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**Jigawa State Economic Empowerment and Development
Strategy Workshop**

by

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Abbreviations

SAG	State Accountant General
BSLGR	Bureau for State and Local Government Reform
DFID	Department for International Development
FAAC	Federal Accounts Allocation Committee
FY	Fiscal year
IGR	Internally Generation Revenues
MBP&EC	Ministry of Budget, Planning & Expenditure Control
MDG	Millennium Development Goals
MTEF	Medium Term Expenditure Framework
N	Naira
NEEDS	National Economic Empowerment and Development Strategy
PEM	Public Expenditure Management
SAG	State Auditor General
SEEDS	State Economic Empowerment and Development Strategy
SLGP	State and Local Government Programme
TOR	Terms of Reference
VAT	Value Added Tax

Acknowledgements

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1.0 INTRODUCTION

This report documents the consulting inputs for the Jigawa State Economic Empowerment and Development Strategy (SEEDS) Workshop conducted from 5th to 15th July 2004 in Kaduna. The Government of Jigawa State constituted a committee to produce a draft State Economic Empowerment and Development Strategy document. The J-SEEDS document is presently being finalized and the workshop is part of the process of sensitization for and consultation with the top government officials on the preparation and implementation of SEEDS in the State.

The workshop assignment involved four facilitators who spent three days for workshop preparation in Dutse, Jigawa State, followed by 10 days workshop period in Kaduna and three days report writing. A total of 129 participants attended the workshop in five batches included among the participants are top Directors, Permanent Secretaries, chief executives of government agencies, members of State cabinet and State legislators.

1.1 Background

Jigawa State is one of the poorest States in Nigeria. Its population is largely rural with the majority of residents engaged in subsistent farming and small scale trading. There are very few large-scale business concerns in the State. Economic development indicators are considered to be very poor.

The DFID strategy for assistance to Nigeria focuses upon the need to improve governance and economic management. Specifically, DFID is working in four focal states, including Jigawa, to reduce poverty by improving capacity and reforming systems of governance and service delivery in the public and private sectors. States and Local Government Councils are responsible for the provision of secondary and primary social services respectively and, under the current system of fiscal federalism, States have a large degree of effective control over resources, policy formulation and planning in these areas.

SLGP has been working in Jigawa State since 2001, through the Bureau for State and Local Government Reform, supporting improvements in governance. In addition, there are a number of other DFID programmes active in the State, including the Partnership for Transforming Health Services (PATHS) and Access to Justice Programme (A2J).

In March 2004 the Federal Government launched an economic development strategy called the National Economic Empowerment Development Strategy (NEEDS), which prescribes a holistic approach to development, comprehensively addressing the macroeconomic framework, public sector reforms, economic growth, poverty reduction and public service delivery improvement.

The National Planning Commission is encouraging the development of State Economic Empowerment Development Strategies (SEEDS) to complement the National Economic Empowerment Strategy to improve economic growth, human development and service delivery through the public sector reforms.



The State Bureau for State and Local Government Reform (BSLGR), supported by SLGP, is undertaking the development of State SEEDS. In preparing the State SEEDS, a Committee was established with members drawn from government agencies. A first draft of the SEEDS document has been produced.

At the core of J-SEEDS programme is the need to improve economic and financial management of resources in the State. Budgets should to support strategies that will achieve clearly stated policy targets. They must be realistic, made within the confines of actual resource availability.

The Jigawa State government's attempts to improve its Fiscal Management have been hampered by a breakdown in various stages of the budget cycle. Despite some improvements in the preparation of the 2004 budget, significant progress still needs to be made. His Excellency the State Governor is an enthusiastic supporter of the recent SEEDS initiative and has tasked a senior group within government to develop SEEDS policies and strategies. The Governor's enthusiasm for SEED has created an excellent opportunity to support stakeholders throughout government to improve the 2005 budget preparation and management.

1.2 Objectives

The primary objective of the workshop is to improve shared understanding of SEEDS and its benchmarks among the participants. It is expected that the workshop would improve general understanding of the tasks to be accomplished in the coming months prior to the introduction of SEEDS. The SLGP is supporting the Jigawa State Government to achieve three of the five SEEDS targets:

- To ensure that the state government develops, publishes and implements a strategy that advances its policy targets
- To establish the budget as a comprehensive, transparent and binding tool for the implementation of government priorities
- To ensure that government strategies to improve service delivery, both in terms of quality and in terms of reach, are developed and can be implemented

SLGP and the Jigawa State Government's Bureau for State and Local Government Reform are also working to attain other SEEDS targets in the coming months.

1.3 Approach

In view of the large number of participants expected and the location of the workshop, it was agreed that the facilitators would carry out the pre-workshop preparation in the SLGP Office in Dutse, with appropriate administrative support provided by local SLGP staff. All workshop materials were prepared in the Dutse by the facilitators and transported to the workshop location in Kaduna. The SLGP staffs provided administrative and logistic support both in Dutse and Kaduna.

1.4 Processes and Outcome

1.4.1 Overview

Following the completion of the SEEDS preparation by the committee charged with the responsibility, there was need to improve the understanding of SEEDS objectives, requirements and benefits across the entire public sector in the State. This workshop is part of the process of improving the understanding of SEEDS in the State. The workshop was, therefore, structured to involve the participants in the discussion of practical issues of preparation and implementation of the State SEEDS



1.4.2 Workshop Programme

The workshop aims were to carry out wide sensitization within the public service and secondarily, to keep the momentum going prior to the full commencement of the SEEDS in the State.

The workshop also aimed at improving the knowledge of the participants about SEEDS and tasks required to finalize the SEEDS preparation, including the costing of the SEEDS strategies, improvement in the 2005 budget preparation process. At the end of the workshop, participants were expected to achieve increased awareness of the objectives and benefits of State SEEDS.

