

# The Evolving Socio-Economic Transformation in Jigawa State...

The decision to chart a new course for social and economic rejuvenation in Jigawa was taken immediately after assumption of office by the Badaru Abubakar administration following the startling revelations in the State's affairs as documented by his transition committee. Some of the bleak indices uncovered by the Price Waterhouse Coopers assisted committee included almost ₦110 Billion in Financial liabilities and contractual obligations and a treasury opening balance of just over ₦16 Million as at May 29th. The fact that Oil prices were on a downward spiral meant that federation account receipts could not meet existing obligations and other expenditure which had ballooned in the preceding 6 years of unprecedented national prosperity, fueled by an era of profligacy and ostentation and the "spend it all" mantra that was the order of the day.

Faced with this grim situation, the Government strategized by adopting a number of measures aimed at balancing the reality of a drastic cost cutting exercise with the need to ensure productivity service delivery in the civil service by ensuring that all salaries, allowances and other emoluments were paid as and when due. Non-essential expenditure which added to the high cost of governance was drastically slashed and some expense subheads dropped altogether. A biometric attendance system was put in place which led to the discovery and deletion of over 4,800 ghost workers, and financial prudence and value for money was made the order of the day. Comparatively the cost of running the seat of administration from September 2013 to May 2015 and June 2015 to February 2017 shows an actual reduction in running costs for Government House by 68%, Protocol 81%, Security Expenditure 91% and The Deputy Governor's Office by 46%. Monthly overheads of all MDAs were adjusted to face the new reality after due consultation and mutual agreement with all Permanent Secretaries and department heads. Measures were put in place to boost local revenue generation by plugging leakages through a Single Treasury Account regimen and exploiting hitherto untapped areas which resulted in an IGR increase of over 63% over the comparative periods of Sept 2013 – May 2015 and June 2015 to February, 2017.



**“... our first set interventions was a direct response to the most critical challenge that stared us in the face on taking over the reign of leadership which was that of dwindling revenues, huge contractual commitments, financial liabilities, high-cost of administrative governance and fiscal uncertainties. We rightly felt from the onset that, unless this challenge is squarely addressed, the situation could get calamitous and degenerate to a level where it would even be impossible to pay salaries and meet the cost of even the most basic public services - which has been the case of many States in the Federation. It was at that moment that we adopted prudence and value for money as an underlying principle in our change mantra. Governance is a public trust and nowhere should this be more evident than in the management of public resources – financial or otherwise...”**

The Government also aggressively pursued its inaugural pledge of creating a local economy around the Agricultural sector by unlocking the underutilized potential of its land assets and partnering with big industrial players to scale up development and take productivity to new heights from its dismal level.

These measures combined, led to a gradual resuscitation of the

State's precarious financial situation and led to the implementation of the commitment to complete all prioritized and verified inherited infrastructure projects as briefly enumerated below.

## A Glance at some of the Sectors...

**A**griculture – Consistent with the Economic Diversification Strategy of the Federal Government, Agriculture was selected as the main driver of the Strategic Vision of Badaru Administration. With the slogan **“Farming is a Business”**, His Excellency was able to galvanize the people, particularly the youths, into a sector that was beset with a myriad of challenges - age-long model of subsistence agriculture characterized by small-farm holdings, high-level drudgery, inadequate extension services, ineffective response to periodic pest and disease outbreaks and inadequate access to high quality agricultural inputs. This created an uncompetitive environment with low productivity, leaving the farmers wallowing in a vicious cycle of abject poverty from generation to generation... and this is despite the huge comparative advantage enjoyed by the State including its 1.8 million hectares of cultivable land, over 0.4 million hectares of fertile fadama lands suitable for all-year round cultivation and a huge reservoir of bodies of water and able-bodied youths.



Performance of Cluster-farms compared to normal farm practices				
S/N	Crops	Average Yield – Farmer Practice (T/Ha)	Average Yield Cluster-Farm (T/Ha)*	Increase
1	Rice	2.4	5.1	113%
2	G/nut	0.4	0.85	113%
3	Sesame	0.2	0.46	130%

*NOTE: \* - Maximum yields recorded for rice, groundnuts and sesame were 8.1 T/Ha, 1.4 T/Ha and 1.04 M/Ha respectively*

In 2016, the sum of ₦7.4 billion was allocated to Agriculture which was the highest ever budgetary allocation to the Sector both in absolute and proportionate terms, allowing the state achieve massive increments in critical crop output without funding from the ANCHOR scheme. The strategic objective is for this sector to play a leading role in achieving inclusive and sustainable economic growth while keying into the Federal Government's drive for the National Food Security. By addressing the whole range of the agricultural-value chain anchored on creation of farm clusters with farmer aggregation, adequate and timely access to quality

inputs and effective extension services, Government was able to achieve unprecedented across-the-board productivity improvement at par with global averages. In the last two years, 1068 farm clusters have been established and fully supported by the Government under the model of “Farming is a Business” ensuring that the principles of business competitiveness and economy of scale are deployed even for small-tie farmers. This has made it possible to achieve significant positive rate of return on agricultural investments through timely access to high quality inputs such as seeds, fertilizer, pesticides and equipments, at much lower cost. Results so far indicated that for some priority crops being supported by the Government, an average 5.1 tons per hectare for rice; 0.5 tons per hectare for sesame; and 0.9 ton per hectare for groundnuts were achieved. In the words of the CBN Governor Emebele, *“... the cluster model of Jigawa State demonstrates how people empowerment at the local level positively impacted on the rural economy”*

