

# KWARA

The Making of a New State

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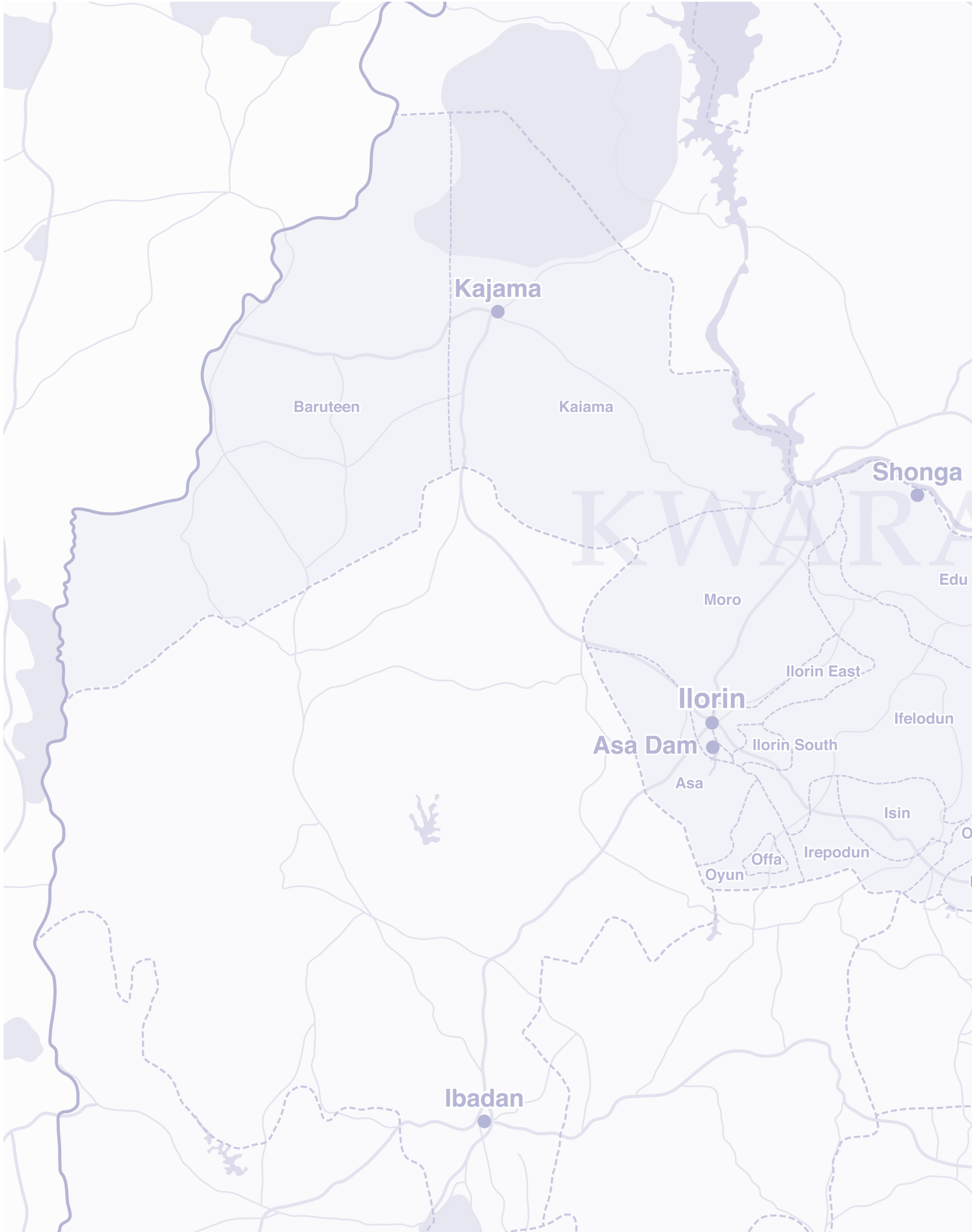
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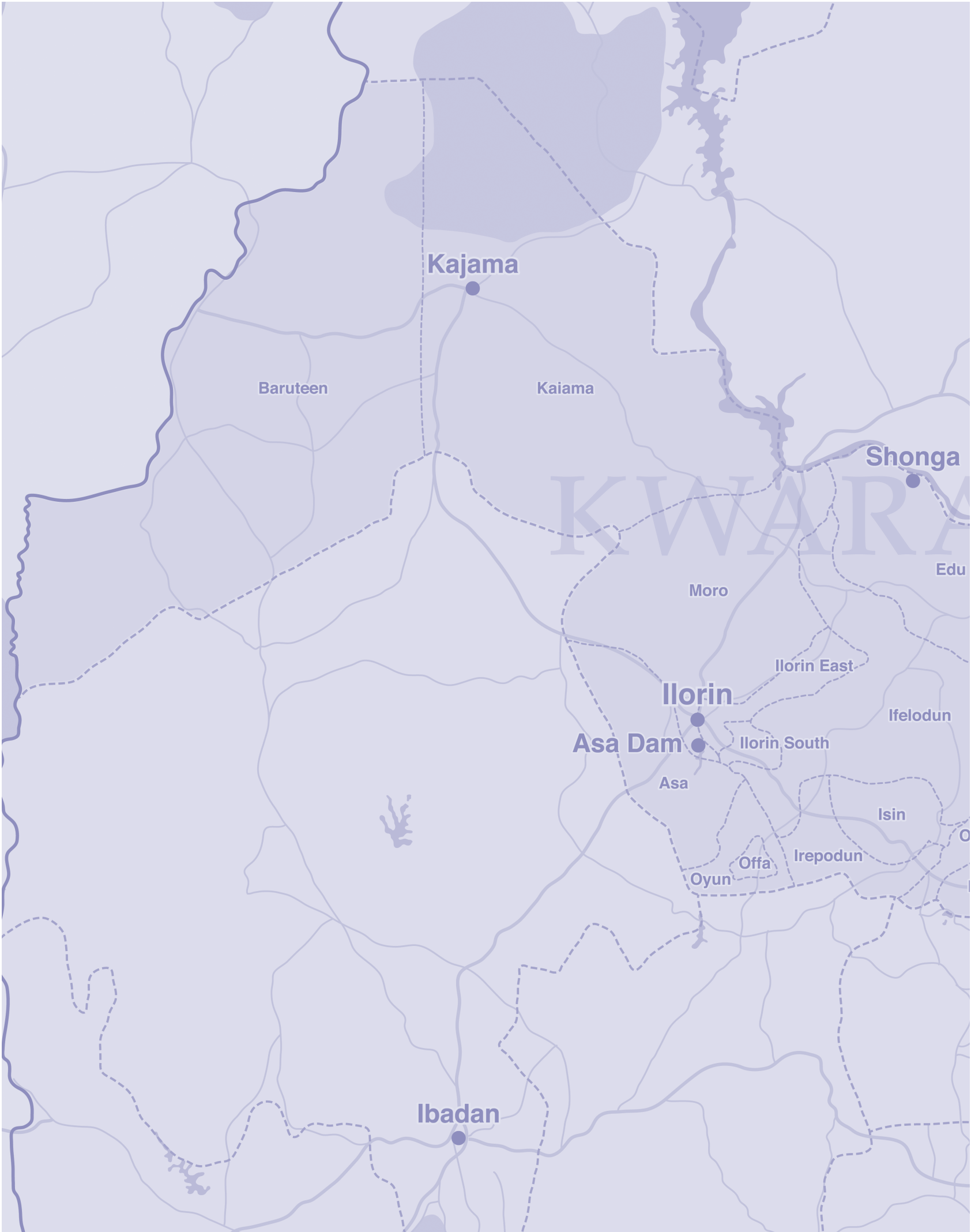
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Kajama

Baruteen

Kaiama

Shonga

Edu

Moro

Ilorin East

Ilorin

Ifelodun

Asa Dam

Ilorin South

Asa

Isin

Offa

Irepodun

Oyun

Ibadan



# MILESTONES

ABUJA

*"The culture of the people is as diverse as the people themselves and it is greatly influenced by their religious affiliations."*

Patigi

Oke-Ero

Ekiti

## PART ONE: A BRIEF PROFILE OF KWARA

### A brief history

Kwara State was created on 27th May 1967 during the Yakubu Gowon administration, along with the first twelve states of the federation (the other States being Lagos, Western, Bendel, North-Western State, North Central, Kano, North-Eastern, Benue-Plateau, East-Central, Rivers and South-Eastern). At its inception, it was made up of the former Ilorin and Kabba provinces of the then Northern Region of Nigeria, and was initially named Central-West State, before being renamed Kwara, the local name for the River Niger, the most important watercourse in the state – and possibly in the whole country.

Over time, however, the geographical and jurisdictional make-up of the state has changed. In 1976, part of the state was carved out and merged with part of Benue-Plateau State to form Benue State. Then, on 27th August 1991, five local governments – namely Oyi, Yagba, Okene, Okini and Kogi – were redistributed to form part of the current Kogi state, while Borgu Local Government became part of Niger State. Currently the state is comprised of sixteen Local Government Areas (LGAs): Ilorin West, Baruten, Ilorin South, Ifelodun, Ilorin East, Edu, Irepodun, Asa, Kalama, Patama, Patigi, Oyun, Moro, Offa, Isin, Oke-Ero and Ekiti.

RIGHT Handmade ceramic pottery – one of the traditional crafts of Kwara State

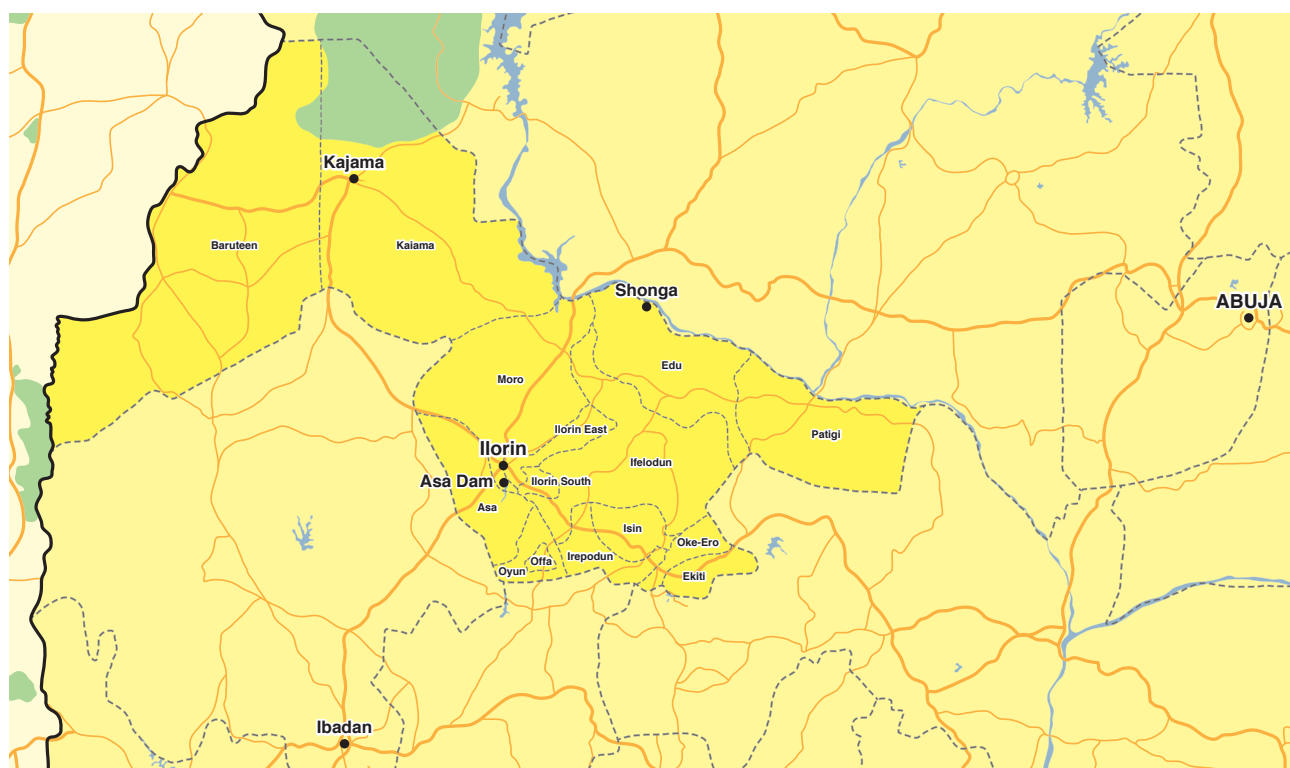


# Geography and climate

Kwara is situated between latitudes 11.2 and 11.45' and between longitudes 2.45' and 6.4'E. Completely central and equidistant to all major markets and population centres in the northern and southern parts of Nigeria, it is perfectly placed to offer unrivalled access to all parts of the country – little wonder, then, that it is generally referred to as 'the gateway state'. It is bordered in the north by Niger State and in the south by Ekiti, Ondo, Osun, and Oyo States; to the west, it shares an international border with Republic of Benin and to the east is Kogi State.

There are two main climatic seasons – the dry and the wet – with cold, dry Harmattan periods in between. The average temperature, however, is between 30°C and 35°C, while the vegetation, mainly wooded savannah, contains tropical hard wood and timber to support vast agro-based industries: flour mills, livestock feeds, vegetable oil processing, cashew processing, wood processing, etc. Both climate and vegetation are equally suitable for the rearing of livestock, especially in Kaiama and Baruten. Beyond the forest and wooded savannah, the land is made up of undulating hills, valleys and plains, traversed by the River Niger and its tributaries.

**BELOW** Map of Kwara and its Local Government Areas







# Political and administrative structure

The executive governor heads up the political administration, supported by a State Executive Council comprised of the Deputy Governor, the Secretary to the State Government, the Head of Service, Commissioners and Special Advisers. Since its creation in 1967, Kwara State has seen 18 governors, including the incumbent, Dr. Abubakar Bukola Saraki. The legislative arm is comprised of the elected representatives of the people and is led by the Speaker of the House Assembly that represents their various constituencies.

The third arm of government is the State Judiciary, made up of the High Court of Justice, the Sharia Court of Appeal, Magistrate Courts, Juvenile Courts and the Area Courts. The vast majority of the Judiciary is headed by the State Chief Judge, with the State Grand Khadi leading the Sharia Court of Appeal. Since the birth of the state, the Judiciary has been a forceful presence, from drafting and passing laws to creating contract agreements and handling civil suits and criminal cases.

At local government level, each of the 16 LGAS in Kwara State has an Executive Council headed up by a Chairman and comprised of others including the vice chairman, supervisory councillors and a secretary to the local government.

The Kwara State Civil Service is made up of the Governor's office, seventeen ministries and a number of parastatals that ensure effective service delivery; these have been almost exclusively headed up by highly experienced individual senior civil servants since their creation in 1967. The only exception to this was under the military administrations in the state (1967-1976 and 1984-1992), when the offices of Secretary to the Military Government (SMG) and the Head of Service (HOS), though theoretically existing as separate offices, were in practice controlled by a single officer with the responsibilities of both. Under civil administration, these roles were occupied by separate officers and the SMG became Secretary to the State Government (SSG). Since 1967, around 26 upper echelon civil servants and other high-ranking political appointees have occupied these positions.

**ABOVE RIGHT** Newly refurbished High Court of Justice building in Ilorin, Kwara State

**BELOW RIGHT** Executive Governor's Office Building, Ahmadu Bello Avenue, Ilorin, Kwara State





# Population and ethnic composition

The National Census of 1991 put the population of Kwara State at 1.5 million, but according to the recently released 2006 National Population and Housing Census provisional figures, the population is estimated to be 2,371,089. The principal ethnic groups are Yoruba, Nupe, Fulani and Baruba, with the latter mainly populating the Kaiama and Baruten LGAs, and the Nupe predominant in Edu and Patigi. The Yoruba, who make up the majority of the population, are found in the remaining 12 LGAs (Asa, Ekiti, Oke, Ero, Ifelodun, Ilorin East, Ilorin West, Ilorin South, Irepodun, Isin, Moro, Offa, and Oyun), while the Fulani and Hausa are spread across Edu, Patigi, Kaiama, Baruten, Ilorin East, Ilorin West, Ilorin South, Moro and Asa.

Their culture is as diverse as one would expect from such a variegated population and is greatly influenced by religious affiliation, Islam and Christianity being the two major belief systems, though there are also some traditional worshippers in the state. The Christmas and Eid-el-Kabir (Ileya) seasons are generally important festive periods in the state, with most Christians and Muslims being highly involved in their respective celebrations.

All the state's cultural activities are coordinated by the State Council for Arts and Culture, which was established in 1973 to promote, preserve and project the cultural heritage of the state. The Council's work is best illustrated by the state's Art Gallery where visitors can find antiquities of significant cultural and historical value that provide profound insights into the people of Kwara.

**RIGHT** Traditional dancers at a local festival





# Economy



## Agriculture

Agriculture is the mainstay of the state's economy, thanks to a remarkable amount of rainfall that makes the climate extremely favourable for the cultivation of crops like beans, rice maize, cassava, yam, sugar cane, fruits and vegetables. The large expanse of fertile and arable soil, meanwhile, is most suitable for the cultivation of principal cash crops like cotton, cocoa, coffee, kola nut, tobacco, beniseed and palm products. But all agricultural development in the state benefits from the undeniable entrepreneurial spirit of the indigenous population.

In addition to this, though, there are various agricultural institutes across the state carrying out research and development of new, improved methods of agricultural practices. These include: the Agricultural and Rural Management Training institute (ARMTI); the National Centre for Agricultural Mechanization and Niger River Authority; and the Agricultural Research Project of the Obafemi Awolowo University at Balla, all of which provide farmers with vital information on modern agricultural techniques.

## Mineral resources and agro-based raw materials

Kwara is blessed with an array of mineral resources and agro-based raw materials such as clay/kaolin, columbine and cassiterite, cantalite, gold, tale, aquamarine, clay/kaolin, silica sand, gypsum, feldspar/quartz, marble/dolomite, mica, garnet, limestone and tourmaline, to name but a few. These resources, all of which can enhance the state's rapid industrial development, are spread in abundance across the 16 LGAs. Indeed, some of these minerals are yet to be fully tapped and await large-scale exploration to determine their quantity and quality, but this will entail major mining activity and that, of course, requires huge investment. The development of mining solid minerals is a crucial area where the state government is looking for interested investors to make contributions, because experts are in no doubt as to the commercial quantity of these minerals, which should attract both indigenous and foreign investors interested in good profits and future expansion.

In terms of agro-based raw materials, meanwhile, the following are produced in great quantities: castor, shea-butter, kenaf, plantain, sorghum, cocoa, palm oil/palm kernels, cashew nuts, sugarcane and banana, as well as maize, cassava, groundnut, yam and soya beans.

ABOVE RIGHT Maize harvest

## Industries and companies

Improved infrastructures and the provision of incentives for investors by various governments in the state have resulted in an influx of industries and companies in and around the capital city of Ilorin. These include: Global Soap and Detergent Ind. Ltd.; Nefraday farms Nig. Ltd.; Nigerian Paper Mill Ltd.; Okin Biscuits Nig. Ltd.; Okin Foam Products Nig. Ltd.; Noble Breweries Nig Ltd.; United Foam Products Nig. Ltd.; and Resinoplast Nig. Ltd.

Others include: Appolo Electronics Nig. Ltd.; Rajrab Pharm. Ltd.; Sam Pharm Nig. Ltd.; Western Reservoir; Tuyil Pharmaceutical Ind. Ltd.; Biomedical services Co. Ltd.; Odun Ade Ind. Ltd.; and International Tobacco Co. Ltd; Ethnix Designs Nig. Ltd.; Seven Up Bottling Co.; Adeyemi Furniture Works; Patigi Rice Mill industrial area, Kosogi Road, Patigi; and Dangote Flour Mill Nig. Ltd. All these companies manufacture a wide variety of products that are either consumed directly by the people or are used as raw materials; they also contribute to the overall economic goal by providing employment.



RIGHT Ganmo Power Station





## Tourism

Kwara State is popularly known as the State of Harmony and this is nowhere more noticeable than in the hospitality and tourism sub-sector of the economy, in which increasing activity is being positively encouraged. There are numerous relics and natural sites that have great historical relevance and therefore high tourism potential; when fully developed, these can serve to provide alternative revenue streams for the state. Again, both foreign and local investors are encouraged to invest in these untapped resources and help to attract tourists from all over the world. Some of the most interesting sites include: Mungo Park Cenotaph, the wreckage of Mungo Park's ship, Juju rock, Jebba Colony, Jebba Historical Cemetery, Fanga Island Beach Resort, Ahoyaya Falls, Esie Museum, Owu Falls, Obas' Tombs at Offa, Onimoka Shrine, Iron Mass, Jokoro, Imoleboja Rock Shelter, Jege Hill, Ero Omola Waterfall, Kainji National Park, Okuta Ilorin and Alfa Alimi's Mosque and Residence. All of these are becoming must-see attractions for the visitor to Kwara State.

**ABOVE RIGHT** One of the highest and most spectacular waterfalls in West Africa – Owu Falls, Ifelodun, Kwara

**BELOW** Imoleboja Rock Shelter, Odo-Owa, Kwara



## Sport

The history of sport in the state is incomplete without the pivotal role of Kwara United Football Club. The Club started as Kwara Water Corporation Football Club in 1974, and was originally an in-house club for the Corporation's staff. But due to their excellent results and the depth of talent in the club, the scope was widened and, by 1979, the Club qualified to play in the National League Second Division alongside the First Bank F.C. of Lagos. That same year, the club got to the quarter-final stage of the Football Association Cup (otherwise called the Challenge Cup) where the team lost to Bendel Insurance Football Club of Benin by two goals to one. In 1985, due to the change in the name of the parent corporation to Kwara Utility Board, the club changed its name to Kwara Utility Bombers of Ilorin, but was relegated to division three at the end of that season. In 1990, when the company stopped its financial support, the club changed its name again to Kwara Bombers Football Club of Ilorin.