1.4.3 Methodology

The assignment utilized a holistic approach with a combination of discussion and feedback sessions based on active participation of all attendants. The discussions examined the SEEDS framework, budget cycle as well as budget structure that included surrounding issues such policy and strategy formulation, budget preparation and management, accounting and monitoring, audit and reporting process, including good practices.

Workshop was conducted using power-point projector to discuss the Jigawa State policy and strategy formulation, budget processes and the SEEDS framework. Discussions were complemented with practical exercises to illustrate development of the SEEDS' action plan, including strategies and how each sector ministry and agency in the State could carry out the costing of the strategies.

1.4.4 Target Group

The workshop participants were organized into five batches made up of top government officials from the rank of Directors. They included Permanent Secretaries, Commissioners, Chief Executive Officers of Government Agencies and members of the State House Assembly and His Excellency, the Deputy Government of Jigawa State.

1.4.5 Preparation for the Workshop

The facilitators arrived on 31st June and 1st July 2004 in Dutse to begin the tasks of workshop preparation. The following documents and materials were prepared in Dutse:

- Workshop Organisation Checklist
- Workshop Programme and Timetable
- Workshop Participant Evaluation Form
- Proposed Next Steps
- Draft Work Plan and Schedule
- Discussion Notes
- PowerPoint materials

The workshop documents and materials were produced in Dutse with assistance of the SLGP staff and transported to Kaduna. In Kaduna, additional workshop materials and case studies were produced for discussion at the request of the participants from the Ministry of Commerce and Industry.



1.4.6 Workshop Organisation

The workshop began 5th July 2004 and registration of participants for the first batch started at about 8.30am. There were some delays but the workshop proper took off at about 9.30am. The State Commissioner for Budget and Planning welcomed the participants while State Head of Service read the address to the participants on behalf of the State Governor and declared the workshop opened. Official opening ceremony took about 45 minutes.

For subsequent batches, the participants arrived in their respective hotels on the eve of the workshop opening and they were registered in the morning at the workshop venue at about 8.30am. They were usually some delays in the starting the workshop activities occasioned by the inability of the participants get seated on time but these delays did not affect smooth running of the workshop. However, the last batch made of the members of the State House of Assembly experienced more delays than other groups.

1.4.7 Administrative Support for the Workshop

The staff of the SLGP Jigawa provided all the necessary administrative support both in Dutse and Kaduna for the duration of the workshop. The SLGP staff arranged the hotel accommodation for participants, the workshop venue, and transportation of the facilitators from Dutse to Kaduna, the transportation of the workshop materials and didactic aids and equipment to the venue of the workshop in Kaduna and retrieved them at the end of the workshop.

1.5 Activities

Broadly, the workshop activities are grouped into three main stages:

Stage 1. Arrival by the facilitators in Dutse, Jigawa State on 30th June and 1st July 2004: Meeting of the facilitators in Dutse to discuss the terms of reference and review the draft workshop programme and timetable. Preparation of final workshop programme and timetable, workshop documents and materials by the facilitators and detailed work planning for Stage 2.

Stage 2. Arrival in Kaduna on 4th July 2004. Meeting of the facilitators in the evening Sunday 4th July 2004 to review arrangements at the workshop venue. Meeting with SLGP staff to review the workshop arrangements.

The workshop was conducted from 5th to 15th July 2004 for five different batches, consisting of a total of 200 participants.

Stage 3. Review of the participants' evaluations at the end of the workshop runs. The report writing commenced immediately from 16 July and ended 18 July 2004 in Kaduna.



The workshop activities are summarized below:

Dates	Description of Activities	Location
June 30	Arrival of three facilitators	Dutse
July 1	Arrival of the fourth facilitator	Dutse
July 2 – 3	Meeting of facilitators and preparation of Workshop materials	Dutse
July 4	Travel to Kaduna	Kaduna
July 5 – 10	Workshop run for first three batches	Kaduna
July 11	Review of the Participants' evaluation,	Kaduna
July 12 – 15	Workshop run for the fourth and fifth batches	Kaduna
July 16 – 18	Meeting of the facilitators and Report writing	Kaduna
July 19	Departure of one facilitator	Kaduna
July 19	Departure of two other facilitators	Kaduna

1.6 Observations

Summary of Key observations and issues Identified during the workshop. The workshop threw up issues, which are presented below:

- Weaknesses still exist in many areas of the Budget cycle and the Accounting system in the State Government;
- Budget limits are not adhered to and actual cash funding does not seem to reflect priorities;
- The budget does not serve as a transparent guide to what is to be achieved and what is being achieved with public funds.
- The State Budget still lacks credibility among many participants.

The workshop proceeded well with high level of participation by members of each workshop batch. There was clear evidence of interest and participation in discussion of various issues. The topics generated varying degree of interest and emotions, and some individuals expressed persistent scepticism about the prospect of successful implementation and the continuity of policies outlined in the SEEDS document.



1.7 Key Issues

1.7.1 Ownership of SEEDS

The SEEDS preparation in Jigawa State has been carried out by members of a committee constituted by the State Government and has produced a first draft for discussion. The facilitators were not granted the permission to discuss the State draft SEEDS document during the workshop because we were told that it was not ready for public review. However, we were privileged to study the draft SEEDS document. The approach adopted in drafting the J-SEEDS ensures that the State drives the process; however, it might be necessary for SLGP to provide additional support for the elaboration and costing of the strategies

1.7.2 Political Commitment

The workshop participants were unanimous in their recommendation that constructive political dialogue with the political leadership is crucial for the proposed J-SEEDS to succeed in the State. The absence of effective engagement has been responsible for unrealistic budget estimates of the past four years. Constant political dialogue was considered imperative by the workshop participants for SEEDS programmes to make significant progress. The importance of commitment of the Governor, members of the State House of Assembly and members of the State Executive Council was emphasized. Dialogue between the Executive Council and DFID/SLGP is also considered very crucial in the coming months during the preparation of the 2005 annual budget estimates.

