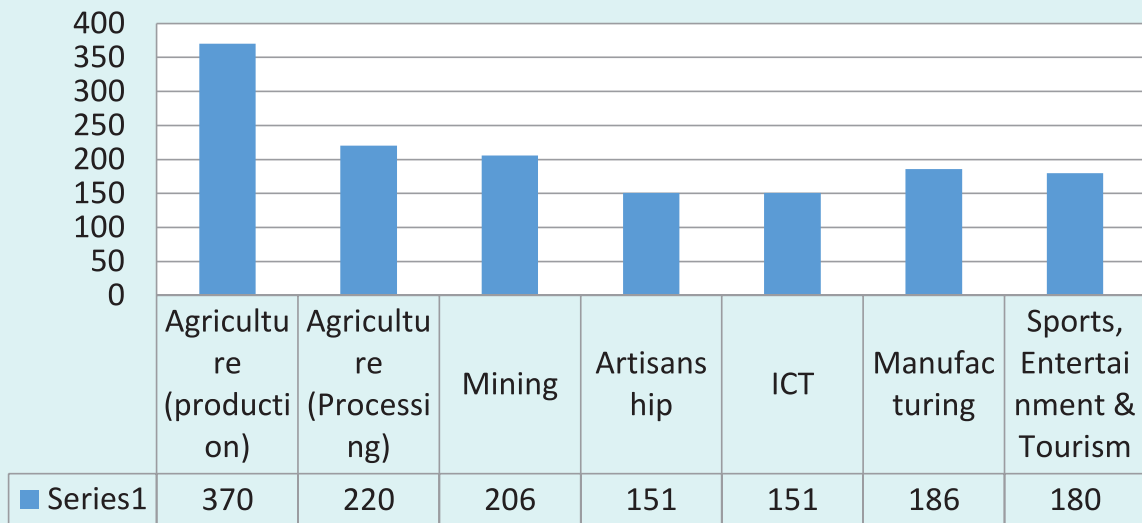
The overall impact of the state's ministry of youth & sport has been very poor.

PREVIOUS ADMINISTRATION PROMOTED THE NEW VENTURE GLOBAL PROGRAM

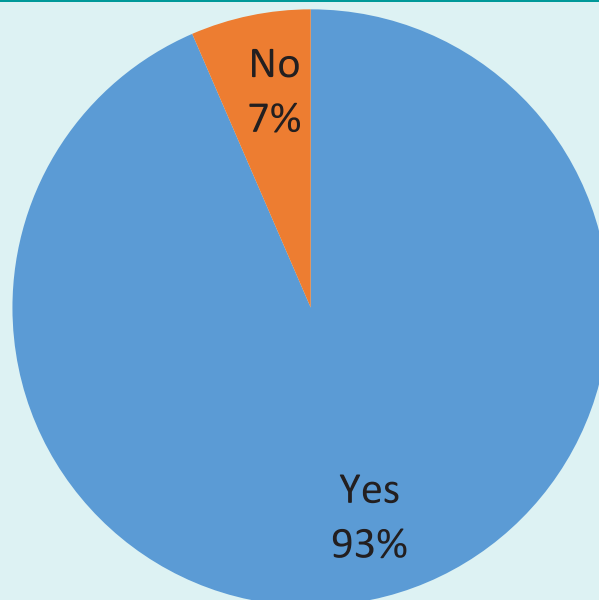


Previous administration has largely neglected to promote the New Venture Global Programme.

ECONOMIC AREAS OF GREAT POTENTIAL/IMPACT IN THE COMMUNITIES THAT HAVE BEEN NEGLECTED BY PREVIOUS ADMINISTRATIONS

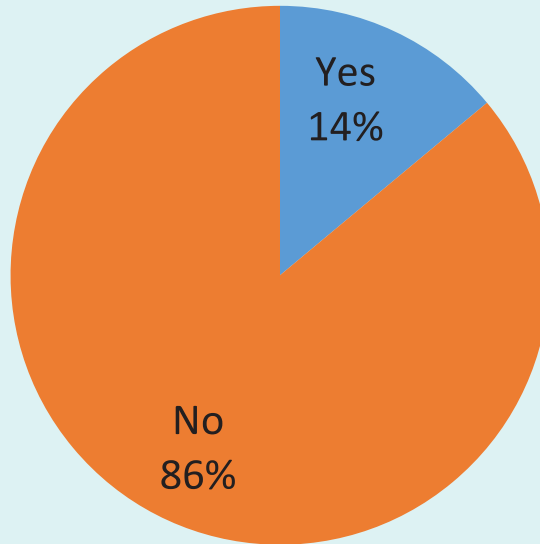


COMMUNITIES WILL LIKE TO HAVE THE OPPORTUNITY OF BENEFITING FROM SUCH PROGRAMMES



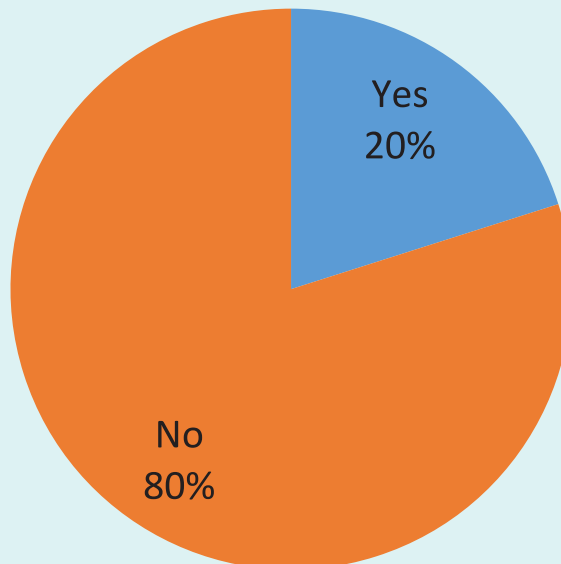
These areas of potential opportunities were neglected despite the fact that the youths of the state were eager, wanted to and would have benefitted from the exploitation of these programmes

THE STATE/COMMUNITY HAS EXPLOITED OPPORTUNITIES OF YOUTH EMPOWERMENT & DEVELOPMENT AS PROVIDED BY THE FEDERAL GOVERNMENT AND INTERNATIONAL AGENCIES



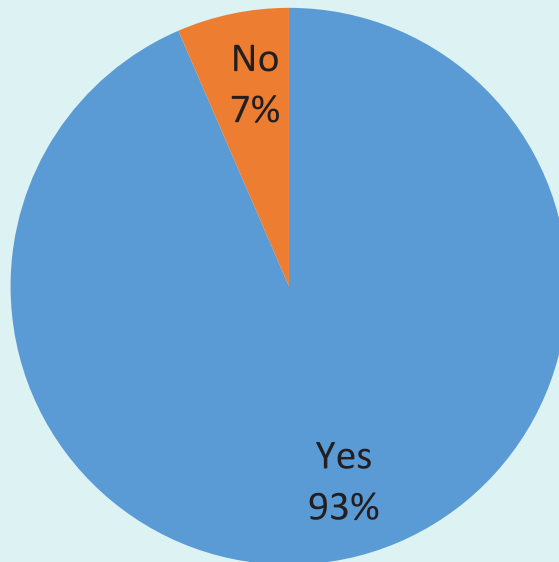
Potentially beneficial possibilities for collaboration with external bodies for the empowerment of the youths has also been ignored or politicized by subsequent administrations