ABOVE RIGHT Jose Murhinho and graduates from the Kwara Football Academy, July 2009

BELOW Pupils at the freely provided Kwara State primary schools

## Education

The state has always placed a premium on education, because this is central to the development of human resources. There are no fewer than 362,600 pupils enrolled in primary schools, 133,699 in secondary schools and 11,412 in non-formal educational facilities established across the state as a joint venture between the government, various communities and religious organisations. Kwara is also one of the few states in Nigeria to put a real emphasis on higher education academic institutions, with three universities, two polytechnics and three colleges of education, as well as several research and training institutions. In order to ensure a constant flow of skilled manpower at all levels, the government established several state-owned tertiary institutions such as Kwara State Polytechnic Ilorin, the State Colleges of Education at Oro, Lafiagi and Ilorin (established in 1972 and 1976 respectively) and Kwara State University (2010).

Apart from the state-owned institutions already mentioned, other tertiary institutions include: Al-Hikiman University; Federal Polytechnic, Offa; the Agricultural and Rural Management Training Institute, Ilorin; the Nigerian Stored Products Research Institute; Michael Imodu Institute of Labour Studies, Ilorin; the Federal Training Centre; the Ilorin National Centre For Agriculture Mechanization; the National Open University, Kelende Estate, Ilorin; the State School of Midwifery, Ilorin; and the College of Health Technology, Offa.







## The Mass Media

There are a number of state-owned mass media organisations established to inform, educate and imbue the positive re-orientation of attitudes in every citizen. These organisations include: Kwara State Broadcasting Corporation (Radio Kwara); Kwara Television; and The Kwara State Printing and Publishing Cooperation, publishers of the Nigerian Herald. As agents of socialisation, they have helped to bring the government much closer to the people at a grass-roots level.

Kwara State Broadcasting Corporation, as constituted today, formally came into being with the enactment of the Kwara Edict No 3 of 1979, but with retrospective effect from April 1st 1978, in compliance with the Federal Government's directive, which transferred all Radio Nigeria Stations to their respective host states. Meanwhile Kwara State Television launched an initially limited service in 1995, branching out into full operations in 1997.

The Kwara State Printing and Publishing Corporation was established by the Kwara State of Nigeria Edict No. 3, 1973, to publish materials of interest to the state and to give guidance to the public upon any matter of public interest. The aim of the Corporation was to publish newspapers and periodicals, as well as to carry out all the accompanying functions common to a newspaper organisation, including the promotion, encouragement and stimulation of the study of journalism. The very first issue of the Nigerian Herald came out on 19th October 1973.



ABOVE RIGHT Kwara State Television channel logo

CENTRE RIGHT Radio Kwara FM logo

BOTTOM RIGHT The Nigerian Herald owned and published by the Kwara State Printing and Publishing Corporation, Ilorin, Kwara



## PART TWO: THE MAKERS OF KWARA STATE

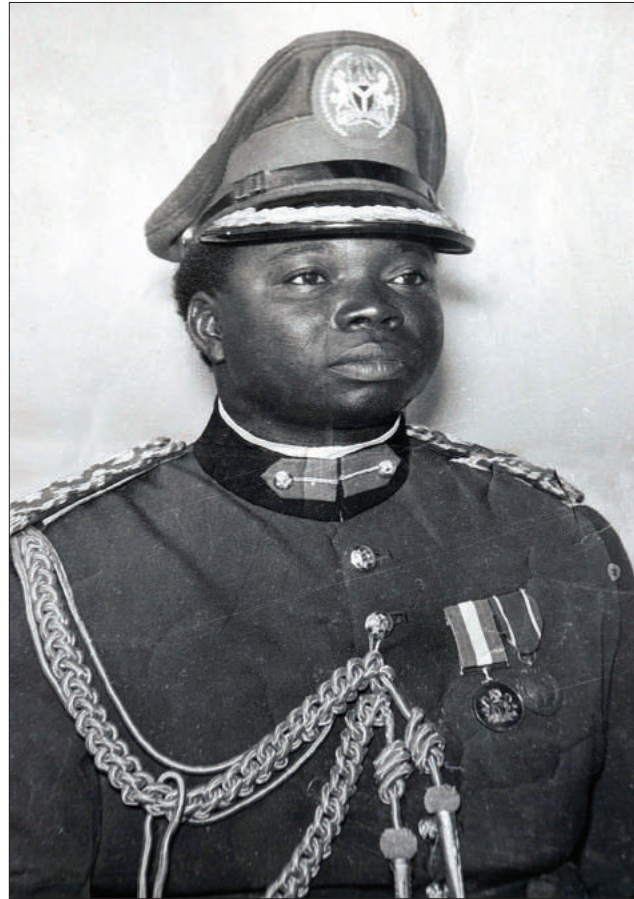
### Past leaders

The makers of Kwara State are not just the individuals who at different times controlled the affairs of state as military administrators, elected governors, legal representatives of the people or career civil servants. They also include a number of prominent figures whose personalities exemplified, in both private and public life, the core values of Kwara and who consequently became worthy 'ambassadors' of the state.

Since its creation in 1967, Kwara State has been governed by 18 governors, including five democratically elected executive governors and 13 military governors. But regardless of how they came to power, all these men contributed in varying degrees to the development of the state, working with the resources they had available to surmount the challenges they each faced during their tenures.

*Democracy is not something you put away for ten years, and then in the 11th year you wake up and start practicing again. We have to begin to learn to rule ourselves again.*

CHINUA ACHEBE



## Colonel D. L. Bamigboye

Col. D. L. Bamigboye was the first Military Governor posted to Kwara State in 1967 and his administration made good use of the highly intelligent, experienced and patriotic civil servants deployed to the state. He and the members of the State Executive Council recorded a number of achievements including the building of secretariats to cater for the office accommodation of civil servants in the state capital, as well as all the local government headquarters in the state; the construction of water works across the state for the provision of drinking water for all citizens; the construction of the Oyo Bypass Road (now Ibrahim Taiwo Road), as well as other roads in the state; and the construction of Kwara Hotels, Ilorin.

In response to the people's demand for quality education, the administration also established government secondary schools and technical colleges across the state, while at the same time encouraging communities and religious bodies to establish further secondary schools. The establishment of the Kwara

College of Technology (now Kwara State Polytechnic) and the School of Nursing and Midwifery, both in Ilorin, are also both credited to the Bamigboye administration.

In addition to this, the administration also laid a solid foundation for the state in terms of healthcare delivery services by building general hospitals in major towns and healthcare centres in rural areas. And among the parastatals established were the Kwara State Printing and Publishing Corporation; Government Printing Press; the Gateway Insurance Company (established in 1970 to serve Kwara State in particular and also the wider state of Nigeria); the Kwara State Investment Corporation, Ilorin; Kwara Paper Converters; Erin-Ile Midland Stores; Nigerian Television (NTV), which later became NTA Ilorin; Kwara Food Production Company Ltd, established in 1973 and which produced Eagle Rice among other products; Kwara State Council for Arts and Culture, established on 1st September 1970; and the Kwara State Council established in 1969.





Colonel Ibrahim Taiwo

## Colonel Ibrahim Taiwo

Col. Ibrahim Taiwo was the state's second governor, though he only held office for six months before his rule was abruptly terminated by a military coup d'état on 13th February 1976, which also claimed his life along with that of the then Head of State, General Muritala Mohammed. But even in this short period, he worked hard to consolidate the efforts and achievements of Colonel Bamigboye.

The noteworthy achievements of this administration include the establishment of the Kwara State Agricultural Development Corporation, the production department of which later became limited liability companies, namely Kwara State Animal Feeds Company Ltd., Kwara State Grains Production Company Ltd., Kwara State Poultry and Livestock Production Company

Ltd. and Kwara State Agricultural Land Development Company Ltd. The Kwara State Council for Arts and Culture was also established around this time and was mandated to revive, preserve and promote the development of arts and culture in the state.

The introduction of the Universal Free Primary Education (UPE) in 1976 also saw a vast improvement in literacy levels across the state, especially among the less privileged who before then had had no such opportunity. The Ibrahim Taiwo Administration also has to its credit the establishment of the Kwara Furniture Manufacturing Company (for the purpose of quality furniture production) and the Kwara State Pilgrims Welfare Board.



## Colonel George A. Innih

Colonel Innih, then an army officer and now deceased, was the third Governor of Kwara State and again worked hard to build on the achievements of his predecessors in various sectors of the state. He is most remembered today for a number of successes, including the launch of 'Operation Feed the Nation'; the construction of the Kwara State Stadium Complex; the building of Adewole Housing Estate, which provides residential accommodation for poorer citizens; the construction of the Unity and Taiwo Roads; the building of new markets in all LGAs, including the Baboko market in Ilorin; and the establishment of Kwara State College of Education, Oro.



Colonel George A. Innih

## Colonel S. O. Ifere

Col. S.O. Ifere, now deceased, served as the Military Administrator of Kwara State from 24th July 1978 to 30th September 1979, and is best known for his achievements in various spheres of the state's economy. He commissioned a number of projects, including the Omu-Aran electricity project and the workshop at the Ministry of Information and Home affairs, and his tenure also marked an important milestone in the chequered history of Kwara State in particular and Nigeria in general. For it was he, amongst others, who implemented the various transitional programmes leading to the hand-over of power to civilians by the military government in 1979. And it was he who handed over the reins of government to Alhaji Adamu Atta, the winner of the 1979 governorship election.



Colonel S. O. Ifere

## Alhaji Adamu Atta

Alhaji Adamu Atta was the first Executive Governor of Kwara State who came to power on 1st October 1979. As the chief executive of the state, democratically elected in the Second Republic on the platform of the National Party of Nigeria (NPN), he contributed immensely to the development of Kwara. At a time when the transformation from military rule to a civilian democratic setting was undoubtedly challenging, he needed to prove his worth and show that he could perform as effectively as his military predecessors had done. In terms of the fair distribution of appointments, infrastructural facilities and basic amenities among members of the civil society, he was expected by the people to be democratic, judicious and transparent. That, after all, was what they had voted for.

The major achievements of Governor Adamu Atta include the construction of: Kwara Hotels Phase II; several specialist hospitals; the Secretariat Phase III (now the Governor's office) and the Kwara civil service clinic. His administration also conceived the idea of establishing a community bank in 1981, the first being the Omu-Aran Community Bank; this then gave birth to Trade Bank Plc in 1987.



Alhaji Adamu Atta

## Chief C. O. Adebayo

Chief C. O. Adebayo was democratically elected and sworn in as the second Executive Governor of Kwara State, on the platform of the Unity Party of Nigeria (UPN) on 1st October 1983. However, his administration was very short-lived, following a military coup d'état on 31st December, which brought General Mohammed Burhari to power as Head of State. His short tenure notwithstanding, Governor Adebayo gave complete priority to the educational development of Kwara State – he was, after all, an educationalist himself. His administration constructed a number of classrooms in secondary schools and contributed greatly to the abolition of the shift system of education in the state's primary schools by providing more infrastructural facilities.



Chief C. O. Adebayo



## Group Captain Salaudeen A. Latinwo

Grp. Capt. S. A Latinwo governed Kwara State from 1984 to 1985 under the Buhari Military Administration. One of his major achievements was the successful launching of the 'War Against Indiscipline' (WAI) in the state, which inculcated in the people the virtues of self-control, obedience, orderliness, respect for one another and respect for life and property. In this spirit, his administration handed over the management of Kwara Hotels to Arewa Hotels Ltd. and also established the Kwara State Town Planning Authority for planning and development activities in the state.

The other achievements of this administration were: the launch of the Kwara State Industrial Fund, which served as a great impetus for the rapid socio-economic development of the state; the launch of the state's 'Food All' programme to produce various crops at an unprecedented scale; the establishment of the Board of Internal Revenue through Edict No. 7 of 1984; and the establishment of Kwara State Investment Corporation for the promotion of industrial and commercial enterprises.



Group Captain Salaudeen A. Latinwo



Wing Commander Mohammed N. Umaru

## Wing Commander Mohammed N. Umaru

Wing Cdr. M. N. Umaru was the eighth governor of Kwara State, from September 1985 to August 1986, and during his tenure, commissioned the installation of the Ibrahim Taiwo street lights in Ilorin. Apart from consolidating the various efforts and achievements of former governors, he also introduced an Emergency Road Rehabilitation Programme to make sure that all roads across the state were passable by car, a contract that was awarded to GRA Roads in Ilorin.

His administration made a major breakthrough on 15th October 1985, when a new Obaro – Oba Michael Folorunsho Olobay – was appointed for the town of Kabba (now in Kogi State). The town itself had known little or no peace since the demise of

the last Obaro, Oba D.O. Aka in 1982, as a result of succession crises among the various factions over the Zambufu road, which was now rebuilt at a cost of N30.1 million. The administration's other achievements include: the opening of the Lokoja Stadium and the Resinoplast Plastic Industry in Ilorin; the completion of the specialist hospitals, with an external loan of N11.2 million approved by the Federal Government; the regular supply of medical equipment and drugs to hospitals and health centres to ensure effective healthcare delivery services in both rural and urban centres; and the approval of the Unified Salary Structure (USS) for Kwara Polytechnic and College of Education.



## Lieutenant Colonel Ahmed Abdullahi

Lt. Col. Ahmed Abdullahi was appointed Governor of Kwara State in 1986 and is remembered mainly for the provision of drinking water, working hand-in-hand with UNICEF, BIWATER Rural Water Supply Scheme and the Rural Water Programme of the Directorate for Food, Roads and Rural Infrastructures (DFRRI). His administration also encouraged the improvement of agricultural cultivation through important infrastructural and institutional arrangements such as fertilizer stores, agro-service centres, tractor subsidy schemes and farm support services.

Other achievements recorded during Abdullahi's tenure include the effective promotion and participation of the state government in some industrial and commercial ventures, such as: Kwara Breweries, Ijagbo; Erin-Ile Paper Converters; United Foam Limited; Gateway Insurance Company; Kwara Furniture Manufacturing Company; Kwara Hotels Limited; and Trade Bank among others. In addition, communities embarking on communal projects in the priority areas of electricity, water, roads and health started to receive matching grants.



Lieutenant Colonel Ahmed Abdullahi

## Group Captain Ibrahim Alkali

Grp. Capt. Ibrahim Alkali became the tenth governor of Kwara State on 19th December 1987 and made his mark in various spheres of the life of the region. His administration oversaw the construction of the Kwara State Library, which was commissioned in November 1989, and also launched the state chapter of the Nomadic Education Programme, which later spawned Nomadic Primary Schools.

Alkali also initiated the construction of an Olympic-sized swimming pool at the Kwara Stadium Complex, which now hosts national and international swimming competitions, as well as an ultra-modern theatre complex for the Council for Arts and Culture at Geri Alimi in Ilorin as part of the effort to develop the burgeoning cultural potential of the state. In addition,

he created and had constructed the High Court and the Sharia Court of Appeal at Ilorin

The Beautification Scheme, instigated by this government, saw the installation of major roundabouts at Ilorin, while the Kwara State Mass Transportation System (Kwara Express) was commissioned on 18th February 1988 for the convenience of the population. The administration also provided streetlights on major roads in Ilorin and completed the stylish Kwara House in Lagos, at a cost of over N15 million, to provide decent accommodation for the governor of the state and other top government officials. The 16 luxurious flats in the complex now serve as a constant source of revenue for the state government.



Group Captain Ibrahim Alkali





Colonel Alwali J. Kazir

## Colonel Alwali J. Kazir

The eleventh Governor of Kwara, Col. A.J. Kazir was popularly referred to as 'action governor', because he repeatedly stressed the need for teamwork and progress in the task of increasing the tempo of rural development and industrialisation throughout the state.

It was Governor Kazir who launched a regrading exercise for the traditional rulers in the state, which led to the emergence of more royal fathers in the first three categories of the ruling institution. Also, it was his administration that established the Christian Pilgrims Welfare Board, an idea that had been repeatedly mooted by many interested parties since 1979.

In terms of sports development, the administration made some giant strides forward, including the

building of a baseball court at Adewole and the hosting of the fifth CISM Joint Military World Handball Championship at the Kwara State Stadium Complex in September 1990.

And like many of his predecessors, Governor Kazir also attempted to address the seemingly unremitting issue of road rehabilitation, and encouraged the rest of the administration to embrace the direct labour approach in the handling of projects, so as to make more prudent use of available resources for the benefit of the citizens.



## Alhaji Mohammed Sha'aba Lafiagi

Alhaji Mohammed Sha'aba Lafiagi was the third Executive Governor of Kwara State from January 1992 to November 1993, during which time Kwara took some remarkable developmental strides. He showed unrelenting commitment towards improving the living standards of the people, first and foremost by ensuring his administration formulated positive policies encouraging rural development and also by creating an enabling environment for investment in industrial ventures.

Many roads were constructed across the state, including Shagbe-Zambufu, Omu Aran-Oro Ago and Alapa-Malete Shao among others. As a result of this, the Governor was able to show his regard and respect for the first- and second-class Chiefs, by providing them all with Mercedes Benz 200s and increasing their salaries and royalties.

This administration also took education very seriously, undertaking an infrastructural rehabilitation of existing schools and the construction of new ones, lightening the burden of education on parents and their wards through financial assistance to students, and motivating teachers to ensure higher productivity. On top of this, policy-making led to: the construction of 488 new classrooms, in order to eliminate the destructive educational shift system; the establishment of the College of Education (Technical) at Lafiagi; the donation of N1 million to each of the first generation schools for the rehabilitation of their school buildings and the provision of necessary facilities; and the donation of buses to the College of Education to ease the movement of teachers and students.

It was also under Sha'aba Lafiagi's rule that Kwara State Television was established, to complement the efforts of Radio Kwara, and the Herald newspaper was requested to give greater publicity to the government's activities. At the same time, the administration succeeded in: procuring and installing the parboiling equipment for the Patigi Rice Mill in Patigi LGA; building a permanent hostel for the School of Nursing in Ilorin; commissioning phase II of the State Secretariat (now housing the Ministry of Finance and Economic Development); and selling tractors to farmers in the state at a subsidised price of N516,000 for N100,000 deposit. This period also witnessed the establishment of banks by various communities in the state.

## Commissioner of Police Mustapha Ismail

Com. Pol. Mustapha Ismail was the thirteenth Governor of Kwara State, serving from December 1993 to August 1994. He will be remembered primarily for leading the refurbishment of the collapsed Duku-Lake Dam in Edu LGA, which was capable of irrigating over 3,000 hectares of rice farms. Within his first 100 days in office, the normal water supply, which was suffering from major issues at that time, was restored to Ilorin. His administration also placed a premium on the provision of electricity for all, as he considered it to be a vital and stimulating factor for socio-economic activities. The administration also procured new J-5 buses for the Kwara State Transport Corporation, the operators of Kwara Express, which were commissioned on 20th December 1993.





Group Captain Bab Adamu Iyam

## Group Captain Bab Adamu Iyam

Governor of Kwara State from August 1994 to August 1996, Grp. Capt. Baba Adamu Iyam oversaw an era of mass mobilisation for the various communities in a campaign to encourage greater participation in self-help development. The administration also engaged private developers for the completion of Kwara House at Abuja, with the intention of generating revenue for the government and reducing the high cost of hotel accommodation for officials of Kwara State while staying in the Federal Capital.

Alongside UNICEF and DFRRI, the administration constructed boreholes and functional latrines across the state and also built the Stadium Shopping Complex to improve revenue generation for the Government. But Governor Adamu Iyam's administration will most likely be remembered for the re-classification of Kwara State by the Federal Government as an 'educationally disadvantaged state', a status that would help attract more attention and investment from the Federal Government for educational development.



Colonel Peter A. M. Ogar

## Colonel Peter A. M. Ogar

Ruling from 23rd August 1996 to 14th August 1998, Col. Peter Asam Mbu Ogar was Kwara's fifteenth governor, whose tenure saw advancement in a number of areas. His achievements include: the rehabilitation of several roads at Ilorin through direct labour; the awarding of contracts for the refurbishment and expansion of Agba, Asa and Sobi Dams, as well as other state water works; and the establishment of seven new Government Day Secondary Schools at Adewole Estate Odo-Okun, Adeta, Ojagboro, Gaa Akanbi, Kulende, Ilorin and Okuta in Baruten LGA. In terms of sports and youth development, the government bought out the former Exide Football Club and completed the Ibrahim Abacha Multi-Purpose Youth Centre.

The administration also approved the merger of the Kwara Investment Company with Kwara Property Development Corporation, creating the Kwara Investment and Property Development Company. Beyond this, the government achieved other notable successes: the reactivation of the Kwara State Printing and Publishing Corporation to bring The Herald newspaper back to the streets, through the engagement of a dedicated consultant employed to resuscitate the media outfit in all aspects; the launch and execution of additional curative and preventative health projects; and refurbishment of vehicles in the fleet of the Kwara State Transport Corporation to make the transport system more efficient inside and outside the state.

## Lieutenant Colonel Rasheed A. Shekoni

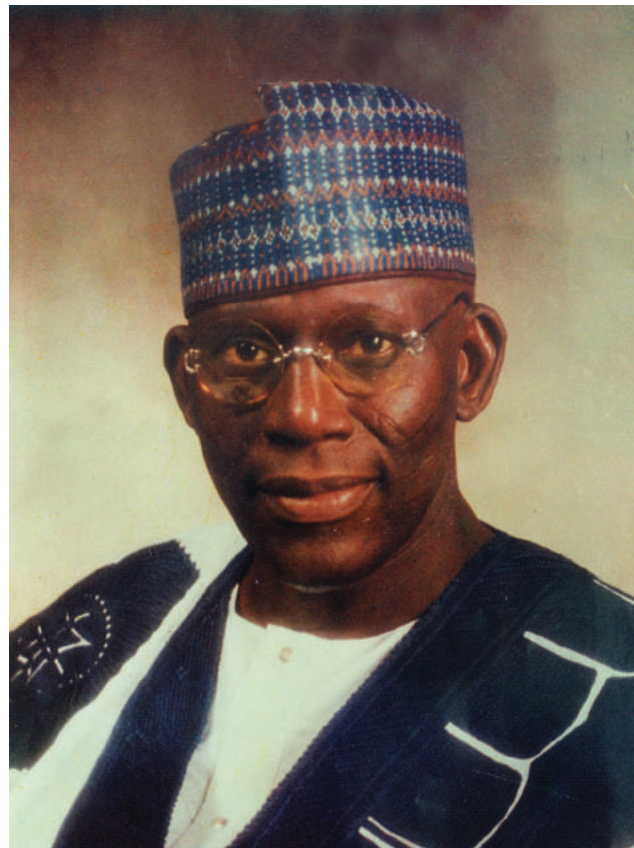
Lt. Col. Rasheed A. Shekoni was the last military governor of Kwara State, ruling from 14th August 1998 to 29th May 1999, when democracy returned to Nigeria. His administration rehabilitated secondary schools in the state under the auspices of the Special Projects Fund and also reactivated water projects including Agba Dam at Ilorin, where he commissioned the construction of a water treatment plant. The roads again caused problems for the government. Indeed, Governor Shekoni was greatly committed to road development, especially after his much-publicised observation that Kwara State had the ‘worst set of

roads on which he had ever travelled’. Consequently, he made some very fruitful contacts with the Federal Ministry of Works and Housing and the Petroleum Trust Fund (PTF) to advance road construction in different parts of the state. Another bold step taken by the Shekoni administration was the construction of 50 housing units at Adewole Estate to serve as residential accommodation for employees of the state. Finally, on 29th May 1999, he handed the reins of government to Alhaji Mohammed Alabi Lawal and in doing so brought democracy back to Kwara State.



