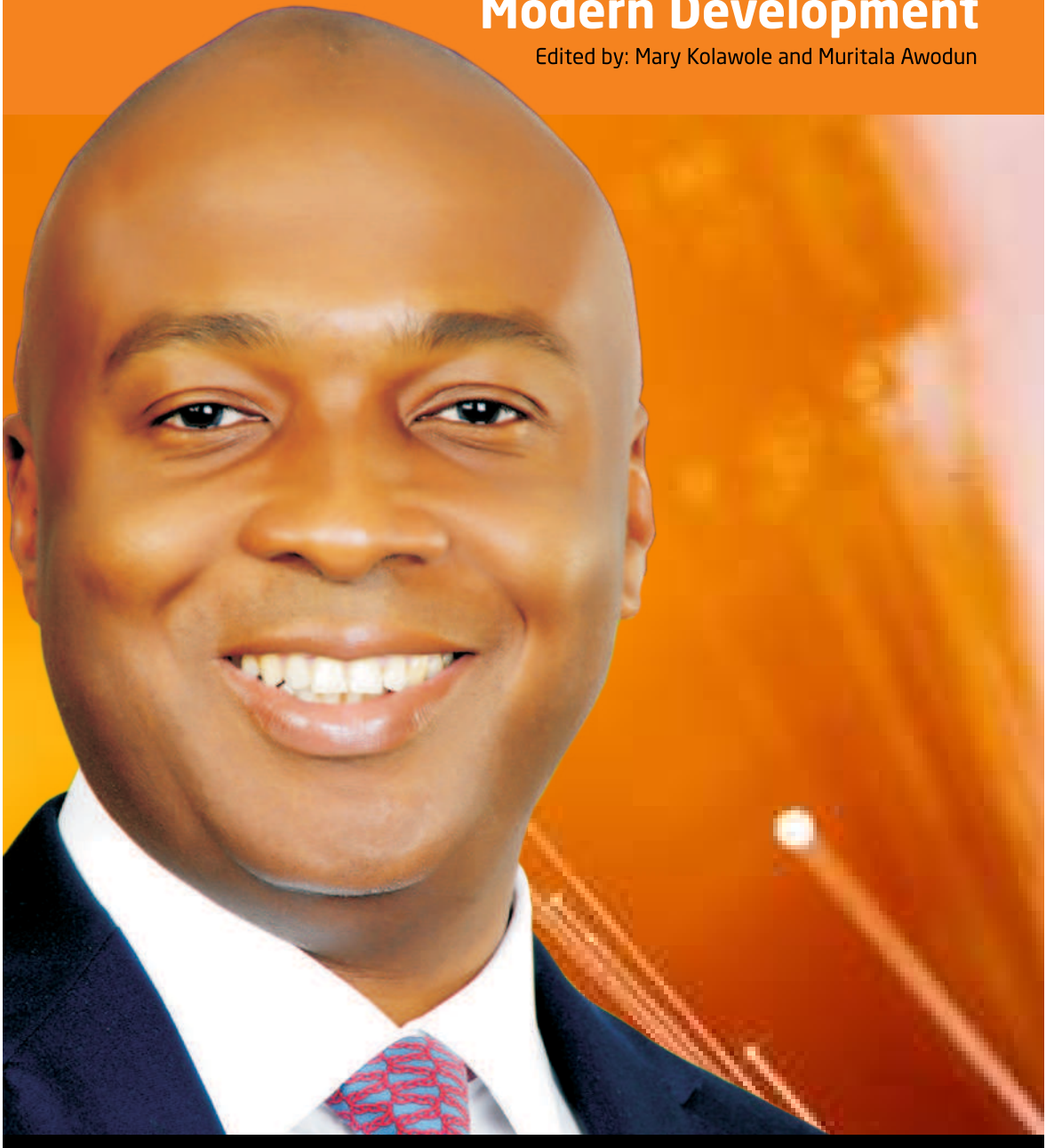
STATECRAFT

Laying The Foundation For Modern Development

Edited by: Mary Kolawole and Muritala Awodun



Foreword: **Professor AbdulRasheed Na'Allah**

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Honourable Zakari Muhammed, and

Honourable Akeem Aiyedun.

DEDICATED TO:



DR ABUBAKAR BUKOLA SARAKI

Dr Abubakar Bukola Saraki, 49, became the Governor of Kwara State in 2003 at the age of 40. Aptly described as 'the governor, born with a silver spoon in his mouth,' because of his circumstance of birth as the first son of Dr Olusola Saraki, the wealthy 'Godfather of Kwara Politics'. Despite this favour by pedigree, he however, has earned respect and honours by rising above his favoured background and applying himself to the assignment of governing Kwara State by dint of hard work.

In his service to Kwara State, since 2003 when he became the fifth Executive Governor of the state, Dr Bukola Saraki has impacted significantly on the economy of Kwara State through the transformation of the various sectors from agriculture to education, roads to electricity, water to health, sports to youth empowerment, urban to rural development, housing to environment such that visitors and the citizenry could not but acknowledge his leadership and vision that have placed the state in the list of one of the most developed states even when it is the 34th of the 36 states in revenue collection from the federation purse.

Dr Bukola Saraki is undoubtedly the highest achieving governor of Kwara State. He was the chairman of the Nigeria Governors Forum, a position he held from 2007, after he won a second term as governor till the very end. In the last four years of his leadership, the Forum has become more coordinated and united in articulating positions, as a powerful lobby group that often gets criticised but cannot be denied by its plaudits as an instrument that has helped solve many national problems under Saraki's able leadership.

To this end he was awarded the national honour of Commander of the Order of the Niger (CON), the fourth highest of such honours in Nigeria. Dr Bukola Saraki is the first incumbent governor to be so honoured in the nation

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Foreword

There is no better time than now to present this piece of research work on the activities of the administration of Governor Abubakar Bukola Saraki, who since 2003 was bestowed with the rare privilege to govern Kwara State with an opportunity of 29 'hundred days' (specifically 2,922 days from 29 May, 2003 to 28 May, 2011) at his disposal. The resolve by this group of researchers who have worked as a team to appraise objectively the various sectors of the economy of Kwara State from a comparative point of view is highly commendable. KWASU has a responsibility to research and document this prime community development record for posterity.

It is therefore not a mere coincidence to find out that the research initiated at the instance of The Center for Entrepreneurship of Kwara State University had a tremendous initial response of over forty willing contributors that ended with meaningful and solid research contributions from exactly twenty-nine researchers working as separate teams in different areas of their expertise that make up the twelve chapters of this book, appropriately titled; *Statecraft – Laying the Foundation for Modern Development*.

I am particularly delighted that the enterprising creative abilities of Governor Bukola Saraki was uniquely revealed in the course of study of the administration's efforts and the vision and strategies behind those things that we all can see as the contributions of Governor Saraki's administration to the development of Kwara State.

While many struggle for appointments and positions, very few people know what to do with such opportunities when bestowed on them. Right from the beginning of the administration in focus, one thing that is very obvious, as revealed in this book, is the fact that the Governor had a clear-cut vision of a modern state of Kwara, and in eight years, he has not only laid that solid foundation, but has begun the building process of that modern state of Kwara.

From the developmental infrastructural provisions of electricity, roads, health, water and education, the administration had touched directly and indirectly, the lives of the people of the state, leaving them by far better than he met them. With the above life touching sectors of the economy, the developmental efforts to encourage the commercial and industrial development of the state had been the focal points of the progress made in agriculture, housing, industry and the business environment through the conducive and harmonious development of Kwara as a true 'state of harmony.'

Of particular interest to me is the methodology of research adopted by this book as copious analysis and references were made to the speeches and presentations of Governor Bukola Saraki, as the nucleus of the eighteen case studies, from his very first day in office to the ending days of his administration in May 2011, as it concerns the various sectors of the state. The questions revealed by this research method are 'questions of character,' particularly in this part of the world where promises are made and broken at will.

The research efforts presented in this book remind me of the strong pattern that runs through many works of serious literature which reveals certain fundamental challenges that test the characters of leaders in particular ways, and enable them to understand themselves. These challenges tend to arise at different points in the leader's life and career. This pattern, though old and enduring, runs through the classics of Western literature, like *The Iliad, The Odyssey, and War and Peace*, as well as many other contemporary works.

The basic challenges of leaders reflect two fundamental, enduring aspects of leadership. One is the humanity of leaders revealing their hopes and fears, traits and instincts of the human nature they also share with the ordinary people. Second, is the unchanging agenda of leadership, in all times and places revealed in the setting of goals, plan, purpose, strategies and working through and with other people to actualise their vision in a world that is often uncertain, recalcitrant and sometimes perilous.

It is from the above perspectives with these challenges as the underlying assumptions that the methodology adopted by *Statecraft* becomes particularly unique and interesting to me. The promises made by Governor Bukola Saraki in 2003 and several others in between were therefore appraised by the book with the submission that the Governor made conscious efforts to live up to his promises despite the overwhelming challenges, and today these are results of his efforts which are hereby documented for posterity. Without question, his government is a result of team work, the team of people he has put together, but without doubt that he has led with passion, firmness, hard work, and unambiguous dedication to ushering in a better future for Kwara.

I hereby recommend this book to all, as it provides a basis for realistic leadership lessons and encouragement for entrepreneurship as demonstrated by the 'social entrepreneurship' of Governor Abubakar Bukola Saraki who has laid the foundation for the modern development of Kwara State.

Professor AbdulRasheed Na'Allah
Vice Chancellor,
Kwara State University, Malete,
Kwara State, Nigeria

Preface

A book on governance that focuses on the link between stated objectives and the achievement of such set goals is expected to be versatile. When various categories of readers are asked to state the purpose of reading such a book, the answers will come in various dimensions. What we look for in a book differs from one person to another. While many look for information, some look for entertainment, facts, knowledge and education. Whatever you may be looking for, this book, *Statecraft: Laying the Foundation for Modern Development,* will provide it.

We discovered in the course of research that leaders of states and nations have come to realise that they are competing to develop. This is obviously as a result of globalisation that makes them compete for markets, technologies, skills, investments, and distribution channels needed to grow their economies and raise the standard of living of their people. It is therefore the responsibility of governments to prepare the states or nations for the challenges of this competitive environment. How this is done depends on the strategies of the leadership of a government who invariably must provide distinctive advantages attractive enough for firms to operate favourably within their domain.

Statecraft represents the art and science of governance which from the perspective of the focus of this book examined governance from the point of view of promises made and the extent to which such promises have been fulfilled. In twelve chapters, various researchers from diverse backgrounds examined different aspects of the economy of Kwara State, from revenue to education, health, electricity, agriculture, housing, religion and culture, in an attempt to explain the growth experienced in the eight years of Governor Bukola Saraki's administration of the state.

The research adopted a unique methodology in appraising the activities of the government under review. The approach subjected the administration of Governor Bukola Saraki to the promises made, particularly at the inception, making copious references to

the words of the Governor in most cases. The purpose of adopting this research method is to begin the process of subjecting our leaders to objective and empirical assessment and accountability.

While trying not to be judgemental, we have in various chapters revealed the promises and efforts made by Governor Bukola Saraki's administration in laying the foundation for the modern development of Kwara State, leaving the readers to make their judgement from the facts as presented by the various contributors.

We like to appreciate the cooperation and support received from various individuals and government institutions, without which this project would not have been successful. First is the Office of the Chief Press Secretary to the Government of Kwara State that accorded us the required support to have access to documents which ordinarily would have been impossible. We also like to acknowledge the support received from the Ministry of Finance, Ministry of Economic Planning, Ministry of Education, Ministry of Agriculture, Ministry of Environment, Ministry of Energy and the Ministry of Youth and Social Development. We also acknowledge the support of the Vice Chancellor of Kwara State University, who, on receiving the proposal for this research gave us the necessary encouragement and financial backing to make a success of this project.

We hope that this book will serve as a veritable source document for people in government, students of government and researchers interested in governance issues.

Professor (Mrs) Mary Kolawole

Dr Muritala Awodun

December, 2011

STATECRAFT

Laying the Foundation for Modern Development

CHAPTER 1

In the Beginning, that Promise of Change

Ahmed Yerima and Muritala Awodun

1.1 Introduction

'Every generation likes to think that it lives in a time of unique challenges and change' (Wind and Main, 1999). This explains the popular adage, 'the only thing that is permanent in life is change.' In Kwara State of Nigeria, a change in the government of the state was effected through the ballot in a democratic process that saw the government of the state changing hands between the All Nigerian People's Party (ANPP) and the People's Democratic Party (PDP). The *dramatis personae* revolved around the personality of the Waziri of Ilorin, Dr Olusola Saraki, who in his failed attempt to effect a change in the candidacy of his party (ANPP) for the 2003 Elections, moved to the ruling national party (PDP) and successfully accomplished his desired change of government of the state at the polls.

As in business, Jack Welch, America's most famous reforms executive proclaimed that today's hierarchical structure gives the Chief Executive Officer (CEO) control over strategy, organisation,

and information by creating an organisation with 'its face toward the CEO and its ass towards the customer' (Ghoshal and Bartlett, 1995). The system described by Welch was right for the 1970s. The system became handicapped in the 1980s and, inadequate in the 1990s but was still the practice up till May 29, 2003 in Kwara State of Nigeria when a reformist personality like Welch, mounted the saddle of governance, and started the gradual change in the destiny of the people of Kwara State.

The business of government, prior to 2003, was run without concern for the 'customers' as the 'CEO' who wields all the power to impact on the lives of the people, hardly felt any emotions for these same people. He did not make any significant impact on the lives of the people, in terms of the socio-political and economic spheres of their existence. Kwara is a state rich in land and manpower, and promise, but lacking in political and administrative leadership. The need for change in the administration of the state was therefore imminent and this change was effected with the goodwill and support of the people through the polls in the April 2003 Elections.

With the enthronement of the PDP government in the state through the swearing in of Dr Bukola Saraki, it was not therefore surprising to note his promise of change in the relevant areas that will impact on the lives of the people of the state. A good dream, you may say, but a good dream is a crucial inner resource for leaders. Great businesses, great governments, great ideas, and great accomplishments usually originate in an individual's deepest aspirations (Badaracco, Jr. 2006). Leaders spend much of their time thinking ahead and planning, setting goals ahead for themselves, and assessing other uses of powers around them, and honestly preparing and humbly submitting themselves for such critical appraisals, participating in the process of progress analyses; but behind these rationale, good leaders embark on pragmatic and practical-minded efforts, that will be employed in the achievement of the dream, vision, and mission of the leader (Stevenson and Gumpert, 1985 and Wilson, 2002).

1.2 Theoretical Framework

Lilienthal (1967) once wrote, 'The managerial life is the broadest, the most demanding, and by all odds the most comprehensive and subtle of all human activities.' The purpose of a leader's life is to lead, and bring out the latent capabilities and dreams of other human beings. When a leader's dream goes wrong, the consequences for leaders, families, and organisations can be devastating. The challenge is that we are all creatures of our dreams. Some of us have a single dream, dominant dream; others have a multitude of hopes and aspirations. Some of our dreams are clear, others blurry or confused or unconscious. Miller (1976) suggests strongly that dreams drive all of us. The disconcerting issue is that the wrong dreams are slow-acting poisons that eat away at a person's closet and most important relationships. Wrong dreams destroy the dreamer as well in a steady, insidious and quiet manner, and until it's too late, he may not know what is happening.

In examining the dream and achievements of Governor Bukola Saraki for Kwara State, we subjected them to questions of character through the **simple but extraordinarily powerful theory of reaction, reflection and reassessment** which revealed a unique, inside view of the style and concept of his leadership and open doors to a world rarely seen, except on occasions, by colleague of leaders, his spouse and close friends. This approach as presented by Babaracco Jr. (2006) reveals the inner workings of the mind of the leader like Bukola Saraki, as he reminisces, and reflects both positively and negatively on matters of the state. It subjects his character to test, assesses, while appraising his weaknesses and strengths. It draws us into his world and shares his experiences, and allows us to see him from a close range at the helm of affairs of Kwara State, for eight years.

The methodology adopted was both psychoanalytical and academic, even though in fluid narrative. In a short interview, the Governor provided answers to questions on knotty areas where only he has the answers, and with materials gathered from research

and reactions from those he governed. This analytical write up was therefore embarked upon to document the essence of his period of governance.

The questions we set out to answer are in five folds, namely: (a) Was Bukola Saraki's dream for Kwara State a good dream? (b) Did he dream with his eyes wide open or closed to Kwara people's socio-political and economic realities? (c) Were his dreams realistic or delusive when placed against the dreams of other states? (d) Which of the dreams did he abandon, and why? (e) Were his dreams really his or copied without thought to their workability?

To objectively appraise the questions above and provide answers that can reveal the extent to which he has kept his initial promises made to the people of Kwara State about eight years ago, we thought it wise to reproduce the text of his first statement (his promises of change to the people of Kwara State) which also serve as our backdrop and the nucleus of our case study.

The content of this case study constitutes the desires of the mind of Dr Bukola Saraki as he formally took over the mantle of leadership of Kwara State on the 29 May 2003. His thoughts, hopes and promises to lay a solid foundation for the modern development of the State, and make Kwara State a place that our children would be proud of, were carefully articulated in this epochmaking speech delivered at the very beginning of the journey of his administration.

1.3 Case Presentation

The Case Study

Number One

The Beginning of Change and Reformation of Kwara State

Courtesies

'In the name of the Almighty Allah, the Master of all destinies, the one who gives power to whomever He pleases and takes it when He pleases, the one who protects and guides when mortal grope in the dark. I stand before you today in solemn praise of that Ultimate Power. It is with deep sense of humility that I welcome all distinguished guests from far and near to this historic event. Our victory today is the one that is hard won. It certainly would not have been possible without the tireless contributions and sacrifices of many. I am first and foremost grateful to Allah who decrees and makes all things possible. My special appreciation goes to my father, mentor and role model, Dr Olusola Saraki, and my beloved mother, Mrs Florence Saraki for making me what I am today and for standing by me in the course of pursuing my political career. I thank my wife, Mrs Toyin Saraki for being there for me all the time, every time. I really appreciate you. To my friends and family, far and near, I say thank you for believing and standing strong. I also thank the State Chairman and members of the State Executive Committee of our Party and Party Elders for their support, wise counselling and guidance. I am similarly grateful to the ever hard-working members of the 'Mandate and Great Hall Group' not only for providing strategic direction for our cause but also for the tenacity of purpose they displayed toward realising this mandate,

the time they spent and the resources they committed. I must show my dept of gratitude to all Kwarans for the overwhelming mandate they have given to me. Indeed, I feel highly humbled by the goodwill and support, which my Deputy and I received from workers, the market men and women, our farmers, religious and community leaders and our revered Royal fathers. Today proves it has all been worth it.

I pay tribute to our people who sacrificed their lives and limbs in the course of our struggle. We will not forget the massacre at Ajase-Ipo and those who lost their lives there. We shall not forget Musa Pele. We shall not forget Yekini Gobir. We shall not forget Alhaja Lasiele. We shall not forget all the gallant people who lost their lives and those who were injured or maimed. Today's victory is indeed theirs.

I salute our leaders in all the Wards, in the Local Governments and throughout the State for their tireless efforts in mobilising our people and thus ensuring that this day was born. Our women deserve very special mention for their resilience, their patience and their courage. Today belongs to you all. On behalf of the people of Kwara, I would like to thank specially our great leader, the Oloye himself; words fail me in expressing our gratitude. For all that you have done over the years, for all that you have so gallantly fought; for the hope you brought at the time of despair, for the comfort you brought to many homes, for the happiness you have brought to the homes of many, for leading us out of tyranny and oppression and for passing the torch to a new generation, we wish to all say thank you. I only have left to say, 'more is thy due and more than all can pay'.

What we celebrate today is not a victory of party or of individuals. What we celebrate is a beginning as well as an end; a change as well as a restoration. A beginning to end poverty, and

misery; a beginning to end ignorance and hopelessness; and a beginning to restore all that is good, beautiful and sublime in our lives as one people under God.

Ladies and Gentlemen, I stand before you today to swear to the same oath that many governors before me had sworn to in the past. But let the word go forth from this time and place that the torch has been passed on to a new generation. A generation that is acutely aware of its unique destiny as the hope of our long-suffering people. A generation that is desperately challenged by the rapid developments taking place all over the world, a generation that is encouraged by all the possibilities of technology, a generation that is determined to earn its place in history; a generation of hope. The challenges before my government are numerous. I am aware that central to those challenges is the need to reconcile the people and restore the confidence of the citizens in the government.

Many times in history, people have voted out people they didn't want and ended up with people they didn't need. But let me assure you that you have not voted out one bad government only to end up with another. You are all aware of how much we have lost in the last four years but we shall not hang our heads in misery and continue to cry for restoration and reconstruction. There are enormous backlogs to clear in all areas: education and health, agriculture and industry, water and sanitation, rural development, women empowerment, youth development, unpaid salaries, pensions and many more. I do not pretend to have quick fix to all those problems nor do I intend to work on them single-handed. I therefore ask you not to expect any miracles of me, even though you have reasons to do so. I ask you not to expect all answers to all problems from me, even though you expect me to

lead the way. I ask you not to expect me to solve all your problems, even though you voted for me to do that.

I only ask you to join hands with me to be the best we can be, and together lay foundation for a future that is more secure and certain for our children and generations to come.

On my own part, I promise to be Governor for all the people of Kwara State, those who voted and those who did not; those who voted for the People's Democratic Party (PDP) and those who did not. I am Governor for all of you, the people of Kwara State. I am prepared to pay any price, suffer any hardship, bear any pain and make any sacrifice to justify the confidence that you have reposed in me. I expect you to do the same, because a leader is only as good as the quality of his followership. You have given me the chance to lead you; I will also expect that you follow with all diligence.

My government shall be open and participatory and anybody that has any value to add shall be given the opportunity to do so. This government will also be truly merit driven, because it is the only way to make a break with the unproductive past and set our feet firmly on the path of progress.

Transparency and Accountability

This government shall run on the cardinal principles of good governance, transparency, accountability, efficiency, rule of law and social equity. Towards this end, we have commenced the process of ascertaining the state of our finances. As soon as this is completed, I will let you know how much assets and how much liability we are inheriting. We shall also ensure that all government transactions are brought in line with the due process. My government will also regularly put the account of

the government in the public domain to ensure that government is not only transparent but it is seen to be so.

There will be zero tolerance for corruption. Today, I make a personal pledge to every Kwaran that I shall set a personal example. My government shall make conscious efforts to ensure that no part of this state is marginalised. If I give to one, I shall give to the other. I will be guided by equity and good conscience, believing that even with our meagre resources; the dividends of democracy can go round.

Priority Areas

Our state is not a rich state. While we must devise effective strategies to broaden our revenue base, we would be careful not to outstretch the limited resources that we have by attempting to take on all our problems at the same time. Therefore, the government has identified a few strategic sectors that will attract our priority attention. These include the provision of water, good roads, and employment, especially for women and youth through agriculture and agro-allied industries and education.

Civil Service

It is not possible for the government to operate without an efficient, well-mobilised and result oriented civil service.

My government shall take urgent steps within the first one hundred days to restore the dignity and credibility of the civil service, to rebuild a civil service that is goal-driven and well positioned to advise and support the government.

In this direction, we shall take urgent steps to ensure prompt payment of salaries and improve their general working environment. However, to whom much is given, much should be expected. While my government will do everything possible to make workers in the state happy, I will also demand in return, full commitment and high productivity from all workers.

Relationship with Legislature

In line with our commitment to rule of law, my government shall at all times be guided by the principles of separation of powers, which is a fundamental canon of democracy. My government will therefore seek to hold the legislature in high regard, recognise the honourable men and women as worthy partners in realising the objectives of the state. I expect them to understand that while we may not agree at all times, we should at all times be united in the service of our people.

Relationship with Traditional Rulers

My government shall treat the traditional rulers with the utmost respect. I am deeply convinced that the richness of tradition and heritage, which they represent, must be preserved. I will respect our royal fathers, not only because I am convinced that the vigour of youth must be tutored by the sublime wisdom of the elders.

Youth Violence

One of the unfortunate fallout of our recent politics is the explosion in youth violence in the State. My government shall take urgent steps to address this problem. Our State of harmony must from now on, reclaim its name. It is only in an atmosphere of peace and security that industry, enterprise, and investment can thrive. My government is therefore determined to recover arms and ammunitions in the hands of all unauthorised persons in the state.

I hereby announce a 14-day moratorium for anyone in possession of such weapons to hand them over to the police. In addition to guaranteeing amnesty to anyone who hands in such weapons within the specified time, such individuals shall also be enrolled in the programme of employment for youths, details of which shall be announced soon.

Kwara and the Nation

In my recent solidarity visit to the President, Chief Olusegun Obasanjo, I made a case against the marginalisation of Kwara not only within Nigeria, but also within the North Central Region. It is my hope that by becoming a member of the family of People's

Democratic Party (PDP) state on 19 April, Kwara State will now enjoy more Federal support and feature more prominently in the reckoning of the PDP-led Federal Government. On my own part, I shall continue to strive for adequate and effective representation of Kwara State in all Federal appointments because it is only when we have quality voices at the centre that we can win more benefits for our State.

Your royal highness, distinguished ladies and gentlemen, the task before us is enormous. It is not that which can be finished in the first hundred days, nor will be finished in the first year, nor in the life of this administration. But let us agree to start now.

Fellow Kwarans, I feel a great sense of urgency to achieve this agenda. It may not be the best of times, but it is our time, and this is our State. This is the time we have. Let us all accept that we need to make sacrifices and to work hard. Let us collectively resolve to build a lasting foundation for tomorrow and a new sound future for our children.

For those who have journeyed from afar, I bid you journey mercies as you return home and thank you so much for coming to our State. For those of us who are here, I say this 'our future begins today!'

Ladies and Gentlemen, thank you so much for listening.'

His Excellency, Dr Abubakar Bukola Saraki's Inaugural Speech on the 29 May 2003 on his assumption of Office as the 5th Executive Governor of Kwara State, Nigeria.

1.4 Case Analysis

The presentation above reveals the dreams as articulated and put forward to the people of the state from the very beginning of the eight years sojourn in the attempt to make a change in the governance of Kwara State.

What we can gather from this presentation could be succinctly presented as follows:

The governor was moderate and realistic in his promise to the people of the state, recognising the constraints for a quick fix to all the problems of the state, and his inability to accomplish them single-handedly. This cannot be better expressed than in his words:

> *'I therefore ask you not to expect any miracles of me, even though you have reasons to do so. I ask you not to expect all answers to all problems from me, even though you expect me to lead the way. I ask you not to expect me to solve all your problems, even though you voted for me to do that. I only ask you to join hands with me to be the best we can be, and together lay foundation for a future that is more secure and certain for our children and generations to come.'*

The government promised to be government *'for all the people of Kwara State, those who voted and those who did not; those who voted for the People's Democratic Party (PDP) and those who did not.'*

The government promised *'to pay any price, suffer any hardship, bear any pain and make any sacrifice to justify the confidence that you have reposed in me.'*

The government promised to be *'open and participatory and anybody that has any value to add shall be given the opportunity to do so.'*

The government also promised to *'be truly merit driven, not only because it is the only way to make a break with the unproductive past and set our feet firmly on the path of progress.'*

The government promised to *'run on the cardinal principles of good governance, transparency, accountability, efficiency, rule of law and social equity.'*

The government also promised to *'regularly put the account of the government in the public domain to ensure that government is not only transparent but it is seen to be so.'*

The government promised '*zero tolerance for corruption"* and made a personal pledge to every Kwaran to*"set a personal example.*'

The government promised to '*make conscious efforts to ensure that no part of this state is marginalised.*'

The government promised to '*devise effective strategies to broaden our revenue base,* 'and noted the need to *'be careful not to outstretch the limited resources that we have by attempting to take on all our problems at the same time.*'

The government promised to give priority to a few strategic sectors, such as; provision of water, good roads, and employment, especially for women and youth through agriculture and agro-allied industries and education.

The government promised to '*take urgent steps within the first one hundred days to restore the dignity and credibility of the civil service, to rebuild a civil service that is goal-driven and well positioned to advise and support the government.*'

The government promised to '*take urgent steps to ensure prompt payment of salaries and improve their general working environment.*'

The government promised to *'be guided by the principles of separation of powers.*'

The government also promised to treat the traditional rulers with the utmost respect with the determination to preserve the richness of tradition and heritage they represent.

It was also the dream of the government to make sure that our '*State of Harmony*' reclaims its name since it is only in an atmosphere of peace and security that industry, enterprise, and investment can thrive.

The government promised that '*Kwara State will now enjoy more Federal support and feature more prominently in the reckoning of the PDP-led Federal Government. Personally, the Governor promised to*

continue to strive for adequate and effective representation of Kwara State in all Federal appointment.'

On a final note, the government promised *"to build a lasting foundation for tomorrow and a new sound future for our children."*

These were the twenty cardinal promises made to the people of Kwara State, in the beginning, and it is against these historical dreams of change that we subject the administration of the state to, in our critical appraisal to determine how best and how far these dreams have been achieved.

1.5 Findings (Where we were in 2003)

The promise to build a lasting foundation for tomorrow made to the people of Kwara State, and a new sound future for the children could be regarded as a summary of the entire promises of the government, eight years ago. Looking back and comparing records of what the situation of the state was then and now, particularly from specific thematic foundational issues, would assist us in arriving at an objective position. More important is the consideration of the efforts made by government to bring about the promised change, the result of which is the comparatively new situation of things in the entire landscape of the State.

1.5.1 What was the situation of roads in Kwara State in 2003?

In 2003, the road network in Ilorin, the state capital, and other parts of Kwara State were not only in very deplorable condition, but they were no longer able to cope with the demands of a State that seeks to achieve rapid economic growth. For instance, the road that leads to Ilorin from Ogbomoso through Asa Dam Road all the way to Offa Garage was a single lane in 2003. Also, there were only two roads that linked up to the Jebba-Mokwa Road from the Ilorin metropolis then. The road from Tanke to the University, the Tipper Garage end of the Pipeline Road; the road networks around Gaa Akanbi and Tanke Area and so many others even within the Government Reserve Area (GRA), were not tarred. The Chikanda-

Kosubosu Road in Baruten Local Government leading up to the Republic of Benin had been abandoned since the 1960s by the Federal Government, despite its importance to the State and the nation, thus bringing perennial hardship to a significant population of Kwara State living in that part of the State. The above explains the deplorable state of roads in the State eight years ago.

1.5.2 What about Business and Commercial Activities?

In 2003, there were only a few commercial banks in Kwara State. Specifically less than ten of the existing eighty-seven banks in the country then had a presence in the State. There were one or two local eateries with none of the reputable (known) ones in the state. There were very few buildings of modern taste and a dull commercial life in the entire State, including the state capital.

1.5.3 What was the state of Aviation?

Even though the International Airport in Ilorin had been in existence since the 1970s, by 2003, this airport was being put to little or no use. A journey to Abuja would therefore take a minimum of six hours of driving on the very hazardous roads without any alternative.

1.5.4 What was the Power Supply situation in 2003?

It is a known fact that unstable power supply remains one of the major challenges of Nigeria. Several efforts have been made over the years with little or nothing to show for it. One of those initiatives was the Federal Government initiated National Independent Power Project (NIPP). Unfortunately, these projects were abandoned across the country including the Step-down Station at Ganmo, Kwara State, making the state of power supply a nightmare in Kwara State.

1.5.5 How was Agriculture in Kwara State in 2003?

In 2003, despite the abundance of arable land for agriculture in Kwara State, the State was most commonly referred to as a Civil

Service State, often in a derisive way, as people abandoned the farmland seeking white collar jobs with or without the requisite qualifications.

1.5.6 What was Water Supply like in 2003?

Again, one of the most pressing challenges that the people of Kwara State in both rural and urban areas wanted the government to address in 2003 was lack of access to clean water. The State, however, has sufficient water resources that could meet the needs of its people. While access to potable water in urban areas is estimated at 58 per cent, supply is only at 12 per cent in rural areas. Water infrastructure - waterworks, storage reservoirs, pump stations and distribution networks – has been poorly maintained and therefore, perform below design capacity.

Several governments have tried different approaches with varying results. It is on record that by 2003, Asa Dam Waterworks, which is the major source of water supply to the capital city, was only pumping 4.3 million gallons per day, less than ten per cent of the required supply.

1.5.7 Was the state of Healthcare Different?

The core challenge in the health sector is how to improve access to healthcare delivery, especially at the primary level. The health system was in a deplorable condition, to say the least, in 2003.

1.5.8 What about Education and Human Resource Development?

What has become so evident in recent times is that the future belongs to those countries and people who have taken the education of their children seriously. A country will grow and prosper because it has invested in knowledge and others will stagnate and fall back because they have not.

Unfortunately, in the words of Governor Bukola Saraki,

'Nigeria is one of the countries in the world where parents got better education than their children.'

The public primary and secondary schools that many years ago produced some of our country's all-time best have long disappeared. Universities and other tertiary institutions hardly serve any purpose beyond that of a ceremonial rite of passage.

Indeed, the connection between education, poverty and development can hardly be over-emphasized. This is why education is naturally at the heart of any development planning. What was on ground in 2003 obviously did not recognize the above, and therefore not capable of addressing the perceived tragedy.

1.5.9 What about Governance and Security?

The state of governance in 2003 was nothing to write home about. The civil servants were not adequately equipped to cope with the challenges of governance in the 21st century. There were obvious inefficiencies, and salaries, as poor as they were, did not get paid promptly with substantial arrears being owed the workforce of the State Civil Service. To make matters worse was the state of insecurity that Kwara was thrown into as a result of massive political desperations. The peace and harmony that the State was known for suddenly became non-existent as mayhem was the order of the day through the landscape of Kwara State.

1.6 Findings (Where we are now)

1.6.1 The State of Health Services in Kwara State Now

The arrival of Dr Bukola Saraki to the Kwara State Government House on 29 May 2003 changed the scope of things in the health sector of the State. Being a medical doctor himself, there was no iota of doubt of the expected innovations and improvement that the health sector would witness.

Vision 2020 Programme

First to receive attention in the health sector was the vision 2020 programme which was meant to eradicate all causes of avoidable and preventable blindness among the inhabitants of the State. The right of sight is an essential aspect of the fight against poverty because a blind individual is capable of carrying out limited productive venture.

The eventual introduction of the vision 2020 programme brought about the free eye care programme where over two hundred people were operated for cataract while over 700 eye-glasses were given out to people free of charge. This gesture went a long way in giving sight to those who would have totally gone blind.

The burden of blindness as a public health problem particularly in developing countries cannot be overemphasised. It is a well-known fact that 80 per cent of blindness is avoidable and preventable but ignorance and lack of awareness on the part of the citizens always lead to blindness.

Initial Rehabilitation of Hospitals

One other glaring attribute of the administration of Dr Bukola Saraki is the rehabilitation work carried out in some hospitals in the State. This was followed up with the distribution of drugs worth N5 million to some hospitals while equipment worth N200 million were purchased and distributed to all the health institutions in the State.

Employment of Doctors and Nurses

Interestingly, it is on record that twelve years before the coming of the Bukola Saraki administration, no employment of doctors and nurses were carried out. But within the first one year in office, the Governor was able to give fresh employment to fifty nurses, twenty-six doctors and eight pharmacists.

Health System Development Project II

Also interesting to note is the Health System Development Project which received positive political will under the leadership of Dr Bukola Saraki. The project recorded tremendous achievements in the promotion of Health Care System in the State. Sequel to the successful extension of the health system fund I project, the state Government in collaboration with the World Bank has completed plan for the take-off of the second phase of the project now known as the Health System Development Project II.

Primary Health Care

The administration of Dr Bukola Saraki also achieved much in the area of Primary Health Care and disease control in the state. Emphasis was placed on preventive medicine above curative medicine in line with the worldwide acceptable belief that 'prevention is better than cure'.

Training of Health Workers

It is also on record that the coming of the Governor Saraki administration saw the emergence of an aggressive training programme for medical personnel in the Ministry through series of training workshops for different categories of officers in the Ministry.

HIV/AIDS Control

In the area of HIV/AIDS control, the administration of Dr. Bukola Saraki was able to create tremendous awareness among the populace with regular jingles on the radio and television coupled with other media activities, intermittent seminars and enlightenment programme in all the local government areas of the state. This was capped up with the release of over N10 million Naira, and a new office block for the project.

National Immunization against Polio

The national immunization against polio also received tremendous boost from the State Government with the conduct of the polio eradication programme in all the local government areas of the State despite the hues and cries that went with it in some other states of the federation. The same can be said of the immunization against cerebrospinal meningitis which is dangerous to not only children but also adults. Immunization officers were made to move from school to school to immunize children against cerebrospinal meningitis while motor parks and other public centres were also visited. Hence there was no recorded outbreak in the State.

Construction of an Oxygen Plant

One other giant step taken in the health sector by the administration of Dr Bukola Saraki is the construction of an Oxygen Plant at Sobi Specialist Hospital to take care of the hospital needs of most of our medicare centres. The plant became necessary because the basic air of survival for mankind is oxygen. It is more important during critical stages like surgical operations in the administration of recovery procedure on patients under emergency. The plant was built not only to serve the three States of Kwara, Kogi and Niger, the co-owner states, but its products will also be available for sale to other hospitals in this geopolitical zone. In fact, oxygen so produced can also be used for industrial purpose like welding, etc.

Construction of Ambulance Points on Major Highways

The increasing rate of accidents on our roads also necessitated the decision of the Dr Bukola Saraki administration to construct Ambulance Points along the four major highways that lead to the State. The four points are equipped with functional new ambulance and medical facilities that take care of accidents and emergencies on our major highways and homes.

Additional Rehabilitation of 36 Hospitals in the State

Arrangements were also concluded to rehabilitate additional 36 hospitals in the state. These hospitals' status would be enhanced with the provision of the much-needed facilities for their functionality.

Health Summit

Another outstanding factor that has contributed immensely to the success recorded by Governor Bukola Saraki's administration in the health sector in Kwara State was the successful hosting of the first ever Health Summit in the State. The summit afforded participants the opportunity of looking into the various problems facing the health sector in the State and how to find lasting solution to them. The summit was attended by key figures in the health sector of the country while far-reaching conclusions were made.

Construction of the Advanced Diagnostic Centre

A major accomplishment of this administration in the health sector is the establishment of the Kwara State Advanced Diagnostic Centre, Ilorin. This project that cost about N1.2 billion is the first of its kind in sub-Sahara Africa with the target to provide the most ultramodern machines that would stop the travelling overseas for treatment of certain ailments.

1.6.2 The 'Water for Life' Initiative and Progress made so far

The significant 'water gap' that exists in the State calls for concerted efforts if the State must meet the Millennium Development Goal of water and sanitation for all by 2015.

The combined design capacity of the Asa and Agba waterworks, two major sources of water supply to the urban capital, Ilorin, is 69 ml/day (million litres per day). However, the current estimated production stand just at 38 ml/day, representing 55 per cent of installed capacity but a significant improvement from the 4.3ml/day in 2003.

The situation in other water projects across the State is not any better, with most of them delivering between 50 to 60 percent of installed capacity, which is being overtaken by growing demands.

Closely related to the problems of water supply in urban centres is the weakness of the revenue collection system. This has led to the continuous reliance on government subventions and allocations to provide for the maintenance of water supply systems in the State. In the face of competing priorities and dwindling government resources, government often finds it difficult to keep up with the pace of maintenance required. This resulted in steady deterioration of the water infrastructure.

The rural water supply programme started by the government in 2003 is implemented in about 60 per cent of rural areas, representing about 480 communities. While this programme is the most extensive by any government in recent times, it covers only about 50 per cent of target rural dwellers. A water inventory taken by the government at the start of the programme shows that out of a total of 67 waterworks for producing treated water from surface drains, about 75 per cent had totally broken down while the remainder were functioning below installed capacity.

In respect of the underground water supply system, the survey reported 980 hand-pump equipped boreholes and 300 motorised boreholes provided. However, not more than 10 per cent of these are functional. The neglect of the other areas of water resource development such as hydrology, irrigation, erosion and flood control, dam weirs, dykes and other forms of development has further compounded the situation.

There are also related institutional challenges in the State's water administration. Out of a total of five departments in the water ministry, only one (water supply and quality control) is active. Other units such as erosion and flood control, irrigation and drainage, hydrology, dams and other water impoundment programmes are not currently functional.

Other core challenges that the government has identified since 2003, include:

- A rapidly growing population and the accompanying increase in domestic, commercial and industrial requirements for treated water.
- Poor planning, largely resulting from faulty or incorrect statistical data.
- Lack of proper coordination and monitoring among the different departments in the water administration system.
- Insufficient funding for the water sector.
- Lack of effective security to protect water installations in rural areas.
- Inadequate human capacity in the water ministry.
- Emergence of unplanned, new settlements.
- Perception of potable water as a public good to be provided free by the state rather than an economic good that should be paid for.

In the face of these challenges however, the government has recorded some important progress since 2003. These include:

- The establishment of a standing Water Policy Implementation Committee. This committee is charged with the task of resuscitating the moribund water supply schemes in the State. Through a two-phased programme, the committee has achieved the following:
- Rehabilitation of 41 waterworks.
- The drilling of 57 new hand-pumped boreholes across the State.

- The repair and rehabilitation of 570 hand-pump fitted boreholes.
- Installation of one solar-powered mini-motorised borehole.
- The Ministry of Rural Development has embarked on a 10-borehole per ward-community from 2006 under its Rural Water Supply Scheme (RUWA). This has been delivering a total of 1,930 boreholes in all the 193 ward communities in the State since 2007.
- The State has recently concluded a major satellite mapping exercise. The result of this exercise will provide important information on water resources and facilities location across the state, thereby significantly assisting the implementation of future water programmes.

Under the Federal Government's ministerial programme, the following projects have been undertaken:

- Purchase of water treatment chemicals.
- Budget support to the tune of N1.2 billion (USD8.6 million) for the rehabilitation of the Asa Dam water works and installation of an automatic tap changer to cater for power fluctuations at Asa Dam Waterworks.
- Purchase of 15 motorcycles for plumbing and Water Leakage Detection Teams (LDT).
- Procurement of nine 10,000-litre capacity motorised water tankers for the distribution of potable water as interim measure to make up for the current inadequate supply from the dams. Forty basement tanks were also constructed for storing water from these tankers.
- Refurbishment of two drilling rigs for the Rural Water Supply Agency (RWSA).

- Procurement of three brand new bore-hole drilling rigs.

1.6.3 The Public-Private Partnership Solution to Housing Provisions

The present administration recorded a number of achievements in the various departments making up the Ministry of Lands and Housing. Without doubt, the liberalisation of issuance of Certificate of Occupancy and the provision of low-cost houses in the three senatorial districts hallmark the achievements of the Saraki administration in the Housing sector.

The Mandate I and II Housing Estates, which started in 2004 have been completed with all infrastructural facilities already put in place. It was commissioned by Vice President Atiku Abubakar in 2006 and all the housing units in Mandate I Housing Estate have already been allocated to people. A loan of N500 million was secured from the National Housing Fund, being managed by Federal Mortgage Bank of Nigeria for the proposed Mandate III housing units of two-bedroom and three-bedroom bungalows.

In order to ensure even development of the State in the area of housing, the State Government embarked on the construction of 35 two-bedroom low-cost bungalows in Kwara South and Kwara North Senatorial districts. In addition, about 360 residential and commercial plots were prepared for interested members of the public in different locations in the State. Both the Oja Oba De-congestion project and the Kulende Market Project, which consists of 133 shops, have almost been completed.

Appropriate measures were put in place by the Dr Saraki administration to facilitate the issuance of Right of Occupancy, in addition to the conducive environment already provided for the activities of investors in the State. Unlike in the past when Certificates of Occupancy took eternity to be issued, applicants could have their Certificates of Occupancy within two weeks of application. This enabling environment has greatly encouraged private developers to be partners in progress with the State Government in the area of housing development. As part of efforts

to ensure development, the embargo placed on the issuance of Certificate of Temporary Occupancy (CTO) has been lifted.

1.6.4 Power

The Government, in recognition of the significance of electricity in modern development made electrification a top priority, hence the aggressive electrification programme embarked upon that was targeted at both rural and urban communities.

For the above reasons, the State Government took over and completed 330KVA Ganmo Transmission Station – the only NIPP Project completed and functional in Nigeria, with installed capacity of 300 megawatts as against the old 49 megawatts inherited in the state. The completion of the Ganmo Project has stabilized power to about 18 to 22 hours of electricity supply to most homes in Kwara in the last 40 months. Since Ganmo was commissioned, about N1.5 billion naira was saved from both the formal and informal sectors on the purchase of diesel and fuel according to Kwara Chambers of Commerce and Industry (KWACCIMA) statistics.

In the course of the eight years of administration, Governor Saraki initiated and completed seven 15MVA sub stations, i.e. mini-power station to fully utilize and maximize full supply coming from the National Grid via Ganmo. The government also connected 375 rural communities to the National Grid with another 70 to be added. Similarly, in order to improve power distribution to residents, 725 power transformers were purchased and installed in various parts of the State.

Due to the above mentioned intervention in the power sector, Power Holding Company of Nigeria (PHCN) has adjudged Kwara as the best state in Nigeria in terms of power supply investment. While only one third of Nigerians have access to power nationally, two thirds of Kwarans have full access to power in our State today. This is against the background that only one third of the state had electricity when he became Governor in 2003.

1.6.5 Education

Fifty years after independence, we have more children in schools but we have fewer children receiving good quality education. The majority of our children at all levels are leaving schools, colleges and universities without the skills and competencies necessary for transition to a life of responsible, productive citizenship. This has serious implications for the health, security, poverty and overall economic and social development of our country.

The government established its belief that the quest for a greater Nigeria is only attainable through commitment to providing quality education at all levels, starting most critically with primary education. Hence the launch of 'Every Child Counts' Programme in 2008 to bring quality back into the schools and ensure that every child achieves specified standards of learning and proficiency. This programme has placed Kwara in a leadership position and has, in fact, inspired numerous reforms in other states. 'Every Child Counts' is a comprehensive education reform agenda aimed at ensuring quality basic education for all children regardless of their circumstance. To achieve this, the government rolled out a series of policies and actions, which are summarised as follows:

Curriculum Reform: The national curriculum in Nigeria specifies 16 subjects to be taught at the primary education level. The government considers this too unfocused and inappropriate for an education system grappling with the key challenges of literacy and numeracy. Consequently, this administration reduced the number of subjects in primary schools in Kwara to a maximum of 7 for Lower Primary (Classes 1 to 3), and a maximum of 10 for Upper Primary. The policy also requires that 60 per cent of teaching time be dedicated to literacy and numeracy in all public schools in recognition of the serious deficiencies that children often suffer in these subjects, affecting their future learning achievements.

Learning Outcome Targets: The major activities of the Kwara Education Reform were built around one question: 'When we put a child in school in Kwara; what do we expect that child to be able to

do?' This question formed the basis for the Learning Outcome Benchmark for our State which prescribes what pupils are expected to learn at each level. This helps both the government and the parents to monitor learning achievements in the schools.

1.6.6 Agriculture

When the government took office in 2003, it instituted an in-depth analysis of both the Kwaran and the Nigerian farmer as there was deep concern about the widespread impact of poverty across the State. The analysis focused on developmental needs with an emphasis on the challenges faced by our agricultural sector. There was also a comparative analysis of successful agricultural methods and practices used in other parts of the world. From this analysis the administration developed a strategic plan of action which would radicalise the eventual approach to agricultural commerce and drive opportunities within this sector which have vast potentials.

The initiatives were targeted at poverty, to ensure Kwarans sustained a living beyond the subsistence level through large-scale commercial farming that would guarantee increased productivity while gradually integrating the small farm holders into the core farming centres. The result of this plan is the implementation of the vision of Governor Bukola Saraki for the sector which has put Kwara on a path of sustained agricultural growth and enviable rapid socio-economic development.

Shonga Commercial Agriculture Project

The government initiated the Shonga Commercial Agriculture Project by inviting 13 Zimbabwean farmers (now called the New Nigeria Farmers) experienced in large-scale commercial agriculture to establish farms in Kwara. Each was given 1,000 hectares of land and subsequently they set up 3 syndicate groups as follows.

Dairy syndicate: With approximately 1,200 Jersey cows, the syndicate currently produces 6,000 litres of milk daily, 4,000 litres of

which are sold directly to WAMCO (makers of Peak milk). Today, the Dairy syndicate at Shonga is the largest producer of milk in Nigeria and has the capacity to produce 50,000 litres of milk daily. The farm also purchases and processes milk from the local Fulani farmers, to encourage production, further economic development and foster independence. Today the dairy purchases and processes milk from the local Fulani herders and is the largest milk producer in the country.

Poultry syndicate: This has a production capacity of 3.2 million broilers per year, a 10,000 bird per day capacity abattoir and a 50 tonnes per day feed mill which provides poultry feed for the syndicate and supplies many other poultry farms in the country. The syndicate is a significant purchaser of locally produced soybeans and maize.

Crop syndicate: It grows maize, rice, cassava and bananas. Yields of crops cultivated are several times greater than the national averages and compare favourably with yields in developed countries. Yields of rice, maize and cassava are 3 to 4.5, 5 and 40 to 60 tonnes per hectare respectively; greater than the national averages of 1.5, 1.2 and 12-15 tonnes per hectare respectively. Crops produced here have been sourced as raw materials for industries such as the Nigeria Starch Mills at Ihiala. Today, it is the single largest Cassava farm in Nigeria. Shonga also supplies ShopRite supermarket in Lagos with bananas.

Shonga Farms have created over 4,000 jobs within Shonga and its immediate environs. In addition, local farmers have greatly benefited from the modern technologies and techniques introduced to them. Shonga is now the largest producer of cassava in the country with cassava processing centres in each senatorial district within Kwara.

Malete Youth Integrated Farm Training Centre

Due to large rates of unemployment across the State, the government decided to engage youth in farming. In the course of

accomplishing this objective, over 300 young school leavers and graduates have been trained in all aspects of commercial farming. The Malete Centre is responsible for the transfer of technology and the training of this new Generation of Successor Commercial Farmers. Upon completion of training, these youths are provided cleared land and start-up funds to establish their own farms. They have not only become self-employed on their own farms, but they have become self-sufficient agents of change and employers of labour.

Farmers' Census

Kwara is the first and only state to conduct a comprehensive farmers' census. During the census, images of farms were captured using a Global Positioning System (GPS) to determine farm capacity and the type of support each requires. Through this, it was established that in the State, there are 102,969 farmers, supported by 524,837 family labour and 466,426 hired labour. This brings the total to 1,094,232 people that are directly involved in farming in Kwara which is about 42 per cent of the population, a result that is significantly less than the assumed figure of 70 per cent.

Gathering this data was important to ensure the fair and even distribution of farm inputs including herbicides, fertilizers, tractors etc, which would otherwise have been diverted or wasted. Similarly, it has helped to generate data necessary for policy formulation, planning, execution and evaluation. Individual farms have increased from an average of 2 hectares per farmer in 2003 to 5 hectares in 2009 leading to a corresponding increase of cultivated land from 11 per cent to 27 per cent.

The Census exercise has received international acknowledgement and commendation by the International Soil Fertility and Development Centre (IFDC) which has recommended a similar exercise for the entire nation.

Eliminating Fertilizer Diversion in the State

Dr Saraki administration also implemented the Fertilizer Voucher Scheme (FVS) to further underscore the resolve to fight fertilizer diversion and ensure that fertilizer gets to genuine farmers. Through the scheme, the government has eliminated diversion of fertilizer. This scheme is acknowledged and commended by the Food and Agricultural Organisation (FAO) of the United Nations as the best way to curb the massive diversion associated with agriculture input administration in developing countries.

Cashew Nut production

Kwara State is the largest cashew nut producer and exporter in Nigeria, due to the complete revamping of the erstwhile moribund cashew nut production and processing industry. The cashew market is worth $100,000,000 USD and produces 35,000 tonnes of cashew nuts per year. The industry has created approximately 10,000 jobs since the industry was revamped.