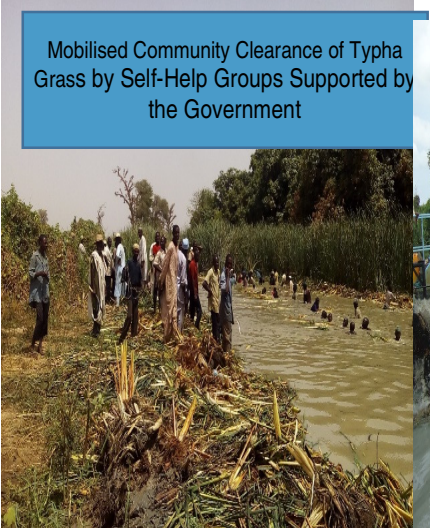


Concurrent with small farmer aggregation there is also a big push for large-scale mechanized agriculture with out-grower arrangements to integrate small farmers. Dangote Rice has taken up 25,000 hectares for paddy rice production with additional 10,000 hectares for out-grower scheme at Hago in Kafin Hausa Local Government. Yields of up to 10 tons per hectare from an 80ha pilot farm indicates great potentials towards making Nigeria one of the World's leading producers of rice. Great Northern Agriculture Limited has taken up 12,000 hectares for sugarcane plantation in Gagarawa Local Government to feed a 120,000 tonnes / annum sugar factory, the largest in Nigeria with 4 interdependent factories producing Food seasoning, Fertilizer, High Density Fibre-board and generate 17 MW of electricity from one complex. The provision of irrigation infrastructure for all 12,000 and beyond will change the economic landscape of the affected communities through intercropping in the 6,000 Ha out-grower section allowing farmers achieve a 3 cropping annual cycle instead of the their 1 rainy season crop season.

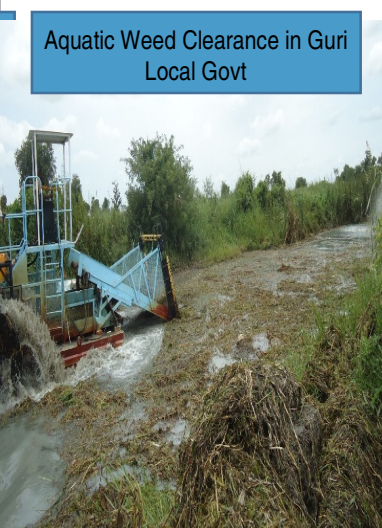


There are presently 3 operational rice mills with 2 more under construction and the Government has purchased mini rice mills for the establishment of rice milling parks in 6 areas of the State to complete the value chain, provide employment and create price stability for rice farmers.

**E**nvironment - Apart from the persistent problems of desertification, perennial flooding and gully erosion that are prevalent regional environmental problems, Jigawa is faced with the peculiar menace of rapidly growing invasive Typha grass that has blocked water channels and rivers, and escalated the occurrence of flooding upstream while denying farmers downstream access to water for irrigation, fishing and domestic use. Sadly the impact of this blockage affects several local governments in neighboring Yobe, Bauchi and Borno States. The removal of this menace has received unprecedented attention with the State



Mobilised Community Clearance of Typha Grass by Self-Help Groups Supported by the Government



Aquatic Weed Clearance in Guri Local Govt



Seedlings Production Facilities. A minimum of 2.5 million Seedlings produced annually for shelterbelt development

Government paying for and mobilizing specialized equipment in conjunction with the Hadejia Jama'are River Basin to commence removal in 2015. The Government subsequently employed the affected villagers by forming several self help groups and utilizing them extensively to engage in manual removal of the weeds, and this concerted effort resulted in the clearance of over 100km of rivers, primary and secondary tributaries and ponds from Ringim to Auyo, Hadejia, Kirikasamma and Guri local governments. At a recent ceremony to distribute canoes and cutting implements in May 2017, Local government Chairmen and community leaders from Yobe and Bauchi attended in solidarity and testified to the effectiveness of the exercise in Jigawa to the extent that some communities that had not cultivated their farms in 25 years, had suddenly gone back to the

land because of availability of water for irrigation. To combat desertification the Ministry of Environment raised a total of 5 million seedlings in 2015 and 2016 with a similar target for this year, combined with a monitored system of distribution and planting. It has become a Government policy for every event or public function to be flagged off with tree planting to achieve sustained public awareness. This is complemented with the development of over 10km of shelter belt and 36 hectares of community orchards



Refuse Disposal / Waste Management in Hadejia

**Economic Empowerment** - Creating opportunities for self-actualization through targeted women and youth empowerment programmes is one of the cardinal objectives of the sustainable growth and development agenda of the Badaru Administration. Previous approach to economic empowerment was largely regimented, based on stereotyped skill sets with no viability or sustainability involved. Huge sums were budgeted annually for equipment and working capital with no regard for monitoring and evaluation to ensure continuity, and ultimately beneficiaries regarded all inputs as handouts since repayment or sustainability was not in the cards.