Lieutenant Colonel Rasheed A. Shekoni





Alhaji Mohammed A. Lawal

## Alhaji Mohammed A. Lawal

Alhaji Mohammed A. Lawal, now deceased, was democratically elected as the representative of the All Nigeria People's Party (ANPP) and became the seventeenth Chief Executive of Kwara State, remaining as the civilian governor from 29th May 1999 to 29th May 2003. A retired Rear Admiral, he moved quickly and with typical military precision to address the multifarious socio-economic problems.

His administration embarked on a systematic programme of road development and rehabilitation, under which many roads were resurfaced, both in Ilorin and other major towns and villages across the state. In another bold step, autonomy and self-accounting status was granted to Kwara State Transport Corporation (Kwara Express) in recognition of the importance of mass transit as an invaluable tool for the stimulation of economic growth and 15 new air-conditioned buses were purchased for the corporation to increase its fleet.

The Lawal administration also procured and distributed N500 million worth of medical and non-medical equipment to health institutions, in order to guarantee the most effective and efficient healthcare delivery services possible across the state. The government also committed substantial resources to the improvement of the Water Supply Scheme and the installations that supplied water to about 180 different communities.

The governor and his administration did not rest there. In order to ease the acute shortage of resident accommodation in Ilorin, they instigated the construction of 150 2-bedroom houses at Irewole Ilorin at a cost of N180 million, and re-constructed and completed the abandoned Woman's Development Centre along Ajase-Ipo Road at a cost of N36 million.

Conscious of the need for communication with the population, Lawal pushed through enhanced logistical support for the Herald newspapers, which resulted in an increase in the production of the newspaper from two to three times a week and completed the FM stereo station in the Apata Yakuba area of Ilorin. He oversaw many other improvements, including: the distribution of tractors to all the 16 LGAs at 40% subsidy; the construction of 193 prototype clinics in all final-year students irrespective of their states of origin; the launch of the state's Poverty Alleviation Programme with a sum of N8 million distributed to 160 people from all 16 LGAs; and the rebuilding of all dilapidated structures in the state's health institute.

He was succeeded by Dr. Abubakar Bukola Saraki, a medical doctor, who was elected as the 18th Chief Executive of the State on 29th May 2003, under the umbrella of the People's Democratic Party (PDP).



# The Legislature

## The Kwara State House of Assembly

While Kwara State came into existence in May 1967, it was not until October 1979 that the machineries for the State Legislature were put in place – a major indication of its military rule. However in 1979, when the civilian government took over the administration of the country, Houses of Assembly were constituted in all states, including Kwara.

The first legislature in Kwara State became operational in 1979, when the then civilian governor, Alhaji Adamu Attah, signed the proclamation authorising the first sitting of the House in the second Republic. The Parliament comprised of fifteen elected representatives of the people, headed by the Speaker of the House Assembly, Rt. Honourable Shehu Usman. The indoor sports hall of the Kwara Stadium Complex was used as the temporary Assembly Chambers. The House was dissolved when a new democratically elected government came to power in October 1983.

The second legislature came into being in October 1983, when Chief Cornelius Adebayo, who was then Executive Governor of the State, signed a proclamation which authorised legislators to sit. But as the second Republic lasted for only three months, the life of the House was terminated when a military government, headed by Major General Muhammadu Buhari, toppled the democratically elected government of Alhaji Shehu Shagari in a coup on 3rd December 1983.

In January 1992 a new administration, marking the beginning of the third Republic, came into existence with Alhaji Mohammed Sha'aba Lafiaji as Governor. He signed a proclamation that authorised the Legislature to sit and they operated in the Assembly Complex which was newly commissioned at the time. This parliament, however, was again short-lived, ending abruptly when a military government, headed by General Sanni Abacha, toppled the interim National Government headed by Chief Ernest Shonekan in another coup d'état.

The continuation of the third Republic began on the 29th May 1999, with the fourth Assembly being born on 9th June, when the civilian Governor of Kwara State, Alhaji Muhammed Lawal signed a proclamation authorising its first sitting. This parliament came to an end in 2003, when a new democratically elected government was sworn in and started the fifth Kwara State Legislature on the 30th May when the Executive Governor of Kwara State Dr. Bukola Saraki signed a proclamation authorising its first sitting. This parliament ended with the tenure of the administration in May 2007.

The sixth Kwara State Legislature commenced in May 2007 on the authorisation of Dr Saraki, who had been re-elected as Executive Governor for a second term.





FROM TOP LEFT TO BOTTOM RIGHT Rt. Hon Shehu Usman 1979-1983; Rt. Hon Ismaila Sadiq October-December 1983; Rt Hon Saidu Ajao Gomi 1992-1993; Rt Hon Yissa Ezekiel Benjamin 1999-2003; Rt. Hon Isa Bio Ibrahim 2003-2008; Rt. Hon Babarunde Muhammed January 2009-to date.

## The Judiciary

As mentioned above, the Kwara State Judiciary is made up of the High Court of Justice, the Sharia Court of Appeal, Magistrate Courts, Juvenile Courts and the Area Courts. The Judiciary is headed by the State Chief Judge, while the State Grand Kaddi heads the Sharia Court of Appeal.

The Judiciary of Kwara State came into being with the creation of the State in 1967, although it was known then as Central-West State. During this period, the Chief Justice of the Northern Region of Nigeria, Honourable Justice Wilfred H Hurley, also became the Chief Justice of the State. When he retired in 1968, Honourable Justice Reed took over the as the Chief Justice of the then six Northern States, including Kwara. He retired in 1974, to be followed by Honourable Chief Justice Mohammed Bello as Acting Chief Justice for the Northern States from 1974 to 1975.

The first resident High Judge, Honourable Justice Raymond Hague, was appointed on 1st April 1968, but seven years later a substantive and first indigenous Chief Justice was appointed. This was Honourable Justice Saidu Kawu and he held the position until 1984 when he was appointed Justice of the Supreme Court of the Country. He retired fully in September 1993.

Honourable Justice Timothy Adepoju Oyeyipo was the next Chief Justice of the state, appointed in July 1984 and serving in that capacity for 21 years. He had risen up the professional ladder, serving first as Solicitor General and Permanent Secretary, before being promoted to the post of Acting Court Judge on September 1976 and then High Court Judge in July 1977.

After his retirement, Honourable Justice Saka Yusuf was appointed as Chief Justice of the State in January 2006. He had joined the judiciary as Magistrate Grade I in 1981, had been appointed High Court Judge in Kano State in February 1986 and later became Acting Chief Judge of the same state from 2001 to 2006. He retired on 20th May 2007.

On 25th May 2007, Honourable Justice Eletu-Habbeeb was appointed Acting Chief Judge of the State, having been made a Judge of the High Court with effect from 6th May 1986. She was sworn in as the substantive Chief Judge of the State on 28th March 2008, a post she held until April 2009. She was succeeded by Honourable



FROM LEFT TO RIGHT Hon Grand Khadi Abdul-Quadir Oba Imam-Fulani; Hon Grand Khadi Idrees Abdullahi Haroon; Hon Grand Khadi Abdulkadir Orire; Hon Grand Khadi Muttalib Ahmad Ambali.





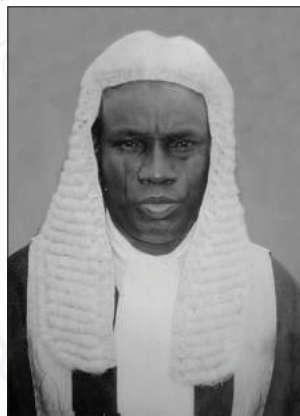
FROM LEFT TO RIGHT Hon Justice Saidu Kawu 1967-1984; Hon Justice Timothy Adepoju Oyeyipo 1984-2005; Hon Justice Saka Yusuf January 2006-May 2007; Elelu Habeeb Raliat March 2008-April 2009; Hon Justice JF Gbadeyan April-July 2009; Hon Justice Bamigbola Ayinla July 2009-2010; Hon Justice Sulyman Durosinlorun Kawu 2010-to date.

Justice Joseph Fola Gbadeyan, who had been appointed Magistrate Grade I in August 1974, and had risen through the ranks until being appointed the Acting Chief Justice of the State in November 2007. He continued as Acting Chief Justice until his retirement in July 2009.

In the same month, Honourable Justice Ayinla Olatunji Bamgbola became Chief Justice, having been a Judge of the High Court since December 1994. Upon his retirement in 2010, he was succeeded by the Honourable Justice Sulyman Durosinlorun (as Acting Chief Justice), who had served as a High Court Judge since 1994.

The State Sharia Court of Appeal has been presided over by four Grand Kaddis: Honourable Justice Abdulkadir Orire (1975-1999), Honourable Justice Mutalib Ambali (2000-2008), Honourable Justice Abdulqadir Oba Imam-Fulani (2008-June 2010) and Honourable Justice Idrees Abdulahi Haroon (June 2010 to date).

Honourable Justice Abdulkadir Orire was appointed pioneer Grand Kaddi by the Supreme Military Council in 1975 and held the post for twenty-four years until December 1999. Before then he had been appointed Judge of the Sharia Court of Appeal for North Central and Kwara State in 1971. After his retirement, Honourable Justice Mutalib Ambali took over the position, having started his career with the Kwara State Sharia Court of Appeal, first as its pioneer Chief Registrar, then as the Kaddi. He was appointed the Grand Kaddi in July 2001 and held the post until April 2008 when he retired from active judicial service.



FROM TOP LEFT TO BOTTOM RIGHT Mr. E.I. Odama 1975-1976; Alh. Alarape Salmon 1976-1978; Dr. S.E. Mosugu 1978-1979; Mr. Saka Yusuf 1979-1983; Mr. P. Olorunishola 1983-1983; Mr. Baymono Erin 1984-1985; Mr. J.K. Obasa 1985-1986; ;;; Alh. Muritala A. Sanni 1994-1999; Adisa Shuaib Adelodun Oloolu Jan-May 1999; Titus Olasupo Ashaolu 1999-2003; Saka Abimbola Isau 2003-2010; Dr. Ali Ahmed 2010-to date.

Kaiama

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## Attorney Generals

The office of the Attorney General is an important constituent of the State Judiciary. The State Attorney is the chief legal advisor to the State Government and the State's chief law enforcement officer. By statutory provisions, the Attorney General doubles as both the Commissioner for Justice and the Head of the Ministry of Justice, the latter post giving him membership of the cabinet with executive responsibilities similar to the other commissioners. Since 1975, the State has had fourteen attorney generals including the sitting attorney general Dr Ali Ahmad. These are: Mr E. I. Odama (1975-1976), Alhaji Alarape Salmon (1976-1978), Dr S.E Mosugu (1978-1979), Mr Saka Yusuf (1979-1983), Mr P Olorunishola (1983), Mr Baymono Erin (1984-1985), Mr J. K. Obasa (1985-1986), Dr. Mose Bamidele Oyebanji (1986-1992), Alhaji Babatunde Abdul (1993-1994), Alhaji Muritala A. Sanni (1994-1999), Mr Adisa Shuaib Adelodun Oloolu (Jan-May 1999), Mr Titus Olasupo Ashaolu (1999-2003) and Alhaji Saka Abimbola Isay (2003-2010).



## Local Government Administration

As mentioned above, local governance is the joint responsibility of each of the LGA's Executive Councils, comprised of the Chairman, who is the head of the Council, the Vice Chairman, Supervisory Councillors and the Secretary to the Local Government, but there are also traditional and community leaders.

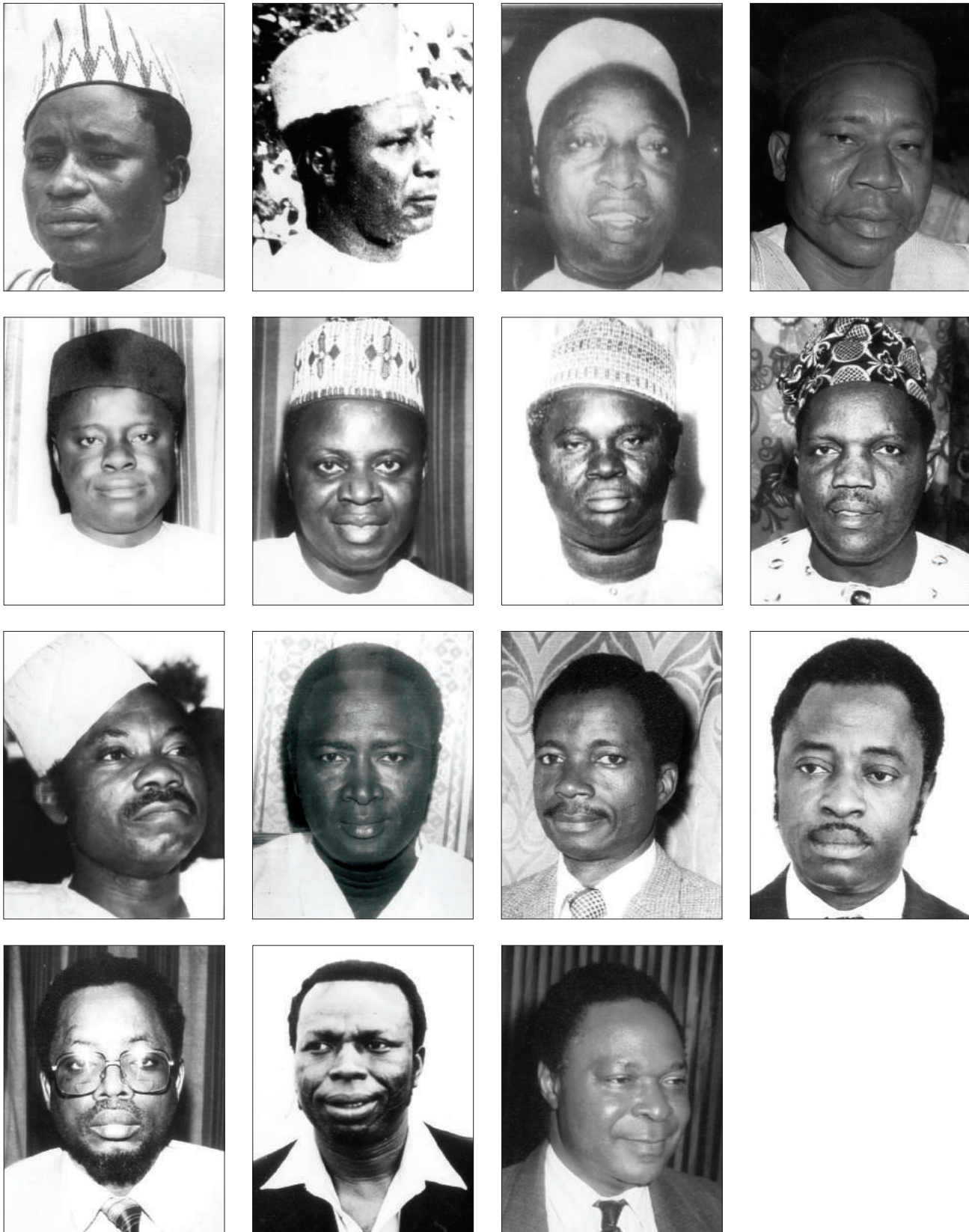
There is a Council of Chiefs for each LGA in Kwara State, as well as a traditional Rulers Council comprising of graded traditional rulers and community leaders. Their responsibilities include the maintenance of peace, order and communal harmony within the State.

Kaiama



FROM TOP LEFT TO BOTTOM RIGHT Elerin of Erin-ile Oba Abdul Ganiyu Ajibola Ibrahim Olusokun II; Elese of Igbaja Alhaji Ahmed Arepo; Emir of Ilorin Alhaji (Dr.) Ibrahim Sulu Gambari (CFR); Emir of Kaiama. Alh. Muhammed T. Umar, Emir of Lafiagi Alhaji Sa'adu Haliru; Emir of Shonga. Alh. (Dr.) Ndanusa Hliru Yahaya; Etsu Patigi Alhaji Ibrahim Chatta Umar (OON); Etsu Tsaragi Alhaji K. Abdullahi; Olofa of Offa HRH Oba Mufutau Gbadosi Esuwoye; Olofa of Offa Oba Mustapha Olawore Olanipekun Ariwajoye II; Olomu of Omu Aran. Oba Charles Oladele Ibitoye Adogbajale II; Olupo of Ajase Ipo Oba Sekiru Attenda Oladolu Sanni.





FROM TOP LEFT TO BOTTOM RIGHT Alh. A.R. Salimonu SSG 1979-1983; Alh. Abdulrahaman Okene SMG and Head of Service 1967-1969; Alh. Liman Umaru SMG and Head of Service 1970-1972; Alh. M.S. Koro SSG 1994-1995; Alh. Saidu Isa SMG and Head of Service 1990-1992; Alh. Saka Sa'adu SMG and Head of Service 1988-1990; Alh. Shehu Abdul-Gafar SSG 1992-1993; Chief J.A. Aderibigbe SMG and Head of Service 1972-1975; Chief Z.O. Mowaiye SSG Oct 1983-Dec. 1983; Dr. A.S. Oniyangi SMG and Head of Service 1984-1985; Dr. E.E. Soladoye SSG and Head of Service 1976-1979; Mr. Gilbert Obatoyinbo SMG and Head of Service 1975-1976; Mr. Joshua Ogunlowo Head of Service Oct. 1983-Dec. 1983 and SMG and Head of Service 1985-1988; Mr. M.O. Oyeyipo Head of Service 1979-1983; Mr. T.A. Oyawole SSG 1995 to date.





## PART THREE: THE MAKERS OF A NEW KWARA – The Bukola Saraki Years

# The Beginning

The emergence of Dr. Bukola Saraki as the Chief Executive of Kwara State was a genuinely defining moment in the history of the state. Not only did the torch of leadership finally pass on to a new generation, but his elections also coincided with a time when the people were no longer content to hang their hands in misery, but instead were beginning to take their destinies into their own hands. As the race for the governorship reached its peak, the mood at rallies and electioneering gatherings in the cities and the suburbs showed unmistakably that people were demanding the beginning of another phase in the state's history.

Until now, Kwara had been performing well below its potential, and the indicators of this were frightening. Access to safe drinking water in urban areas was estimated at only 40% of the entire population of about 2.2 million. Accumulated public debt was put at about N42 billion. Poorly maintained civil infrastructures and dilapidated public buildings dotted the landscape. There was widespread agitation due to youth unemployment, poorly developed industrial and agricultural sectors and a disillusioned and disgruntled public sector. It was clear that any kind of 'business as usual' would only aggravate the situation on the ground. Only a strong, purposeful leadership would bring about the required change.

It was against this background that the people went to the polls on 19th April 2003 to elect a new leader who would take control of the wheel of government and steer the state boldly through waves of necessary change. After the votes were counted, it transpired that the responsibility had fallen upon the young, resourceful, visionary and dynamic Dr Abubakar Bukola Saraki, after an overwhelming victory for the People's Democratic Party (PDP) in what had been a keenly contested but free and fair election.

*'This is a new beginning for the closing of a chapter and the opening of a new one. We are opening a chapter of hope and a bright future.'*

On 29th May 2003, alongside his Deputy, Chief Joel Afolabi Ogundeji, Dr. Abubakar Bukola Saraki was sworn in as the eighteenth Chief Executive of Kwara State, taking the oath of office administered by Honourable Justice Sir T.A. Oyeyipo (OFR), the Chief Judge of the state. The event was drowned out by the jubilant cheers of the massed crowd, including people of all ages, and from every religious affiliation and ethnic background. Their differences did not matter here, as they were all united in the desire to be part of a historic moment.

But while the mood of the nation was high, the subsequent expectations of the new government were even higher. Those who had voted for the victorious party looked to the new government to right the wrongs of the past and to heal the wounds and the scars left on their psyche by past injustices. They wanted to see industry working, to drive on clean, well lit and usable roads, to send their children back to school, to find life-saving drugs in the hospitals, to live in safe neighbourhoods, to see their young people undertake meaningful and lucrative ventures. They also demanded that the government cultivate the land, put food on their tables, restore the dignity of labour and fulfill their deepest aspirations for a bright and promising future. This was a great deal to ask; was it too much?

Despite the euphoria that followed the victory, there was little doubt that the new governor elect would justify the confidence placed in him by the Kwaran people. In his inaugural speech, he assured the people of “a beginning as well as an end; a change as well as a restoration.” And it was not very long before he and his administration got to work.



RIGHT Governor Bukola Saraki and Deputy Governor Chief Joel Afolabi Ogundeji

# The Key Players

## The Man, Bukola Saraki



ABOVE Governor Bukola Saraki at a political rally

Bukola Saraki was born on 19th December 1962 to the family of Dr Abubakar Olusola Saraki, the Turaki of Ilorin. He attended Corona School, Victoria Island, Lagos, from 1966 to 1977 for his primary school education and Wing's college, Lagos, from 1973 to 1978 for his West African Senior Secondary School Certificate. He went on to the London Hospital Medical College, University of London in 1982, and was there until 1987 when he obtained his M.B.B.S (London). Following his graduation, he worked as a medical officer at Rush Green Hospital in London from 1988 to 1989 and Director, Société General Bank (Nig) Limited from 1989 to 1990. He then served as Executive Director of the bank from 1990 to 2000.