1.7.3 Capacity Conditions

The capacity condition in the State civil service was identified as areas of concern, which needs further improvement. Training and staff development were considered under-funded over the years leading to skills deficiencies. The participants believe that if this problem is not effectively addressed, reform could become superficial and unsustainable. It is suggested that the SLGP should support the strengthening and revitalization of the staff development to serve as an effective vehicle for capacity building needed to enhance and sustain the reform process in the State.

2.0 CONCLUSION

The conclusions drawn from the workshop discussions are summarized in this section. For SEEDS to be successful there should be high level of fiscal discipline and strong political commitment. In addition, the State needs to generate high-level economic growth in the following sectors in the State:

- **Agricultural Sector**
About 70% of the residents of the State are engaged in agriculture and agriculture related activities.
- **Small and Medium Scale Enterprises Sector**
Great majority of the people in the SME sector are in the informal sector of the economy and many of them are under-employed
- **Solid Mineral Sector**
It is said that this sector is under-exploited and lacks adequate investment to enable it grow and contribute to the overall State economy.



Poverty reduction requires improved social service delivery in the State through institutional reforms so that progress can be made towards attaining millennium development goals.

The consensus is that public investment in social services needs to be increased during the SEEDS implementation.

2.1 Emerging Issues

The Rolling Plan process in the States has been discarded for the past two years, it is envisaged in the NEEDS that Medium Term Expenditure Framework (MTEF) will replace the Rolling Plan in the country. But it is difficult to see how the Medium Term Expenditure Framework can be introduced in Jigawa State during the 2005 fiscal year. The Medium Term Expenditure Framework requires good preparation including capacity building and the introduction of appropriate information technology. In addition, the present chart of accounts is considered inadequate to cope with the MTEF.

The introduction of the MTEF needs serious consideration in the coming months to outline the basic requirements for the orderly and efficient deployment of the Medium Term Expenditure Framework.

2.2 Recommendations

The costing of the State SEEDS need to be completed by the end of August 2004 so that the 2005 component of the SEEDS would be available for inclusion in the 2005 annual budget estimates. To ensure that the costing is completed in time, it is recommended that a forum be organised in Dutse for all Ministries and Agencies during which detailed costing of the strategies would be carried out.

To ensure that the 2005 Budget Estimates are approved by the State House of Assembly in time; that is, according to the work plan agreed during the workshop by the participants, it is recommended that the pre-budget meetings and consultations involving the leadership of the State House of Assembly and the Executive branch held prior to the budget bi-lateral meetings.

The successful implementation of the proposed 2005 Budget would require that the central budget and expenditure controls be enforced so that the State Budget can become a tool for effective resource allocation, control and management. It is therefore important that the State Budget Monitoring, Evaluation and Reporting System be strengthened so that it can effectively carry out the required functions of screening applications for expenditure.

The draft SEEDS document of Jigawa contains many sector policy targets and upon close examination it is doubtful if the State Government would afford to implement all the policy targets given the limited resources available. It is, therefore, recommended that the sector policy targets be rationalized to a level that the State resources would allow during the next three years.

3.0 NEXT STEPS

The Jigawa State SEEDS Workshop Terms of Reference required the participants and the facilitators to discuss and reach a consensus on what activities constitute the next steps beginning from July and ending in December 2004. These next steps would need to be implemented during the months to the run up of SEEDS launching, and it is envisaged that the activities would enhance the implementation of J-SEEDS and improve the overall financial and economic management of resources.

The Jigawa State SEEDS document is being finalized and it is expected to be launched in January 2005. During the months preceding the launch, the under-listed activities are considered necessary to strengthen the SEEDS implementation during the fiscal year 2005. Some of the activities are connected with 2005 budget, the 3-year planning framework as well as the costing of the SEEDS strategies.

SEEDS elaboration and finalization: It was agreed that the sector policies and strategies in the State SEEDS document have addressed the following core issues and would only need further elaboration during the finalization:

- Coherent economic growth strategy,
- Poverty reduction strategy,
- Public sector reform strategy,
- Public service delivery improvement strategy.

The State would need to develop a medium term resources framework, which would include a three-year revenue forecasts under the following heading:

- Internally Generated Revenues (IGR),
- Value Add Taxes (VAT),
- Federal Account Allocations Committee (FAAC) and
- Capital Receipts (grants, loans and others)

The Ministry of Budget and Planning is expected to prepare and discuss the 2005 resources framework with the government and as a result of the discussions develop a sector spending limit which should be included in the annual call circular for 2005:

- Personnel costs
- Overhead costs
- Capital costs
- Other

Following the preparation of the resources framework, it might be necessary to rationalize the State SEEDS policy targets and strategies, and then translate them into detailed action plan consisting of annual activities.

The next step is to produce a detailed costing of the first year (2005) of the medium term plan and indicative costing for second and third years' activities. This exercise might require that two forums be organized in Dutse in August 2004 for all the sector ministries and other government agencies to participate in the costing exercise.



The Ministry of Budget and Planning is encouraged to initiate constructive dialogue on the 2005 expenditure framework between the Executive and the leadership of the Legislative branch. This will ensure that the members of the State House of Assembly are fully informed of the fiscal policy thrust of the Government for 2005. This dialogue may include issues such as constituency projects for the honourable members. With regards to constituency projects, efforts should be made to peg so they do not destabilize the expenditure framework.

Each Ministries and Agencies would now go back to their respective locations to finalize their annual sector budget proposals and submit to the State Ministry of Budget and Planning

The Central Ministry will collate and formulate the State Master Budget Estimates by 15th October 2004 including.

- Review of sector budget proposals and estimates
- Hold bilateral discussions
- Production of balanced budget estimates with provisions for planning and contingency reserves.