Outgrowers Scheme for Rice through Public-Private Partnership

The Outgrowers Scheme for Rice Farmers is another Public-Private Partnership (PPP) where farmers are trained and supplied with all necessary production inputs such as seeds, fertilizers, herbicides and machinery. Through this scheme, rice production has increased dramatically from 18,710 tonnes in 2003 to 400,431 tonnes in 2009. As a result, two major rice mills are under construction in the State. Kwara has moved from the 22nd to the 2nd largest producer of rice in Nigeria since 2005. The scheme is being expanded to cover more crops including soybeans and maize, for which the state has a comparative advantage.

Subsidy and Credit Facilities for Small-Scale Farmers

By providing subsidised inputs and guaranteed credit facilities to small-scale farmers, crop production has grown dramatically,

leading to an increase in production from 100,400 tonnes in 2003 to 200,780 tonnes in 2009; cassava from 51,000 tonnes in 2003 to 1,219,269 tonnes in 2009; soybeans from 2,210 tonnes in 2003 to 30,428 tonnes in 2009. Similarly, fish production has doubled in the last three years. Kwara is now the 16th largest producer of cassava in Nigeria after being previously listed 26th.

1.6.7 Environment

Governor Saraki's pride in Kwara State was the cause of his deeply troubled mind because of the State Capital (Ilorin)'s infamy as being one of the dirtiest cities in Nigeria. The government therefore took the initiative to introduce the Clean & Green Programme within his first 100 days, specifically in August 2003, and now Ilorin is renowned as fast becoming the cleanest and the most environmentally friendly city in Nigeria. The Clean & Green initiative created an additional 3,000 jobs.

People working as part of the initiative are able to invest their income to build other enterprises beyond their daily working hours and provide more economic sustainability for their families.

1.6.8 Aviation

To complement the opening of the Ilorin International Airport for commercial flight operations in 2005, the Dr Saraki administration developed and built a new cargo terminal to serve as a 'dry port' and a cargo hub for the northern part of the country. This will provide opportunity for commercial activities in clearing, haulage and other ancillary services. With its completion and commissioning, the cargo terminal is set to revolutionise economic activities in the State. A major component of the development of the aviation sector is the establishment of the first International Aviation College (IAC) in Ilorin which will fulfil the need to close the gap in national and international aviation expert training. The college has been built close to Ilorin International Airport and will train both commercial and helicopter pilots with its commencement of operations in October 2010.

1.6.9 Roads

Since Kwara State boomed with an increase in economic activity under this administration, it expectedly coincided with an increase in traffic congestion, putting pressure on existing roads. To resolve this, the government invested in the construction of new roads to improve traffic. In summary, over 696 kilometres of rural roads and 300 Kilometres of township roads have been built creating rapid movement across the metropolis. The pivotal road development project was the building of the first-ever flyover in the city centre to combat traffic congestion.

All areas in Kwara State have benefited from new roads. A key achievement in road development was the completion of the Chikanda-Kosu Bosu-Oyo State Boundary road. The development of this key passageway was set for the First Republic in the 1960s to complete but was never built. This meant that people based in the northern areas of the State were unable to travel freely to other regions within Kwara. The government took it upon itself to develop and complete the Chikanda-Kosu Bosu-Oyo State boundary road which has now enabled greater access for citizens of Kwara to travel more easily across the State.

1.7 Conclusion

Considering the promises made eight years ago along with the fundamental requirements of the citizens of a state for better life, we can conclude safely that the dream of the government of the State at the onset for the people of Kwara State was a good one. The basis of reaching this conclusion is the fact that the promises made in 2003 by Governor Bukola Saraki (when subjected to developmental appraisal) had the capacity to improve the standard of living of the citizens of the State as proposed. Moreover, those promises were made out of concern for solutions to the endemic socio-political and economic challenges of the State, a confirmation of the concern of the government for the people.

In relation to what exists in other States of the federation, we are constrained to declare that the ability of each State to meet the challenges of state administration is a function of the available resources of the State, among all other factors. Kwara State is one of the poorest in terms of revenue allocation from the Federation Account, (a major source of revenue for almost all the states of the federation). In spite of these meagre resources, the state was focused and determined in providing solutions to the identified problems in the areas highlighted by the government from the very beginning.

The government through the State Economic Empowerment and Development Strategy (SEEDS) articulated the feelings of the people of Kwara State and produced the SEEDS Document as a guide to development. Without losing sight of the overall national objective of making the impact of governance get to the grassroot as much as possible, the objectives of the government were properly set. It is therefore imperative to state that conscious efforts were made in the last eight years to put Kwara State on the threshold of modern development through the programmes of the administration of Governor Bukola Saraki appraised in this opening chapter.

The impact of the promises made and delivered has resulted in the transformation of the economy of Kwara State through the sectoral development of agriculture, education, roads, electricity, water, health, sports, housing, environment, youth empowerment, and urban and rural development. As promised on 29 May 2003, indeed the foundation for the modern development of Kwara State has been successfully laid by this administration for subsequent administration to begin to build upon.

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CHAPTER 2

Paradigmatic Change in Economic Growth and Wealth Creation

Muritala Awodun, John Oyedele and Lukman Adam

2.1 Introduction

The economy is something that most of us take for granted in our daily lives and bother less about. Even when we think about it, what we worry about are its 'ups and downs.' We hardly ever bother about considering the economy as a whole, as a system (Beinhocker, 2007; and Krugman, 1992). When you look around you anywhere you are (from the biggest industrialised city of the world to the smallest rural village), in your house, in your place of work, on the road, in your place of worship, or a look at yourself, what you see are economic activities and results of economic activities. Round the clock and around the world, people are working, designing, organising, manufacturing, servicing, transporting, communicating, buying and selling. When you think about the trillions of intricately coordinated decisions that must be made every minute of every day around the world to keep the global economy going, the complexity of these activities is indeed mind-

boggling, yet there is no one particularly in charge of who does what, when and how.

Three major empirical facts emerge from our inquisitive observation above:

- That there is an economy all over the world,
- That every day and for most parts of the world, the economy works, and
- That this global economy provides most of the world's 6.4 billion people with employment, food, shelter, clothing and various other products.

We realise that the economy is a complex system, yet we can neither credit its design nor its running to anyone in particular. We all play our different roles, following the policy directions provided by the 'economic monitors' saddled with the responsibility of governance of our different states and nations, impliedly dictating the direction of activities of the economies of these boundaries. Their actions and inactions therefore have far-reaching effects and implications for our individual economies at the micro (households and firms) and the macro (communities and industries).

The backward nature of Kwara State with its abundance of land and natural resources since the creation of the State in 1967 could not, on its own, change without a change agent. The significant level of economic growth witnessed in the State in the last eight years of Dr Bukola Saraki's administration is therefore our concern as we examine the paradigmatic change that brought about the economic growth and development of the State in the last eight years. We are concerned, as researchers, particularly when we notice that there is obvious departure from the past, when the last eight years is compared to the previous thirty-six years of existence of the State. What is responsible for the quantum growth witnessed forms the basis of this research.

2.2 Theoretical Background

Economists have been concerned, historically with two main questions of how wealth is created and how it is allocated. To the classical school, beginning from Adam Smith through Samuelson, and Arrow, the concentration has been on how wealth is allocated to the detriment of how it is created (Arrow, 1974; and Backhouse, 2002). Unfortunately, this has been the focus of the economic managers of Kwara State prior to 2003. Models popularly developed and professed by Walras, Jevons, and Pareto at different times were based on the assumptions that an economy already exists, producers have resources, and consumers own various commodities, hence concluding that the problem is how to allocate these existing finite wealth of the economy in ways that will provide maximum benefit for all. One major justification that could be adduced to the focus of these classical economists on allocation of resources was the idealness of the mathematical equations of equilibrium imported into economics from physics in an attempt to provide an answer to the allocation question. These mathematical equations were however more difficult to apply to growth problems since equilibrium by definition is a state of rest, while growth means change and dynamism (Hayek, 1988; Bernstein, 2004; and Caldwell, 2004).

This contradiction between equilibrium and growth was however pointed out early enough by Schumpeter, who although was sympathetic with the equilibrium theory of his neoclassical contemporaries on the question of wealth allocation, however disagrees with that framework as appropriate for answering the growth question. With his argument against the neoclassical view of production as static, in which firms were assumed to have fixed technologies and product sets with which they determine the quantity of production that will maximize profits, Schumpeter observed that economic growth is not just a matter of increasing the quantity of what is already produced without consideration for innovation. The neoclassical economists' classification of innovation as an external or exogenous factor placed outside the bounds of economic study was corrected by Schumpeter who classified

innovation as internal or endogenous and central to the understanding of the economy. He affirmed that for growth to take place there must be 'a source of energy within the economic system which would of itself disrupt any equilibrium that might be attained' (Schumpeter, 1934). That source of energy referred to by Schumpeter is the figure of the entrepreneur who he described variously as the 'dam breaker,' 'risk taker,' 'innovator,' 'market creator,' and 'creative destroyer.' The origin of wealth, according to Schumpeter, lies in the heroic efforts of individual entrepreneurs who battle the odds to turn the technologies and opportunities of their time into successful commercial enterprises (Stevenson and Gumpert, 1985; and Beinhocker, 2007).

What Schumpeter lacked in mathematics, Robert Solow provided as he also challenged the earlier simplistic growth theory as unrealistic. He recognised the fact that technological change has dramatically increased the productivity of capital and therefore found a way to recognise this through his balanced growth theory. Solow was able to account for innovation in a way that was consistent with the neoclassical theory and still maintain equilibrium in the economy (Solow, 2000). Although, growth and equilibrium do not sound very compatible, however, he was able to show the economy as being balanced, even as it grew. Population growth rate and technology rate of change were treated in Solow's model as exogenous, driving the growth rate while other factors in the economy, such as rate of savings and the total amount of capital in the economy are expected to automatically balance in response to changes in population and technology growth. The key to productivity, according to Solow is therefore, technology. Improved technology leads to more productive capital, more savings and subsequently more capital investment. Without technology growth, capital would only grow in proportion to population, and wealth *per capita* would simply level off, as was the case in Kwara State prior to 2003.

Dissatisfied with Solow's reversal of consideration of innovation as exogenous in his model, Romer re-introduced the 'energy' for growth as an endogenous factor in the economic model presented

as endogenous growth theory. He however located the source of energy for growth, not in the 'heroism' of the entrepreneur as did Schumpeter, but in the nature of technology with its cumulative, accelerating quality. The discovery of the knowledge economy by Solow was further echoed by Romer in the increasing returns phenomenon (Romer, 1990, 1994).

In summary, the neoclassical growth theory of Solow and others like Romer answers the great question of wealth creation while the neoclassical general equilibrium theory of Arrow and others only answer the question of wealth allocation. From the above perspective therefore, we would examine, using Solow and Romer neoclassical general equilibrium theory of growth, the case study of the economic growth experienced in Kwara State in the last eight years as a significant paradigmatic change from the wealth allocation mentality of the past administrations of the State to the wealth creation mentality of the Bukola Saraki administration.

2.3 Case Presentation

The Case Study

Number Two

Mandate Given: An Account of Stewardship

"As many of you are well aware, the theme of my campaign almost eight years ago is 'Mandate.' Embedded in this idea of 'mandate' is the realisation that the people of Kwara State were being asked to authorise me to serve in their best interests. This they did in 2003, and again in 2007. On both occasions, what the people were 'mandating' me to do was to help solve their problems and to provide opportunities for them to live a decent and meaningful life.

In a State such as we inherited in 2003, my job could not have been more clearly defined. And my inaugural address reflected a keen awareness of the challenges that we faced. As I took over office on that fateful Thursday morning I made clear my intentions to tackle the most important challenges that we faced in education, in health, in agriculture and industry, in water and sanitation, in rural development, women empowerment, youth development, unpaid salaries and pensions and many more.

I also declared however that I would not pretend to have a quick fix to all the problems or intend to work on them alone. I asked you not to expect miracles of me. I asked you not to expect answers to all problems from me; even though you expect me to lead the way. I only asked you to join hands with me to be the best we can be, and together lay the foundation for a future that is more secure and certain for our children and generations to come.

Distinguished ladies and gentlemen, almost eight years after we started this journey together, not all the problems have been solved. And they will probably not be all solved in our lifetime. It is however important for us not to forget where we were coming from so that we can appreciate how far we have come.

This is necessary, not because we want to indulge in the vainglory of self-celebration, but so we can all realise that real changes are possible; so we can understand that the challenges we face may be difficult, but they are not insurmountable. Because it is with this realisation; with this understanding that we can stay determined on the same path on the path, that has brought us so far, even when we find that the road ahead is still long and still difficult.

No matter what we have achieved; successive generations of leadership in our State will continue to have important problems to solve. What is important however is that, the batons that we pass on should be more glorious, and the torch that we hand over should shine ever brighter from generation to generation.

Road

In 2003, the road network in our capital city and other parts of our State were not only in very deplorable condition, but they were no longer able to cope with the demands of a State that seeks to achieve rapid economic growth. In 2003, the road that comes to Ilorin from Ogbomoso through Asa Dam Road all the way to Offa Garage was a single lane, today it is not only dualised, but it is currently being expanded further, to even make traffic easier. In 2003, we had only two roads that link up to the Jebba-Mokwa Road from the Ilorin metropolis. Today, we have four. The road from Tanke to the University, the Tipper Garage end of the Pipeline Road; the road networks around Gaa Akanbi and Tanke Area and so many more, were dusty roads. Today, they are all tarred.

But perhaps, the signature road project in the capital city is the new fly-over around the General Post Office designed to take care of emerging traffic congestion in that area due to the increased economic activities in the metropolis in the last couple of years. Perhaps, a major testimony to this increased economy activity is that, in 2003, there were only a few commercial banks in Ilorin, today there is hardly any bank in Nigeria that does not have a presence in our State.

Any one of us here who is familiar with the north of our State would recollect that the Chikanda-Kosubosu Road in Baruten

Local Government leading up to the Republic of Benin had been abandoned since the 1960s, bringing perennial hardship to a significant population of our State living in that part of the State. It is our government that undertook the completion of that project. Today, a journey that would last several hours because of bad roads, especially in rainy season, now lasts for less than one hour.

Anyone from Oke-Ero would appreciate how terrible the Idofin-Odo-Ade Ase Road has been over the years. The contract for that road was awarded about three months ago. Now, I am proud to announce here that no Local Government in our State has not benefitted from construction, renovation or upgrading of one major road or the other.

Aviation

Even though we have had an international airport in Ilorin since the 70s, we must not forget that in 2003 when we assumed office, this airport was being put to little or no use. Since 2004, we have managed to provide the necessary leadership that opened up the airport to commercial flight operation. A journey to Abuja that would take a minimum of six hours of driving on the very hazardous roads is now reduced to less than one hour. Lagos is now 45 minutes away from Ilorin.

Not many people can remember today that less than seven years ago, this was almost a pipe dream. With the commencement of commercial flight operation has come increased influx of businesses and people who are taking advantage of the new accessibility to do business in our State. More people are also now willing to settle their families in our State because of the very peaceful environment that we have continued to provide in addition to flying out to work elsewhere.

Along with the commercial flight operation, another important development around the aviation sector in our State is the construction of the Cargo Terminal at the Ilorin International Airport. The implication of this is that Cargoes from Europe and America destined for the Northern part of the country do not need to go to Lagos first. This also ties directly to the commercial agriculture initiative as it will enable direct export of produce

from Ilorin airport. The huge economic potential in this cannot be overemphasised.

Power

As you know, unstable power supply remains one of the major challenges of our country. Several efforts have been made over the years with little or nothing to show for it. One of the recent initiatives was the Federal Government initiated National Independent Power Project (NIPP). Unfortunately, these projects were abandoned across the country. The only one of such projects that was not abandoned, and has been duly completed and commissioned, is the Step-down Station at Ganmo, Kwara State. Even though this is a Federal Government project, we realised that our various efforts at achieving economic growth for our State can only achieve desired results if we are able to provide the necessary infrastructural support, especially electricity. With the completion of this project, we are now enabled to evacuate power from the 2 x 150 MVA; 330/132KV transformers; and 2 x 60 MVA, 132/33KVA transformers from the new substation and this has tremendously improved power supply in our State. It would delight you to know that many businesses and industries have experienced up to 80 per cent drop in their expenditure on diesel since this project was commissioned.

Agriculture

When we took office in 2003, our State was most commonly referred to as the Civil Service State, often in a derisive way. In less than eight years, we have changed that perception.

Through our commercial agriculture initiative in Shonga, which remains one of the most ambitious agriculture projects anywhere in Nigeria, we are now widely known across the world as the number one agriculture State in Nigeria.

In 2008, we recorded the largest single movement of cattle in the world when we successfully imported all the cattle required for dairy production into the country without a single fatality. Consequently, we were able to kick off the dairy plant with installed capacity for 80,000 litres of milk per day, which is the largest of such plants in Nigeria. No doubt, the best story that came out of Shonga in 2008 is that the first set of milk and

yoghurt rolled out of the dairy farm, and can now be found in the open markets of our State and other parts of the country, thereby establishing that important linkage between commerce and agriculture, which we envisioned when the project started.

I am delighted to report that the Shonga Dairy Factory now delivers 10,000 litres of fresh milk per day, out of its installed capacity of 80,000 litres per day, and has generated up to 4,000 employments to our people.

There are so much more developing around the commercial agriculture initiative. One of these is the poultry plant with an installed capacity to deliver 3.2 million broiler chickens per day.

Water

Again, one of the most pressing challenges that the people of Kwara State in both rural and urban areas wanted the government to address in 2003 was lack of access to clean water. Over the years, we have tried different approaches with varying results. However, we are delighted to note that when we resumed office in 2003, Asa Dam Waterworks, which is the major source of water to the capital city was only pumping 4.3 million gallons per day. As a result of our intervention, we can now pump 25.5 million gallons of water per day. We are now ready to upgrade the distribution capacity so that water can now begin to run in every home in the metropolis just as it used to happen in the 1980s.

Our policy for rural water is that no one in any part of our State should go beyond 500 meters to get water. Pursuant to this policy, we have continued to sink boreholes in villages throughout the State.

Health

The core challenge in the health sector is how to improve access to health care delivery, especially at the primary level. This required us to change the way we approach health policy intervention.

A remarkable breakthrough for us in this direction was in 2005 when we launched the first ever Rural Health Insurance Policy in Nigeria with the support of the Dutch Government. Under this initiative, poor people in the rural areas can subscribe with as

little as ₦200 and have access to a broad range of medicare support, including some minor surgical operations. This has caused a dramatic upsurge in hospital attendance in the pilot community and provided important lessons for us in scaling up to other parts of the State.

However, even as we continue to rehabilitate existing hospital facilities, at all levels of healthcare delivery, it is also clear that a major step change was necessary that would even deal with another important gap in health care system in Nigeria generally. I mentioned yesterday the establishment of the International Diagnostic Centre, which serve both public and private hospitals not only in Kwara but in the entire country. Because the Centre will be operating as a Private-Public Partnership initiative, the economic viability and the values it would bring to health care delivery in our country is indeed enormous.

Education and Human Resource Development

What has become so evident in recent times is that the future belongs to those countries and people who have taken the education of their children seriously. A country will grow and prosper because it has invested in knowledge and others will stagnate and fall back because they have not.

Unfortunately, one of the major tragedies of our country is that we are one of those countries in the world where parents got better education than their children. The public primary and secondary schools that many years ago produced some of our country's all-time best have long disappeared. Universities and other tertiary institutions hardly serve any purpose beyond that of a ceremonial rite of passage.

Indeed, the connection between education, poverty and development can hardly be overemphasised. This is why education is naturally at the heart of any development planning.

However, development as a consequence of education is a function of deliberate investment and careful planning: it just doesn't happen.

I am keenly aware of the desperate condition of our education. This is why barely three months into my administration in

August 2003, we convened the first ever Kwara State Education Summit. And rising from that summit, the framework that emerged is that education as a tool of development must be anchored on one simple question: what do we want our children to be able to do when we put them in school?

In response to this, we launched in 2008, the Kwara State Education Reform Agenda, 'Every Child Counts', which seeks to put children at the heart of education delivery in our State and introduced a series of radical measures directed at improving learning outcomes in schools.

Our efforts have again brought Kwara State into both national and international reckoning and has made our State, not only a role model but also, the single most preferred State by international development agencies like the World Bank and British DFID for education support interventions.

Perhaps, the single most important achievement we recorded for education in 2008 was the Teacher Needs Assessment, which made us the first State in Nigeria to ever conduct that kind of assessment, which has been widely acknowledged as a pioneer effort even by international standard.

We are delighted to note that even within the short time that we have embarked on the reform in the education sector, we are beginning to see real results in the abilities of children, especially at the basic education level.

One of the key components of our education reform is the reform of the Colleges of Education. It is only natural that in seeking to improve the quality of teaching in schools, institutions for teacher training have to be improved as well. In this regard, we have repositioned the College of Education in Oro to play this important role. It may interest you to know that the National Commission for Colleges of Education in Nigeria (NCCE) has identified Oro College of Education as a model for the reform of all Nigerian Colleges of Education during an international conference on 'teacher education in Africa' held in Accra, Ghana in 2009.

We recognise that basic education is only a very important foundation for the great task of developing skills and capacities in

our State. Therefore, we have also focused on other levels of education as well.

a. KWASU: *I believe that during this conference you must have heard so much about the new Kwara State University, which has its main campus in Malete, Moro Local Government of Kwara State, with subsidiary campuses in Kosubosu, Baruten Local Government; and Osi in Ekiti Local Government. It must be recalled that the first attempt to respond to the desire of our people to have a State University started way back in 1990, that is about 13 years before our administration. We are however proud to be the government that has been able to fulfil this desire of our people. The Kwara State University, as the motto reflects, is conceived as a university for community development. Its core mandate therefore, is to produce high quality workforce and research that will directly have an impact on the development of our State.*

There is still so much to do in making KWASU the university of our dreams, but we have demonstrated our commitment by the actions and investments we have made and continue to make as well as the quality of scholars that we have been able to attract from all over the world, especially from the United States.

b. Aviation College: *Yesterday also, I mentioned the International Aviation College. Again, this is another major step in making our State the hub for education and skills acquisition in Nigeria. Along with the training of commercial pilots, the establishment of this college is also providing an important linkage with the Kwara State University College of Aeronautical Sciences, which is currently being planned as part of the University's Faculty of Engineering in collaboration with Princeton University Engineering Faculty.*

c. Vocation Centre: *As we seek to develop high level workforce resource, we also consider it imperative to develop a core of technicians, artisans and skilled workers: industrial welders and plumbers, automobile technicians and electricians, bricklayers and caterers, etc. The International Vocation Centre will be sited in Ajaselpo in Irepodun Local Government Area. It will award City and Guild Certification with technical support and direction*

from the Trade and Technical Enterprise (TTE) in the United Kingdom.

Governance

Since 2003, we have laboured to project our State as a place where the business of government is conducted in a responsible and transparent manner; where government is not only accountable but also operates in accordance with the rule of law and due process, which we believe are necessary preconditions for building the right kind of profile that will attract national and international partnership and investments that are crucial in achieving economic growth for our State.

It is in pursuant of this that we invited the world's foremost credit rating agency, Fitch, to our State in 2008 to do an assessment of our credit rating, which involves a critical analysis of those indices that show how well the business of government is conducted in our State. We are proud to note that we are the only State in Nigeria to have submitted itself to this level of scrutiny and we are proud to report that at the end of the exercise we were awarded a Foreign and Local currency rating of B+ and a National long-term rating of AA-. More than anything else, this rating confirms the steady progress we have recorded in the last 7 years and a measure of our commitment to making Kwara State one of the leading States in Nigeria.

Apart from the overall positive image that the Fitch rating has brought to our State, one other important benefit is that it projects us as a responsible credit worthy entity. The direct fallout of this achievement is our ability to raise an ₦18 Billion bond to embark on key capital projects like the Medical Diagnostic Centre, the Kwara State University, the International Aviation College and the Vocation Centre, among others.

Certainly, given our parlous revenue profile, there is no way we would have funded these projects if we were not able to access this bond.

Fellow Kwarans, distinguished ladies and gentlemen, the last seven years have been the most challenging of my life, but I must also say the most exciting. I doubt if there can be a greater honour conferred on a man than an opportunity to serve his people and

improve their lot. I feel particularly honoured that I am the first Executive Governor in the history of our State that would serve for two terms. I must say that even though we were determined from the very first day of our administration to do the best we could for our State, I believe the opportunity we have had for sustainability and continuity is a crucial factor in most of the successes we have recorded.

It is for this reason therefore that I want to assure all of you in this room tonight, that even as my mandate as the Governor draws to a close, I do not intend to relinquish my leadership of our State and our people; the leadership that you all in this room and so many of our people in diverse parts of the world and back home must continue to provide; the kind of leadership that is not bound by political office but can be positively represented by it.

One of the questions that I get asked quite often these days is 'so, what happens to all that we have done and all that we are still doing if they are not sustained by the next administration?' My simple answer is this: we should ask the people of Kwara State if the progress we have made in the last seven years is worth protecting. If the answer is yes, then they must all join me in ensuring that whoever becomes the next Governor is someone who would not set us back to square one; someone who would be primarily loyal to the people of Kwara State and the progress we have made together in the recent past. This, distinguished ladies and gentlemen, is probably going to be the most difficult battle we have ever fought for our State. I pray to God to guide us aright.'

Address delivered by Dr Abubakar Bukola Saraki, Executive Governor of Kwara State, Nigeria, at Kwara State Association of Nigeria (KSANG) 2010 Convention, Seattle, United States of America, 4th July 2010.

2.4 Case Analysis and Observations

From the case presented above, we observed that the government, despite the limitations provided by financial resources was able to move ahead in accomplishing the targeted developmental objectives through the adoption of the 'resource creation' approach. Every necessary step was taken to ensure that no hindrance could terminate the vision of consistent economic growth and wealth creation through a change in paradigm away from the 'resource allocation' approach of the past.

The leadership of the State recognised that to get results, they have to focus on results and not the limitations or challenges as was the case in the past. There was therefore an obvious paradigm change in the administration of the State. The neoclassical general equilibrium theory of growth therefore became a tool for the delivery of the promise of economic growth and development of Kwara State. In this direction, the government's financing strategy was crucial. Strategic developmental projects were funded through the institution of a state bond specifically for those projects. With improvement in the internally generated revenue of the State through a conscious effort to revamp it, there was also a steady source of funding from that effort.

More important is the positive mentality approach of the State to infrastructural development. The 'can do' spirit of this administration, more than anything else assisted greatly in accomplishing the consistent economic growth the State has witnessed. The innovative energy for growth combined with the opportunistic drive of entrepreneurship demonstrated by the leadership of the State has contributed to the modern development of Kwara State.

It is also important to note that projects that have high capacity for providing the greatest multiplier effects have been given priority. For instance, apart from the direct effect of providing employment for over 3,000 people, the Clean and Green Programme possess the indirect effect of uplifting the status of the State from one of the

dirtiest to one of the cleanest, the health of the citizens of the state, thereby reducing the possibility of the spread of environment related diseases. The roads projects also apart from the direct and indirect job creation also open up the State for commercial development, among other multiple effects.

The strategic investment in agriculture, education, aviation, water, health and power have had significant multiplier effects on the entire citizenry of the State, touching directly and indirectly their finances, employment and career status, well being, business opportunities, and personality. Economic growth in these strategic sectors of the State has been significantly responsible for the economic development we all are living witness to.

2.5 Conclusion

Kwara State has been, in the annals of states in Nigeria, a 'backward state' in terms of economic development. Despite the massive land and natural resources that were of little or no significant impact, prior to 2003, the State was predominantly a 'civil service' State. Although many of the citizens of the State are found in various parts of the country engaging in one form of activity or the other, leaving the State with not the very best of the states in terms of manpower. Most successful indigenes of the State are spread all over making impact in the economies of those states at the expense of Kwara State. There was little or no belief in the potentials of the State by its citizens.

The past eight years of Governor Bukola Saraki have however changed the whole of the above. With the leadership of the State showcasing the potentials of the State and getting more of the indigenes in diaspora involved in working together with the government to improve the status of Kwara, the story today is obviously different. Through a paradigm shift in approach from 'resource allocation' to 'resource creation' the leadership of the State has been able to demonstrate to all that there are indeed more opportunities in the State than could be found elsewhere.

Many people are now coming to Kwara to tap the potentials of the State, a result of the government's conscious economic development of the State through its strategic investment in the strategic sectors that have been identified to spearhead the modern development and transformation of the State. Kwara today is not the same as the Kwara that we all knew before. The State is fast developing into an investor's haven with the centrality of its strategic position as the gateway to the northern parts of Nigeria, all courtesy of the forward looking approach of economic growth and wealth creation of the administration of Governor Bukola Saraki.

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CHAPTER 3

Reforming the Revenue Process for Growth

Kola Subair, Omolara Ojulari and Joel Aransiola

3.1 Introduction

It has become a theoretical fact that while virtually every human being knows how to spend money, a significantly low number of the human race knows how to generate it. At the heart of macroeconomics lies the notion of output which ultimately constitutes the revenue or income of the nation or state and its budget constraints. A country or state can however use more output than it produces only if it borrows the difference, hence the submission that large volumes of output alone, and not the quantity of money, makes a nation prosperous (Moss, 2007). As important as output is in the study of macroeconomics, one particular form of wealth called money occupies a very special place serving as the facilitator of exchange, hence David Hume's submission in the middle of the eighteenth century that money is not one 'of the wheels of trade' but the oil that renders the motion of the wheels more smooth and easy.

Virtually all the State Governments of Nigeria depend heavily on Revenue Allocation from the Federation Account especially during the oil boom of late 1960s and towards the tail end of the 1970s. However, with the dwindling economy, every state of the federation is now looking inward towards internally generated revenue. All the three tiers of Government today look to a quantum jump of revenue receipts from both their share of Federation Account and internal efforts, to meet the increasing cost of running the governments.

Many States in Nigeria face the problem of scarcity of funds to meet their capital as well as recurrent expenditure requirements. But, perhaps, of more importance to the State, is the lack of competent technical know-how to utilise the limited resources available to such states so as to achieve their desired objectives.

In actual fact, most of the states fail to achieve their stated objectives because of fiscal indiscipline. There is a lot of misappropriation of government funds and waste of resources at the Federal, State and Local Government levels which require stringent approaches to financial administration at these levels.

3.2 Conceptual Framework

The starting point and therefore the core of any efficient public financial administration is planning and budgeting. In a developing country like ours, the people are more concerned with the distribution of the 'National Cake' because they depend almost exclusively on the government for the provision of essential amenities for the society.

Kwara State was undoubtedly one of the poorest and least developed states of the Federation. But with the change in the baton of leadership of Kwara State on 29 May 2003 from Mohammed Lawal's All Nigeria People's Party (ANPP) to Dr Bukola Saraki's People Democratic Party (PDP), the economic situation of Kwara State has improved tremendously in the last eight years. This

situation derives its origin from socio-political and economic factors with the latter of more significance.

The economic factors are the outcome of problems associated with inadequate and inconsistent revenue base coupled with lack of efficient financial administrative machinery. All states, as earlier enumerated, depend heavily on Federal Statutory allocation for their services and programmes; indeed, 80 per cent of the total revenue of the state is from the federation account. A state faced with this precarious situation needs a workable planning and budgeting system in the allocation and utilisation of limited resources in order to meet societal demands and expectations.

In terms of principles, public financial management does not differ significantly from private financial management. However, the two fields vary considering the objectives which public sector management strives to achieve as against that of the private sector which is guided mainly by the profit motive. Public financial management is purely concerned with financial management in government as well as its parastatals, corporations, agencies, boards and such similar organisations.

As affirmed by Prest (1975), public finance in developing countries broadly can be taken to cover areas such as taxation, government expenditure, corporation accounts and so on. Thus in any analysis of the public financial system in developing countries, it is important to examine economic efficiency of various budget policies and systems and analyse the response of the private sector to various fiscal measures such as taxation and expenditure charges.

Public financial management is not concerned as such with the concept of profit and loss account as may apply to the private sector; rather it is more concerned with the constraints that governmental laws and regulations place on how money should be received, kept and disbursed on behalf of the entire citizenry. It involves the process of analysis, classification, interpretation and communication of principal information about all government financial transactions (Ackay-Nyamike, 1986).

From the foregoing, public financial management may be described as a financial system which is moderated by the various governmental laws and regulations as well as the public desire for social services and accountability. It is unique in its features in the sense that it incorporates political and social desires in its approach but ensures that accountability is not sacrificed to achieve societal goals.

It should be noted however, that within the public sector organisations, there are differences between organisations which are set up to generate profits and those mainly set up to provide social amenities. Even though government is not concerned in most cases with the bottom line profits, where an organisation is set up purely as a profit making venture, it should be organised in such a way that it can yield adequate returns to justify its existence.

The inability of such profit making public sector organization to yield profit is what has induced the government to undertake extensive privatization of most state enterprises. The differences between these organizations dictate the type of financial administration statements to be presented within the guidelines of generally accepted accounting principles.

Specifically, the features of public financial management include legal requirement, stewardship, managerial functions, administrative functions, accountability, coordination and the desire to protect public interest. In the process, auditing becomes essential to ensure adequate financial control. It is essential to adopt both internal and external auditing in any organisation. Internal auditing prevents fraudulent and reckless expenditure while external auditing provides guides which prevent future occurrence of mistakes leading to misuse of funds.

In conclusion, it is important to note that in its day-to-day operation, public financial management observes all accounting norms but stresses the peculiarities imposed upon it by legal requirements.

3.3 Research Methodology

The major concern of this research work is to examine the financial administration system of public organisations as it currently operates in Kwara State. The reformatory process that the financial system was put through to accomplish the level of economic growth witnessed in the State will be of concern to us.

Participant observation method and oral questionnaire were used to complement the secondary data sources in an attempt to highlight the deficiencies within the system with the intention of unfolding the secret of how Dr Bukola Saraki effectively re-tooled the system to generate the level of economic growth witnessed in the State. The Planning and Budgeting capacity of this administration was also used as a mirror through which the problem of research was analysed since planning and budgeting form the basis of public financial management.

The experience of the lead researcher in the Ministry of Finance which spanned over 35 years also gave the team an advantage to view every aspect of operations of this strategic arm of the state administration holistically. The research data sources were both primary and secondary, based on the first hand contact established as a result of this member of the research team.

3.4 Financial Planning in the Public Sector

According to Ackah-Nyanike (1986), management has the duty to choose and implement policies in order to achieve the objectives of the organisation. It must be noted however, that whatever the level of performance, the ability to achieve corporate objectives depends on the ability to set out clearly designed financial plans to guide the operations of the organisation.

The basis for financial planning is financial forecasting. The need for forecasting in financial management arises where the future financial needs of the organisation are being estimated. The basic steps involved in predicting those financial needs, according to Keowon *et al*, (1985) include the following:-

- Projection of the organisation sales, revenues and expenses over the planning period,
- Estimation of the level of investment in current and fixed assets that are necessary to support the projected sales; and
- Determination of the firm financial needs throughout the planning period.

Financial forecasts are therefore put to use in constructing financial plans. These plans culminate in the preparation of cash budget and a set of performance statements for a future period in the organization's operations. The organisation structural requirements, including the type of financial planning required, may vary according to the different stages of development and types of activities. Whatever the nature of the organisation, financial planning should take into consideration liquid resources. Other factors to be taken into consideration include capital expenditure, capital projects, borrowing and debt servicing. The planning for liquid resources is essential as shortages can cause difficulties to an otherwise promising business and indeed in practice have caused the downfall of what should have been successful organisations.

In dealing with the liquid asset position, the emphasis can be more especially placed on cash flow both inward and outward, and it is for regulating this flow that careful planning is required.

Financial planning is also essential in the area of capital budgeting. A capital expenditure is therefore normally committed on projects or an investment whose intention must include at least one of the following:

- To service public interest;
- To generate funds in terms of profits;
- To ensure adequate societal amenities, that is, to provide for equitable distribution of resources to the benefit of all citizens.

In planning for capital projects care is usually taken to ensure that projects embarked upon are the economically viable ones that can

directly pay their way and generate enough income to assure refund of the capital together with interests. On the other hand, they may be projects that are capable of indirectly promoting the overall development of the economy e.g. roads, airports, railways, schools, hospitals etc. It is also important that all ongoing projects are considered as a first charge on the budget.

Financial planning particularly in the developing countries should take into consideration borrowing and debt servicing. We need to take note that excessive borrowing is detrimental to the economy and a limit must be placed on the extent to which deficit budgeting can be applied.

Debt servicing is a burden on the financial planning capacity of developing nations. The problem is how to determine the percentage of national income to be allocated to debt servicing without hampering the provision of adequate services under the budget. Accordingly, this must be well planned to ensure the smooth administration of the nation's resources.

3.5 The Role of Budgeting in Financial Management

The central concern of financial management is the mobilisation, utilisation and accountability of financial resources employed in the organisation. In respect of the public sector, the core of the problems associated with the financial management is the ability to mobilise adequate financial resources for productive investment and to apply such funds to the viable sectors of the economy.

To achieve an effective mobilisation and utilisation of resources, there should be an adequate financial plan which should be presented in the form of a budget. This forms the basis of the financial operations of the organisation. The budget is, therefore, the starting point and for that matter the core of any efficient financial management.

In normative terms, the national budget may be defined as a statement of the probable revenue and expenditure for the forthcoming year with financial proposals based thereon and

submitted to the National Assembly for the purpose of receiving approval for the implementation of the proposals thereunder. In other words, a national budget is a financial and/or quantitative statement prepared prior to a definite period of time of the policy to be pursued during that time for attaining a given objective.

Thus, the national budget is the central expression of how a government's limited resources will be allocated between the competing claims of different advocates for more money for various programmes. In a limited sense, the budget has become the only annual document of government where most of the policies are made known to the public.

However, if the budget is to achieve its objectives then it should be a meaningful reflection of the national development efforts and a means of evaluating the progress of projects against set targets, as well as a tool for securing the efficient management of operations entrusted to the executive. The budget should therefore facilitate the appreciation of the impact of governmental expenditure on the national economy. Moreover, the test of a system's dynamic strength lies in its ability to accelerate the rate of development and progressively improve the distribution of income. The significant indications of this test include the ability of the budget to ensure equitable allocation of the resources of the nation for effective national development so as to afford every individual within the nation, the structural possibilities for satisfying the wants of life.

Budgeting is needed to strengthen the financial process, improve the mobilisation of resources, secure efficiency of the economy, effect better utilisation of resources and streamline management decision-making. Thus, the budget can be described in relation to financial management as the pivot around which the entire financial management of an organisation revolves. It instigates management thinking and ensures that the right decision is taken at the appropriate time and implemented effectively.

3.6 Case Presentation

The Case Study

Number Three

Restructuring the Ministry of Finance

The Ministry of Finance was organised into four major divisions, namely, Board of Internal Revenue, Budget and Economic Planning, Treasury and Financial Administration. Since 1988, the Department of Budget and Planning had been excised from Finance. But later Budget Department was later returned back to Ministry of Finance, while Planning became a Department under Governor's Office. For better coordination and effective administration, Planning and Budget Divisions were merged to form a new full-fledged Ministry in year 2009 under the administration of Governor Bukola Saraki.

The Ministry of Finance

The Ministry of Finance is presently constituted is made up of Personnel, Finance and Supplies; Office of the Accountant General; Board of Internal Revenue; and the Budget Departments.

Achievements

As the bedrock of government business and activities, finance and planning has, since the inception of Governor Bukola Saraki administration in 2003, radiated a new vigur and fresh impetus such that it has not only helped the administration to deliver on its promises but has also engendered known vistas of good governance.

Though inherited a lean purse, government under the present administration has been able to overcome the state's age-long

limitation by activating its latent and untapped potentials, broaden its financial base and increase its revenue drive thereby taking Kwara State out of the league of the civil-service states that precariously depend on allocation from the Federal Government.

Through a Spartan culture of precedence, genuine adherence to due process and aggressive revenue generation, the lot of the state has been tremendously improved. This has helped the government to meet its many obligations.

These salutary efforts of government in this and other respects have increased the volume of investments turnover both in stocks and capital market transactions for public and private investors. The results are evident on the number of developmental programmes, which have also positively robbed on the lives of the citizenry.

All these have combined to increase the general value and rating of the State, locally and internationally. This is what has earned Kwara State, newly, a high-profile credit rating by the influential International Rating Agency, 'Fitch'. With the rating, Kwara, out of the 36 States of the federation, is scored with a local and foreign currency rating of B+ and national long-term rating of AA-

The implication of this is that Kwara is scored and confirmed globally as one of those states in Nigeria capable of rising up to their economic challenges.

The Ministry of Planning and Economic Development

Ministry of Planning and Economic Development is one of the departments of Government in the State. The Ministry metamorphosed from the former Kwara State Planning Commission, which was established under the edict No.2 of 1996. It became a full fledged Ministry on 4th June 2009 as a result of civil service reform by the Kwara State Government.

The Ministry has the statutory responsibilities for inter-governmental cooperation in economic affairs, central economic planning, central statistics and budgeting. The Ministry is

divided into five directorates namely: Planning, Statistics, Budget, Finance and Supply, and Personnel Management. It also has the department of Debt Management Office (DMO) under it.

Achievements

There is no ambiguity about the fact that planning is key to most success stories in life. Thus not only wise men, but also wise governments embrace planning not only to ensure its survival now but the realisation of future plans.

It is no wonder then that the realisation of the truism has earned it a ministerial recognition. Apart from its key status as the compendium of statistical information in government business and profiles, it has also been central to all budget preparation exercises. This ministry has been quite helpful in debt management and positive economic projections at micro and macro levels.

Whether as Economic Planning Commission or the ministry of Planning and Economic Development, it has been central to all sectoral and governmental rapport and cooperation which have engendered development in all ramifications. Since 2003, the ministry or commission, as it was has remained a veritable instrumentality of government by which it maintains and sustains its rapport with governments and organisations locally and internationally.

Achievement of Budget Directorate

Since the inception of Governor Abubakar Bukola Saraki's administration in May 2003, the Budget Department has made significant contributions to the economic development of the State through the formulation and prompt submission of annual budgets to the House of Assembly as provided by the Constitution of Federal Republic of Nigeria, while monitoring of budget implementation are done constantly to ensure fiscal discipline and adherence.

The administration also made appropriate estimates when it became imperative to further meet the aspirations of the masses.

As part of the State Government's efforts to see to early and accurate preparation of the budget, E-Budgeting was introduced in the preparation of 2010 budget. Thus, the Governor Bukola Saraki-led administration is highly commended for its fairness as regards equitable distribution of amenities and developmental projects without prejudice.

Debt Management Office (DMO) Department

The functions of this department are:

- *To issue, on behalf of the State, such Debt Securities as the State may desire to issue, from time to time;*
- *To maintain a reliable database of all Debt Securities issued, loans taken or guaranteed by the Government or any of its agencies, and all contingent liabilities related thereto;*
- *To prepare and submit to the Government, a forecast of loan service obligations for each financial year and the State's borrowing capacity;*
- *To prepare and implement a plan for the efficient management of the State's debt obligations at sustainable levels compatible with desired activities for growth and development, and participate in negotiations aimed at realising those activities;*
- *To issue, from time to time, regulations and guidelines for the smooth operation of any Debt Securities issuance programme of the Government;*
- *To verify and service debts guaranteed or taken directly by the Government;*
- *To advise the Government on the restructuring and refinancing of all debt obligations;*
- *To advise on all projects undertaken by the State and propose funding mechanism; and*
- *To carry out other functions which in its opinion are required for the effective implementation of its functions under this Law, which may be delegated to it by the Governor or by a Law of the House of Assembly.*

Achievements of DMO Department

- *The DMO department successfully carried a reconciliatory exercise on Paris Club loans that led to the refund of a substantial amount to the State.*
- *The department successfully manages debt portfolio to support cash flow.*

Other Achievements

- *Production of Kwara State Development Priorities and Strategies Document;*
- *Conducted top-level advocacy on draft Community Economic Empowerment and Development Strategy (CEEDS);*
- *Actively participated in the processing of application for 2008 Conditional Grant Scheme and Debut Development Bond;*
- *Participated in the meetings of Joint Planning Board and National Council on Development Planning;*
- *Capacity building in Planning, Research and Statistics Departments of MDAs under UNICEF and UNDP programme of cooperation;*
- *Production of monthly Stock Monitor Newsletter;*
- *Establishment of Kwara State Central Management Information System;*
- *Establishment of Statistical Training Studio;*
- *Participated in NDE'S Survey/Registration of unemployed persons;*
- *Production of price statistical digest and weekly conduct of price listing including collection, collation and analysis of socio-economic activities in Kwara State;*
- *Successfully coordinated the activities of donor agencies. Currently active International Development Partners in the State. This includes: British Council, DFID, World Bank, UNICEF, ADB, Sight Savers, Hygeia and WHO;*
- *Monitoring of UNICEF assisted programme in 6 focus communities (Aiyetoro Oja/Oha Issa in Ilorin East LGA, Oke*

Aba/Alla in Isin LGA and Shinawu/ Taberu in Baruten LGA);

- *Annual production of State Statistical Year Book; Facts and Figures and Price Statistical Digest.*

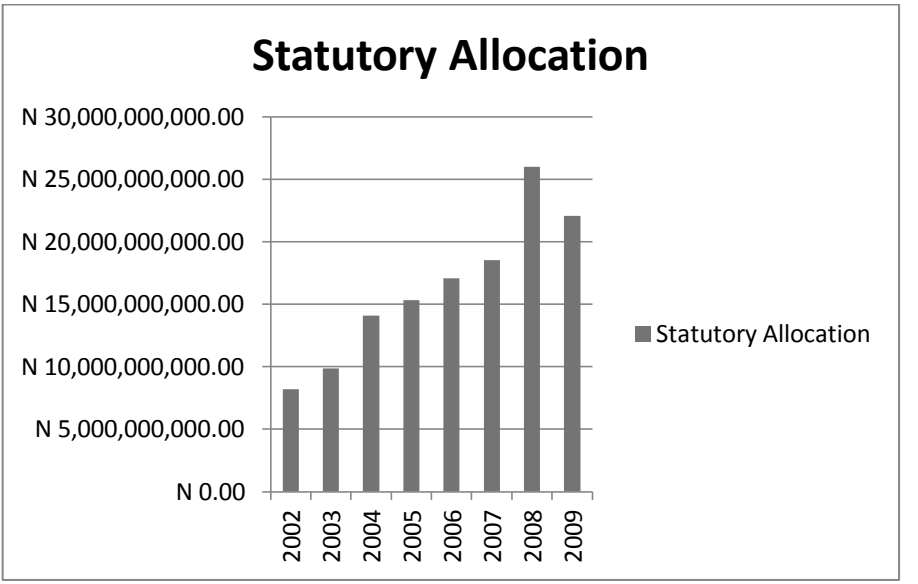
Extracted from documents submitted by the State Ministry of Finance

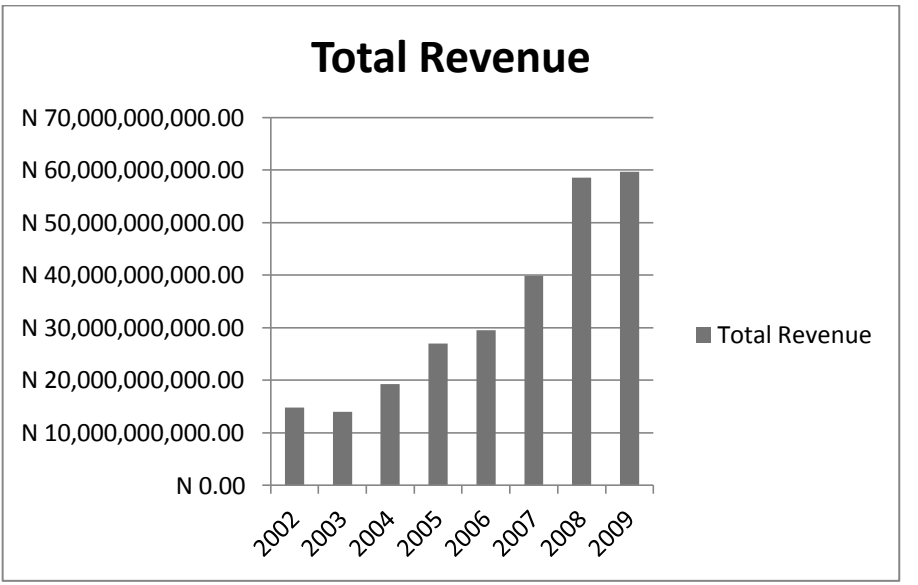
3.7 Observations and Findings

For a State like Kwara to experience real economic growth and development, it requires a clearly defined development strategy in its planning, budgeting and financial . In general, such a strategy must allow for optimal utilisation of resources with which it is endowed. The efforts of the last eight years were therefore geared towards this direction.

Financial management strategies vary and the different strategies have their unique set of policies, programmes and incentive system. The tools by which any strategy is implemented, however, hinge on plans and budgets and it is obvious that in Kwara State the tools had not been adequately and properly used by the past administration before the inception of the administration of Dr Bukola Saraki (2003-2011), considering the enormous amount of resources that have been committed to the state's various capital projects and their output to the system. Some of the projects prior to this administration have been abandoned half-way or declared unviable after completion.

Before the administration of Governor Saraki these defects pointed to the many administrative problems of the State. The first and most itching problem of financial administration in Kwara State was the use of the system that has not been adequately integrated into modern scientific approach to financial management.


Statutory Allocation
N 30,000,000,000.00
N 25,000,000,000.00
N 20,000,000,000.00
N 15,000,000,000.00
N 10,000,000,000.00
N 5,000,000,000.00
N 0.00
2002
2003
2004
2005
2006
2007
2008
2009
Statutory Allocation


Total Revenue
N 70,000,000,000.00
N 60,000,000,000.00
N 50,000,000,000.00
N 40,000,000,000.00
N 30,000,000,000.00
N 20,000,000,000.00
N 10,000,000,000.00
N 0.00
2002
2003
2004
2005
2006
2007
2008
2009
Total Revenue

Planning and budgeting in the State adopted the traditional approach whose main defect was that recurrent budget estimates cannot take full cognizance of expected projects and programmes thus making the implementation of the budget completely amorphous.

Associated with this problem was the lack of information or adequate and correct data. Lack of data has negative effect on financial management because without correct data, rational and realistic projections and estimation, or any accounting ratio analysis, cannot be done. This renders the system inadequate to meet the challenges of modern budgeting and financial management.

A rather more serious problem is that of the attitude of those responsible for planning and budgeting matters at the budgeting and planning units. They fail to imbibe financial management ethics and also linked with this issue is the problem of competent staff. For instance, it took many years to appoint substantive Director of Budget after the demise of the former one because nobody was qualified to occupy that post.

Most of the staff who worked on the budget do not possess the necessary qualifications, yet no appropriate training scheme had been worked out for them, making it impossible for them to undertake any meaningful analysis of financial issues. There was the problem of time in the flow and adequacy of budgeted funds to executing agencies. But added to this was the problem of misdirection of allocation of funds to other projects or procurement of materials, equipment, etc. Again, treasury control was ineffective and enforcement of spending limits pose serious threats to the success of plans and budgets in the State. At times, funds would be adequately allocated according to the budget provisions but the disbursing government agency would misappropriate or divert the fund to other uses.

Another observation was the approach to auditing which poses another serious problem to financial administration in the State. Internal auditing which could have been a very essential tool in

curbing wasteful expenditure was under the control of the agencies and the staff were often bullied into accepting the wishes of the top management. External audit reports were normally ignored by most departments without any serious sanctions. The levity with which the Auditor-General's Reports were treated by government agencies and the inactive nature of the Public Accounts Committee (PAC) seriously compounds the intensity of the situation.