The present Government adopted a demand driven approach with an assessment team sent to every local government to identify specific trade and enterprise gaps that could be filled in a profitable and sustainable way by matching each intervention with the gap identified. A Standing Steering Committee headed by the Governor himself meets monthly to assess progress or otherwise of programs on a zonal level and make adjustments where necessary. Every intervention is appraised from a business perspective and loans and capital are guaranteed in full before disbursement to create a revolving fund that is only augmented by Government for scale up and expansion. In addition to an allocation of almost ₦2 billion in 2016 and 2017 Budgets under the Directorate of Economic Empowerment, funds were also provided in these other sectors in accordance with targeted empowerment programmes such as the Sesame Production Internship Programme and the Goat Breeding Programme for indigent widows



Empowerment on complete value chain on rice: Youth empowered with threshers, rice mills, and handheld harvesters (40 youths with handheld harvesters; 20 youths were with threshers; 44 youths empowered with rice mills; 574 youths empowered with motorized and manual sprayers; and 328

Seed Production under Youth in Agriculture - 1,400 Youths empowered on 700 hectares to produce seeds for agricultural empowerment programs in 2016 (Sesame seeds- 350 ha; Rice seeds - 130 ha; and Groundnut seeds - 220 ha.



So far, over 50,100 youths, women and people-with disabilities have benefitted from the various empowerment programs initiated and supported by the State Government which include Agri-Business Skills & Entrepreneurship Development on Apiculture, Fisheries, Poultry Production and Horticulture; Sesame Production Youth Internship Scheme; Goat Breeding & Rearing Programme for Women; Small Farm Implements Utilization Training on Rice, Wheat, Sesame and Groundnut Value-chains; Rice & Wheat Out-grower Empowerment Initiative, Women Food Vendor Support Programme; Pastoralists Empowerment Scheme; Youths in Agriculture (under the Rice Cluster Farming Initiative); Poultry (Broilers & Layers) Production Programme; Scrap Dealers and Lafiya Jari Empowerment Programmes; and numerous other

interventions. In the same vein, Social Safety Nets and Social Welfare Support for vulnerable persons including the social security for disabled have been extended to over 100,000 people during the last two years.

The symbiotic combination of these programs to the Agricultural sector ensures an integrated value chain enhancement model that keys into the Agricultural transformation policy creating service provision for participating farmers and self employment and entrepreneurial opportunities for youths and women. By combining forces with initiatives from NGOs, CBOs and various development partners as well as the Federal Government's SIP scheme, significant progress has been achieved in poverty reduction and creating youth awareness for the emerging business opportunities, especially in the Agriculture and related services sector.



**Infrastructure** – In order to create a conducive environment for commerce and enterprise, the Government placed a premium on provision of robust and reliable infrastructure especially Roads and Power Supply. While good and reliable road networks provide ease of access to the populace and bring down the cost of transportation, making goods and services competitive, Provision of reliable power is essential to encouraging the establishment of SMEs and post-harvest processing for value addition. This is why all inherited projects were analyzed for relevance and economic and community impact and despite political pressure a commitment was upheld to ensure all identified priority projects were completed after due negotiations and a value for money audit. As of May 2015, there were 39 ongoing Road Projects with a total length of almost 698.3 kilometers which were awarded at the total sum of about **₦81.6 billion**. These comprised of Regional Roads (481.4 km at **₦55.7 billion**); Feeder Roads (97.4 km at **₦1.65 billion**); and Township Roads (119.5 km at **₦24.27 billion**). About 70% of all these ongoing projects were below 30% completion rate and some had not even commenced. About **₦24.0 billion** had already been paid, which was less than a third of the total contract sum. The Badaru Administration thus inherited contractual liabilities and commitments of almost **₦57.6 billion** on Road Projects alone, with some payment certificates outstanding since 2013.



Subsequently, in line with the principles of financial prudence and value for money and considering the possibility of contract over-inflation *ab initio*, Government renegotiated the contracts obtaining discounts of an average of 16%. This yielded a total discount of over **₦8.22 billion** which still left the new Government with an outstanding balance of over **₦49.3 billion**. Following the renegotiations work on all the road projects were resumed after giving the contractors a commitment of prompt payment of all processed certificates, a pledge that is fulfilled to the letter to date.

Summary of Road Projects Status							
SN	Project Group	Length	Contract Sum	Amount Paid by Previous Administration	Balance	Negotiated Discounts	Payments by Present Administration
1	Inherited Regional Roads	481.36	55,668,793,512	16,775,054,509	37,963,468,646	5,231,853,235	16,911,976,225
2	Inherited Feeder Roads	97.40	1,652,180,784	1,080,903,211	571,277,573	91,613,697	242,589,918
3	Inherited Township Roads	119.49	24,267,606,224	6,177,770,263	18,089,835,951	2,903,457,216	5,898,911,283
	<b>Total:</b>	<b>698.25</b>	<b>81,588,580,521</b>	<b>24,033,727,983</b>	<b>56,624,582,170</b>	<b>8,226,924,148</b>	<b>23,053,477,426</b>
1	New Regional Roads	170.44	13,948,504,914	-	13,948,504,914	-	1,514,228,020
2	New Township Roads	8.60	1,072,685,953.1	-	940,044,255	-	94,004,425
3	New Feeder Roads	168.30	2,431,566,805	-	2,431,566,805	-	243,156,680
	<b>Total:</b>	<b>347.34</b>	<b>16,380,071,719</b>	<b>-</b>	<b>17,320,115,973</b>	<b>-</b>	<b>1,851,389,126</b>
	<b>Grand Total:</b>	<b>1045.59</b>	<b>97,968,652,240</b>	<b>24,033,727,983</b>	<b>73,944,698,144</b>	<b>8,226,924,148</b>	<b>24,904,866,552</b>