The State Master Budget Estimates would then be submitted to the Executive Council for review before they are submitted to the State House of Assembly by 1st November 2004.

It is proposed that by 15th December 2004 the Ministry of Budget and Planning would be expected to call on the Ministries and Agencies to submit their work plan for the first quarter of 2005 by 30th December 2004. The work plans would be reviewed and to ensure that they are consistent with approved budget estimates for 2005. The Ministry of Budget and Planning will hold discussions with the Treasury and ensure that the Accountant General is brought into financial loop so that the Treasury can prepare cash budget for the funding of the first quarter provisions.

The Ministry of Budget, Planning and Expenditure Control is in the process of strengthening Central Budget Monitoring and Evaluation System, this process would include:

- Strengthening the budget management system
- Strengthening budget and expenditure controls
- Strengthening budget performance evaluation and reporting.

3.1 Summary of Progress Made

In spite of the organisational lapses, the workshop was notable in many respects, in particular for the interest shown throughout sessions by the participants. Good progress was made during workshop meetings in connection with preparation of the SEEDS documents. More importantly, there was improved understanding of the purpose, requirements of the proposed Jigawa State SEEDS. A brief commentary against the tasks and objectives set out in the workshop programme and timetable is given below:

3.2 Against Tasks

- There is improved understanding of the SEEDS conceptual framework, objectives and benefits
- Discussion of preparation process of State Sector Policies and Strategies provided opportunities for participants to develop better understanding of the Sector they involved in.
- Detailed review and elaboration of draft Sector Policy and Strategy presented the participants good opportunity to review and analyzed policy document.
- Preparation of Sector Reform proposals
- An agreement on the next steps to conclude the SEEDS document was reached.

3.3 Against Objectives

As mentioned in the body of this document, almost all the objectives of this workshop were met:

- There is improved understanding of the J-SEEDS.
- There is agreement to review and elaborate the workshop outputs in a forum;
- The required outputs were completed and it is expected that the quality of the outputs would be improved during the forum in July or August.

3.4 Against Outputs

The terms of reference required that the following outputs be produced at the end of the workshop and be documented in the Report:

- Detailed action plan for the remainder of 2004: this requirement is met under the Next Steps in which activities were outlined, discussed with participants and consensus reached with timing and responsibilities indicated.
- A summary of key tasks to be undertaken has been produced. The key tasks were discussed with the participants and the officials of the State Ministry of Budget and Planning.

Annex 1

Terms of Reference for Jigawa State SEEDS Workshop

Background

The National Planning Commission is encouraging the development of State Economic Empowerment Development Strategies (SEEDS) to complement the National Economic Empowerment Strategy to improve economic growth, human development and service delivery through the reform of government.

At the core of a SEEDS programme is the need to impose financial discipline. Budgets must be designed to support strategies that will achieve policy targets. They must be realistic, made within the confines of actual, not imagined, resource availability. Budgets must be implemented with expenditure controlled against budget heads – expenditure outside the confines of the budget is unlawful. A state that makes a public declaration to SEEDS therefore dedicates itself not to “*business as usual*”, but to “*government for growth and service*”.

The Jigawa State government’s attempts to improve its Fiscal Management have been hampered by a breakdown in all stages of the budget cycle. Despite some improvements in the preparation of the 2004 budget, significant progress still needs to be made. HE the Jigawa State Governor is an enthusiastic supporter of the recent SEEDS initiative and has tasked a senior group within government to develop a SEED strategy. The Governor’s enthusiasm for SEEDS has created an excellent opportunity to support stakeholders throughout government to ensure that the 2005 budget is well prepared.

Objective

To support the Jigawa State Government in achieving three of the five SEEDS targets:

- To ensure that the state government develops, publishes and implements a strategy that advances its policy targets
- To establish the budget as a comprehensive, transparent and binding tool for the implementation of government priorities
- To ensure that government strategies to improve service delivery, both in terms of quality and in terms of reach, are developed and can be implemented

Work is ongoing with the Jigawa State Government’s Bureau for State and Local Government reform to support the attainment of the other SEEDS targets:

- To ensure responsible and prudent fiscal management that effectively contains the negative impacts of revenue fluctuation
- To ascertain that polices are planned and implemented in a transparent and accountable manner.

Outputs

1. Agreement on the key tasks for improving economic and financial management of the State during the run up to the SEEDS benchmarking exercise in December 2005.
2. Timetable for undertaking the key tasks
3. Designation of responsibilities for the activities to be undertaken.

4. Discussion and understanding of SEEDS benchmarks (milestones to measure progress) – all participants should be aware of the benchmarks for which they will be responsible, how and when these will be assessed.
5. Detailed action plan for the remainder of 2004 incorporating outputs 1 – 4.

Activities

Two teams of three public expenditure management (PEM) specialists will design, plan, facilitate and report on five two-day workshops on SEEDS for five groups of approximately 40 senior stakeholders in the Jigawa State Government. The facilitators will prepare materials in advance for the seminar, guide the discussions, document the agreements and propose future interventions to overcome difficulties that cannot be resolved during the seminar.

The details of the components of the seminar are for the PEM specialists, but the content should include (but not be limited to) the following modules.

- a. The pillars of a fiscal management system in accordance with best practice:
 - i. Policy clarity, consistency and affordability.
 - ii. Predictability
 - iii. Transparency
 - iv. Comprehensiveness and integration
 - v. Accountability
- b. Current policy and its relation to NEEDS, SEEDS and Nigeria's commitments to the Millennium Development Goals that it has signed up to.
- c. The Economic Strategy, i.e. the SEED strategy, to achieve policies
- d. Medium Term Expenditure Frameworks
- e. Sectoral Expenditure Frameworks
- f. Three year rolling plans – (including objectives, target setting and costing of activities)
- g. Budget Implementation
- h. Budget Monitoring
- i. Agreement on next steps (who will be responsible for what?)