The nature of budgeting and planning in the country itself creates most of the problems for the states. The sources of these problems revolve around the accuracy, control and flexibility of budget and planning documents. A situation where guidelines and directives are issued to the states by the Federal Government on fiscal planning and annual budgeting without adequate cognizance of peculiar problems facing the states, does not make for effective planning nor budgeting and consequently lead to inadequate financial management. The autonomy of the State Government is eroded by the Federal Government and with wide resource gap between the State Government and the Federal Government, the states become highly dependent on the Federal Government in everything and there remains only a few or perhaps no implementation strategies that could salvage the states.

Another problem of concern is the political interference in budget implementation. Under normal circumstances, the political system formulates the budget policy through their manifesto and the nation's aspirations and then leaves the implementation function to the administrative system. But because of the need to translate political or party policy into budget implementation, political influence becomes pervasive and the Chief Executive turns its supervisory power into elaborate control system which negatively affects the realisation of State objectives and promotes negative attitudes to prudent application of resources which leads to indiscriminate selection and inclusion of capital projects during the implementation state.

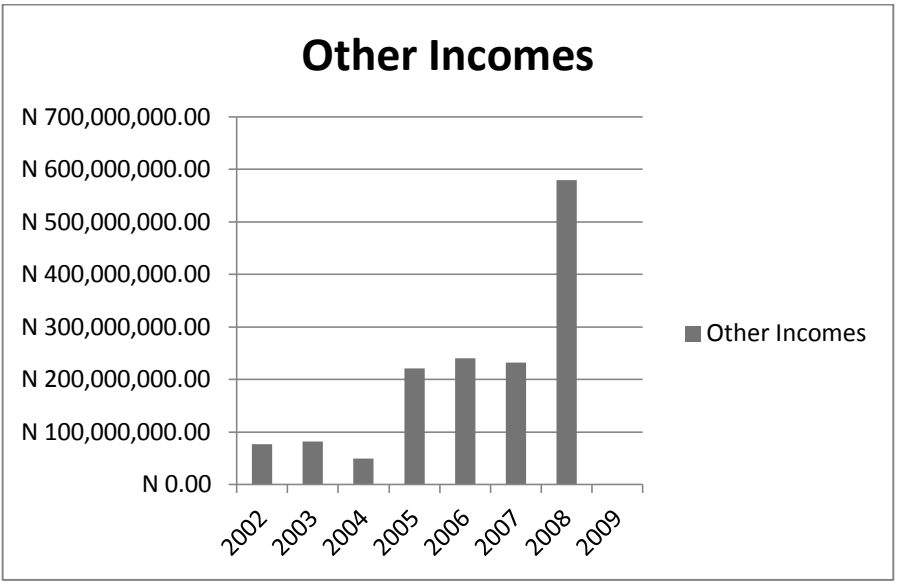
Lastly, it is no exaggeration to say that political influence exerts the major practical problem on effective budget and plan

implementation and for that matter, financial administration in the State. Hence political rather than economic considerations become more paramount in project selection, admission and execution under the budget and the plans as well as releasing funds for various projects. Political and attitudinal solutions should therefore be considered seriously in solving most of the practical financial management problems of Kwara State.

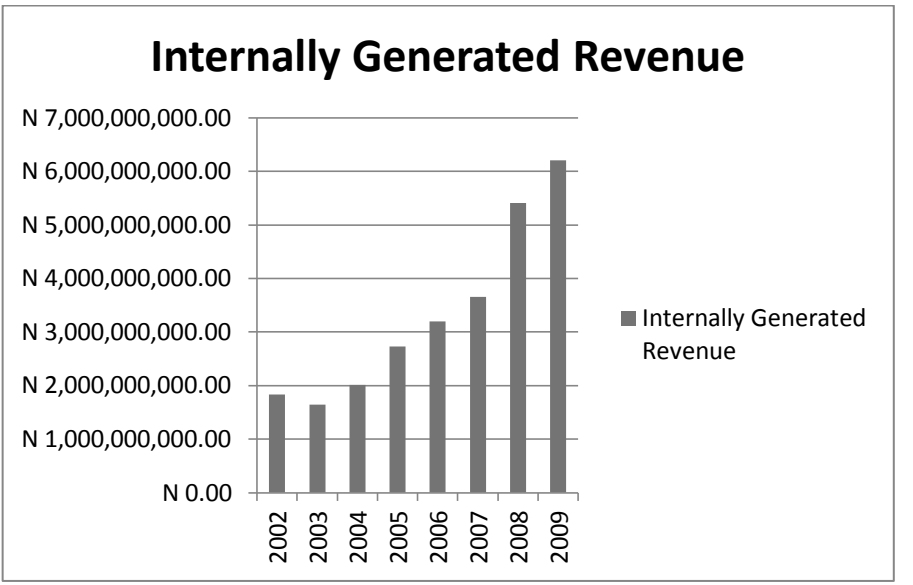
3.8 Implementation Strategies adopted by Governor Bukola Saraki's Administration (2003-2011)

Further to the commitment of the State Governor (Dr Bukola Saraki) to drive the Internally Generated Revenue (IGR) of the State to an unprecedented level, he directed the Commissioner for Finance to come up with a blueprint. The blueprint provided some practical initiatives that will revolutionise the IGR collection of the State to over ₦500 million in the first year.

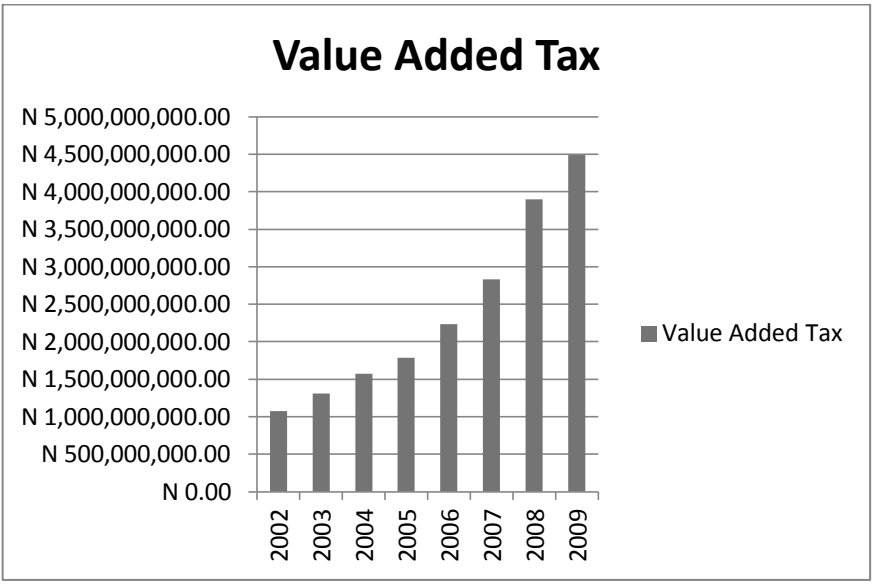
The first practical initiative was the targeting of the core drivers of the budget (i.e. BIR, Bureau of Lands, Housing & Urban Development, Ministry of Education, Ministry of Agriculture, Ministry of Commerce and Surveyor Generals Office). These seven Ministries and Departments have over the years generated 95 per cent of the annual budget estimates (exclusive of that of Parastatal Organisations) of the State. The second was a clear directive by the Governor to all MDAs to evolve possible measures to raise their IGR level. He further set up a monthly revenue performance review meeting which he chaired. The third was to appoint new qualified officers for the State Board of Internal Revenue, provide additional five new vehicles and direct the Tax Consultant engaged to fully computerize the whole revenue collection process of the State. The fourth was the enumeration of taxable persons in the State. The exercise revealed the high incidence of tax evasion among persons in the informal sector and most professionals practising in the private sector. This informed the enactment of Registration of Artisan and other Trade Groups Law. This law was aimed at bringing into the tax net the informal sector hitherto not paying tax.



These practical initiates provided the platform for a steady increase in the growth of the State IGR, in specific terms the revenue rose from about ₦180 million at the beginning of this administration in June 2003 to nearly ₦523 million in December 2004.



Planning: The creation of the Ministry of Planning and Economic Development was informed by the need to enhance the economic activities of the State through its economic policy formulation and planning. The new Ministry was charged with the responsibility of the Budget preparation of the State and direct supervision of the New Nigerian Farmers in Shonga in addition to the cabinet responsibilities of the Former State Planning Commission. This new Ministry meticulously designed a Medium Term Fiscal Policy Framework for this administration which subsequently transformed the State's economy into a vibrant and productive one.



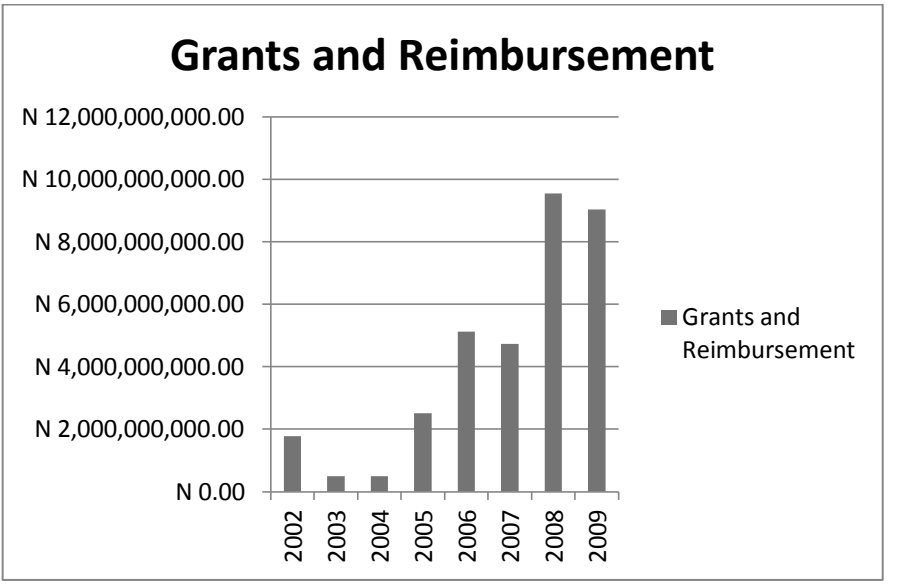
Public Private Partnership (PPP) Initiatives: The policy direction of this administration which has been geared towards Public-Private Partnership and International collaboration was aimed at enhancing improved investments in the key sectors of the State to create wealth, generate employment and promote best practices.

Public Debt Charges: The administration of Dr Bukola Saraki inherited huge public debts overhang. These public debts running into billions of naira included contractual debts, pension and gratuities, foreign and internal loans by previous administrations. The first thing the administration did was to set up a Committee to determine the actual contractual debts, direct Ministry of Finance to determine actual outstanding pensions and gratuities, total internal loans and also engage a consultant to reconcile the State Government external loans under Paris and London Clubs. Following from the reports submitted the State Government came up with concrete action plans to liquidate all the debts overhang. The first to be settled was the total arrears of pensions and gratuities, followed were the verified contractual debts and internal

loans. The external loans under Paris and London Clubs have also been verified and fully settled.

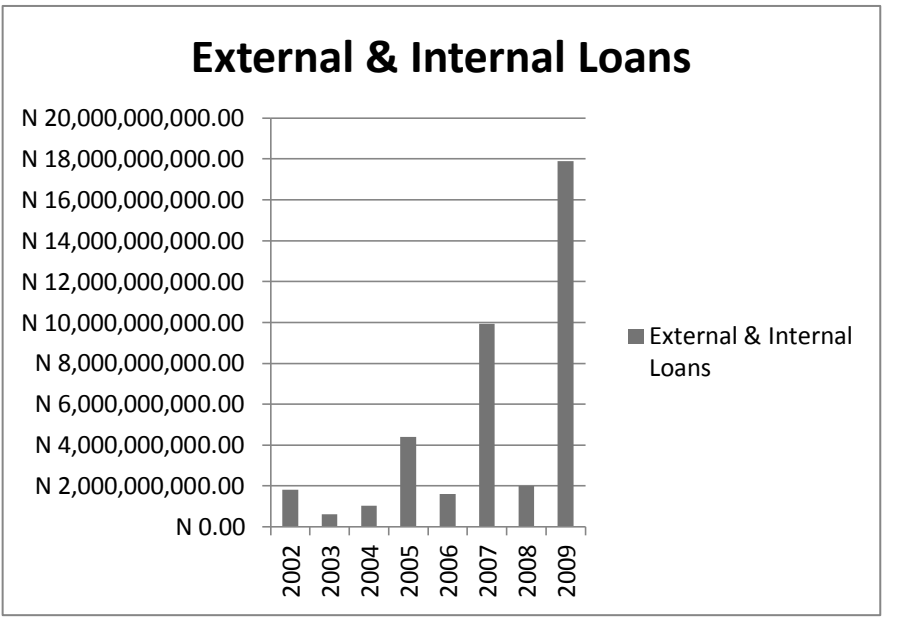
Transparency and Accountability: The administration of Dr Bukola Saraki (CON) from inception introduced Price Intelligence Unit (PIU) and Budget Monitoring and Implementation Unit. These two units ensured that MDAs followed due processes of contract awards through correct pricing and appropriate levels of Tenders Boards. This administration also ensured that all backlog of un-audited accounts were carried out and ever since has prepared and published its annual accounts as they fell due. The State was also one of the first States that signed into law the Fiscal Responsibility Law. Having established a foundation for transparency and accountability, Kwara State in April 2008, was the first State in Nigeria to subject itself to international credit rating of which the State was assigned Long-term foreign and local currency ratings of "B+" and a National Long-term rating of "AA-" (nga) by Fitch. One is therefore not surprised that once again in year 2010 the report of Fitch rating carried out once again shows that Kwara State maintained its excellent grading of long-term foreign and local currency ratings of 'B+' and a National long-term rating of "AA-" (nga), which is the highest and the best rating obtained by any State) in the country.

The effect of the positive ratings could be explained in terms of the increasing volume of grants and aids to the government since 2003 as shown by the graph on grants and reimbursements that have experienced very significant increase from various foreign bodies in support of projects in the state.



Global Outlook: The Global outlook of the State has been very encouraging and was predicated on two main factors. Firstly, Kwara State has continued to witness economic growth as a result of significant investments in key sectors. Businesses continue to benefit from steady power supply which serves to reduce cost and increase productivity, and improved transport infrastructure such as roads and air travel which serves to increase opportunities for trade. Secondly, the State Board of Internal Revenue and Firmus System Enterprises (Tax Consultants) have further intensified their efforts to ensure enhanced revenue collection.

Borrowings: Consumed with the desire to further develop the State, the Governor directed Ministry of Finance to explore all means to borrow from the capital market. The reason for going to the capital market was due to the fact that, such a loan was a long-time one and with very low interest charge.



The loan sourced for was ₦30 billion and among other projects was to be used to finance: Kwara State University, Aviation College, Diagnostic Centre, etc. The State Government satisfied all laid down conditions set by the Fiscal Responsibility Act and that of Stock Exchange Commission. The first tranche of ₦17 billion was drawn down and appropriately disbursed with the completion of the Aviation College, Kwara State University, while the Diagnostic centre is nearing completion. Even though the state has a 5-year moratorium before the repayment of the loan, the State Government has committed a ₦400 million from its Internally Generated Revenue for the repayment arrangement into a domiciliary account for the settlement of the loan when it matures for repayment. This repayment arrangement has been on for over one and half years now.

Computerisation: In continuation of its desire to put in place a sound structure of accountability and transparency, the Governor directed the full computerisation of the State payroll system. To this end, the staff enumeration and identification exercises were carried out in the State Civil Service, Teaching Service and State Universal Basic Education Board. The exercise flushed out all "ghost" workers in the system and for the first time came up with a correct and reliable staff disposition across board. The Governor went further to direct that bio-metrics systems should be used for the identification and salary payroll in the State. This directive was immediately implemented. The State has also fully computerised the activities of Accountant General's Office which by design has not only automated the salary preparation, documentation of all incomes and expenditures but has also automated the quarterly, half year and annual audit exercises. The benefits to the Government of the computerisation exercises is the significant reduction of the salaries/wages hitherto lost to leakages.

3.9 Recommendations

Having gone through the various facts of Kwara State Financial Management System and various State Development Plans and their implementation, and having highlighted some of the fundamental problems of financial system and the implementation strategies already embarked on by Governor Bukola Saraki's administration, we are now in a position to offer some recommendations to further improve the performance of the system.

The overdependence on the Federation Account by the State affects the implementation and control of the State Budgets negatively. The State Government should also mobilise all resident persons to engage in activities that will physically transform material objects into social products and to be backed up with Finance from the State Government.

For the purpose of improving the revenue base, the government should examine the possibility of allowing pools betting, gaming

machines, etc, to be established in the State since interested persons in these activities do undertake them illegally or travel to other states to engage in such activities thereby depriving the State of Revenue from such sources.

The system of restricting such commercial activities in the State especially in the State capital limits the State's ability to maximize tax collection. Revenue generation should be insulated against religion, and every effort should be made to ensure that there is freedom in commercial operations to broaden government's tax base.

We commend the present administration of Governor Bukola Saraki on the current recruitment exercise into Kwara State Civil Service, especially Ministry of Finance and other buoyant departments connected with financial administration such as the Revenue Department, Treasury Department, Planning, Budgeting Directorate, etc. We solicit that the recruitment exercise should be on continuous basis and efforts should be made to improve the quality of output through intensive training. The State Government should design adequate incentive systems to motivate the staff towards effective performance.

There is the need to create a forum through which the staff of the Ministry of Finance and the Ministry of Planning and Economic Development can relate frequently with each other to erase the impression of mistrust that may exist between them. This could be done through seminars, workshops and lectures.

Another serious defect in the financial management system of the State is Federal Government control. The Federal Government should allow the State adequate autonomy in the formulation, preparation and implementation of the State Budget within the broad economic guidelines and directives of the nation and within the constraints of the State. Each State should be given the opportunity to make a budget according to the needs and aspirations of its people so that its financial system can be tailored towards the demands and peculiarities of the State. The State Government itself should avoid imposing unplanned expenditures

on Ministries and departments which complicate financial management at these levels and eventually at the level of Ministry of Finance.

Any project embarked upon by the State Government but later found to be unviable to the public sector should be sold to the private sector instead of leaving them to rot away.

Finally, the adoption of more modern financial strategies for planning and budgeting in the State by the present administration is worthy of note and highly commendable. The tempo for the adoption should continue. A more viable budgeting system for the state will be the adaptation of planning, programming system to suit our environment. This is because the system is management oriented and relies on planning, programming, budgeting and control. The system has the advantage of identifying goals with precision, choosing among such goals those which are most urgent, searching for alternative means of achieving such goals at the least costs bearing in mind the future programmes and the ability to measure performance as well as ensuring that resources put in, yield the desired returns.

Deriving from the foregoing suggestions, it is not an exaggeration to mention that political influence is one of the major practical problems inhibiting effective financial management in the State. It should be appropriate that economic consideration is given adequate change while relevant emphasis can be placed on political issues where appropriate.

Our position on this issue is that where expenditure is to be committed on purely political considerations the economic values of such expenditures should be fully assessed to estimate its yield to the economy. Economic plans should therefore be insulated against political interference and drawn plans should be followed to their logical execution irrespective of changes in political office holders. If the measures we have proposed are adopted, we are sure there will be stability and progress in the financial management of the State.

3.10 Conclusions

The study has thrown adequate light on a number of issues which are pertinent to monetary and fiscal policy implementation which Governor Bukola Saraki had introduced and adopted for the uplift of the standard of financial administration in Kwara State. The problems that face the financial management in Kwara State are enormous and this is complicated by the deteriorating economic condition of the country as a whole and the global economy at large.

We noted in the study that the old financial structure of the State was not adequate to cope with the developmental aspirations of the people of the State. But with the strategy set in motion by Governor Bukola Saraki's administration (the tempo of which we hope will be sustained on a continuous basis); adequate financial awareness for the people will encourage the desired financial prudence capable of sustaining the State with scarce resources available to it, thereby, disallowing for waste and corruption.

We further observed that, prior to the Dr Saraki Administration, the state budget which is the starting point and the core of public financial management in the State had not been adequately retooled to make it cope sufficiently with the demands for managing finances in a depressed economy. In other words, the system has not permitted the adoption of modern or rather properly revised budgetary systems which can promote an efficient financial system until it was fine-tuned by Bukola Saraki's administration to meet modern challenges.

Again, we noted that the best approach to financial management transformation is to adopt a strategy that can stabilise revenue collection and curb the rate of irresponsible expenditures.

We noted that lack of adequate physical and social infrastructure, made it extremely difficult to get the private sector to participate effectively in the economy of the State, prior to 2003, thus lack of financial investment makes economic activity relatively low to the detriment of the State economy and its financial management

system. This has however started changing with the improvement in infrastructural provisions by the Dr Saraki Administration.

There was evidence that in spite of human resources of the State, there were occasional mismatches in which wrong people were placed in positions of financial responsibility thereby complicating the financial management system in the State. As a result, the government's attempt to generate funds by creating commercial ventures has turned out to create financial liabilities.

It must be emphasized that there is a close relationship between the budgetary system and fiscal activities of government. One of the cardinal principles of budget preparation is the budgetary document. This implies that all the financial commitments of government should be incorporated in the budget and there should be no extra-budgeting or financing outside the control of budgetary process. Political interference is inimical to the financial management which must not be allowed to exist.

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CHAPTER 4

Revamping the Educational Deliverables

Don Nwosu, Olayiwola Olorisade and Stephen Afolabi

4.1 Introduction

The Nigerian Government and people embarked on a momentous national curriculum conference in September 1969. An earth-moving educational exploration and national soul-searching venture, the conference was followed up with a series of national seminars and workshops in the early 1970s. These culminated in the launching of the National Policy on Education (NPE) in 1977, revised in 2004 (FRN 1977, 2004). Three years later, some of the leading educationists in Nigeria converted the grand idea in the NPE into an indigenous philosophy named Developmentalism during a national seminar in Bagauda, Kano State in 1981 (NERDC, 1981).

The main thrust of developmentalism is the thesis that education is the 'instrument par excellence' for national development. Ever since, developmentalism has become the mainframe of reference for

examining major educational efforts in Nigeria. It is even more so in the present discussion, since the promptness with which Governor Bukola Saraki embarked on his educational reform soon after assuming office, as well as the content of the reforms depict him as a leader who, guided by the developmental spirit, quickly saw education as a fast and veritable tool for bringing development and happiness to his people.

4.2 Conceptual Framework

The term 'education' is generally referred to as the process of developing a person's mind and character through teaching, or through formal instructions at a school or college. To educate is said to provide schooling for someone or to cause to develop mentally, morally, or physically, especially by instruction. Education also means to train or improve facilities, judgments, skills, etc. Though a means to equipping the man, it etymologically involves 'a drawing out' of natural endowment and 'a leading forth' to some new experience, knowledge or speculation. With special reference to the children, education connotes bringing up or rearing hence the emphasis on stimulation and aspiration of learners (Onosode, 2007).

Education is seen as a wheel for engineering social, economic and political development of any nation. At the inception of Governor Bukola Saraki's administration, the sector was faced with myriads of problems which immediately attracted the governor's attention. To assess the scenario, the first step the government took was to call for the First Education Summit in November, 2003. The major foci of the Summit were:

- To consider the state of the education sector in Kwara state;
- To seek the input of the stakeholders on repositioning the sector;

- To identify the major problems militating against the curriculum transformation plan of Kwara State.

To understand the underlying precarious situation prior to this summit and assess the situation post-summit, we present the thoughts of Governor Bukola Saraki on the occasion of the 2003 Education Summit below:

4.3 Case Presentation

The Case Study

Number Four

The Future Begins Today

'Today's event represents many things for me as a Kwaran and a Governor of Kwara. It is a great day because it represents our capacity and willingness to be united behind a common cause and in search of solutions to common problems. It is therefore, a day of hope. It is also a day of history because what we witness today has never been seen in the history of Kwara State.

However, while we should be delighted that we are the generation that dared to take the bold historic step, we also stand collectively indicted, vicariously at least, that this moment is taking place 36 years late in our existence as a State. Therefore, whatever personal and group glory one stands to claim here today is significantly tainted by the unpardonable absence that had relegated us almost four decades behind history.

I am however, consoled, by the popular cliché that says it is better to be late than never. What we are witnessing today therefore, is not so much the making of history; but rather a history in the making and a historic opportunity to recommend ourselves for greatness and atone for years wasted and opportunities squandered. Like Aldox Housley said, 'experience is not what happened to you, but rather, what you did with what happened to you.' In other words, the mere fact of siting down here today does not by itself recommend us for greatness. What would matter in the end, is what we are able to make of this unique opportunity.

Kwara Education Summit, 2003, represents an opportunity to mainstream the challenges of development and poverty reduction

in our State on a sustainable level. Like I have said in different occasions, we cannot hope to achieve meaningful development or significant reduction in poverty in the future, if we do not begin today to devise sustainable strategies for building a broad portfolio of assets in the individual that would not only expand the frontiers of opportunities available to them, but also equip them to take full advantage of those opportunities.

Towards the end of 2000, the United Nations made a declaration committing itself to the task of eliminating extreme poverty and hunger by the year 2015. All other elements of the Millennium Development Goals (MDGs): universal primary education, gender equality and empowerment of women; child mortality; maternal health; HIV/AIDS; malaria and other diseases; environmental sustainability and so on, are all organically connected to the problem of poverty and the task of 'reducing inequality within and among nations.'

It seems to me however, that the most fundamental approach to attaining these goals and its various concomitants, has to be through education, not only in terms of the number of people we are taking through schools, but more importantly, in terms of the quality and relevance of teaching and learning that obtain in our schools.

As our national economy came under severe threat and governance, institutions and structures atrophied over the years, our educational system also went into a free fall. I believe everyone in this hall is all too familiar with the state of our educational system that it hardly requires any recap by me.

However, as we embark on the gradual process of rejuvenating our economy and rebuilding governance institutions at all levels, we must earnestly prioritise the task of reviving our educational system that has gravely suffered over the years. In doing this, we must devise new ways of defining standards of education beyond mere numerical enrolments and school attendance. We must build for ourselves an educational system that answers to the demands and realities of the labour markets up to the global level.

Therefore, ladies and gentlemen, what we are gathered here to do this morning is not a mere intellectual exercise, even though it requires all the intellect that we can muster. Rather, it is a historic task that demands from us, practical and workable strategies and solutions to the myriads of problems confronting our educational sector.

We are familiar with all the infrastructural inadequacies: lack of furniture and requisite books; lack of laboratory equipment and inadequate classrooms; lack of vehicles and teachers, and so on. These are serious problems that deserve serious attention. However, addressing these needs alone would not lead us to the desired results if we don't deal with the fundamental issues of structures, policies, behaviours and attitudes both on the side of government, school administrators and managers, parents and teachers alike. This is why the summit addresses itself to the core areas that we expect will lead us to the kind of solutions that we want.

The issue of management and administration of schools; funding and financing education; quality of teaching and teachers; vocational, technical and special education; local and indigenous education; and the wide gap between public and primary schools form the core thematic areas of this summit. Today, we have brought together a broad constellation of stakeholders at all levels, who are familiar with all these issues and it is my belief that you will all bring your insight and experience to bear on these issues, thereby enriching what would eventually be translated into policy document for this government in the area of education. As I have said earlier, my government is committed to strengthening people's voice and broadening the democratic space for participation in public policy governance. This forum is another testimony to this commitment, and I urge you all to take full advantage of it.

I must thank everyone who has taken time to partner with us today in this great service to our State. I must however, thank

most especially our friends from the international development agencies, the Federal Government agencies and private sector organisations who have joined us today. I am aware that organisations like UNICEF, UNESCO and ETF have been doing a lot in the past, but I believe this is the time for us to strengthen the bond of partnership between the government in Kwara State and your organisations. It is only through synergy of efforts and resources that we can hope to achieve optimum results in the targets and objectives that I believe we all hold so much in common and so dear. This effort will not end with the summit. The summit will only provide the road map. The journey continues in the days after. I want to invite you to be part of this journey to the glorious future that we all envision for our children.

Distinguished ladies and gentlemen, I will like to end this address by repeating a very sobering but hardly surprising information that I picked up recently. A couple of months ago, I was reliably informed that all the secondary schools in Kwara State combined do not account for up to 10 per cent of intakes into the University of Ilorin. The reason, I understand, is because our candidates cannot pass the requisite examinations.

The grim implication of this is that about 90% of our children are locked out of the opportunities that higher education offers, that is, if we can extrapolate from the experience with the university of Ilorin. However, if we are able to leave this place with clearly deliverable plans on how to improve this record of performance, we would not have wasted our time here this morning. I wish you all a happy deliberation.

Thank you and God bless.'

An Address by His Excellency, Dr Bukola Saraki, at the 2003 Education Summit of the State

4.4 Case Analysis of Primary and Secondary Education

This summit uncovered a wide range of issues in relation to education, which informed the taking of further steps to reform the sector. To start with, in 2008, the State government, through the State Universal Basic Education Board (SUBEB) conducted an assessment exercise on primary grade four and six pupils from randomly selected schools in the State. The result is shown in Table 1 below.

	Primary Grade 4			Primary Grade 6		
	Male	Female	Total	Male	Female	Total
Numeracy	47.5	46.2	47.9	34.8	35.4	35.1
Literacy	50.1	46.8	49.2	55.7	56.7	56.0
Life Skills	55.0	52.3	54.9	56.6	56.9	56.7

Table 1: Mean Score in Assessment Tests.

Source: Kwara SUBEB, 2008

It is evident from Table 1 above that the mean scores obtained in the three tests by gender and grade was generally low. The pupils from grade six recorded a lower mean score in numeracy test than their counterparts in grade four, while they had higher mean scores in literacy and life skills. Consequently, in 2009 Kwara State Ministry of Education, Science and Technology conducted a 'Teacher Development Needs Assessment on 27,000 teachers of Basic Education in the State, out of which, only 75 teachers were said to have had a mental grasp of their subject contents, as well as an understanding of the processes involved in the delivery of a subject matter in class (*The Punch*, 7th August 2009 p.37).

The issue that bothered the State Government was on what the future of education in the State would be, if those who were meant to impact knowledge to the new generation of leaders barely knew their left from right? The dismal performance of teachers in the State Public Primary and Secondary Schools drew the attention of the government to the poor standard of education in the State. Also, the assessment threw up a challenge about the quality of teaching in the State in particular and the nation at large, more especially when children who were 15 years or below constitute about 48 per cent of the entire population. These various challenges in the education sector prompted the education reform introduced by the administration in 2009.

The education reform agenda came into effect in 2009 with the support of the Department for International Development (DFID) and Education Sector Support Programme in Nigeria (ESSPIN). At the initial stage, ESSPIN partnered with five states in the country (Kwara, Kaduna, Kano, Jigawa and Lagos States) to support and improve delivery of Universal Basic Education for all children in Nigeria. A consortium led by the Cambridge Education and in partnership with the British Council implemented this.

An attempt to properly articulate the objectives of the Education Reform Agenda led to the formulation of a charter of education tagged **'Every Child Counts'**. This charter sets out four cardinal goals for a better delivery of education across the state.

- Expert teaching; this is to ensure:
    - Regular, structured assessment for teachers complemented by professional development courses to improve teachers skills
    - Professional mentoring, teachers have access to mentors to offer guidance and practical advice with

classroom-based training, focusing on leadership skills and communication with pupils

- That what children learn is relevant, so that they are equipped to enter the world of work and contribute to the economy.

- Maintenance of standards through:
  - The setting up of quality assurance standards for every school, including private ones.
  - the support of schools to develop quality assessment systems
  - work with schools to support success and find solution to weaknesses
  - well managed schools where head teachers provide strong leadership and guidance
  - support high quality teaching with modern and efficient administrative systems.

- College of Education turnaround to improve pre-service teacher education and to consolidate production of the right quality teachers in line with the practical demands of teaching in primary schools.

- Institutional building through execution of series of capacity building programmes at the Ministry of Education, the State Universal Basic Education Board and the Teaching Service Commission; strengthening the Education Management Information System: and developing public communication and advocacy system to make information available to parents.

The Federal Government of Nigeria (2004) stated in her National Policy on Education that, "no education system can rise above the quality of its teachers". It is on this bedrock that the administration of Governor Bukola Saraki took proactive measures in improving pre-service and in-service training of teachers in the State. In view

of this, on 14th July 2009, Kwara State Government inaugurated two structures viz: Quality Assurance Bureau (QAB) and State School Improvement Team (SSIT). At the inauguration ceremony on 14th July 2009, Abdullahi Bolaji, the Honourable Commissioner for Education pointed out that the school inspection had over the years become increasingly inefficient and irrelevant to the process of improving education (*Punch*, 7th August 2009). These two initiatives of the government are mechanism put in place by the government to let schools and stakeholders assume responsibility for self-assessment.

The 24-member State School Improvement Team (SSIT) offers professional training and guidance to the school support officers (SSO), head teachers, assistant head teacher and teachers in primary schools. The team provides classroom-based training focusing on leadership, numeracy and literacy skills. The local school supervisors (LSS) and school inspectors reinvigorated and renamed school officers (SSO) and Quality Assurance Bureau (QAB) respectively to replace moribund inspectorate divisions at both the local and state levels.

The change in the names is to reflect the changing roles the two bodies assumed. The roles of SSO, among others, include receiving training from the SSIT, offering advice to the head teachers and teachers on improvement of teaching and learning at the primary school level, and holding cluster meeting with the head teachers periodically. The QAB maintains quality and standard at both private and public schools.

All public primary schools were encouraged to establish Early Childhood Care Centres (ECC). This resulted in 1,419 public primary schools and 582 private schools having functioning ECC Centres. In 2009 SUBEB supported schools in improving delivery of the ECC Centres by providing sanitation facilities, learning

materials and play items. The state's goal with regard to equipping the physically challenged children resulted in the training of itinerant teachers in 2009 to assist children with low vision; while ₦4 million was given to private schools that have children with special needs. This is to help them provide a supportive environment. Again, the State in its bid to ensure quality education in its primary schools, resolved in one of its capacity building workshops to harmonise primary schools' subjects and timetable, thus scaling down subjects to be offered in primary schools. The subjects offered are Numeracy, Literacy, Basic Science, Yoruba, Social Studies, Physical and Health Education, and Information and Communications Technology (ICT) while subjects like Home-Economics, Computer, Agricultural Science, and French are no longer offered in Kwara State Public Primary schools so that pupils can focus on a manageable number of subjects.

The Ministry of Education, Science and Technology (MOEST) has also registered and strengthened its Education Management Information System (EMIS), which had resulted in a more functional system of collation, retrieval, deployment and use of data on education. The capacity of the Kwara State EMIS committee, which is responsible for supervision of, and ultimately carrying out of the State EMIS activities within the MDA's was further strengthened through a series of training workshops in 2009, particularly focused on the core EMIS staff within the MDAs.

Table 2: Education Performance Report of 2010

LGEA	Pupil-Classroom Ratio			Pupil-Teacher Ratio		
	Primary	JSS	SSS	Primary	JSS	SSS
ASA	47	63	44	8	17	9
BARUTEN	56	84	68	22	56	31
EDU	37	70	48	13	27	26
EKITI	24	18	31	11	11	16
IFELODUN	23	20	16	7	12	13
ILORIN EAST	32	34	43	11	17	14
ILORIN WEST	46	75	74	15	20	15
ILORIN SOUTH	39	61	51	9	16	15
IREPODUN	16	20	22	5	14	11
ISIN	17	23	14	6	9	11
KAIAMA	50	66	87	15	15	41
MORO	28	38	37	10	16	16
OFFA	29	53	37	10	30	13
OKE-ERO	16	27	20	8	18	17
OYUN	23	24	20	8	15	10
PATIGI	69	52	38	28	29	24
TOTAL	34	42	35	11	18	14

Source: Kwara State Ministry of Education, Science and Technology, Ilorin

The State EMIS committee conducted the Annual School Census in 2009; they are now engaged in carrying out the data processing and publishing of Annual School Census Information. It is also planning towards establishing functional EMIS units in the Local Government Education Authorities (LGEAs). Today, the Kwara State Ministry of Education, Science and Technology can boast of accurate and reliable data to plan effectively, and constantly evaluate its progress in order to maintain its track towards the set goals and objectives.

The Every Child Care Charter stressed the need for the establishment of School Based Management Committees (SBMC) as crucial to the development of education at the grassroots level through working hand-in-hand with the school authorities to achieve specified targets. In the light of this, the Kwara State Ministry of Education, Science and Technology, in February 2007, directed the Local Government Education Authorities (LGEAs) to instruct all schools in their jurisdictions to establish School Based Management Committees. In consonance with the directive, all LGEAs in Kwara State mobilised primary schools and had since formed SBMCs.

In 2009, a task team was set up to redesign and monitor the activities of these committees and the training of the members of the task team has commenced. This is to ensure that schools are effectively run and administered to enhance the general attainment of quality basic education delivery with the inclusion of sustainable school management through constant engagement of the public and communities. The School Development Scheme (SDS) empowers and supports the SBMCs as well as provides grants to the SBMCs to help them achieve their improvement plans. The Kwara State Universal Basic Education Board (SUBEB) organised the first distribution of the state grant award ceremony on Tuesday 21st

October 2008 and handed cheques of varying amounts to six Local Government Education Authorities (LGEAs).

At the grassroot level, Offa Local Government on Wednesday 29th October 2008 handed cheques to chairmen of different SBMCs ranging from ₦240,000.00 to ₦1,000,000.00. At the Apostolic LGEA Primary School, Offa, the SBMC in tandem with the Parents/Teachers Association (PTA) laid the foundation of a block of four classrooms, with two of the classrooms constructed up to the roofing level. In a similar dimension, the SBMC of Ogidiri A/C LGEA School, Offa and Iyeru-Okin LGEA School, Offa, mobilised their members to liaise with philanthropic individuals and well-meaning, spirited public organizations to establish computer centres. In each of the centres, there is a sizeable number of computer sets. Ogidiri LGEA School alone has 10 computers in its computer centres.

In addition, the government in her 2010 Annual Education Report listed the following achievements:

1. Increasing access to education by both males and females. This is through improved quality of available infrastructure, building of new schools and classrooms. Also, in 2009, 101 new schools were opened to offer junior secondary education;
2. The private schools were given opportunity to thrive, to increase access for school age children and provide choice of provision;
3. Sixty (60) nomadic primary schools were established with the plan to construct two new classrooms each in five of the existing nomadic schools on which ₦23m was approved for this purpose.
4. Eleven Adult literacy classes of vocational centres were planned for establishment in the year 2010 on which ₦1.79m was committed.

5. Ten (10) computer specialist teachers were employed in 2009 and additional ten were proposed in the year 2010. Fifteen senior secondary schools were converted to science secondary schools.

4.5 Case Analysis of Higher Education

Realising the important roles teacher education plays on the quality of education as a whole, a major issue in the teacher education programme was identified with a view to improving the pre-service training of teachers for the primary and secondary schools in the State. Thus, it was considered necessary to transform the curriculum of the existing College of Education in the State, in collaboration with the Department for International Development (DFID), Education Sector Support Programme in Nigeria (ESSPIN), and the National Commission for Colleges of Education (NCCE).

The curriculum of the Kwara State College of Education, Oro, was therefore redesigned to suit its new status as a College of Basic Education with the administrative structure realigned to meet new requirements and lecturers retrained by ESSPIN to handle the new curriculum. Admissions policy has also been revised to link the intake of students to the market demand for teachers.

The Kwara State Polytechnic reform programme had also commenced with the institution gradually moving towards a target intake of 70 per cent of students for science/technology courses. In 2009, 7,749 students were enrolled in science courses as compared to 4,266 students in non-science courses. The polytechnic constructed a new senate building in 2010 and plans to pursue its mandate by completing the Institute of Technology complex, supplying modern equipment and refurbishing existing equipment.

To consolidate its achievements in education, Governor Bukola Saraki's administration established a multi campus university,

locating its main campus at Malete with two other proposed sites at Osi and Ilesha Baruba. The take-off point was Malete campus with initial 83 academic staff, 164 non-academic staff and 550 students for the 2009/2010 academic session. Quality buildings comprising administrative block, lecture room complex, auditorium, staff quarters, and student hostels were constructed. The academic units and departments were organized under five Colleges viz: Agriculture, Education, Humanities and Social Sciences, Pure and Applied Sciences, and Information and Communications Technology (ICT). Additional colleges/disciplines have been penciled down for commencement in the 2011/2012 academic session. These include Engineering, and Aviation Technology. Also operating at the University are the various Centres and Directorates meant to positively impact on the university's immediate and international community, as well as prepare the students for positive contributions to the nation's economy as entrepreneurs and business owners.

To alleviate the suffering of Kwara State students in higher institutions, the state government in 2010 offered financial assistance to some indigent law students to the tune of ₦26.4 million, and also gave ₦143.79 million to other tertiary institution students at the rate of ₦3,000 per student.

4.6 Findings and Observations

It could be said that with time, Governor Saraki's education reform has brought remarkable improvement in the delivery of teaching and learning at the primary and secondary levels of education. The training and retraining of teachers are meant to continue even after the exit of the administration.

However, most often when people talk of Kwara's education reform, they forget Kwara State University (KWASU) and focus

exclusively on primary and secondary schools. The fact is that the establishment of Kwara State University marks an education rebirth at the highest level, being not only the revival, but also the fulfillment of a university dream that had been abandoned by previous governments because of the challenges it poses. Furthermore, with its dual concept of 'world class University' and the 'University for Community Development', KWASU entered the Nigerian tertiary arena with a spirit of innovation. Consequently, as a curricular policy, the University avoids mechanical repetition of courses offered in other similar institutions, while strongly promoting curriculum innovation and best practices in teaching and learning. Also, it is an information technology-driven University, and within its two years of existence has a dedicated site for it by Microsoft. KWASU is making its mark among ICT-driven universities in the world .

In line with the KWASU spirit, the University's College of Education, through its foundational courses has been nurturing and promoting a new philosophy, 'the philosophy of the new millennium' called Holistic Globalism/Holistic Universalism (Holisticism). The philosophy of holisticism enunciates 'education of the whole person for the whole world. Education of the total person to be a man or woman of character and integrity, a competent, smart, innovative, resourceful and inspiring global citizen; "total" education achieved through "total" or comprehensive strategies'. This new philosophy of the third millennium is being concretised through the community development projects which students carry out under courses EDU 114 and EDU 204.

4.7 Challenges and Worries

There are challenges confronting the state at all levels of education. at Primary and secondary school levels, the following challenges were observed:

- There are inadequate classrooms in some schools, while in others the infrastructures are dilapidating;
- There is a problem of teachers' distribution with more teachers located in the urban schools;
- Poor remuneration of teachers, head teachers, School Support Officers (SSO) and State School Improvement Team at training workshops/seminars and for their field work, need to be improved;
- Lack of compensation for teachers in rural schools to motivate them to stay and be dedicated to their tasks in such rural locations;
- Lack of constant training for staff of the Education Management Information System (EMIS) to get acquainted with new development and practices;
- Lack of adequate teachers for the teaching of computer studies in Kwara State schools;
- Inability of Quality Assurance Bureau staff to move around for on the field assessment due to insufficient official vehicles.

At the tertiary level of education,

- Colleges of Education and the State Polytechnic are confronted with serious funding problems. The institutions are compelled to generate funds to sustain themselves, thereby admitting students beyond their carrying capacity and charging exorbitant school fees on the students.
- High school fees charged at the Kwara State University limit the opportunity for Kwara indigenes whose parents and benefactors, being mostly civil servants and artisans, cannot afford KWASU fees.
- At the Kwara State University, there is a serious shortage of structures; inadequate classrooms, teaching and learning facilities, equipment and staff offices. Also, there is the fear

about Government's continuous financial sustenance to actualise the dream of the founding fathers of the Kwara State University, not only to meet the NUC requirements but to also achieve the university's vision of a world-class institution, blazing its home grown philosophy of holisticism globally.

4.8 Recommendations

In view of the problems associated with the education sector in the state, there is a need to address them by the state government. Thus, the following recommendations become imperative:

- Increased and effective funding of education at all levels in the state.
- Construction of more classrooms in primary schools, especially in the rural areas.
- The allowances being paid to teachers, head teachers, School Support Officers (SSO) and the State School Improvement Team (SSIT) should be increased for better results.
- The government should pay an appreciable special allowance for teachers in rural areas, for greater motivation of such teachers and to elicit better performance from them.
- Reduction in the school fees paid by the students in Kwara State tertiary institutions, to ensure increased access to higher education by Kwara indigenes.
- More facilities are urgently needed at the Kwara State University. Such facilities include additional lecture rooms, auditoria, well furnished and spacious offices, student hostels, educational technology centre, SIWES office, laboratories and equipment.

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CHAPTER 5

Lifting the Social Status with the Culture Intact: The Dance and Musical Perspective

Ahmed Yerima and Femi Abiodun

5.1 Introduction

Governor Bukola Saraki is future-sensitive in his approach to issues that border on cultural heritage. He knows what cultural heritage is to the Africans in general, Nigerians in particular and to the Kwarans in its specific terms. The governor is a cultured man, no wonder his administration set the cultural avenue for its existence and sustenance.

Kwara State is inarguably, one of the richest states in Nigeria in terms of human, natural and cultural resources. The state is blessed with a lot of cultural values. These distinct cultural values are well dispensed in the culturally diversified nature of Kwara State.

This portion of the book examines the cultural activities of the state through the analysis of social activities within the cultural framework of performative musicology.

The methodology relied mainly on participatory observation and performance within the oral tradition framework of performance. The analysis and interpretative tool adopted the unilateral evolution theory for analysing the musical traditions in Kwara State. This approach sees each musical tradition as unique and existing independently of another. Each musical tradition is unequal and unrivalled and is so treated.

This legacy will provide research outlook for advanced cultural studies in Kwara State and Nigeria at large with emphasis on cultural heritage. This chapter will become special carrels for research in cultural heritage studies.

5.2 Music And Musicians In Kwara State

Music is part of life. It is the basis of celebration. Music is used in every activity of the people in Kwara State social, economic, political, religious, leisure, occupational, communicative and linguistic activities. The musical styles are in their various forms and they are community based. Categories are based on geographical distribution. We can therefore talk about Ilorin music - Baluu, *dadakuada, senwele agbe, bandiri*. We can equally talk about Nupe musical traditions - *Ewo, Ndababogi* which uses the gali musical instruments, the *Koriya* set (*salam, gali, enya duru* etc), the salan set, the enyagboro set and so on. The Ibolo music (Offa and Oyun local government areas) include the Yoruba based musicals like dundun music, bata music and alujo. The Igbomina musical traditions include *ere Igboona* a socio-musical that is accompanied by dundun or in its simplest form by akuba drums - a set of upright drums. The Ekiti people in Kwara celebrate with all sorts of Ekiti music including *ogbele Apiiri, alakutu, ayu, Ijebu* and so on. From this analysis, we can therefore say that we have Ilorin music, Nupe music, bariba music, Ibolo music, Igboona music and Ekiti music.

Music in Kwara can also be categorised based on genres and stylistic classification. This classificatory system cuts across the geographical distribution.

- **Baalu Music**

A musical genre played by women in Ilorin. It is otherwise called 'dadakuada Obinrin' dadakuada being the male form. It is soft oral music which usually starts with baalu dance. Call and response is the musical form. Its exponents include: Yewande Agbede, Iyabo Awero Onibalu Idi Emi, Modinat Arike, Raliat Agbeke Olorunbukola (Adangba area Ilorin) Muniratu Omo Iyatamiwo and many more.

- **Senwele Music**

This is an adaptation of the baluu music. It is a musical variation of Baluu music. It is also performed by women in Ilorin. It is an Islamised music with fast tempo. It is more entertaining than Baluu. Call and refrain is the musical form. Its exponents include: Iya Aladuke (abolode feloju), Amope alapata Ejaa, Fatimoh Kelebe, Fatimoh Dafo and so on.

- **Dadakuada Music**

A slow emotional tempo music played by men. Its style is like the Apala music of Haruna Ishola and Yusuf Olatunji. Dadakuada music is however as old as Ilorin music in history. Its conservative and philosophical derived tunes made it stand out among other oral music in Kwara State. Its exponents are Jaiyegbade Alao, Aremu Ose, Karimu Saleabata, Saka Kolobo, Bayo Balogun and so on.

- **Dundun Sekere**

This is a special combination of the membranophonic and idiophonic instruments. In the western region of Nigeria, the two ensembles are played separately. This musical genre started as

itinerant music. The exponents move from one location to the other entertaining people for monetary gain. However, musicians like Raheem Igi Jegede and Alhaji Saliu Pele made it popular by forming stand-by musical groups which were part of Dr Bukola Saraki's entourage**.**

- **Agbe Music**

This is ensemble of gourds only. The gourds are big flat cylindrical in shape called *agbe* from where the musical genres derived its name. it is an entertainment music of Ilorin women and it is mostly played during wedding ceremonies.

- **Juju**

Juju, the popular genre in south-western Nigeria is also found in Kwara State. Findings showed that most juju musicians are Christians, unlike the exponents of the first five musical genres discussed above who are predominately moslems. Its exponents in Kwara State include: Adekeye, Pepsi Olado, Idowu Ade Victor, Sunday Owolabi and so on.

- **Fuji**

This musical genre is a popular one in Kwara State. Most of its exponents in Kwara State were formerly were singers. Its exponents in Kwara State include: Isiaka Ayinla (Easy Kabaka) Aremu Aladeowo, Ejire Adetoro, Baba Miliki, Mashood Ayinla, Saka Danfo, Adisa Owala and so on.

- **Others**

Other musical genres include Ogbele (Ekiti Music) and Woro. Moses Akomolafe, Jimmy Oloye, C.A. Balogun, Ayeni Oye are Ogbele musicians while Kolawole Adebayo plays Sakara music. Exponents of Woro Music includes Aduke Eyinfujowo (Omu Aran), Ajisari (were music) Saliu Kuntun, Gospel Music - Femi Adetunji, Biodun Salako and so on.

From the analysis above, it is evident that Kwara State is one of the richest states in Nigeria in terms of musical genres. The musical genres are of two types: oral traditional music and the popular musical genres.

5.3 The Dances of Kwara State

Apart from music, Kwara is equally blessed with a number of dances. Governor Bukola Saraki also inherited a rich diversified culture of dances among the people of Kwara State upon the assumption of power in 2003. This is because African cultural expression has to do with the components of music and dance into a rhythmic language of gestures and entertainment. As with music, each cultural group has its language, music, dance, traditional sound, myths, legends and meanings. Kwara State is no different from other cultures that are found in the various states in Nigeria.

- **Importance and Uses.**

This means that dances can be used for the following:

- Celebrations of historical and religious landmarks in the lives of the people.
- It can be used to document the language and expressions of the people it emerges from.
- It can be used as a medium of communication
- It can be used as a medium for the preservation of the cultural heritage of a people.
- And it can be used to mark a rebirth of consciousness from one generation to another.

- **Types of Dances.**

In Kwara State as with other states, even with the strong presence of Islam, there are different types of dances which can be categorised accordingly:

- Dances of royalty – the type done in the palaces for special celebrations by the Kings or Obas and their families.
- Religious dances - the type done by Muslims during Ramadan fasting, Ileya festivals, Christian and religious traditional dances.
- Rites of passage dances - the type done during the coming of age or puberty ceremonies, wedding and funeral ceremonies.
- Vocational/occupational dances - the type done by different guides to celebrate harvest, blessings and successes.

Some dances of Kwara State and the areas where they come from are:

Ilorin -	Ere Agbe, Egbe Iyawo, Senwele, Ajafolowo Alagbe.
Offa -	Masunwon, Etike.
Patigi -	Angale
Baruteen -	Takai
Lafiagi -	Igunu, Ndakogboya Masqurade dance,
Osi -	Ekiti Dance
Omu-Aran -	Angere
Okeoyi -	Alagbe Acrobats.
Oyun/Offa -	Layewu
Kaiama -	Sensenu
Erin-ile -	Ajangila.
Ekirin-Adde -	Iyawo
Oyi -	Imoleidamori
Shao -	Awon Ere iyawo

Each dance has its own specific dance steps, music, costumes and make-up. Most of the dances have a vibrant relationship with the musicians. With their relationship sometimes based on antiphonal relationship, where the lead dancer is also the caller, and the other

members of the group are dancers and respondent singers. The drummers were also musicians, as well as singers, and if need be, as the energy demands, the drummers or musicians joined the dancers. The vibrant energy of the drummers and musicians sometimes moved the spectators to a point where they also joined in the performances.