As at today 13 of the 39 inherited road projects have been completed while the remaining 26 are still ongoing at various stages with not a single contractor being owed a payment certificate. Total payment made since the recommencement of the projects by the Badaru Administration stands at about **₦24.9 billion**. In addition to the inherited projects, 16 new road projects (including bridges and major culverts) with a total length almost 350 km which were considered very critical to the attainment of Government policy objectives were also initiated and awarded by the Government at the total cost about **₦17.41 billion**. These consist 4No. Regional Roads (174.4 km); 7No. Feeder Roads (168.3 km), 2No. Township Roads (8.6 km) and 3 No. bridges. Payments on these new projects to date is about **₦1.85 billion** with work progressing on schedule.



Commissioning of Kyarama-



Other inherited infrastructure projects include 7 Urban Town Street Light Projects awarded at the total cost of almost N2.0 billion with an outstanding liability of up to N688 million. These were Auyo; Malam Madori; Birnin Kudu; Karkarna; Gumel; Kiyawa, Birnin Kudu and Gwaram General Hospitals; and Dutse Metropolis. While these were ongoing, Government also awarded some new Urban Street Light Projects including Gujungu ,Kanya Babba and along Yadi-Garu Road in Dutse at a total cost of about N195 million. So far, total payments made for the projects stood at about N779.4 million with all the inherited projects completed while new ones are still ongoing. Government has also expended over N2.32 billion on the maintenance of all the urban Street Lights in the State being powered by 77No Generating Sets of various capacities. The possibility of changing the street Light fittings to solar fittings is being considered to reduce the huge operational cost.

Finally, it is noteworthy that, liability of over N860 million was also inherited on Dutse Airport Project in respect of Supply and Installation of Fire Tender Trucks, Scanning machines, Check in Counter, Conveyor belts and Baggage handling System, Airfield lightening as well as several MoUs entered into with Overland Airways, NIMET, NAMA, NCAA and BUTAKE. Considering the massive investments already committed and value of the project, Government has not only continued with settlement of the inherited liabilities, but has also invested further to ensure the effective functionality of the airport. While completing the inherited ongoing projects, some of the additional investments were also made including procurement 850 KVA generating set, establishment of weather station, connecting the airport to the National Grid and further servicing of some of the MoUs. Furthermore, over the last two years, Government has expended over N130 million on operation & maintenance of sets, cleaning services and general maintenance of the airport facilities and premises.

Details of Inherited Road Projects with Distances

SN	Inherited Ongoing (Regional Roads)		Inherited Ongoing (Township Roads)		Inherited Ongoing (Feeder Roads)	
	Project Names	Length	Project Names	Length	Project Names	Length
1	Babaldu – Wumo – Jangargari – Buji – Falageri – Sagu Road	33.50	Gwaram Township Road	8.10	Lambar Zauma – Mahuta – Gwiwa Feeder Road	15.00
2	Sukullufi – Kale – Gunka – Harbo –Tsakuwawa Road	54.50	Bimin Kudu Township road	7.00	Idanduna Junction – Kadowawa Feeder Road	22.40
3	Arawa – Baturiya Road (Phase I)	32.00	Karkarna Township Road	4.00	Gumel – Garin Gambo Feeder Road	7.00
4	Baturiya – Abunabo Road (Phase II)	36.00	Gwiwa Township Road	7.00	Tsamiyar Kwance – Jamus – Rateye – Lamin Tani Feeder Road	15.10
5	Abunabo-Guri (Phase III)	33.70	Maigatari Township Road	6.95	Malam Madori – Dakido Feeder Road	5.40
6	Andaza – Maje – Tsirma – Atawame – Damutawa Road (Phase I)	31.50	Guri Township road	6.15	Shafar – Gidan Sani – Daguzau Feeder Road	17.40
7	Damutawa-Federal Road (Phase II)	14.20	Hadejia Township Road	12.80	Kiyako-Zaraina-Shungurum Feeder Road	15.10
8	Roni – Barinje – Bashe – Kaya – Kaki Maiwando – Zugai – Tuntube Road (Phase I)	27.00	Kaugama Township Road	6.30		
9	Tuntube – Gora – Kwanar Yarsara – Gada Road (Phase II)	21.59	Roni – Township Road	5.00		
10	Limawa – Warwade – Jidawa – Sakwaya Road	34.00	Kazaure Township Road	14.64		
11	Maigatari – Kogon Giwa – Maigarmaka – Galadi Road (Phase I)	32.00	Malamadori Township Road	6.40		
12	Galadi –Digimsa (Phase 2)	37.00	Kafin Hausa Township Road	6.30		
13	Digimsa - Biriwa (Phase III)	44.70	Sule Tankarkar Township Road	5.16		
14	Kyarama – Shengel – Amaguwa – Danmakeri – Kagadama Road	34.96	Dutse Township Road	23.69		
15	Amaguwa –Gidan Ari-Federal Road	5.01				
16	Bamaina-Zazika	9.70				
	Total:	481.36	Total:	119.49	Total:	97.40