As executive director of the Bank, he undertook a comprehensive programme of restructure and introduced an asset and liability management system. He also developed a new correspondent bank relationship, introduced the automated teller machine and was responsible for the intensive loan recovery operation for the entire network.

In recognition of his obvious talents, particularly in the area of budgeting and financial management, the Federal Government appointed him as Special Assistant to the President on Budget in the year 2000. Here, he worked in collaboration with the Ministry of Finance and representatives of the National Assembly, ensuring early preparation of the 2000/2001 national budget, from policy formulation to specific implementation strategies and capital appropriation. He was actively involved in all negotiations with the World Bank and the International Monetary Fund (IMF) on behalf of Nigeria.

As Special Assistant on Budget, Dr. Saraki served on the Economic Policy Coordination Committee, the highest economic formulation body in Nigeria, responsible for the conception and execution of key economic measures for the Federal Government. He was also the Chairman on non-oil revenue generation from 2000 to 2001.

But a truly wise man never ceases to learn and Dr. Bukola Saraki believed the same. He attended various courses both at home and abroad, including 'Advanced Credit Analysis' at D.C. Gardner, London (1992); 'Executive Management Programme' at American Express, London (1993); 'Private and Public Sector Working Together' in Washington (1997); 'Values and Visions at Malaysia' (1998); and 'Nigeria in the Global Situation' at the Lagos Business School in 1998. As a doctor, he is also a member of the Nigeria Medical Council, the British Medical Council, World Young Presidents Organisation, Board of Trustees, John Kennedy Performing Arts Centre, Washington, and FITC Governing Council. He is married and blessed with four children.



*'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.'*

CHIEF JOEL AFOLABI OGNUDEJI

## The Man, Chief Joel Afolabi Ogundeji



ABOVE Chief Joel Afolabi Ogundeji


Chief Joel Afolabi Ogundeji was born on 10th May 1943 in Isin LGA, later attending Iwo Owu Primary School from 1949 to 1954 for his first School Leaving Certificate, and then, between 1958 and 1963, studying at Igbaja Teachers College for both his Grade II and Grade III Teachers Certificates, which he obtained in 1960 and 1963 respectively. He successfully studied at home for his G.C.E. O/Level papers, then attended Ahmadu Bello University, Zaire, from October 1967 to July 1970 for his Bachelor's Degree in History and the University of Ibadan from October 1975 to June 1976 for his Post Graduate Diploma in Education (PGDE).

With enough qualifications for several students, Ogundeji went to work as a Grade III teacher at ECWA School Iwo Owu from January 1961 to December 1962 and then a Grade II teacher/headmaster at ECWA School Kajola/Oke Oyan from January 1967 to September 1974. He served as Education Officer I from 1974-1978 in various assignments at different locations, including: Woman Teachers' College, Kano; Gumel Teachers' College, Government Technical School, Patigi; and Government Secondary School, Omu Aran.

Chief Ogundeji was secretary of the Local Schools Management Board (LSMB) in Irepodun LGA, Omu Aran, from September 1977 to March 1979. He was then appointed as secretary to the local government and served at: Ikehi Local Government Obangede (April 1979 to September 1981); Ifedapo Local Government, Igbaja (October 1981 to June 1982); Orere Local Government, Bode Saadu (July 1982 to December 1983); and Oyun Local Government, Offa (January 1988 to June 1990).

Following this, he was the Administrator/Chairman/Sole administrator of Irepodun Local Government, Omu Aran, from June 1986 to December 1987. He then became the director in charge of planning, research and statistics at the Kwara State Local Government Service Commission from July 1990 to May 1993. On 11th May 1993 he voluntarily retired, having served the Kwara State government in various capacities for 35 years. But while he had retired from education, his political aspirations were just beginning.

Chief Ogundeji was chosen as a coordinator of the People's Democratic Party (PDP) in Isin LGA before the Executive Committee of the Party was put in place and then in October 1998 he was appointed as secretary of the main committee that carried out the launch of the Party in Kwara State. He was the chairman of Irepodun Federal Constituency of the PDP Ekiti, Irepodun, Isin and Oke Ero Local Governments during this formative period and served in the same capacity until the time of his swearing in as Deputy Governor of Kwara State on 29th May 2003.



From the very beginning, the Bukola Saraki administration did not leave anyone in doubt of its determination to bring development to every part of the State and rescue it from the downward slide that had been accelerating in recent years. In his inaugural address on 29th May 2003, Dr. Bukola Saraki highlighted what he called ‘priority areas’ of his government and the reason for the choices are as follows:

“Our state is not a rich state. While we must devise effective strategies to broaden our revenue base, we must be careful not to overstretch 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 to which we will give top priority. These include the provision of water, good roads, and employment, especially for women and young people, through agriculture, agro-allied industries and education.

“When I became the governor of Kwara State in 2003, my first major concern was how to control the increasing poverty that I saw spreading all around me. Firstly we needed to explore existing opportunities and how these could be employed to achieve quick results.”

These remarkable achievements included: the promotion of peace and stability; the provision of safe drinking water for rural and urban dwellers; the construction of quality roads; the improvement of facilities in educational institutions; the provision of equipment and drugs for hospital and health centres; the restoration of dignity and credibility in the civil service; the training and re-training of the workforce to ensure efficiency; and respect and recognition for traditional institutions.

The administration also focused on other goals such as: rural and urban electrification; massive food production; industrialization; provision of housing for the people; sustenance of the rule of law; and genuine partnerships with international donor agencies such as World Bank, UNDP and UNICEF, in his determination to transform the state and make it a better place than he had inherited. At the end of the first term of four years, despite having had to face a seemingly endless series of challenges, the administration had turned around the affairs of Kwara State, working with limited human and material resources.



ABOVE Her Excellency, Barrister Oluwatoyin Saraki

## The First Lady and The WellBeing Foundation

Behind every great man, they say, is a greater woman – and Her Excellency, Mrs. Oluwatoyin ‘Toyin’ Saraki, currently First Lady of Kwara State, is no exception. In 2003, she founded the WellBeing Foundation in an attempt to reverse the vicious cycle of poverty in society by easing its less privileged members into a state of wellbeing, which in her words is “a satisfactory condition of existence in health, happiness and prosperity”. She had already served for a long time as one of the Trustees of the Lagos-based “Lifestream Charity”, established for the provision of medical treatment of Nigerian children suffering from life-threatening diseases, particularly heart disease.

It was this personal, long-standing philanthropic and volunteer experience that led Mrs Saraki to take an ‘Assessing the Needs’ tour of the state when her husband came to power in Kwara State in 2003. It was an extensive consultative experience that later gave birth to the Kwara Wellbeing Trust (KWT) or Alaafia Kwara, catering to the specific needs of the Kwaran people and providing a wide-range support and opportunities to all, as well as nicely complementing the duties of the official First Lady.

With ongoing community interaction in Kwara State, she realised that what was needed was a coherent, non-governmental strategy, not only to provide necessary impetus to the efforts of individuals to generate their own prosperity, but also to provide a framework for collaborative efforts between NGOs across Nigeria, hence the emergence of The WellBeing Foundation (WBF) as a national organisation.

One of the WellBeing Foundation’s core beliefs is that Nigeria is rich in human resources and that there is something outstanding in every man, woman and child who have a need to be seen and heard. Their self-appointed task therefore is to ensure that this human capital is not wasted by the lack of an infrastructural support base. So they work towards making people’s lives better; encouraging them in distress, comforting them in sorrow and rejoicing with them when they overcome sickness, poverty and backwardness.

Under the wise and gentle leadership of Mrs Saraki, WBF has become one of the strongest voices on the national and international stage in advocating and providing support for improved maternal, newborn and child health (MNCH). In the past five years, the Foundation has committed itself to the entrenchment of best practices in MNCH, as well as the improvement of the Health Systems in Nigeria and the entire Continent. They have hosted, sponsored and attended conferences in and outside Nigeria on MNCH issues and have initiated the Personal Health Record (PHR) in Nigeria – a kind of health passport which has proved to be central to the



success stories of countries like Japan and Indonesia in MNCH. Aside from health, the WBF works for human rights, social welfare, education, arts and culture, and citizenship democracy.

And as if that's not enough, Mrs Saraki still finds time to perform her role in the Office of the Wife of The Governor, Kwara State, discharging traditional derivative duties with dignity and empathy, all of which are separate and distinct from the activities of The WellBeing Foundation and its sister bodies.



**RIGHT** Governor Saraki receiving an award from the President of Nigeria, Dr Goodluck Jonathan.

# The Initial Necessities


## Freeing up capital

On assuming power in 2003, Dr Bukola Saraki was faced with a chaos of priorities, as well as a mountain of accumulated debt. There was much to be done to reshape the state and, more worryingly, a very limited amount of funds with which to do it. He realised that he would need to bring in significant investment from outside if he was to achieve even half of the priorities that called so urgently for the administration's attention. Raising equity, however, was a tall order, particularly for a state that, according to Dr Saraki himself, was very much in a developmental backwater. Following meetings with advisers at the Guaranty Trust Bank in 2004, the administration started to devise a strategy that would help make the state more attractive to foreign investors, so that the government could execute the many planned initiatives designed to bring Kwara into the 21st century.

Some funds were raised in 2006, but not nearly enough for the administration to deliver on all its promises, and therefore, in 2007, the Guaranty Trust Bank submitted a proposal that mooted the concept of raising capital offshore, following the acquisition of proof that Kwara State had accountability when it came to revenue. This proof was required in the form of an international financial rating, which could only be gained by opening the state's books for an independent audit. The administration agreed and was subsequently awarded the AA ranking by Fitch Ratings in April 2008, after a series of applications and interviews that had started in the previous December.

With this in place, the government looked to start raising the funds, starting with an assessment of the state's capacity to repay. They then had to convince the State Assembly to pass the Kwara State Debt Securities Issuance Law 2008, which was duly enacted as Law No.12 on 3rd December 2008. The Law allows the state to raise money through the issue of bonds in such amounts as may be determined by the Executive Council. Consequently, the state set up a 45 billion Debt Issuance Programme (DIP). The first tranche under the DIP was 17 billion and was to be repayed over five years. The Issue was to be 80% underwritten on a firm basis by an underwriting syndicate led by Guaranty Trust Bank, with interest accruing semi-annually. Some of the planned projects were expected to generate revenue, which would partly finance the bond redemption at maturity. But the principal sources of repayment would be Internally Generated Revenue (IGR) and State's share of the Value Added Tax (VAT) receipts.

For Dr Bukola Saraki, this was a victory towards accelerating economic and social development in the State. "The challenges ahead are so enormous," he



remarked, “that the State government could not rely solely on allocation coming from the federation account.” He expressed optimism that the bond would go a long way towards enhancing long-term funding for development, and detailed nine projects that would be funded by it. These were to be the State Travel Plaza, the Aviation College, the Asa Dam development project, the new secretariat, the Commercial Agricultural Project phase II, Kwara State University, the Ilorin Water Distribution project, irrigations support, the building of new medical centres and various mixed new developments.

Some of these projects were executed, as detailed later in this book, and some were commissioned through public-private partnerships. The whole series of activities was to cost 15.6 billion, well within the limit of the first tranche of the DIP. All seemed to be on track – until August 2009, that is, when the global recession hit Nigeria. Suddenly, the promised private sector support evaporated and some of the projects had to be slowed down, and in some cases, even shut down. Through the Security and Exchange Commission (SEC), the government applied to share the proceeds on other projects (such as street lighting, road network development and electrification), numbering 16 in all. To complete these would require another tranche of the DIP, amounting to 30 billion over time; approval was granted in principle for another tranche and the government got on with the work.

Currently, a new proposal is being drawn up for a 6 billion tranche, which again will be used to further infrastructural and economic development. The administration, as one of the first state governments to use the bond market, is determined to improve the lives of its people, whatever it takes. And though this demands a great deal of long-term repayment, work and effort – from repeatedly checking the viability of the projects as political, economic and cultural situations change to increasing the IGR and repaying coupons to bond holders twice a year (on which they have never defaulted) – the administration remains adamant that it is vital in terms of the ongoing economic development of Kwara State.



# The Priority Policy Areas

## Power

At the time when Dr Saraki's administration came in to office, Nigerians were spending N540 billion every year on diesel, thus severely increasing the cost of doing business and impacting heavily on the quality of life for every member of the population. It was rapidly observed by the administration that, without a stable supply of electricity, it would be impossible to grow the economy. As a result, they made electrification a top priority for Kwara and embarked on an aggressive electrification programme targeted at both rural and urban communities.

Taking power, in both senses, into their own hands, the administration made sure that Kwara was the first and only state to complete the Nigeria Independent Power Project (NIPP). In collaboration with the Power Holding Company of Nigeria (PHCN), the state re-energised the Ganmo Power Station at Ilorin and its environments. Prior to this, the power transmission station generated only 90 MVA, but after the reconstruction was done in collaboration with the Federal Government, the power generation capacity of the sub-station increased to an impressive 150MVA, with an installed capacity of 300 megawatts, resulting in today's average daily power supply of 18-22 hours.

Since Ganmo was commissioned, about N1.5 billion naira has been saved from both the formal and informal sector on the purchase of diesel and fuel, according to Kwara Chamber of Commerce and Industry statistics. On top of that, the administration initiated and completed seven 15MVA sub-stations (i.e. mini-power stations) to fully utilise and maximise power supply coming from the National Grid via Ganmo.

It's not just the urban centres that enjoyed a more stable power supply. The administration also oversaw the connection of 375 rural communities to the National Grid with another 70 lined up to be added in the near future. Similarly, in order to improve power distribution to residents, 725 power transformers have been installed in various parts of the state. It is owing to all this activity and intervention in the power sector that the Power Holding Company of Nigeria (PHCN) has adjudged Kwara as the "best state in Nigeria in terms of power supply investment." And the results speak for themselves: while only one third of Nigerians have access to power nationally, two-thirds of Kwarans now have access.

**BELOW** Ganmo power station  
commissioned in July 2009



## Health

On his accession to power, Dr Saraki had a thousand issues demanding the attention of the administration, but only one obsession. And being a doctor himself, it was no surprise that this obsession was the health of the state. He and his administration worked hard in a number of key areas:

### PRIMARY HEALTH CARE

In 2003, it was a widely known fact that 70-80% of illnesses in adults were related to inadequate, or a complete lack of, primary health care. Treating “primary” illnesses obviously prevents them from progressing to become more chronic and therefore results in fewer fatalities. In Kwara, therefore, this issue was immediately to ensure better overall health for the citizens and a reduction in the alarmingly high mortality rate. Dr Saraki and his administration went to work, firstly building, or rehabilitating, a total of 103 primary health centres across the state to a minimum specified standard, which included equipment for outpatient services, family planning consultations, nutritional items and supplements for patient management, ante- and post-natal services, modern laboratory equipment and cleaning facilities. Electricity and running water were also connected to all the centres.



**RIGHT** Newly refurbished primary health centre

**RIGHT** New ward at the Ilorin General Hospital



#### **MATERNAL, NEWBORN AND CHILD HEALTH**

The health of a nation's most vulnerable children is used as an indicator of that nation's commitment to the health and welfare of its population. In view of this, the administration ensured that all those involved in child healthcare in the state had training in Integrated Management for Childhood Illnesses (IMCI). The IMCI strategy promoted the accurate identification of childhood illnesses, ensured appropriate combined treatment of all major illnesses, strengthened the counseling of caretakers, and speeded up the referral of severely ill children. The IMCI training also served to improve the skills of the healthcare staff, family and community health practices and the overall health system, from the gateman of the health facility to the consultants in charge. In the home, it promoted improved nutrition, preventative care and the correct implementation of prescribed care, thus reducing death, illness and disability.

#### **INTRODUCTION OF PERSONAL HEALTH RECORD BOOKS**

Across the world, countries such as Japan, Malaysia, Kenya and India have used variations of home-based health records to reduce dramatically the deaths of pregnant mothers, newborns, infants and children. In Kwara, the Saraki administration was the first to introduce this innovative tool, which guaranteed the access of pregnant women to a comprehensive package of healthcare, starting from antenatal care and ensuring continuous care throughout pregnancy, delivery, early infancy and childhood up until the child's fifth birthday. Being a simple yet effective method of managing the much-needed information and statistics of mothers and children, it is also used for planning and forecasting for the future welfare of the population. The Personal Health record has now been copied by the Federal Government as part of the midwife service scheme.





### SAFE MOTHERHOOD BILL

The Safe Motherhood Bill became law in 2010, in order to regulate best hospital practices for child-bearing women and also to protect them against any harmful traditional practices. It provided for safe maternity care and services in the State, with the aim of initially reducing and finally eradicating maternal and newborn mortality in Kwara. The law made it an offence for any hospital, clinic, maternity home, primary healthcare centre or traditional birth centre in the State to provide maternity services without having all the requisite facilities, equipment and qualified, experienced personnel – indeed, it included an extensive list of the minimum equipment requirements. Additionally, every healthcare centre in the state providing maternity services needed to be duly registered with the state authorities and keep in stock a list of essential drugs and injections. Defaulters are now at risk of being fined anything from N50,000 to N500,000, imprisonment in some instances and the shutting-down of their premises until requisite requirements are met.

### IMMUNISATION AND POLIO ERADICATION

The administration also implemented a state-wide polio programme which culminated in a zero-level prevalence of the Wild Polio Virus (WPV). The state has achieved over 90% coverage in routine immunisations, significantly higher than the national average of 80%, and the extensive coverage in the National Immunisation Program (NIP) for routine immunisations has made it the leading State in the North Central Zone. The strict surveillance programme implemented across the LGAs has also meant that Kwara has remained polio-free despite it being surrounded by states that still have cases of WPV.

### MALARIA-FREE KWARA PROGRAMME

This programme was launched in 2008 and has had a tremendous impact in reducing malaria related fatalities in Kwara. The government oversaw the distribution of over 300,000 Long-Lasting Insecticide-Treated (LLIT) nets, 187,000 Artemisin Combination Therapy drugs (ACT), 370,000 Sulphadosine Pyrimethamine (SP) and 105,000 units each of Paracetamol, Vitamin C, B complex / multivitamins across the state. As a result, malaria in pregnant women was reduced by 20% and reported malaria cases in hospitals in general was reduced by 10% between 2008 and 2009 alone. As part of the guaranteed access of care for pregnant women, LLIT nets as well as intermittent preventive treatment of malaria are provided at appropriate times in the course of pregnancy. The State Government intends to provide at least 1 million nets under the scheme in the future.

**RIGHT** Executive Governor,  
Dr Bukola Saraki, administering  
the Polio vaccine




#### COMMUNITY HEALTH INSURANCE SCHEME

The main health policy thrust of the Baraki administration was to provide efficient/ effective healthcare delivery to the people of the State. The rationale for the establishment of Community Health Insurance Scheme (CHIS) was to make quality healthcare services readily available, accessible, acceptable and affordable to the majority of Kwarans, most of whom live in rural areas. To achieve this, Kwara State started the CHIS in January 2007 at Shonga in Edu LGA. Only a year before, the Shonga Centre maintained a monthly patient enrolment of about 16; but in roughly 3 years, the scheme has been scaled up to Lafiagi in the same LGA with 25,427 individuals currently enrolled, while the expansion to Afon in the Asa LGA of the Central Senatorial district has 14,249 enrolees, making a total of 39,676 enrolees. At the inception of the scheme, each enrolee was required to pay a sum of N200 for one year's accessibility to healthcare services for all categories of ailment; this fee has since been increased to N300.

The scheme is a tripartite arrangement with the Dutch Government, represented by PharmAccess, while the Kwara State Government is in partnership with a private sector healthcare company. Activities carried out by the Kwara State Government for the launch of the scheme included the upgrading of the physical infrastructure, training of staff with the support of PharmAccess and the conduct of routine Outreach Programmes based on the data of patient encounters. Presently, efforts are being made to scale the scheme to the southern senatorial districts in the state.

#### RECRUITMENT AND STAFF WELFARE

From 1991 to 2003, there had been little or no recruitment into the health force. The Saraki administration turned this around on coming to power, by recruiting



and training 1,500 health workers of different categories including: physicians (94), pharmacists (3), nurses/midwives (852), laboratory technicians/medical scientists (32), medical record officers (18) and community health workers (350). In addition to an aggressive recruitment programme, the state undertook the training of radiographers in cutting-edge ultrasound techniques and the training of doctors and midwives in emergency obstetric care and extended life-saving skills.

#### RESIDENTIAL AND FINANCIAL PROVISIONS FOR MEDICAL STAFF

The state also recognised that one of the barriers to effective primary care was having adequate residential accommodation for medical staff in the rural areas, especially after the recruitment drive. So the administration therefore launched a policy that ensured that each primary care centre was manned by competent staff and had state-built staff quarters, to encourage job stability and sustain rural postings. Salaries and allowances were also enhanced and training programmes introduced.

#### ACCIDENT AND EMERGENCY (A&E)

It was understood by the state that most fatalities could be avoided if accident victims received timely first-aid treatment and made it to hospital quickly. In order to ensure that accident victims got the golden ‘first hour’ treatment after a traumatic event, the administration introduced an articulated A&E program and established ambulance points at major roads leading into, and out of, the state capital. Located at Budo Awero (Ogbmosho Road), Olokonla (Jebba Road), Odo Owu (Kabba Road) and Ijagbo (Oshogbo Road), these fully equipped, state-of-the-art ambulances were purchased to provide emergency first-aid services and evacuate accident victims to the nearest hospital. Similarly, hospitals have been provided with fully equipped ambulances to aid in the transfer of patients on a ‘need to’ basis.

#### MEDICAL DIAGNOSTIC CENTRE

The Kwara State government, under the direction of Dr Saraki, also embarked on a project to establish an advanced medical diagnostic centre in Ilorin (referred to as “K-ADC”) as part of a holistic vision for improving the healthcare delivery system of the State. The K-ADC will be strongly linked to the existing state-owned primary and secondary service providers, as well as serving as a referral diagnostic centre for all the States in North Central Nigeria. It has been designed to be a state-of-the-art centre with Imaging and Laboratory Divisions, complete with a 64-slice CT scanner, 16-slice CT scanner, 1.5 Tesla MRI scanner, ultrasound, echocardiograms, mammograms and routine x-rays. The Centre will also have a full-fledged Laboratory





**ABOVE** Dr Bukola Saraki at the inception of the Diagnostics' Centre in Ilorin.

services division, complete with automated haematology, biochemistry, immunology and microbiology units. The centre will be managed by in-house specialists, including radiologists, radiographers, cardiologists and cardiac nurses.