STATE MINISTRY/COMMUNITY COUNCILLORS ON YOUTH AND DEVELOPMENT ARE ADEQUATELY EMPOWERED FOR THEIR WORK



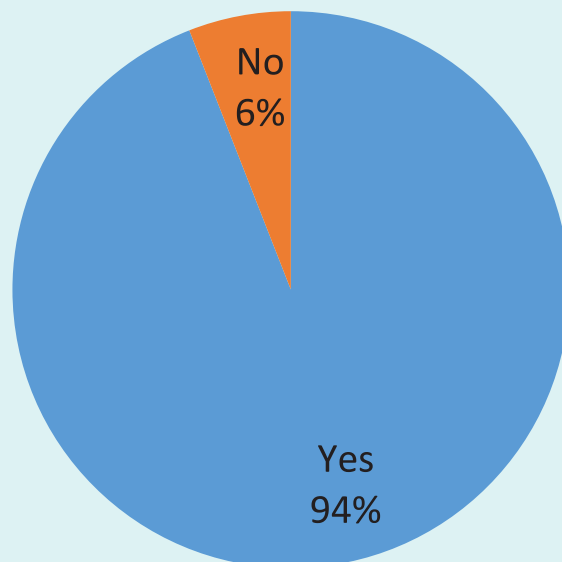
State and government official at state and local government levels are poorly equipped to deliver on their jobs in the areas of youth empowerment, job creation and development

INDUSTRY SPECIFIC AGENCIES SHOULD BE CREATED TO AID THE EMPOWERMENT OF YOUTH AND DEVELOPMENT



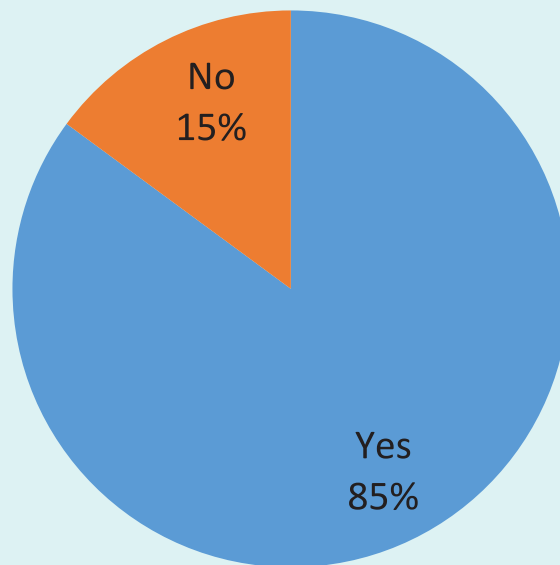
Specialized industry specific agencies should be created to squarely and expertly tackle the menace youth joblessness

THERE IS A NEED TO TRAIN THE CIVIL SERVANTS IN THE STATE'S MINISTRY TO AID THEIR WORK



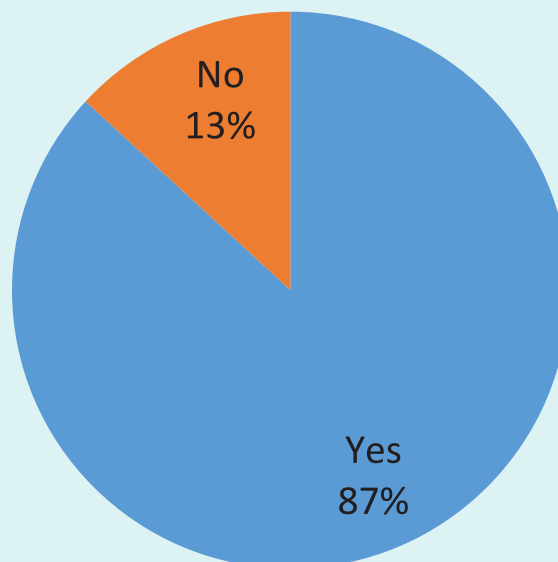
Civil servants in line ministries should also receive adequate training to aid them in excellent service delivery in terms of job creation and youth development

THE INDUSTRY SPECIFIC AGENCIES SHOULD BE UNDER THE STATE MINISTRY



These specialized agencies should be domiciled in the relevant ministry for maximum impact

SUGGESTIONS FOR CREATION OF A CONDUCIVE ENVIRONMENT TO AID JOB CREATION AND YOUTH ENGAGEMENT



87% respondents also think that creating a conducive environment will aid job creation and youth empowerment in the state.

INFRASTRUCTURE AND UTILITIES

Of the five thematic areas studied in this baseline study, the infrastructure and Utilities sector appears to be the knottiest basket case of them all. Almost all respondents strongly agreed that the infrastructure decay in the state was such that it now required the declaration of a state of emergency on the sector for proper attention. 71% of respondents strongly agreed that infrastructure in the state was grossly inadequate.

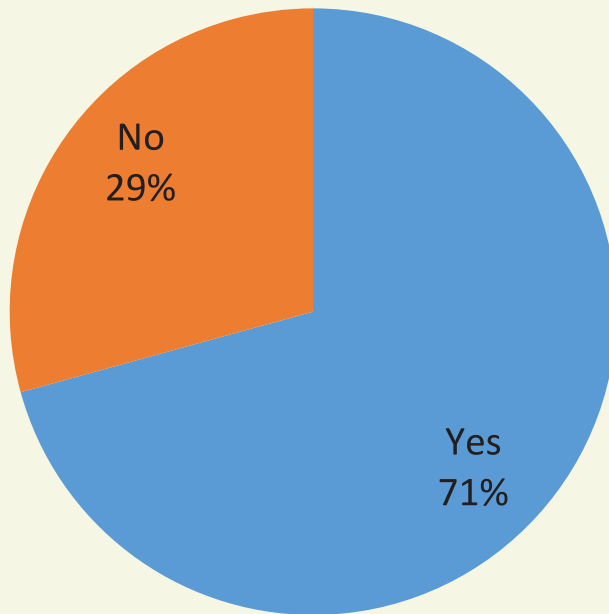
The most acutely deficient infrastructure was listed as water, light, roads, hospitals and good schools in that order. Of these, the most acute was power (electricity) and roads. Respondents also lamented that no new infrastructure has been put in place in their various communities in a long time. They also said that this dearth of infrastructure has nearly crippled the economy of the state, as the cost of doing business in the state has become unbearable due to poor infrastructure especially the near absence of power.

On ways by which the government can improve infrastructure in the state, the respondents advised that government first of all embark on the renovation of the massive decaying infrastructures across the state and also to provide new ones where availability of funds permit. They also suggested that government should produce an investment calendar for the guided and incremental provision and renovation of investments in the state.