**E**ducation Sector – Available statistics indicate that, at inception most of the education-related human development indicators in Jigawa State were still relatively bad. Low level of school enrolment particularly at the basic and senior secondary school levels, poor retention rates and undesirable pupil-teacher and pupil-classroom ratios. Other challenges include infrastructural decay; termite-infested structures; poor teaching and learning conditions; high number of unqualified teachers with low language proficiency and pedagogical skills; and poor learning achievement at all levels; high gender disparity in school enrolment, dearth of qualified female teachers, congested boarding school and classrooms with as many as 180 students per class and over 3000 students in a school respectively, particularly in urban areas. On top of all these, there was over ₦950 million outstanding Internal & External Scholarships for 2013/2014 Academic Sessions; Outstanding fees for various kinds of examinations for 2013/2014 in respect 19,000 SSS Students amounting to over ₦600 million; and Outstanding State Counterpart Fund for the Universal Basic Education Grant for almost three consecutive years amounting to about ₦6.18 billion. This bleak situation prompted the Government to allocate an average and unprecedented 33% of the total State Budget to education in its two years of existence a demonstration of Government's commitment with an actual expenditure of almost ₦5.32 billion.

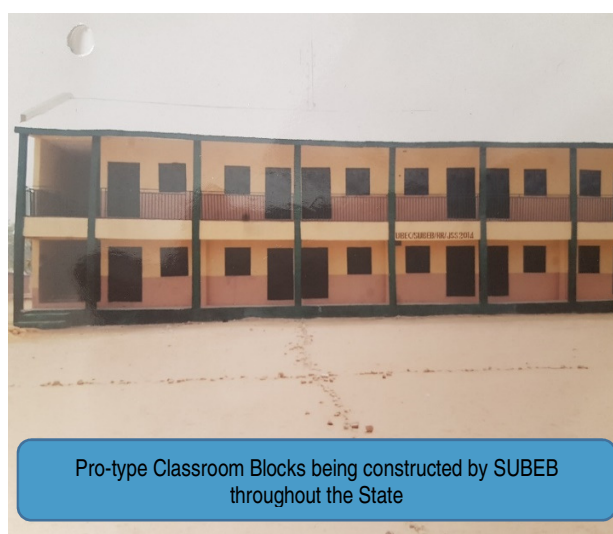
Level	Education Statistics			
	School Enrolment		Number of Schools	
	Prior 2015	2016	Prior 2015	2016
Primary	603,944	672,674	2,012	2,076
Junior	116,793	142,456	433	529
Senior	93,961	101,929	152	154

An Education Change Agenda was developed through wide stakeholder consultations leading to some far-reaching reforms in the sector squarely addressing most of the identified challenges, and the Governor personally chairs a weekly meeting of an Education Task force to ensure implementation of these recommendations.

Total Education Sector Expenditure - June 2015 - February, 2017					
S/N	Agencies	Expenditure Categories			
		Overheads	Personnel	Capital	Total
1	State Universal Basic Education Board & LEAS	361,365,489	24,738,655,281	7,040,000,000	32,140,020,770
2	Ministry of Education, Science & Technology	3,225,087,944	4,400,499,100	569,000,000	8,194,587,044
3	Jigawa State Scholarships Board	2,059,300,000	24,872,667	-	2,084,172,667
4	Islamic Education Bureau	589,021,266	1,171,163,834	232,000,000	1,992,185,100
5	Binyaminu Usman College of Agriculture	99,199,252	572,216,097	174,800,000	846,215,349
6	Agency for Nomadic Education	9,900,000	740,952,402	87,134,733	837,987,135
7	Science & Technical Education Board	623,917,055	820,086,122	123,374,467	1,567,377,644
8	Jigawa State College of Islamic Legal Studies	61,326,359	431,725,633	114,317,000	607,368,992
9	Institute of Information Technology	254,020,366	329,375,531	-	583,395,897
10	Agency for Mass Education	4,550,010	103,125,096	42,676,600	150,351,706
11	Dutse Model / Capital School	137,864,836	95,126,646	-	232,991,482
12	Sule Lamido University, Kafin-Hausa	581,796,899	880,863,912	1,038,906,729	2,501,567,540
13	Bamaina Academy	6,400,000	8,120,325	17,445,000	31,965,325
14	Jigawa State College of Education	260,689,904	2,200,583,601	8,000,000	2,469,273,505
15	Jigawa State Polytechnic	69,661,617	712,339,839	-	-
16	Library Board	3,450,000	73,455,697	-	76,905,697
17	SEIMU	1,014,952	13,963,000	-	-
		<b>8,348,565,949</b>	<b>37,317,124,783</b>	<b>9,447,654,529</b>	<b>54,316,365,853</b>