A new college of Nursing was also commissioned in December 2010.

### **HIV/AIDS**

The State has succeeded in reducing HIV prevalence by 36% since 2003, through the establishment of HIV counselling and testing centres in all local governments, collaborating with development partners, private hospitals and the Ministry of Education. The home and community management of HIV/AIDS, as well as the reduction in stigmatisation, have been strengthened by upgrading the Kwara State HIV/AIDS Control Agency [KWASACA] into a fully-fledged operation with legislative backing of the administration.

### **KWARA EYE CARE PROGRAMME**

In partnership with Sight Savers International (SSI), the Saraki administration set about attempting to reverse the trend in visual loss among the less privileged. Numbers of patients seen and screened increased from 11,340 in 2003 to 48,526 in 2009, whilst the number of cataract surgeries increased from 120 in 2003 to 2,630 in 2009. The Kwara Eye Program is so reputable in the sub-region that there has been an influx of patients from neighbouring states.



## Education and Beyond

### EDUCATION

Over the years, the state government has shown passionate commitment to the primary social responsibility of providing affordable qualitative and quantitative education for its people. The Ministry of Education, Science and Technology has formulated and implemented general policies and strategic 'reform agenda' aimed at saving the sector from total collapse.

The major activities of the Kwara Education Reform were built around increasing pupils' capacity to learn at every educational stage. This goal forms the basis for the state's Learning Outcome Benchmark, which prescribes exactly what pupils are expected to learn at each level, helping both the government and the parents monitor school achievements.

One of the key drawbacks of the Universal Basic Education (UBE) was the introduction of automatic progression, which allowed children to continue to move up the school year by year just by attending the school. As part of the reform, the administration introduced examinations at various levels, making it mandatory for all children to pass before moving up to the next level; if they fail, they are required to undertake special coaching classes before sitting the exam again.

Increased focus on real learning achievements also required greater effort in ensuring the integrity of examinations. So the government took various tough measures to prevent any malpractice by introducing potential legal prosecution for offenders – the first state in Nigeria to do so. As a result, the Federal Minister of Education commended the state, in a letter from September 2009, for its "fight against the malaise of examination malpractices and efforts at sanitizing the examination sub-sector." Similarly, in a September 2010 letter, the WAEC commended the "laudable role played by the State Government in reducing examination malpractice rate in the State."

Another major challenge to improving teaching in the schools was teacher truancy. Prior to the reform, the education problems had forced those that would have excelled at teaching, to become traders and politicians to earn a wage, while teaching was relegated to a part-time occupation. However, the enforcement of school attendance, additional recruitment and redistribution, especially among rural and urban schools have since dramatically reduced actual pupil-qualified teacher ratio from 34:1 in 2006 to 13:1 2009 for primary, 50:1 to 19.1 for junior secondary, and 45:1 to 16:1 for senior secondary.

In 2008 the state started an initiative called Teacher Development Needs Assessment (TDNA), under which 23,000 teachers sat for a competency test in basic



**RIGHT** Students benefitting from the 5-free textbook scheme initiated under the Saraki administration



literacy and numeracy to determine the level of retraining they needed. It was the first time this kind of test was conducted for serving teachers of Nigeria.

The result was shocking. Only 75 candidates, less than 1% of the teaching profession, achieved the required competency threshold. Suddenly, and dramatically, the decay in the education sector came into the national consciousness, and in response, a needs-based professional development system was developed for teachers, head teachers and advisory staff. The State Schools Improvement Team (SSIT) was formed to train and support School Support Officers (SSOs), who in turn began to provide ongoing support and training to teachers in the classrooms. Manuals were also developed to provide prescribed guidelines to teachers in the instruction of literacy and numeracy.

Another initiative to improve the quality of teachers was the refocusing of the Oro College of Education on basic education teachers, thus ensuring that all incoming teachers have the required competencies and commitments. The curriculum was completely overhauled and made directly relevant to the primary education curriculum, a process that was soon adopted by the National Commission for College of Education (NCCE) as the model for the reform of all other Colleges of Education in Nigeria.

The present administration certainly recognises the weaknesses in the old method of school inspection and finds it ineffective in supporting educational improvement in the state and across Nigeria. Consequently, Kwara State made a change from 'inspection' to Whole School Evaluation (WSE), a system that aims at improving each pupil's achievement as well as analysing the quality of a school's overall performance. It is based on the ongoing self-evaluation of schools, which is complemented by external evaluation to determine what support is needed and how to deliver it. Unlike the inspection system, which is seen as punitive, this system of quality assurance is both advisory and supportive and again, Kwara was the first state in Nigeria to make the transition and establish the Quality Assurance Bureau, which other states have since been studying.





In fact, Kwara has avoided many educational errors that so often affect the school system, such as the treating of infrastructure and textbook supply as achievements in themselves. The administration in Kwara has recognised the need to provide these for the sole purpose of facilitating learning in schools. As a result of massive construction and renovation of classrooms, pupil-class ratio in the State was reduced from 51:1 to 34:1 in 2009 for primary and kept at 42:1 and 35:1 for junior secondary and senior secondary respectively. Investments in procurement of core textbooks also led to a 1:1 textbook-pupil ratio for primary schools in 2009 from the 4:1 ratio of 2006. The Book Revolving Initiative for Schools (BREINS), introduced in 2005, has also continued to ensure access to textbooks for all junior and senior secondary school students.

School enrollment has been addressed too, although there has never been a serious problem with children not registering for schools. Despite this, however, the government wanted to ensure that enrollments and retention figures are kept up at well above the national average. And they have achieved this, pushing up the Gross Enrollment Rate for primary from 78% in 2006 to 115% in 2009, with a gender disparity of less than 1%. Similarly, Gross Completion Rate was pushed up from 72% in 2006 to 95% in 2009. On top of that, the transition rate from Junior to Senior Secondary school was raised from 78% in 2006 to 81% in 2009, with a gender disparity of 5%.

Due to the state's obvious commitment to improving education, the World Bank IDA credit pledged to support the financing of the state's education sector plans, to the tune of \$16 million for a 4-year period. The British Department For International Development (DFID) also helped out through its Capacity Building for Universal Education (CUBE) to support a series of projects in the state. The launching of the 'Every Child Counts' initiative in 2008 brought additional funding from the DFID through its Education Sector Support Project in Nigeria (ESSPIN), which has for a long time been a close collaborator in the implementation of the state's education reform. Funding such as this, from organisations such as the World Bank and the DFID, only serve to emphasise the fact that, in terms of education reform, Kwara is an acknowledged flagship state and a leader in its field throughout Nigeria.

Finally, the real high point of the administration's educational legacy was the establishment of Kwara State University (KWASU) as a response to the growing irrelevance and dwindling capacity of tertiary education in Nigeria. KWASU, opened in 2009, has a mandate to balance global perspective with community relevance and therefore to demonstrate its capacity to drive progress by producing global citizens for community development. To its credit, the University has creditably led the way



in reversing the ‘brain drain’ that has up until now affected the Nigerian tertiary education sector. Within its first year, it brought home some first-rate Nigerian scholars from Harvard, MIT and Princeton, enabling ensuing collaborations with these institutions. Kwasu became fully operational in 2009 with five colleges across three campuses.

#### BEYOND EDUCATION

The state’s younger generation has been given top priority by the present administration through programmes targeted at them by the Ministry of Sports and Youth Development, the main goal of which is to reduce the level of poverty and social vices. In doing so, the government has undoubtedly demonstrated the value it places on the intellectual needs of young people, but it also recognizes their need to develop their potential and realize their dreams in other fields, most importantly sport and entrepreneurship.

This has culminated in the establishment of integrated Youth Farm Settlement Schemes. These are designed to create a new generation of farmers by bringing educated young men and women together at a camp in Malete, about 45 kilometers out of the state capital, to be trained in a wide range of agricultural practices from soil and animal husbandry, irrigation and maintenance of farm machinery, to crop harvesting, finance and marketing. If the Youth Farm at Malete leads to the future of farming, then the Zimbabwean experts are the bridge to take young people there. It is their knowledge and techniques that have laid the foundation for the agricultural revolution that the government envisages.

In addition to this, the state government decided to establish a world-class Integrated Youth Skills Acquisition and Empowerment Centre at Yikpata in Edu LGA, to help young people, women and artisans learn new and useful skills. The foundation was laid on 8th June 2008. Governor Bukola Saraki also gave his full support to the National Youth Council, Kwara State Chapter. After all, it is a Kwaran who has held the presidency of the National Youth Council of Nigeria for two consecutive terms, as well as the presidency of the African Youths. On the Council, young people are appointed to hold cabinet responsibilities and receive advice from Commissioners from the Ministry, including Senior Special Assistants on Employment Generation,



Youth, Sports and Student Affairs, as well as a Youth Empowerment co-ordinator for each of the 16 LGAs. The government has also consistently continued to renovate facilities at the National Youth Service Corps (NYSC) Permanent Orientation Camp at Yikpata, which today is ranked second best in the country.

Sport in the state has also received serious attention from the administration, with a substantial sum being injected into the Kwara United Football Club by paying 70% sign-on fee to officials and players for the 2008/2009 Football Season, a gesture that contributed to the promotion of the club from relegation to the top of Division A.

This and other initiatives have already paid off and proved the wisdom of Saraki's investment, as the state's representatives have recorded a series of impressive victories in local and international sporting competitions. For instance, DE-JAYCE Football Club in Kwara won the trophy at the National YSFON Soccer Competition at Enugu. The state's Darts and Scrabble Players participated in the 6th Edition of North Darts Tournament in Gusau and National Paralympics Championship in Ijebu Ode, and won a number of medals, while Miss Tosin Dawodu won gold at the 2nd New Era Wheelchair Tennis Championship held in Lagos. Also the Baseball and Softball Little League of Sapati International School won the William Sports Summer Competition while representing Nigeria in Dubai in July 2004.

#### THE KWARA FOOTBALL ACADEMY

As part of its game-changing efforts in the arena of sport, the present administration established the first ever football training institution in Nigeria, namely the Football College of Excellence, now the Kwara Football Academy (KFA), at a cost of over N300 million, to identify and train young talent. The Academy was officially opened on 24th May 2007 and has since been described as a miniature Nigeria, because of the way it brings together young people from every part of the country. Following the success of its early years, the Academy is now looking to bring in young talent from other parts of Africa for mentoring and talent development in the beautiful game. And this is very much in keeping with the policy of education and empowering future generations, achieved through the development of sometimes non-conventional programmes that give opportunities to those who have that extra bit of talent. But it's not just about the football.

Set out across 35 hectares of lush green land, the KFA has four standard football pitches, as well as tennis and basketball courts, a formidably equipped gymnasium, student hostels/dormitories with common rooms, kitchens and cafeteria, a fully functioning medical centre, staffed with a dedicated medical expert and physiotherapist, and classroom blocks. Entrance to the Academy is currently

**ABOVE** New transport acquired specifically for the Kwara Football Academy



limited to boys aged 13 to 19, and demands a written application and satisfactory performance in an aptitude test, as well as a demonstration of football skills or sporting potential, of course. The aptitude test is important, as the Academy requires full-time attendance of classes, so that students continue to learn off the field as well as on it. There is a unique and tailored programme, following the Nigerian and British curricula, where students are grouped by age into appropriate classes and are taught English, Mathematics, Physics, Chemistry, Biology, Agricultural Science, one foreign language and the humanities.

The KFA remains one of the administration's greatest investments in young people. Students from diverse backgrounds go there to develop friendships, skills and talents in a kind of study-play and learn-train way of life designed to shape the future of the students, and channel their innate potential into useful causes for the future as they mature into professional footballers. This is confirmed by the fact that one of the college's players has been sold to Chelsea Football Club and eight others have been sold to other clubs across Europe.



**RIGHT** Kwara Football Academy students and visiting officials from the Confederation of African Football



## Agriculture

### THE VISION

With a total land area of 34,600 square kilometers and an annual rainfall of 1,500mm, Kwara State is richly endowed in agricultural terms, naturally producing large quantities of arable crops. But the agricultural potential of the state has remained largely unrealised over the decades – at least before the advent of the Bukola Saraki administration. Owing to inadequate funding, infrastructure impediment and weak linkages between agriculture and industrial development, the industry had grown weak. It was no surprise, then, that Dr. Bukola Saraki declared agriculture to be one of the administration's top priorities.

In his famous speech, 'My Vision of a New Nigeria Farmer', he expounded on that:

"My vision of a new Nigeria farmer is built on my vision of a new Nigeria agriculture. I have outlined some of the strategic actions we need to take to achieve the new Nigeria agriculture. I have a dream of the new Nigeria 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 a 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 laptop. And on his computer he 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 Nigeria farmer that is capable of taking advantage of technologies and products of research to multiply his yield; when from one hectare, he would harvest ten tonnes of maize and 40 tonnes of

cassava. I dream of a Nigeria 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 Nigeria farmer with a minimum of 50 hectares of land, who applies 100kg of fertilizer 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 Nigeria 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 integrate forward through value-added activities like processing, packaging and so on. He can stand proudly anywhere in the world and say, I am a new Nigeria farmer. That is the farmer of my dream."



RIGHT Food harvest



**RIGHT** Milk production at Shonga dairy farms



#### BACK TO FARM

The achievements of the administration in the agriculture sector bear testimony to his commitment. In less than 100 days of its existence, the administration launched the BACK TO FARM programme, which aimed to provide gainful employment to unemployed youths in the state. Under the programme, an Agricultural Land development scheme was set up to cultivate maize, cassava, rice and soya beans on 20 hectares of land in each of 50 locations selected in the 16 LGAs, using the existing vehicles of the state's farmers council and the ministry of agriculture to supervise them. Similar to this but more elaborate was the integrated Youth Farm Settlement at Malete which was to provide employment for the youths and participation in the National Fadama Development Project (NFDP) aimed at reducing poverty in the Fadama resource areas.

#### TURNING FARMING INTO BUSINESS

In collaboration with the International Institute for Tropical Agriculture (IITA) in Ibadan, the state has tried to build up cassava yield and also develop processing capacity. This has been aided by the Cassava Resource and Technology Transfer Centre (CRTTC) in Ilorin, where the state has set up a large cassava processing factory for the production of high-quality cassava flour and cassava chips. Elsewhere, in the other senatorial districts, there is the capacity to produce three tonnes per day of dried product.

The administration has also made available substantial funds to tackle the problem of inadequate funding and poor infrastructure. Some 22 new tractors and 22 sets of Baldan implements were purchased to help with the cultivation of 711.14 hectares of land for the production of cassava, maize, rice and soya beans, as well as land cult subsidiSed ivation and the resurrection of the Duku Lake irrigation scheme which had been neglected by previous administrations. Under the cocoa regeneration and rehabilitation programme, the administration has handed out N1.8 million as a

**RIGHT** Arrival of Jersey cows at the Ilorin International Airport imported by the Shonga farmers




counterpart fund to that of the National Cocoa Development Committee (NCDC) for the preservation of 250,000 cocoa seedlings.

The government also established a cashew processing industry in Ogbondoroko in Asa LGA in partnership with a private company. “Our plan was simply to process the cashew nuts ourselves and export them directly from Ilorin to Atlanta” Dr Bukola Saraki said.

So the state now boasts the OLAM Cashew Processing Factory, revived with funds from Singapore, a country whose own efficiency sets global benchmarks. The plant has over 1,500 workers on its payroll, all of whom are provided with free accommodation and a subsidised transport system. At full capacity, the factory is capable of processing 13,000 metric tons of cashew nuts every year and the state is now seeking more investors in this sector. Currently managed by an Indian company, it is now exporting processed cashew nuts to Europe.

#### **SHONGA FARMS HOLDING LIMITED**

So far, the administration’s record in rediscovering agriculture is impressive enough, but perhaps the boldest step taken by the Bukola Saraki administration towards accelerated industrial development was the initiative to invite a group of displaced farmers from Zimbabwe to assess the potential of developing commercial farming in the state. The idea was met with great enthusiasm by a number of Zimbabwean farmers and has since led to the development of the pilot scheme Shonga Farms, involving thirteen farmers who have now relocated and settled in the Shonga area. Each farmer was given 1000 hectares of land with a long commercial farming lease. In view of the huge capital outlay required to fund an agricultural project of this magnitude, Shonga Farms Holding Limited was incorporated as a special purpose vehicle to facilitate the funding and working capital needed to mobilize the public-private partnership. The project was centred on three different farming activities: dairy, poultry and mixed.



In 2008, the administration achieved the world's largest single movement of cattle when it successfully imported all the cattle required for dairy production into the country without losing one animal. Consequently, the dairy plant started operations, with installed capacity for 50,000 litres of milk per day, the largest plant of this kind in Nigeria.

Also in 2008 the first shipment of milk and yoghurt rolled out of the dairy farm and was distributed to open markets across the country, thereby establishing the key connection between commerce and agriculture, which exactly what the project was supposed to achieve. The Shonga factory now delivers 2,000 litres of fresh milk per day and, at the same time, has generated over 4,000 jobs in addition to achieving food security for the state. The project is also fully equipped for large-scale crop and livestock production, as well as dairy, with a capacity for producing 12 million broiler chickens per year, as well as the potential of 50,000 litres of milk per day, which would potentially generate \$21 million for the state.

#### FARMERS' CENSUS

Kwara was also 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 that each required. Through this, it was established that the 102,969 farms are supported by 524,837 family labour and 466,426 hired labour. This brings the total of people directly involved in farming in Kwara to 1,094,232, about 42% of the population, which is significantly less than the assumed figure of 70%.

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% to 27%.

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

#### ELIMINATING FERTILIZER DIVERSION IN THE STATE

Under the Saraki administration, the Fertilizer Voucher Scheme (FVS) was implemented to ensure that fertilizer gets to genuine farmers. This scheme has since been acknowledged and commended by the Food and Agricultural Organization (FAO)



**RIGHT** Mechanised farming revolutionising all aspects of agriculture in Kwara



of the United Nations as the best way to curb the massive diversion associated with agriculture input administration in developing countries.

#### **OUTGROWERS SCHEME FOR RICE**

The Outgrowers Scheme for Rice Farmers was another Public Private Partnership (PPP) where farmers were 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 and, as a result, Kwara has moved from the 22nd to the second largest producer of rice in Nigeria since 2005, with two further rice mills under construction. 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 also grown dramatically, leading to an increase in production from 100,400 tonnes in 2003 to 200,780 tonnes in 2009, with cassava increasing from 51,000 tonnes to 1,219,269 tonnes, and soybeans from 2,210 tonnes to 30,428 tonnes. Similarly, fish production has doubled in the last three years. Kwara is now the 16th largest producer of cassava in Nigeria after being previously being listed 26th.

As a result of the success rate, especially in agro-allied ventures, Kwara has shown the world its potential as a benchmark for the agro-based economy, and has been rated as such by the foremost international agency, Fitch Ratings.

**RIGHT** Newly constructed homes for civil servants and those on low incomes



## Housing

When Governor Saraki took office in 2003, he was challenged with meeting the demands of affordable housing for an ever-increasing population. Living conditions for the vast majority of city and rural dwellers were poor as a result of the state lacking expertise in physical planning, excavation and facilities management to supervise housing. There was little preparation invested in the development of new settlements, street names were created sporadically and a data management system for keeping track of land and housing developments was non-existent. Private investors were also discouraged from entering the property market due to the bureaucracy involved in granting planning permission. Given the unacceptable standard of living, Governor Saraki and his administration set plans to redevelop both the residential and commercial property sector to ensure Kwarians had access to decent affordable housing, and to provide a boost to the economy.

Firstly, the Kwara State Housing Corporation was established and tasked with facilitating partnerships with private sector companies to deliver mass housing units throughout Kwara. To encourage private investment, land policies were reformed to expedite the process of obtaining a Certificate of Occupancy (CoO). Acquiring a CoO proved a time-consuming and arduous task, taking up to several months to obtain. The State Housing Corporation reduced its processing time to a fortnight. This enabled a more rapid system for property developers to obtain planning permission and build homes.

Property developers are now required to conduct physical development plans and building designs to ensure the safety of homes during, and following, construction. Planning and construction is also monitored by the state to prevent the likelihood of building collapse. Additional state bodies have been established such as the Surveyor General Office, the Land Information System (LIS), the Bureau of Land and the Kwara Geographic Information System (KWAGIS), all employing skilled engineers and technical staff, to enforce building regulations and ensure qualitative surveying of towns when building business spaces, homes and roads. Through these bodies the State conducted 300 field surveys and identified 1,600 plots of land for residential and commercial use. 80,000 hectares of land were also identified for commercial agriculture and this has been used by the Shonga Farms and Gil Flour Mills Ltd. The State has also invested in modern equipment to assist surveyors and machinery for land excavation.

Meanwhile, the Town Planning and Development Authority is a key state body that has been instrumental in the effective management of residential, commercial,

religious and educational building developments. It has played a vital role in the distribution of genuine planning permits and monitoring the safety of building sites to ensure they meet universal guidelines. The authority also works to ensure that all homes and buildings are allocated addresses within the State grid of planning.

The results speak for themselves. Firstly, the housing estates, Mandates I, II and III, Kima, Shonga, Omuaran, Offa, Irewolede, Royal Valley and Harmony have generated 1,551 new homes for both civil servants and those on low incomes. Secondly, commercial property development has led to the refurbishment of the Kwara Hotel, and Guthrie Nigeria Limited redeveloped the old Satellite Motel in Ilorin, which was recently upgraded to a three-star facility. Thirdly, the State redeveloped two key markets, Oja-Oba and Kulende, which now benefit from demarcated walls, partitioning market stalls, and reconstructed roads. This has enhanced trading and created a more attractive environment for shoppers.