Findings equally showed that Kwara State is blessed with the following dances.

Takai dance of the Baruba people of Kwara State. It is an entertainment dance which had its root in war dance. It is an energetic dance that shows the prowess of the Baruba people at war.

Algaita dance is a Nupe dance that uses the bembe drum and Algaita (flute) to propel the dancers to spectacular dance-steps. Alujo is a dance form in Igbomina. This dance is prominent in Isin area of the state where it is performed by both men and women. Semulamula dance is a traditional dance among the Ilafe people in Oro-Ago area of the state. It is a war dance performed with spears on hand by men and woman**.**

Kengbe (Egbe-Iyawo) dance is performed among the people in Ilorin emirate. It is a maiden dance performed by the bride's friends. Kengbe (gourd) is the only musical instrument. Alagbe acrobatic dance is found among Ilorin-East people of Kwara State. It took its dance form from agbe (gourd) being the only musical instrument then. Now other drums like akuba set and bata drums are used.

Other cultural artifacts in Kwara are festivals which exhibit the cultural heritage of Kwara State. The Durbar festival among the Edu people (Nupe) is held in honour of a new Emir or during the

Islamic festivals – the Id-El-Kabir. Patigi Regatta is an animal festival among the Nupes too. Ikan is a festival of initiation among the people of Ekiti in Kwara State. Ibegunjagun is masquerade festival among the Rore people in Kwara State to commemorate the reminiscent of war time of the past. Gani is a festival of royal recognition among the Baruten people in Kwara State. It is performed to celebrate the prince and princess. Awon is a mass wedding festival among the Shao people where all marriageable girls are given out in marriage in one day. Onimoka festival is celebrated in Offa to mark the beginning of new yam. Moremi is also celebrated in Offa to honour the heroine, Moremi.

In addition to cultural festivals, some traditional religions also celebrate the gods and goddesses in their traditional setting. Among them are Egungun worshippers in Kwara South, Irepodun, Ekiti and Ifelodun Local governments. The sango worshippers in Moro Local government, Orisa Oko in Babaloma (Ifelodun L.G.A.), Eku-Apa among the Apa people in Ifelodun L.G.A. are cultural heritage packages in Kwara State.

5.4 Case Presentation

In our attempt to establish the activities of social development, culture and tourism in the eight years of the Bukola Saraki administration of Kwara State, we sought the commissioner's views on the above and subjected his submissions as presented in the case below to a physical check to confirm the claims made.

The case gives us a bird's-eye view of the composition and statutory responsibilities of the rather quiet ministry, and the opportunity to appraise its activities as well.

The Case Study

Number Five

A Look at the Ministry of Social Development, Culture and Tourism

The Ministry of Social Development, Culture and Tourism is organised into five directorates with statutory responsibilities as presented below.

Directorate of Personnel, Finance and Supply

This Directorate serves as the nerve centre of the Ministry, in terms of the provision of Personnel, Finance and Supply for the implementation of Government policies and programmes of the ministry. It also caters for staff promotion, training, posting, discipline and general welfare. It processes release of funds for the effective implementation of government policies and programmes.

Directorate of Social Welfare

The Directorate of Social Welfare provides social services to the destitute, abandoned children and the less privileged peoples. It counsels intending couples on marriage matters and gives licenses to churches for marriages. It oversees the affairs of Children Reception Centre, Ga-Akanbi, Juvenile Remand Home, Oko Erin and all the Area Social Welfare Offices across the State.

Directorate of Planning

The directorate is responsible for the preparation and monitoring of annual budget of the ministry. It also serves as the secretary to the ministerial Tender Board.

Directorate of Rehabilitation

This directorate ensures that there is effective rehabilitation of people with disabilities in the State. This is done through the removal, rehabilitation, empowerment and repatriation of Street beggars. It oversees the training of the destitute at Amoyo. It

provides on annual basis aids to the less privileged and handicapped.

Directorate of Tourism

The directorate coordinates all the activities relating to Tourism development at federal level, states, and any other matters relating to federal programmes on Hotel and Tourism. It also coordinates all activities relating to public and private Hotels e.g. Kwara Hotels. Again, it monitors the activities of the State Tourism Board.

Through Art Council, the ministry promotes cultural activities at national and international levels.

Achievements of the Ministry of Social Development, Culture and Tourism

It is our collective guilt that in the frenzied embrace of a new life that civilisation brought for us, we threw away almost all the vital ingredient of our cultures. We almost irretrievably lost our cultural identities. That was a costly indiscretion on our part.

But thank God for the recent renaissance, a new cultural reawakening that has once again brought our cultural heritage to world focus. Today, our culture has prodigiously attracted tourists from far and near which has, in its wake, engendered social development.

In this ministerial mandate, the focus is multi-sectoral highlighting social welfare, rehabilitation, planning and tourism. Away from the mentality of the past, cultural artifacts need not be a burden. And it requires vision to realise this.

Being an active participant in the private sector before his coming into politics, Governor Saraki had in his blueprint the need to humanise culture and tourism not just as a veritable business but also as an instrument for social pragmatism. The implementation of the blueprint is what has engendered a new cultural reawakening in the state. This step has created an auspicious business climate for tourists and investors. Of all the investors-friendly states in Nigeria today, Kwara State is in the Premier league.

Summary of Achievements

The last 7 years of Governor Bukola Saraki's administration have witnessed unprecedented achievements and uplift of the less privileged peoples in the state. These include:

- *Successful hosting of annual Armed Forces Remembrance Day Celebration/Emblem appeal fund lunch.*
- *Establishment of the State Rehabilitation Centre at Amoyo which is targeted to encouraging skill acquisition for the less privileged and handicapped people.*
- *Posting of Social Welfare Officers to the Area offices across the state.*
- *Construction of an Ultra-modern Marriage Registry (2005). Marriages are conducted every Tuesday, Thursday and Saturday of every week. Pre-marriage counseling is also conducted by the unit using this modern hall.*
- *Construction of hostel for un-adoptable children (2005).*
- *Construction of Principal and Male Hostel at Amoyo Rehabilitation Centre (2005).*
- *Construction of Matron's Quarters at the Children Reception Centre, Gaa-Akanbi (2005). This centre enhances good quality of life of the abandoned and motherless babies, orphans, lost but found children and children in need of care and protection.*
- *To ensure that these children have good homes by having a family setting, the ministry processed the cases for adoption of some of the children while some were re-united with their parents.*
- *Construction of access road to Amoyo Rehabilitation Centre (2007).*
- *Construction of Matron's Quarters, Female Hostel, Dining Hall and Kitchen at Amoyo Rehabilitation Centre (2008).*
- *Training of People with Disabilities (PWDs) at the State Rehabilitation Centre, Amoyo and Federal Rehabilitation Centres at Ibadan and Lagos in the following vocations:-*

i. Farming

ii. Poultry Keeping

iii. Shoe Making

iv. Tailoring

- *Distribution of mobility aids (2008). Over ₦60 million had been spent for the provision of mobility aids for People with Disabilities in Kwara State over the last 7years. The breakdowns of items involved are as follows:*

i. 100 artificial limbs
ii. 150 wheelchairs
iii. 100 tricycles
iv. 120 earning aids
v. 100 guide canes
vi. 50 calipers

- *Renovation of Tourism Board Structure.*
- *Construction of Owu fall access road.*
- *Reconnaissance survey of attractions in the state and organisation of tourism sensitisation awareness seminars for the industry for all the 16 LGA's in Kwara State.*
- *Renovation of Juvenile Remand Home, Oko-Erin (2008).*
- *Renovation of Workshop at Juvenile Remand Home, Oke-Erin (2008).*
- *Staging of the first Kwara State Tourism Fiesta (2009).*
- *Preparation of feasibility studies for the following selected tourist site:*

i. Owu falls
ii. Imoleboja Rock Shelter
iii. Dada Pottery
iv. Alfa Alimi Islamic Centre at Kuo
v. Establishment of an inland Beach at Jebba
vi. Tourism Board Premises

- *Acquisition of parcel of land at Akerebiata, Ilorin for Tourism Project (intended site for Dada Pottery village).*

- *Leasing of Kwara Hotels Limited to KH Management and Integrated Services Limited to renovate to a standard of 4 or 5 star Hotel and manage for 15 years.*
- *Kwara state satellite motel limited was leased out to operate on built, manage and transfer bases for a period of 15 years. The motel is to be redeveloped to a 3 star standard for a period of 15 years.*
- *Installation of 15KVA Generator at Amoyo Rehabilitation Centre, Children Reception Centre, Gaa-Akanbi and Juvenile Remand Home, Oko-Erin (2009).*
- *Evacuation and Rehabilitation of over 300 destitute people of Kwara origin from Lagos State to the Proprietors of Olokun and Olorunda Psychiatric Home, Alagbado and Olorunda, Ilorin for treatment (2009). Some of the destitute were treated and had been happily re-united with their respective families.*
- *Construction of Gateman's House and Toilet at the Children Reception Centre, Gaa-Akanbi (2009).*
- *Construction of a Prototype Clinic at Juvenile Remand Home, Oko-Erin (2009).*
- *Construction of Prototype Clinic at Children Reception Centre, Gaa-Akanbi (2009).*
- *The Juvenile Remand Home, Oko-Erin, handles the reformation of juvenile delinquent cases, children below the ages of 18 years. Some of the children were those convicted by the Court while some were brought to the Centre by their parents/guardians, police and area officers for correction. The more hardened ones are referred to the Borster Training Centre, Ganmo.*

To cap it all, the State Government through the ministry sponsored a number of cultural shows especially the support given to Kwara Art Council to perform beyond the shores of Nigeria. Within the country, all the National festivals like NAFEST and Abuja Carnival are duly sponsored and Kwara State was recognised as she won laurels.

5.5 Kwara State Council for Arts and Culture.

Like all State governments who believe in the people it has to govern, their culture and the essence of their socio-political and communal existence, the Governor Saraki government enriched and further equipped the Kwara State Council of Arts and Culture which was established at the inception of the State, for the primary objective of helping to celebrate the diversified cultural expressions of the various people of the State.

During the Governor Bukola Saraki tenure the functions of the Council were expanded to include the following,

- Organise the performances of the rich cultural heritage of the Kwara people.
- Ensure that even the grassroots such as the local government cultures are represented in official performances.
- Represent Kwara State at national and international cultural events.
- Organise Kwara artists to represent Kwara people proudly at the National Arts Festivals and the Abuja Carnival.
- Embark on researches that will help document the culture of Kwara people.
- Document in film or still photographs the cultural, visual and artistic artifacts and valuable art works of the state. Perform at official and civic functions of the state.

5.6 Maintenance Culture Strategies of the Governor

Ogundele observed that 'every human group likes to preserve and manage its age-old ways of life without interference from any quarters'. This the governor has realised when he took hold of the cultural resource institutions and managed them judiciously in order to preserve the age-old ways of life of Kwara State people.

The governor has an open-door policy. This phenomenon cuts across all sectors: politics, culture, economics, education and so on. The open-door policy transcends into participatory policy where everybody in the state is allowed to participate by contributing his/her quota to the development of these sectors. One outstanding area is the full participation in the cultural practices in the state. The Governor's cultural orientation translated to giving the musical group a chance to perform in any gathering the governor attended; social, political, official, and so on.

Of note is that the musical groups were not forced to perform a certain musical show. They have freedom to state any musical form. This is another quality of the Governor who gives everybody free hand to contribute to the development of the state. The Governor was able to realise what Ogundele (2011:146) observed that:

> *Local system, be they social, economic or ecological are collective asset or heritage of the group concerned. They have to be protected at all cost. Ancient eco-system were the foundations upon which eco-tourism is built.*

The Governor having realised the above, set up musical groups who provided cultural awareness about the cultural heritage of the Kwarans in order to keep such heritage for the present and future generations of humans in the face of environmental friendly behaviour and policies.

A survey of musical practices in Kwara in the last eight years showed that all musical genres were given equal chance to perform. No policy at the state or local government levels banned any musical genre, even those musical groups who were in the opposition. Most importantly, the recent campaign rallies featured all sorts of musical genres: Baluu, Dadakuada, Senwele, Agbe, Waka, Fuji The jigles, manifestoes, campaign songs, rally melodies and other media tunes (signature tunes) made use of many of these

styles indiscriminately. Dr Saraki's administration accommodated all groups in live-performance, radio or T.V jigles, radio or T.V-Campaign adverts, video C.D. or tape recordings of any political groups.

Music also projected many of this administration's programmes. Of note is the musicals advertising the health programmes in the state especially KWASACA's activities. Music is one of the sources of disseminating the information about health delivery, the jingles of the KWASACA were so facilitating and convincing that the percentage of people living with HIV/AIDS reduced drastically in Kwara State. The role of music in the state in the health care delivery cannot therefore be over emphasised. Many infected with HIV/AIDS were ignorant and caught with some negative cultural practices, this administration through music as a means of mass emancipation and mobilisation reached out to the grassroots to disseminate information about health matters like HIV/AIDS, Eye problems, use of drugs and so on.

Music promotes tourism which is a revenue generating facet of human life. Dr Saraki's administration paid little attention to this. Ogundele (2011:147) noted that 'Tourism operations are capable of offering jobs to a considerable number of people both in the urban and rural settlements. The government ought to use music judiciously to advertise the musical genres in the state, organise traditional musical concerts in the government owned hotels to generate revenue for the state. This, like some other areas needs attention.

An assessment of the activities of the musical groups during campaign rally revealed that such musical groups were used to entertain the teeming crowd. People always sing along, dance to the music and appreciate the musicians. Such music always removed boredom or over-tiredness of long waiting for the governor. I was a victim too. But in all modesty, music teaches the rural folk and

urban people the culture of the people of Kwara State, the traditional music, dance, language and norms. This approach which is people friendly and community sensitive is a package that must be highly appreciated in Dr Bukola Saraki's cultural administrative policy.

An analysis of what the music contains (content) showed a full package of:

- Praises of not only the Governor, but the people that matter in the state and government programmes.
- Propaganda of what the government has and has not done.
- Linguistic data of the languages in Kwara-Yoruba Bariba, fulfude, Hausa.
- Songs of social control warning people about social ills, drug abuse, health-related issues and so on.
- Cultural information in terms of cultural philosophy, norms, customs, proverbs, historical information, cultural integration, ancestry, mutuality and diversity.
- Moral issues - the dress code, social behaviour, belief and religions issues.
- Entertainment – a full package of songs and instrumental music to make people relax, dance and sing consciously and unconsciously.
- The rhythm is danceable, typical of the African sensitive rhythms with the basic interrelationship of rhythmic phrases in strict time within a metric pattern. The pulses of the rhythm provide density referents that are either double or triple rhythmic patterns.
- The melody –featured vocal pitches that fall within the four (d:r:m:s), five (d:r:m:s:l), six (d:r:m:f:s:l) and seven (d:r:m:f:s:l:t) steps scales – tetratonic, pentatonic, hexatonic and diatonic scales. Melodic intervals featured a stepwise movement. No large leaps were noticed and no chromatic notes identified.

- The form featured a call and response and call and refrain. It is a group performance. Any solo performer is a griot who found his way to the gathering to beg for money.
- Creativity: the musicians through improvisation technique were good composers using the spontaneous compositional techniques to achieve this hilarious musical art. They created melodies to fit into emergency cases and exploited the situation at hand to make music for their teeming crowd.

5.7 Conclusion and Recommendations

It is not an understatement that the musical culture of a people is the sum total of their life patterns, belief, training, moral and religious life. Musical heritage within the cultural complex transmits knowledge and value and passes on our cultural heritage from one generation to another. This function and others like transmitting the feelings and attitudes of people through musical activities were highlighted as one of the things achieved by Dr Bukola Saraki's administration.

The cultural policy of this administration allowed the exhibition of Kwara musical culture - the musicians, the musical instruments, the musical language, the melody, rhythm, form and creative ingenuity of our musicians. Music was made to perform the communicative roles, informative functions, celebrative and performative usage of the culture. The cultural upkeep of the administration has re-established cultural institutions backed-up by political policy. These institutions are meant to keep the original version of the traditional music. The managerial policy has also transformed some of the traditional oral forms to popular musical forms. It has also brought into limelight some musicians who are today self-reliant. It has energised the amusement sensibility and the relaxation/leisure activity of Kwarans. The entertainment power of the traditional music has been awakened in the people of Kwara State.

The musical phenomenon of this administration has broken the artificial barrier between the governed and the governor. It is a true cultural democracy. We give kudos to the Sakari - led administration.

We however recommend that there is need to:

- Document appropriately the cultural heritage of Kwara State for future legacy.
- Enact a law that would make musicians part of government entourage.
- Enforce cultural studies at all levels of education in Kwara State and train personnel in cultural administration and management skills to ensure a close monitoring of Kwara cultural heritage.

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CHAPTER 6

Tourism, Sports and Hospitality for Development

Kayode Alausa and Femi Abiodun

6.1 Introduction

This piece enumerates the achievements of Governor Bukola Saraki in the last eight years in the sphere of tourism, sports and hospitality. Tourism is the activity of persons travelling to and staying in places outside their usual environment for not more than one consecutive year, for leisure, business and other purposes [WTO 1997]. Sports is seen as organised, competitive, entertaining and skilful activity requiring commitment, strategy and fair play, while in Wikipedia (2011), hospitality is defined as the relationship between guest and host or the act or practice of being hospitable. Specifically, hospitality includes the reception and entertainment of guests, visitors, or strangers, resorts, membership clubs, conventions, attractions, special events and other services for travellers and tourists.

We contend that tourism, sports and hospitality are interrelated. As a matter of fact they could all be put together under the umbrella word, Travel and Tourism. In the analysis of these areas of interest: tourism, sport and hospitality, we have adopted the concept of content analysis. Salawu (2007) asserts that our knowledge could be derived from two main sources: our own social experience as members of a society and from our location within the social strata in that society with the intent to gain systematic and reliable insight into the social world.

The interpretation of social reality in Kwara State for the last eight years, in the spheres of tourism, sports and hospitality is what this section of the book is all about through the analysis of memoranda, reports and submissions from the ministries or departments that handle areas related to tourism, sports and hospitality.

6.2 Tourism

The World Tourism Organisation (WTO, 1997) asserted that tourist attractions are favourable attributes of an area for a given activity or set of activities as desired by given customer or market including climate, scenery, activities and culture.

For Bhatia (2005), tourist attractions can be man-made or natural features which collectively or singly create the appeal of a country or place to the tourist. The former will include buildings of all types, or attractions such as museums, monuments, hotels and national parks, water falls, lakes and geographical phenomena (Holloway, 2001).

Attractions which prompt the tourist to travel are broad, encompassing a great many different sights and sites. We contend that, in Kwara State, tourist attractions abound. These include the Dada Pottery in Ilorin, the National Museum in Esie, Alfa Alimi Islamic Centre at Kuo, Owu waterfalls at Ifelodun Local Government Area, Imoleboja Rock Shelter in Oke-Ero Local Government Area, and the Inland Beach at Jebba.

Kwara State, rightly called the 'State of Harmony', is surely endowed with both natural and man-made tourist attractions, which have contributed to the revenue generation, employment, development and tourism income multiplier effects.

The National Museum in Esie is the oldest museum in Nigeria and Africa south of the Sahara. It was established in 1945 by the British colonial masters. A Museum is a building or an open air area where objects of historic, scientific, or artistic interests are kept for the purpose of public exhibition or study [Harry and Howard 2001]. When people begin to live in communities, they begin collecting, preserving and displaying various items of interest from a cultural and historical perspective [Cook *et al*, 2006]. The Esie National Museum is a collection of stone images dating back to 1936 whose origin and age are yet to be determined.

The development of tourism in the state has attracted the attention of Govenor Bukola Saraki. He has, during the last eight (8) years, made tremendous contributions to the development of tourist sights and places in the state.

Fairs are originally a temporary market place set up with the idea of stimulating commerce by creating an event that would bring together buyers and sellers [Cook *et al* 2006]. They also encourage tourist activities. Fairs are periodic exhibitions of expositions, often competitive in nature, of produce or manufactured goods. During the last eight years, Governor Bukola Saraki ensured that Kwara State trade fair was a successful yearly event. In fact, a permanent trade fair site has been constructed at the Adeta/Adewole area of Ilorin metropolis.

In the area of festivals, the government of Governor Bukola Saraki has had tangible inputs. Festivals are celebratory events normally held at regular intervals with a particular religious or secular theme

such as art, food, music, which may range from local to national or international and of tourism significance [Medlick 2003].

Maintaining tourist product and service quality is now the industry's priority [Kotler, Bowen & Makeens 2006]. This shows that tourists patronise attractions that are beautiful and offer services of high standard and quality. Govenor Bukola Saraki, realising these facts, embarked upon the conduction of feasibility studies for the following tourist attraction sights.

- Owu Fall
- Imoleboja Rockshelter
- Dada Pottery
- Alfa Alimi Islamic Centre Beach at Kuo
- Establishment of Inland Beach at Jebba

The tenure of our tourism friendly Governor Bukola Saraki has witnessed the promotion and marketing of cultural festivals in the state. Such will include the yearly participation of the government parastatals in the celebration of Gani Cultural Festival among the Bakobura and Batonu people of Kaiama and Baruten Local Government Areas.

Another enviable contribution of the Governor is the resuscitation of the Awon Mass Wedding in Shao. This has been achieved mainly through dialogue, sensitisation efforts with the host community and the relevant public. Today, with the combined efforts of the Kwara State Tourism Board, Moro Local Government Area Council, the Kwara State Arts Council and the host communities, the Awon Mass Wedding Festival in Shao has been a yearly occurrence since 2006.

The Governor has also made progress in the revival of the hitherto yearly Patigi Regatta Festival. When this is finally realised, the

Governor would have put together the rebirth of the cultural manifestation of an important event among the Nupes in Kwara.

Throughout his tenure, Governor Bukola Saraki has ensured through the instrumentality of the Kwara State Tourism Board, the observance of the World Tourism Day yearly, from 27th September for a week with activities lined up culminating in the lavish dinner attended by top civil servants, politicians and the relevant public.

It should be noted that Dr Bukola Saraki's love for tourism as a potential revenue earner was one of the reasons for putting together the amendment of the Tourism Board law in 2005 to empower the Board to expand its scope of operations and therefore harness more revenue base for the state.

6.3 Sports

It is important to remember that the tourist will visit a place in order to participate in or observe an event (Holloway, 2001). Cook *et al* 2005) asserted that sporting events attract international attention and vast number of spectators to host communities each year. Sporting events are therefore one of the greatest attractions of the tourist. It is said to be an event that has pulled millions of people together at the same time.

Sports in general provide opportunities to nurture social interaction skills. While practices may vary, sport participants are expected to display good sportsmanship and observe standards of conduct such as being respective of opponents and officials, and congratulating the winner.

We believe that this might have been the guiding philosophy of our Governor when he decided to establish the Football Academy in May 2007. The Football Academy is one of its very first kind owned and operated by the government.

The academy tagged Football College of Excellence has really lived up to its name. It is an academy where young footballers are brought up to international educational standards while going through a disciplined regime of world class coaching and training in soccer.

6.4 Case Presentation

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The Kwara Football Academy

'I have a mission in politics, my goal is to be remembered as a young man who came to serve his people at a critical point in history and did what is right by building a solid irreversible foundation of development. I want people to humbly say of me, he is a leader who stood by excellence.' These are the words of Governor Bukola Saraki at the commissioning of the Kwara Football Academy in 2007.

The future of a nation depends solely on the quality of her youth. Present day developments and successes of any society is a measure of a structurally planned and organised youth programme. Football, being an avenue for youth development has become a global business grossing in millions of dollars yearly. Youth academies have become the cradle where this can be nurtured for proper development of talents who go on later in life to become football stars and icons.

This perhaps is the reason why the Government of Kwara State took a giant leap to invest in the Kwara Football Academy (KFA), an avenue where talented youths from all over the country can be trained in the wonderful game of football. This Academy has been described as a mini Nigeria due to the fact that virtually all the states in Nigeria are represented here and it is hoped that the participation will be increased to other parts of Africa in future.

Apart from the wisdom in engaging our youths meaningfully, through a thorough reprocessing of their physical and intellectual abilities, the Academy provides quality programmes that assist

the students in translating their latent abilities into something worthy of pride and security for their future. Through the Academy, job opportunities of world standard are created and the State is opened up to economic opportunities at local and international levels and there is recognition and expansion of its network at various levels.

Again, KFA remains one of Governor Bukola Saraki's greatest investments in the youth, through capability and capacity building mechanisms that goes beyond ethnicism and religion. Students from diverse backgrounds come here to develop friendship, skills and talents in a kind of study-play or learn-train programme designed to shape the lives of the students at the Academy, and transform their innate potentials into useful causes for the future as they mature into professional footballers.

The Academy provides an avenue for opportunities in academics and football as players, administrators and other professionals. The Academy provides a conducive and unique surrounding to keep youths away from drugs, violence, social vices and other unhealthy activities and is also a testament in terms of the quality of Governor Bukola Saraki's values for youth development and creation of a quality future for the Nigerian youth.

The quality of youth developmental programmes and education of a nation depends on sustainable viable structures targeted towards the future of its youth. This, perhaps, forms the background of the Kwara State Government's gigantic investment in Nigerian Football development, through the establishment of Kwara Football Academy (KFA).

The Kwara Football Academy was established in 2007 as a private initiative and with the support of the State Government to, amongst other objectives:

- *Establish a centre for youth development using football as the medium of that development.*

- *Train footballers between the ages of 13 and 21 years to compete favourably with their counterparts at international levels.*
- *Develop the skills of these footballers such that after graduation, they can pursue a career as professional footballers with international football clubs whilst generating revenue in foreign currency for the Academy.*
- *Provide an opportunity for these potential footballers to receive a first class education whilst honing their skills as footballers.*
- *Make Kwara State the ultimate centre for the future development of football in Nigeria.*

Since 2007, the Academy has been solely funded by the Kwara State government, with the total welfare of the students borne by the State Government. In recent times, the Kwara State Government, desirous of ensuring the long term future and sustainability of the project, conducted a review of the project and developed in conjunction with their Consultants – Premium Sports Management Services Limited a plan for managing the Academy which included amongst others:

- *Funding the financial requirements of the Academy.*
- *Legal restructuring of the Academy with a view to attracting private sector partnership in the ownership and management of the Academy.*
- *Strategic management blueprint with a view to attracting international and multi-national sponsorships.*
- *Expansion of the infrastructural facilities in the Academy.*

The restructuring process has seen the Kwara Football Academy re-engineered for better growth and development in line with the current trend in sports development of partnering with the private sector to ensure the long term sustainability of the Academy and the achievement of the goals and objectives of the re-engineering process.

At our Academy, our focus is to unearth budding talents in the game of football, polish and prepare them to become professionals.

Thus, they become role models for aspiring talents wherever they may be across the globe.

Presently, the Academy has played over one hundred matches at home and away. They won ninety seven(97) matches, drew two (2) and lost only one (1), some of our guests and host have lost with as wide a margin as 5-0. We have a unique system that other academies do not have, so we are undoubtedly the best Football Academy in Nigeria, our students are undergoing trials in the UK and are preparing for another trip soon. We have agents working with the academy as well as collaborators such as Win Jansen who is a director with Feyenoord FC of Holland.

Extract from the Kwara Football Academy Website

The Academy so far has produced top flight footballers playing professional soccer in Latvia, Turkey and Portugal. Right now the Academy has six of its products playing in the Nigerian Premier League Teams. There are high hopes that more of the Academy products will continue to participate in foreign and local leagues.

Governor Bukola Saraki has also shown interest in the development of Football clubs. He is the Grand Patron of Bukola Babes and Kwara United Teams. His financial, moral and social support of the teams have contributed immensely to the soaring performance of the two clubs in the National League.

Sports and recreational activities have definitely witnessed remarkable transformation in Kwara State during the tenure of Governor Bukola Saraki. Notable among the other achievements recorded are the following:

- Creation of the Ministry of Sports and Youth Development in June 2004.

- Successful hosting of 2nd edition (2005) Waziri of Ilorin under 17 tournament.
- Successful hosting of 2nd edition (2005) Waziri of Ilorin closed Tennis Championship.
- Hosting of the 6th Nigerian Air Force games in Ilorin.
- Renovation of the Mini Bowl.
- The successful and brilliant performance of the Kwara team in the Gateway games of 14th to 20th April, 2006 in Abeokuta was influenced by the prompt release of funds by the Governor to facilitate the participation in the games.

Among other achievements of the Governor in the area of sports is the extension work on the Kwara State Stadium from 10,000 to 18,000 spectator capacity. Similarly, the football field and sports track were transformed to synthetic standards.

In addition, the Governor ensured the renovation of the Olympic size swimming pool, the volleyball and the basketball courts in the stadium complex.

6.5 Hospitality

The hospitality industry is comprised of businesses that provide accommodation (lodging) and food services for people when they are away from home (Barrows and Powers, 2008). The Oxford English Dictionary defines hospitality as 'the reception and entertainment of guests, visitors or strangers with liberality and good will'.

Hospitality will then not only include hotels and restaurants but will also refer to other kinds of institutions that offer shelter, food or both to people away from their homes. Providing hospitality thus means offering a welcoming environment to visitors therefore making the industry a people friendly industry.

A hotel is seen as a place that offers accommodation, food and beverages at a cost that enables it to make profit (Raghubalan & Raghubalan, 2008). Hotel can itself be an important tourist attraction. In fact, a large number of tourists visit a particular destination or town simply because there is a first class luxury hotel or resort which provides excellent services or facilities (Bhatia, 2006). Resorts are accommodation establishments that provide leisure opportunities in distinct or scenic environment. It can also mean a place where tourists go for holidays (vacation) and recreations (Medlick 2003). Resorts provide most of the products and services required by the tourist. They tend to combine attractions with support services such as accommodation and catering (Bhatia, 2006).

The Governor's interest in hospitality has also been profound. He has ensured throughout his tenure that Kwara Hotels Ltd, a government owned establishment remained in the flagship of hospitality in the state through periodic renovation exercises and by engaging professional managers to run its affairs. In the same vein, the Governor has encouraged public-private partnership in the development of hospitality outlets by creating the stimulating economic environment in the state. Among such public-private partnership ventures are the development of Image Gardens and Zoological Gardens in Esie by private businessmen.

The Governor over the years has attracted to Ilorin the hosting of various festivals, conferences and seminars thus making the running of hospitality establishments in the state fairly attractive.

The Governor through the auspices of the Kwara State Tourism Board has facilitated the National Registration of Hospitality and Tourism Enterprises which to some extent has provided revenue for the state, the Tourism Board and the Federal Tourism Board. In the pipeline is the proposed Mini Sports festival scheduled for May 2011 in which Kwara Hotels Ltd, Ilorin, will be playing a major role in hosting the delegates and officials of the festivals.

6.6 Conclusion and Recommendations

We have attempted to analyse the developments in Kwara state during the two term tenure of Governor Bukola Saraki in the spheres of tourism, sports and hospitality. We conclude that the warm welcome the people of Kwara give to visitors; the friendly, relaxed approach that is part of our culture in the state and the exquisite man-made and natural sceneries, sports development especially the establishment of the Football Academy have positively influenced socio-economic development in the last eight years.

It is believed that since tourism, sports and hospitality establishments are generally capital intensive, the government should do more for the sectors. There should be improved budgetary allocations for these sectors which hitherto has not been the case, save for the Football Academy.

The Tourism and Hospitality Board should be properly funded to allow it carry out more effectively its statutory duties.

In all, conducting feasibility studies on the tourist sites are not enough measures, the sites should be further developed in order for the state to realise their (tourist sites) revenue earning potentials.

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CHAPTER 7

Agriculture: Beyond Resource Endowment

Funsho Oluleye, Grace Abolaji and Niyi Ogundun

7.1 Introduction

The vast world of agriculture varies and is rapidly changing with the introduction of the right policies and supportive investments at local, national and global levels. Agriculture today offers new opportunities to hundreds of millions of rural poor to move out of poverty. In the 21st century, agriculture is and will continue to be a fundamental instrument for sustainable development and poverty reduction (World Development Report, 2008).

Placing agriculture at the centre of the development agenda is considered imperative for meeting the Millennium Development Goal of reducing poverty and hunger by 50 per cent by the year 2015. This is to continue to reduce poverty and hunger for several

decades in the developing countries, where three out of every four poor people live in the rural areas. About 3 billion people live on less than $2 a day and most depend on agriculture for their livelihood.

Taking into consideration the numerous opportunities and challenges in agriculture and its associated industries, the significance of agriculture to economic growth, reduction of mass poverty and food insecurity cannot be overemphasised. Therefore, the fact has been established that a revolution in agriculture productivity is the most realistic basis for economic growth in agriculture-based countries such as Nigeria.

7.2 Theoretical Framework

The above preamble explains the title of this paper, and the retarded growth situation of most of the developing nations of the world, particularly those, like Nigeria, who possess abundant natural resources and are still wallowing in poverty.

There is no doubt that the Nigerian economy is embodied with complex social and economic difficulties, more so, it exhibits the structure of a developmental economy even though the space of her development has never been taken seriously. The caravan of Nigerian economy after long delays and a slumber of decades of hopelessness, now has the collective will of many participants and has started marching towards the goal of her founding fathers. With the efforts to revisit our agricultural endowments from the perspective of commercial production, the productivity factor in using agriculture for development is possibly going to generate positive results if seriously pursued. All these presented a ray of hope on the requirements of the people of this country, and more as it is being promised on the country's resource availability and resource consciousness (Otokiti, 2009).

Within the next few years or so, the critical indicators to watch and strive to achieve by all managers of Nigeria's resources were identified as:

- Increase in the level of resource consciousness.
- Resource appropriateness and justification of strategies.
- Increase in revenue resistance and destruction.
- Increase and structural composition and diversification of resources.
- Increase in industrial production and value added (e.g. productivity).
- Increase in agricultural production and modernisation of advance development of high yielding varieties.
- Increase in social overheads or improvement of basic infrastructures (power, irrigation, insurance, banking, education, monitoring of vital statistics and improvement of skills and productivity).

From the foregoing, it is obvious that Nigeria's development is beyond oil. Someone once described Nigeria as a rich country with poor people. This is a statement that is easily comprehended since we know that Nigeria's export and income are up to 90 per cent dependent on oil with less than 10 per cent linkage of these to employment, production and other sectors of the economy, hence the accomplishment of limited development. Nigeria's oil economy therefore lacks the capacity to incorporate development objectives of improving the living standards of the majority and promoting balanced growth, and at fifty we need no angelic visitation to realise that we must retrace our steps back to agriculture.

7.3 Case Presentation

For the purpose of this paper, we present the case of Kwara State's efforts at commercial agricultural development in the past few years as succinctly put together by the driver of the vision of commercial agriculture in the state, Governor Bukola Saraki.

The Case Study

Number Seven

Developing Commercial Agriculture in Kwara State, Nigeria

'Introduction

The total disconnect between the sector that produces about 98 per cent of Nigeria's income (oil) and the sector that employs more than 70% of Nigeria's people (agriculture) has been variously emphasized and implicated in Nigeria's tragic paradox of 'rich country, poor people.'

A major component of the Millennium Development Goals (MDG) is to halve global poverty by 2015. Poverty reduction is in fact, signalled as a strategic entry point to achieving other development objectives, including improved health, education and social stability.

Policy pronouncements at various levels of government in the country demonstrate a clear awareness of the central role that agriculture and food production could play in reducing poverty and promoting economic growth. The National Economic Empowerment and Development Strategy (NEEDS) describes agriculture as the 'mainstay of Nigeria's economy…the largest employer of labour and a key contributor to wealth creation and

poverty alleviation.' NEEDS also upholds Federal Government's commitment to "vigorously pursue [agricultural development] with the aim to achieving food security and reducing poverty." NEEDS in fact, envisages an annual growth of 8 per cent in agriculture by the year 2007.

A major contention of this paper is that while the relationship between agriculture and poverty (rural or urban), cannot be overstated, only significant increase in productivity would ensure that agriculture plays the desired role in poverty reduction. This paper will seek to assert that it is only through increased productivity that we can hope to strengthen the linkage between agriculture and other economic activities like production, collection, storing, transportation, processing, packaging, weighing and even reselling. Increased productivity therefore, would mean more employment and hence more income for both rural and urban poor; it would also mean the development of an economy that is more equitable, inclusive, and sustainable.

The second argument of this paper is that if Nigeria must strengthen her competitive advantage in the global economic arena, we must mainstream agriculture as the driving engine of our economy. We must make policy choices and investments that would increase productivity and enhance the penetrative capacity of our agricultural products in the international markets by strengthening our value-addition capabilities.

The third point this paper would be making is that to increase productivity to the level envisioned, and to improve our capacity for value-addition as a strategy for penetrating the global agricultural market, we must allow the private sector to drive the process through increased funding of the agricultural sector by the financial institutions, and by moving from peasant, subsistence farming towards commercial agriculture.

Agriculture in Nigeria

Nigeria has a total land area of 92.4 million hectares and 91 million of this is adjudged suitable for cultivation. However, only about 45 million hectares of our potential agricultural land is put to use for both staple and industrial crops. It is also commonly reported that about 70 per cent of Nigeria's population is employed in the agricultural sector. A closer analysis however, reveals that in fact, majority of the people engaged in agricultural practices in our country are grossly under-employed and indeed, under-productive.

The average farm size in Nigeria ranges from 1 to 2 hectares. The average age of the farmers is put between 50 and 60 years. The average farmer in Nigeria lacks any form of formal education and he lacks basic management skills or ability to learn from new technologies or existing best practices. He relies on obsolete implements and constantly waits on the rain for farming. Because he lacks education, he is unable to access funds and therefore relies on government for subsidies on major farm inputs like seedlings, fertilizers, pesticides and other chemicals.

Reports also indicate that up to 70 per cent of the various agricultural credit schemes offered by the banks, especially the Central Bank of Nigeria and even the National Agricultural Commerce Bank (NACB), which have the capacity to provide the level of funding required to achieve significant growth in the sector are under-drawn or not drawn at all because the farmers cannot meet the banks' conditionality. The net result of all these is that agriculture in Nigeria is grossly under-funded and it has failed to attract any serious private sector involvement. Inadvertently, Nigerian farmers rely almost entirely on government subsidies, which have only resulted in very low production and equally low yield.

Apart from the well-known lack of political will to develop agriculture by successive governments over the years, another well-known fact is that much of what comes as government support to farmers have been wasteful, supply-driven, and are not informed by any clearly defined goals or targets. Government support to farmers over the years have been little more than mere importation of tractors and bulldozers and procurement of fertilizers. Whereas experience has shown that only very little of government subsidised inputs, especially fertilizers, get to the actual farmers.

Indeed, current state of agriculture in Nigeria does not justify the heavy investments that governments at all levels have made over the years in the purchase of tractors, fertilizers and other input subsidies. This should stand as sufficient evidence that our approach has not worked and that there's a lot more to driving productivity in agriculture beyond government subsidy.

Agriculture requires learning and knowledge of existing best practices to get desired results. This knowledge is expected to be transferred to the farmers through the extension workers at the Ministry of Agriculture. Unfortunately, we have not given sufficient attention to the training and exposure of this crop of agriculture workers. And because of poor capacity, they are unable to make any meaningful impact on farming practices, and the farmer is left to his own devices and the age-old practices he had inherited from his parents. Again, the net result is low productivity.

Owing to a combination of all the foregoing, Nigeria's agriculture therefore points to a gross record of under-performance. A recent FAO estimates shows that the average yield for maize in Nigeria is between 0.9 and 1 tonne per hectare. In India, the yield is 1.8 per hectare, in Zimbabwe, it is 3.0; in

Pakistan 1.7; in China 4.7; and in the U.S.A, the yield is 8.5 tonne per hectare. Whereas the average yield for rice in Nigeria is 1.2 tonne per hectare, in India it is 2.9; in Pakistan it is 3.0; in China the yield per hectare for rice is 6.3; in Egypt it is 8.1; in Vietnam, it is 4.2; and; in the U.S.A, it is 7.0. The yield per hectare for groundnut in Nigeria is 1.08. Whereas, in China it is 3.1 and in the U.S.A, it is 3.2 tonne per hectare.

Apart from yield per hectare, Nigeria performs poorly in overall level of crop production when compared with many other countries. While Nigeria's annual rice production stands at an average annual of 3,219,333 metric tonnes (paddy rice), Vietnam's is at 31,949,000; Bangladesh produces an annual average of 35,021,000 of rice; Thailand's is 24,933,000; while China's annual average production of paddy rice is 190,577,000 metric tonnes. This means that Nigeria produces only 10 per cent of Vietnam's rice; 9 per cent of Bangladesh's; 12.9 per cent of Thailand's; and 1.68 per cent of China's annual rice production.

Nigeria's production for maize stands at an average annual of 5,626,000 metric tonnes. Whereas, France produces an average of 16,196 metric tonnes per annum; Brazil's is 35,109,000; Indonesia's is 9,516,000; and China's annual production of maize is at an average of 114,495,000 metric tonnes.

Nigeria's production record for other crops when compared with that of other major producers in the world follow the same pattern as for the two crops cited above. Some of the factors mentioned earlier are implicated in this low productivity. However, experience from other countries has shown that our poor level of irrigation development and post-harvest management are also major contributory factors to low agricultural productivity in Nigeria.

As we shall see later in this paper, Vietnam is able to raise its agricultural production almost to astronomical heights by investing heavily in irrigation. And India's strength seems to lie in efficient post-harvest management of produce and processing. Again, unless we are able to invest in systems and structures that would minimise post-harvest loss and enhance processing capacity, our agricultural production would continue to be low.

The logical consequence of what was submitted above in terms of low yield and productivity is Nigeria's heavy reliance on food import. Food importation constitutes an estimated 14.5 of Nigeria's import bill. Our country spends about $2 billion annually in importing food items. Recent reports show that each year, Nigeria spends $132 million on importation of milk; $400 million on wheat; $200 million on poultry, especially frozen chicken; and $756 million on rice. Nigeria also imports about 95 million metric tones of sugar annually.

The National Economic Empowerment and Development Strategy (NEEDS) seeks to reverse this trend. Its target is to reduce food import to 5 per cent of total imports by 2007 and raise agricultural export value to $3billion by that year. Broadly cast, the main features of the new national policy on agriculture as articulated by the National Planning Commission is to evolve strategies 'that will ensure self-sufficiency and the improvement of the level of technical and economic efficiency in food production…through the introduction and adoption of improved seeds, livestock, husbandry and appropriate machinery and equipment, efficient utilisation of resources…and recognition of the roles and potentials of small-scale farmers as the major producers of food in the country.' The new policy thrust is to create 'the conducive macro-environments to stimulate greater private sector investment in agriculture so that the private sector

can assume its appropriate role as the lead and main actor in agriculture.'

No doubt, these are well-directed policy thrusts. However, for this vision to be achieved, they must be backed, especially by a high level political commitment that must compel the right investments in the right components and areas that are necessary to boost agriculture at the scale and level that is envisioned by NEEDS. At this point, it would be useful to learn from the experiences of some other countries at a similar level of economic and political development as Nigeria.

Agriculture in Kwara State

Kwara State has a substantial cultivatable area representing 75.3 per cent of total land area or about 2,447,250 hectares. The vegetation consists mainly of rainforest and wooded Savannah. The land consists of undulating hills, valleys and plains, which are watered by the River Niger and its tributaries. The average annual rainfall ranges from 1, 000 to 1, 500mm, while maximum temperature ranges between 30°C to 35°C. With this climatic pattern and sizeable expanse of arable and rich fertile soil, the vegetation is well suited for the cultivation of a wide variety of food crops like yams, cassava, maize, beans, rice, sugar cane, a wide array of fruits, and vegetables.

However, only about 11 per cent of available agricultural had been cultivated by small farm holders, with an average farm size ranging between 1to2 hectares. Like in most parts of the country, the average age of the farmer in Kwara State, ranges from 50 to 60 years. Their farming techniques and knowledge are based on age-old practices passed down from generation to generation with little or no awareness of modern best practices.

Even though an irrigation scheme was constructed at Duku-Lade in Edu Local Government Area of the State in the 60s to cover 3,000 hectares and was developed to 800 hectares, it had since been abandoned and the infrastructure was almost collapsing. Therefore, farmers in the State also depend almost 100 per cent on the rains. Coupled with this, there was virtually no capacity for processing of agricultural produce in the State, therefore, post-harvest loss is very heavy, especially for maize, fruits and vegetables. Due to a combination of these and other factors identified earlier, including heavy reliance on government subsidised inputs, average crop yields, even though they still fall within the national average, are still very low. For example, the yield per hectare for maize is at 1.5 metric tonnes; rice is 1.5; groundnut is 1.0 and; cassava (tubers) is 12.0.

Back-To-Farm

Despite the significant agricultural and industrial potentials of Kwara State, it remains heavily dependent on federal government subventions for running the government and propagating social development. Internally generated sources of funding such as company and income taxes are a small fraction of the State's revenues. This accounts for only about twenty per cent of the government's annual average incomes.

However, Kwara State has the potential to become a net exporter of food, agricultural and industrial products. Its location and population afford it the potential to become a hub for trade and commerce within the country. It has a distinct comparative advantage in the cultivation of several food and cash crops since the majority of Kwarans are employed in agricultural endeavours.

It is no doubt therefore, that if the economic base of the State must be stimulated, there is the need to make a step-change in agriculture as a way of creating employment and reducing

poverty, and as a first step in boosting food production and developing the small and medium scale agro-allied industry.

Barely three months into office, Kwara State government launched an agricultural revival programme, 'Back-To-Farm'. The aim of the scheme is to encourage peasant farmers in the State by giving them incentives to attain profitability in farming.

The strategy was to actively support farmer groups and existing farmers by giving cash support and tractor services for land clearing and preparation. Farmers were also supplied subsidised seedlings, chemicals and fertilizers and mobilised extension workers to provide advisory services and also to coordinate the distribution of government subsidies to the farmers.

Within the first 9 months, the government made farmers in the State to plant maize, cassava, soya-beans and rice on 704 hectares of land in 54 farms spread across the three senatorial districts of the State. To achieve this, 22 new farming tractors were purchased and six older ones were refurbished. The federal government with the intention of adding more as the need arises delivered 12 new tractors to Kwara State government. The farmers were assured that their efforts would not be wasted as the state government would act as buyer of last resort of their produce. In addition, the government also established a Farmer Experimentation Group of about 900 farmers through the Kwara State Chapter of the Council of Nigerian Farmers. The farmers were to plant maize, rice and cassava in 46 locations of 20 hectares each across the State.

More than any other thing, this programme generated awareness and elicited a lot of interest among the generality of the people. However, harvest was characterised by poor yield, and farmers were able to produce just enough to cover cost, and there was barely any surplus. Part of the reasons for this low performance

is that farmers were unable to expand beyond 1,000 hectares because of limited state resources. Another reason is that the programme relied on the supervision of extension workers, who themselves lack up-to-date training, a problem which was compounded by sharp practices among the officials. Of course, another major explanation for the low yield performance is that farmers had relied on the same traditional farming practices, which certainly could not rise above itself. Therefore, the government was only able to achieve 13 per cent of the projections.

Despite the challenges mentioned above, 'Back-To-Farm' was not a complete failure. The most important benefit was the lessons learnt. The experience gave a deeper understanding and conviction about what can work and what may not work, and it became even clearer that unless the government is able to mobilise substantial private sector investment and participation to operate agriculture at commercial level, the vision for Kwara State might not be attained.

Lessons from Zimbabwe

At the time of the experimentation with the Back-To-Farm in 2003, there were 1,772 registered commercial farmers in Zimbabwe. Though the land reforms policies of the Government had begun to take its toll on commercial farming activities in the country, commercial agriculture still occupied 225,307 hectares of land in 2003. Yet, 2003 level is more than 50 per cent drop from normal times in pre-land reform era, when the total commercial farm hectares stood at 530,300.

Zimbabwe's commercial farming productivity is astounding even in times regarded as bad periods. For example, seasonal output for maize was about 174,000 tonnes before the reforms. Even though this production level looks negligible in the context of

global national production when it is considered that only about 3,760 farmers accounted for this output, and they also accounted for 27 per cent of national production output for most crops in Zimbabwe before the land reforms. The average yield per hectare for most crops grown by these commercial farmers was between 2.5 and 3.0 tonne per hectare for most crops, especially maize and soya beans.

Another area that the Commercial farmers in Zimbabwe had achieved great success is in dairy and poultry production. The annual production for milk before the land reforms exceeded 180 million litres and even at worst times it was about 108 million litres. Commercial poultry production in Zimbabwe ranged from 42 million broilers at best times to 33 million broilers after 2001.

Zimbabwe is a land locked country, but which has managed to achieve outstanding success in commercial agriculture, which once sustained the country's GDP at 5.4 billion USD. The Zimbabwean commercial farming was described as an 'agro-financial system', which at its peak earned Zimbabwe a reputation as "bread basket.' In fact, it was reported that to create all the marketable surpluses available in most countries of the world, Zimbabwe is a large country with 33million agricultural land, representing 85 per cent of total land area. It has a GNP of 400 USD per capita, compared with Nigeria's 260 USD per capita in 2004 despite our enormous oil earnings.

Lessons from Vietnam

Agriculture provides about a quarter of Vietnam's GDP and exports, and employs two thirds of the labour force. It has an estimated 2.8 million hectares of potential agricultural land out of which 1 million hectares are suitable for irrigation with a coastline of 3,200 km and 2,860 km of rivers. Compared with Nigeria's almost 80 million hectares of potential agricultural

land, Vietnam becomes almost inconsequential. However, Vietnam's labour force is skilful and has a high level of education compared with other countries in the region with the same level of income. More than 80 per cent of its population is literate.

The country is divided into eight zones, each with research centres and institutes that carry out studies on agricultural production systems in these zones to identify constraints and find solutions in order to reach the objectives of the country's agricultural system, which are: to increase productivity; to raise incomes and; to create employment.

Rice production, which is the country's major crop export, soared from 20 million tonnes in 1990 to over 30 million tonnes by the end of the decade. This was a direct result of an aggressive renovation and development of irrigation infrastructures and management aimed at making the best use of arable land in potential areas, with a target to produce 38 to 40 million metric tonnes of food grains by 2010, and which has allowed 3 to 4 crops per year.

At present, there are 8,265 irrigation systems of different capacities in the whole country; 743 large and medium reservoirs and thousands of small reservoirs. The irrigation systems supply water for more than 3 million hectares of cultivated area and approximately 7 million hectares of grown area. Due to stable water supply, productivity also increased in other areas from 4.5 tonnes per hectare in 1975 to 9.5 tonnes per hectare in 1990 and 10 to 12 tonnes per hectare in 1999.

Commercial Farming Initiative in Kwara State

As stated earlier, the vision of Kwara State government is to lead the way in changing Nigeria's reliance on imported food, especially poultry, milk and other dairy products by making the

state a net producer of food, agricultural and agro-allied products both for the huge domestic market and for export.

Having studied the outstanding success of commercial agriculture in Zimbabwe and South Africa, Kwara State under the governance of Dr Bukola Saraki began to reach out to some of the farmers. Initially, the focus was on South Africa. However, despite the repeated overtures, it was found that the farmers were not ready to come. The government then approached Zimbabwe where the land reforms policy of the government had caused problems for many of the farmers. It was also reported that some of the farmers had relocated to Zambia and Mozambique and had begun to turn around the agricultural sector in those countries. This information encouraged Kwara State Government to formalise approaching the Zimbabwean farmers.