Consultant Inputs

Title/Days	Preparation	Travel	Seminar	Write Up	Total
Grid Team					
Monday Egume, GRID	3	3	6	0	12
PEM consultant facilitator	3	3	10	3	19
PEM consultant facilitator	3	3	10	3	19
Emilagba Oludowole	3	3	10	3	19
				TOTAL	69

Materials

Background materials to be furnished to the consultants before the seminar should include (but not be limited to):

1. SEEDS manual
2. Jigawa State strategy document, i.e. the SEEDS document
3. Report 'Detailed review of budget process in Jigawa State'
4. MDG Indicators

Annex 2

List of Participants and Attendance

GROUP 1 5TH TO 6TH JULY 2004

S/No	Names	Designation	Office	Day 1	Day 2
1	Alhaji Lawan Abdu Babura	PS	Government House	Yes	Yes
2	Alhaji Mustapha Aminu Dutse	PS Policy Coordination	Government House	Yes	Yes
3	Alhaji Ibrahim Manzo	Head of Service	Office of the Head of Service	Yes	Yes
4	Alhaji Tijjani Aliyu	PS Establishment + Training	Office of the Head of Service	Yes	Yes
5	Yusuf Muhammed Kazaure	DAF	Office of the Head of Service	Yes	Yes
6	Alhaji Mustapha Yandutse	Hon. Comm.	Min. Salaries + Pension Admin	Yes	Yes
7	Alhaji Abdul'Aziz Abdulhamid	P.S.	Min. Salaries + Pension Admin	Yes	Yes
8	Sani Abdullahi	DAF	Min. Salaries + Pension Admin	Yes	Yes
9	Alhaji Bashir H. Adamu	Hon. Comm.	Min. Planning, Budget + Exp.Control	Yes	Yes
10	Alhaji Muh'd Adamu G/Gabbas	P.S.	Min. Planning, Budget + Exp.Control	Yes	Yes
11	Alhaji Yusuf Bello Maitama	Hon. Comm.	Treasury Operations	Yes	Yes
12	Alhaji Nura Hussein Kazaure	P.S.	Treasury Operations	Yes	Yes
13	Abdullahi Mohammed Kazaure	Director of Training Operations	Treasury Operations	Yes	Yes
14	Mohammed Mohammed	Dir Final Accts	Treasury Operations	Yes	Yes
15	Alhaji Muhammad Rabiu Auta	Hon. Comm.	Min. Housing	Yes	Yes
16	Alhaji Ismaila Uba K/ Hausa	P.S.	Min. Housing	Yes	Yes
17	Lawan Musa Nadada	DAF	Min. Housing	Yes	Yes
18	Alhaji Dahiru Aliyu Kiyawa	P.S.	Civil Service Comm.	Yes	Yes
19	Alhaji Aminu Sidi Yallema	Hon. Comm.	Min. Engineering and Infrastructure Agency	Yes	Yes
20	Alhaji Tijjani Muh'd Gwaram	P.S.	Min. Engineering and Infrastructure Agency	Yes	Yes
21	Mohammed Sambo Musa	DAF	Min. Engineering and Infrastructure Agency	Yes	Yes
22	Alhaji Lawan Yunusa Danzomo	Hon. Comm.	Min. of Basic Education & HRD	Yes	Yes
23	Dr.Hassana H. Adamu	P.S.	Min. of Health	Yes	Yes
24	Ibrahim Adamu	D.A.F.	Min. of Health	Yes	Yes
25	Ibrahim Adamu Basirka	Dir.Planning	Min. of Health	Yes	Yes



S/No	Names	Designation	Office	Day 1	Day 2
26	Alhaji Kabiru Ali	Hon. Comm.	Min. of Agric Extension and Research	Yes	Yes
27	Mamman Ubayi Ringim	Dir.Planning	Min. of Agric Extension and Research	Yes	Yes
28	Alhaji Tijjani Inuwa Dutse	Hon. Comm.	Min. of Justice	Yes	Yes
29	Alhaji Ali Musa Hassan	PS	Min. of Justice	Yes	Yes

GROUP 2
7TH TO 8TH JULY 2004

S/No	Names	Designation	Organisation	Day 1	Day 2
1	HE Ibrahim Hassan Hadejia	HE Deputy Governor	Deputy Governors Office	Yes	Yes
2	Alhaji Nuhu Isa Abdullahi	PS	Deputy Governors Office	Yes	Yes
3	Alhaji Adamu Hassan Abunabo	Hon. Comm	Min.Quarry and Solid Minerals Development	Yes	Yes
4	Alhaji Ganau Muhammad	PS	Min.Quarry and Solid Minerals Development	Yes	Yes
5	Muhammed Bello Dutse	DAF	Min.Quarry and Solid Minerals Development	Yes	Yes
6	Babandi Adamu Gumel	DAF	Min. of Joint Planning, Budget & Exp. Control	Yes	Yes
7	Nuhu A Kazaure	Senior special Adviser	BREP	Yes	Yes
8	Isa Garba Dallah	DAF	Min. Justice	Yes	Yes
9	Prof. A.T. Sulaiman	Hon. Comm	Min Higher Education	Yes	Yes
10	Alhaji Idi Aujara	PS	Min Higher Education	Yes	Yes
11	Hassan Yarima	DAF	Min Higher Education	Yes	Yes
12	Alhaji Muhammed Mu'azu	PS	Revenue and Investment	Yes	Yes
13	Hamisu Abdu Yalleman	DAF	Revenue and Investment	Yes	Yes
14	Hajia Hajara Usman Nagado	Hon. Comm	Min. Commerce	Yes	Yes
15	Alhaji Muhammad Musa O.	PS	Min. Commerce	Yes	Yes
16	Ibrahim Umar Faruk	DAF	Min. Commerce	Yes	Yes
17	Mohammed Adamu Danzomo	DAF	Min. Cooperatives + Entrepreneurship	Yes	Yes
18	Hassan N Ahmad	Director of cooperatives	Min. Cooperatives + Entrepreneurship	Yes	Yes
19	Alhaji Ibrahim D. Salisu	Hon. Comm	Min. Of Culture + Tourism	Yes	Yes
20	Muhtari Mohammed Babura	DAF	Min. Of Culture + Tourism	Yes	Yes
21	Alhaji Saleh Muhammed Garki	PS	Directorate for Small Scale Industries	Yes	Yes
22	Rubairu M. Hadejia	DAF	Directorate for Small Scale Industries	Yes	Yes
23	Alhaji Hadi Mustapha	PS	Media Relations +	Yes	Yes