Recommendations:

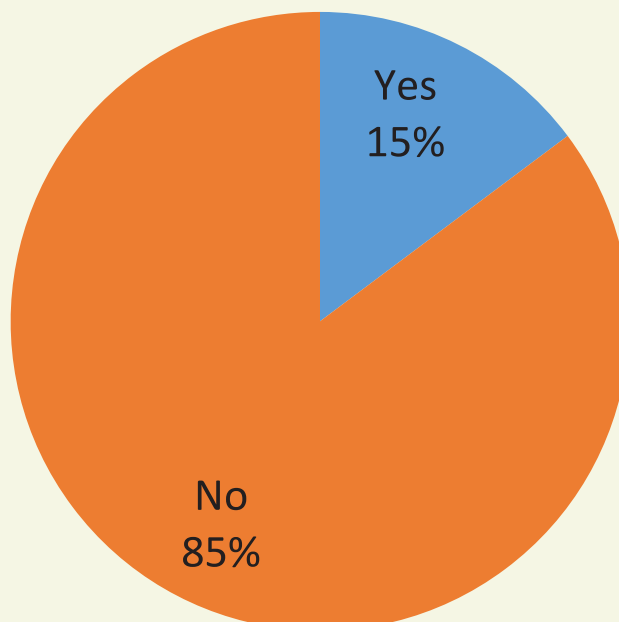
- ❑ Government to provide (using an adequately phased method) at least one borehole per ward spread throughout the life of this administration
- ❑ Government to explore create funding models using the PPP to reinvigorate and expert run its public hospitals across the state
- ❑ Government to consider the setting up of multiple small Independent power projects IPPs using the PPP model for power provision in the state.
- ❑ Government to systematically renovate and equip all existing schools in the state with a views to making them centres of academic excellence in the state and the Nation at large
- ❑ Should also explore smart funding sources for provision of road networks in the state, including the use of tolling, direct labour, and other actionable PPP and counterpart funding models

INFRASTRUCTURES IN THE COMMUNITIES ARE INADEQUATE



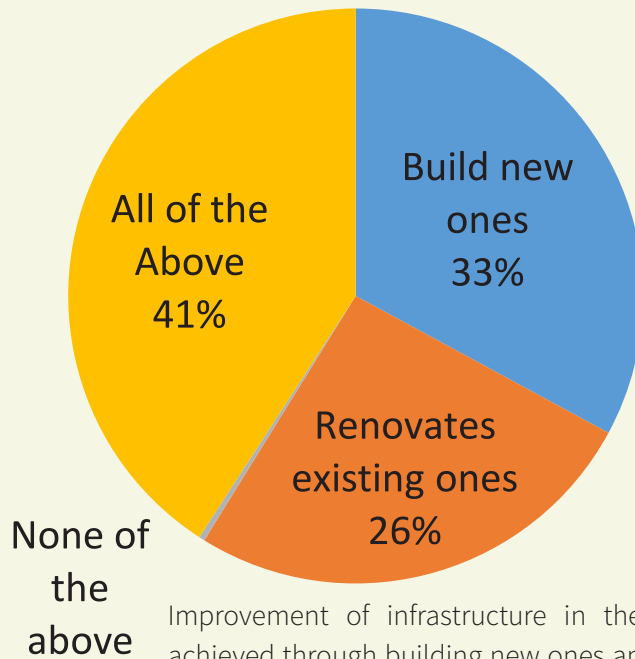
State infrastructure is grossly inadequate and in state of decay due to years of neglect

COMMUNITY PEOPLE GET VALUE FOR MONEY FROM EXISTING INFRASTRUCTURES



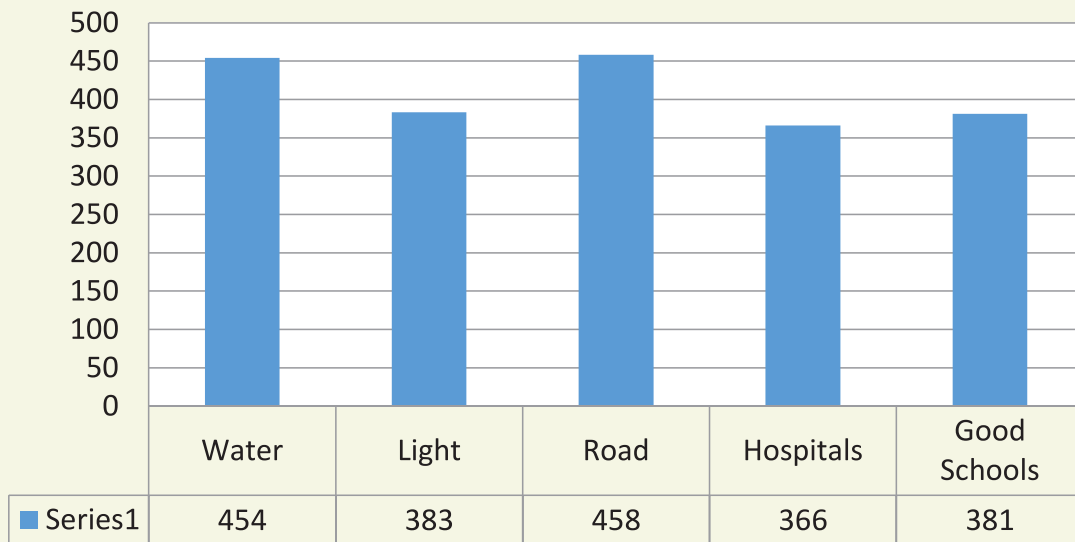
Compared to the amount of money sunk in by government to provide these facilities, they are not providing value for money

WHAT THE STATE GOVERNMENT CAN DO TO QUICKLY IMPROVE ON INFRASTRUCTURE



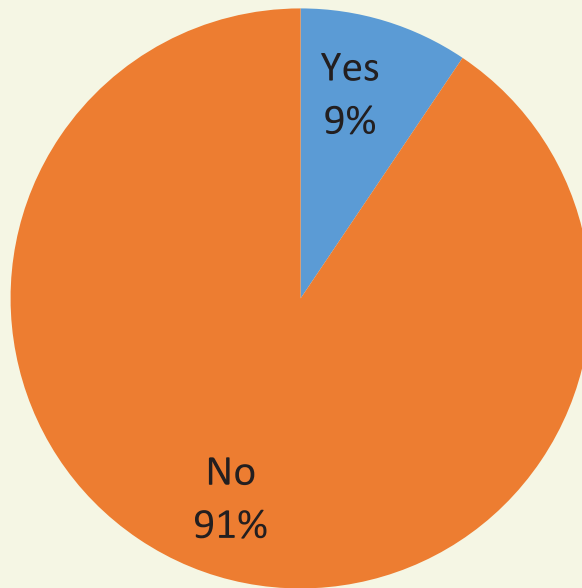
Improvement of infrastructure in the state can mostly be achieved through building new ones and renovation of existing ones

SOME OF THE INFRASTRUCTURES THAT ARE NOT AVAILABLE IN THE COMMUNITIES/ STATE



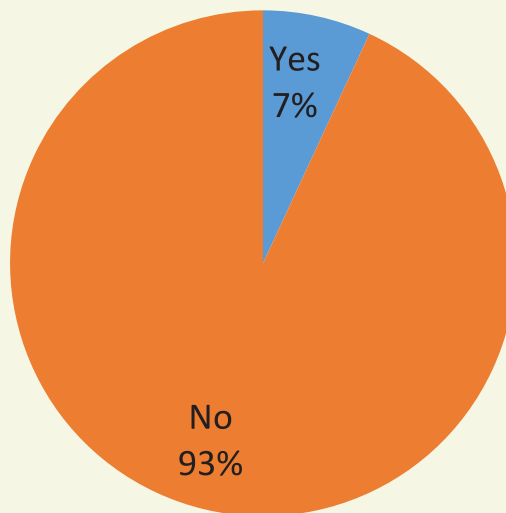
A list of the deficient infrastructures in the state and their weights