These are just some of the developments achieved in real estate throughout Kwara. The State has further plans to build 4,000 new homes per annum to meet population growth and replace the urban sprawl of slums surrounding the city, creating more liveable environments. The State is also working towards a computerised mapping system to capture all Local Government Areas, villages and forestry and will invest in the local production of building materials to save costs on imports. The State has plans to deploy Survey control points which will implement a more accurate grids coordinate system to facilitate the locations of home and offices.







## Water

A 2004 report of the Kwara State Planning Commission concluded that: “Although Kwara State is blessed with sufficient water resources for the needs of the people, actual water supply is very poor in most parts of the state. Access to potable water in urban areas is estimated at 40% of the entire population of about 2.2 million.” The report added that much of the infrastructure (water works, storage reservoirs, pumping stations and distribution networks) was poorly maintained and performing below designed capacity. The Asa and Agba waterworks, which service the State capital, produced only 69 million litres per day, only 50% of its capacity, due to the poor management of the dams’ facilities. And in rural areas, the situation was even worse as people would have to travel as far as 5 kilometres to access water. Both the federal and state governments had attempted to tackle this issue, but little progress had been made.

In an attempt to address the situation, the Kwara State Government set policy to increase water access to 80% of the state’s population by 2007 and to ensure that no one lived over 500 metres away from access to water in any part of the state. This policy target was aptly captured in the governor’s address:

“Kwara State strongly shares the global vision on ‘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.”

In line with these policy targets, the government established the Standing Water Policy Implementation Committee, which was tasked with resuscitating the dilapidated water schemes in the state. The committee forged partnerships with the Federal Government and International Development Agencies to improve the state’s water delivery capacity and facilitated increased ownership and a more proactive response to water supply by Local Councils. The Committee first renovated 41 obsolete water works in the state and, in doing so, moved closer to achieving the millennium development goal of water and sanitation for all by 2015. Government intervention also led to the creation of a new N1.2 billion water treatment plant at Asa Dam Water Works, capable of producing 12 million gallons per day. This was in addition to the rehabilitation of 44 other water works all over the three senatorial districts of the state. In addition, the establishment of improved and new water



ABOVE Water processing plant, Kwara State

facilities has created a professional workforce of engineers who monitor and maintain Kwara's water resources.

Meanwhile, from 2006, the Ministry of Rural Development embarked on a programme to ensure 10 boreholes per ward-community under its Rural Water Supply Scheme (RUWA). This planned to deliver a total of 1,930 boreholes in all the 193 ward-communities by 2007.

Under the first phase of the programme, the government financed the drilling of 30 new, hand pump-fitted boreholes and the rebuilding of 204 broken down boreholes at N39.5 million. In the second phase, 24 water works and boreholes were renovated and water treatment chemicals were purchased at a cost of N71,147,646, as well as creating another water treatment plant, contracted to Biwater Nigeria Ltd., at the cost of N928,776,972, in order to raise the installed capacity from 12 million gallons per day to 13.5 million gallons.

The government also procured 10,000-litre water tankers to distribute water to all parts of the state as an interim measure while the works were being carried out; these tankers delivered water direct to people's homes across the state. They also released 15 motorcycles to the State Water Corporation for plumbers to carry out water rationing services, as well as bulk-buying maintenance materials, dredging the Omu-Arana, Oke-Onigbin and Babanla weirs and constructing the Erin-Ile weir.



## Infrastructure and industrial development

It is true to say that Kwara State is one of the least industrialised states in the country; this is because most of the formerly flourishing industrial concerns have died a slow death. However, the administration addressed the problem head on and created the Ministry of Planning and Economic Development on 4th June 2009, which was designed to handle the formation and preparation of long-term, medium-term and short-term development plans for the state within the national objectives and priorities. The Ministry was to serve as the intellectual base for the creation of the social and economic framework, such as the Kwara State Economic Empowerment and Development Strategy (KWASEEDS) to facilitate the translation of state development policies and strategies into positive economic reality, and to act as liaison agency on economic planning and statistical matters on behalf of the state government. It was also created to work in collaboration with the National Planning Commission, National Bureau of Statistics and international donor agencies such as International Bank, UNICEF, UNDP, ADB, Sight savers, Hygeia, WHO, etc.

The administration also initiated an integrated and comprehensive masterplan (State Investment Policy), with a view to making the state a centre of attraction for investors and fully exploiting its abundant human and material resources, thus helping to improve the wellbeing of the people.

It took very little time from beginning the execution of the State Investment Policy to the moment it started to pay off. For instance, the location of the Nigeria Stock Exchange and the branches of the major financial institutions in the state are clear manifestations of the positive dividends of the policy, as well as the influx of mega-industries such as Dangote Flour Mill, Tuyil Pharmaceutical Company, Challarans Plc for Motorcycles, etc, which manufacture a wide range of consumer and industrial products.

Access roads to mineral deposits across the state were opened up and incentives were made available to encourage investors to establish industrial and commercial ventures in the state. These included well serviced industrial and commercial plots and issuance of certificates of occupancy within reasonable time frames, as well as public-private partnership strategies in the management of existing or new industrial or commercial ventures, with due emphasis on the massive development of industrial zones, like the 515-hectare Free Trade Zone around Eiyenkorin.

The government also injected new life into some of the apparently deceased commercial ventures owned by the state, including the defunct Kwara Furniture Company, (now run in partnership with ETHNIX DESIGN of South Africa), the




former Kwara Paper Converter Limited (now operating in partnership with Messrs Delrot (Nig) Ltd), and the Kwara State Textile Industrial Limited (in partnership with a private company).

But there has been more to the economic policy than simply resuscitating existing ventures; a couple of new small- and medium-sized enterprises (SMEs) have started to spring up, through partnership between government and private investors in the spirit of National Economic Empowerment and Development Strategies (NEEDS). The state government, in collaboration with the Bureau of Public Enterprises (BPE), also began a process of revamping some obsolete Federal Government-owned industries, located in the state, with a view to making them economically viable again. The famous Nigeria Paper Mill in Jebba, which had been abandoned for many years, has been re-opened and taken over by an Indian company. Efforts are being made to bring back to life commercial production in the homegrown Bacita and Lafiagi Sugar Company.

## Informing the people rightly

How well the government of any society performs depends to a large extent on the attitudinal reorientation given to the people about government programmes and policies, and also the mechanism for providing feedback. This helps explain why the Saraki government gave approval for the establishment of the Kwara State Council on Information, the very first of its kind, which was created to formulate policies to bring government closer to the people at a grass-roots level and to work towards repositioning the information organs of the state to bring about a more effective and people-centric public information dissemination.

A commitment was made by the administration to re-equip the state-owned media in order to create an appropriately conducive working environment. Radio Kwara for instance, abandoned since 1989, was equipped with four additional studios, while a 50 KW medium wave radio transmitter was installed to improve the broadcasts. Similarly, a new omni-directional UHF antenna was installed at the Kwara State Television House, with the involvement of Channels Television, a private sector partner, in addition to a Repeater Station installed in Kaiama and another one nearing completion at Gbugbu (Edu LGA) to enhance reception of signals in every part of the state. Finally the Herald, the state-owned newspaper, was moved from its temporary offices to more permanent ones, while considerable efforts were made to improve the print run of the newspaper, which now puts out three issues a week.



The present administration also launched a state website ([www.kwarastate.gov.ng](http://www.kwarastate.gov.ng)) as another way to reach its audience, including Kwarans in diaspora and lovers of the state. The State Information Division was provided with news-gathering equipment, computers, digital cameras, zoom lenses, photo-smart printers and photocopiers. The public address vans were refurbished, while the crumbling structures of the both the Ministry headquarters and information division have been rebuilt. And all this because information in the 21st century is just as important as any other major socio-economic stimulus.

## Urban regeneration

“It’s our mission,” said Dr. Bukola Saraki, “to build and bequeath the Kwara of our dreams. We recognised that the state of the natural habitat is equally critical to the physical and psychological health of our people. In 2003, we launched a ‘Clean & Green’ programme, designed to clean up our capital city and regenerate the environment. From a very depressing reputation as one of the dirtiest cities in the country, Ilorin is fast becoming the cleanest and the most environmentally friendly city in Nigeria.”

On 18th August 2003 the ‘Clean and Green’ scheme, a waste management and environmental beautification project, was launched to take care of surface-level sanitation and drainage protection to prevent flooding and erosion during rain. Suburban streets and roads were transformed into tree-lined groves, while the forestry development put up secretariat parks both within Ilorin and beyond.

The project not only created jobs for over 2000 youths, but also created a living environment free of waste and filth, kept in check by a weekly and monthly sanitation programme, and the work of the newly established State Task Force for environmental sanitation.

## Rural development

Worried by the high incidence of rural-to-urban migration among young people, the present administration has taken measures to narrow the gap in infrastructures between the metropolis and suburban areas and make the latter an equally attractive to live and work. This is with the view to spreading the ‘dividend of democracy’, making sure that every area has the essential amenities such as roads, piped



water, cottage medical facilities and electricity, thus easing the pressure on urban infrastructure. Some of these measures include: completion of the abandoned rural electrification project at Agbeyangi, Kpada, Gaa Lanba, Gaa Gata, Eleyele, Pututa, Bizera and Okutala, etc; electrification of Alalu-Bosa village in Ilorin East LGA; and provision of rural feeder roads, electricity and drinking water, through the construction of five deep wells in each of the 16 LGAs.

Further electrification activity included: the purchase of 15 KVA transformers for the Shonga injection substation, to serve commercial farmers and about 27 communities in Edu LGA; the procurement of transformers and accessories for six relief substations at the pipeline road areas, Geri Alimi/IGS, Gaa Akanbi, Folorusho junction, Kulende area Police station, Asa Dam road and Offa Garage area.

## Works

When the administration embarked on a proactive campaign of mass construction, resurfacing of roads and renovation of government buildings within and outside the state, it went to the capital market to raise the N30 billion in bonds needed to fund these major works, as detailed above.

Meanwhile, the renovation and construction of worn-out roads and dilapidated public buildings across the state was then completed, including the following: the dualisation of 2.37km Geri Alimi New Yidi road; the 3.5 km Geri Alimi Yebunot road; the construction of the Chikanda Kosubosu Okuta Ilesha Baruba Oyo state boundary road, neglected for years at the cost of N6 billion; the 4.5km NNPC pipeline road in Ilorin Hajj Camp Airport; the Stadium Complex underpass roads in Ilorin; the 3.1km Omu Aran township road; the 1.5km Etsu Palace Hospital road at Pategi; and the 1.9km Oke Onigbin Ijara Iji Owode Ofaro road, all of which were resurfaced.

Other roads constructed or renovated by the administration include: the Club 5 and Tiamiyu Olatinwo roads at Offa, with asphalt overlays; the 4km Kaiama township road; the 1.5km Lafiagi township road, with double layer surface; Ojaiya Roro and Oko bridges; and finally the construction of a flyover in the Post Office area in Ilorin – incidentally, the first flyover in the state and the most remarkable example of civil construction embarked upon by the Saraki administration.

The government also set out to put up street lights in many parts of the state capital along roads such as Geri Alimi, Total New Yidi, Geri Alimi Yebmot and Ipaye Ilofa GRA. This commitment was matched by the construction of notable public buildings such as: the ultra-modern Banquet Hall; the deputy governor's office;

**ABOVE** Newly commissioned flyover, Ilorin, Kwara State



the First Lady's office; the new governor's residence; the new governor's office, comprising the offices of the Secretary to the State Government, Head of Service and Attorney General; the new executive council chamber; the new administrative block in the government house; and the renovation of the secretariat complex along Offa Road.

The administration has also focused on constructing other public buildings: the Ilorin Metropolitan Square; the Kulende Market Project; the new Terminal Building and Cargo shed at Ilorin International Airport; the Royal Reception Centre for first-class Traditional Rulers (Ajashe-Ipo, Igbaja Paigi and Lafiagi); the injection sub-station for NEPA at Agba Dam and Sobi Barracks; new Court Rooms and judges' quarters; the marriage registry in Ilorin; hostels for unadoptable children; matron's quarters at the Children Reception Centre in Gaa-Akabi, the principal's quarters and a prototype hotel at Amayo Rehabilitation Centre; and the renovation of the Area Office of the Ministry of Social Development and Culture.



**RIGHT** New road leading to Agba Dam



## Security

When he came into office, Dr. Bukola Saraki emphasised that the security of lives and property would be another major priority for his government. His vision of a society devoid of crime was encapsulated in his inaugural speech:

“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 ammunition in the hands of all unauthorised persons in the state.”

In pursuit of that vision, the administration took some remarkable steps, the first of which was to announce a 14-day moratorium in which anyone in possession of dangerous weapons had the chance to hand them over to the police. Amnesty was guaranteed to anyone handing in weapons within those 14 days, and the governor further declared that any such individual would be enrolled in the state’s programme of youth employment.


Similarly, the government took steps to better equip the police to help them prevent and control crime in the state capital. So within the last six years, 25 new police posts have been constructed in Ilorin, officers have been issued with bulletproof vests, and vehicles and communication devices have been upgraded to the latest models.

Surveillance cameras for the State Police Command have also been erected at strategic locations in and around Ilorin. The current system is on trial in the capital, with plans to roll it out further if necessary. So far, certainly, this innovation, as well as all the others, has introduced relative peace and reduced crime rate in the state over the last few years.

## Governance and accountability

While the government is committed to providing a social safety net for the long-neglected people of Kwara, it is even more concerned about using the state’s meagre resources in a way that guarantees the best value for money. To ensure that there are clearly defined guidelines for efficient and effective implementation of projects and services, it instituted a project-monitoring system that made sure all government ministries and agencies had at least two evaluation processes. In collaboration with the Budget Monitoring and Price Intelligence Unit (BMPIU) and the Project Monitoring Unit, the state recorded an unprecedented completion rate within the shortest possible time.

**ABOVE** New vehicles acquired for the security services



Another landmark achievement was the increase in the state's Internally Generated Revenue (IGR) from N64million per month in May 2003 to N300 million per month in July 2009, a rise that is projected to continue up to N500 million per month in the near future. On top of that, the government, and in particular the Debt Management Department (DMD) of the Ministry of Finance, has reconciled and settled the accumulated debts of N42 billion that were inherited in 2003. A full and regular account of these activities was given in detailed financial reports, which were made available to everybody, including non-Kwarans.

And in line with this drive towards transparency and effectiveness, the state government granted approval for Intercontinental Bank, Fin Bank and Bank PHB to support and handle e-payment for salaried pensions and other payments from the state, which came into effect in April 2009.

It is practices such as these that have helped Kwara become the first Nigerian state to be assigned a credit rating agency, and awarded a national long-term rating of AA by Fitch Ratings, confirming that the outlook for the rating is stable. Today, Kwara is without doubt a vastly more attractive proposition for investors than it was six years ago.

## Civil Servant welfare

In his inaugural address to the state, Dr. Bukola observed the following:

"It is not possible for the government to operate without an efficient, well-mobilised and results- oriented civil service. My government shall take urgent steps within the first 100 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 for salaries and improve their general working environment."

Since then, the government has made great progress in the areas of staff welfare and competence improvement, including: timely promotion of officers; regular annual (and prompt) payment of salaries and allowances; leave bonuses; pension arrears and gratuities when due; adequate care for serving and retired officers; attractive welfare packages for workers, such as car loans, share-purchasing loans for all civil servants, public officers and political office holders; and housing schemes based on owner-occupier system.

There is also now an annual Civil Service Week, comprising a series of meaningful activities to emphasise the effectiveness of the service, as well as



ABOVE Kwara State Library complex



rewarding hard work, proactivity and efficiency. Financial assistance to the sum of over N8million has been extended to families of workers who died on active service. And to show concern for civil servants' health, the administration introduced a quarterly endurance trek for all public officers.

Through the concerted efforts of the Ministry of Finance, the administration has also raised N5 billion in loans for civil servants and other public office holders in the state to purchase shares. On top of that, officers were issued with laptops and desktop computer, paid for on an installment basis, while computer training programmes and workshops on modern methods of planning and policy implementation were organised for political office holders such as permanent secretaries, directors, information officers, planning officers and Level 14 and 15 officers. The administration also procured Peugeot 406 cars for High Court Judges and Khadis of Sharia Court of Appeal and provided an enhanced salary and a N1million car loan for each of the magistrates.

## Aviation sector development

As mentioned in the overview to this book, Kwara State is strategically located midway between the north and south of Nigeria. Ilorin, the capital, is easily accessible from all parts of the country by air and road. However, Governor Bukola Saraki pointed out:

"Even though we have had an international airport in Ilorin since the 1970s, we must not forget that in 2003, when we assumed office, this airport was of little or no use. Since 2004, we have managed to provide the necessary leadership that opened up the airport to commercial flight operations."

In order to develop the aviation potential of the state, Ilorin International Airport has been re-designated and equipped to provide scheduled local and international commercial flights. Equipped as a specialised cargo airport offering clients a welcome alternative to the frequently congested Lagos airport, its cargo terminal started to serve as a 'dry port' and a cargo hub for the northern part of the country, including the provision of around-the-clock operation and customs officers.

As Governor Saraki stated, Ilorin International Airport is strategically located and perfectly positioned to serve Nigeria and neighbouring countries: "I am wholly committed to the success of our airport upgrade and the significant benefits that will accrue to its customers and the people of Kwara State."

The necessary development in human resources is being handled by the Ilorin College of Aviation, which will train world-class technicians with a key focus on

RIGHT Ilorin International Airport

Kaiama

Moro

Ilorin

Asa Dam

Asa

Oyun

Offa

Irepo

Ilorin E

Ilorin South



efficiency and of course safety. But the aim of the College is not just to plug human resource gaps; it was established to enhance the efficiency of Nigeria's aviation industry and to bring it in line with global standards. The establishment of the College was in response to a real lack of expert training in the country, and it is only the second state-owned aviation college in West Africa, after the Federal College of Aviation in Kaduna State.

Along with the training of commercial pilots, the College will also have important connections 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.

## Restoring the dignity of traditional institutions

One of the most important programmes of Bukola Saraki's administration has been the restoration of the dignity of traditional institutions. This sworn commitment to restore the dignity of the royal fathers was stated in the governor's inaugural speech on 29th May 2003 and, true to his word, he has worked to achieve this since then, recording some significant achievements along the way. To show the high esteem in which the traditional institutions are held, the administration commissioned a firm of consultants to assess and complete the palaces of the state's first-class chiefs, many of which had been abandoned by past administrations. This gesture culminated in the building of ultra-modern palaces (and also renovation of existing ones), as well as equipping them with an 11KVA Mikano Soundproof Generating Set. The state government also called for the construction of guest chalets for the Council of Chiefs at Ilorin, purchased brand new official limousines for each of the first-class chiefs, and approved an increase in the allocation to the Traditional Councils from 2.5% to 5% to boost their welfare.

Perhaps the most enduring achievement of the administration in terms of chieftaincy affairs was the upgrading and regrading of 57 traditional rulers, finally calming the controversy surrounding the perceived lopsidedness in the grading of traditional chiefs. The governor was quoted as saying: 'This ceremony of presentation of staff of office to our royal fathers marks the conclusion of a process that they undertook to right past wrongs and fulfill the aspirations of our people.'

## Kwarans in diaspora

Committed to a government of inclusion, in which every stakeholder in the state should have their say, the administration of Dr Bukola Saraki extends invitations, support and the hand of fellowship to Kwarans abroad, under the umbrella of the Kwara State Association of Nigeria (KSANG).

Since inception, two major chapters of KSANG have been created, in the United Kingdom (2008) and the United States (2010). On the occasion of the launch of the Kwara State Association of Nigeria, United Kingdom Chapter, on 26th July 2008, Governor Saraki appealed to their “unalloyed support for our collective heritage” while urging them to “evolve more consistent and pragmatic strategies to partner with the state government so that development goals could be realised sooner rather than later. In this regard, therefore, I call on you to join us to invest your human and capital resources in Kwara State and attract more foreign investors. We appreciate that this will entail a lot of sacrifice from you, but I assure you that we are building a lasting foundation for tomorrow and a sound future for our children.”

## Governor Bukola Saraki: Awards and Honours

There is no doubt whatever that Governor Bukola Saraki is a great achiever and award-winner who has pursued an agenda of good governance that will bring about rapid socio-economic development, employment opportunities, social amenities for the people of the state and security of lives and property. These achievements have already been described in this book, and they only seem greater in the retelling. As he said in his maiden address to the people of the state, the administration is irrevocably committed to the cardinal principles of good governance: transparency, accountability, efficiency, rule of law and social equity.

Impressed with his good performance during his first term in office (May 2003 to May 2007), the people of Kwara State overwhelmingly voted him back to office on 14th April 2007 for another four-year term, beginning on 29th May 2007; this is the first time a governor has ever been voted back into office in the history of Kwara State.

His achievements have been noticed and acknowledged both locally and internationally by private and public agencies and institutions. His awards include: ‘Governor of the Year’ by This Day Newspapers (2004); ‘Best Governor of the Year in Agricultural Development 2004/05’ by City People, KSNG; Leadership Award in appreciation of commitments and outstanding leadership qualities (2005);



Harvard Business School Africa Club Award 2005; Kenneth Kaunda Foundation Best Governor in Africa 2006; Osun State Broadcast Corporation Man of the Year 2006; 'African Governor of the Year in Agricultural Development' by African Union Media Group in Pretoria, South Africa; Nigeria Referee Association Grand Patron 2007; the traditional title of Turakin of Ilorin; This Day Newspaper Best Governor on Food Security 2008; 'The Friend of Nigerian Youth' for his love of the Nigerian Youth; 'Doctor of Science and Public Administration Award' by University of Port Harcourt for his Administration's focus on Agriculture; Life Fellowship of All Nigeria Confederation of Principals of Secondary Schools, (ANCOPSS) 2009; Outstanding Governor on Energy 2009 by the Nigerian Compass; Emerging Tiger of Nigeria (Leadership Award by This Day Newspaper) 2010; Institute of Chartered Accountants Award of Excellence 2010; and Nigerian Bar Association Award of Excellence.