Overall, the objective of the Change Agenda is to address poor learning outcomes at all levels especially the Basic Education level, reduce urban-rural / gender disparities, provide functional infrastructure, ensure adequacy of qualified teachers in the right mix, increase enrollment, retention, transition and overall learning achievement for all children in the State. It is planned that these objectives of the Change Agenda would be delivered through the establishment of "Effective Schools"; which will be 27 Centres of Excellence, expand access to Science & Technology; School and Classroom De-congestion through Infrastructure Renewal and Expansion; Teacher quality

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<b>2014 Results</b>
WAEC - 4.88%
NECO - 38.81%
<b>2015 Results</b>
WAEC - 4.59%
NECO - 38.93%
<b>2016 Results</b>
WAEC - 16.84%
NECO - 50.20%

the establishment of "Effective Schools"; which will be 27 Centres of Excellence, expand access to Science & Technology; School and Classroom De-congestion through Infrastructure Renewal and Expansion; Teacher quality

improvement and female teacher development as well as pursuit of strategies for remediation and performance improvements. Total capital development in the education during the last two years stood at about ₦9.44 billion. At the Basic Education level alone, Government has invested over ₦7.04 billion on the construction and renovation of 3,557 classrooms, 50 toilets blocks, 6 Admin Blocks, supply of 60,643 sets of pupils/students furniture and 3225 sets for teachers, provision of 36No. hand pumps in rural schools, 96 staff houses, and provision of 4 hostels.

Plans have also been concluded to further invest an additional ₦2.98 billion on the provision of additional infrastructure at Basic Education Level during the current year. With regards to Student Examinations, from May 2015 to May 2017, about ₦1.4 billion was paid by the State Government which included inherited liabilities owed to various National Examination Bodies including WAEC and NECO. While there were improvements in these exams in the last two years, there is still much left to be desired due to extent of the inherited problems that bedeviled the sector for almost a decade. Also during the period since May 2015, Government has expended over ₦2.05 billion on internal and external scholarships which included inherited liabilities amounting to about ₦950 million in respect of 2013/2014 Academic Sessions. To ensure that students are well-fed in schools, the Official

Feeding Rate was revised upward as a result of which

monthly expenditure increased from ₦91 million to ₦223 million. Total expenditure on feeding of students in all Boarding School during the last two years was ₦2.523 billion. Finally, it significant to note that work in the pioneer State University in Kafin Hausa has been going on unabated throughout the last two years. To date, construction of Vice Chancellor's Lodge, Students Hostels, Administrative Block and Senate Building, all of which were at take-off stage two years ago, have now reached completion and will be commissioned during the year.

His Excellency presenting tablets to final year students/teachers during Special Remediation/e-Learning training as performance improvement strategy



Newly Constructed Students Hostel at SLU, Kafin Hausa

**H** **Health Sector** – The Health Sector indicators were also dire and needing urgent intervention to improve performance particularly with respect to Infant, child and maternal mortality rates which were at dismal levels with Jigawa State having the highest stunting rate in the country at about 62% as per the 2015 SMART Survey. To be specific, it was observed that the health governance structure was out of tune with the National Health Act and created additional layers of authority between policy and service delivery and it had to be realigned. At the same time, while hospital services were at suboptimal levels, the attitude and morale of health workers was very deplorable despite being among the highest paid in the country. Health facilities were populated mostly by non-essential and lower-cadre staff with an over-bloated monthly salary bill of over ₦745 million.

**Health Indices in Jigawa State [NDHS 2013/MICS and 2015 SMART Survey]**

- ⬇️ Highest stunting rate in the country (62%);
- ⬇️ Lowest Fully Immunized coverage of 3.6% (Kaduna 35.3%, Imo 62.4%)
- ⬇️ Deliveries in Health facilities- 6.7% (NW 11.5, National 60.6%);
- ⬇️ Maternal mortality ratio 950/100,000Lb (National Average 576);
- ⬇️ DPT3/PENTA- 7% (NW13.9%, National 38.2%);
- ⬇️ Measles Coverage-10.9% (NW 22.3% and National 42.1%);
- ⬇️ Delivery by Skilled HW- 7.6% (NW 12.3%, National 38.1%);
- ⬇️ Infant Mortality rate- 89/1000Lb.





That was the situation then and massive investment and restructuring was required to reposition the sector for optimal performance and to deliver the development objectives of the new administration. About 12.5% of the total budget was allocated to Health during the 2016 and 2017, fiscal years, second only to education. Massive reorganisation was carried out to reposition the sector and a new

Primary Healthcare Development Agency was established to replace the Gunduma Health



System which makes it possible to implement the National policy of Primary Healthcare Under-One-Roof. Several other interventions were embarked upon to address issues within some six critical components of the health system including Health System Governance and Leadership-Policies; Human Resources for Health; Service Delivery-Quality of Care Including adequate Infrastructure; Drugs, Equipment and Consumables; Health Care Financing-Sustainable; and Health Management Information System. So far, about 570 health workers were recruited including

absorbed midwives under the Midwives Services Scheme, Construction of 27No.