THERE HAS BEEN NEW INFRASTRUCTURE IN THE COMMUNITIES RECENTLY



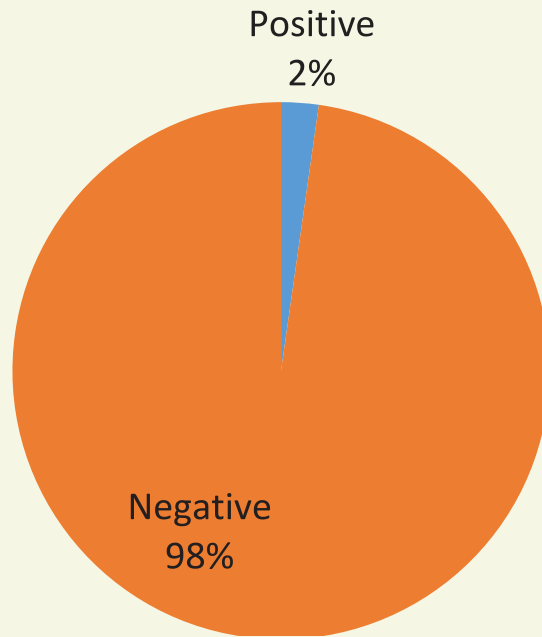
There has been no new infrastructure provision/ nor renovation of existing ones in too long

THERE HAS BEEN ADEQUATE INVESTMENT IN INFRASTRUCTURE IN THE COMMUNITIES



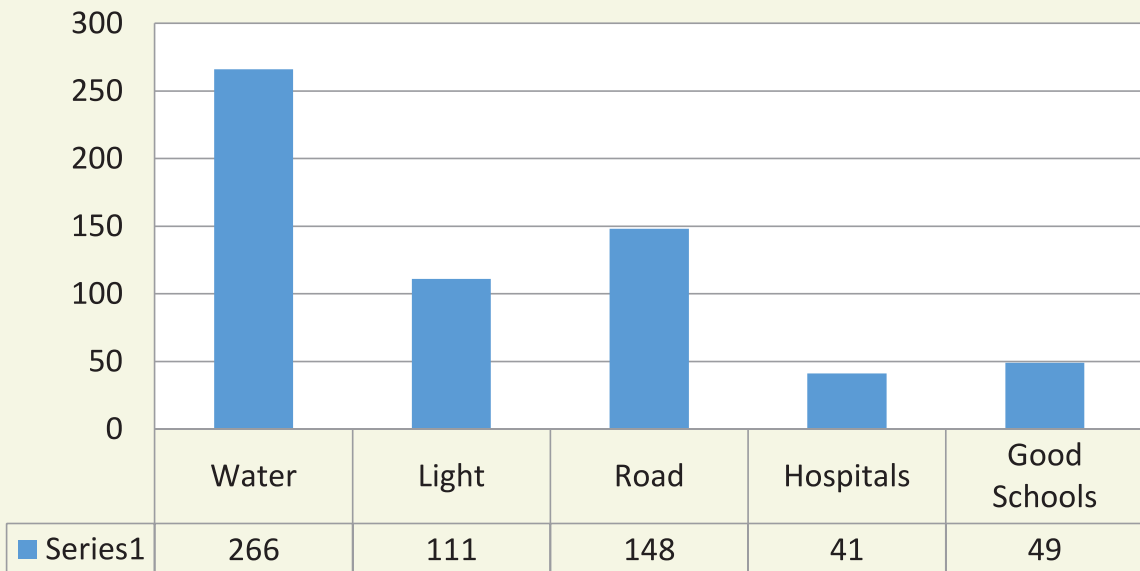
Previous governments have shown very weak to no commitment to investments infrastructure provision in the state.

IMPACT OF POOR INFRASTRUCTURE ON THE ECONOMY OF THE COMMUNITIES



Poor overall infrastructure has reasonably bumped up the cost of doing business in the state thereby scaring away investors and negatively affecting the economy of the state.

THE INFRASTRUCTURE THAT IS MOST NEEDED IN THE COMMUNITIES NOW



List of the most needed infrastructures in the state and their weights

PUBLIC SERVICE AND PENSION REFORMS

The civil service is strategic in any government or administration because it is responsible for the implementation of the goals, visions, programmes and policies of an administration. Therefore, an incompetent or inept civil service will frustrate any administration irrespective of how well that administration means, or how well thought through and lofty its policies are. Like all other line of work, government needs a massive periodic investment in the civil service to keep it functioning optimally so as to effectively discharge its duties of giving life to, and effectively delivering on the policies of any administration in power. Kogi state civil service has borne the brunt of decades of neglect, abuse and decay ranging from nepotism in recruitment processes, over bloated (due to ghost worker syndrome) and increasing incompetence due to lack of trainings and reasonable conditions of services.

It is this retrogression in the state's civil service that His Excellency the Executive Governor of Kogi State promised to tackle in his campaign trail. He promised to reform the service and return it to the glory days when it was based on meritocracy and workers were well remunerated and motivated. The days when one was proud to be a civil servant. To improve a system, one first needs to audit the system find out what is wrong with it and at what stage in its life cycle the system is. Then one designs a framework for advancing the system to the next level. In tandem with this principle, The NEW DIRECTION Blueprint Research Team then carried out a baseline audit of the state's civil services to gauge where it is in its life cycle, and the findings were as expected, interesting.

As anticipated, the respondents who participated in this state wide survey agreed that the service was mostly ineffective (69%). But were largely divided in their opinion when asked if they felt that the Kogi State civil service has not benefitted the state. A combined 43% disagreed and strongly disagreed that the civil service has benefitted the state (26% and 17% respectively). Another 45% of respondents agreed and strongly agreed that the service has been of benefit to the state (33% and 12% respectively), while 12% of the respondents were neutral. This response clearly shows that the service is seriously battling for relevance in the scheme of things (more so, since a sizeable chunk of the respondents were also civil servants at various levels in the state). This is a bad signal because given its strategic position, the impact of the service should be felt by all.

In an attempt to gauge governments intervention in improving service delivery, the survey asked respondents if there has been any innovation in the civil service lately, if they felt the civil service was equipped for modern service delivery, if civil servants are paid well and motivated. The response for all mentioned indicators was a negative (76%, 86%, 89% respectively).

When asked to rate the impact of changes made in the civil service in the recent past in terms of effective service delivery, a combined 55% reported none -marginal changes (28% and 27% respectively), 36% reported moderate changes, while 9% thought the impact was very high. When asked to suggest ways of improving the civil service, the respondents came up with the following recommendations: Monitoring of civil servants to ensure service delivery and eliminate corruption, constant training and re-training, and employment and training of qualified fresh graduates into the service.

The survey results also showed that operating infrastructure in the state civil service was also not

conducive for work. Some of the observed challenges included: Dilapidated buildings, inadequate space for work, near absence of stationeries and office machines, absence of logistics such as trucks and working vehicles and other constraints.

With respect to the state pension board, 90% of the respondents agreed that the state pension board was ineffective. The implication of this observed inefficiency is that the future of civil servants especially retirees will not be secured as it ought to be. When asked to suggest ways of improving pension administration in the state, the respondents suggested that the state pension funds should be managed by qualified pension funds administrators, the state should carry out an extensive pension reforms to sanitize the system, it should adopt the modern contributory pension scheme, the pension board should be professionally run, to ensure pensioners are paid their entitlements on time and every time.

On ways to move both the civil service and pension board forward in the state, respondents agreed that government should implement modern civil service and pension reforms, create a competitive environment that promotes professionalism, full privatization of the pension scheme, deploy the use of biometrics for salaries so as to curtail the menace of ghost workers and to better remunerate and motivate civil servants.