**RIGHT** Govenor Bukola Saraki and Barrister Toyin Saraki on the conferment of the Fellowship Award at the 22<sup>nd</sup> Convocation ceremony at the Kwara State Polytechnic in July 2009

## Work on the National Governors' Forum

Dr. Abubakar Bukola Saraki became Chairman of the NGF in July 2007, following the 2007 general elections and, typically for him, he has changed the way things are done and achieved a number of landmark successes. Any association, they say, is only as good as its membership, and particularly its leadership – and the NGF has in recent years become known for the resolve and sheer strength of will of the members to leave a positive legacy. Much of this resolve can be attributed to the inspiring leadership of Dr Saraki, who has tried to lead by giving his colleagues a strong sense of belonging and making them realize, and appreciate, the enormity of their role in history.

This change in spirit has become apparent in a number of tangible ways. There has been an obvious rise in the level of commitment, with attendance at meetings rising from anything between 9 and 12 governors out of 36, anything from 30 to 36. In 2009, out of seven meetings (five general meetings and two emergency meetings), the Forum recorded an average of 80% attendance rate. On top of that, cohesion in the Forum has never been so high. Take, for example, the former President's amnesty initiative in the south, which was the culmination of efforts between the Presidency, the governors in the Niger Delta and leaders of the militant groups: the NGF sought to identify, and show solidarity, with their colleagues in the region by hosting their November meeting in Yenagoa, the capital of Bayelsa State.

Other achievements include: the facilitation of the release of excess crude funds to the States, helping to bring the dividend of democracy to the people of the state; the nationalisation of the NGF Secretariat to make it more effective and functional; the appointment of a new management team which has so energised the Forum that many governors have openly commended the new team at the Secretariat for its giant and innovative strides; and the establishment of a Relief Fund for the crisis in Jos in January 2010, which saw all members of the Forum pledge N5 million each to alleviate the hardship and suffering.

Finally, Dr Saraki's finest personal moment was when he led a Forum intervention that pushed for a resolution to the impasse that almost engulfed the country over the recognition of Dr. Goodluck Jonathan as the Acting President. Some commentators observed that it was this that pulled the country back from the brink of another precipice.



## PART FOUR: KWARA AND BEYOND – The Nigerian Vision

# Kwara and Beyond

*Politics is the art  
of the possible.*

BEN OKRI

Following his unmatched achievements as Governor of Kwara State for more than seven years, Dr Bukola Saraki now has a greater vision for the whole country. As he said himself: “We need fresh thinking. We need experienced, resourceful and competent leadership that can harness our endowment for the benefit of our people.” He was fired up by the conviction that to sustain the progress made in Kwara, the rest of the country must grow too. His vision for Nigeria therefore, which he described as ‘my next project’, is for the country to become: “a developed country inhabited by prosperous citizens who lead long, healthy, dignified, creative and productive lives.” But that is not going to happen without a holistic development agenda that recognizes the importance of economic growth in achieving human wellbeing.

Following, in his own words, is the framework he has outlined for a greater Nigeria, with Kwara State at its heart:

### The future according to Dr Bukola Saraki

I have a vision shared by many of my fellow countrymen. And this vision stems from when I grew up dreaming of what an ideal country should be like, what professionalism in business and government should be like. Today, we have a situation where, in many areas, Nigerians are saying to the world: “I am as good as everyone out there, I can be the best and I can live up to what it takes to be measured against the best anywhere.” And I believe we should be doing exactly the same in government. We can be among the best in the world. We can change things.

We have recently celebrated fifty years of independence. Our independence from Britain in 1960 was greeted with high expectations from inside and outside the nation. Having cast off the yoke of colonialism, Nigerians naturally craved a truly independent country, where they could live in freedom, with dignity and in prosperity. The outside world expected the birth of the African economic powerhouse; and given our abundant natural and human endowments, these were modest expectations. Fifty years later however, we are nowhere near meeting the basic needs of our people. The promise of independence has been fulfilled mainly in the breach. By almost all indicators, our country has under-performed, and under-served its people. A majority of the population lives below the poverty line. Life expectancy is low, infant and maternal mortality is high, and most of our people have no food security. Educational standards have tumbled, our economic base is shallow, productivity is low and our infrastructure is grossly inadequate. I would wager that not a single






one of us of us is satisfied with the way Nigeria is right now. Is this the country we dreamed of? The answer, I am sure, is no. This is not because we do not have the resources – both natural and human – but because we lack the resourcefulness at the leadership level to make these huge resources work for us.

Our country has become a sad cautionary tale, rather than a source of pride for our people and a beacon of hope for others. Most of our citizens, especially the youths, are justifiably frustrated and angry. Cynicism is becoming the common denomination in our country. Yet all hope is not lost. The expectations of independence can still be reached, and even surpassed. That Nigeria that will work for all Nigerians, and of which all Nigerians can be proud, is still achievable. But we need a leader who gets it, who knows exactly what to do and has the courage and the competence to get it done.

As a medical doctor, I know that proper treatment of an ailment starts with proper diagnosis. And my considered submission is that the major ailment of Nigeria today is generalised poverty. My prescription, therefore, is that we need to cure ourselves of poverty. We are resource-rich, but we are human development-poor, because we have not grown our economy in a sustainable manner, not expanded the productive capacities of our people, not developed adequate infrastructure to support business and individuals, not deepened participation and accountability, and not managed our diversity effectively. In my view, all these issues severely restrict our path to prosperity.

In the past seven years, I have served as Kwara State Governor and it has become apparent to me that the issues we faced there are the self-same ones facing the whole of Nigeria. Together with my administration, I took on a state that was 34th in the order of Federal revenue allocations; a state that was more or less civil service-driven, where the economy depended almost overwhelmingly on the monthly salaries of workers. And in seven years, we have turned the state into a haven for investment, a state where we have vigorously driven the issues of agriculture and education, among others.



Let's take the dairy sector: today we spend about 1.5 billion dollars a year importing dairy products, especially milk. In Kwara State, we have farms producing 6,000 litres of milk, but our national requirement is about 6 million litres. And that is an almost insuperable gap, but one that we have started to bridge in Kwara. In Nigeria today, if you drink WAMCO Milk, part of it is coming from Kwara State, from Tsonga. We were able to do this by mobilising private sector investments and feeding them into the dairy sector. So we created a programme that will ensure that, over a two-year period, dairy companies are able to move from 10% local content requirement to 90%. And that is what's happening right now in Kwara. We need to give manufacturers the right 'sweeteners'. These 'sweeteners' might include, say, credit on import duties. We could therefore ensure that anyone who undertakes backwards integration pays duties at 5%; if not, then they pay duties at 15%. So, in the end, it's better to invest in backwards integration. There are millions of cattle herders in the country – you see them everywhere. So why not take them to collection centres, where they can deliver milk and collect 100 naira every day? This is already happening in Kwara, and with proven success.

No doubt, the country as a whole has made some progress in the past few years, in terms of growth, stability and democratisation. But a great deal still needs to be done to put it on an irreversible path of progress. Growth must impact the general prosperity of our people, otherwise it will remain a paper prosperity. And for this prosperity to be sustainable, we need to deepen our democracy and strengthen our social fabric by ensuring that votes count, that government is accountable, that citizens are part of decision-making and that our people live, as they say in films, in peace and harmony.

In short, we need a holistic development agenda, one that recognises the centrality of economic growth to human wellbeing, but also acknowledges that growth by itself is not enough. We need growth as well as a development agenda that is built around the people, not merely around figures. And we also need a development agenda that lifts everyone, large and small. We need an agenda of prosperity for all.

# A vision for Nigeria

If we want to create a developed country inhabited by prosperous citizens who lead long, healthy, dignified, creative and productive lives, we have work to do. We need to ensure that development is 'of the people', that the private sector should be the engine of growth, with government serving as an enabler and that our huge youth population is a demographic dividend and a precious resource that must be harnessed for national prosperity

Taking the learnings from my administration's policies in Kwara State over the last seven and a half years, I believe that the Federal government should be looking to do the following: implement a job-led economic growth strategy; improve our productive capacities; deliver a world-class infrastructure; promote participation and accountable governance, create an inclusive and equitable society; and improve our standing in the global arena. Any one of these is a tall order, and taken together, it is a massive task that will take many years to complete. But below, I have outlined ways in which I believe we can begin to achieve it.



**RIGHT** Governor Saraki during the 2010 Presidential candidacy campaign





## 1. Implement a job-led economic growth strategy

Our major challenge as a country is to guarantee prosperity and freedom for all our citizens, irrespective of their stations in life. To meet this challenge, we need to jump-start our economy and establish sustained growth in a competitive global economy. This is the only way we can create prosperity for all, as growth is essential to development.

In the past three years, we have averaged about 6% growth in our gross domestic product (GDP). And quite apart from the fact that we could have done better, given our state of development, this growth has not translated into many jobs. So we need to improve on, and rethink, our growth strategy.

### IMPROVE MACRO-ECONOMIC MANAGEMENT

It is a universal truth that a sound and stable macro-economic environment is necessary for economic growth. This is the task of the government, not a self-occurring phenomenon. It can neither be outsourced nor just expected to happen. So we need to put in place a competent and credible economic team that will proactively manage the economy to create the enabling environment for growth and job creation. The team would be charged with: keeping inflation at a single-digit rate; expanding our revenue base and eliminating waste; reducing budget deficit; improving savings and attracting investments; stabilising interest rates and improving credit to business; enforcing fiscal and monetary discipline; and coordinating with other levels of government to create an overall stable and attractive macro-economic environment that is good for growth, investments and job creation.

### BOOST COMMERCIAL AGRICULTURE

It's a worrying thought that, while 70% of our population is engaged in agriculture, we cannot even feed ourselves. This is because farming is largely done at subsistence levels, so our yield per hectare is low, access to inputs and credit is low, and little value is added. To take adequate advantage of our comparative advantage in agriculture, we need to start viewing agriculture as a business and scale up. It is estimated that about 50% of our unemployed young people can be gainfully employed if we make the appropriate investments in commercial agriculture.

So we need to take a value-chain approach, with adequate attention paid to every point of the chain, from production through to storage, processing and marketing. We need to incentivise development of an out-growers' scheme and expand the commercial agriculture credit scheme, as well as rolling out a national



**ABOVE** Successful integration of Jersey cows at Shonga dairy farms

action plan on commercial agriculture because of the enormous potential it has to provide jobs, food security and wealth creation.


### REVITALISE THE MANUFACTURING SECTOR

Our manufacturing sector is near comatose, accounting for a paltry 4% of GDP, compared to an average of 14% for rest of sub-Saharan Africa. Most of our manufacturing companies have closed shop, and those still in existence are operating far below capacity. Most of the industrial products that we manage to produce are below par and uncompetitive, largely on account of wrong-headed industrial policy and decrepit infrastructure. Our country could easily be the industrial hub of the sub-region, and even of the continent, if we turn the industrial sector around.

This sector could be revitalised by providing fiscal incentives to manufacturers, creating new industrial clusters, developing our export processing zones and providing concessionary credit facilities to manufacturers. As a poor infrastructure is a major obstacle to industrial growth, we also need to improve electricity supply and transportation to our existing industrial corridors to reduce the cost of doing business in our country and improve the business climate.

Because of their potential in terms of job creation and growth, the textile and car sub-sectors should receive special attention. The textile industry once accounted for about 23% of our total manufactured product and was the third largest in Africa. Today, most of our textile companies in Lagos, Kano and Kaduna have either closed down or are struggling to stay afloat. Therefore we need to enforce the ban on importation of textiles, expand and speed up the disbursement of the Textile Revival Fund and provide fiscal incentives to textile companies.

And then there's our car industry. In 1981, it produced 100,000 cars; by 2007, this figure had dwindled to 5,000. So we could provide tax holidays and other fiscal incentives to encourage car manufacturers to assemble their cars in Nigeria,



incentivise the use of local content, guarantee government patronage for cars produced in Nigeria and restrict importation of used cars.

### **STRENGTHEN THE PRIVATE SECTOR**

As we move away from a command economy, it is important for us actively to enable and strengthen the private sector so that it can serve as the engine of growth for the economy. Our policies and structures must reduce the cost of doing business, increase competitiveness, make credit available and affordable, and make our country a desirable investment destination. We also need well-targeted fiscal and monetary policies that will motivate private business to finance investments in growth sectors. To enhance the private sector's capacity to create jobs and drive growth, therefore, we should prioritise promotion of enterprise, ensure that private sector investment is protected from policy reversals, improve advisory and financial support to SMEs, improve quality of business education and reward excellence in entrepreneurship and innovation.

### **UNDERTAKE MASSIVE PUBLIC WORKS**

Between 2003 and 2007, we recorded an average of 6% growth. This growth, however, did not result in jobs for our graduates and other jobseekers. So we need to refocus on job-led economic growth. And while we could provide the enabling environment for private business to thrive and create jobs, we could also embark on labour-intensive public works that would not only develop necessary infrastructure (roads, rail, schools, hospitals and houses), but also create jobs. In addition, we could increase investments in labour-intensive areas and enforce local content policy.

### **STRENGTHEN THE STATE'S CAPACITY FOR SERVICE DELIVERY**

While we build a strong market that enhances the capacity of the private sector to lead economic growth, we could also fast-track public sector reform and strengthen the capacity of the state to regulate and facilitate private sector productivity. This would help to build a well-paid, highly motivated and smart public service that devises innovative solutions to address policy failures that hinder investments and economic growth.

### **SUPPORT SPORTS AND ENTERTAINMENT BUSINESS**

Sports and entertainment are areas where we have some comparative advantage, given the creativity of our people and the exploits of our athletes and artists. Both sectors provide more than just recreation; they also provide gainful employment and generate major incomes. With little or no government support, our home video



**RIGHT** Flyover in Ilorin, Kwara



industry (Nollywood) is now the second biggest film industry in the world. We need to further harness the employment and growth potential of sports and entertainment as avenues for expanding prosperity in Nigeria. So we need to work to resuscitate our sports industry, with emphasis on talent discovery, training facilities and proper management. We could also institute an Arts Development fund to give credit at concessionary rates, set up the fight against piracy, use PPP to build a film village and provide necessary infrastructure for capacity-building actualisation.

#### **STRENGTHEN THE OIL AND GAS SECTOR**

Our economy is almost completely oil dependent: this liquid gold accounts for about 90% of our foreign exchange receipts and about 70% of our budgetary expenditure. But while oil may generate billions of dollars – and it does – it is simply not grounded in the local economy. The industry is largely upstream, with highly technical, foreign-dependent manpower. Its contribution to local economic productivity, most especially employment, is far from satisfactory. Yet the focus over the years has continued to be on the upstream sector, much to the detriment of the other aspects of the industry. In the mid- and downstream sectors, there is severe under-investment. So while working on ways to diversify our economy, we would also need to fully harness the potential of the oil and gas industry through necessary reform.

So we need to free up the sector for the necessary investment and to stimulate growth. And in my opinion, the refinery and petrochemical industry holds at least three bright prospects for Nigeria: the first is the production of petroleum products for local consumption and export, thereby saving us the over \$20 billion we have spent in the last seven years on subsidy and importation of oil products; the second is the creation of millions of jobs directly and indirectly for Nigerians through the private sector; and the third is the stimulation of economic activities in Nigeria arising from the multiplier effect of increased investment and reduced capital flight. We could unleash the potential of all three through a well-implemented set of reforms that offer investors the necessary confidence and guarantees, while focusing on local value addition and technology transfer.

We need to provide political will from the very top in order to implement the existing laws and policies in the oil and gas sector, especially those intended to enhance the utilisation of Nigeria's human and material resources and service in the oil industry. We also need to initiate new policies to deepen the reform in the sector, with the aim of ensuring that the oil economy is no longer isolated from the wider Nigerian economy.



### EXPAND OUR REVENUE BASE

We derive about 80% of our national revenue from crude oil. So it doesn't take much to work out that we need to expand our revenue base aggressively to make us less vulnerable to the boom-bust cycle of the mono-economy and to increase available resource for our job-led growth strategy. Deliberate diversification of the economy into sectors with higher potential for jobs, such as agriculture, manufacturing and services, while maximising revenues from oil, would increase the pool of resources available for development and reduce our oil-dependence.

We could also embark on further tax reforms intended to transform our country into a tax economy. This could involve increasing revenue available for development not by raising taxes, but by expanding the tax base and ensuring more efficient tax collection. We could further simplify and harmonise our tax laws, provide incentives for individuals and business to pay taxes, and promote voluntary compliance rather than enforcement. VAT should be maintained at 5% on essential items, but we could then widen the coverage of the tax and introduce a special rate for luxury items.

### INCREASE THE RESOURCE ENVELOPE

Most of the items in this section, and subsequent sections, will involve spending more money. It is therefore important to increase the pot of resources available for private and public investment. As part of the measures for financial discipline and public ownership, we could finance recurrent expenditure from tax income, and capital expenditure from non-tax income. This would ensure that we raised enough revenue to finance social services and that the public could hold the government to account. We could charge competitive user fees on commercially viable services and impose consumption taxes on some goods and services (eg, tax on GSM tariff). We could also raise bonds to finance critical infrastructure projects, which would be repaid through concession/licensing fees and user charges. On top of that, we could incentivise private investment in infrastructure by reviewing the national policy on public-private partnerships, removing obstacles to investments and strengthening the Infrastructure Concession Regulatory Commission (ICRC).

Nigerians are said to own about \$100 billion of financial investment abroad. To redirect some of these investments back into the country, we could follow the example of the Indian government by issuing higher-than-market-return and dollar denominated bonds to finance investments in revenue-generating sectors. To further increase the quantum of long-term resources available for development, we could also provide guarantees for pension funds (valued at about N2 trillion) to invest in viable infrastructure projects.

## 2. Improve the productive capacity of Nigerians

I share the belief that “people are the wealth of a nation”. To be sure, natural endowments should confer some advantage on a country, and earnings from them can be used to build an environment for growth, but the major determinant of a country’s wealth is the quality of its people. The more skilled and healthier people are, the better their chances of making something of their lives and the higher their productivity. This is good news not only for individuals and their families, but also for their employers and the country as a whole. For us to transform Nigeria, we therefore need to pay serious attention to how to improve the productive capacities of our people and empower them to serve as active agents of wealth creation.

We are not doing nearly enough of this at present and that explains why our country is mired in poverty. Convinced that the wealth of Nigeria is in Nigeria now and not buried underground, we need to invest massively in education, health and housing to unleash the creative and productive energies of the Nigerian people, to empower our people and to position our country in a place where it can compete effectively in the global arena.

### REVAMPING OUR EDUCATION SECTOR

Our schools used to rank among the best in Africa, and even the world. But not any more. The entire educational sector is in deep crisis, from primary to tertiary level. Our curricula are hardly aligned with the needs and demands of the new age. The infrastructure of learning is nearly non-existent. The quality of instruction is suspect. And the end result is that we have many young people out of school, many school leavers who cannot read or write, and many poorly educated, unskilled and unemployable graduates. We need to work with stakeholders across the board – parents, teachers, students, other governments, businesses and development partners – to treat the crisis in the education sector as a national emergency. This could include the following:

#### Increase spending on education to 5% of GDP within four years

One of the major problems with our education sector is under-funding. Our overall public expenditure on education in 2004 was 1% of GDP, compared to 5.49% in South Africa. We need to work with other levels of government not only to increase public expenditure on education but also to evolve a framework for more targeted and more effective spending that allows us to: improve the quality of teaching; pay teachers better salaries; increase the teacher-student ratio; attract quality minds to





take up teaching; and set minimum facilities standards for all primary and secondary schools.

#### Improve quality of instruction in our schools

Let's face it, the quality of instruction in most of our schools is poor. The curricula are outdated. The majority of teachers are also of poor quality. Those who are qualified are mostly not competent, and most are far from devoted. With increased funding, we would be able to pay teachers better and attract good minds to the profession. But increased funding will not solve all the problems, especially those relating to quality. We would also need to set, and regularly review, recruitment standards for teachers and overhaul the curriculum at our teacher training institutions to ensure entry-level quality and appropriate training. We would also need to set up an education quality assurance agency that would: set learning standards and support schools to ensure that these standards are achieved and sustained; make sure our curricula are aligned with the times; and introduce periodic retraining and recertification of our teachers.

#### Review national policies on primary and secondary education

In any country, the foundation of the education system is critical, and ours is, at best, shaky. So we need to work with governments at local and state levels, as well as other stakeholders, to expand access to quality education at primary and post-primary levels, and bring to life, in practical terms, the expression that "every child counts". Specifically, we could work with other stakeholders to: review our primary and secondary curricula to focus more on what students can do, rather than what they can recall; review the education governance system to ensure the resource responsibilities reside at the appropriate levels; and institute a National Remedial programme to deliver remedial instruction in literacy, numeracy and communication for students falling behind and those students with deficiencies in these areas.

#### Restore the glory of our universities

These days, our universities are pitiful shadows of their former selves. Currently, no Nigerian university is rated among the first 5,000 universities in the world or among the first 50 in Africa. Our country simply cannot progress if our universities cannot produce top-grade graduates or conduct cutting-edge research. So we need to initiate an emergency plan to turn our universities around in the next four years through increased funding, the creation of zonal centres of excellence, increased attention to research, an infrastructure upgrade, and the institution of a special programme to attract Nigerians, who at present teach in universities abroad, back to

**RIGHT** Quality free education for 5-16 year olds



our universities. We could also ensure that our universities are directly connected to our human resource needs and development objectives.

#### **Increase emphasis on technical education, training and entrepreneurship**

While basic university education remains the pillar of Nigeria's educational development, it is not sufficient in our quest for economic development. To achieve this, we must ensure targeted investment in post-basic education, which is focused on the development of technical and vocational skills.

The government could work to ensure that existing technical colleges across the country are revived and retooled to provide technical education for children completing basic education, while at the same time creating vocational centres to admit those completing secondary education for vocational and entrepreneurship training, ultimately to acquire world-standard certifications.

We could also reposition our polytechnics to drive our quest for technological advancement through a reform that would closely align them to the industries and the national objectives on technology.

#### **Step up the mass literacy**

We live in the information age – the age of the knowledge workers – where the ability to read and write is an absolute necessity. But a sizeable part of our population cannot read or write; indeed, according to some accounts, more than 40% of our population is illiterate. This is one of the major reasons for our under-development, as there is a high correlation between literacy levels and development. We should therefore step up the campaign for mass literacy by reviving and strengthening the National Commission for Mass Literacy, Adult and Non-Formal Education (NMEC) and use this as a vehicle for a more coordinated and efficient war against illiteracy.