Even though they have lived in Africa for many years, and many of them were even born in Africa, they didn't have much information about Nigeria, not to talk of Kwara State, on which to base any investment decision. Moreover, these were people who had just lost their life investment to the political problem in their country. Convincing them to start all over again, in another African country, was therefore, going to be difficult.

In trying to build confidence, Kwara State was lucky to get the support of the Federal Government. In meeting with representatives of the farmers, president Olusegun Obasanjo, assured them that they are welcome in Nigeria because Nigeria would like to keep in Africa what is good for Africa, and commercial farming is good for Africa.

The second level was the issue of funding. Over the years, financial institutions, especially the banks, had complained of lack of "bankable" projects in the Agric sector. This project gave an opportunity to take the farmers to task and the government

challenged them then that there was a project that could be supported. The banks' responses were greatly encouraging since they were persuaded by the commercial viability of the commercial farming project, and were ready to invest. The farmers were therefore able to secure substantial commercial loans, which were protected by the state government guarantee.

Another important issue that emerged, despite the overwhelming interest that the commercial farming initiative has attracted, is the issue of land as regards the Zimbabwean farmers. The government believe this thinking merely projects the political events in Zimbabwe that has absolutely no historical relevance to Nigerian environment. However, Kwara State Government wish to reaffirm her assurance that she was conscious of the kinds of commitments made, not only in the interest of the present generation of her citizens, but also the generations to come. The Memorandum of Understanding that was signed with the farmers contains sufficient clauses to offer protection on the issue of land.

The proposal as set out by the Zimbabwean farmers' project indicates $7.5 million, which would go into providing road networks around the farm sites, irrigation, water and power supply, and health facilities; and another $10 million as working capital. These represent the counterpart funding provided by government as loans. Farmers' equity comes to $1.125 million representing the cost of farm lands and payable over a 5-year period. The lands were leased to the farmers for an initial 25-year period with a clause for renewal.

Thirteen Zimbabwean farmers are currently in Kwara State, working on a scheme which will initially bring an additional 13,000 hectares under cultivation and will generate substantial marketable surplus in food and cash crops that will encourage the development and expansion of local agro-processing and

agricultural exports. At the same time there is a 16th farm designated to serve as a training farm for indigenous farmers by providing extension activity designed to transfer knowledge and techniques into the small scale subsistence farming sector, even beyond the immediate environment of Shonga in Edu Local Government Area to other parts of the State and the country.

The projection from the initiative, based on the expertise and the experience the farmers are bringing in is to provide for domestic needs of major food items and export to markets in Europe and the United States, taking advantage of our capacity for Cargo transportation through the development of our local airport.

We project that investment in dairy production will yield up to 5 million litres of milk per annum (pa) and will take care of domestic needs which is currently characterised by shortfalls, high prevailing prices, and the importation of up to 98 per cent of domestic consumption. At present, Nigeria imports 48,000 metric tonnes of dry whole milk, 30,000 metric tonne of evaporated milk, and 16,000 metric tonne of dry skimmed milk every year.

It is also projected that production of broiler chickens would yield 125,000 broiler hens, pa; dry land rice at 15,000 metric tonnes, pa and irrigated rice at 8,500 metric tonnes, pa. With all these, projected growth in dairy output in Kwara State alone, excluding growth in other sectors (rice, maize and poultry) will generate a potential $21 million saving in foreign exchange outflow (20 per cent of total whole milk imported amount by Year 3), which will free up considerable potential development funds.

Quite significantly, it is projected that the farmers would be cash-positive in poultry and dairy in the first 3 years, and would declare profit for mixed farming in the first 4 years. It is anticipated that total agricultural output will increase

substantially over a 5year period as production expands and the impact of improved farming methods and techniques are disseminated to the small holder population through a planned agricultural extension programme. However, it is projected that the 15,000 hectares under this initiative would achieve an annual production of 75,000 tonnes at 5 tonne per hectare estimate. This means an increase of about 40 per cent to State production of 110, 000 with just an increase of 13 per cent in agricultural land use.

It was also expected that considerable investments would be seen in allied sectors like crop, fruits, dairy and poultry processing, seed production, chemical and fertilizer depots, fuel and farm equipment supplies, etc. In employment terms, it is projected that direct employment per annum based on a target of 15,000 hectares of production would be 4,000 labour days in dairy (rising to 40,000), 1,560 labour days in poultry, 2,000 labour days in rice. While these estimates reflect direct on-farm employment, a substantially larger quantum of employment will be generated in downstream activities (in processing, transport, wholesale and retail, and also for artisans like mechanics, technicians, electricians etc). The overall effect of the commercial farming initiative could be huge not only for Kwara State but for Nigeria.

Conclusion

It has been seen from the Kwara State Government initiatives of back to farm and commercial agriculture by Zimbabwe farmers that Nigeria cannot hope to achieve food security and reduce poverty through agriculture unless the right investments that would boost productivity are made. It is also pointed out from the Zimbabwe farmers set up that if agriculture must be the driving engine of Nigeria's economic development, there must be increase in the penetrative capacity of the agricultural products in the

international market by enhancing the value-addition capabilities. Thirdly, it is evident that the Private (Zimbabwe farmers) Public (Kwara State Government) Partnership (PPP) model of commercial agricultural production was employed. From this experience, it is seen that the private sector must be positioned as the core driver of commercial agriculture in Nigeria, if Nigeria must achieve the target set by the NEEDS.

With the Kwara State Government experience it is also important to take note of and emphasise the following points:

1. Irrigation: *As the experience of Vietnam has demonstrated that Nigerian government has to make targeted investments in developing irrigation system. The Federal Government had been of considerable support on this initiative. Kwara State would however require a lot more support in developing irrigation scheme in the State to cover more land areas, especially for rice production. The plan to restrict importation of rice by 2006 would pose a challenge to domestic production. If this challenge must be met irrigation development must be prioritised, not only in Kwara State but in other States of the country with the capacity for large scale farming. The development of largescale irrigation should, in fact be put on this same level as that of power supply in the country. Development of large scale irrigation is beyond what a single State can carry, and it would require major investments by the Federal Government.*

2. Funding: *At the moment agriculture is not an attractive investment option for banks. Even though many of the banks have made positive pronouncements on funding agricultural projects, there is urgent need to move from pronouncements to action. It is hoped that the commercial farming initiative, which Kwara State Government has started with Zimbabwe farmers, would also attract indigenous business men and investors who would want to add agriculture to their portfolio. Beyond*

exhortative statements to banks, the government need to make policy commitments that would stimulate and encourage substantial funding of agriculture.

3. Protection: *The issue of protection of local farmers has a global significance. However, it must be acknowledged that even in best environments, farming is a substantially risky business that requires a lot of support. The OECD countries, made up mainly of world trading powers, the U.S.A, the EU, Japan and Canada, issue yearly domestic support of up to USD360 billion to their farmers. Between 1999 and 2001, the Total Support Estimate by OECD countries to their farmers amount to $989 billion, which represents about an average of 1.3 per cent of their GDP for each year. These subsidies have grave implications for a developing country like Nigeria. Apart from limiting the ability to raise exports and therefore, increase the potential to increase incomes through trade; it also suffocates and destroys the potentials of the domestic market by flooding it with subsidised and hence cheaper food. This is indeed, a major policy challenge. The government must devise strategies that would protect the local farmers through some form of restrictions on imports.*

4. Policy Consistency: *The Federal Government of Nigeria has demonstrated significant commitment to developing the country's alternative revenue base, especially through agriculture. The tenure of this government however, expires in 2007. It is therefore imperative that the government develop strategies that would ensure policy stability in agriculture beyond that year. Fear of policy reversal discourages private investors and limits their chances of raising credit. The government must therefore devise a means to inject a measure of certainty and stability to the agricultural policy environment in order to attract the right kind of investments into the sector.*

5. The CONFAB: *The National Political Reform Conference provides a historic opportunity for repositioning Nigeria and the conference pursues major institutional reforms across all sectors of national life. In the 21st century, national competition among nations has shifted from the battlefield to the market place. In the turbulent wave of globalisation, all nations must swim or perish. Every nation of the world must therefore locate its niche, and promote its competitive advantage. Certainly, agriculture represents Nigeria's niche area in the global economy. For Nigeria to ride on agriculture to become a major player in the world, she must be prepared to make the right commitments and the right investments now. There is need to mobilise the right technical expertise, wherever they may be found and invest in irrigation, power, and other rural infrastructure that would enhance the productivity of both the small farm holder and the large-scale farmers. It is therefore important that the Political Reform Conference makes a strong statement for revolutionising agricultural practice in Nigeria at a level that would support the development objectives.'*

'Investing in Nigeria's Competitive Advantage: (Development of Commercial Agriculture in Nigeria)' is a Submission to the National Political Reform Conference by Dr. Abubakar Bukola Saraki, Executive Governor of Kwara State on Monday, 8 June, 2009

7.4 Case Analysis

The Zimbabwe farmers' project represents a novel public-private enterprise with focus on viability and profitability. It is now an incorporated company, with shareholders and board of directors. It has three syndicated groups; Dairy, Poultry, and the Mixed Farming groups. As of 2010, the Mixed Farming group has cultivated a total of 3,453 hectares of land. The Dairy

syndicate has over 800 heads of cattle with the capacity of producing 50,000 litres of milk a day, while the current production is 7,500 litres of fresh milk a day. The Poultry syndicate has already completed the construction of modern abattoir as well as a feed mill. The first batch of 20,000 day-old chicks has arrived and production of feed has also commenced.

The success and the enormous potentials of this project have attracted widespread attention such that other states in Nigeria are seeking to adopt the initiative. It has not only jump-started the economy of the host community, it currently provides employment to about 4,000 people. A number of core investments have been witnessed as an off-shoot of the commercial agriculture initiative. For example, Onida Enterprise for vegetable and flour production; African Chicken for table chicken production; Olam Nigeria for rice production; COGA Farms for maize, cassava, and jatropha production and processing; Gil Flour Mills for rice and cassava, starch and flour production; and etc.

Some of the core investment windows that the commercial agriculture project has opened in Kwara State are the huge demands it could create in a broad range of agriculture inputs, which would be required on a massive scale. It is gratifying to note that a number of investors have set out to take advantage of this by seeking to set up facilities for the production of such inputs as fertilizer, agro-chemicals, motor-cycles, tractors, etc.

Apart from the above areas, substantial investment opportunities also exist for agro-processing facilities and equipment including agricultural waste processing units, for such crops as maize, cassava, rice, cashew, sugarcane, kenaf, soya beans, vegetables, cocoa, cotton, etc. In particular, solar-powered agro-processing equipment as well as high precision flash dryers for cassava flour, multi-grain dryers for grains and tuber chips, are among equipment that would soon be in very high demand in Nigeria. Fish farming equipment such as small

scale re-circulatory system units, fishing gadgets, kenaf processing equipment for the production of hydrocarbon-free jute bags (agro-produce packaging sacks) and light trucks for the haulage of farm produce and farm-house inputs would also be in very high demand as a result of the major step-change of commercial agricultural development made in Kwara State of Nigeria.

In summary, the above presentation captures the vivid picture of the efforts of Kwara State as well as the potentials that are yet to be tapped in the agricultural sector. The numerous accomplishments in the area of commercial agriculture by Kwara State in the eight years of this administration are a far cry from what is possible. The multiplier effects of the efforts of government in this direction, as positive as it may be has only shown to Nigeria and other thirty-five states what could be achieved by driving our agriculture potentials for development.

Challenges Faced by Commercial Agriculture in Kwara State

1. Funding: A major challenge is that of inadequate experience of the financial institutions, especially commercial banks, in financing commercial agricultural enterprises. The Government faces the challenge of inadequate funds amidst competing priorities of Government. The problem is further compounded because of the neglect of the agriculture sector by past regimes. The Government also face the problem of inadequate support/cooperation and contribution of the other tiers of government especially the Local Government Area Council, in implementing agricultural programmes at the grass roots level.
2. Land: Land ownership and the peculiarities of communities' settlement make land acquisition difficult in Nigeria. The communities should see agriculture as beneficial to their environment as such they should not

create bottlenecks in the acquisition of land for commercial agriculture.

3. Marketing: At times, most of the farmers encounter difficulties in marketing their produce, where marketing is available; the middlemen make most of the profit from local farmers.
4. Climate Change: Climate change makes prediction of weather highly unreliable. And this raises the risks involved in rain fed agriculture, hence the Government pursuit of the provision of irrigation infrastructure in different parts of the state.
5. Electricity Supply: As in other sectors of the economy, steady electricity supply is a key to development of commercial agriculture, especially considering the value-addition activities in the sector. The performance of Power Holding Company of Nigeria in this regard in recent times leaves much to be desired.

A lecture delivered by Governor Bukola Saraki at the Agricultural and Rural Management Training Institute (ARMTI)'s 13th Annual Lecture Held at ARMTI Campus, Ilorin on 27th April 2010

7.5 Observations

Interview of All Farmers Association of Nigeria (AFAN) officials

One of the authors had a face-to-face interview with AFAN chairman and other officials. The following are some major points indicated by the officials:

1. Smallholder farmers in Kwara State AFAN had access to government loan to grow cassava, maize and soya beans on a large scale.
2. Smallholder farmers after being sensitised were encouraged to increase their production, which they did with hard work.
3. Inputs such as fertilizer and tractor hiring were politicised such that many of the AFAN farmers did not apply fertilizer and employed paid labour from land preparation to harvesting where harvesting was done at all.
4. Apart from low yield, Kwara State Government did not buy farmers produce as promised earlier when they were given loans. Sourcing for buyers, transportation and marketing became major problems. Some farmers could not recover from the experience since they produced at a loss, and it was very difficult to pay their loans back if they did at all.
5. Many smallholder farmers felt deceived, betrayed and dropped out of AFAN. Those that are still members are looking for investors that will sponsor their production through contracting or outsourcing, and buying their produce also.

The same author went on a visit to the Zimbabwe farms at Songa. The following are what she observed:

1. Each of the mixed farming set up is similar to commercial family farm set up in states like California, Illinois and

Florida in the United States of America. There were plantations that covered hundreds of hectares of land for both mature and sprouting cassava, soya beans and cow peas; large workshops that housed heavy farm machinery and equipment, warehouses, and family houses.

2. The dairy section set-up is also similar to the commercial dairy farms in Wisconsin state in USA. This section has dairy cows in rows of pens under open sheds milking parlour, yoghourt plant, and breeding sheds. Four local Nigerian Fulani were present on the farm including other attendants from Zimbabwe.
3. Interaction and interview with the farm coordinator indicated the following:
    - Change in climatic environment which affected the health of cows that resulted to lower milk yield and even death of some animals.
    - Animal feed cost and transportation but this was resolved by the farmers producing corn and sugarcane forages to supplement the feeds.
    - To maintain animal head counts for commercial production, the Zimbabwe cows were bred with some local Fulani bulls and positive results has been achieved.
    - Many young local Fulani are employed realising that they have some skills and traditional animal husbandry that works for sick animals, local and new breeds.
    - Many of the local Fulani are adopting the techniques of commercial dairy farming to increase their production from small-scale to medium scale level. Some brought their cows to be bred for high yield, pest and disease resistance, and learnt to prepare forages for in-house feeding instead of the traditional rearing of animals in search for food.

- Some of the local Fulani were trained at the Malete Farm Youth Centre and they settled down in villages not far away from the Zimbabwe farmer dairy farm. These Fulanis now participate in contract/outsourcing milk production to the Zimbabwe farmers. They selected animals that have high potentials for milk production, supplement their feeding with forage in-house, and applied the milking techniques. These local dairy farmers are now supplying between 50 and 200 litres of milk per day to the Zimbabwe farmers.

4. Marketing and acceptance of fresh milk compared to processed condensed milk such as peak in the Nigerian market was a great challenge at the onset of the dairy production. This led to in-house processing of yoghurt, but the plant cannot handle all the milk production each day, moreover, that was not the original plan for the dairy farm and marketing of the yoghurt is another financial bite. This issue is currently resolved to some extent since the Peak Milk Company is buying fresh milk from the dairy farm in Songa.

7.6 Conclusion

From the records, case study, analysis, and observations, the following conclusions can be drawn:

1. As reported in the literature, Agriculture sector employs 70 per cent of Nigerian people and about 90 per cent of these are peasant farmers. The Back to Farm programme was used by the Kwara State Government to sensitise and encourage the population in All Farmers Association of Nigeria (AFAN) to produce at medium scale/business oriented level. The proposed achievement of the program was not realized because

the production was not market oriented. The farmers produced cassava, maize and soya beans on a larger scale than the traditional small-scale production but they could not get buyers for their produce as promised by the government.

2. Lack of linkage to buyers among other challenges forced many of the small-scale farmers to drop out of being a members of AFAN.
3. The leadership role and determination of Governor Bukola Saraki in bringing about agricultural transformation in Nigeria has brought laurels and accolades to Kwara State as exemplified by the Federal Government and other states, recognition of Kwara State Government efforts in this direction.
4. The Private-Public-Partnership (PPP) Commercial Agriculture model employed in Kwara State offers a wide variety of opportunities for investments in a whole broad range of areas such as packaging; processing; seed production and multiplication; transportation; marketing technologies; and equipment supply assembled and manufactured in Kwara State.
5. The PPP Commercial Agricultural Development has sensitised and encouraged five other states in Nigeria to follow Kwara State, footsteps by inviting commercial agriculture investment and expatriate farmers into their states, thus, multiplying the potentials and opportunities.
6. Inadequate funding, difficulties in land acquisition, difficulties in marketing of farm produce, climate change and lack of irrigation systems, and inadequate and unsteady electricity supply are major challenges faced by the PPP Commercial Agriculture in Kwara State.

7. Lack of linkage to buyers of produce is a major challenge to both Back to the Farm Programme for peasant farmers and PPP Commercial Agriculture Programme for investors in achieving the major goal of increased agricultural yield and creating enabling environment for both parties in Kwara State.

7.7 Recommendations

1. Since the major constraints to agro-industrial development in Africa are fragmented markets, poor infrastructure and technology dissemination, and weak institutional and policy frameworks governing agricultural development, and these were experienced in the Kwara State programmes, the agricultural sectors of **The USAID value chain approach** is a powerful tool to create wealth in poor communities and to promote equitable economic growth. To ensure that the poor are not left out of economic growth strategies, this approach needs to be employed. The approach focuses on linking Micro and Small Enterprises (MSEs) into global, regional and local value chains (through linkages with larger firms).
2. There is need to understand and implement any of the following three possible strategic approaches suitable to a particular region for promoting value chains from community to national and international levels:

- Comprehensive planning approach: This approach includes tools to map and examine the physical flow of commodities along the chain, export potential of outputs, regional spread of the chain, inter-firm cooperation and production efficiency.

- Participatory workshop-centered-tools approach: This approach aims to mobilise the knowledge of stakeholders and enhance value chain analysis and

development by adding value to mapping and market analysis and

- Incentives for private-sector-driven projects approach: This approach offers cost-sharing grant schemes for private enterprises that engage in developmental activities. Both government and donors can reduce their own transaction costs and risks of engagement while achieving meaningful results by partnering with private enterprises. Co-financing usually demands that private enterprises implement projects and also contribute at least half of the financial resources and assume the risk in case of failure. Activities in this type of arrangement are usually developmental in nature, with care being taken to ensure that public funds are not used to support the otherwise regular activities of the enterprise. Some support for value chain development under co-financing could involve direct assistance to small-scale farmers or SMEs related to technology transfer, supply of produce, labelling training or trade. Other types of support could relate to improving the business environment through community development activities (Altenburg, 2007).

CHAPTER 8

Health is Wealth

Deboye Kolawole, Nimat Ameen and Ojo Sunday

8.1 Introduction

With Nigeria's estimated population of 125 million people in the year 2001, it is estimated that one in every six black person in the world is a Nigerian being nearly one-quarter of the sub–Saharan Africa's population (WHO, 2000). As witnessed in many part of this populous country, the health system and infrastructure have seriously deteriorated over the past decade. This has led to a breakdown in both preventive and curative aspects of health care services. This situation has been further compounded by the issue of shortage of manpower, especially, trained and specialised medical personnel at all levels of the system in all states of Nigeria (Federal Ministry of Health, 2004). Levels of manpower productivity was low on account of inadequate incentives to the limited number of trained medical personnel, coupled with breakdown and non-functioning basic medical equipment required for diagnoses and proper management of health related and gross inadequacy of basic and essential drugs in the medical facilities.

As a consequence, level of infant, child and maternal mortality across these vulnerable group remained at a record high of 71 per

1000 (infant mortality rate), 133 per 1000 (child mortality rate) and 980 per 100,000.00 (maternal mortality rate). There was high incidence of malaria, a major killer of children under 5 years, with nearly 70 per cent of all cases of illness in the state being due to malaria. As a consequence, the nation experiences enormous manpower and economic losses, poor environmental health conditions leading to an ever increasing incidence of diarrhea and other water borne diseases which further worsened both infant and child morbidity and mortality rate in the state. HIV/AIDS pandemic which was ravaging different part of the country was also a source of concern in Kwara State with its prevalence percentage being 2.9 per cent, 4.3 per cent and 2.7 per cent in 1999, 2001 and 2003 respectively.

The health sector in Kwara State prior to inception of Governor Bukola Saraki's administration, lacked a coherent and strategic plan of action. This was largely due to a poor health management information system needed to generate a good health data for accurate and effective health planning and management.

The need to enhance access to an effective primary health care system which is the first point of call for ailing citizens of the state became a point of priority in order to reduce undue pressure and demand on both the secondary and tertiary health facilities in the state.

Governor Bukola Salaki, himself a professional Medical Doctor, at the inception of his administrative was very passionate about reviewing the health sector and by so doing called for a health summit, first of its kind in the state, to address the issue of degenerating health care services in the state, aimed at defining a lasting solution with appropriate recommendations to the state government on the way forward in health care management in the state. The health summit was attended by prominent medical personnel and stakeholders on health care reform in the country.

In analysing the reform that took place in the health sector of Kwara State, it will be appropriate to begin with the examination of the state of health as presented in the address of the Executive Governor at the Health Summit:

The Case Study

Number Eight

Our State of Health

Courtesies

'If there is anyone in this state that has suffered illnesses but could not get the kind of medical attention he or she required because efficient medical services are not available where and when they need it, it is for such individual that we are gathered here today. Everyone has but one life, and in any civilised society, each person has the right to live their life to the full without the blight of illness. Our constitutional guarantee of right to life indeed has no nearing, if we do not provide the systems and the facilities for people to avoid ill health and to get treated or cured when they fall ill. The popular cliché 'health is wealth'' recognises poor health as a great destroyer of prosperity. Poor health not only lay low individually who have been industrious and productive but also reduce their families to poverty as they struggle to cape with loss of income and increased demands on their meagre resources by sickness of self or relations. This is why all development objectives would be absolutely meaningless without efficient, affordable and accessible health care delivery system.

In our constitution, health is on the concurrent list. This makes provision of health care a responsibility of all the three tiers of government. However, even a casual observer would note that intervention by governments over the years in the health sector has been largely characterised by contradictions, duplications and policy reversals at the three level of government. Previous Kwara State administration have over the years chosen the easiest part which is what we have seen in huge investments in bricks and mortar to the detriment of adequate and competent manpower development and appropriate technology.

I make bold to say that if only a fraction of the huge resources that successive governments have invested in evicting buildings for hospitals have been carefully targeted and addressed to those things that really matter we may not need to be here today. But this has not happened, and now we are here.

We are here to chart a new course for policy governance in Kwara State. Ordinarily, we should be proud of this as the first government of this state that dares to be different. However, this process is four decades late. Therefore we cannot afford the luxury of self celebration. Rather we should seize this moment to locate difficult and even painful answers to problems that have wasted the lives of many of our citizens in avoidable deaths and illnesses. You would agree with me that the task at hand is serious indeed.

In Kwara State today, we have 62 health institutions, 5 specialist hospital, 12 General Hospital, 38 Comprehensive Health Centres or Cottage Hospitals and 7 prototype Hospital, if we add to these all the health centres and clinics at the various local government councils, not forgetting the 203 ward clinics by the immediate past administration, you get a picture of abundance in health care delivery services. But ladies and gentlemen, is this the case? Specialist Hospitals with no single specialist, General Hospitals with no single Doctor Health Centre with not basic consumable like needles and bandages, essential drugs, nurses that are badly trained and ill- mannered, broken equipment and dilapidated buildings due to disuse and lack of maintenance, this is the grim reality of our health care system.

Ladies and gentlemen, it is this grim reality that we are were to address. We must be prepared to ask tough questions to which we must find clear and practicable solutions. How many of these hospitals at the various levels of primary, secondary and tertiary health care do we really need and can competently fund and run effectively? Do we need 5 specialist Hospitals and 12 General Hospitals in Kwara State? How do we get doctors and other competent health workers to all our hospitals especially those in

the rural areas? How do we deal with the problem of poor functional interdependence among the three levels and make them work together as a system, with one supporting the other? How do we address the problem of lack of linkage between the three tiers of government, a problem that has resulted in enormous waste and duplication over the years? How do we deal with the problem of access to health care by the majority of our people in remote parts of the state? How do we link the training of our nurses and other medical support staff to the actual needs in our hospitals and in the state? What do we about the gross lack of data and information in our health care system? How do we address specific problems like maternal and infant mortality, and other reproductive health, including the pandemic of HIV/AIDS/?

Ladies and Gentlemen, these and more are the difficult questions we must find answers to at this summit. I have no doubt however, that those of you gathered here today are quite capable of delivering on this difficult task. And as you deliberate over the next two days, I want you to bear in mind that no real changes come without pain. You must have the courage to answer these questions as honestly as you could. I assure you that on our own part, whatever you recommend will not be treated lightly. In fact, it is our intention to use the outcome of this forum to fully develop the health sector component to our State Economic Empowerment and Development Strategy (SEEDS).

I must not end this address without emphasizing the need for the two tiers of government to work closely on this. Perhaps no other sector demands intimate collaboration between the state and the local authorities than the health–care sector. We recognise the basis of the national health plan in the primary care system, as largely within the preview of the local government. What this means in essence is that we cannot hope to make any meaningful impact on the lives of our people at the grass roots in health care delivery without the full support and cooperation of the local government authorities. Therefore, we must work closely together on this.

I must commend those who have worked tirelessly over the last couple of weeks towards this summit. I thank all those who have come from far and near to partner with us in this service to life. As you return home, I wish you God's protection. Distinguished Ladies and Gentlemen, permit me to declare the First Kwara Health Summit open. Do have a fruitful deliberation. Thank you and God bless.'

The Governor, Dr Abubakar Bukola Saraki's address at the first Health Summit held in Kwara State at the Kwara Hotel between from 20 to 22 September 2004.

8.2 Observations and Findings

The presentation above reveals the dreams and the passion of the new government of Governor Bukola Salaki to see a turnaround in the deplorable state of health care in which he met the state at the inception of his administration. He was categorical in his speech on the need for effectively run and competently funded health care service in the state.

He emphasized the need to employ specialist and General practitioners and other competent health workers both for the state capital and the rural areas.

He moved the need to deal with the problem of poor functional interdependence among the three level of government in other to make them work together as a team and one system in order to minimise waste and duplication of efforts and resources in the health care system.

He pointed out the importance of access to health care by the majority of the people especially those in remote parts of the state. He saw the need to link the training of the nurse in the state and other medical support staff to the actual needs in the hospitals for maximum efficiency.

The gross lack of data and information in our health care system was an issue to address most urgently. The issues of maternal and infant mortality and the pandemic of HIV/ AIDS was emphasised as priorities areas to address. He then assured the gathering that recommendations made will be utilised maximally to develop the health care sector to what it should be.

In yet another forum, the Health Insurance Fund Conference on Health Care Systems in Africa held in Amsterdam on Thursday, 23rd October 2008, the Governor said:

'An evaluation of the Kwara State health system when I assumed office in 2003 revealed that none of the specialist hospital had any specialists, the General Hospitals had few or no doctor at all, essential equipment were lacking or had broken down, the buildings were dilapidated; in short the health system was in a critical condition. As a consequence, the health indicator of Kwara State was abysmal. Infant mortality in Kwara State was 103 per 1000 while child (under 5) mortality was 185 per 1000 (June 2004) and maternal mortality was 980 per 1,000,000.

In September 2004, we convened the first health summit in the state, bringing all stakeholders to brainstorm on how to tackle this major problem. And that summit provided opportunities to discuss some questions which were critical to understanding the challenges of the state's health system.

With benefit of hindsight, I can say that the say that the answers we came up with back in 2004 dint really address these difficult questions. What we needed was a major step change.

Therefore, we identified that our key objective in the health sector would be to improve primary health care delivery. We found that 70 per cent of all health problems fall within the traditional coverage of primary health, and out of this, malaria above accounts for about 63 per cent. As a result, Kwara State has improved primary health centres (PHC) across the three senatorial districts of the state. Such improvement includes rehabilitation of structures, employment of health and medical personnel, staff motivation, supply modern equipment and capacity building. So far, over 30 PHCs have benefited from the programme. This is irrespective of whether it is a state or a local government hospital.'

8.3 Improving Primary Health Care Financing

Given the myriad of problems associated with health care services in Nigeria, there was the need to look for alternative sources of health care financing. Nigeria being the most populous country in Africa with total population of 140 million, it is estimated that about 65 per cent of Nigerians live in rural areas. The predominant occupation being farming Per capita GNI (Gross National Income) is estimated at $1,410 with petroleum accounting for 40 per cent of this. Life expectancy at birth is 47 years. However, this optimistic economic outlook is at variance with the state of the Nigerian Health Care System, which was ranked 197 out of the 201 countries by the World Health Organisation in the years 2000 (WHO, 2000) there is thus the need to look for alternative sources of health care financing. Such sources according to the progressive Governor, such sources much have the mechanism of mobilising resources from the private sector to complement public financing. The present social health insurance scheme cavers only the formal sector which is about 20 per cent of the population leaving out 80 per cent of the population, of which 60 per cent live in the rural areas. There is therefore the need to cover this large population with a form of health insurance, hence the emergency of Community Health Insurance scheme in Kwara State targeted at the rural populace who have the least access to health care services because of poverty and ignorance, lack of transportation and inadequate qualified medical personnel.

In 2006, the Government of Nether lands, under the initiative of the Pharm Access Foundation and the Dutch Health Insurance Fund, announced an initiative to fund and support the establishment of community Health Insurance schemes for low income population in Africa, With the support of their local partner, Hygeia group, Kwara State becomes the first state in Africa to benefit from this initiative. This becomes a major breakthrough recorded in the health care delivery sector. The programme began in shonga and extended to Lafiagi in Edu Local government and Afon in Asa Local Government. By this exemplary achievement of the Government Bukola Salaki's administration, these rural revellers can access quality health care with as low as ₦ 200 per month.

8.4 Free Health Services

For 7 days spanning 29th April to 6th May 2005, the health sector in Kwara State stood still to receive the services of thirteen medical experts from the United States of America who came to give free health service to the people of the state .The programme was another innovation in the dividends of democracy of the Governor Bukola Saraki's administration. The programme held at the Sobi Specialist Hospital attracted Thousands of patients who had one ailment or the other mostly surgical. operations were carried out on the various anomalies presented which included Herniorrhaphy, Hydrocelectomy , Appendisectomy, Cattaract extractions among a host of other ailments presented.

It was a welcome development that saw many who could not afford the surgical operations prescribed to solve their problem having the operations done for free and freeing them of life-long long–standing worries that have plagued their lives for so long.

8.5 Vision 2020 Programme

This programme conceived by the Governor Bukola Saraki's administration aims to eradicate all cases of preventable blindness among the people of the state. The burden of blindness as a public health problem is too enormous to be overlooked and the Governor himself a professional in the field is well aware of the enormous economic and manpower loss that can result from blindness. The introduction of the vision 2020 programme brought about free eye care to thousands of the citizens, eye surgery to those who needed it while those required eyeglasses were offered the recommended glasses for free. 700 eyeglasses were given out while over 200 people were operated for cataract extraction all for free. It is a well know fact that 80 per cent of blindness is avoidable and preventable but ignorance and lack of awareness on the part of the affected citizens coupled with poverty always lead to eventual blindness and its consequences. Quick intervention by government as in this case is a most helpful way out.

8.6 Rehabilitation of Hospitals

The Governor Bukola Saraki's administration embarked on a major rehabilitation of hospitals most of which were dilapidated and in very poor conditions of note the renovation done on the General Hospitals at Kaiama, Patigi and Lafiagi several primary health care centers were also renovated. Of note are those in Osi, Alapa,Afon Oju-ekun, Omoda, Yashikira ,Banni, Araromi-opin given the recognising of the need for improved access to primary health care facilities to combat the menance of malaria and other ailments the earliest possible times. At the commissioning of the newly renovated and upgraded General hospital at Kaiama, on the 13th October 2009, Governor Bukola Saraki's said 'it is gratifying to note that Kwara State Health Reform Agenda has been well placed on the path of achieving the three health–related Millennium Development Goals (MDGs), which acknowledge that poor health is a great barrier to breaking out of poverty. He said it is therefore not a mere exaggeration to say that the state Government has expended quite a reasonable amount to upgrade the health facility to its present state, a project which has gulped about ₦ 76,125,242.23 given the additional supply of medical equipment, furniture, ambulance fencing and other civil works on the physical structure hitherto had been in deplorable condition.'

This was them followed up with distribution of drugs worth N 5 million and medical Equipment worth N 200 million to all health institutions in the state, while he implored all to guide the facilities jealously and protect them from vandals.

8.7 Employment of Doctors and Nurses

Interestingly it is quoted that twelve years prior to Governor Bukola Saraki's administration, no employment of doctors and nurses were carried out. But within the first one year in office, Governor Bukola Saraki's recognising the importance of adequate manpower on ground to run the health care facilities advertised to seek competent medical staff .He gave fresh employment to 50 Nurses, 26 Doctors and 8 Pharmacists all within the first year of his administration. Employment of Doctors even specialists, Nurses and other and

other paramedical staff has since been ongoing to fill recognised vacancies. In addition as a form of meantime and welfare of the Doctors, the sixteen Local Governments has been mandated to build Doctors quarters to house the Doctors comfortably.

8.8 Health System Development Project II

The importance of collecting medical or health information data for effective health planning and implementation of Health Care reforms has received a strong positive political will under the leadership of Governor Bukola Saraki's administration. The project which commenced immediately, has since recorded tremendous achievements in the promotion of Health care system in the state. Sequel to the successful extension of the health system fund / project, the state Government in Collaboration with the World Bank has completed plans for the take off of the second phase of the project now known as the Health System Development Project II. The health sector suffered from a lack of coherent strategic planning due to the lack of a proper health management information system which resulted in poor generation of health data in the past.

8.9 Malaria Control in the State

Malaria control became a main challenge facing the health sector in Kwara State. This has become so given the statistics showing Malaria accounts for nearly 70 per cent of all cases of ill health presently presenting at our health care facilities in the State. Subsequently Governor Bukola Saraki's took up the challenge to reduce malaria attaches to its barest minimum in the state the governor called for a meeting of all stakeholders and urged local government areas, communities and Non- Governmental – Organizations to be involved in prevention and control of malaria in the state. A conference to flag off the 2009 African / world malaria Day with the theme 'Are you involved' was to raise the awareness and create a greater demand and use of insecticide treated nets. The government subsequently provide millions of insecticide treated bed nets especially for expectant mothers and

children across the state while stating free treatment for the cases of malaria in the state in all government health institutions. The citizens were also implored to assist in eradicating the disease through Dearing and cleaning their surroundings with a view to eliminating mosquito breeding grounds. Gazettes of the Federal Ministry of Health have since shown a decline in the number of deaths due to malaria in the state especially in children below 5 year.

8.10 Control of HIV/AIDS, Tuberculosis and Other Communicable Diseases

In its quest to curb the pandemic of HIV/AIDS, Governor Bukola Saraki's established the Kwara State Aids control Agency (KWASACA) and even signed a bill into law to transform the body to a fully fledged agency to address all issues relating to the management and control of HIV/AIDS in the state the transformation was a direct response to the request of the world Bank and other international development partners to enable state benefit from the world Bank funds to fight the HIV/AIDS pandemic. Subsequently, a study aimed at assessing the sero-prevalence of HIV/AIDS among the general population in Kwara State, Nigeria by Akhizbe and co, a retrospective study showed a prevalence of 5.37 per cent and a decline in the prevalence between March 2007 and December 2008. The 2008 HIV National sentinel sero-prevalence survey among antenatal clinic attendees in Nigeria which revealed that 2.9 million were living with the disease in Nigeria showed the highest prevalence in Benue (10.6 per cent) and the least in Kwara (1.8 per cent) (Akigbe, *et. al*., 2010). Tuberculosis leprosy other communicable disease have also received attentions and show a decline in their occurrence in the state.

8.11 Improvement in Immunization Coverage

The national immunization against poliomyelitis prior to Governor Bukola Saraki's administration immunization coverage was at a weighted average of 36.2 per cent by 2006 that figure had risen to 66

per cent and by early 2009, to 95 per cent of the population an impressive achievement, especially if you factor in, the hindrance caned by traditional fears of needles and immunization in rural Africa. The basic for the state's future health care policy is now formally fixed on prevention rather than cure. This inference being as a result of the glaring achievement witnessed with the immunization coverage.

8.12 Construction of an Oxygen Plant

Constriction of an oxygen plant at the Sobi Specialist Hospital to take care of need for supply of oxygen to the state in emergency situation of respiratory distress, for surgical operation and even for industrial use was undertaken by Governor Bukola Saraki's administration. The plant is sufficient to supply the oxygen need of Kwara and its adjoining states of Kogi Niger State. The project had brought relief especially given the importance attached to it the health sector.

8.13 Ambulance Policy

The increasing rate of accidently on Nigeria roads Kwara State inclusive has necessitated the need for emergency readiness to promptly save lives in event of such accidents. This necessitated the blinding of found ambulance points at the four major entries to the state. Functional well equipped ambulances with paramedical staff to man the facilities are employed be at ready alert at this point in case of medical emergencies on the highways. This has saved a lot of lives.

8.14 Construction of Standard Medical Diagnostic Center in Kwara

In his bid to provide high-quality health care to its citizens the Governor Bukola Saraki's major initiative to launch a world class diagnostic centre in the state, to serve centralize all procedures requiring laboratory tests, and to improve the performance of the health facilities was a welcome development. The project is nearing

completion. It is conceived as a regional referral facility that will serve all the other state and Kwara. The international partner involved with the Kwara State Government is Medequip Medical Services, a company specialises in these service from the united state of America. This company is providing the concept, intellectual capacity, management and oversight for technology transfer. Staff will be supplied by Medequip for the first four years of the centre's operation. There is scope for further private investment in the project on the basic of public–private partnerships and it is estimated that the revenue potential of the centre could be as high as ₦ 10 million per month. Further private investment in the project would make it even more effective and would contribute to the continuity of the programmes. The centre will offer Blood banking services Hormonal tests, Infertility tests Haematology, Histopathology, Ultrasound Scanning, X-Rays, Liver Function tests etc.

8.15 Conclusions

After highlighting these beautiful achievement of Governor Bukola Saraki's in the health sector during his eight years of leading the state, it is safe to say it is an amazing and laudable feat for which Kwaran's will forever cast the name Dr Abubakar Bukola Saraki's in gold. Indeed there are many more achievements in the health sector that has not been highlighted for the researchers' inability to confirm them for logistic reasons. There are also many more projects presently on-going and yet to be visible to the general public, but which will better the lot of the people greatly as health is wealth.

It is important to emphasize, at this stage, very strongly and by so doing, recommend that successive administrations will do well not to stop at the enormous achievement of Governor Bukola Saraki's administration but instead to build on it progressively as this is the only way to move the state forward. Also important is the need to put in place, a sustainable plan to maintain existing facilities both infrastructure and medical equipment with proper stock taking of

consumables and efficient accountability as this is the basis for growth and development. It will be worthy note that training and reframing of staff and capacity building will go a long way to help the state in retaining its strong manpower and redirect efficiency to where it is actually most needed. Regular and progressive grant of incentives to this highly efficient manpower built up will ensure retention in the state service as well as increased loyalty to the service of humanity.

Posterity will definitely continue to judge us as individuals and as a nation, hence our commendation of Governor Bukola Saraki for his conscious and purposeful development of health care in Kwara State in the eight years of his administration.

CHAPTER 9

The 'Water for Life' Project

Deboye Kolawole and Dauda Adesola

9.1 Introduction

Water is life! It is a precondition for human, animal and plant life as well as an indispensable resource for the economy. On an average, a man consumes about 60,000 to 80,000 litres of water in his lifetime. Health authorities have historically suggested at least eight glasses, (eight fluid ounces each or 168 ml), of water per day (i.e. 64 fluid ounces, or 1.89 litres). The body of an adult contains nearly 40 to 50 litres of water at any given time and water constitutes about 66 per cent of the average body. It is therefore understandable that Governor Bukola Saraki made the provision of drinkable water a major campaign point along with light, education and of course, health facilities. A lot of people are not looking for too much from the government but they just want supportive infrastructure to make life meaningful and convenient. In fact, there is a target of making sure that within every 500 metres one would have access to water within the state and that is what the Bukola Saraki administration has been trying to do with the Rural Water Scheme.

Over the years, water supply in Kwara State has consistently been inadequate as a result of some daunting challenges. Sporadic or non

existent potable water supply have differently been a seasonal problem of the rural and urban areas of the state. The Ilorin metropolis has also had its own share of this problem, especially during the dry season.

However, the United Nations General Assembly designated 22 March of each year as the World Water Day to raise awareness for the nearly one billion people without safe water and sanitation. This world day for water has been observed annually since 1993. The international observance of World Water Day is an initiative that grew out of the 1992 United Nations Conference on Environment and Development. Governor Bukola Saraki's administration identified this lingering problem and has confronted it. Boreholes are sunk in almost every community in the state. Waterworks that were virtually out of use for one reason or the other, have been repaired, rehabilitated and have since been in use. All these are meant to ensure that seasonal problems of water supply as experienced by the people of the state become a thing of the past.

9.2 Framework and Background to the Study

On assumption of duty on 29 May 2003, Dr Abubakar Bukola Saraki's Inaugural Speech as the 5th Executive Governor of Kwara State, Nigeria, states that:

'*Our state is not a rich state. While we must devise effective strategies to broaden our revenue base, we would be careful not to outstretch the limited resources that we have by attempting to take on all our problems the same time. Therefore, the government has identified a few strategic sectors that will attract our priority attention. These include the provision of water, good roads, etc.*'

The provision of potable water in the state through conscious development of the existing dams in terms of capacities, and the expansion of the distribution network of supply of water are central to this study. Also the rural provision of potable and drinkable water in various communities in the state would be examined. Our focus of study will also emphasise the activities of the Ministry of Water Resources in the provision of potable and drinkable water through dams and bi-water and partially, the activities of the

Ministry of Energy (formerly Ministry of Rural Development) in the provision of both motorised and hand pump boreholes to the rural dwellers in Kwara State.

Other areas of water resources development such as hydrology, irrigation and drainage, erosion and flood control, dykes and other forms of water development except water supply and quantity control will not be part of our study. Also, the activities of Ministry of Energy in the provision of rural electrification will not be part of our research study.

At the inception of office in 2003, access to potable water in urban areas was estimated at 58 per cent, while supply was only 12 per cent in rural areas. Water infrastructure-waterworks, storage reservoirs, pump stations and distribution networks-had been poorly maintained and therefore, perform below capacity. The combined design capacity of the Asa and Agba waterworks, two major sources of water supply to the urban capital, Ilorin, is 69m litres per day. However, the current estimated production stands just at 38m litres per day, representing 55 per cent of the installed capacity.

The situation in other water projects across the state is not any better, with most of them delivering from 50 to 60 per cent of installed capacity, which is being overtaken by a growing need. Closely related to the problems of water supply in urban centres is the weakness of the revenue collection system. This has led to the continuous reliance on government subventions and allocations to provide for the maintenance of water supply systems in the state. In the face of competing priorities and dwindling government resources, the government often finds it difficult to keep up with the pace of maintenance required.

Also, a fundamental cause of water shortages is the needless but unchecked wastage of water caused by burst or broken water pipes. This problem did not only prevent water from getting to the ultimate users, but also exposed the desperate ones who scooped water from sewages and broken pipes to all sorts of water borne diseases. Most water pipes in Ilorin metropolis were broken as a result of unchecked corrosion and during road works. The Bukola

Saraki administration has taken the bull by the horn by replacing the rusted pipes and extending water supply to other places in the metropolis that hitherto had not benefited from the two major dams – Asa Dam and Agba Dam in the Kwara State Capital. Presently, new reticulation lines are going on in the state capital, Ilorin.

The Ilorin waterworks was built in 1952 and the last reticulation was done in 1976. Ordinarily by world standard, reticulation should be done every ten years. Now the government has taken up the challenge and already has signed a contract of about 6.5 billion naira to ensure that entirely new reticulation lines are laid that will support the kind of volume of water and pressure that will come from the newly installed high lift pumps.

A water inventory taken in 2003 by the government at the start of the programme shows that out of a total of 67 waterworks for producing treated water from surface drains, about 75 per cent had totally broken down while the remainder were functioning below installed capacity. Also the rural water supply programme started by the government in 2003 has been implemented in about 60 per cent of rural areas, representing about 480 communities. While this programme is the most extensive by any government in recent times, it covers only about 50 per cent of target rural dwellers.

In all, 41 out of 67 waterworks were later rehabilitated. For easy assessment and coordination, the Kwara State waterworks under the supervision of the Ministry of Water resources is divided into four zones. Below are the selected rehabilitated waterworks across the state since 2003:

Offa Zone

This zone comprises the following towns viz:

1. Offa
2. Oke-Ode
3. Igbaja
4. Ojoku and
5. Ikotun.

Lafiagi Zone

This include:

1. Babanloma
2. Share
3. Lafiagi
4. Lade
5. Patigi
6. Rogun
7. Shonga
8. Bacita
9. Kokondo.

Omu-Aran Zone

The zone comprises the following towns and villages viz:

1. Osi
2. Obbo-Ile
3. Koro
4. Olla
5. Owa-Kajola
6. Oro-Ago
7. Agbamu
8. Arandun
9. Ijomu-Oro
10. Edidi
11. Oko
12. Iludun
13. Odo-Owa.

Ilorin Zone

It comprises:

1. Asa Dam
2. Agba Dam
3. Apado
4. Agbeyangi
5. Oloru
6. Malete
7. Alapa
8. Panpo
9. Idofian
10. Sobi
11. Fufu
12. Bi-water
13. Bode-Sa'adu
14. Afon.

The provision of water through boreholes is for the rural areas. For the core town, the central town of Ilorin, which comprises five local governments, there is a mega water project that is affiliated to the Asa dam, Agba dam and Sobi dam. The construction of a new high lift pressure pump and each of them will pump about 1,400 cubic litres of water and six of these have since been installed.

9.3 Methodology and Appraisal Format

The water policy of Governor Bukola Saraki's administration from inception in 2003 was targeted at increasing the access to water supply to a benchmark of 80 per cent of the state's population before the expiration of his administration in the year 2011. Specifically and more significantly, the policy aims to ensure that no one would go beyond 500 metres to access water in any part of

the state. How far he has gone in trying to achieve these promises is the major concern of this research work.

In our attempt to accomplish this task, we set out to gather information on works done by this administration in this regard, and embarked on the process of cross-checking the state of these projects as at the time of the study. Our ability to subject the data obtained to physical check at the various towns and villages, with conduct of interviews at some places constituted the major strength of the research work.

The researchers were able to gather information from data available on the Kwara State Ministry of Water Resources and Ministry of Energy websites. Also, a report of sensitisation and monitoring team of Kwara State Water Corporation submitted at the expiration of Bukola Saraki's administration by Amalgamated Union of Public Corporations Civil Service Technical and Recreational Services Employees (AUPCTRE) was considered.

In addition, personal interviews were conducted among the rural dwellers in some selected communities in Babanloma, Iyana Share, Alegongo, Temidire, Alera, Lakanla, Oke-Ode and Share, headquarters, Ifelodun Local Government and Elekoyagan village, Jebba and Shao towns and Bode Sa'adu, headquarters, Moro Local Government. Other places visited included Lafiagi and Tsaragi waterworks in Edu local government of the State. Interviews were also granted to people in Ilorin metropolis comprising Ilorin East, Ilorin South, Ilorin West and Offa Local Governments on the availability of potable water.

9.4 Case Presentation

The Case Study

Number Nine

KWARA: Facing the Water Challenge

"Kwara State, Nigeria, has sufficient water resources that could meet the needs of its people. However, actual water supply is very poor in most parts of the State.

While access to potable water in urban areas is estimated at 58 percent, supply is only at 12 per cent in rural areas. Water infrastructure - waterworks, storage reservoirs, pump stations and distribution networks – have been poorly maintained and therefore, perform below design capacity.

A significant „water gap' therefore exists, which calls for concerted efforts if the State must meet the Millennium Development Goal of water and sanitation for all by 2015.

The combined design capacity of the Asa and Agba waterworks, two major source of water supply to the urban capital, Ilorin, is 69ml/day (million litres per day). However, the current estimated production stand just at 38ml/day, representing 55 per cent of installed capacity.

The situation in other water projects across the State is not any better, with most of them delivering between 50 and 60 per cent of installed capacity, which is being overtaken by growing demand.

Closely related to the problems of water supply in urban centres is the weakness of the revenue collection system. This has led to the continuous reliance on government subventions and allocations to provide and maintain water supply systems in the State. In the face of competing priorities and dwindling government resources, government often finds it difficult to keep

up with the pace of maintenance required. The result is a steady deterioration of the water infrastructure.

The rural water supply programme started by the government in 2003 is implemented in about 60 per cent of rural areas, representing about 480 communities. While this programme is the most extensive by any government in recent times, it covers only about 50 per cent of target rural dwellers. A water inventory taken by the government at the start of the programme shows that out of a total of 67 waterworks for producing treated water from surface drains, about 75 per cent had totally broken down while the remainder were functioning below installed capacity.

In respect of the underground water supply system, the survey reported 980 hand-pump equipped boreholes and 300 motorised boreholes provided. However, not more than 10 per cent of these are functional. The neglect of the other areas of water resource development such as hydrology, irrigation, erosion and flood control, dam weirs, dykes and other forms of development has further compounded the situation.

There are also related institutional challenges in the State's water administration. Out of a total of five departments in the water ministry, only one (water supply and quality control) is active. Other units such as erosion and flood control, irrigation and drainage, hydrology, dams and other water impoundment programmes are not currently functional.