Basic Health Clinics; 27No. Midwives Staff Quarters; Sponsored 60 State Indigenes to study Medicine in China; Established a New School of Nursing in Hadejia scheduled to be accredited soon so as commence admission during the year; Scale-up of the Free Maternal & Child Health Care Programme; Continuation of the New General Hospital in Birnin Kudu billed for completion during the year;

### School of Nursing Hadejia



A New 20-Bed Ward at Taura PHC

Upgrading of Gwaram and Birniwa Facilities to General Hospitals; Commencement of the New Hadejia Specialist Hospital; Wide-ranging improvements and



New 40-Bed Wards in Babura and Ringim General Hospitals respectively



renovations in other General Hospitals and Primary Healthcare Centres; Almost all the requisite structures and facilities for the new School of Nursing were provided within 18 months. This included the conversion and remodeling of Hadejia Catering Rest House Hadejia and Provision of additional structures by the Women for Health Programme – one of the Development Partners supporting the State as well as supply of Laboratory and Practical Demonstration Equipment and Furniture for the School. While the State has worked assiduously to obtain accreditation for School of Midwifery Birnin Kudu, plans are also underway for the establishment of a new New School of Midwifery in Babura. Actual capital investments in the health sector in the last two years stood at over ₦2.53 billion.

**Investment Promotion** - A top priority of the Badaru Administration is the promotion of Commerce & Industry as a key driver in growing the State's Economy. A key role of Government in this respect is to provide the necessary enabling environment for continuous improvement in the Business Environment and Investment Climate in order to expand the role of private enterprises. A full-fledged agency, "InvestJigawa"- established by law, was set-up for the sole purpose of mobilizing private

sector investments into Jigawa State. Prior to the Administration, the Agency only existed as the Secretariat of an Advisory Council on Economic Management and Investment Promotion but formalized by H.E Governor Muhammad Badaru Abubakar on 20<sup>th</sup> June 2016 and charged with the mission of making Jigawa State a preferred investment destination in Nigeria. The Agency is presently handling approximately 30 "green field" investment projects expected to generate an investment portfolio of over US\$1 billion generating over 50,000 jobs. While a number of Investments were actualized courtesy of His Excellency's business acumen and personal knack for investment mobilization, others have remained in the pipeline. Among those actualized are:

**The Gagarawa Sugar Project**

- 120,000tonnes/annum sugar factory
- Organic Fertilizer Plant
- Bagasse board plant for furniture production
- Food Seasoning Plant from Sugar Molasses
- 17MW of electricity

**USD80m**      **5,000**      **800**

Investment Value    Plantation and Sugar factory Jobs    Downstream Industry Jobs



**FACT SHEET**  
 Project fully compliant with the principles of Responsible Agricultural Investment  
 12,000ha of Sugarcane plantation with 50% to be cultivated by Project Affected Persons (PAPs) under a well organized outgrower scheme  
**CROP SEASON** October to March (180 Days)  
 Intercropping of local crops in between the sugarcane crops by the PAPs to enhance food security



Granite Processing Plant in Dutse

Granite tiles manufacturing by GCC Vanguard in Dutse, Majestic Farms: Rice Production & Processing; Danmodi Foods in Kafin Hausa, and Klysat Food and Beverages Limited in Hadejia. Three-Brothers Rice Mill in Hadejia, WACOT Hadejia, Obasanjo Farms; Sesame Cleaning Factories. Others in the pipelines or at various implementation stages include Gagarawa Sugar Project by the LEE Group;

Minister of State for Budget & National Planning and Jigawa State Govt. Officials on Official Visit to 3-Brothers Rice Mill at Hadejia



Dangote Rice Project; Jigawa and BUA Rice Mills at Gujungu, Majestic Granite tiles factory, Birnin Kudu and Fine Baby Limited (a modern Garment Factory at the Export Processing Zone in Maigatari). Also a number of renewable energy investment projects have been processed with land titled and acquired. These include Nova Scotia Power Development Company establishing an 80MW solar power plant in Dutse, Oriental Renewable Energy to develop a 50MW Independent Solar Park, Pan African Solar investing in a 130MW Solar Park in Dutse and Hadejia. The process of establishing a Federal Government driven 2,000 MW Solar park in Gwiwa Local Government is also in progress with land identified and process of providing title underway.



**Water Supply** - As at May 2015, it was observed that there was a gradual deterioration of access qualitative delivery of water and sanitation services with only about 40% of all the Water Schemes fully functional and water shortage across the State was very acute. Consequently, as a rapid response to the situation, Government swiftly went into action with several interventions to address the problem of deteriorating access to safe drinking water throughout the state. After an evaluation of the situation, contracts were awarded for the rehabilitation of all dysfunctional water supply schemes in the State including Motorized Schemes, Solar-Powered Schemes and Hand Pump Operated Boreholes in the rural areas. Initiation intervention was at a total cost of about ₦803 million as detailed below:

- ✓ Rehabilitation of **110** Motorized Schemes by the State Water Board at the cost of about ₦415 million;
- ✓ Rehabilitation of about **250** Solar and Motorized Schemes by STOWA at the cost of about ₦295 million;