Recommendations:

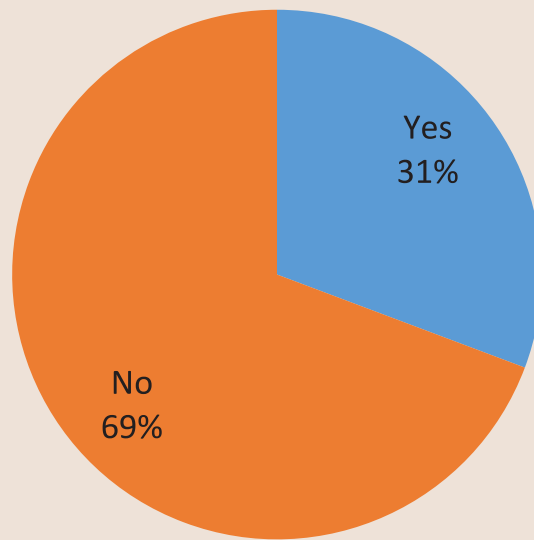
Productive Public Service reforms:

- Biometric screening to purge the service of ghost workers
- Payment of full salary backlogs and other entitlements owed civil servants by previous administrations
- Improved service conditions and creation of a conducive working environment
- Proper structuring of the service for maximum performance
- Institutionalization of in-service training and re-training

Pension Reforms:

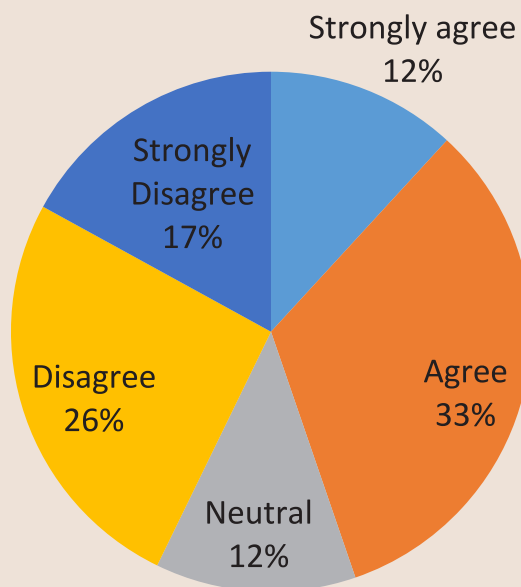
- Adopt the contributory pension regime
- State pension funds to be managed by a qualified private sector pension administrator
- Carry out extensive pension reforms to ensure that only professionals who know their trade are employed in the states pension board

THE STATE'S CIVIL SERVICE IS EFFECTIVE



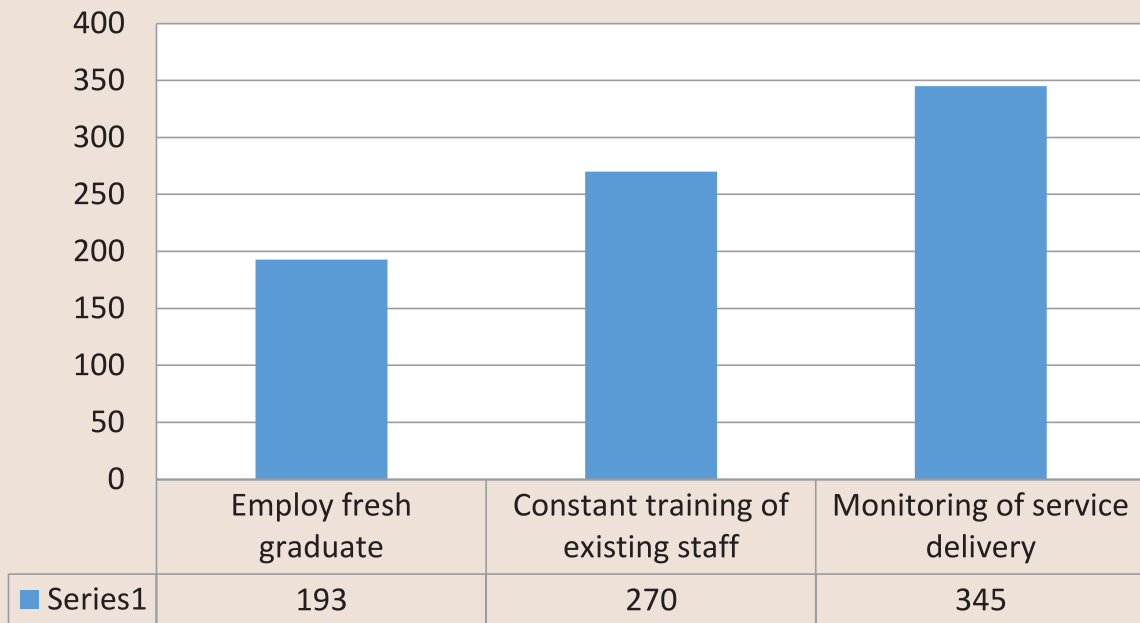
State civil service is adjudged as ineffective by majority of respondents

KOGI STATE HAS BENEFITTED FROM ITS CIVIL SERVICE



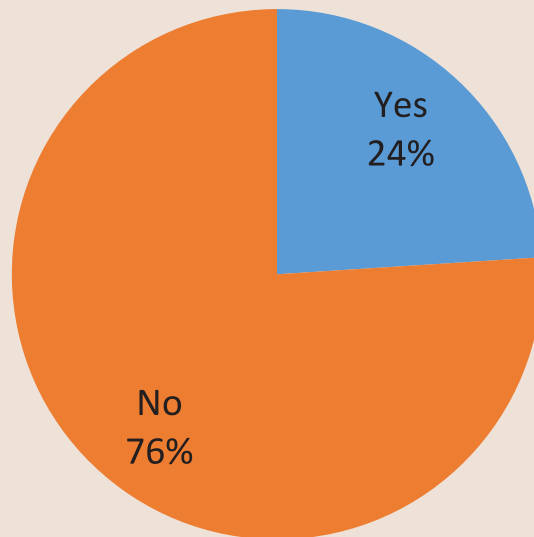
If the state civil service is alive to its duties, its impact and benefit to the state will not be a subject of debate.