S/No	Names	Designation	Organisation	Day 1	Day 2
			International Affairs		
24	Laiyanu Abdul Aliyu	DAF	Media Relations + International Affairs	Yes	
25	Alhaji Sule D. Aliyu	Hon. Comm	Min. of Fire & Emergency Service.	Yes	Yes
26	Ladi Ibrahim	PS	Min. of Fire & Emergency Service.	Yes	Yes
27	Haruna Z. Khalifa	DAF	Min. of Fire & Emergency Service.	Yes	Yes
28	Bala Ibrahim Abubakar	Director Budget	Min. of Joint Planning, Budget & Exp. Control	Yes	Yes
29	Umar Muhammed	Dir.Planning.	Min. of Joint Planning, Budget & Exp. Control	Yes	No
30	Mustapha Abdu Ringim	Dir.Budget Mon.	Min. of Joint Planning, Budget & Exp. Control	Yes	Yes
31	Aminu damu Ringim	Ag. Dir.Statistics	Min. of Joint Planning, Budget & Exp. Control	Yes	Yes
32	.A. M Abubakar	Deputy Chief Registrar	High Court	Yes	Yes
33	Sani Abdullahi Hadejia	DAF	High Court	Yes	Yes
34	Haruna Hashim	Chief Registrar	Sharia Court of Appeal	Yes	Yes

**GROUP 3
9TH TO 10TH JULY 2004**

S/N	Names	Designation	Organisation	Day 1	Day 2
1	Barrister Sani Garin Gabbas	Hon. Comm	Min. Land Admin	Yes	Yes
2	Dr. Ahmed Rufai Inuwa	PS	Min. Land Admin	Yes	Yes
3	Sabo Adamu Babura	DAF	Min. Land Admin	Yes	Yes
4	Alhaji Ibrahim Abdullahi. K	Hon. Comm	Min. Information+ CT	Yes	Yes
5	Alhaji Muh'd Musa Umar	PS	Min. Information+ CT	Yes	Yes
6	Na'annabi Ahmed	DAF	Min. Information+ CT	Yes	Yes
7	Alhaji Yusuf Shittu Galambi	Hon. Comm	Min. Sharia Implementation	Yes	Yes
8	Alhaji Garba Muh'd Auyo	PS	Min. Sharia Implementation	Yes	Yes
9	Mohammed Inuwa Tahir	DAF	Min. Sharia Implementation	Yes	Yes
10	Alhaji Abba Umar Kukuma	Hon. Comm	Min. Information.	Yes	Yes
11	Alhaji Ibrahim Muh'd Kazaure	PS	Min. Information.	Yes	Yes
12	Kabiru Moh'd Gumel	DAF	Min. Information.	Yes	Yes
13	Alhaji Ado Sani Kiri	Hon. Comm	Min. Water Resources	Yes	Yes
14	Alhaji Muhammed Abubakar	PS	Min. Water Resources	Yes	Yes
15	Hamza Ibrahim Ringim	DAF	Min. Water Resources	Yes	Yes
16	Dr. Musilm Idris	Dir.Planning.	Min. Water Resources	Yes	Yes
17	Hajia Hadiza T. Abdulwahab	PS	Min Womens Affairs	Yes	Yes
18	Habibu Isa Dutse	DAF	Min Womens Affairs	Yes	Yes
19	Hajia Nana Aishatu	PS	Min. Special Duties	Yes	Yes

S/N	Names	Designation	Organisation	Day 1	Day 2
	Abdullahi				
20	Hassan Abdullahi	DAF	Min. Special Duties	Yes	Yes
21	Alhaji Babannan Rabo Aujara	Hon. Comm	Min. of Political Affairs	Yes	Yes
22	Alhaji Isa Musa Umar	PS	Min. of Political Affairs	Yes	Yes
23	Sabo Abdu Babura	DAF	Min. of Political Affairs	Yes	Yes
24	Alhaji Garba Muh'd Birniwa	PS	Flood Erosion & Drainage Agency	Yes	Yes
25	Mohammed Indee Bulangu	DAF	Flood Erosion & Drainage Agency	Yes	Yes
26	Alh Alhassan Abubakar Auyo	PS	Rain Harvest and Irrigation Devt.	Yes	Yes
27	Bako Muh'd Gangare	DAF	Rain Harvest and Irrigation Devt.	Yes	Yes
28	Alhaji Isah Adamu Matara	Hon. Comm	Nature Conservation and Artifacts	Yes	Yes
29	Alhaji Nasiru Sani	PS	Nature Conservation and Artifacts	Yes	Yes
30	Mohammed Saleh	DAF	Nature Conservation and Artifacts	Yes	Yes
31	Alh (Dr.) M. Zakari Karkarna	Hon. Comm	Min. of Gum Arabic and Shelter Devt.	Yes	Yes
32	Alhaji Umar Hassan Birniwa	PS(ag)	Min. of Gum Arabic and Shelter Devt.	Yes	Yes
33	Ibrahim Suleiman	DAF	Min. of Gum Arabic and Shelter Devt.	Yes	Yes
34	Alhaji Muhammed Abdullahi	Hon. Comm	Min. of Cotton & Sugar Cane Development	Yes	Yes
35	Hon Mukhtar Moh;d	Hon. Comm	Min of health	Yes	Yes
36	Ado Hussaini	Secretary	Project Monitoring Unit	Yes	Yes
37	Dr. M A Kainuwa	DMS	Min of Health	Yes	