**Rehabilitated Generator Room and 200m<sup>3</sup> Overhead Tank at Hadejia Main Pump House**



**One of 6 Newly Procured 350 KVA Generator of Urban Water Schemes**

- ✓ Rehabilitation of **4,571** Hand Pump Operated Boreholes by RUWASA at the cost of about ₦93 million;

A second phase of evaluation uncovered more schemes in need of attention and the need for new intervention in areas that had grown beyond the limits of their existing water infrastructure. These subsequent interventions and collaboration led to additional investments of over ₦2.41 billion in the Water Sector as detailed below:

- ✓ Construction of **48** No solar powered water supply schemes under the MDGs Conditional Grants at the cost of about ₦296 million;
- ✓ Construction of **40** No solar powered water supply scheme under the State Constituency projects at a total cost of about ₦247 million;
- ✓ Construction of **1,432** Hand Pump Boreholes at total cost of about ₦987 (including constituency projects and EU/DFID supported Water and Sanitation Projects);
- ✓ Improvement of water supply in 4 Major Towns at total cost of about ₦641 million; and
- ✓ Design Review of Greater Dutse Water Supply Project (GDWSP) at the cost ₦5.0 million; and
- ✓ Conversion of **40** motorized schemes to solar powered in urban & small towns, at the total cost of about ₦236 million;



**Ongoing Expansion & Improvements for Kazaure Water Works at Gezoji**

In addition to all the foregoing, from May 2015 to date, Government has expended almost ₦1.67 billion on the procurement of diesel, lubricants and chemicals on the Operation and Maintenance of water facilities in the State. On the whole, in the last

two years, over ₦5.2 billion was expended in the water sector comprising of capital investments and Operations & Maintenance cost. While this has addressed the issue of acute water shortages, the investments have significantly improved access to safe drinking water and sanitation services in the State.

**G**overnance - reforming the civil service through the strengthening of public institutions for improve capacity, efficiency and better service delivery, is a key objective of the Badaru Administration. Reform efforts have been geared towards the development of professional, trained, disciplined and rationalized public service equipped to discharge its assigned roles effectively and efficiently. At the inception of the current administration however, several anomalies were observed that could be inimical to the effective performance of the State public service. A workforce of over 64,000 civil servants was inherited with a monthly wage bill of almost ₦4 billion representing about 75% of State's income. Duplication of functions across Ministries, Departments and Agencies was also noticed. Other anomalies include inadequate skilled manpower across the service, high rate of attrition/retirements, poor attitude to work. There were also the issue of redundancies in the Service characterized by absenteeism and abscondment of duty by civil servants. In some instances, cases of ghost-worker syndrome was still prevalent as verified from the staff bio-metrics validation exercise which flushed out over 4,800 ghost workers from the State Payroll System.



**Staff Verification Exercise which flushed out over 4,800 Ghost Workers and Ghost Pensioners**

To respond to the situation several short-term interventions and more lasting reform initiatives were pursued. This began with the restructuring and realignment of Ministries, Department and Agencies based on their statutory mandates as well as looking into the issue of cost of governance. While the number of Ministries was reduced, several other Departments, Agencies and



**His Excellency, the Governor with a cross-section of civil servants during one of the regular interactive sessions to discussion issues on the progress of the State**

Parastatals were also appropriately restructured. From 100 MDAs consisting of 27 Main Ministries & Major Agencies (such as the Governor's Office and Office of the Secretary to State Government) that supervise other 73 agencies, these were reduced to about 80. With institutionalization of financial prudence in all facets of public service management, Government reviewed the service-provided facility management contracts entered into by the previous administration. This resulted in over 50% cost savings for the same service provisions and contract terms – from about ₦489.45 million down to ₦250.91 million. While this has helped in realignment of functions for better performance, it has also resulted in cost savings. Other interventions

included:

- ✓ Installation of electronic biometric thumb printing machines which were linked to state Bank Verification Number captured in the salary payrolls;
- ✓ Introduction of abridgement courses to meet capacity gap identified in the service.
- ✓ Improved and sustained conduct of regular short-term trainings.
- ✓ Upward review of motor cycle/vehicle/refurbishing loans to civil servants which is now being disbursed almost on a monthly basis; so far over xx people



**His Excellency Distributing of 400 Tricycles to Civil**



have benefitted from the various categories of the loan;

- ✓ Lifted embargo on employment particularly in critical areas such as Education and Health;
- ✓ Payment of 5% leave grant bonuses to workers;
- ✓ Establishment of the Department of Public Service Reforms in Office of Head of the State Civil Service and SERVICOM Unit in some MDAs.

Gradually these measures and interventions are yielding the intended results. The State public service is becoming professionalized, skilled, socially inclusive and manageable service. Application of financial prudence and aggressive revenue derive is gradually turning some Parastatals and Public Corporations towards being self-sustaining. It is worthy of note that payment of salaries in Jigawa State is virtually being treated as a 'first charge' on the State Consolidated Revenue Fund which ensures prompt payment sometimes even before the due date of 25<sup>th</sup> of the month. The same goes for payment of monthly pensions both for the Pay-As-You-Go system and in respect of Government contributions for Contributory Pension Scheme which is over ₦100 million monthly. Indeed, Jigawa is among the very few states without salary and pension arrears in the country despite not taking the salary bailout loan extended to States by the Federal Government.