THE STATE'S CIVIL SERVICE CAN BE IMPROVED UPON THROUGH



Suggested ways of improving the state's civil service by survey respondents

AWARE OF ANY INNOVATION IN THE STATE CIVIL SERVICE RECENTLY



Government commitment to an efficient civil service in the past is very weak

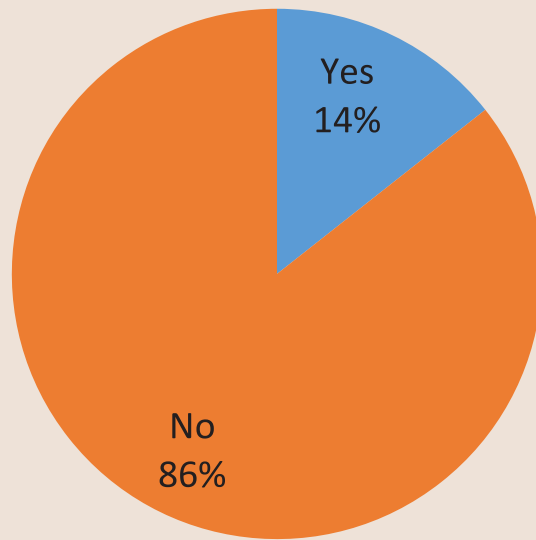


KOGI STATE GOVERNMENT OF NIGERIA



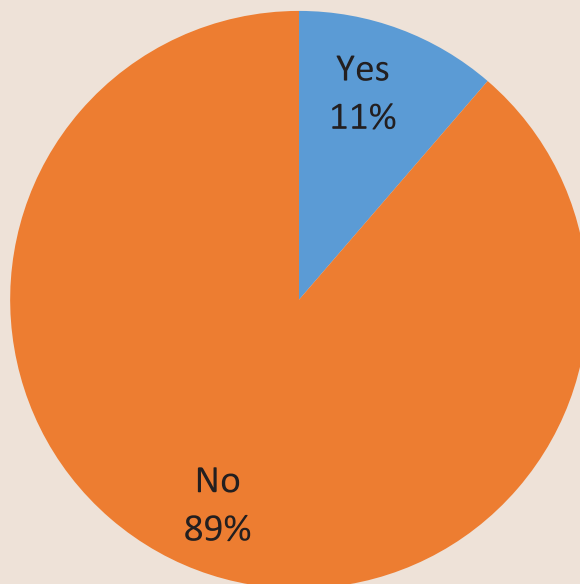
#NewDirection

CIVIL SERVICE IN THE STATE IS EQUIPPED FOR MODERN DAY SERVICE DELIVERY



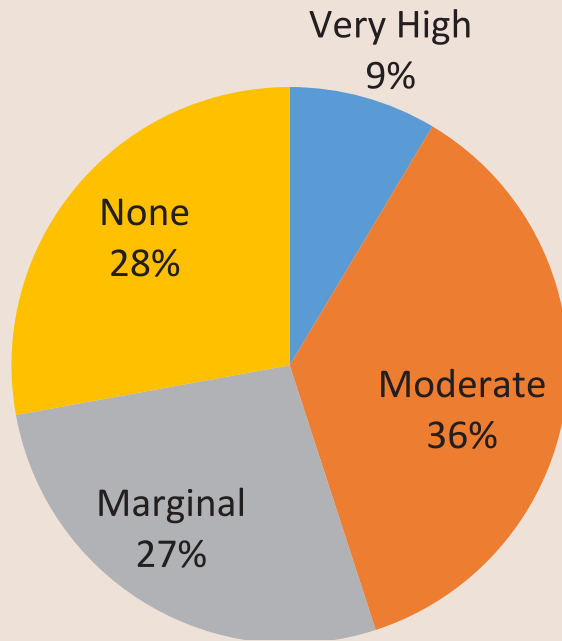
A lack of continuous training has made the service unable to adapt to the ever evolving demands of quality service delivery.

CIVIL SERVANTS IN THE STATE ARE WELL PAID



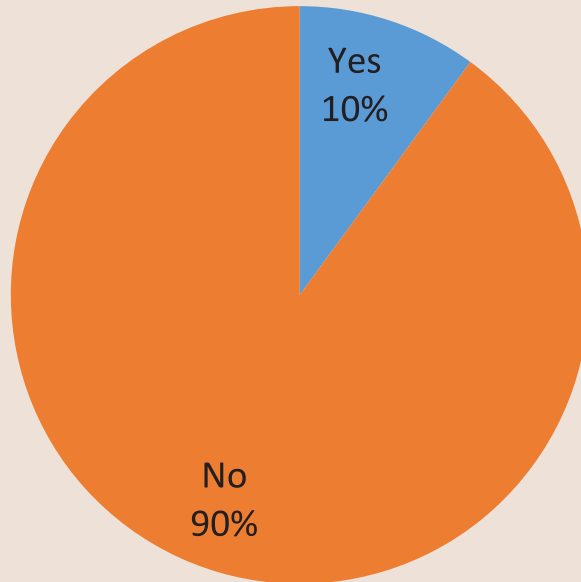
Civil servants are not well paid

RATING OF THE CHANGES IN THE CIVIL SERVICE AS CAUSED BY RECENT INNOVATION



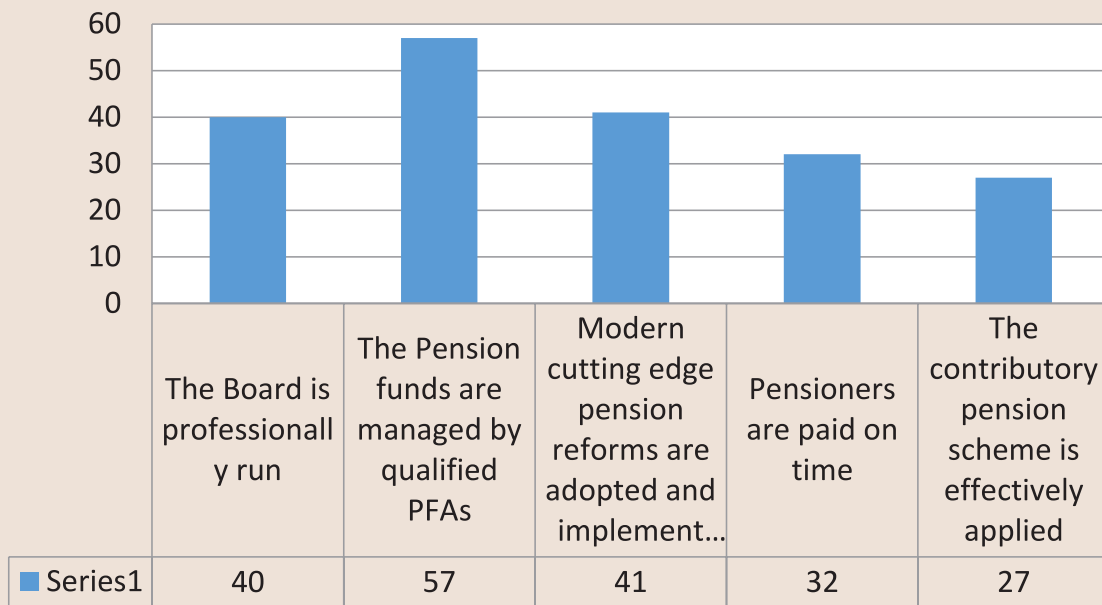
Impact of innovations in the civil service by the immediate past administration is diffused at best

THE STATE PENSION BOARD IS EFFECTIVE



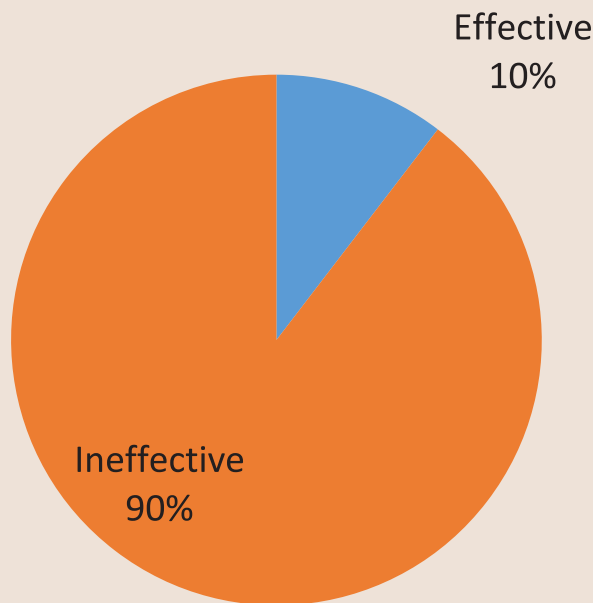
Pension board too is comatose, with pensioner having not been paid in decades