Other core challenges that the government has identified since 2003, include:

- *A rapidly growing population and the accompanying increase in domestic,commercial and industrial requirements for treated water.*
- *Poor planning,largely resulting from faulty or incorrect statistical data.*
- *Lack of proper coordination and monitoring among the different departments in the water administration system.*
- *Insufficient funding for the water sector.*

- *Lack of effective security to protect water installations in rural areas.*
- *Inadequate human capacity in the water ministry.*
- *Emergence of unplanned, new settlements.*
- *Perception of potable water as a public good to be provided free by the state rather than an economic good that should be paid for.*

In the face of these challenges however, government has recorded some important progress since 2003. These include:

- *The establishment of a standing Water Policy ImplementationCommittee. This committee is charged with the task to resuscitate the moribund water supply schemes in the State. Through a two-phased programme, the committee has achieved the following:*
- *Rehabilitation of 41 waterworks.*
- *The drilling of 57 new hand-pumped boreholes across the State.*
- *The repair and rehabilitation of 570 hand-pump fitted boreholes.*
- *Installation of one solar-powered mini-motorised borehole.*
- *The Ministry of Rural Development has embarked on a 10-borehole per ward-community from 2006 under its Rural WaterSupply Scheme (RUWA). This would deliver a total of 1,930 boreholes in all the 193 ward communities in the State by 2007.*
- *The State has recently concluded a major satellite mapping exercise. The result of this exercise will provide important information on water resources and facilities location across the state, thereby significantly assisting the implementation of future water programmes.*

4. Under the Federal Government's ministerial programme, the following projects have been undertaken:

- *Purchase of water treatment chemicals.*

- *Budget support to the tune of ₦1.2 billion (USD 8.6 million) for the rehabilitation of the Asa Dam water works and installation of an automatic tap changer to cater for power fluctuations at Asa Dam Water works.*
- *Purchase of 15 motorcycles for plumbing and water Leakage Detection Teams (LDT).*
- *Procurement of nine 10,000-litre capacity motorised water tankers for the distribution of potable water as interim measure to make up for the current inadequate supply from the dams. Forty basement tanks were also constructed for storing water from these tankers.*
- *Refurbishment of two drilling rigs for the Rural Water SupplyAgency (RWSA).*
- *Procurement of three brand new bore-hole drilling rigs.*

Policy Thrust

- *To develop a comprehensive water management plan for the State, which includes a framework for upgrading and managing different components of the water sector in conjunction with all stakeholders.*
- *To enhance partnership with the Federal Government and International Development Agencies to improve the State water delivery capacity.*
- *To facilitate increased ownership and a more proactive response to water supply by Local Councils.*
- *To strengthen the capacity of the Local Councils to provide water to the rural communities.*

Policy Targets

- *Increase water access to 80 per cent of the state's population by 2007.*

- *Ensuring that no one would go beyond 500 metres to access water in any part of the State.*

Strategies

- *Implementing a comprehensive borehole, water equipment and waterworks rehabilitation and expansion programme.*
- *Subdividing Kwara State into rural water supply areas, and establishing a project steering committee for each area, which will develop a business plan for urban and rural supply.*
- *Restructuring and upgrading the Water Resource Management Agency to the level of a full parastatal under the Ministry of Water Resources.*
- *Streamlining the activities of the State's Water Corporation to focus on urban water supply, while the Local Council and otherpartners focus on rural supply.*
- *Enhancing the operational capacity of the water ministry.*
- *Strengthening the role of Local Councils in water and sanitation.*
- *Mobilising communities for self-help projects and training community-based maintenance workers for water facilities that can be maintained through self-help initiatives.*
- *Establish and develop a water Management Information System (MIS).*
- *Enhance the water ministry's capacity for revenue generation and accountability.*
- *Establishing fast track approval process for private and official water schemes*
- *Integrating a sanitation improvement programme into the water system.*

- *Developing capacity for the construction and rehabilitation of dams.*

Kwara State strongly shares the global vision of 'water for life'. We believe that water is a major factor in achieving other key development objectives especially in the areas of health, education and poverty reduction. Therefore, our ability to deliver water to the people, at various levels will largely determine how we hope to perform with other MDG indicators. Kwara State is therefore willing to partner with all stakeholders at national and international levels in meeting this all-important challenge.'

Speech of Dr Bukola Saraki, Governor of Kwara State, Nigeria

9.5 Observations and Findings

With all the efforts of the state government under the leadership of Governor Abubakar Bukola Saraki to provide potable water as promised for Kwarans, the impact is yet to be felt by all and sundry. It was observed that a high percentage of the boreholes drilled by the Ministry across the 193 wards in the state, particularly in rural, have failed. This may be because most of them were drilled in the rainy season when the water level was high. As at the time of carrying out this research work in March 2011, about twenty-five per cent of the boreholes, awarded by the government, had not been sunk for whatever reasons. Overall, about half of the boreholes sunk are not functioning as they are without water. This has made the actualisation of the Water for Life Project of the state a far cry from the success due to it.

However, a multi-billion naira rehabilitation of Asa Dam Waterworks has just been completed. Though the reticulation exercise embarked upon by Dr Abubakar Bukola Saraki's administration is still on-going, it is our hope that the challenges of water scarcity faced by the people of Ilorin and its environs will

become a thing of the past on completion of the reticulation exercise.

9.6 Conclusion

The efforts of Governor Bukola Saraki's administration are quite commendable as it made giant strides at combating the water nightmare of the people of the State. There is, however, a lot more to be done, hence the need for the incoming administration to intensify on-going efforts by facing the water challenges squarely until the target of making potable water available to all Kwarans is accomplished.

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CHAPTER 10

Electricity: The Springboard to Development

Rafiu Isiaka, Sunday Olagunju and Ismail Yusuf

10.1 Introduction

It is no good to lecture the dying that they should have done better with their lots in life. Rather, it is our task to help them onto the ladder of development, at least to gain a foothold on the bottom rung, from which they can then proceed to climb on their own. When the preconditions of basic infrastructure (roads, power, and ports) and human capital (health and education) are in place, markets are powerful engines of development (Sachs, 2005). The above statements identified the significance of electricity (power) as one of the basic infrastructures required for modern development of any nation.

The situation of electricity in Nigeria in the last two decades has grown from bad to worse. For a country that has in abundance the various mix of coal, water, sunshine and gas (all natural resources) that could be used in the generation of electricity when most

countries of the world do not even have one of these, it is really a matter of suffering amidst plenty (Awodun, 2006). The significance of electricity in the life of any economy cannot be overemphasized considering the impact it has on virtually all the other sectors and all spheres of life of the people.

The situation of national power supply prior to 1999 was that of distress. The power sector was virtually crippled by problems in power generation, transmission and distribution. For more than a decade, there were no new power supply stations built and no major overhauls carried out on existing plants. Out of the 79 power generating units in the country, only 19 were functional. The power generation fell to less than 2000MW (megawatts) against the estimated national requirement of about 6000MW in 1999.

The latest National Electric Power Authority (NEPA) power station prior to 1999 was built in Shiroro in 1989, and most of the existing generating stations were operating well below capacity. For almost two decades, funding from the Federal Government dwindled continually, thus resulting in a dilapidated power infrastructure due to poor maintenance, and the lack of expansion and technological upgrades. This situation led to the dismal performance of NEPA, now Power Holding Company of Nigeria (PHCN), in providing sufficient electrical power for economic developmental activities in recent years.

10.2 Theoretical Framework

Power as it is used here is that energy (fuel and other sources) of charged elementary particles that can be gathered and used for operating something when supplied as electric current for lighting, heating, driving machines, etc. The significance of 'power' in the modernisation of any economy cannot be overemphasized as it touches virtually all facets of the human life. The geometric pace of development of modern society is associated with access to electricity as most equipment and services that make modern life available are operated by electricity.

The process of making electricity available in any society is divisible into three, namely; (a) the generation process, (b) the transmission

process, and (c) the distribution and marketing process. Each of these processes were highly lacking in the entire country in terms of adequacy and efficiency levels. The Federal Government in its attempt to tackle the problems made several efforts to unbundle the complexities of NEPA by transforming it to PHCN. Each of the processes was therefore given attention to seek solutions to the electricity problem.

The Obasanjo administration in 2001 put in place a National Electric Power Policy, which set the pace for the Electricity Sector Reform. As a follow-up to this, an Electric Power Sector Reform Bill (EPSRB) was proposed to the National Assembly. In 2003, the bill was passed by both houses and submitted for Presidential assent into Law. However, due to some amendments, it was resubmitted to the two legislative houses for further deliberations and passage. This was harmonised by the two houses and assented to by the President in March 2005.

With the new Power Sector Law in place, the sector's reform programme now has the required legal backing, and this facilitated the establishment of an independent electricity regulatory body; Nigerian Electricity Regulatory Commission, and both Rural Electrification Agency and Rural Electrification Fund for appropriate funding.

Along these lines, the Authority in January 2004 commenced its internal unbundling process by creating 11 semi-autonomous business units from its former Distribution Sector. Similarly, its Transmission Sector was unbundled in April 2004, to a semi-autonomous business unit known as TRANSYSCO. With the creation also of the Office of a Market Operator, the Generator Sector was subsequently unbundled into 7 semi-autonomous business units in November 2004.

The unbundling exercise was performed to facilitate the eventual corporatisation of the business units on the enactment of the Power Reform Bill. The above steps were taken to help achieve government's ultimate goal of divesting its interests in the generation companies and the distribution companies while the transmission companies are likely expected to remain state owned.

However, despite the huge sums of money devoted to electrification project, very insignificant impact is felt by consumers as most of the projects embarked upon were abandoned.

10.3 Methodology of Study

This research adopted the case study approach to analyse the state of power in Kwara State before and during the administration of the Governor Bukola Saraki administration of the state. What was the state of electricity supply prior to the assumption of office of this administration in 2003, and what is the state of electricity supply in the state now? What was done to get electricity to where it is now from where it was before? Answers to these questions could be extracted from the following case study.

10.4 Case Presentation

The Case Study

Number Ten

Bringing Power to Kwara

'I have made electrification a top priority for Kwara State Government. I embarked on an aggressive electrification programme targeted at both rural and urban communities.

My Successes:

- *Took over and completed 330KVA Ganmo Transmission Station – the only NIPP Project completed and functional in Nigeria, with installed capacity of 300 megawatts as against the old 49 megawatts inherited in the state.*
- *The above project has stabilised power to about 18 to 22hrs of electricity supply to most homes in Kwara in the last 20 months. Since Ganmo was commissioned, about ₦1.5billion naira was saved from both the formal and informal sector on the purchase of diesel and fuel according to Kwara Chambers of Commerce and Industry (Kwaccima) statistics.*
- *Initiated and completed seven (7) 15MVA sub stations, i.e. mini-power stations to fully utilise and maximise full supply coming from the National Grid via Ganmo.*
- *Connected 375 rural communities to the National Grid with another 70 to be added. Similarly, in order to improve power distribution to residents, 725 power transformers were purchased and installed in various parts of the state.*
- *Due to the above mentioned intervention in the power sector, Power Holding Company of Nigeria (PHCN) has adjudged Kwara as the best state in Nigeria in terms of power supply investment.*

- *While only one third of Nigerians have access to power nationally, fully two thirds of Kwarans have access to power in our state today. This is against the background that only one third of the state had electricity when I became Governor in 2003.'*

Extract from Dr Bukola Saraki, Governor of Kwara State's Presidential Declaration statement of his achievements as Governor of Kwara State.

10.5 Findings and Observations

Subjecting the above claims of the government to on-the-spot inspection, the findings of these researchers are indeed awesome, particularly when the limitations of financial resources faced by the state are real. The activities of the administration in this area led to the establishment of a ministry of energy to coordinate the provision and maintenance of these infrastructures. It is therefore not surprising to discover that among the key factors that have really redefined the state of life and living in Kwara State is the urban and rural electrification programme of the Saraki's administration.

Perhaps the most remarkable project in this sector that earned the state the most positive advertisement is the state's brave move to take over and quickly complete the Ganmo Substation Power Generation Project abandoned by the Federal Government of Nigeria. This effort of the government resulted in the instant increase in the power generation capacity of the state by not less than sixty percent. The eventual effect of this is the corresponding increase in the power distribution capacity of the state and the resultant increase in power supply to both the industrial and domestic consumers.

It is therefore not surprising that the state government, in its efforts to bring the impact of this on all citizens of the state also embarked on an aggressive rural electrification that covered over three

hundred communities in the three geo-political (senatorial) zones of the state, namely, Kwara North, Kwara South and Kwara Central. In all parts of the state, especially in the Kwara North and Kwara South, rural communities have enjoyed electricity services as a result of these efforts of government than at any other time in the history of the state. This conscious effort of government is to make life meaningful to the majority of the people of the state who reside mainly in the rural areas of the state. The electrification initiative of Bukola's administration has brought electricity to even the remotest part of the state, as complete electrification projects were carried out (through the rural electrification scheme) in places where none existed, and new transformers were provided to places that need more support.

The significance of electricity as a springboard for development was recognised by the Saraki administration, and the various challenges that could discourage the government from taking steps and actions that were taken were faced and overcome through dogged determination and belief in self that made the provision of aggressive and well planned rural and urban electrification policies that birthed the results we are all celebrating.

10.6 Conclusions

The socio-economic impact of electricity provision is undoubtedly tremendous, and the impact of what the government has done would begin to reflect in every aspect of the various sectors of the economy if the in-coming administration makes the effort to consolidate all the achievements of the Bukola administration. The provision of these infrastructures is one thing, the maintenance and sustenance of same is another. The capacity for rural life to become meaningful for people in the rural community would require the government's conscious efforts to take to these rural areas meaningful projects that would attract people from different parts of the country to these communities and keep them there.

There is bound to be a change in the socio-economic activities of these rural areas with the provision of basic infrastructures like

good access roads and electricity supply. However, the economic life of these communities must also be consciously planned to improve the life of the citizens of these communities. Songha today is a viable agriculture community with life in that settlement as beautiful as life in the city courtesy of the commercial agriculture project of the Zimbabwean farmers sited there by the government of the state. The community has equally benefitted from the roads, electricity, housing, water and health projects of the state. Providing these latter infrastructures without the economic activity of the commercial agriculture would not be of any major significance to the community and the state. In the same manner therefore, the in-coming administration should begin to consciously design the various economic programmes that would be taken to the various communities of the state to complement the infrastructures provided in order to optimally obtain the benefits of these investments to the communities and the government.

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CHAPTER 11

Taking Kwara State to the World through Information Technology

Tunji Ibiyemi and Rafiu Isiaka

11.1 Introduction

The word 'Technology' according to the dictionary of Science and Technology is 'the practice, descriptions and terminology of any or all of the applied sciences which have practical value and/or industrial use'. Generally technology is the invention of tools and techniques that enable man to create new ways of living and new ways of governance. In history, humanity has witnessed several degrees of technologies ranging from the Early Technology, Ancient Technology, Medieval Technology, Renaissance Technology, the 19th, the 20th and the 21st century Technologies. The top twenty of the 21st century technology according to the US National Academy of Engineering as quoted in Wikipedia (2007) are Electrification, Automobile, Airplane, Water supply and Distribution, Electronics, Radio and Television, Mechanised agriculture, Computers, Telephone, Air Conditioning and Refrigeration, Highways, Spacecraft, Internet, Imaging, Household appliances, Health

Technologies, Petroleum and Petrochemical Technologies, Laser and Fibre Optics, Nuclear technologies, Materials science and mass production technology. All these are pointers to the fact that Technology is a broad concept and that there are various types of technological inventions for almost all areas of human endeavour.

The advent of any technology automatically influences people's thought, social behaviour and mode of governance, this is in line with 'Technological Determinism' theory of communication which according to Okoye (2011) was initially advanced by Canadian economics historian Harold Innis (1951), but made popular by Marshall Mcluhan. The theory states that 'media technology shapes the way we as individuals in a society think, feel, act, and how our society operates as we move from one technology age to another'. Indeed we are in the reign of Information and Communication Technology (ICT) and just like other technology in history, ICT is assuming its rightful place as an innovative, reforming and enhancing tool of our time. It creates a new way of operation educationally, politically, socially, economically and spiritually, it further reforms and enhances already existing techniques.

11.2 Theoretical Background

Information and Communications Technology consists of all technical means (the Technology) used to handle information (Processed Data) and aid communication (Interpretation and Exchange of Information), it includes computer, network hardware, telecommunication infrastructure as well as required software to enhance a process. It is a technology that has permeated all other fields of endeavours, the language of ICT is gradually becoming the second language of all other professions, indeed it is not less a task trying to identify an aspect of life that has not been touched by ICT than trying to list all aspects that already have ICT applications. The illiterate of the 21st Century will not only be those that cannot read and write but also those that have no knowledge of ICT.

Governance is the process of decision making and the process by which decisions are implemented or not implemented (UNESCAP, 2011). Government is just one of the actors in governance, others

depend largely on the type of governance under consideration. These could include but not limited to the Military, the Business and Corporate bodies, the civil society etc. The application of ICT to government and governance is known as e-Government and e-Governance respectively.

However, the two concepts are not exactly the same. While the term e-Government according to Jeong (2007) refers to 'How government utilise IT/ICT and other telecommunication technologies, to enhance the efficiency and effectiveness in the public sector'. The term e-Governance on the other hand is used when e-Government is extended in scope to include platform for citizen engagement and participation in governance. Information and Communications Technology has the capacity to ensure and enhance accomplishment of the various characteristics of good governance which according to UNESCAP (2011) include: participation, transparency, accountability, responsiveness, equitability and inclusiveness, effectiveness and efficiency, consensus orientation and rule of law.

Generally, the rationale for good governance can be seen from moral, religious/spiritual and human right perspectives among others. When viewed from the human right dimension, then it can be discussed that the populace have the right to participate in determining who governs them and how they are being governed. Furthermore, the people deserve the right for the government to be transparent in its actions and dealings. Government needs to be accountable to the populace, they need to be responsive to people's needs and request.

By right the wealth of the nation needs to be distributed fairly and equitably. As earlier stressed, technology influences all aspects of our lives. So, for any of the elements of good governance to be depicted and demonstrated to an acceptable standard nowadays, it has to employ ICT which is the technology in vogue.

Stressing the importance of technology to good governance, Obama (2009) said 'To help build a new foundation for the 21st century, we need to reform our government so that it is more efficient, more transparent, and more creative.' He made this statement when he

issued a Presidential Memorandum to the heads of executive departments and agencies ordering them to compile recommendations for an open government directive on transparency, participation, and collaboration in government. Several initiatives are in place to encourage and measure the level of application of technology in government. For instance, the International Council for Information Technology in Government Administration (ICA), which is a non-profit making organisation, was established to promote the information exchange of knowledge, ideas and experiences between Central Government IT Authorities. Their activity is expected to cover all aspects of the initiation, development and implementation of computer-based systems in and by government as contained on their official website www.ica-it.org.

Furthermore, the United Nations Economic Commission for Africa (UNECA) is sponsoring an annual Technology in Government in Africa (TIGA) Awards. This is a platform for granting awards to African Government and Institutions based in Africa on the level of engagement and commitment to initiating, developing and implementing ICTs for public service, hence, contributing to the development of Information Society in Africa. TIGA as shown on its website www.uneca/tiga categorised its award based on:

i. Public service delivery to citizens/communities

ii. Improved health services through the use of ICTs

iii. Improved educational services through the use of ICTs

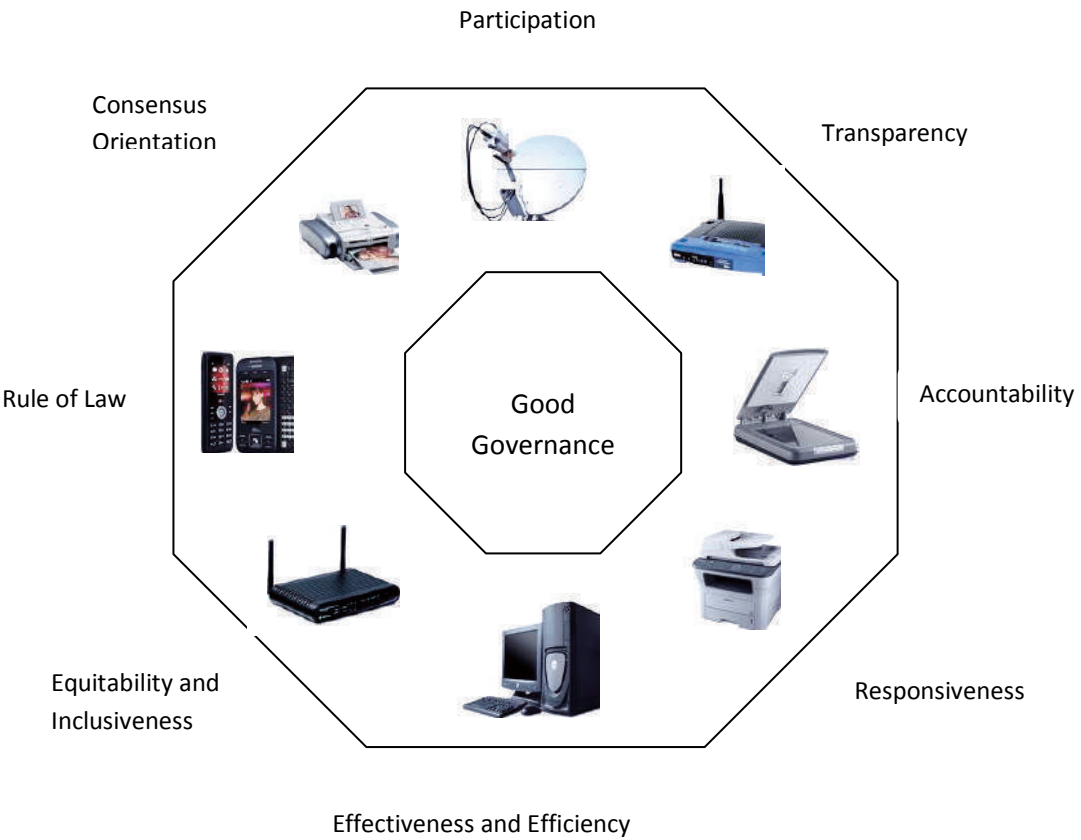
iv. Public Private Partnership (PPP) in economic and financial e-Services delivery.

Analysing the TIGA's criteria for the award, it will be realised they are based on the level to which government agencies deliver services through ICT. Government has structures for its operations and every government agency has their mandates. Based on these criteria, it is therefore acceptable to assess government via its operational arms, such as the ministries, agencies and parastatals. This is highly instructive to our effort to appraise the Bukola Saraki administration in the application of technology to governance.

Next, is the specific discussion of the various elements of good governance and the effect of ICT.

11.2.1 ICT as a tool for good governance

Information and Communications Technology has the features that could be leveraged in order to actualise good governance. The role of ICT as an enhancement platform for good governance is depicted in Figure 1 below:



11.2.2 Characteristics of Good Governance and ICT

a. Participation

Participation in governance refers to the extent to which the populace gets involved in decision making and overall activities of the government. World Bank identifies three pillars of public involvement or participation to include public access to information, public access to decision making process and public access to judicial and administrative redress. To all these, ICT provides a platform for enhancement and advancement. Government agencies can develop a website and portal as platforms for information dissemination and service delivery. In most cases, the public can place request for services or make enquiry and without being physically present at the offices can get their request treated and have answers to questions from the help desk. Other Technology popularly in use are e-mail, blog and the GSM technology, the populace can lend their voice by making calls and/or sending SMS, or e-mail to appropriate organs of government or even directly to the person at the helm of affairs and make known their views on issues. Most agencies and individuals in power take advantage of social networks like Facebook, Twitters and Blogs to seamlessly receive and access the views and opinions of the public from every part of the globe on issues before taking decisions.

b. Transparency and Accountability

Transparency is a product of openness in governments' activities, processes and programmes. It is a measure of clarity of basis for government decisions and policies. It is also built on the accuracy, completeness, free flow of information and extent to which the government allows its activities to be scrutinised by other government institutions, civil society and external institutions. All these have to be in place appropriately for accountability to be possible. ICT is a tool for enhancing, ensuring and promoting transparency in government. Government now automates its employee records using biometric technology enhanced payroll to

fight the menace of ghost workers, the concept of e-payment, automation of revenue management system and on-line payment for several government services are only as a result of ICT. Furthermore, adequate user-level security can be maintained on automated systems such that the level of authority determines the extent of information that can be accessed as well as determine the kind of operations that can be performed on the data.

c. Rule of Law

Information and Communications Technology has greatly influenced the process of formulation, implementation and enforcement of laws, regulations and codes of conduct in the society. During the process of formulation, the legislative arm of government can source and receive the contribution of the populace via relevant ICT. They could browse the internet for information on issues and best practices worldwide. They can as well upload information to their website for public consumption. At the plenary, their deliberations can be televised live and they could vote electronically on issues instead of voice vote. ICT is a benevolent tool to the judiciary, this arm of government deals with volumes of information, hence, ICT provides the platform for case monitoring, criminal record and access to case database for the purpose of drawing inferences. It also provides facilities for compilation of reports and statistical analysis. The Police and other law enforcement agencies explore the power of ICT such as Biometric database, CCTV, GPRS and GSM technologies among others during criminal investigation and other civil activities.

d. Responsiveness, Effectiveness and Efficiency

Introduction and activation of appropriate ICT is a sure way of ensuring tremendous improvement in government responsiveness. Access and querying of automated system will generate adequate reports effectively and efficiently in a great fraction of time than would be done by humans.

11.3 Methodology

Government, which is one of the components of governance, operates in a democratic setting in three arms as Executive, Judiciary and Legislature. Each of the arms is expected to serve the citizens by providing services to the populace in the most efficient and effective manner. Government is further structured to ministries, agencies and parastatals for efficiency. Therefore, the assessment of the government can be deduced from the extent to which these structures of government have utilised ICT for their operations and services.

To this end, a pro-forma was designed for collating relevant data regarding the availability and usability of ICT tools in services delivery to citizens and businesses by the various ministries, sectors, agencies and parastatals of Kwara State. The Ministries considered are that of Education, Health, Agriculture and Natural Resources, Energy, Justice, Planning and Economic Development, Housing and Urban Development. Others are Ministry of Water Resources, Finance, Sports and Youth Development, Works and Transport, Environment and Forestry, Social Development, Culture and Tourism, Local Government and Chieftaincy affairs. The legislature is also given consideration.

The indices used for the study include:

i. Web presence
ii. Quality of web content (detail and up to date)
iii. Online government e-Services platform
iv. Automated system for internal operations
v. Availability of functional MIS unit
vi. Availability of internet access and computer system for offices
vii. ICT Training/Workshop
viii. Others.

Table I: Template of the pro-forma for Ministries, Parastatals and Agencies

Pro-forma for Ministry of :								
	Parameters	Head Office	Parastatals					
i.	Web Presence							
ii.	Adequate web content							
iii.	Online Service Application							
iv.	Feedback Platform							
v.	Automated Internal Operations							
vi.	Functional MIS unit							
vii.	Internet Access							
viii	Office Computers							
ix.	ICT Training							
x.	Others							
	a.							
	b.							
	c.							

11.4 Analysis and Discussion

The pro-forma was administered and collated as shown in Table II below:

Table II: Summary of the findings

Ministries, Sectors and Parastatals	Web Presence	Automated Internal Operations	Functional MIS unit	Internet Access	Office Computer Systems	ICT Training
Education & SUBEB	√	√	√	√	√	√
Finance	√	√	√	√	√	√
Health	√	√	√	√	√	√
Agriculture and Natural Resources	√				√	√
Energy	√				√	√
Planning and Economic Development	√		√	√	√	√
Sports and Youth Development	√				√	√
Housing and Urban Development	√	√	√	√	√	√
Works and Transport	√				√	√
Environment and Forestry	√				√	√
Local Government and Chieftaincy Affairs	√				√	√

Culture and Tourism	√			√	√	√
Water Resources	√			√	√	√

11.4.1 Web Presence

Kwara State Government under the leadership of Dr Abubakar Bukola Saraki identifies the roles of ICT in modern governance. It has demonstrated this by showcasing Kwara State to the world via a professionally designed and richly populated Kwara State website- www.kwarastate.gov.ng. The website is a good one-stop platform for information about the state, its people and its government. The website has a link to information on all the Ministries, Local Government Areas, Employment opportunity, Investors guide detailing the infrastructure and opportunities in Agriculture, Health care, Industry, Property development, Power generation, Sports and Tourism. Furthermore, the site has information for classical documents such as Economic Article on Kwara State, Kwara State due process Handbook, Bills passes into law by Kwara State House of Assembly and Kwara State Financial Statement (2002-2009), the press releases, selected newspaper articles, Governor's Speeches and Projects. But, apart from the Kwara State website, several other State Agencies and Parastatals that have websites include but not limited to www.radiokwara.com for Radio Kwara, www.kwaragis.com for Kwara Geographical Information System. Higher Institutions in Kwara State are prominent on the Internet some of their URL addresses are: www.kwasu.edu.ng for Kwara State University, www.kwcoeilorin.com for Kwara State College of Education, Ilorin, www.coedoroonline.net for Kwara State College of Education, Oro and www.kwarapolytechnic.com for Kwara State Polytechnics, Ilorin, etc.

11.4.2 Automated System for Internal Operations

This administration is well informed on the advantages of automation of processes and definite procedures. The investigation reveals that Kwara State Government is doing very well in the area of computerisation. It has fully automated its payroll system well interfaced and integrated with Biometric Technology both at the Ministry of Finance and at the State Universal Basic Education Board (SUBEB). This singular effort is in line with the best practices and it will save the state from the menace of ghost workers and ensures accountability and efficiency. The Ministry of Education and SUBEB have taken the implementation of Education Management Information System (EMIS) to an advanced stage. The Automated System is an initiative to ease information exchange between the Headquarters through the Resource Centres to personnel in the field across the state. This project is planned to interface with the SUBEB website for e-learning and blended learning platform. Furthermore, it was realised that good percentage of Kwara State tertiary institutions has automated their Result Processing System. In the same vein the Judiciary arm acquire a 'a speech to text' machine that automatically produced an hardcopy of verbal court proceedings.

11.4.3 ICT Training

The administration of Dr Abubakar Bukola Saraki's belief in having a vibrant civil service has informed its ICT training policies and programmes. The state government has trained a large number of its workforce in various ICT literacy programmes. Some of the trainings were conducted at Kwara Resource Centre (KRC), Ganmo which was a beautiful edifice equipped for such purpose. The state government also set up and equipped a centre known as School of ICT Training within the vicinity of Ministry of Education with the mandate to train the workers in ICT skills. Furthermore, there is a standard ICT Training Centre at Kwara State College of Education, Ilorin, for ICT training of civil servants and other members of the public.

Apart from the general ICT skills acquisition training, record shows that the government also engaged ICT consultants or sponsored some of its workforce on special ICT training, an example is the Autocad training for Engineers attached to the Ministry of Energy.

11.4.4. Internet Access and provision of Computer Systems to Offices

This administration's efforts in the provision of Internet access are highly commendable. Some of the ministries, sectors and organs of government are fully networked and Internet access are available to everyone within the vicinity, this is the case in Government house, Ministry of Finance, Radio Kwara, Kwara State University, SUBEB etc. Where such is not feasible, centralised Internet access is provided either in the form of Computer room, Internet room or a Café within the premises. The latest approach is the provision of GSM internet modem to some functional units of government.

On the provision of Computer System for office use, the administration of Dr Bukola Saraki has done brilliantly well in this regard as a visit to the various offices reveals. Computer systems with all necessary accessories are conspicuous in government offices and they are seen to be put into good use. It is doubtful if the team sighted any office where the old manual typewriter is still being put to active use. Other ICT equipment that attracted our attention in the course of this study is the DSTV dishes. The provision of this is another attestation to the fact that this administration has a clear understanding of the fact that the technology in vogue influences the society; hence the government must play along to assist in efficient and effective information dissemination across the globe.

11.5 Conclusion

The message of the Technology Determinism theory of communication is clear on the influence of the technology in

vogue on the people's ways of life and mode of governance. Nigeria has witnessed tremendous influence of ICT in almost all aspects of life including governance. All government functionaries have adjusted or are adjusting their mode of operations to reflect the technology of the day. The influence of ICT (Computers, GSM, Internet, Cable TV, Digital camera, Application software, etc) is vivid in our campaign strategy, voting procedure, legislative procedures, data management, information processing, decision making, security, project initiation, processing and monitoring among others. Any government that refused to play along will be operating below an acceptable benchmark and may eventually be adjudged as being ineffective, inefficient and lacking in transparency.

By all indications, the administration of Dr Abubakar Bukola Saraki has convincingly placed the state on 'Emerging presence' and Enhanced presence' stages of the UN-five stage E-Governance model. The administration has placed the State in the forefront of technological development among the states of the federation, Africa and the World. The foundation laid is solid and robust enough to be expanded by successive administrations.

11.6 Recommendations

Since government is a continuous process and for the fact that ICT is an undeniable container of government policies, programmes and operations, it is essential to have a harmonised policies and world class ICT strategic plan, spelling out the strategy for ICT infrastructure, software acquisition and ownership, ICT security and so on.

Furthermore, it should be realised that ICT is a versatile and highly dynamic phenomenon. Hence, the government should consider appointing an expert to provide vision, strategy, and direction for the ICT in government project in line with global best practices. Efforts should be geared at improving on the gains so far, by attaining the three remaining stages of the UN-five stages E-Government model; Interactive presence,

Transactional presence and Networked (or full integrated) presence.

Government should encourage its organs and agencies to take maximum advantage of ICT for service delivery and evolve sound policies for ICT usage, information dissemination, cyber security and fraud. If well implemented, ideal platform would be created for implantation of Freedom of Information (FOI) Act.

It is advisable that a model that ensures independent management of information at the various units and ministries but has features for interfacing them with central information system is adopted to ensure inter-operability and information security.

Training and re-training of staff should be an integrated component of any ICT project, so that the staff can take ownership, be empowered and be up to date technologically.

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CHAPTER 12

Leaders are Born and Made

Muritala Awodun and AbdulMumin Ajia

12.1 Introduction

Every man has the potentials of leadership. Some actualise the potentials, others do not. At one time or the other, we face the challenges of leadership. It is established that in today's world, there are no limits to the challenging opportunities that one may face or encounter. The challenges seem to be increasing, but through our various responses, we have the potential to change the world in which we live and work (Kouzes and Posner, 2002).

The concept of leadership has changed over time. In the past, we have been told that leaders are born. This began with the premise that there was a trait that marked a leader, and originally that trait was hereditary. Based on this premise, the firstborn son of a reigning king was automatically considered a leader in waiting or leadership material (Lundy, 1986 and Lippit, 2002). However, history has revealed the problems with depending on bloodlines for leadership determination.

As a result of the problems of relying solely on heredity to determine leadership, we shifted from heredity trait to charisma as a basic determinant of leadership. This has also failed the test

of reality as we found situations where less charismatic leaders succeeded where charismatic individuals have failed (Lippit, 1998). The charismatic theory of leadership has therefore faced its own challenges.

Then came the 'invincible-hero' school of leadership which have produced case studies, biographies, and autobiographies describing how successful leaders accomplished their outstanding results. This approach obviously could not say who will succeed or fail until after the fact, hence its limitations in the determination of leadership. The above limitation resulted in the more promising method of prediction, the study of personal style.

The focus of leadership on style provided insight into how to interact with others and how to present information to others. This concept of style is significant in the sense that leaders are expected to know how to work with followers. Possessing style by a leader is therefore helpful, but it is not a sufficient guide as it was eventually discovered that many leaders who have the same style end up with varying levels of results, hence the conclusion that style is not enough.

With the above limits of style, the leadership theory shifted its focus to skills, knowledge and competencies as the critical components of leadership. The assumption upon which this theory was based is that weak results are caused by weak skills. However, under the assumption that knowledge and competencies, the other components of this theory, could generate a list of essential skills for developmental plans, leaders therefore started developing plans. This resulted in some improvements in leadership performances, but not uniformly. The underlying submission arising from the above therefore is that competencies are helpful, but they present an incomplete picture because successful leaders never had the same key competencies. Finally, knowledge alone does not equate leadership, hence rendering the skill approach inadequate (Daft and Lengel, 1998, and Lippit, 2002).

It is safe to conclude therefore that leadership is not a trait or a matter of intelligence. However we can summarise that leadership is the ability to set a realistic direction, develop effective plans, get others to implement the plans, and measure results. Too frequently, leadership is equated to vision, but we know that vision without implementation is hallucination. Therefore vision does not equal leadership as words do not equal accomplishment. Leadership in the words of Alan Keith 'is ultimately about creating a way for people to contribute to making something extraordinary happen.'

12.2 The Theoretical Framework

Leaders need an explicit framework to broaden their mindset, encourage examination of options, and produce results. Leaders are usually bombarded with concerns, problems and demands, and they want solutions, preferably quickly and cheaply. Wishing for a simple answer, however, will not make one appear or make it work if it appears. Solutions are part of a complicated environment, and they are never simple. Leaders must focus on results to achieve them, hence our adoption of the results-driven Leadership Spectrum Framework in analysing the leadership approach of Governor Bukola Saraki's eight years of administration of Kwara State.

A spectrum is visible when electromagnetic waves pass through a prism revealing colours. As light is spread out, the colours become visible. The array has no gaps or missing shades, otherwise reality will be distorted (Lippit, 2002).

A prism, however, cannot disperse light into anything less than the full spectrum likewise a leader must consider the full spectrum or the entire range of priorities before setting goals. The Leadership Spectrum properly targets attention and direction. Letting one priority go unnoticed means losing talent, ignoring quality, losing market share, or burning through venture capital too rapidly. The results-driven Leadership Spectrum must therefore include each of the following six priorities:

1. INVENTOR (Developing New Products or Services)
2. CATALYST (Winning, Serving and Retaining Customers)
3. DEVELOPER (Developing Supportive Infrastructure & System)
4. PERFORMER (Focusing on Processes, Efficiencies and Quality)
5. PROTECTOR (Building Work Culture and Developing People)
6. CHALLENGER (Scanning the Future and Seizing Opportunities).

None of the above six priorities can be neglected by a leader that intends to succeed. In the light of the above, we will x-ray the leadership of Kwara State in the past eight years. We shall examine the efforts of the government to develop new products or services in the course of period under review that may qualify the leadership to be classified as an inventor.

Also, the ability of the government to service and retain its customers that may qualify the leadership as a catalyst is considered along with the efforts to develop supportive infrastructure and systems that qualifies the leadership as a developer. The concern of the leadership on processes, efficiencies and quality for which they may be termed performer along with the ability to build skills, work culture and develop people that makes them a protector.

Finally is the scanning ability of the future and emerging opportunities requiring strategic decisions that may be the basis that will qualify the leadership of the state to be classified as a challenger; i.e. possessing the capacity to face unprecedented challenges that may result in a vicious cycle of stress and sacrifices, with little or no recovery time built in (Boyatzis and McKee, 2005).

12.3 Case Presentation

The Case Study

Number Eleven

Mobilizing Capacities for the Conscious Development of Kwara State

Courtesies,

'I am immensely delighted to be here today for this historic meeting. And I must thank all those who have worked to make it happen. May God continue to strengthen us.

When I called this meeting historic, my intention is not to use that word loosely, but to underscore the significance of a rare opportunity that this kind of interaction presents to build a new frontier of partnership in the service of our state.

I believe that of all concerns of good governance, perhaps the most important is that which emphasises participation and consultation. Not only because these are by themselves the core ingredients of democracy, but also because it is the only way we can be certain to mobilise all available capacities, resources, talents and viewpoints in the service of the people, whom I believe also are the best custodians of the knowledge of their lives and their realities. Gone are the times when governments arrogate to themselves all the knowledge and wisdom required in running the affairs of state. I not only find this incompatible with democracy but also unproductive as our experiences in public policy administration over the years have shown.

Therefore, ladies and gentlemen, I urge you to see this meeting as an opportunity to contribute directly to the governance of our state. On my side, I intend to take full advantage of this meeting to benefit from your insights in specific areas, especially regarding the core development agenda that our government has pursued since it took off on May 29th this year. To see some pictures clearly, you probably need to step back and view it from

a distance. Therefore, because you are removed from the everyday turbulence of our political and social life, you may be able to see the picture more broadly.

Ladies and gentlemen, in moving forward today, I think it important to give you a little background to our take-off position as a new government. In my address to the House of Assembly on the occasion of our 100 days in office, I tried to impress on Mr Speaker and the House, the precarious nature of financial economy and structural problems that we inherited from the last administration. It is pertinent that I recap this briefly here. Telling you the story of decay in infrastructural facilities like roads, water supply system, education, health and so on, might strike an uncomfortable note dejavu in you: like we have heard this before, new governments always do not have good things to say about their predecessors. However, this may just be the other side of the advantage you enjoy from being far removed from the scene. It is clear to me that no amount of figures and statistics can fully capture the real human tragedy that goes with the total collapse of health and educational infrastructure. And indeed, no metaphor can fully express the misery that goes with acute lack of water in both the rural and urban areas.

Therefore, I must say that this is not about demonising the past. It is about real and verifiable public administration disaster that happened in our dear state for the past four years or so. I will give you a brief insight.

The previous administration had employed a micro-management system that ensured that the whole affairs of the state were discharged from the command post of the Government House. This over-concentration of governmental powers served a purpose. Apart from the natural consequence of decay and bastardisation of the civil service, which normally should serve as the engine room of governance, it is the ample opportunity it created for the most mindless financial profligacy that characterised the governance of our state.

All manners of bogus and ill-conceived projects and programmes became drain pipes to the scarce resources of the state, billions of

naira were budgeted, which could not be accounted for, as the logic of expediency took over the affairs of our state.

As our people suffer under acute shortage of water both in the rural and urban areas, the previous administration pumped billions of naira into awarding contracts to political cronies, friends and loyalists. The disaster that followed was predictable. In some areas, scarcity of water soon degenerated into health crises, when guinea worm, a disease that has been eradicated even in the poorest parts of the world, crept into the communities.

While the existing state hospitals suffered from acute shortage of medical and para-medical personnel and lack of drugs and other essential medical items, the government busied itself awarding contracts to political cronies to construct three health clinics in all the wards. Needless to say that we have all over the state, in 193 centres, buildings which, even where completed, cannot be put to any use. Yet, very essential drugs and dressing worth over ₦800 million were left to expire in the government medical stores when they could easily have been put to use.

The issue of these drugs provokes other stories of such mindless neglect. Tractors and other farm implements, medical ambulances and vehicles, electricity generators and sanitation wares, books and educational equipment, some procured with the state's scarce resources, some donated by governmental agencies and organisations, were kept in the government house and left to rot.

I wish to recall a particularly sad discovery that was made recently. In one of the state's fertiliser depots were found over a million copies of primary and secondary textbooks that were donated to the state more than 2 years ago. While our children suffer from lack of essential textbooks, the government locked this up in a fertiliser store where they all have been destroyed. How, Mr. Speaker, can this be explained? Little wonder that most international development agencies like the UNDP, UNICEF and the World Bank, and even governmental agencies like the Education Trust Fund (ETF) suspended development assistance to Kwara state. But I am happy to inform you that UNICEF has resumed relationship with us a couple of weeks ago, and we intend to take a full advantage of this.

Perhaps, the best reflection of the problems we talk about is in the state of our finances. Our inherited external indebtedness stands at USD 333,514,525.26 (Three hundred and thirty-three million, five hundred and fourteen thousand, five hundred and twenty-five United States dollars); or ₦42,356,344,708 (Forty- two billion, three hundred and forty four thousand, seven hundred and eight naira). A substantial amount of the state's share of the Statutory Allocation are being deducted at source to service this loan, which unfortunately since July has been increased by 200 per cent. This amount, which is deducted from source has further worsened our financial situation.

Ladies and gentlemen, briefly put, this is what we inherited in Kwara state. However, like I told the House of Assembly, while this profile of obstacles and limitations look daunting, we would not allow ourselves to be defeated by them. Because we are aware of the enormous responsibilities that come with the mandate we freely sought and got from our people, it is easy for us to see all these as challenges rather than as problems. We are convinced that the people voted for us because they share our conviction that there are no easy answers to any problems of governance; because they share our faith in our ability to find answers to these difficult questions of their lives; because they share our belief that with God on our side, we can all work together to make our state great and proud. It is this faith, this conviction, this belief that we have brought with us and hope to share with you so that we can together build a partnership that truly works for our people. But before we go into that let me quickly give you an insight into what we have done since coming on board.

As you are probably aware, the last four years were the most violent in the history of Kwara state. At no other time in our history was so much terror, fear and violence unleashed on our state by a government that was desperate to hang on to power. Our educational institutions were turned to active centres for the recruitment of thugs and gangsters who were used to harass and intimidate innocent people they felt did not share their political viewpoints. In the process, many were killed, and many more maimed and properties destroyed. All these they did in broad daylight because they enjoyed state protection. But we thank God

that within our 100 days in office, working actively with the law enforcement agents to recover illegally acquired weapons, we have managed to bring back peace and security to our 'state of harmony.'

Within 100 days, we have also been able to improve water supply, especially in rural areas where the problem was most acute. We have rehabilitated 200 hand-pump boreholes and sunk 30 new ones across every local government in the state. We have also renovated 17 water works across the state. With this modest achievements, the water situation is gradually improving. However, a lot more work still needs to be done in this area. Our target is to get as close as possible to the UNDP target of 25 to 35 gallons of water for each person per day by the time we complete our tenure.

In the area of road rehabilitation, we have also been able to rehabilitate some major township roads that have persistently caused traffic snarl in the capital city over the years. Already, we have a plan in place to open up new areas and improve rural feeder roads that will complement our agricultural programme and the general development of the rural areas.

In the health sector, we have also launched the vision 2020 programme in Kwara state, making us the only state in the country to have done so. Under this programme, we provided 700 free eyeglasses to needy people and carried out 120 free cataract extraction surgery for indigent people. It is our belief that eye problems, like all health problems, necessarily limits the capacity of our people to realise their potentials and fight poverty. In addressing this and other health-related problems, therefore, we are also addressing especially, the core concern of poverty.

Perhaps, it is in the area of employment creation that we have recorded the greater success so far. Within 100 days, we have created employment for about 2,400 people through our waste management programme, 'Clean & Green.' Apart from these created jobs, the capital city is gradually satisfying our target of having the cleanest capital city in Nigeria. Another important area of employment is the 'Back-To-Farm' programme. Through this revolutionary scheme we have provided support for about

1,000 farmers in the state for the development of maize, rice and cassava farming in the state as a means of providing employment, achieving food security and setting the basis for agro-allied industry in the state. Apart from providing free tractor services, the government also provided seedlings, fertilisers and chemicals to the farmers at subsidised rates, while hoping to buy up the produce after harvest. Even though, the programme is still at the pilot stage, we hope to improve on the scheme next year, bring more people in, especially our youths.

I am pleased to inform you that only a few days back, we laid the foundation for the Ilorin Flour Mills with over 1billion Naira investment from Dangote Group of Companies. The flour mill is expected to employ not less than 800 direct workers and another 1,200 indirectly, when it takes off, Insha Allah, February next year. It is also significant to note that the allocation of the land for this project, totalling 28,600 sq. metres did not take more than two days. This is a key incentive in our investment promotion.

I am also pleased to inform you that we have prospective investors coming in from Southern Africa, who will be investing in poultry and animal farming. Negotiations have reached advanced stage on these. In the case of poultry farming, we have made ready and fully functional existing facilities for 42,000 layers and broiler capacity pens in the state. All these facilities have been inspected by the prospective investors and found satisfactory.

In the area of rice production, we are already at the advanced stage of a plan to make Kwara the centre of rice production for the entire country. Through a private sector investment of 150 million USD, we intend to achieve a 50,000 hectares rice farm with 25 fully automatic rice processing mills with a capacity to produce up to 390,000 tons of rice per annum.

When this project takes off fully, it is projected to ultimately employ 54, 870 people, with guaranteed employment for not less than 10, 000 persons on each of the five phases of the project. Already, extensive technical investigations have been carried out by the investors, and everything, including soil fertility and underground water were found to be perfectly suitable.

We are very optimistic about getting the right support from the Federal Government to ensure effective take-off of this project soon. Already, the Federal Government has approved for our state, 10 de-stoning machines and 5 rice mills. This, I believe is a recognition of our seriousness and strategic significance on the issue of rice production.

Ladies and gentlemen, where the journey so far has taken us is still far from the destination. However, it is strongly indicative of what is possible if we stay focused and are prepared to engineer the right policies that are anchored on genuine concern to make life more worthy of living for our people. It is also clear to me that this journey is not something than can be completed in a year or two, or even during my tenure as Governor of Kwara state.

We must however, begin now to lay a solid foundation for a future that is more secured and valuable both for us and the generations to come. This is a task that must involve all Kwarans everywhere. It is this task that I invite you to join me in pursuing by building a partnership that will direct resources and opportunities our state. Because, while it has become imperative for us to think globally, it is also very necessary, as they say, for us to think locally if we must not lose the essence of our unique identity as a people.

In an increasingly globalised economy where capital moves freely across borders seeking the most favourable conditions to settle in, we must continue to create conditions that will direct the flow of capital to our own territory. This is even more so where so many governments and economies at different stages of development and from diverse parts of the world are chasing the same capital.

Thus, globalisation has heightened competition for capital across borders and no country, especially in the developing world, can afford the luxury of folding its arms and hoping that investors would simply stroll in. Every country has to package well and market its comparative advantage to show that it has the right climate, systems and attitude that would allow business and investments to thrive.

These and a combination of vision, strategic thinking and the courage to do the right thing at the right time that transformed

the backward agrarian societies of East-Asia to fast-growing, industrial exporters that commanded respect from even the most developed countries of the world. We can make these work for us too.

It is our intention to make Kwara state the Nigerian 'miracle' by mobilising and adapting the best of experiences in all parts of the world to our specific needs and environment. In its role as facilitator for investment and growth, the Kwara state government would continue to encourage investors by giving all the necessary incentives.

Perhaps, the most important of these potentials is our geographical location. As the gateway between the north and the south of the country, we are strategically positioned to provide access to the vast market potentials on both sides.

In addition to this, Kwara state has a vast land mass that has been proven to be one of the most suitable for all kinds of crop production, especially soya beans, cashew nut and rice. We also have immense potentials for animals and livestock production. All of these are very valuable assets that could combine to provide the basis for the development of major agro-allied industries in the state.

I call on you to join us in developing these vast potentials that abound in our state. Apart from these core areas of investment, my administration has also realised that the only long-term strategic approach to sustainable development is through education. This is why provision of quality education is a major priority of my government. Towards developing a comprehensive strategic plan in this area, we shall later in the year organise an education summit, and I will be pleased to receive some of you in Kwara state for the summit, where we shall be laying an enduring foundation for the future of our children so that they can compete well not only with their counterparts in other parts of the country, but also in all parts of the world.

In the face of declining International Development Assistance, and shrinking national revenue and resources, we can only look up to people like you who are privileged stakeholders in providing support for the efforts we have embarked upon, not only in the

areas of direct investment, but also in building technical capacities for our people.

On our own side, we are prepared to give all necessary incentives and support to prospective investors, including going into partnership that may entail the provision of seed capital in some critical areas of interest to us.

Ladies and gentlemen, today we have an opportunity to be part of history, let us embrace it with all the possibilities available to us. As for me and my team, this is what we are resolved to do. Because we are convinced that leadership has meaning only when it is based on service, we shall hope to justify our tenure in office only through this. We invite you to join us in this service to the only state we can truly call our own.

Thank you all, and God bless.'

An Address to the Community of Kwarans in Washington DC, September 2003

12.4 Case Analysis

From the above case, we discover that early enough in the life of the administration of Governor Bukola Saraki, he had recognised the need to reach out to the vast of human resources of the state based outside the state to solicit for their support and the willingness of government to incorporate them in accomplishing its desired goals and objectives. These traits of leadership desirous of success through the utilisation of the best manpower, irrespective of their distance from the state made the government reach out to Kwarans in diaspora on the plans and programmes of the administration.

Seeing through the heart of a leader establishes the type of leader that one is. In the case of Governor Bukola Saraki, another presentation made two years into the life of his administration (i.e. 2005) expressed the thoughts of his administration for the state and beyond. Looking back today (2011) about six years after, and seeing the accomplishment of most of the issues highlighted in this

presentation goes a long way in establishing the leadership prowess provided for his administration.

The six priorities identified in our model of leadership adopted were equally demonstrated beyond reasonable doubts in the form of promises made and kept. The government's deep sense of entrepreneurship was revealed in the innovativeness of the product identified and subsequently packaged in form of the Zimbabwean Farmers' Commercial Agriculture Project. To make this project a reality, the catalyst requirement of the leadership model had to be put to use to remove the daunting challenges that were enough to discourage an ordinary adventurer. Infrastructures were provided to bring this dream to life, as the various challenges that came along were equally surmounted with the determination to succeed.

12.5 Extra Case Presentation

The Case Study

Number Twelve

The Africa of My Dream: Beyond Natural Resources

Introduction

'The late Professor Claude Ake once remarked that it was inappropriate to speak of the failure of development when speaking about Africa. The problem with Africa, he said, was that development was hardly on the agenda. Anyone who is familiar with the post-independence history of Africa would agree with this sad but true assertion.