GROUP 4
12TH TO 13TH JULY 2004

S/N	Names	Designation	Organisation	Day 1	Day 2
1	Dr. Zirkilfu Abdu	Chief Executive	JARDA	Yes	Yes
2	Isa M Nasaram	DAF	JARDA	Yes	Yes
3	Gambo I Aliyu	Dir. Of Planning	JARDA	Yes	Yes
4	Bello Umar	DAF	Primary Health Care Agency, Jahun	Yes	Yes
5	Saleh Ahmed	Dir. Of Planning	Primary Health Care Agency, Jahun	Yes	Yes
6	Ali Mohammed	Executive Chairman	Board of Internal Revenue	Yes	Yes
7	Mohammed Falalu	DAF	Board of Internal Revenue	Yes	Yes
8	Dr. Masud Adamu Kazaure	Rector	Hussaini Adamu Polytechnic	Yes	Yes

S/N o	Names	Designation	Organisation	Day 1	Day 2
9	Adamu Y. Ibrahim	Chief Executive	Jigawa State College of Education	Yes	Yes
10	Naguri Buraji Hadeja	Principal Acct	Jigawa State College of Education	Yes	Yes
11	Sulaiman U Abaya	AGM	Jigawa State Water Board	Yes	Yes
12	Mustapha Moh;d B/Kudu	DAF	Jigawa State Water Board	Yes	Yes
13	Shehu Mustapha	Executive Secretary	State Urban Development Board	Yes	Yes
14	Lawan Shehu Kazaure	DAF	State Urban Development Board	Yes	Yes
15	Engr. Abdulrazak Nakare	M.D	State Electricity Board	Yes	Yes
16	Suleiman Rabi'u Ahmed	Secretary	State Electricity Board	Yes	Yes
17	Engr. Kamilu Abubakar	Chief Executive	Small Town Water Supply Agency	Yes	Yes
18	Tahir A mahmud	AGM A/F	Small Town Water Supply Agency	Yes	Yes
19	Sabo Halilu	AGM- Admin and Finance	Rural Water Supply & Sanitation Agency	Yes	Yes
20	Abbas A Taura	AGM Water sanitation	Rural Water Supply & Sanitation Agency	Yes	Yes
21	Hauwa Sule Ringim	General Manager	JGS Broadcasting Corporation (Jigawa Radio)	Yes	Yes
22	Aliyu Ibrahim	Special Adviser	Small Scale Industry Agency, Gumel	Yes	Yes
23	Sabo Baba Ringim	Director	Scholarship Board	Yes	Yes
24	Shehu Muhammed Sanusi	Executive Chairman	Dutse Capital Development Agency	Yes	Yes
25	Usman Abubakar	DAF	Dutse Capital Development Agency	Yes	Yes
26	Adamu M G/ Gabbas	Ag PS	Budget and planning	Yes	Yes
27	Mohammed Ilallah	AG	Treasury Department	Yes	Yes
28	A Isyaku Maigatari	DIT	Treasury Department	Yes	Yes
29	Abbas Mohammed	PS	Road maintenance and Public Work	Yes	Yes
30	Haruna I Magama	PS	SSG office	Yes	Yes
31	Moh'd Usman G/Gabbas	DDPA	Audit Department	Yes	Yes
32	Sabo Abdullahi	Acct II	Dutse Model Int Sch	Yes	Yes
33	Isa Alkassim Kazaure	Auditor General	State Department of Audit		Yes



Slgp

**GROUP 5 ; 14TH TO 15TH JULY 2004
JIGAWA STATE LEGISLATORS**

S/N	Names	Constituency/office	Attendance	
			Day 1	Day 2
1	Sale Zakari Ya'u Kafur	Auyo	Yes	Yes
2	Adamu Ibrahim Babura	Babura	Yes	Yes
3	Garba Iliyasu	Birnin Kudu	Yes	Yes
4	Isa Baba Buji	Buji	Yes	
5	Yusuf M. Haruna	Bulangu	Yes	
6	Iliyasu Sa'idu Dundubus	Dutse	Yes	
7	Kabiru Ahmed	Fagam	Yes	Yes
8	Sale S. Fawa	Gagarawa	Yes	Yes
9	Dahiru Ado Da'u	Garki	Yes	
10	Babandi Ibrahim	Gumel	Yes	
11	Kadira Madugu	Guri	Yes	Yes
12	Bello Baba	Gwaram	Yes	Yes
13	Ibrahim Suleiman	Gwiwa	Yes	Yes
14	Ahmed M. Garba	Hadejia	Yes	Yes
15	Zakari Aliyu	Jahun	Yes	Yes
16	Adamu Ibrahim Gira	Kiri – Kasamma	Yes	Yes
17	Suleiman Ibrahim Marke	Kaugama	Yes	Yes
18	Yahaya Ibrahim Aliyu	Kazaure	Yes	Yes
19	Sale Usman Tsuru	Maigatari	Yes	Yes
20	Umar Adamu Anas	Malam Madori	Yes	
21	Adamu Sarki Miga	Miga	Yes	Yes
22	Inuwa Sule	Ringim	Yes	Yes
23	Garzali Ya'u Mohammed	Roni	Yes	Yes
24	Yahaya Mohammed	Sule - Tankarkar	Yes	
25	Rabi'u Dangabi Kwalam	Taura	Yes	Yes
26	Abdu Dauda	"Yankwashi"	Yes	Yes
27	Alhaji Sabo Wada Ringim	Clerk	Yes	
28	Alhaji Idris Ginsau Ibrahim	Director	Yes	
29	Garba D	DAF	Yes	Yes
30	Bashir H Adamu	Hon. Comm Budget	Yes	Yes
31	Ibrahim Hassan Kwazo	Birniwa		Yes
32	Adamu Ahmed Atamos	Kafin Hausa		Yes