REASON FOR THE EFFECTIVENESS OF THE PENSION BOARD



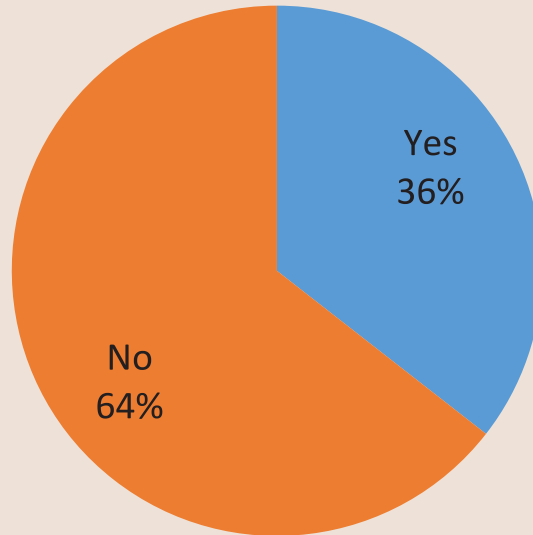
Suggested reforms for an effective pensions board

IMPACT OF THE STATE PENSION BOARD ON PENSIONERS IN THE STATE



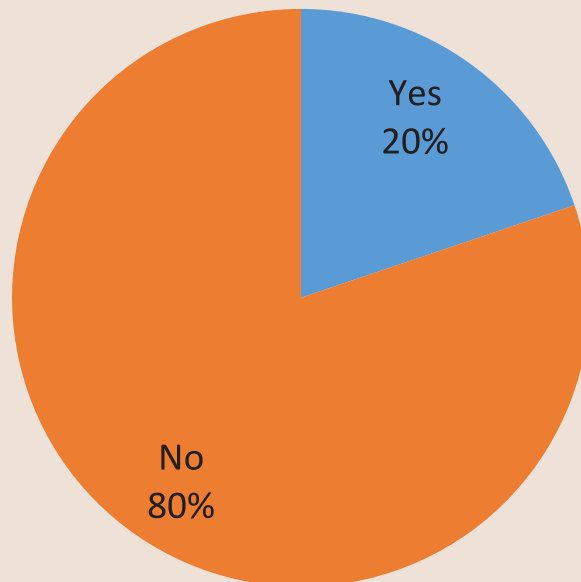
The state pensioners are yet to feel the impact of the state pensions board

GOVERNMENT SHOULD ADOPT THE PRIVATE SECTOR MODEL IN RUNNING THE CIVIL SERVICE



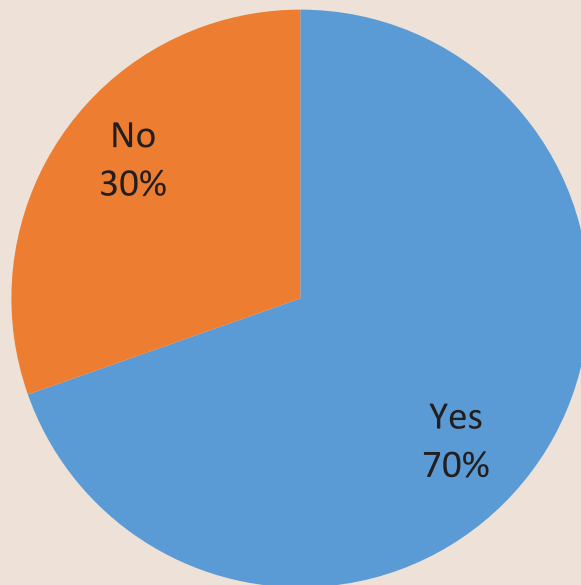
The civil service management level is effective if it is reformed and managed by capable committed hands

THE WORK FORCE IN THE STATE IS ADEQUATE



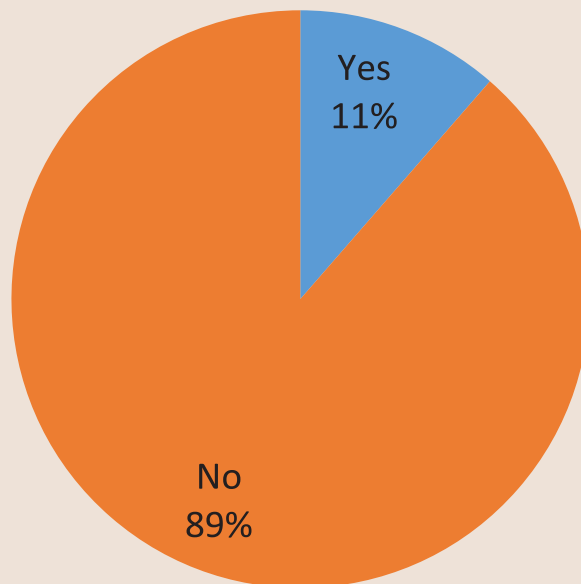
The respondents are of the opinion that the work force is inadequate despite huge and unsustainable wage bills.

GOVERNMENT SHOULD OVERHAUL THE PUBLIC SECTOR



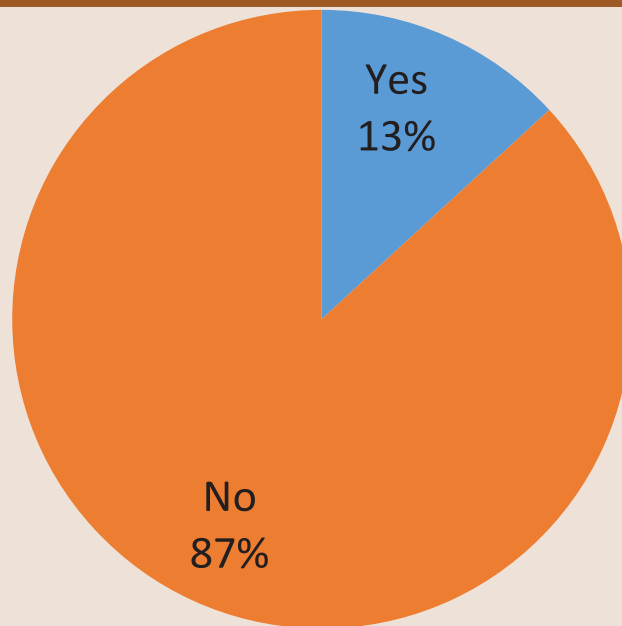
They however agree that extensive reforms are necessary to move the service forward

CIVIL SERVANTS ARE ADEQUATELY REMUNERATED



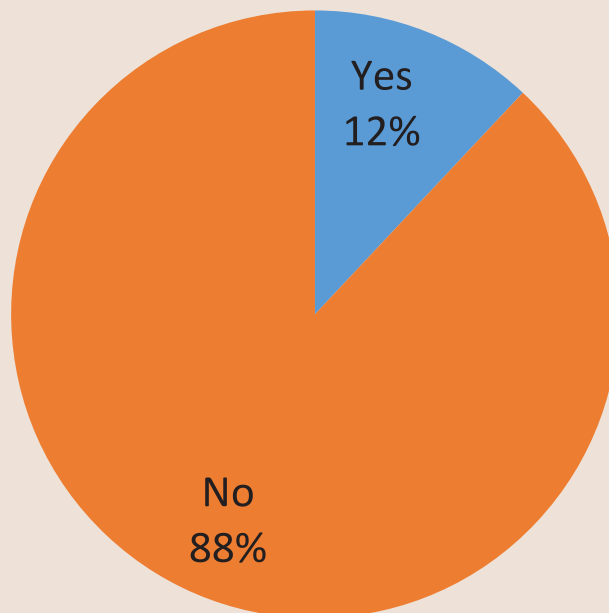
Salaries were recommended to be reviewed upwards