The 1960s brought a wave of independence to the African continent; and independence readily fuelled hopes and dreams. In those heady days, many African countries believed that in a few years, they would catch up and even overtake the Europeans.

Ironically however, the wave of independence also brought the storm of political upheaval across the continent. The new power

elite, some of them nationalists who fought for the independence of their countries, battled one another for control and dominance. Those who won did everything to dig in [sometimes for life], while others plotted and planned to upstage them. Soon, Africa, from Cape to Cairo, became one huge boiling pot of political upheaval.

The global environment was also conducive. The cold war was at its murderous peak, and the continent provided a new battle ground for the two super-powers, who actively supported insurgence and sustained dictatorship. At this point, the concept of 'good government' was defined by the willingness of African governments to serve the interests of their patron countries, and not those of their people.

Nature was also playing a crude joke on Africa. The discovery of oil, gold and diamond in many countries ushered in an era of unprecedented prosperity, which further intensified and inspired the political crises, while heralding an era of prestige projects, mindless profligacy and wanton corruption.

The absence of development in Africa, especially in the years following independence, can therefore be largely understood in this brief historical context. So also is political under-development: the problem and failure of governance and government institutions, including further conflicts; and economic under-development: failure to achieve growth and widespread poverty. In fact, all these are so densely connected that it is so difficult to isolate the cause from the consequence.

Getting Politics Right

The question of whether the nature of politics has any implication for economic growth and development generally seems to have been settled, especially since the 1990s. There is no doubt that political development, represented by genuine democracy and the rule of law is a basic sine qua non for economic development, especially as it relates to attracting the right investments for growth.

Despite the varying quality, depth and health of democracy across the continent; and despite the conflicts still raging in a few countries, democracy has been accepted by Africans as the only

form of government capable of mobilising the huge natural and human resources on the continent in the service of development and economic growth.

Having settled the political question in the 1990s, attention has since then been turned to issues of development in Africa. We are all familiar with the grim reports and statistics on Africa's poverty and the debilitating burden of debts, deaths and diseases. In an era of unprecedented global prosperity and development, Africa remains an open sore of the world. United Nations' Millennium Development Goals (MDG) targets halving the world poverty by 2015. In September, the UN will hold a special General Assembly Summit to review progress towards the MDG. Meanwhile, experts are already saying that unless real and urgent actions are taken by rich countries to support developing countries, especially in Sub-Saharan Africa, there is little or no chance of them delivering on any of the MDG targets at the current rate.

The British Prime Minister, Mr Tony Blair famously remarked that Africa is a scar on the conscience of the world. And he wants to do things to help Africa. Other rich countries and world leaders are also signing on to the 'Africa Project.' The EU has announced plans to increase its aid spending by 0.39 per cent by 2006. The US administration would be increasing its contribution to the Millennium Challenge Account by $5 billion and about $2 billion for AIDS by 2006. More than 50 per cent of these would be targeted to Africa. The United Kingdom, for example, plans to allocate 1 billion pounds of its planned 4.6 billion foreign assistance budget for 2005 to 2006 to Africa.

The logic is that both increased resources and strong institutional reform programmes are necessary to achieve the MDG. Therefore, if used effectively, aid can promote growth and stability, which attract investment. Both donors and recipients have also realized the need to nurture a strong policy environment and take necessary steps to improve aid effectiveness.

All these suggest that the rich man of the west is not just content to hide in his castle. He is willing to step into his poor cousin's compound and help him to raise the walls. No doubt, Africa can

use some aid. And there is a way globalization tends to legitimize the question of how much of the problems of Africa should be the business of Africans only. The recent Tsunami tragedy in East Asia has shown how intimately we are connected to one another and how disasters are also globalised.

Nevertheless, we are all familiar with the discontents of aid. The best evidence that billions of dollars in aid over the years have not lifted Africa could be found in the problems that the continent is still grappling with today. More importantly however, is that a new generation of leaders is emerging in Africa who does not want to approach the world with a begging bowl. Leaders who want to engage the world as partners; leaders who are prepared to take responsibilities for the problems of their countries and continent; leaders who recognize the enormous opportunities that abound in the world and are eager to connect Africa to the centres of those opportunities; leaders who want to harness the huge resources of Africa to play on the global stage; leaders who are not content to ask, 'what can the rest of the world do for us', but rather 'what can we do with the rest of the world.'

Nigeria: Beyond the Oil

Someone described Nigeria as a rich country with poor people. This is very easy to understand. Nigeria's export economy is up to 90 per cent dependent on oil. And when the linkages between the exports sector in a country is not linked with the rest of the economy, only limited development should be expected. Nigeria's oil economy therefore lacks the capacity to incorporate development objectives of improving the living standards of the majority and promoting balanced growth.

However, since 1999 when the present government of President Olusegun Obasanjo came to office, efforts have been directed at diversifying the economic base and developing the so-called non-Oil sector. At the core of this is a broad governance reform package and improvement of macro-economic conditions, which would attract Foreign Direct Investment (FDI), encourage production for the domestic markets thereby reducing dependence on import, as well as encourage exports.

While working as Special Assistant to the President on Budget Matters in 2001, I was chairman of a committee requested to devise strategies that would shore up Nigeria's non-oil earnings by $1 billion annually. One key experience that I took away from that committee was that no other sector holds so much promise for economic growth, especially that which integrates a large number of our people into the core productive sector, like agriculture sector, which employs more than 70 per cent of Nigeria, and indeed, Africa's population, who eke out bare existence through obsolete farming practices, weak institutional and infrastructural support base, wasteful and non-profitable market environments, among others.

However, when I assumed office as the Governor of north-central State of Kwara in 2003, I brought into office some of these experiences and the desire to do something different. The challenges that we faced as a State Government are not significantly different from those that confront most other states in Nigeria, and by extension even many African countries, if you consider that with a population of about 2.5 million people, we are as big as some of Nigeria's neighbouring countries.

The State however has remained heavily dependent on federal government financial allocations for running the government and propagating social development. Internally generated sources of funding such as company and income taxes are a small fraction of the state's revenues, at less than 20 per cent of the government's annual average incomes. With the civil service employing about 75 per cent of our people in formal employment, we have over the years maintained an expenditure profile that is neither productive nor sustainable by deploying up to 65 per cent of our budgets on recurrent alone: salaries, and other general administrative spending.

It was clear therefore, that if we must achieve development, whether in terms of reducing poverty, improving human development standards or creating the right environment and structures for investments, we must begin to break new grounds, explore new opportunities and create innovative and dynamic strategies. We therefore, resolved to do the following:

• Redefine the role of government as a facilitator and promoter of economic development, recognising that economic growth will require targeted incentives and interventions in specific areas to promote specific sectors.

• Consolidate and strengthen the enabling environment for a competitive private sector. This would include such initiatives as reforming the civil service to make it more responsive to the needs and demands of customers, revamping and privatising government-owned enterprises, improving security and the rule of law and investing heavily in physical infrastructure.

• Provide targeted incentives to grow the private sector. Such incentives would include effective coordination of government inputs and regulation, easy and affordable access to finance, promoting the development of industrial and technological clusters in sectors where the state possesses an identified competitive advantage. Create public-private partnerships for improved economic performance, increased private sector interest in the state and to establish a continuous platform for interaction between interested parties.

• Facilitate the setting up of private companies in specific sectors such as agriculture-processing, manufacturing, solid minerals, telecommunications, power, transportation.

In seeking niche areas, we are conscious of our geographical location, which provides direct access to markets both in the north and south of the country; our border relationship with five other States, and an international border with the Republic of Benin. We are also aware of our huge mineral deposits, which have remained untapped over the years. And, most significantly we are aware of our rich agricultural lands and climate, which have been found suitable for almost all kinds of crops and therefore gives us a distinct comparative advantage in the cultivation of several food and cash crops.

In the past, agricultural development policies had been characterised by non-targeted and wasteful spending on importation of farm tractors and fertilizers without any clear goals in mind. Perhaps, this wasteful public spending in agriculture can only be rivalled by what many have described as

the tragedy of modern Nigeria: the billions of naira spent in importing food from other countries of the world. Nigeria spends about $2 billion annually in importing food items. Recent reports show that each year, Nigeria spends $132 million on importation of milk; $400 million on wheat; $200 million on poultry, especially frozen chicken; and $756 million on rice. Nigeria also imports about 95 million metric tonnes of sugar annually. In short, Nigeria's approach to development has been ineffective and unsustainable.

Our approach is to lead the way in changing Nigeria's reliance on imported food, especially poultry, milk and other dairy products by making Kwara State a net producer of food, agricultural and agro-allied products both for the huge domestic market and for export.

Kwara State has a substantial cultivable area representing 75.3% of total land area or about 2,447,250 hectares. However, only about 11 per cent of this is currently being cultivated by small farm holders, with an average farm size ranging between 1 and 2 hectares. The average age of the farmer between 50 and 60 years, because they lack any form of formal education, they lack basic management skills or ability to learn from new technologies or existing best practices. Therefore, average crop yields are low at 1.5 metric tonnes per hectare for maize, 1.5 for rice, 1.0 for groundnut, and 12.0 for cassava (tubers).

Owning to a combination of these, the farmers are unable to access funds and therefore rely on government for subsidies on major farm inputs like seedling, fertilizers, pesticides and other chemicals. This of course has always presented its own problems as only 10 to 20 per cent of these subsidised inputs get to the actual farmers. Our experience with fertilizer distribution in 2003 confirmed this problem. Usually, despite the huge sum of money that the government spends on fertilizers, farmers always complain that they didn't get any fertilizer. Whereas, in the face of this scarcity, the black market business in fertilizers was booming. What happened was that unscrupulous officials connived with local retailers to divert the fertilizers and then sold them to farmers at the black markets at a price that only the rich farmers could afford.

Therefore, what we did was to strictly monitor the delivery of the fertilizers as they arrived and took records of what was kept in each warehouse. Instead of distributing the supplies to each council area and district, we centralised the distribution and requested the extension officers in each area to collect verifiable list of actual farmers who needed fertilizers. He then collected their payments and forwarded same to a central office at the State Ministry of Agriculture where each bag of fertilizer had been branded. To our utter surprise, few weeks to the end of farming season, the warehouses were still full of fertilizers despite repeated announcements on the State radio that we had fertilizers in our stores. This anecdote goes to show that some of our problems can be easily solved if we are ready to pay attention to the system and strengthen it.

That was a little digression, but the point is that if we must practice agriculture at a scale that would match our goals, it was necessary for us to rise above this subsistence level, and move into large scale commercial farming while gradually integrating the small farm holders into the core farming centres to deal with the poverty component of our development strategy.

We had keenly followed events in Zimbabwe, which we knew had a rich history of successful commercial agriculture. As it became clear that the crises between the government and the white farmers was not about to be settled, some of the farmers began to relocate. Some went to Zambia, while some moved to Mozambique. In no time, we began to hear news of how these small crops of farmers were beginning to turn around the agricultural sector in those countries. Naturally, it occurred to us, why not Nigeria, why not Kwara State. These people have the kind of expertise we require, so why don't we bring them in.

So, we reached out and started talking to them. Initially, they were reluctant. Even though they have lived in Africa for many years, and many of them were even born in Africa, they didn't have much information about Nigeria on which to base any investment decision (And Kwara State, where was that?). Moreover, these were people who had just lost their life investment to the political problem in their country, to convince them to start all over again, in another African country, was

going to be difficult. It was therefore, clear that we had to start by shoring up the confidence level. We started this by inviting them to Nigeria and to Kwara State. On one of such visits, we conducted a tour of the farmlands and afterwards took them to Abuja to meet with President Obasanjo, who assured them that they are welcome in Nigeria because Nigeria would like to keep in Africa what is good for Africa, and commercial farming is good for Africa.

The second level was the issue of funding. Like I said, most of these farmers had lost their investments in Zimbabwe, even if they had any equity to bring on board, they were naturally reluctant. Again, we began to talk to some banks and arranged a series of meetings between them and the farmers. Over the years, financial institutions, especially the banks, had complained of lack of "bankable" project in the agriculture sector.

This project gave us opportunity to take them to task and we challenged them that now here is a project that could be supported. In the end, they were able to secure substantial commercial loans, which were protected by government guarantee. The proposal as set out by the Zimbabwean farmers' project indicates $7.5 million, which would go into providing road networks around the farm sites, irrigation, water and power supply, and health facilities; and another $10 million as working capital. These represent the counterpart funding provided by government as loans. Farmers' equity comes to $1.125 million representing the cost of farm lands and payable over a 5-year period.

Today, as I speak to you, these farmers are in Kwara State, working on a scheme that will initially bring an additional 20,000 hectares under cultivation and will generate substantial marketable surplus in food and cash crops that will encourage the development and expansion of local agriculture-processing and agricultural exports. At the same time the scheme would provide for farm extension activity designed to transfer knowledge and techniques into the small scale subsistence farming sector.

For example, we project that investment in dairy production will yield up to 5 million litres of milk per annum (pa) and will take

care of domestic needs which is currently characterised by shortfalls, high prevailing prices, and the importation of up to 98 per cent of domestic consumption. At present Nigeria, imports 48,000 metric tonnes of dry whole milk, 30,000 metric tonne of evaporated milk, and 16,000 metric tonne of dry skimmed milk every year. It is also projected that production of broiler chickens would yield 125,000 broiler hens, pa; dry land rice at 15,000 metric tonnes, pa and irrigated rice at 8,500 metric tonnes, pa. With all these, projected growth in dairy output in Kwara State alone, excluding growth in other sectors (rice, maize and poultry) will generate a potential $21 million saving in foreign exchange outflow (20 per cent of total whole milk imported amount by Year 3), which will free up considerable potential development funds.

Quite significantly, it is projected that the Zimbabwean farmers would be cash-positive in poultry and dairy in the first 3 years, and they would declare profit for mixed farming in the first 4 years. It is anticipated that total agricultural output will increase substantially over a 5-year period as production expands and the impact of improved farming methods and techniques are disseminated to the smallholder population through a planned agricultural extension programme.

In employment terms, it is projected that direct employment per annum based on a target of 15,000 ha of production would be 4,000 labour days in dairy (rising to 40,000), 1,560 labour days in poultry, 2,000 labour days in rice. While these estimates reflect direct on-farm employment a substantially larger quantum of employment will be generated in downstream activities (processing, transport, wholesale and retail). The overall effect of the commercial farming initiative could be huge.

The Challenge of Value Addition

The overriding concern in all these is how to develop the penetrative capacity of Africa's products in the larger economies of the world. We cannot achieve this and the economic growth we envisage by merely exporting raw materials. If we fail to add value, we would merely be labouring in vain. Statistics from the International Coffee Organisation, shows, for example, that for

every dollar earned by the local coffee farmer, traders and firms further up the value-adding chain received $13. Apart from the enormous loss in income that comes with raw material export, there are other advantages too.

It has been pointed out that exporting flower from, say Zimbabwe, depends largely on economic conditions in Europe. Moreover, when prices of raw materials increase, manufacturers in the West naturally device a more efficient use of resources and ultimately substitute these with synthetic material, as is the case with cotton. Also, increased protection of agriculture in the West and slowdown in population in, say Germany, decrease demands for primary products.

In Kwara State, we have large farms of fruits and vegetables, especially tomato. Almost all of these are sold cheap to domestic consumers and are mostly wasted. Whereas the market was flooded with all brands of imported canned and packaged fruit juice and tomato purees. However, the enabling environment provided by Federal Government policies has enabled us to tie our agricultural policies to industrialization, especially in the agro-allied sector.

We intend to replicate the success recorded in Asia with the philosophy of 'small is beautiful,' by establishing small production and processing units for poultry, especially frozen chicken, dairy products, fruits and tomatoes, cassava, cashew and sugar cane. With less than $8,000 we could establish sugar processing plant with 95 per cent local content and a capacity to produce up to 90 tonnes per annum. Nigeria produces about 120,000 tons of cassava annually, out of which 5,000 tons have been billed for export to China. The country hopes to realise 5 billion naira (about $38 million US dollars) from cassava export every year. To promote this scheme, the Federal Government is providing $35 million dollars through the Nigerian Export Import Bank to boost the production of cassava chips.

Our government would be hoping to take advantage of this by establishing cassava chipping centres in various parts of our state to support local farmers, especially women, to benefit from this initiative. We have already established small processing units for

tomatoes, again to be operated by women, which we launched late last year. The case of cashew is even more interesting. In the past, Indians would come to Nigeria and buy up the raw cashew nuts and take it to India for processing, from where they export to Atlanta. Our plan is to process our cashew nuts ourselves and export from Ilorin to Atlanta. We envisage that all this initiative will in time position our Kwara State as a leading producer of processed fruits and tomatoes, as well as sugar, poultry and cashew, for the domestic markets, while pitching us for exports on these products.

The point I seek to make with the Kwara State efforts is that harnessing Africa's competitive advantage in world trade will require us to add value to our raw materials by investing in manufacturing, especially in the agro-allied industries, and Small and Medium Scale Enterprises (SMEs) sectors.

Like agriculture, the industrial sector in Kwara is not large and not very developed due to a combination of factors: relatively small size of the local market; inadequate levels of critical infrastructure such as unstable power supply, poor rural road connectivity, inadequate water supply; low availability of affordable capital for potential entrepreneurs and inadequate linkage between local research and technology institutions and local entrepreneurs.

There is a total of about twenty Small and Medium Enterprises (SMEs) operating in the State. Three-quarters of these are privately owned and are engaged in activities such as the production of soap and detergent, chemicals, pharmaceuticals, biscuit, tobacco, foam and beverage brewing and bottling. There are five publicly-owned SMEs in the state in the business of furniture-making, paper milling, textile manufacturing, sugar production and rice milling. None of them is functioning at full capacity and some of them are moribund.

In seeking to revive this sector, we are embarking on an Independent Power Plant (IPP) project to improve power supply and hence, reduce the cost of doing business in the State. We have also focused on improving rural-urban road network to ease farmers' difficulties in transporting produce to the urban centres.

At policy level, our step-change in agriculture has enabled us to focus on schemes that would offer real and productive support to farmers by assisting them to strengthen their associations and to organize themselves better to take full advantage of the markets. Another policy action is in leveraging funding support for small scale investors in financial institutions with loans targeted for the development of small and medium scale enterprises in the country.

Generally, our experience has shown that in seeking to develop the SME, regulation and partnership are key factors. While outright privatisation seems to be easy way out for most of the moribund companies, many private investors are usually very skeptical of their viability. One way we have sought to shore up their confidence is through partnership. The Kwara Furniture Manufacturing Company Ltd. is our major success in this respect. Even though the company had been moribund for years, we have managed to revive it through private partnership and investment with a South African company. Backed with appropriate export incentives, we envisage that this company would soon be exporting to markets in Europe and the Middle East.

In developing all these export capacity, I must mention that our international airport in Ilorin is envisaged to play a very crucial role. Recently, we were able to get the Federal Government to designate the airport as the country's main cargo hub to serve as alternative to Lagos, which usually suffers from congestion. Apart from serving as a dry port, exporting by air from Nigeria also gives enormous advantage, especially in exporting agricultural produce because it is only 6 or 7 hours away from major markets of Europe.

Bureaucracy is a major source of death of enterprise in many African countries. Government that should exist to facilitate business actually hinders business. So, the first stage is to 'debureaucratise.' Apart from willingness to partner with private investors, all the bottlenecks associated with setting up business have to be removed. In Kwara State, one of the most difficult aspects of setting up a business in the past is getting legal title on land.

Therefore, many investors who recognised the strategic advantage of our location as it relates to the national markets could not come because it was near impossible to get land. One of the first things we did was to review the regulations surrounding land allocation in the State. Then we came up with a fast-track system that guarantees money back on failure to deliver the Certificate of Occupancy to an applicant within two weeks of concluding his application.

However, our experience has also shown that while partnership and regulation are crucial to nurturing industrial growth, equally important is access to market and of course, capital as well as a range of governance issues that would inspire investor confidence. Government must demonstrate willingness to strengthen and sanitise institutions of government and be more transparent in the way it conducts business. In our short period in office, we have managed to institutionalize the due process as an administrative culture. By establishing the Price Intelligence Unit (PIU) that ensures that cost of projects are kept at the prevailing market rate; and the Project Monitoring Unit that ensures effective completion of projects, we have not only enhanced the efficiency of governance, but also ensured transparency and accountability.

If contractors know that their proceeds would not go back into bribing officials or doing 'PR', they won't be too keen in inflating contracts and they are likely going to execute projects effectively. We are one of the very few States in Nigeria that have followed the Federal Government in this governance reforms effort. In fact, we were the first State to volunteer for the DFID governance benchmarking exercise, which subjected our system to strict compliance tests on a number of indicators on accountability and transparency.

By playing by the rules of good governance, we seek to gain the confidence of everyone that come into contact with our State. This way, we are not only seeking to re-brand Kwara State, but also Nigeria. With this outsiders can take a second look at us and by doing so, notice our market and resource potentials and accept us as a viable enterprise.

Africa of the Future: What We Must Do.

While I have touched on some of the reforms and support that are required at the international level to enable African countries to fully take advantage of their natural resources and compete effectively with the rest of the world, I would like to focus presently on those things that we must do for ourselves, especially if we must attract the necessary investments to our continent in the areas that would enable us to fully realise our competitive advantage.

• Economic growth and investments can only take place in an atmosphere of social stability. As the former U.S. Secretary of State Colin Powell once said, '[c]apital is a coward. It flees war. It flees disease. It won't go near corruption.' African countries must create the right social and political climate to attract capital. No one would put their money where bombs and mortars are flying in the air. Investment decisions rely heavily on predictability. For example, political upheaval was said to have prevented Cote d'Ivoire from taking advantage of a recent 15-year high in cocoa prices, and political strife is fast ruining the economy of Zimbabwe, which for the first time in many years, had to start importing food. Corruption is also a very important issue, and perhaps, apart from war and disease, this has endured as another negative face of Africa.

However, I am glad to note that many African countries have recorded significant progress in dealing with these problems, regardless of the Transparency International Reports. While we are still far from stamping out corruption from the continent (and no other part of the world has succeeded in doing that) appreciable progress has been made. If we recall that evidence of commitment to fighting corruption is one of the key AGOA criteria, then something is going on in Africa for 38 out of 48 countries to qualify for eligibility.

• Another important thing we must focus on is branding and packaging. How come that even for people who cannot tell where Africa is, the continent instantly provokes images of conflict, disease, corruption and all such things. The answer is simple. We have left the story of Africa to be told by other people. It is

therefore important that we must learn to tell our own story. We must celebrate our own achievements, no matter how modest. Foreign investors have very little information about markets in Africa and they tend to act together and respond to market sentiments rather than macro-economic analysis. Therefore, we have to package market opportunities in Africa and sell it to the world.

In 2002, when Nigeria deregulated the telecommunication sector and put up licenses for sale for the operations of GSM phones, many investors were very reluctant. Nigeria was just emerging from 17 years of uninterrupted military rule. No one was certain if the new democracy would survive. When the bid was advertised only three companies, one Nigerian, one Zimbabwean and one South African dared to venture in. MTN, a relatively small South African company was one of the two that got the initial license after paying $280 million and thereafter invested additional $500million loan in equipment and other expenditure. Less than three years down the line, with about 2.5 million subscribers MTN's investment today is worth about $6 billion, with about $560 million in profit level. This is in Nigeria where 70 per cent of the people are said to live below the poverty level.

I am sure the big players in telecommunication, MCL, AT & T, would not touch Nigeria with a long pole in 2002 obviously because of what the country suffered from; bad branding. Therefore, like I said earlier, we must pay considerable attention to this issue of branding. We must tell our own story; we must show that a new crop of young leadership is growing on the continent that is prepared to play by the rule of a new world. Once investors can focus less on country risk and begin to look towards Africa as an investment destination, then it would be easier for them to assess each project and opportunities on purely economic terms.

• *We must also invest in the development of necessary infrastructure and institutions, such as irrigation, roads, electricity, and research centres that would boost farmers' access to modern production technologies, training in technical areas such as sustainable agriculture, quality control and packaging. Support for the development of local farm organizations,*

especially for marketing and distribution. All these require huge investments. And like I said earlier, these are critical areas that aid could be given to African countries already suffering from low domestic savings, and crushing debt overhang.

• As I have tried to demonstrate above, agriculture holds enormous potentials for Africa's development if public policy makers in our countries are willing to do the right thing. And like I said earlier, a new generation of leadership is emerging on the continent of Africa that is genuinely committed to the task of achieving development for Africa. However, beyond this will and zeal, so much still depends on external forces, outside our control.

Agriculture represents different things for different parts of the world and their governments. For the rich countries, agriculture is a pre-occupation of a few interest groups. For the developing countries, especially the poor countries of Africa, agriculture is tied to the very livelihood of the majority of the people. For the rich countries, it is about making profits; for the poor countries, it is about fighting poverty. And for any public policy maker, poverty is a very serious concern.

While agricultural development is tied to the key problem of food security in Africa, it also represents Africa's best competitive advantage and the long term concern of economic growth. No country can hope to achieve growth if it does not export, but successful export depends so much on equitable trading at the global level.

Because Agriculture represents Africa's comparative advantage in global trade, the continent's capacity to trade fairly with the rest of the world rests on the principles and practices that govern global trading regimes. At the moment, the card is hopelessly stacked against Africa and other developing countries of the world.

Since the conclusion of the Uruguay Round of Trade Negotiations in 1995 and the adoption of the Agreement on Agriculture (AoA), African countries had hoped for fairer deals than what they used to experience. While the principles of the WTO as it relates to agricultural subsidies, market access and tariff, seem to give significant considerations to the concerns of

the developing countries, not much has changed at the practical level. While tropical agricultural products from Africa are still locked out of the developed countries' markets, huge subsidies on agriculture in the developed countries have sustained the flooding of African markets with cheap food and other agricultural products. How for example, do we expect the poor dairy farmer in Kwara State to survive when the market is flooded with highly subsidised milk?

Therefore, the European Union's agricultural policy and U.S. agricultural subsidies have grave implications for the ability of African countries to raise exports by depressing our potential to increase our incomes through trade. A recent World Bank report stated that industrial countries spend more than $300 billion annually on agricultural subsidies. It is estimated that this is six times the amount they spend on foreign aid to developing countries. Conversely, it is projected that gaining unrestricted access to industrial countries' markets could boost developing countries' incomes by 5 per cent, calculated relative to the income forecast in 2015. For example, that if the developed countries agree to withdraw subsidies from the cotton sector alone, this could lead in the short term to 50 per cent rise in price, and would boost Africa's cotton exporters' revenue by $500 million.

One of the hopes that African countries took to Doha and later Cancun was that these sessions would, in line with the 'Development Agenda' lead to measures that would promote fair trade and reduce Africa's reliance on aid. Unfortunately, this has not happened. Even all the renewed efforts to focus global attention on Africa's poverty and the continent's capacity to achieve the MDGs, including the recent World Economic Forum, still focus largely on aid. However, like I said earlier, if Africa really needs any aid now, it is that aid which will enhance Africa's capacity to trade with the rest of the world.

Just as President Benjamin Mkapa of the Republic of Tanzania recently said, let the rich industrialised countries agree to a timetable for dismantling agricultural subsidies and other trade barriers; then let them support Africa to develop its institutional capacities, including capacities to implement some of the agreements under the AoA. The agreement on Sanitary and

Phytosanitary Measures (SPS) has presented great difficulty for African countries. Unfortunately, this has given legitimacy to some actions of the developed countries in limiting access to agricultural products from the developing world. A recent report shows that in 1998, European Community regulation on SPS is estimated to have cost close to $700 million in lost revenue to African exporters of groundnuts.

Therefore, aid should be directed at assisting African countries to establish effective regulatory standards, and food safety assurance bodies, while extending the transition period for those measures to be applied to give enough time for countries to build their institutions. This is the only way Africa can hope to compete fairly with the rest of the world. I believe it is easier for a developed country leader to explain to his people that subsidies are starving millions of people in Africa than for an African leader to explain to his people why they would have to keep working so hard and yet remain hopelessly poor. How would he then be able to go back to them and ask for their votes which would keep him in office to continue with all the wonderful reforms that the World Bank and the IMF demand of African leaders? These are serious issues.

Distinguished ladies and gentlemen, I have tried in the last half an hour or so to share my views with you on what Africa can do to raise its competitive advantage in the world. I have also shared with you some of my own experiences and approaches as Governor of Kwara State, Nigeria. If there is one message I want us to take from here this is it: Africa must ask of the world what is good for Africa; but more importantly, Africans must have the courage to do what is right and necessary for Africa. We must dream the African dreams, if we must be able to tell the African stories in a way that would make other people want to come to us with respect and pride, and not with pity and shame. We have wasted so many years and did many things wrong. But we must not continue to dwell in the past and we must resolve to do the right and march along with the rest of the world. In the immortal words of W.B. Yeats, he wrote in 'Sailing to Byzantium':

That is no country for old men. The young

In one another's arms, birds in trees
-Those dying generations – at their song,
The salmon-falls, the mackerel-crowded seas,
Fish, flesh or fowl, commend all summer long
Whatever is begotten, born and dies.
Caught in that sensual music all neglect
Monuments of unageing intellect.

The Africa of my dream is that of a continent of the joyful young in one another's arm, birds in the trees at their song, unmindful of the old and their sad past, ready to march on and celebrate the future full of hopes and confidence in the greatness of mother Africa".

The Executive Governor of Kwara State delivered this keynote address at the African Business Conference of the Harvard Business School, Harvard University, Boston, 12th February 2005

12.6 Conclusion

Without any iota of doubt, the skills required of a successful leader as enumerated in the results-driven leadership spectrum model adopted in appraising Governor Bukola Saraki are within the reach of each and every one of us. Though it is common argument that these leadership traits are generic, it has also been established that through sheer determination and pursuit of these priorities, leaders could make success of the opportunities that come their way.

In today's world, the barriers to leadership success have been eliminated through knowledge and its widespread access. Leaders are therefore made, even when born into ascending automatic leadership. Failure to possess the requirements of leadership,

irrespective of the circumstance of birth, does not produce automatic success.

Leaders are therefore born as everyone is born a potential leader, and are made, as only those who acquire the leadership knowledge and skills, and are able to appropriately apply those skills end up making success of the opportunities that come their way.

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Extra Case Presentation 1

The Case Study

Number Thirteen

Infrastructural Landmark for the Modern Development of Kwara State: The Ilorin International Airport Cargo Terminal Example

The Ilorin International Airport Cargo Terminal that was completed by Governor Bukola Saraki's administration makes a statement. It is an unambiguous statement about the new status of Kwara State as an emerging force in the socio-economic development of contemporary Nigeria. By the time it finally commences full operations, even the most incurable cynic will have no option than to concede this asserted status as one of the most upwardly mobile states in the country, economically.

The Cargo Terminal was conceived and nurtured to answer some salient developmental questions of today as well as to sufficiently address future infrastructural challenges. The importance of Cargo Terminal of this magnitude can hardly be over-exaggerated in a developing economy that is forward looking.

The multi-billion naira infrastructure is a deliberate pragmatic move to give teeth to robust socio-economic policies of the Governor Bukola Saraki's administration since 2003. The immediate beneficiary of this project will be the agricultural sector because of the export generation drive of the administration.

As a product of a well thought out policy initiative, the Cargo Terminal, by its location and design, is comprehensively positioned to take care of arising multi-various cargo needs of its immediate environment – the North Central Zone and the South West of Nigeria, and indeed, ultimately the West African sub-region. It is modern by all considerations with the state-of-the-art equipment and facilities.

The cargo shed now completed and commissioned is a twin-chambered edifice with the export and import section. Each of the

two sections is 1,260 cubic meters capacity with cold rooms for cold and wet storage of goods that are time-sensitive. The sufficiently generous spaces of the sheds, especially the cold rooms are anticipated to take care of processed products and materials.

A parade of the state-of-the-art equipment at the cargo terminal presently shows the fire-fighting vehicles, security patrol vehicles, a cargo screening machine; airfield recovery equipment, airfield ground control equipment, water tanker, trolley made of stainless steel, ramp handling services equipment and a 15 KVA Inverter for cargo aircraft night handling.

At the Cargo Terminal too are modern facilities like an ice machine, a high pressure cleaner, UV dryer, weighing scales and a stainless steel system. The ramp links the cargo shed to the loading bay where trailers and truck can load and offload goods. The roller shutter is both manually and electronically controlled.

There is also the apron of 70 meters x 100 meters, where planes land to load and offload. The apron is the link between the tarmac and the cargo shed. While work on the apron was going on, last year, a minor alteration (little expansion) was effected on it and the service road.

The front forwarder that is designed to be the administrative building is presently ready for use. Though a federal project, the construction of the cargo terminal is presently being founded by the state government with the expectation of being reimbursed later by the apex government. Everything about the cargo terminal project is built to the specification of the Federal Aviation Authority of Nigeria (FAAN), which is in turn informed by the standards of the International Aviation regulatory body.

As it becomes operational, the cargo terminal's immediate major beneficiaries are the New Nigerian Farmers in Shonga whose agricultural produce are now being taken to markets in South Africa, Europe and other parts of the globe. These products include dairy products, cassava and poultry as well as horticultural products.

This case on Infrastructure was packaged by Ojo Sunday and Mustapha AbdulRasaq

Extra Case Presentation 2

The Case Study

Number Fourteen

From Kwara State Governor's Perspective: The Vision 2020 and the Challenge of Rebranding Nigeria

Introduction

The plan to make Nigeria one of the leading 20 economies of the world by the year 2020 is an enormous challenge that requires Nigeria to operate not only within the framework of national development, but also in the context of a globalised economy. In seeking to achieve this goal, the 7-point agenda of President Umar Yar'adua must connect to the mainstream of the global economy and position Nigeria to confront the challenges as well as take advantage of emerging opportunities.

In this paper, I intend to argue that the most important challenge facing Nigeria's policy actors is how to make choices that deliberately seek to develop our competitive advantage and develop world-class physical and human infrastructure, which will serve as a national portfolio of assets that promote and attract private investments. I will argue that the effort to rebrand Nigeria is principally both economic and social. To change the way other people see us, we must first change the way we see ourselves and; we must change the stories we tell the world about our country. It is only when we are positive about our citizenship that we can strive and thrive together to carve a national 'niche area' in the vast global economy. I will start with a cursory review of emerging developments in the global arena and their implications for Nigeria's quest to achieve economic development and be viewed positively by the rest of the world. I will then examine some key policy options that we must consider now and in the near future; and then conclude with some general recommendations.

"The New World"

In 2008, the editor of Newsweek International, Fareed Zakaria wrote a book titled 'The Post-American World.' This book is not about the decline of the United States of America, but about what he called 'the rise of the rest' the rapid economic growth that has been witnessed in different parts of the world in the last few decades. He noted that while this growth has been most visible in Asia, China especially, it is not limited to it. Between 2006 and 2007, he submitted, 124 countries grew at the rate of 4 percent or more, and this includes 30 countries in Africa. The 25 companies that are likely to be the world's next great multinationals, he reported, are outside the United States or any of the traditional suspects in Europe or Japan. They include four companies each from Brazil, Mexico, South Korea, and Taiwan; three from India; two from China; and one each from Argentina, Chile, Malaysia, and South Africa.

He wrote:

'Look around. The tallest building in the world is now in Taipei, and it will soon be overtaken by the one being built in Dubai. The world's richest man is Mexican, and its largest publicly traded corporation is Chinese. The World's biggest plane is built in Russia and Ukraine, its leading refinery is under construction in India, and its largest factories are all in China. By many measures, London is becoming the leading financial centre, and the United Arab Emirates [Abu Dhabi] is home to the most richly endowed investment fund. ...The world's largest Ferris wheel is in Singapore. Its number one casino is not in Las Vegas but in Macao. The biggest movie industry is Bollywood, not Hollywood. Even shopping...has gone global. Of the top ten malls in the world, only one is in the United States; the world's biggest is in Beijing. Such lists are arbitrary, but it is striking that only ten years ago, America was at the top in many, if not most, of these categories.'

Zakaria attributes this astonishing story of prosperity around the world to the fact that most countries are now practising what he called "sensible economics" characterised by monetary and fiscal policies. From Turkey to Brazil, to Jordan and India, Saudi

Arabia and Indonesia, UAE and China; and South Africa, new actors are redesigning the world economic map, leaving giant footprints everywhere. The share of people living on $1 a day, put at 40 per cent in 1981 has gone down to 18 per cent in 2004 and projected to drop to 12 percent by 2015. And if this happens, the world would have surpassed its own target of halving the world poverty by that year. As at last year, the global economy has hit the $54 trillion mark and global trade witnessed a stunning 133 per cent growth. All in the last 15 years!

Perhaps, the most remarkable of this story however, is the fact that the growth of the 'new comers', especially the countries termed by the team of Goldman Sachs economists as the BRIC States - Brazil, Russia, India, and China – is being powered by their own markets rather than exports to the West.

"The Post-American World" was published in 2008. Even in normal times, one major tragic event, a Tsunami or a bad hurricane for example, can undermine a country's economic gains of many years. And these are not normal times. Therefore, we cannot say exactly how much of this amazing story of growth and progress around the world would still be valid when the raging storm of the current global economic recession settles. But no matter how it turns out, the message here is clear: the challenge of economic growth and poverty are not as intractable as traditional postulations of many years ago would want us to believe and it does not take forever as well. If we are still in doubt, let us ask how long it took us to revolutionise the telecommunications industry and achieve the monumental gains this alone has brought into the homes and streets of Nigeria.

The next logical question therefore is where does Nigeria stands in the context of all this. We may never agree on why these other countries have made the kind of progress that scholars like Zakaria have so brilliantly celebrated. We may not even be able to fully account for them. We may even argue that Nigeria has made its own progress too in the last 15 years, even if these do not grab the world headlines. But at a more critical level, we must be able to examine where we are in the overall context of the global economic order.

Nigeria and the Rest

Reverend Father Mathew Hassan Kukah once memorably argued that for us to speak of moving Nigeria forward, we must start by asking where Nigeria is at the moment; because if we are sitting at the edge of a precipice, moving forward would mean plunging headlong into the abyss. Therefore, progress could also mean taking some steps backward or moving sideways. In the 2008 World Bank's ranking of economies by GDP, Nigeria is number 40. The country occupying the 20th position is Indonesia. By current ranking therefore, it means Nigeria wants to take the place of Indonesia, and be ahead of countries like Poland, Switzerland, Norway, Saudi Arabia, Denmark, South Africa, Thailand, Malaysia, Sweden, Denmark, UAE and a couple of others within the next 11 years.

If we use a more robust ranking index, the UNDP Human Development Index (HDI), a comparative measure of life expectancy, literacy, education, and standards of living, 'well-being' among countries Nigeria is currently ranked as a low income country on number 154. And for the Africa region, it is neither among the 10 highest nor among the 10 lowest.

We know that international development statistics, especially that which seeks to rank countries based on a number of indices do sometimes inadequately account for some other realities within specific national contexts, but what is clear to us is that where we are today is not where we desire to be and we want to achieve rapid progress within a very short time.

How did the developed countries achieve their prosperity? One version of explanation, which also argues that prosperity can spread to all corners of the world, is that rich countries are rich because they have adopted improved technologies in power generation, medicine, transport, construction and so on and used these to drive investments and growth. And, "the very science and technology that underpin prosperity in the rich world are potentially available to the rest of the world as well." Therefore, if other countries are able to adopt the benefits of improved technology and scientific advancement as well, they will also be rich.

Maybe the key to prosperity is a little more complex than that. But the argument here is that unlike barrels of oil, or diamond and gold, the benefits of technology is available to everyone, whether you talk of the internet, or broad-bands or human genome. And this is why Thomas Friedman argued that the world has gone "flat", giving countries everywhere the opportunities to start moving up the ladder of economic growth and prosperity. However, taking advantage of technological innovations and advancement to achieve economic growth and accelerated development such as Nigeria seeks is not automatic. Certain conditions must be met.

There has to be investments in what is called the 'physical capital', the machines, as well as the human capital, which is the drive towards the acquisition of necessary skills. Secondly, the export markets have to be developed, because it is the earnings from exports that will procure the technologies from where it was originally developed. Thirdly, there has to be targeted investments by government to develop the physical infrastructure. Cars imported would need roads; machines would need electricity; and medicines would need hospitals. While the private sector can import technologies, government has to provide efficient and reliable infrastructure on which these would run. And lastly, there must be core competencies within the country that can adopt and adapt international technologies to local conditions and needs.

Nigeria and the Knowledge Economy

A knowledge economy has been defined as 'one in which knowledge and ideas are the main basis for promoting economic and social development.' It is an economy where knowledge is acquired, created, disseminated and used effectively to enhance economic development. Therefore, for any country to thrive in the knowledge economy it needs a well trained workforce that is able to create and apply new technologies. This is what Jebb Bush, the former Governor of Florida, referred to as the "human infrastructure." This factor is no doubt the most fundamental for economic development in the 21st century. Countries would achieve growth because they have invested in knowledge and

others would stagnate because they have failed to do so. It is the knowledge divide that would make the difference.

One of the main reasons Fareed Zakaria noted that his book, 'The Post-American World' is not so much about the decline of America, but more about the rise of the rest, is that in the area that matters most, the quality of human capital, America is still by far the world leader and this is likely to remain so for a long time to come. A 2008 ranking shows that American universities make up 8 of the 10 top universities in the world, and 37 of the top 50. It is important to note that no Nigerian university was ranked among the first 6000 in the world!

A 2003 World Bank report noted as follows:

"Many developing countries have neither articulated a development strategy linking knowledge to economic growth nor built up their capacity to do so. Nigeria is one of these. Although it is Africa's largest country with 20 percent of the region's population, Nigeria has only 15 scientists and engineers engaged in research and development per million persons. This compares with 168 in Brazil, 459 in China, 158 in India, and 4, 103 in the United States...In 1995, Nigeria's scientific publication was only 711, that of South Africa was 3, 413, India's was 14, 883, and Brazil's was 5, 440.

The twin pre-occupation of teaching and research is central to the existence of any university. If Nigeria is failing in research, there is no indication that we are doing well in teaching as well. Many employers as well as government have lamented the poor quality of graduates of Nigerian higher institutions. The same World Bank report said majority of employers believe that "university graduates are poorly trained and unproductive on the job...and the shortcomings are particularly severe in oral and written communication, and in applied technical skills."

The issue of deficiency in both oral and written communication as reported here is quite significant. These are skills that should be cumulatively acquired over the years and from the lower levels of education. However, once a child misses an opportunity to acquire a strong literacy skill early in life, this can hardly be compensated for at the higher level. Therefore, the problem of

quality of higher education is largely resident at the lower education level. Our experience in kwara State confirms this.

Last year, we put about 20, 000 teachers through an assessment test based on a Primary 4 literacy and numeracy curriculum. Out of these, only 75 could meet the minimum competency threshold set at 80%. And quite astonishingly, a significant number of those who scored zero in the test hold university degrees. This brings us to the chicken and egg conundrum: if you do not improve quality at the primary level, you cannot produce quality graduates at the higher level; and if you do not improve quality at the higher level, you cannot have good teachers to teach at the primary and secondary level, thereby undermining children's opportunity to acquire the necessary early skills. The situation we are in this country now, in fact, appears to be a vicious cycle!

In addition to the problem of general poor quality of higher education, there is also the key issue of relevance. Just like someone said, our supply of graduates is "market blind." There is little or no correlation between the courses that we train graduates on and the kind of skills that the market needs. It was reported that between 1991-1999, even though the labour market demanded for professional skills in engineering, business administration, health services, accounting and marketing, 49% of graduates produced in Nigeria for that period were on Arts, Education, Law and Social Sciences. Therefore, as a result of this mismatch both in quantity and quality, only an estimated 10% of all graduates produced by the education system is employed annually.

A few year ago, it was reported that in 2004, 950, 000 engineers graduated from China and India, while only 70, 000 graduated from the United States. This sent instant panic around the policy corridors in Washington. But it was quickly explained that majority of the engineers produced in the two countries were actually car mechanics and repairmen. Perhaps, these are the kind of engineers that we need at this level of our development because it is largely for this level of skills that the world is taking note of India and China. The key challenge here therefore is to

devise strategies that would match the supply of our higher education in terms of its content, with the demand of our market.

However, there is yet a fundamental problem which is so central to the problem of declining quality in higher education in Nigeria. This is the issue of funding. Since 1999 especially, various ideas have been canvassed to address this challenge that seems to be central to most other problems confronting higher education in Nigeria. It was estimated that in 2002, $260million was spent in running the Federal University System.

In 2000, Government announced an increase in recurrent spending per student to $900. For similar expenditure head, United States spends $9,629 per student; United Kingdom at $ 8, 502, Japan at $4, 830, and Germany spends $11, 000. Among the BRIC States, India stands at $400, while China, Russia, and Brazil spend $2, 728; $ 1, 024, and $3, 986. Malaysia spends $11, 790 per student.

It is important to note that one of the BRIC States, India spends less than half of what Nigeria spends. This has important implications for other governance issues around education spending. Despite Nigeria's relative good standing in higher education funding, how then can we explain the dwindling research capacities, abysmal state of teaching and learning materials, and of course in the hundreds of the most brilliant scholars who leave the country annually to seek greener pastures abroad?

When government funding becomes insufficient in the face of dwindling resources, the challenge is to find creative and sustainable ways of funding higher education. We cannot hope to be a world class player if we do not provide world class education, and world class education costs money. NUC has urged universities to generate 10% of their funds internally. Many have simply raised students' in-take thereby adding to the pressures of over-crowded facilities, while others have created various in-service courses to raise funds.

There are many ways a university can raise funds, but a key source of in-come that we have shied away from at our peril is undergraduate student tuition fees. One puzzling irony of our

country is that parents who paid six-figure fees to send children through primary and secondary schools, would suddenly expect to pay nothing to send that child to a university. We must seriously review this. Free education that fails to deliver on expected and useful quality is certainly very costly both to the individual and the society. Real problems of poverty exist; but useful models abound across the world that we can adapt for students' tuition, which would take account of the rich and the poor students alike. It is a key policy challenge to strike a balance between tuition that must be paid to attain the right level of funding which will restore quality to our institutions, and the kind of tuition that has the potential to price higher education out of the reach of poor children. But the real danger that we face is to continue to pretend at providing free education in the face of public spending that is certainly not catching up with the rising cost of world class education.

Rebranding Nigeria

It was reported that in the 19th century, Americans were hostile towards immigrants, including the Irish, the Italians, and the Jews! However, with the passage of time, aversion gave way to admiration, then to acceptance and then to respect. Like one commentator noted, this change in attitude did not happen overnight, but it was also not brought about by campaign advertising and posters. It happened because the immigrants succeeded in America. And, as he said, 'nothing destigmatises like success.'

Re-branding has to do with changing perception; it is about de-stigmatisation; or what is called "image substitution." The recent efforts to re-brand Nigeria, by seeking to change the way other people see Nigeria; or what they think about Nigerians is not peculiar to Nigeria, a country that is so much in dire need of rebranding. Countries and States the world over spend millions of dollars each year to positively brand themselves and make their countries appear attractive and welcoming, not only to investors and tourists, but also to people who may come in contact with their nationals. In today's world of global media, image and perception is everything.

However, what is clear is that a country does not brand or 're-brand' by advertising campaigns alone. Real and enduring re-branding can only come but by achievements, by performance, and by deliberate efforts at building a portfolio of assets and accomplishments that will force people to take a second look at you, and judge you, not by the activities of a few miscreants who are in any case, not a preserve of any country, but by the share worth of what you are able to contribute to the world, politically, socially and economically.

This effort at rebranding therefore must proceed with one critical question: What do we want to be known for? It is true that at the moment we suffer so much image deficit, which is also largely part of the throw-backs of our recent political history. However, countries that are able to boast of positive brand identity today did not achieve this because they do not have their own fraudsters, or criminals or drug-traffickers or cheats. But because they have achieved monumental success in other sectors which has overshadowed the activities of the few misfits, who carry their passports, and have built and told the good stories around their success. They have built a reputation around something; they have been recognised by the world for something. It is that recognition that pulls down the walls of bias and prejudice and overwhelms the dysfunctional message that a few of their unscrupulous nationals send to the world.

America is known for its technology and for its universities even though American prisons are filled with local criminals and bandits. Germany came out of World War II as a pariah nation, but today it is known for its heavy machines. France is known for wines. Italy is known for its fashion, not the mafias in Sicily. Switzerland is known for watches. Brazil is known for football. United Kingdom is known for financial services. Cuba is known for its cigars. Kenya is known for Safari. Japan is known for electronics. China is known for toys and shirts, and of course, its cuisines that appeal to a universal palate. India is fast becoming the number one medical tourism centre in the world, without forgetting the IT explosion in Bangalore. Philippines is known for labour exportation. Dubai and Singapore have become the world's two most famous trading centres. The market is therefore

the most effective tool of re-branding. It was the market that did it for India, for China, for Brazil and for Turkey. China alone has over $1.5 trillion dollars in its account. With that kind of accounts balance, only few countries would be inclined to deal with China based on their horrible memory of the Tiananmen Square. Goldman Sachs projected that by 2040, the BRIC States and Mexico will have a larger economic output than the G-7 Countries. Nothing can rebrand more powerfully than this.

Therefore, what do we want to be known for? In marketing, this is called the Unique Selling Point (USP). Locating our USP and achieving global reputation on it, will achieve more than a million hours of TV aimed at 're-educating' other people about our country or breaking down 'prejudices' about us. Where do we stand in the economic map of the world? What do we have to contribute to the rest of the world, and to the advancement of humankind? These are the critical questions.

We will soon be 50 years as an independent country. Certainly, in these past 49 years, there must be something positive that we have contributed to the world; something we can be identified and respected for. Nigeria has played major roles in the United Nations peace keeping efforts everywhere, and continues to play a leading role in peace keeping in Africa. Nigerian blood has been spilled everywhere to keep millions of people alive. Certainly, this is worth building a reputation around.

There are also other areas that we have strong potentials to create a powerful image. Football is one of them. Since 1985, we have demonstrated that we can achieve global level success and be recognised for our football. Education is another. The monumental accomplishments of our first generation universities in the 60s is one of the major reasons that we believed then that we could catch up with the rest of the world by 1980. Health is yet another. Like I noted earlier, India is emerging as a strong player in this regard. Certainly, we have the material and human resources to be the number one medical services destination in Sub-saharan Africa.

All these and many more represent immense branding opportunities. We can begin now to consciously nurture and

develop any of these, and few years down the line, begin to tell the good story to the world about our country through our dominance of these areas.

This brings us to what I consider to be Nigeria's most strategic competitive advantage: commercial agriculture. And I will illustrate with our experience in Kwara State.

Until recently, Kwara was a back-water State in the middle of nowhere. And it was not uncommon to hear even the indigenes of the State refer to it as a 'civil service State' because the civil service was the only source of employment or income for the people. Well, maybe Kwara is still a civil service State, but there is something else we are now known for: commercial agriculture.

Our efforts to re-brand Kwara started 6 years ago with the effort to re-position its economy. By inviting the commercial farmers from Zimbabwe to settle in Nigeria and establish the commercial agriculture project in Shonga, we have carved a niche for the State. People who have not been to our State before know about the Zimbabwean farmers and talk about them. If you are a Kwaran, you are more likely to be asked questions about the commercial agriculture when you go outside the State, even when you are not a farmer; just like a Brazilian is likely to be asked about football even if he has never stepped on a football field.

The commercial agriculture initiative is therefore a successful enterprise at re-branding a State. It has attracted other State Governors to our State. It has attracted several ambassadors and high commissioners to visit kwara State. No visit to our state by any foreign diplomat is complete without a visit to Shonga; a nondescript village that has been placed on the global map by the commercial agriculture project, which currently employs more than 3000 workers, and paying a wage bill higher than that of its host Local Government. The multiplier effect of this on local businesses has been significant because of the improvement in the purchasing power of the locals.