Annex 3

Key Tasks Prior to Launching of J-SEEDS

Suggested Timing	Description	
July 2004	3-year revenue projection	Min. of Budget
July	Review and Costing of J-SEEDS	SEEDS Comt
August	Pre-Budget Meeting	Min. of Budget
August	Issue 2005 Annual Call Circular	Min.of Budget
August	Budget Preparation Forum	Min. of Budget
30 September	Submission of Budget Proposals	Line Ministries
October	Review and Bi-lateral Budget Meeting	Min. of Budget
15 October	Submission of Budget to the Executive	Min. of Budget
30 October	Review by Executive and submission to SHA	EXCO
15 December	Review and Approval by the SHA	SHA
01 January	Issue of Warrants	Min. of Budget
15 January	Call for Work Plan	Min. of Budget
August - December	Re-organisation of Budget Monitoring and Evaluation System	Min. of Budget

Annex 4

2005 Budget Calendar – July/December 2004

Key Tasks and 2005 Budget Calendar

JIGAWA STATE BUDGET CALENDAR	
<u>Sequence/Timing</u>	<u>Activities</u>
June/July	Review of current budget and production of revenue & expenditure projection for the ensuing year. Review and Costing of SEEDS
July	← Pre-2005 Budget Meeting – Executive and Legislature
August 1, 2004	← Issue budget circular with budget ceilings. Forum for all Ministries and Agencies to discuss and cost budget proposals.
September 15	← Review proposals submitted by spending agencies and commence bilateral discussions
October 15, 2004	← Complete bilateral discussions and submit draft budget to the State Executive Council
Nov 1, 2004	← 6 Executive submit proposed budget to the Legislature
December	← Budget approval by Legislature, issuance of general release warrants and appropriations

Annex 5

Seeds Discussion Notes Prepared by Patrick Okonji

Introduction

Jigawa State is in the process of finalizing its SEEDS; the next stage will involve elaboration, costing of the strategies culminating in the production of a final copy of SEEDS document. It is important for us to examine SEEDS framework, the processes and benefits during this workshop.

What are NEEDS and SEEDS?

State Economic Empowerment Development Strategy (SEEDS), like the National Economic Empowerment Development Strategy (NEEDS), is a strategy document for accelerated economic development and modernization. SEEDS is similar, in many respects, to the National Economic Empowerment and Development Strategy (NEEDS), which was launched by the Federal Government in March 2004. The National Planning Commission has produced a set of guidelines for preparing SEEDS document at the State level, the guidelines are widely available. A SEEDS State is expected to attract more financial and technical assistance from the Federal Government and International Development Partners in the coming years.

A draft SEEDS document for Jigawa State has been produced and it is now undergoing refinement before publication. A robust economic development strategy is expected to address broadly the following key elements:

- **Economic Growth Strategy.** We need multi-sector growth strategy to increase outputs in the coming years, possible growth sectors are agriculture and SME in Jigawa State (accelerated economic growth is a pre-requisite for significant poverty reduction)
- **Poverty Reduction Strategy:** we need sector specific poverty alleviation programmes to improve the productive capacity of the poor to contribute to economic output.¹
- **Public service delivery improvement strategy:** the primary responsibility of government is to provide efficient, cost effective public services. Today public services are anything but efficient or cost effective especially in the areas of basic social services.
- **Public Sector reform and transformation strategy:** Public Administration is expensive and inefficient; the recurrent costs are high and unsustainable. Reform is essential to improve delivery of public services.

At the heart of NEEDS and SEEDS is a structural reform of the public sector so that it could cope with increased demand. Reforms are desirable in the following areas:

- Public Service Organisation
- Public Financial Management System
- Human Resource Management
- Public Assets and Facilities Management

¹ See the definition of poverty at the end of the document under NOTES



Objective

The objective of this programme is to improve the shared understanding of the SEEDS preparation and implementation as an integrated State level development strategy document that provides a realistic basis for preparation and management of annual budget consistent with resource availability.

The NEEDS/SEEDS fundamental economic philosophy is that a State economy should be private sector driven in the coming years. In other words, the State Government would concentrate on basic infrastructure and social services as well as providing incentives for private sector to thrive in commerce, industry and agric-business. Where resources permit, the State Government may consider it wise to enter into joint venture with the private sector firms to invest in strategic sectors.

Key Issues:

How to Improve the Jigawa State SEEDS?

The National Planning Commission has prepared and issued a SEEDS framework and guidelines. The processes of improving the Jigawa State SEEDS need to be considered by this workshop. The following next steps are suggested:

Agree on time frame and next steps

What are the resources available per sector?

This will be determined by developing medium term resource framework. The medium term plan will provide the framework to enable sector ministries and agencies produce budget:

- that addresses poverty reduction
- that have high but sustainable impact [see section one above]
- that would be realistic and achievable with limited resources and within the time frame

Defining priority sectors

The following sectors are commonly considered priority sectors in the States of the federation:

- Education
- Health
- Infrastructure and Utilities
- Small & Medium Enterprises (SME)
- Agriculture
- Solid Minerals

Can we afford these priorities and strategies?

Cost the strategies in order to see if further prioritization is necessary depending on the anticipated amount of resources available for the 3 years. This process should be carried out in July/August 2004.

Note:

Common and cross cutting definition:

For the purpose of SEEDS preparation, Poverty is defined as a severe lack of access to 'productive assets'. Productive assets consist of clean potable water, basic education, primary healthcare, basic financial credit, land for subsistent farming, family shelter, and basic civil rights.