CIVIL SERVANTS GET THE REQUISITE TRAINING REQUIRED TO DISCHARGE THEIR DUTIES



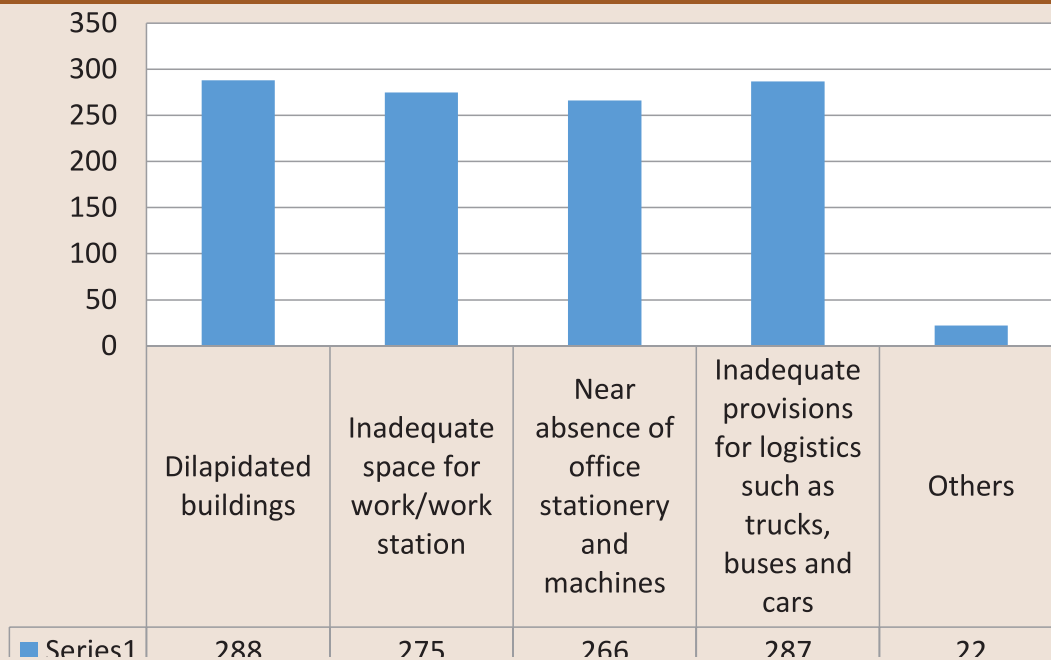
Regular training and re-training of civil servants also needful

THE EXISTING OPERATING INFRASTRUCTURE IS CONDUCIVE FOR CIVIL SERVANTS



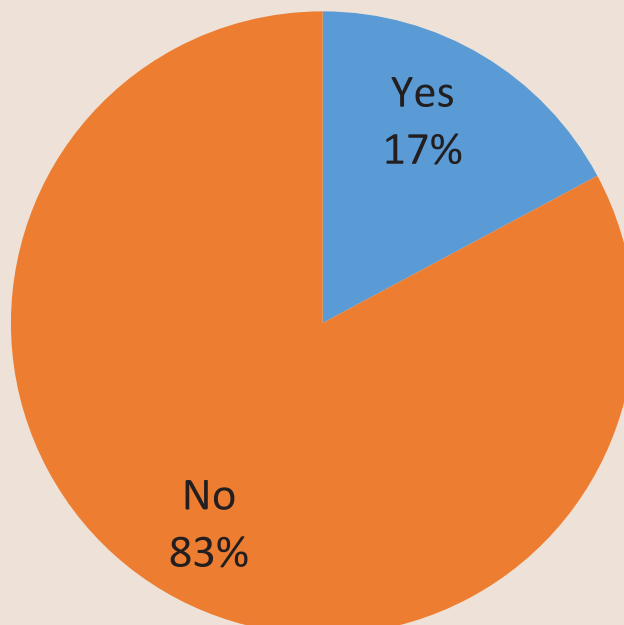
The basic office and other forms of infrastructure required for service delivery to be provided by government

WHY OPERATING INFRASTRUCTURE IS NOT CONDUCTIVE FOR CIVIL SERVANTS



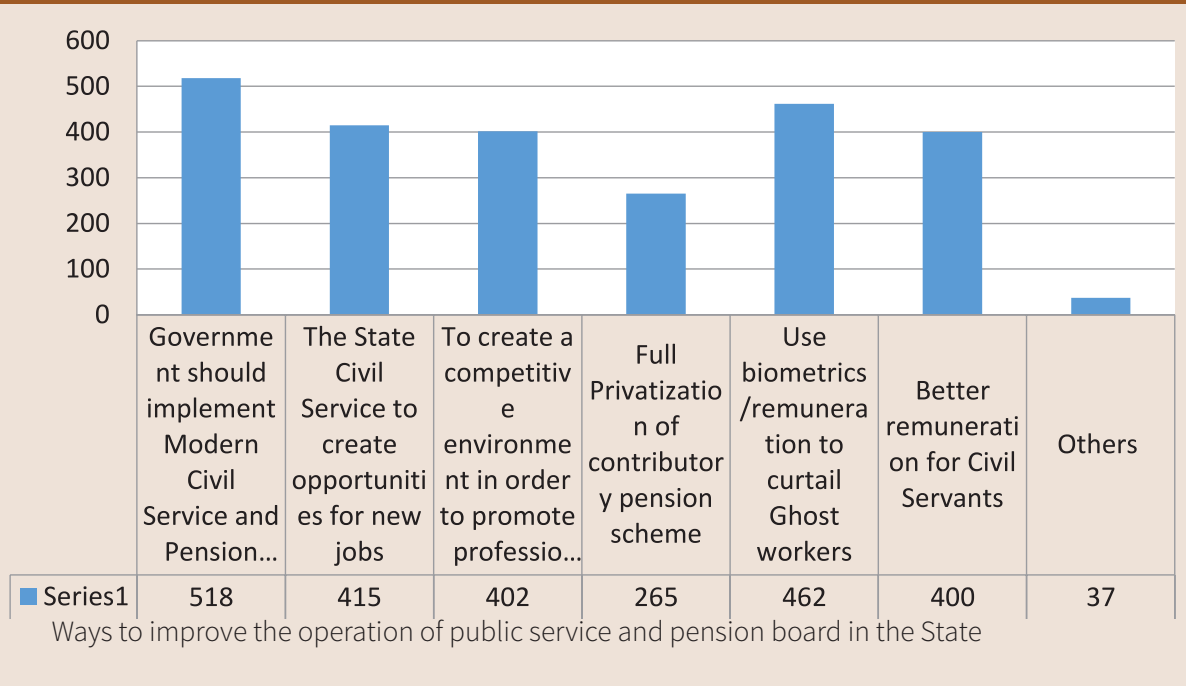
Some of the suggested infrastructure to be provided, upgraded or renovated to enhance service delivery.

RECRUITMENT INTO THE STATE CIVIL SERVICE IS BASED ON MERIT



Meritocracy should be promoted over nepotism in the state civil service

WAYS TO IMPROVE THE OPERATION OF PUBLIC SERVICE AND PENSION BOARD IN THE STATE



KOGI STATE GOVERNMENT OF NIGERIA



#NewDirection