If you enter Kwara State into any internet search engine, the Shonga initiative is likely to come up more than anything else. Thanks to the project, we now have something with which to describe our State abroad (That State in Nigeria where the

displaced farmers from Zimbabwe relocated!). Also you can now find websites advertising cheap travels and tours to Kwara State from Europe and America!

Apart from the economic benefits, there is also the 'feel good' aspect to this. A Kwaran now feels more confident and proud to have come from a State with the cleanest capital city in Nigeria; a State that the former British High Commissioner once described as "the centre of innovation," after visiting Shonga and seeing both the commercial agriculture initiatives and the Community Health Insurance Scheme. The Community Health Insurance itself is also a direct spin off of the commercial agriculture project. It is the first of such programme in Nigeria. The Dutch Government supported this initiative because of the commercial agriculture initiative in Shonga. Under this scheme, with N300 an individual in the community can access a broad range of medical services. Our commercial agriculture initiative only represents our abiding conviction that agriculture remains Nigeria's best competitive advantage and a gateway for achieving global economic recognition. However, if we want agriculture to play this role, we have to take farming beyond the current subsistence level. Profitable agriculture can only be driven at the commercial level. We have to see it as business and invest heavily in large scale commercial agriculture in its entire broad spectrum. The N200 Billion agriculture credit announced by the Federal Government is a salutary move indeed. However, we must go a step further by ensuring that banks are able to lend to farmers. But it is only when banks lend to the big farmers that they can lend to the small farmers because of the connectedness. It is like the rising wave that carries all boats, small and big alike. If banks lend to a dairy farmer, then he can raise more cows, and therefore require more sorghum or millets. This provides ready markets for the small scale millet farmer who can use this to incentivise the bank to grant him credit.

Apart from funding, another crucial factor that policy actors must take into consideration is the need to devise strategies that will promote productivity. Few years ago, government announced that 5-10 percent of bread flour must have cassava content. So many people jumped up and every farmland became a

cassava plantation, with many retired civil servants investing their gratuities on the enterprise. But the bubble went burst. The policy was neither complied with nor enforced. People were sleeping on mountains of cassava, waiting for the promised buyers that never showed up. What followed is better imagined. Therefore, policies like this are very crucial and can yield the desired results if they are carefully planned and implemented. Like it is proposed for cassava, the same goes for milk and rice. Out of Nigeria's $4billion annual food import bill, $1.2 billion is spent on importing milk, mostly powdered milk; and $1.5 billion on rice. Again, we must make policy decisions that will encourage local production of these items. For milk, the starting point would be to make it mandatory for all the companies importing and repackaging milk in the country to also produce fresh milk locally. This will not only boost that sector, but will also over the years, wean our people off the powdered milk, which as we know have little or no nutritional values. Recently, we re-opened the famous Nigerian Paper Mill, in Jebba, which had been abandoned for many years, but now taken over by an Indian company. But I was reliably informed that at the moment, the customs duty on imported finished paper, which runs into about 200, 000 tonnes annually is much less than the duty on the scrap paper that is the raw materials for local production. If we continue like this, we would only continue to help other economies to grow, while we continue to wallow in the backwaters. Some of these policy actions only require us to shed some of the bureaucracy that has profited some people over the years, but has impoverished the country.

There are some products that we have no business importing: cement, crude oil, steel, food, and paper. Banning the importation of any of these products may cause some discomfort but this would be temporary. One of arguments is that prices of these items would go up the moment local substitution is made for import. However, experience has shown that price would go up only at the initial stage until the volume of local production catches up with it. The more that is produced and consumed locally, the higher the production and this will ultimately bring down the price.

A "Doing Business Ranking" for 2007 and 2008, which ranks countries based on the ease of doing business, compared 181 countries. Nigeria ranked 118th on 'Ease of Doing Business' ranking; 91st on 'Starting a Business' ranking; 84th on 'Getting Credit' Ranking; and 53rd on 'Protecting Investor' ranking. This calls for a comprehensive review of our various regulatory regimes, bringing them in line with current global practices in a way that would strategically position us for the competition.

I have said earlier that government must provide efficient physical infrastructure on which the private sector can hope to operate profitably. One of the major disincentives for business in our country is the challenge of power generation. President Umaru yar'Adua's plan to deliver 6000 megawatts of electricity by the end of this year. This alone will have such a dramatic impact on business in a way never seen before. Our experience in Kwara State has proven this. Recently, we were able to launch a 330/132 and six 33 KVA capacity transformers at a sub-station in the State. This has had an instant impact on the economy as many companies and businesses have reported a reduction of up to 80% in their expenditure on diesel. And we project that this alone can lead to a saving of up to N6 billion in the first year.

The Achilles Heel

Politics is the Achilles heels of many developing countries and emerging democracies like ours. The nature of politics is central to any economic and development plans. Many years of economic gains can be undermined by a few weeks of mindless politics. This is so crucial that many have argued that unless we get our politics right, we may achieve little or no economic progress at all in the years ahead.

Therefore, our plans to re-position as one of the leading 20 economies in the world within the next decade must also be built on our desire to play our politics by the globally acceptable standards. Our electoral reform must transcend debates about INEC. Afterall, we cannot blame the referee if the players keep lunging dangerously at the opponent or tackling from behind in the course of the match.

The fundamental consideration here is how to truly empower the people, by ensuring that their votes count. The only way we can ensure performance by government is when that government knows that it is in power solely at the pleasure of the people, and once it fails to perform, the people have the power to withdraw the mandate they have given. If there are any other ways the government can keep itself in power apart from through the people, then that government cannot be fully accountable. And the issue of accountability is also a call to play by the rules.

In addition to achieving economic progress, one crucial way to re-brand our country is also to present ourselves to the world, through our politics and other spheres of our lives that we are willing and able to play by the globally acceptable norms, whether in politics, business, sports, religion, or culture. The onus of re-branding Nigeria therefore, lies on Nigerians to represent Nigeria well within Nigeria and outside Nigeria. Another important point that we must bear in mind, is that we cannot get others to think positively about us unless we begin to think positively, talk positively, and behave positively about ourselves. Therefore, the issue of rebranding must also involve an increasing consciousness to project the positive stories about ourselves to the world. No matter how bad we think we are, there certainly must be some things that we are doing right, which is worthy of showcasing to the world. But we are not doing enough of this. The late Sardauna of Sokoto, Sir Ahmadu Bello said if you do not blow your trumpets, you should not expect anyone to blow them for you because they are busy blowing their own. We must learn to blow our own trumpets. If all that we do is to run down our leaders and our country; and seek to diminish people who should stand as our icons of hope, our ambassadors of dreams, then we cannot expect others to tell the good story about us or have a positive impression about our country.

Another important issue is the Niger-Delta. This is becoming an albatross, unless we do something urgently to address it. Our addressing the Niger Delta, should go beyond disarming the militants and must be such that intensifies our commitment to improve the quality of lives of the people by providing the necessary infrastructures for development in the area. As long as

we fail to address the Niger Delta issue conclusively and constructively, we would continue to have it as a festering sore that would overshadow much of our efforts to rebrand our country.

Conclusion

I have argued in this paper that for Nigeria to attain its vision of becoming one of the leading 20 economies of the world by the year 2020, we must begin now to develop a broad portfolio of assets that will enable us take advantage of emerging opportunities in the global economic arena. I also argued that the most important investment that Nigeria needs to make in the global knowledge economy is in the development of its 'human infrastructure' making the right policy decisions that will improve and realign our higher education both in terms of quality and relevance.

Similarly, I argued that the effort to re-brand Nigeria could not be more imperative. However, this should be understood in the context of the responsibilities that we have to improve our competitiveness and carve a niche for our country, especially in the global economic arena and project a positive image about our country to the world.

I concluded by noting that the fulcrum of economic and social development agenda should be for us to embrace the 'new politics' that will not only be prepared to play by the rules, but also willing to truly empower the people, by returning democracy in our country to its fundamental principle, as the government of the people, by the people and for the people.

A lecture delivered by Dr Abubakar Bukola Saraki, Executive Governor of Kwara State, at the National Institute for Policy and Strategic Studies, Kuru, Plateau State on Tuesday 30th June 2009.

Extra Case Presentation 3

The Case Study

Number Fifteen

My Vision of a New Nigerian Farmer

Courtesies,

I wish to start my address tonight with the story of a Nigerian:

"My name is Uzodinma Usman Obafemi. I am a Nigerian farmer. I am 60 years old. I have no formal education. I have been a farmer almost all my life because my parents and grand parents are farmers. Most of what we produced went into feeding ourselves. Some years, when the harvest is good, we have a little surplus from our farms, which we sell in the neighbouring markets and earn a little money.

When I was 20 years old, I took a patch of land of about 2 hectares near our village and I started my own farm. Since then, I have been farming the way I learnt it from my parents, using hoes and cutlasses and constantly waiting on the rains. Even though I have farmed for more than 40 years, I am still poor. I believe my condition should change because I work very hard, but I don't know what to do to bring about this change. All my young children who could have assisted me in the farm have all gone to the city in search of other jobs. They consider farming a difficult and backward occupation.

I heard that one can borrow money from banks to buy new seeds, fertilisers and pesticides and to also hire tractors, but since I can't read or write I don't even know how to go about it. I depend on government to bring fertilisers, but most of the time, it does not come and when it comes, it is either too late or too little.

In some seasons when the yield is good, I get about 2 tonnes of harvest from my farm. But I heard that in some countries, they get up to 6 tonnes or even 8 tonnes from the same size of farms. I wonder how they do this. However, whenever the rain is late or is

short I do not even get up to 2 tonnes. When this happens, I don't get enough to feed my family not to talk of earning some money to pay for other things.

In the seasons that I get good harvest, I always have too much than my family can consume, and we don't know what to do with the surplus. The only option left to me is often to sell it for cheap at the village market or it goes to waste."

Distinguished ladies and gentlemen, this story reflects the reality of most of our farmers, which we often conclude represent 70% of our population. Interestingly, poverty reports also say 70% of our population live below the poverty line. Is this a mere coincidence, or are we to suggest that there is a correlation between agriculture and poverty? I will be reluctant to suggest so. Yet, the story I started with represents a typical face of a Nigerian farmer, trapped in a vicious circle of hard labour, and caught at the very edge of survival.

Former President of Zambia, Sir Keneth Kaunda said at a recent forum in Pretoria that the challenge of his generation was to fight colonialism and lead Africa into self-rule. He said the challenge of the present generation of Africans, our generation, is to fight poverty and lead Africa into prosperity. I cannot agree more with this assertion.

There are many approaches to and understanding of what needs to be done to tackle poverty and achieve prosperity in Africa and in Nigeria. However, as the largest employer of our people, agriculture remains the life-blood of our nation and the best guarantee of achieving sustainable economic development.

I have a firm belief that improving the capacity of Nigerians to achieve development must be driven through a well-articulated strategy of developing Nigeria's capacity in agriculture. In other words, our dream of the new Nigerian farmer must be driven by a vision of a new Nigerian agriculture.

I am delighted to note that the National Economic Empowerment and Development Strategy (NEEDS) projects an 8 per cent growth in agriculture. It has been observed that even a 6 per cent national growth is enough to make the African farmer prosper, achieve food security and create wealth.

However, this is not the first time we would be setting targets and seeing visions in Nigeria. What is more important is the desire and the will to do all that is necessary in achieving our set targets, whether in the general end-goal of reducing poverty and achieving prosperity, or the related strategic goal of developing agriculture.

When I became the governor of Kwara State in 2003, my first major concern was how to arrest the widespread poverty that I saw all around me. The first thing for me was to explore existing opportunities and how these opportunities could be employed to achieve quick results. I did not hesitate in accepting that the best entry-point we have for tackling poverty is through agriculture.

Kwara State has a substantial cultivable area representing 75.3% of total land area or about 2,447,250 hectares, which has been found suitable for almost all forms of food and cash crops. However, only about 11 per cent of this was being cultivated by small farm holders, with an average farm size ranging between 1-2 hectares.

Before the end of that first year, we inaugurated a pilot scheme called Back-To-Farm. Under this programme, a total of 868.35 hectares of land was cultivated in 80 sites across the 16 Local Governments of the State using the existing vehicles of the State's Farmers' Council and the Ministry of Agriculture.

Through the Farmers' Council, we gave out money to farmers to prepare designated farmlands, and we provided seedlings, chemicals and fertilizers. Then we used the ministry of agriculture to supervise the scheme.

However, the outcome did not quite justify the enthusiasm and the investments that went into that programme. In retrospect, we realized a fundamental mistake was made: we have tried to mount a new carriage on an old horse that was also ill. So, we couldn't go far.

For one, the farmers that participated in the programme largely saw the money and the inputs we gave them as their own dividend of democracy. So, there was no commitment, or even intention on the part of majority of them to pay back or even get results that would justify the investments.

Secondly, we found that most of the farmers are in their 60s and 70s and they lack any form of formal education. We found that they used very little or no fertilizer and it came as no surprise that the best yield recorded was between 1 to 2 tonnes per hectare.

We also found that because the ministry of agriculture that we left in charge of the programme had been moribund for many years and they had not been called upon to do anything in a long time, they could not cope with the kind of challenge that a project of this magnitude presented, while many of them actually saw it as a golden opportunity to make quick money for themselves.

However, one of the most important lesson we learnt from that experience was that spoon-feeding farmers would not work. We also learnt another lesson regarding subsidy, especially regarding fertilizer distribution.

It has always been suspected that only 10-20% of subsidized inputs get to the actual farmers. Rather, they only help to enrich black marketers and unscrupulous officials. We found that despite repeated announcements on radio, telling farmers that fertilizers were available; our warehouses were still full of fertilizers for months because we managed to block all avenues of diversions and other leakages.

What all these taught us was that we needed a radical approach and policy for agriculture if we must use agriculture to drive our poverty reduction efforts and create wealth.

The core issue here is that we must rise above the subsistence level, and move into large scale commercial farming that would guarantee increased productivity while gradually integrating the small farm holders into the core farming centres.

This was the genesis of our commercial agriculture initiative with the Zimbabwean farmers. Under this project, we have been able to bring an additional 2,000 hectares under cultivation and, after the first harvest last year; we are expanding to 4,000 hectares this year. We are even more confident that this programme will generate substantial marketable surplus in food and cash crops that will encourage the development and expansion of local agri-processing and agricultural exports.

The key objective here is increasing yield per hectare. Where our local farmers are achieving maximum of 2 tonnes per hectare in maize for example, the Zimbabwean farmers would be doing a minimum of 6 tonnes for the same size of land, with the possibility of even surpassing this.

I must thank President Olusegun Obasanjo for his support on this project, and I am glad to note that through his abiding interest and encouragement, some of my colleagues have shown significant interest in replicating this scheme in their own States and have even commenced negotiations with the Zimbabwean farmers after visiting our State.

Even though the Zimbabwean farmers' project has been the better known of our agriculture programme, for us the more exciting is the Integrated Youth Farm Centre, which we hold as is the future of commercial agriculture in Nigeria.

The Integrated Youth Farm is conceived to create a successor-generation of farmers, by bringing well-educated and relatively educated young men and women together at a camp in Malete, about 45 kilometres out of the State capital, Ilorin.

At the centre, the youths are being taught the rudiments and dynamics of modern agriculture, from farming to farm management, agriculture mechanization and intensive farming in a broad range of agriculture areas, including animal production.

This programme is directly linked with our commercial agriculture initiative and is headed by one of the expatriate farmers from Zimbabwe who co-ordinate training activities. The farm currently houses 100 students who would soon complete their training.

Another main focus of our agriculture initiatives is irrigation, which is also central to agriculture development in the country generally. Because of their exclusive dependence on rain, our farmers can only plant once in a year, thereby severely limiting their productivity. With irrigation however, they can farm throughout the year and achieve double cropping. This has a direct advantage in increased income, and increased productivity.

We have tried to achieve this with our irrigated rice scheme in Duku-Lade, Patigi local government of our State. The irrigation facility was built in the 1960s by the then Northern Nigerian Government of Sardauna Ahmadu Bello to provide irrigation service on an 800ha of land. The facilities had since broken down and abandoned for many years. After reviving the scheme, for the first time last year we were able to witness dry season harvest of rice in our State.

However, a lot more investments need to go into the development of irrigation system in the country. The Federal Government must give irrigation development a priority attention because it is more than what a single State can handle. However, the States can focus on the development of medium and small-scale irrigation facilities for the small landholders. Countries like Vietnam, India and Brazil that have achieved great success in irrigation farming were able to do so through micro-irrigation technology that can be delivered with a few hundreds of dollars.

Another very crucial aspect of our agriculture development that we must focus on is processing. We have been producers of raw materials for too long. The penetrative capacity of our produce in the regional and international market however depends on value-addition. Because of failure to add values to our produce, our farmers end up working for manufacturers. I learnt recently that for every dollar earned by the local coffee farmer, traders and firms further up the value-adding chain received $13. This is what makes value addition through processing of agricultural goods very crucial.

The Federal policy that a minimum of 10% of bread flour must be made of cassava presents an important opportunity for value-addition. In collaboration with the Nigerian Institute for Tropical Agriculture, IITA in Ibadan, we have tried to build up cassava yield and also develop processing capacity in the State.

Through the Cassava Resource and Technology Transfer Centre (CRTTC) in Ilorin we have set up a large Cassava Processing Factory for High Quality Cassava Flour and cassava chips in each of the other senatorial districts have the capacity to produce 3 tonnes per day of dried product.

We have also set up one Micro-Processing centres in each of our 16 Local Governments. The work on these has reached advanced stages while others have been completed.

We have no doubt that all these actions would position Kwara State as leading producer of cassava products, not only for exports but also for use by the local bread flour mills. This on the whole will provide a guaranteed market for our farmers, thereby eliminating one major problem that farmers have always contended with.

Our on-going efforts in the construction of a new terminal building and a cargo terminal at the Ilorin international airport with the active support of the Federal government is one other strategic effort we are making to develop the export capacity of our farmers. The Federal Government's designation of the Ilorin International Airport as a cargo airport and the plan to construct industrial cold room will greatly facilitate export trade in agriculture produce, such as fruits, dairy, flowers and vegetables. This is very crucial. Even though we are lucky to have such a huge national market, we must begin to develop our capacity in penetrating the international market, especially for tropical produce.

Perhaps, one major attitude change that is required is for us to see agriculture as serious business. This attitude change is necessary for us to achieve the kind of funding that is necessary in the development of this sector. It is gratifying to note that this year alone, provision has been made for a ₦50 billion (US $350m) single digit interest rate lending to farmers. Of this, ₦30 billion is to be provided for by commercial banks while the balance will be jointly granted by the Central Bank of Nigeria, development and agricultural banks as well as state governments. This is the first time in the history of agriculture that this is happening in Nigeria. We must sustain this initiative and build on it.

As I said earlier, both the governments and the private sector have crucial roles to play here, not only because it holds great responsibilities for us all, but also because it offers great opportunities for us all. We have mentioned some of the things

that governments at all levels need to do, but government should also begin to withdraw from buying tractors and bulldozers.

We should invite the private sector to set up Agric Malls that would serve as one-stop shop for farmers. Farmers can go to these malls and hire tractors and other mechanization tools for fee. This way, an average farmer does not need to raise millions of naira to buy a tractor, and government is relieved of all the problems associated with buying and maintaining tractors.

One other area that we must focus on in increasing productivity in agriculture is our use of fertilizer. It has been observed that we use too little fertilizer in this country. Where we use about 7kg of fertilizer, an average farmer in a western country would use 100kg. If we must use more fertilizer however, we need to first develop our production capacity by setting up urea production plants across the country.

Development of physical infrastructure like good roads is a necessary pre-condition for achieving economic growth. Investments in road networks and efficient transportation systems that will enhance farm-market linkage are very crucial to the development of agriculture. This is another major area of responsibility for the governments.

Distinguished ladies and gentlemen, as I said earlier, my vision of a new Nigerian farmer is built on my vision of a new Nigerian agriculture. I have outlined some of the strategic actions we need to take to achieve the new Nigerian agriculture.

I have a dream of the new Nigerian farmer. And I believe that with all the initiatives and interventions I have outlined, that dream will someday soon become a reality.

I dream of a day when farming would no longer be regarded as mere means of survival but as a business in its own right with all the potentials and possibilities that come with any other business.

I dream of a day when graduates of accounting or banking and finance would prefer to own and run their own farms rather than seek banking jobs; a day when young men and women who hold degrees in Engineering or any other degree for that matter, would

opt for a career in farming, not because they have no options but because they regard farming as a more lucrative enterprise.

I dream of a young man or woman in jeans and T-shirt walking into a bank with his lap-top. And on his computer is able to make a cash-flow analysis and other business arguments to persuade a bank to give him credits based on demonstrated profitability of his farming venture.

And I dream of a day when bankers would be milling around farms seeking business and competing for farmers' bank accounts.

I dream of a Nigerian farmer that is capable of taking advantage of technologies and products of research to multiply his yield; when from one hectare, he would harvest 10 tonnes of maize and 40 tonnes of cassava.

I dream of a Nigerian tomato farmer who would not be satisfied with his job until he is able to process and package tomato puree and deliver it directly to the supermarkets.

I dream of a new Nigerian farmer with a minimum of 50 hectares of land, and applying 100kg of fertiliser at the right time, instead of 7kg when it is too late.

I dream of a day when the children of the rich will take to farming and the children of the poor will not seek to escape from the farm. A day when farms would be run by the 5th and 6th generations of family owners. A day when, not 70% but only a fraction of our population would be involved in agriculture and would use this to feed the rest of the country and export.

The Nigerian farmer of my dream is one who is familiar with products of agricultural research and innovation, and he is able to use it to expand his productivity and profitability. He can farm all year round because has the benefit of irrigation. He is able to invest in and use the information technology to locate and access markets worldwide. He is able to integrate forward through value-addition activities like processing, packaging and so on. He can stand proudly anywhere in the world and say, I am a new Nigerian farmer. That is the farmer of my dream.

Conclusion:

Distinguished ladies and gentlemen, my dreams can become a reality in the not too distant feature. However, we still need to do so much to bring about this day. The government of Kwara State is firmly focused on doing all that is necessary to make this day a reality. I believe by the time other States like Nassarawa, Oyo, Kaduna and Kebbi take off along the same line; if we have about 30 States in Nigeria driving agriculture along the line envisioned by the Federal Government, that day will not be long in coming.

Ladies and gentlemen, countries like China and India have proven to us that we must device our own path to achieving development. They have shown what is possible in one generation of commitment, vision and determination. They have shown that it is possible to affect even global economies by developing the rural economy. They have shown that population need not be a curse; in fact, it could be a major assets. These are the lessons we must embrace as we seek to pursue our vision of a future that guarantees happiness and better quality of lives for our children.

Thank you and God bless.

An address delivered by His Excellency, Dr Abubakar Bukola Saraki at the 12th Nigeria Economic Summit Group, held in Abuja in June 2006.

Extra Case Presentation 4

The Case Study

Number Sixteen

Public Private Partnership Solution to Housing

The Present Administration recorded a number of achievements in the various Departments making up the Ministry of Lands and Housing. Without doubt, the liberalization of issuance of Certificate of Occupancy and the provision of low-cost houses in the three senatorial districts hallmark the achievements of the Saraki Administration in the Housing sector.

The Mandate I and II Housing Estates, which started in Year 2004 have been completed with all infrastructural facilities already put in place. It was commissioned by Vice President Atiku Abubakar last year and all the housing units in Mandate I Housing Estate have already been allocated to people. A loan of N500million has been secured from the National Housing Fund, being managed by Federal Mortgage Bank of Nigeria for the proposed Mandate III housing units of 2-bedroom and 3-bedroom bungalows.

In order to ensure even development of the State in the area of housing, the State Government embarked on the construction of 35 no 2- bedroom Low-Cost bungalows in Kwara South and Kwara North Senatorial districts. In addition, about 360 residential and commercial plots were prepared for interested members of the public in different locations in the State. Both the Oja Oba De-congestion project and the Kulende Market Project, which consists of 133 shops, have almost been completed in readiness for commissioning soonest.

Appropriate measures have been put in place by the present Administration to facilitate the issuance of Right of Occupancy, in addition to the conducive environment already provided for the activities of investors in the State. Unlike in the past when Certificates of Occupancy took eternity to be issued, applicants

could have their Certificates of Occupancy within two weeks of application. The enabling environment has greatly encouraged private developers to be partners in progress with the State Government in the area of housing development. As part of efforts to ensure development, the embargo placed on the issuance of Certificate of Temporary Occupancy (CTO) has been lifted.

In the Lands Department, a total number of 1,353 applications for residential plots/housing were registered from which a sum of Nl,090,755.00 was realized as application fees; a sum of N23,334,441.50 was collected as premium fees while 342 Right of Occupancy Certificates were issued.

In the area of subsequent transaction, 78 applications for assignment were processed; 28 Mortgage issues were lodged with a sum of N52,000.00 realized as application fees; a sum of N3,300,255.00 was realized from the 61 applications for mortgage that were approved.

At the lands registry, 100 documents were registered fetching the State Government a sum of N2,453,475.00; 66 searches were conducted, with a sum of N20,500.00 realized; 117 Certificates of Occupancy were signed by the Governor before the responsibility was shifted to the office of the Attorney-General.

Under the fast tracking, 3 Certificates of Occupancy were signed and a sum of N825,000 was realized; a sum of N3,800,000.00 was collected on Certificates of Occupancy Bills; 3 certified true Copy Certificates were issued with a sum of N15,000 realized; 217 Certificates of Occupancy were ready for the Attorney General's signature while a total sum of N2,303, 772. 70 was collected as ground rent within a period of nine months.

The other activities of the Lands Department during the period include Valuations of assignment, which were 68 in number; one Asset Valuation; Valuation for Compensation, three in number and two special Valuations which fetched the Government a sum of N37,500.00 as revenue from valuation fees.

Two new major sites were acquired for waste disposal at Gbagede and Kwara Commercial Farmers, Tsonga district, in Edu Local Government Area.

The Ilorin Area Office generated a sum of N299,831.34 as revenue, excluding application form for Mortgage and Assignment, while a total sum of N38,475,549.78 was generated into Government Coffers by the Lands Department during the period under review.

The Town Planning Department prepared Gbagede, Kulende Residential Layout, Ilorin; the Residential Layout along Transit Camp road (T.P .0. 260) and Residential Layout at Ganmo (T.P .0. 245) with plots of land earmarked for supporting facilities like schools, banks police posts and petrol station within the layouts. Over 500 residential plots have been made available to the people of the State on these layouts.

The Department participated in the designing of the new Housing Estate at Adewole (Mandate), which comprises about 350 one-bedroom and two-bedroom housing units now completed and ready for allocation to interested members of the public.

In line with the Present Administration's commitment towards the upliftment of the physical development of Ilorin, the State Capital and other major towns, necessary machinery has been set in motion for the review of the Ilorin Master plan. The numbering of the 250 housing units at Irewolede Housing Estate in Ilorin was carried out by the Department before they were allocated to the successful Winners.

The Building Services Department, which is charged with the responsibility of designing, costing Bills of Quantities and supervising all Government Building Projects, was involved in many projects and activities in the past three years. These include design, costing and supervision of 100 one bedroom and 100 two bedroom sandcrete housing units, including infrastructural facilities; supervision of 100 one-bedroom and 50 two- bedroom hydra form housing units including infrastructure; financial appraisal and vetting, precedent to commencement of construction of proposed Modern Abattoir Complex for Ministry of Agriculture; Financial assessment and vetting of the proposed industrial Estate at Elekoyangan with Ministry of Industry and Solid Minerals as the client Ministry; supervision and modification/renovation of speaker's official residence; design,

costing and supervision of construction of Hostel Blocks and Principal's quarters for Ministry of Social welfare; design of Marriage Registry for Ministry of Social Welfare; supervision of renovation work at the Stadium Complex with Ministry of Sports and Youth Development as Client Ministry; supervision of renovation work at Kwara Furniture Company, Ilorin and supervision of Judiciary buildings.

The other activities include supervision of landscaping of the Ilorin metropolis; preparation of design and cost Estimate/Bills of Quantities for Management Development Centre; Vetting, design and preparation of cost estimate for the proposed buildings for rice processing and destoning equipment; preparation of design and cost estimate for the proposed 100 No 2-Bedroom housing units to be constructed at four locations, including Omu- Aran, Kaiama and Lafiagi as well as preparation of design and cost estimate for the Proposed Cashew Processing Industry at Ogbondoroko.

The perimeter and detailed survey of Government House, the State Guest House Extension, the Recreation Park, the land set aside for Rehabilitation of Destitute at Amayo and Integrated Waste Management Facility at Gbagede Village among others, have been carried out. The layout survey of Phases I and II of Adewole Estate site and the new Residential layout behind the Mandate House; Survey of other smaller layouts; individual sites and various sites for organizations and companies have been successfully carried out.

During the period under review, various issues bordering on access blockage, encroachment and drainage problems were mutually resolved by the Ministry of Lands and Housing.

This case on the Achievements of Dr Bukola Saraki under the Housing for All Programme was packaged by Ojo Sunday and Mustapha AbdulRasaq

Extra Case Presentation 5

The Case Study

Number Seventeen

The Clean and Green Revolution

It is true that great cities, with magnificent architecture, breathtaking layout and monuments don't come by chance. They are the fruits of some lifetime of devotion to beauty and art. A city like Paris, for instance, is the legacy of some legendary kings who are evidently aesthetes. Widely described as being like a woman with flowers in her hair, Paris was developed into a paragon of beauty during the renaissance- a period lasting between the 1300s and 1500s. Today, Paris alone hosts nothing less than 2 million tourists yearly. They are drawn in by the charm of its scenic parks, museums, palaces and monuments.

To the careful observer, Governor Bukola Saraki of Kwara State has distinguished himself as a postmodern scion of this medieval dynasty of aesthetes. In a world madly chasing advanced technology and global commerce as the utmost value, Governor Bukola Saraki has sensibly held on to values of a beautiful and healthy environment while not despising the former. Keen as his sense of aesthetics is, it has had much sensible influence on his style of administration as it is no doubt the driving impetus behind his ***'Clean & Green'*** *policy. From the child's play many took it for when it was launched on 13th August 2003,* ***'Clean & Green'*** *has blossomed luxuriantly, in an rid soil.*

In the most dramatic manner, our environment, roads, and neighbourhoods have translated from an embarrassing spectacle of debased squalor into Paradise land. The big credit is owed to the reinvented Kwara State Waste Management Corporation (KWMC) and its proficient operatives.

Under a most radical arrangement, the meticulous Governor Saraki, whose befitting sobriquet is "Mr. Due process" contracted out the daunting job of sustaining a clean, healthy metropolis to O'la Kleen an approved cleaning outfit under the supervision of the Ministry of Environment and Tourism.

*The activities of the **'Clean & Green'** army that resulted is remarkable. Covering a total of 142.8km of road network, which criss-cross Ilorin metropolis, their work is not limited to surface level sanitation.*

They run a waste collection and disposal service. Under this service they strategically place their receptacle (or Ro-ro) bins in virtually all neighborhoods in the metropolis for waste collection and regularly dispose of this waste with dedicated trucks. They open up and clear blocked drainage's along these routes, which causes flooding and erosion during rain. They also keep road medians, roundabouts and roadsides trim.

*Realizing that the miracle of **'Clean & Green'** cannot be wished away, residents of areas outside the coverage of **'Clean & Green'** have made representations to the state government about their exemption from its benefits. Nevertheless, the state government has extended the glad tidings of **'Clean & Green'** to localities beyond the state capital. Far-flung towns like Offa, Omu-Aran, Oro, Gbagede, Moro and so on have since been enjoying the services of KWMC. To entrench this value of environmental cleanliness further still Governor Saraki has also re-introduced the monthly sanitation exercise throughout the state.*

A prime indicator of extreme poverty is poor, unhealthy living conditions, which is characterized by a squalid environment. Apart from undermining the health of the people, it is an image of disorder itself-corrupt and debased and even criminal thought, whereas sanity of the environment foster sanity of the body and mind, activating healthy, creative, thoughts which in turns anchors development.

*Hence, programmes like **'Clean & Green'** - at a time when uncontrollable heaps of refuse sprouting spontaneously is a dormant feature of most cities-is a prudent approach to elevating the life of the common man.*

*With such indicative approach, as embodied by **'Clean & Green'** to the issue of economic development, Governor Saraki is achieving two crucial developmental ends, in one breath, with meagre state resources. Mention must be made of the over 2,000 jobs that have been created so far in **'Clean & Green'.** Most heartwarming is that fact that these jobs have been specially biased to favour women and youths in the state-the groups worst hit by the scourge of unemployment. This is certainly a merit coming side by side with environmental sanity.*

In yet another monumental project, the State Ministry of Environment is transforming our sub-urban streets and roads into tree-lined groves. A green revolution has swept over us before anyone can even say 'Green' or fathom what the coinage 'Clean & Green' explicitly connotes. Up to 13 roads within the metropolis have been marked in this revolution. Sycars, thuja, various creepy plants and amenity trees are to landscape the road median as well as setbacks.

One major threshold of Governor Saraki's urban renewal and redesign policy is the epoch-making decongestion of Oja-Oba square Ilorin. The market strip in the vicinity of the Emir of Ilorin's court has for long become dreadful to motorist and pedestrians passing through the area as well as shoppers who regularly visit the market because of its characteristic swarming, uncontrolled crowd. This crowd is typically made up of displaced hawkers, who spill dangerously into the road median; sheldless road-side traders, who take a good part of the narrow road making traffic crawl at snail-speed; and destitutes who have been quartered there for decades.

Most unfortunately, Oja-Oba doubles as the bus terminus for commercial vehicles entering the city from the south. Here, visitors alight and take in their first impression of the quaint city.

The redevelopment plan, which highlights crowd control, removal of traffic bottleneck and provision of adequate car parks for commercial vehicles and private cars, is being handed by the Kwara State Town Planning and Development Authority (TPDA) and work is now in earnest in Oja-Oba.

In similar flurry of activities, the Forestry Development is putting up secretariat parks within Ilorin metropolis. One is the Metro Park, which is the former Amusement Park being given a new look. Second is the new Mini Park. Adequate renovation has been proposed for satellite and Pategi Regatta Motels in Ilorin just as it has been done with Kwara Hotel, where hospitality and comfort has both been splendidly redefined.

This case on the accomplishment of the Clean and Green Vision of Governor Bukola Saraki was put together by Ojo Sunday and Mustapha AbdulRasaq

Extra Case Presentation 6

The Case Study

Number Eighteen

Religion and Cultural Balances as Instrument for Harmony

Introduction

Some of the qualities attributed to Kwara State which makes it a State of harmony are the high sense of religious tolerance, mutual understanding and peaceful coexistence by the Kwarans in the face of multi religious adherents. Since 1967, approximately forty four years ago, when, Kwara State was created along with the first twelve (12) created States across the nation ,which included, by then, the major parts of Kogi and some parts of Niger States, there were no records of religious disturbances, except once, around 1986 and it was quickly nipped in the bud. If for forty four years, people of different ethnic groups; of diverse culture and languages; of different religions and political inclinations have lived and continue living together in peace, harmony and tranquility, the secret behind such achievement is worthy of acknowledgment and recording for posterity.

The inability of human beings to control their agitated minds is the root cause of man-made problems. Thanks to the tremendous stride in technological advancement and human intelligence in recent times, the quality of research on both the inner and physical world has reached higher levels. However, the world is also facing a lot of new problems, most of which are man-made.

More than a thousand years have passed since the great religions of the world flourished, and the world had witnessed a lot of conflicts. Despite the fact that different religions of the world have provided many solutions about how to control an agitated mind, we still have not been able to realise our full potential.

It is very important to distinguish between "belief in one religion" and "belief in many religions". The former directly

contradicts the latter. In the past it was not a major problem because nations remained aloof from each other with their own distinct religion. However, in today's close and inter-connected world there are so many differences. In such a society it is very important to have harmony and respect amongst the different religions, so we must distinguish between belief and respect. Belief refers to total faith, which you must have in your own religion. At the same time you should have respect for all other religions.

If a harmonious relationship is established amongst societies and religious beliefs in today's multi-ethnic, multi-religious and multi-cultural world, then it will surely set a very good example for others

The majority must consider the minority as their invited guests. The minority, on the other hand, should be able to live sensibly with the majority. In other words, both sides should live in harmony. In order to sustain this harmony, both sides should not take lightly the sensitive issues between themselves. Indeed, the majority should pay attention to and appreciate the views and opinion of the minority. Both sides should discuss and clearly express what they think about the other's view and opinion. The minority, on the other hand, should be careful about where the sensitive issues of the majority lies and express whatever doubts they have in their minds. If problems are resolved in such a friendly manner; then both sides will gain. Suspicion of each other will only harm both communities. Therefore, it is very important to live in harmony and analyse where the opinion of the other lies. The best way to do this is to engage in dialogue, dialogue and dialogue.

The above explains how and why the harmonious nature of Kwara State has been sustained over the years since the creation of the state as we will discover in the brief history of the state below.

Brief History of Kwara and its Cultural mix

Kwara State is one of the 36 states of Nigeria with Ilorin as its capital. The primary ethnic group of Kwara State is Yoruba, Nupe, Bariba and Fulani minorities. Kwara State was created on

27 May 1967 by the Federal Military Government of General Yakubu Gowon who broke the then four regions that constituted the Federation of Nigeria into 12 new states. At its creation, the state was made up of the former Ilorin and Kabba provinces of the then former northern region and was initially named the West Central State but later changed to "Kwara", which is the local name for River Niger. The State has since 1976 reduced considerably in size as a result of further state creation exercises in Nigeria. On 13 February 1976, the Idah/Dekina part of the state was carved out and merged with a part of the then Benue/Plateau State to establish a new Benue State. Again on 27 August 1991, five local government areas, namely Oyi, Yagba, Okene, Okehi and Kogi were also excised to form part of the new Kogi State along with a sixth Local Government Area excised from Niger State. Kwara State as presently constituted is made up of sixteen Local Government Area, namely; Asa, Baruten, Edu, Ekiti, Ifelodun, Ilorin East, Ilorin South, Ilorin West, Irepodun, Isin, Kaiama, Moro, Offa, Oke Ero, Oyun and Pategi. The State is Muslim dominated with about sixty percent of the population, yet there is relative peace and harmony among the people of the state, hence the reference to Kwara as the "State of Harmony".

The 'Dominant' Ilorin Emirate of Kwara State

The Ilorin Emirate is a significantly traditional state that revolves around the city of Ilorin. As an emirate, it is fashioned after the traditional Hausa Kingdom. At the start of the 19th century Ilorin was a border town in the northeast of the Old Oyo Empire, with a mainly Yoruba population but with many Hausa-Fulani immigrants or slaves. It was the headquarters of an Oyo General, Afonja, who rebelled against the empire and helped bring about the collapse of the Oyo Empire with the assistance of the Hausa-Fulani. The rebellion was powered by Hausa, Nupe and Bornu Moslem slaves. Afonja was greatly assisted by Salih Janta, also called Shehu Alimi, a leader of the local Fulani, but was assassinated in 1824, and Alimi's son Abdusalami became Emir as Ilorin became an emirate of the Sokoto Caliphate.

Ilorin and the Jihad

It is necessary to discuss what jihad means and its significance in Islam in an attempt to dispel some long held outrageous views on the movement, particularly with regard to Ilorin. Some contemporary Nigerian historians hold the view that the jihad in Ilorin contravened the tenets of Islam. They predicated their stand by asserting that the presence of Islam within Oyo Empire was negligible as its citizen predominantly observed traditional Yoruba beliefs. Therefore unlike in Gobir and other Hausa States where the rulers were Muslims, although their observance of the religion was nominal, a similar situation did not exist in Ilorin or within Oyo Empire at the beginning of the 19th century. Consequently, some scholars argue that the motive of the Ilorin jihad was purely political. It simply was a camouflage by an immigrant minority group to snatch power and lord it over the Yoruba peoples in the name of Islam. Such scholars buttress their arguments by pointing out that Muslims within Oyo Empire lived peacefully and practiced their religion for centuries without any hindrance up to the time of the outbreak of hostilities between newly arrived Fulbe Muslims and their hosts in Ilorin. In as much as most of these arguments seem convincing, nonetheless, they lack proper understanding of the true meanings of jihad and what factors may have compelled the Fulbe to deploy it.

In its ordinary sense, jihad simply means a 'struggle' in the path of righteousness. A number of leading Muslim jurists identify three basic types of jihad. Firstly, jihad of oneself, secondly, there is jihad of the mouth, which entails the proclamation, propagation, and dissemination of the word of God without fear or favour. Thirdly, there was jihad of taking up arms in defence of the faith. This becomes necessary when a Muslim umma is faced with threat. In such a scenario, it becomes obligatory for a true Muslim to stand out and fight for the sustenance of their faith and umma. It has been decreed in the Holy Quran verse.

When people talk about the 19th century jihad anywhere in contemporary Northern Nigeria, the tendency is to link it to the one led by Sheikh Usman Dan Fodiyo, which began in the Hausa State of Gobir in 1804. That was not the case with regard to Sheikh Alimi's jihad in the northern part of the metropolis of Oyo

Empire, even though the two Islamic movements fused into one later on. However at inception not only were the two movements independent of one another but the immediate causes of each were different also. One fundamental difference between the two movements was that while in Gobir, Usman Dan Fodiyo confronted a sovereign state and its ruler, in Ilorin, Sheikh Alimi grappled with a renegade provincial lieutenant driven by the burning desire to take over power from his sovereign at the centre.

The combined forces of Afonja and Alimi defeated Alafin Aole and captured him, but the refusal of Alimi to release the Alafin to Afonja for him to use for sacrificial purpose but rather releasing the Alafin and ensuring his safe return to his capital led to sudden collapse of friendly relations between the two allies. Afonja however, initiated an action to deceive Alimi, on the premise that he was willing to accept Islam, and requested that Sheikh Alimi and his men moved from Kuo to Ago, presumably in preparation for the conversion ceremony of Afonja to Islam. On the contrary, Afonja and his men marched in secretly on the night before the day of conversion to lay ambush and attack Alimi and his men during the early morning prayer. In the process, many of the devotees were killed while Sheikh Alimi escaped with his men and retreated to Agbabiaka, from where he launched his attack to preserve his life, his umma and the dignity of Islam.

It is therefore noteworthy to state that Sheikh Alimi and his men did not initiate the action that ended the life of Afonja. Also, he did not know that Afonja's mission for inviting him and his men to Ilorin from Kuo which was protected by a groove of trees was to annihilate them. Moreover, Sheikh Alimi did not know that the purported desire to convert to Islam was only a ploy with Afonja's impending early morning attack with an ambush laid against them. Therefore, although Sheikh Alimi did not formally declare a jihad, the action he took after Afonja's surprise attack on him and his supporters was tantamount to one.

The Ilorin Central Mosque

The first Ilorin central mosque was founded in 1820. This was followed in 1835 when another central mosque was built at Idi-

Ape during the reign of the first Emir of Ilorin, Abdul Salam. However, more than a century later, this central mosque could no longer cope with the phenomenal growth in the population of the Muslim Ummah of the city. For this reason, in 1974, the 9th Emir of Ilorin, Alhaji (Dr) Zulkarnaini Gambari invited Grand Mufti Alhaji Mohammed Kamal-u-deen and the present Wazirin Ngeri of Ilorin, Dr Abubakar Olusola Saraki to coordinate the fund-raising and the construction of a new central mosque befitting of the status of Ilorin as a city of Islam.

On 30 April 1977, the foundation was laid for the new mosque by the Emir of Gwandu on behalf of the Sarki Musulmi, Sultan Abubabar III. At the time the new Ilorin Central Mosque was completed and officially opened in 1981 by the former president Alhaji Shehu Shagari, it was big enough and befitting the status of the Muslim dominated town.

Over a period of thirty years the mosque has generally dilapidated with visible structural defects like cracks showing on some of the columns, the concrete walls and the domes, causing profuse leakages in a number of locations. The glass mosaic finishes on the walls and marble floors are cracked or chipped off making the mosque look generally rough and unsightly. Similarly, all the auxiliary structures like the toilet building and the steel stanchions are either dysfunctional or completely bad. The need for the reconstruction of the mosque became obvious, and the state could no longer look the other way.

The 'New' Ilorin Central Mosque

This project, the rehabilitation, refurbishment and redecoration of the Central Mosque is an effort to restore this important cultural icon. The planning work had started in 2007 when Alhaji (Dr) Ibrahim Zulu Gambari, CFR, the Eleventh Emir of Ilorin, with great assistance of Dr Abubakar Bukola Saraki, the Waziri of Ilorin, and the Executive Governor of Kwara State, set up a technical committee headed by Alhaji Shehu Abdulgafar, on the rehabilitation and enhancement of the central mosque. The committee has worked actively and had invited expertise from specialists in mosque construction from around the World,

especially from Saudi Arabia, the United Arab Emirates and Nigeria.

In addition to the general restoration of enhancement of the mosque, it now has a total of 99 domes of different diameters, 75 feet above the floor. The large dome is of gold finish while the four big domes around it are now coated in green and reflective illumination. The mosque form is enveloped within a pyramid shape of square base and 45 inclinations for the faces. It has four accessible minarets each standing at the height of 150 feet. Moreover all the dilapidated domes and minarets with mosaic finishing have been restored and finished with cut-to-size marble. The exterior and interior have also been covered by special marble while the expanded courtyard has been constructed with heat-absorbing granite (marble) finish. The doors and windows have been replaced with specially designed ones befitting the new mosque concept.

Additional facilities now provided in the new mosque are:

- *3 Modern Ablution centres with toilet facilities, each able to hold 100 worshipers at a time.*
- *A well-equipped multi-purpose hall.*
- *An Islamic library with modern facilities.*
- *A car park.*
- *Modern lighting equipment, air-conditioners and long-range speakers for salat calls, among others.*

From the above historical foundation of the state and the religious background of the establishment and rulership of Ilorin, the capital of the state and a significant part of the political landscape, the ability to accomplish harmonious relationships between the different religions in the state requires further analysis. However, the harmony status of the state cannot be divorced from the religious understanding that has predominated the leadership and followership of Kwara State.

As human, we have the tendency to take peace and peaceful co-existence for granted, particularly when we cannot measure our direct contribution to it. However, the government of the state in their understanding of this unique status in the comity of states

have not only made the harmonious status of the state a slogan to promote the state but also devoted resources towards its sustenance. This has been done perfectly in partnership with the traditional rulers of the communities of the state and the religious leaders in the state. The ability to manage the leadership of the various religions by the government has been a major factor for peaceful co-existence in the state.

For every successful man, they say, there is a woman. But in this scenario, it is for every successful community or state there must be a good ruler or Governor governing an understanding people. This write up is not an attempt to assess the works of all past Governments in Kwara State and their governance. Neither is it to have the present government activities in various spheres of life x-rayed. But to have a flash back at the efforts made by the government of Dr Abubakar Bukola Saraki, by consolidating what had been done by his predecessors, the improvements he has made on them, and the solid foundation he has laid for the future, particularly in the area of religious tolerance, elimination of thuggery, ensuring a cultists free society, and peaceful coexistence, so as to keep the state truly as 'State of Harmony.'

This case presentation was drawn from contributions by Sulaiman Adua, Lydia Akande and Jamiu Sulaiman.with copious reference on Ilorin Emirates from, Imam, H. (2009) A Judicial Path: Biography of Honourable Justice SMA Belgore, Safari Books, Ibadan, pp. 3 -25

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Dr Bukola Saraki making a promise of change



Gov. Saraki hosts the Governor's Forum



Front view of the Aviation College, Ilorin



President Jonathan commissions the International Aviation College



President Jonathan and Gov. Saraki Inspects Aircrafts at Aviation College



President Jonathan commissions the Mass Transit Train Scheme (MTTS)



Gov. Saraki inspecting the Train



Rail Coaches at the Ilorin Railway Station



Kwara State University, Malete entrance gate



Commissioning of Kwara State University by President Jonathan



Administration Building of Kwara State University, Malete



Shonga Farms



Gov. Saraki at the Malete Youth Farm



Shonga Farm Cows at the Dairy Farm



Entrance view of Kwara Advanced Medical Diagnostic Centre



Kwara Advanced Medical Diagnostic Centre building



Dr Bukola Saraki on Health Matter



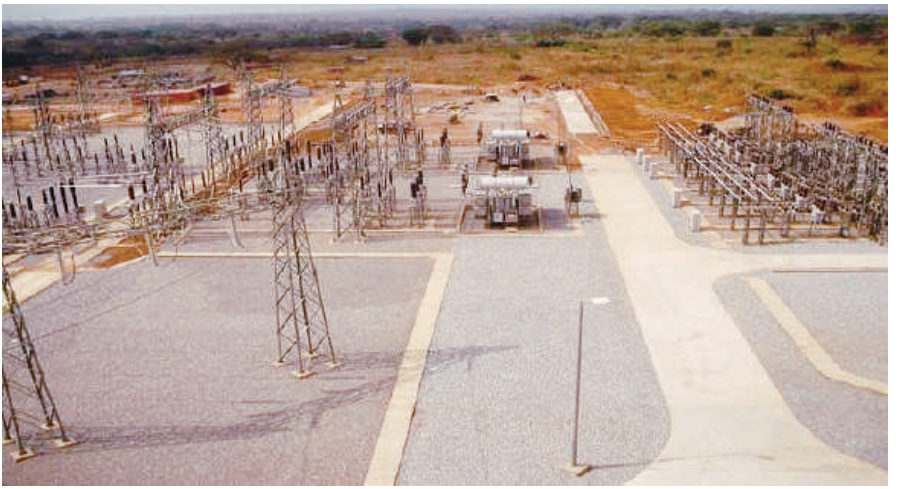
Commissioning of Expanded Waterworks, Asa Dam by President Jonathan



Expanded Waterworks, Asa Dam



Some of the facilities at Waterworks, Asa Dam



Ganmo Power Substation



Some of the equipment at Ganmo Power Substation



Entrance to the equipment house



Gov. Saraki congratulates President Jonathan



Gov. Saraki and the UN Secretary General



Dr Saraki and Gov Abdulfatah Ahmed



Gov. Saraki, President Jonathan & Education Minister



Gov. Saraki and Jose Mourinho in Ilorin



Gov. Saraki, President Jonathan, Na'Allah & Bolaji



Front view of the Government House



Outside view of the Banquet Hall



The New Central Mosque Project initiated by Gov. Bukola Saraki



The first Flyover Bridge in Ilorin commissioned by Dr Mu'azu Babangida Aliu





Having a Chat with HRH, The Emir of Patigi



A Royal Handshake with Emir of Kaiama, Alhaji Muazu Omar



Dr. Bukola Saraki handing staff of office to Olofa of Offa.



Dr. Bukola Saraki and Sir Ketumile Masire



Dr. Bukola Saraki and Akon



Jay Z was honoured by the Emir of Ilorin with Governor Bukola Saraki in the middle



The Newly renovated Secretariat, Ilorin



Kwara Hotel, Ilorin



NGF Breakfast Meeting WIth UN Secretary-General



Speaking with members of the audience at Chatham House
(St. James Square, London)

About The Book

STATECRAFT

Laying The Foundation For Modern Development

Statecraft: Laying the Foundation for Modern Development is a book on governance that focuses on the link between stated objectives and the achievement of such set goals and objectives. Statecraft represents the art and science of governance which from the perspective of the focus of this book examined governance from the point of view of promises made and the extent to which such promises have been fulfilled.

In the twelve chapters, of this book various researchers from diverse backgrounds examined different aspects of the economy of Kwara State, from revenue to education, health, electricity, agriculture, housing, religion and culture, in an attempt to explain the growth experienced in the eight years of Governor Bukola Saraki's administration of the state.

Statecraft adopted a unique methodology in appraising the activities of the government under review. The approach subjected the administration of Governor Bukola Saraki to the promises made, particularly at inception, making copious references to the words of His Excellency in most cases. The purpose of adopting this research method in ***Statecraft*** is to begin the process of subjecting our leaders to objective and empirical assessment and accountability.

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