## EXPANDING ACCESS TO QUALITY HEALTHCARE

Health, they say, is wealth – and right now, we are health-poor. Quality healthcare is beyond the reach of most of our people. Those who have the means to go abroad for basic treatment, do exactly that. But the rest of us are stuck with our under-funded and inadequate health facilities. We suffer needlessly from preventable and easily cured diseases. We lose precious time and lives to malaria, polio, cholera, tuberculosis and HIV/AIDS. So if we want to help our people live long, healthy, productive lives, we need to expand access to quality healthcare by making smart investments in the soft- and hardware of our health system. But how?

### Prioritise primary healthcare

We need to work with other levels of government to ensure that all rural and urban areas have well-stocked and well-staffed primary healthcare units, with emphasis on preventive health; these will be supplemented by mobile clinics to ensure adequate coverage. We could also set minimum facilities and health-worker standards for both primary and secondary healthcare centres across the country.

### Increase health funding

Our health system is in a bad shape largely because of under-funding. So we could increase the percentage of federal budget devoted to health, and encourage other levels of government to do the same. An attainable goal could be to increase target spending on health from \$22 to \$46 per person within the next four years. We could also increase remuneration for our health workers and provide facilities for them to work with increased productivity. Through this effective spending, we would be able to pay, motivate and empower our health workers to save more lives.

### Provide free treatment for children and pregnant women

Our infant and maternal mortality rates are among the highest in the world, and the vast majority of these women and children die of preventable and treatable diseases. Over four years, we could reverse these rates by providing free medical treatment for all children under five and all pregnant women, as well as providing insecticide-treated bed-nets, as we have successfully achieved in Kwara State.

### Launch community health insurance schemes

The National Health Insurance scheme has expanded access to healthcare, but most of our people are still not covered and more often than not struggle to pay when in need of treatment. As we have done in Kwara, we need to expand coverage to



**RIGHT** Widely available vaccines under the community health insurance scheme



people in the informal sector and incentivise operators to provide community health insurance schemes to cover everyone, especially in the rural communities where the majority of our population resides.

#### Develop/review National Action Plan on Malaria

We lose valuable time and lives to malaria, and this is especially relevant in terms of infant and maternal mortality. In addition to expanding access to bed-nets, especially in the rural areas, we could develop and launch a National Action Plan on Malaria to ensure that the battle against it is given the attention it deserves, is well coordinated and is well resourced, both at preventive and curative levels. Again, a similar scheme has met with great success in Kwara State.

#### Increase investment in water and sanitation

Many of our citizens, especially the rural population, do not have access to clean drinking water or decent sanitation facilities. It is a shame, though not a surprise, that many of our people still die from cholera and other water-borne disease. So we need to work with other levels of government to prioritise water and sanitation as a basic human right, and scale up investment in this area.

#### Step up campaign against the spread of polio and HIV/AIDS

There is an urgent need to accelerate action to eradicate polio, and reduce the incidence of HIV/AIDS. So we must institute a national action plan to reduce the incidence of these diseases significantly in the next four years. This could involve expanding access to anti-retroviral drugs, increasing support to PLWHAs, ramping up advocacy on polio and HIV-AIDs, and expanding the national immunisation programme towards the complete eradication of polio in Nigeria.

#### Increase health personnel in rural areas

Our rural areas – where most of our people live and where our country's health challenges are most pronounced – have a disproportionately low number of health

workers. To reverse this, we should institute a programme for recruiting and positing thousands of doctors and other health workers to work and live in our rural areas. As an additional incentive, we could partner with state governments to provide decent accommodation for health workers posted to the rural areas under this scheme.

### PROMOTING HOME OWNERSHIP

Shelter is a basic human need and, at present, there is a huge housing deficit in our country, with many of our citizens in urban and rural areas living in slums and sub-standard dwellings. Only a fraction of our population owns their own homes. And it's a fact that owning a home or living in decent accommodation improves the confidence, dignity and social standing of citizens. However, increasing the stock of housing in the country has added economic value. For one, it positively impacts on the wellbeing and productivity of citizens. Secondly, houses are rich assets that can be used as collateral for credit. And thirdly, the housing sector, being a labour-intensive one, provides the opportunity to create jobs. To adequately reap



**RIGHT** Housing built with partnership from the private sector

the multiple dividends from bridging the housing deficits in our country, we could actively incentivise home ownership in the following ways:

- Incentivise the private sector to increase housing supply
- Partner with the private sector on affordable mass housing for civil service retirees
- Provide fiscal incentives for home ownership
- Review the policy on housing finance
- Work with banks to raise mortgage tenures to 25-30 years from the present 5-7 years.
- Ensure that all primary mortgage institutions are properly capitalised, and have sound corporate governance practices and skills to attract long-term deposits
- Speed up the review of the Land Use Act to increase access to land

## **EMPOWER OUR YOUTH**

About two-thirds of our population is made up of young people. This is a precious resource, especially at a time when many countries are saddled with ageing populations. We need to turn this into a demographic dividend, not a demographic disaster. We need to create millions of jobs, fully harness the dynamism and energy of our youth and further empower them to contribute more to society. Most of the interventions suggested here in terms of job creation and capacity enhancement would primarily benefit the youth population, but in addition, and because of the importance of this demographic group in the nation's progress, we should be doing the following:

- Creating new jobs through investments in agriculture, constructions and IT
- Providing entrepreneurial training, business incubation services and access to concessionary credit
- Restructuring NYSC and NDE to provide market-facing skills
- Instituting national awards to promote creativity and innovation
- Promoting grass-roots sports development
- Promoting vocational, managerial and leadership training





### 3. Provide a world-class infrastructure

If you were looking for incontrovertible evidence of the failure of leadership in the last 50 years, you wouldn't have to look further than the miserable state of basic infrastructure in our country. Infrastructure – both physical and non-physical – is a critical driver of economic growth and social transformation. Clearly, our parlous infrastructure limits individuals, businesses and the country at large. Without world-class infrastructure, we cannot attract the much-needed investment to build a prosperous society or fully harness the creative energies of people. To bridge the enormous infrastructure gap, we must undertake intervention in the following areas:

#### BOOSTING ELECTRICITY SUPPLY

More than any other factor, the lack of a stable and adequate power supply has hobbled economic growth in our country. Currently hovering between 3,000 and 3,500 MW, our electricity supply is grossly inadequate for our huge population; indeed, our per-capita electricity supply is one of the lowest in the world, lower even than that of some African countries like Ghana, Gabon, Botswana and Mozambique. It is estimated that Nigerian households and businesses spend about N540 billion to fuel their generators every year, at a high cost to the environment, public health, quality of life and business competitiveness.

Public spending on the electricity sector has significantly increased in the last few years, with N79 billion budgeted by the Federal Government in 2009, and N150 billion in 2010. This is excluding the budget on the Nigerian Integrated Power Project (NIPP), which is expected, on completion, to add 5,000 MW to our electricity supply. But the NIPP is beset by a host of problems, including right of way, gas supply and project management. Recently, a national roadmap for power sector reform was launched.

To successfully remove this massively binding constraint to our growth and development, we need to rethink power sector reform in a radical way. At a very basic level, we need a supply of at least 25,000 MW. This amounts to producing an additional 2,000 MW every year for the next ten years, which means we need to invest about \$60 billion per annum over 10 years across the electricity value chain. To bridge the expected funding gap, we need a new approach that pivots around demand-driven expansion, sustainable reform and pragmatic funding. One of the critical success factors of this approach will be how to raise additional funds and properly channel what is available.

Following are a number of ways in which we can really change the power landscape:

**RIGHT** Governor Saraki inspecting the Ganmo power plant



- **Clarifying ownership and control:** for a seamless transition from the old order to the new, there is a real need to clarify ownership and control; generation will be predominantly private sector-driven, transmission will be managed on behalf of the Federal Government by an operator through a long-term contract or concession; and distribution will be handled by private companies. The government should provide the enabling environment and the regulatory framework.
- **Incentivising private sector generation:** for efficiency, generation companies (gencos) should be encouraged to develop generation capacities in or close to specific load centres. Fuel flexibility should be allowed, while the government could develop the appropriate policies, modalities and pricing depending on fuel type and demand. To further encourage private sector-led investment, the government could also provide purchase guarantees and other investment guarantees to assure generating companies of a ready market and to facilitate their access to necessary credit. In addition, government-owned generating plants (including IPPs) could be valued and sold or concessioned with strict terms on performance standards.
- **Improving gas supply for electricity generation:** at present, a major issue in electricity generation in the country is the availability of gas-to-fire companies, but they would rather sell their gas outside the country because of issues around pricing and agreements. To ensure steady availability of gas for power generation, we would need to deregulate pricing, develop and enforce a framework for gas supply purchasing agreements (GSPA), provide necessary guarantees to gas suppliers and improve gas distribution infrastructure.
- **Maintaining and expanding the national grid:** currently, the national grid cannot handle our installed capacity of 600 MW, not to mention the additional 500 MW expected from NIPP plants. We would therefore need to maintain and expand the grid, and operate it in a more efficient way, and to do this, we would require an investment of around \$2 billion per annum if the grid is to keep up with generation expansion. So the O&M contract needs to be accelerated and a PPP arrangement put in place for sustainable funding and development of the grid.



- **Privatising and expanding distribution networks:** our distribution network is grossly inadequate for our electricity demand. We need annual investments of between \$1.2 billion per annum for about ten years to ready our distribution network for expected generation expansion. So the government should speed up the sale or concessioning of the eleven distribution companies (discos), complete the transmission lines and encourage state government to partner with private operators (through equity participation, planning and infrastructure development), especially in areas not served by the grid.
- **Redesigning rural electrification:** given that only about 40% of our population is presently connected, the government should be taking a different approach to rural electrification, with states and LGAs playing key roles, and the coordination and execution of connection projects undertaken by distribution companies.
- **Establishing an Electricity Development Fund:** for efficient development in the electricity sector, there is need for long-term, low-interest credit, and this need is not being served by the existing financing arrangement. We need to set up a special fund designed to finance the development of the sector, with contributions from the government, the electricity markets, multi-lateral and bilateral agencies and others. The fund should be managed by the private sector.
- **Instituting a smart regulatory regime:** with the eventual privatisation of the electricity sector, the government will need to move from being an operator to a regulator. There is need for smart regulation for two reasons: firstly, for predictability and reasonable tariffs to attract private sector investment; and secondly to prevent abuse of the market power that might result from the natural monopoly tendency of the industry. We should be strengthening the Nigerian electricity regulatory commission to make sure it has the credibility and the competence to deliver its mandate credibly.

### IMPROVING TRANSPORTATION FACILITIES

At present our transport infrastructure is in an abysmal state. Most roads are impassable, railway services are grounded, air services are limited and not very reliable, and water transportation is virtually unexploited. Smart investment in transportation infrastructure could generate multiple dividends for us to ease mobility of people and goods, improve people's welfare and reduce the cost of doing business, while generating jobs, attracting investments, and improving and



**RIGHT** The new Yebumot-Geri Alimi Road



saving lives. In order to drive development, we should therefore rapidly upgrade our transportation infrastructure.

We need to build on the slight improvement in aviation safety by offering low-interest loans to airlines and strengthening regulation in the sector. Our end goal should be to make Nigeria the aviation hub of Africa and thereby enhance business competitiveness. We could also dredge water channels in coastal cities and build safe and fast water transportation in order to connect coastal cities more effectively with the rest of the country.


## ROADS

The dilapidation of inter- and intra-state roads has weakened socio-economic interactions, increased the cost of doing business and discouraged investment in our country. Besides that, we lose too much time, limbs and lives on our roads. To reverse this, we should be vastly expanding and improving road networks across the country.

We need to rehabilitate major federal highways and inter-state roads. Through a Federal-local government road masterplan, we could open up access to our rural communities by rebuilding existing roads and constructing new ones. To improve the maintenance of road networks and establish first-class roads across the country, we could develop a new framework for road infrastructure management and rehabilitation, and revitalize the ICRC to farm out road networks to private firms that can build and maintain them to acceptable standards.

## RAILWAYS

Rail used to be a major means of transporting people and goods, and thus a major vehicle of development in the country. But this is no longer the case, since the rail sector is completely grounded. The sector is plagued by a host of problems, from



inadequate and outmoded infrastructure, poor funding and mismanagement to policy inconsistencies. It is essential that we revive, expand and modernise the rail network in our country through appropriate government investment and partnership with the private sector.

Doing this will take pressure off our roads, expand commuting options, and reduce the cost and time of transporting agricultural produce and other goods. So it's time to develop a national policy on rail transportation in sync with the national policy, partner with state government for development of urban railway services, build and modernise railway lines in partnership with the private sector, and license out rail services across the country to private operators. We could also partner with development agencies to attract concessionary loans and provide appropriate guarantees for operation in the rail sector.

In addition we could do the following:

- Identify and rehabilitate key highways noted for their social benefits
- Encourage the private sector to undertake development and rehabilitation of commercially viable roads
- Farm out concessions on road networks for private firms to manage
- Set up a transportation development fund
- Complete the dredging of the River Niger
- Develop a sound IT infrastructure

An IT revolution will constitute our strategic edge, as we aspire to make our service industry the greatest foreign exchange earner for Nigeria. We will leap into the information age only through massive investment in IT infrastructure. So in partnership with the private sector, we could build regional world-class IT parks and incentivise the state governments, through grants and other financial support, to deploy broadband technology. We could also encourage business to invest in IT infrastructure and contribute to the digitisation of the host communities, while at the same time sustaining the IT revolution in Nigeria by appointing an IT czar to review policy, programmes and regulation.

### STRENGTHENING THE JUDICIARY

The 'rule of law' state that we desire is predicated on an independent and impartial judiciary that can dispense justice fairly and quickly. Our government must make sure that such a judiciary exists by enhancing the fiscal and actual independence of the judiciary and restore its prestige and respect by insisting on zero tolerance for disobedience of court judgment.

Quick administration of justice is a mark of the rule of law. It defines a country where business can make investments. One of the reasons for Nigeria's low rating in global competitiveness is the notorious delay in proceedings. It is a denial of justice to keep cases in court dockets for so many years. So we need to reverse this trend by embarking on reform of court procedures and encouraging the development of alternative dispute resolution processes, through the establishment of multi-door court houses in all Federal High Courts in Nigeria for the resolution of commercial disputes. We should also intensify legal reform to create an enabling environment for entrepreneurship and to secure the rights and prosperities of all Nigerians.

#### **IMPROVING SECURITY**

Insecurity is a threat to our dream of prosperity and a bottleneck to economic growth – and right now insecurity is rampant. Nigerians are terrified of kidnappers and many other kinds of criminals. So we must fight this insecurity in the following ways: restoring the foundation of the rule of law by ensuring that every violation is relentlessly prosecuted; ending the reign of impunity and rule of lawlessness; and boldly executing a comprehensive reform of the police and security agencies to ensure their efficiency, effectiveness and accountability. We could fund these agencies and provide them with the latest equipment, while requiring the strictest accountability from them. The war against insecurity needs to be a priority commitment of any government.





#### 4. Promote participatory and accountable governance

The simplest definition of democracy is that it is the government of the people, by the people and for the people. In other words, it is about the people. The people are supposed to be part and parcel of governance. Government is supposed to be “owned” by the voter, who has invested his trust in elected representatives, who are then expected in return to look after the people’s interests. However, the very people that democracy is supposed to serve are often left out of the system. Also, accountability is often lacking because the leaders don’t believe they should keep the books and the doors open to the people. We end up with a government that is disconnected from the people it should be serving. In fact, we’ve had the best shot at democracy in our history. But we need to prevent democratic reversal and enhance the inherent and instrumental values of democracy by making our democracy more representative, more participatory and more accountable.

So the government needs to offer something different: an open, transparent and people-owned government that’s always at the ready to listen to the wishes of the people and act in their considered best interests. The leader needs to lead from the front, the back and the midst of the people. He needs to put in place processes that will harvest and harness the views and thoughts of the people on major and minor policy decisions, employing all modern communication tools for easy inflow and outflow of information. And he should also keep government accounts open to public scrutiny at all times, and be ready to answer any questions and provide insights into how government is run every day.

To achieve the objective of keeping the governance process participatory and accountable, we should strive to undertake the following:

#### [Strengthen the anti-corruption agencies](#)

Many Nigerians perceive corruption as the biggest obstacle to our prosperity, yet they do not seem to have faith in the ability of our anti-graft agencies to tackle corruption. Some of the problems identified so far by the people are that the agencies have become instruments for political witch-hunts or do not have enough political will to do the job without fear of favour. Therefore we must work with the National Assembly to create more politically insulated, independent and well-funded anti-graft agencies, devoid of the drawbacks and setbacks that have been so common over the years.

#### [Encourage citizens' and legislative overview](#)

The government's doors and books should be open to the people, as well as to the National Assembly, which is constitutionally empowered to provide an overview of the activities of the executive arm of the government. We should discontinue this enduring culture of treating government as a cult. Ministries must render accounts on a frequent basis, giving updates on projects and contracts awarded in great detail. Also, the accounts of ministries, departments and agencies should be available for public scrutiny in various ways. It should be the right of every Nigerian to ask questions and be given answers. To make this well informed and well organised, we need to deepen the dialogue between civil society and the government on policies and government activities, and make accountability agencies, such as the Nigeria Extractive Industries Transparency Initiative more effective.

#### [Promote electoral reform](#)

Our electoral system is far from perfect, despite many amendments to the constitution and electoral laws. So the question remains: how do we get as close to perfection as possible? The interest of every patriotic Nigerian is not so much who is in power but what processes got them there and how credible these processes are in allowing the electorate to be heard. We all recognise the fact that free and fair elections have been hampered by both economic and historical factors, but we need to address the issues holistically. We should mobilise the patriotic instincts of Nigerians for the inculcation of fairness into the electoral process and promote legislation that would reward fairness and punish cheating. We need to make sure Nigerians know that their votes count. They must be assured of the fairness and credibility of the electoral process.



## 5. Promote an inclusive and equitable society

A major obstacle to the development of our country is the failure to attain nationhood nearly 100 years after the amalgamation of the southern and northern protectorates and fifty years after colonial rule. The things that tend to divide us – regions, religions, gender, genealogy, etc – have been magnified by the failure of leadership. We often claim “unity in diversity” without taking concrete steps to build an all-inclusive and equitable society in which every Nigerian – male, female, young, old, northerner, southerner, Muslim, Christian, modernist, traditionalist – will feel at home no matter where they choose to live or work.

So from the very top, we need to be working assiduously for a society where there is equity and justice. It is my considered belief that peaceful co-existence is critical to the creation and sustenance of prosperity for all Nigerians. A divisive, socio-political atmosphere can only undermine the best efforts to make this a great nation. In the short term, our objective should be to adopt interventionist measures to address glaring development deficits in certain sectors and sections. In the long run, equality will become a systemic phenomenon, predictable and sustainable. The procedure for appointments and admissions, location of projects and sharing of federal benefits will be clear to all, in order to address perceptions of unfairness and marginalisation expressed in very part of Nigeria.

The following key steps should be taken to actualise a united, equitable society:

### Address the indigene/settler question

For centuries, the Niger Delta has been producing the bulk of the wealth of the country but, collectively, we failed to see the need to pay the oil-producing region the attention it deserved, in terms of development. The result was a devastated environment that impacted adversely on the livelihoods of the people and ultimately provoked rebellion in the form of militancy, which we’re still dealing with today. We should therefore be building on the amnesty programme that has resulted in some calm in the region, and ensure that we address the substantive issues around equity and development deficit. Specifically, attention should be paid to following key areas: (a) accelerating infrastructural development in the region; (b) generating massive employment through intensive public works in the region; (c) designing and implementing policies that will encourage farming and fishing in the Niger Delta; (d) promoting communal development efforts with special Federal Government grants in the areas of skill acquisition, self-help projects in water and sanitation, as well as



*“the ethno-religious divide is clogging the wheel of progress so we must start promoting peace and unity in a plural society”*

healthcare; (e) reviewing environmental management programmes for the region; (f) providing water and sanitation, as well helping young Niger Delta entrepreneurs to establish oil and gas service firms; (g) ensuring adequate coordination of development intervention in the region to ensure maximum impact; and (h) holding regular dialogues with community and youth leaders to gauge the effectiveness of government programmes and policies in the region.

#### [Promote religious and cultural tolerance](#)


I myself am a product of religious and cultural tolerance, and therefore I see no reason why this cannot be replicated on a larger scale in Nigeria. We often say that we worship one God, that we are brothers and sisters, that we are one nation bound by one destiny. But at the slightest provocation, we allow our differences to get the better of us. The ethno-religious divide is clogging the wheel of progress, so we must start promoting peace and unity in the plural society. Inter-religious dialogue should be the priority. From primary co-existence, in partnership with influential leaders in society, we need to work to limit or eliminate violent ethno-religious conflicts, including institutionalising early warning mechanisms to address tensions and for the proper channeling of troubles and misgivings. We should also strengthen law enforcement institutions to protect the lives and prosperity of every Nigerian, while justice should be seen to be done to those who perpetrate conflict in the community.

#### [Integrate vulnerable groups](#)

To create a functioning society, everybody has to have a sense of belonging. So we should take more steps to integrate the ‘disadvantaged’ groups into the system of governance. This means incorporating the needs of physically challenged people, through the review of building codes, education support schemes and social programmes, so that every Nigerian feels equal and free. Also, nearly half of cabinet positions and appointments should be given to women, young people and the physically challenged, who are as qualified as any of us to hold such positions. We should promote legislation to criminalise discrimination on the basis of gender, physicality and age, and also promote initiatives to encourage and reward the incorporation of the vulnerable groups into the mainstream.

#### [Expand economic opportunities for the needy](#)

An increasing number of our people feel alienated from the rest of the society because they are trapped in the vicious cycle of poverty. What most of them need is a leg-up, not a hand-out; they need opportunities and empowerment, not politicised alms.



So we should be reviewing existing poverty alleviation programmes, disconnecting them from politics and steering them towards economic empowerment and provision of opportunities for the needy. This could include: paid post-school stop-gap jobs, guaranteed paid employment for rural dwellers (especially women) in labour intensive public works during dry season; sustainable micro-credit support for petty traders; entrepreneurial training for young men and women; and “senior citizen” programmes for the elderly men and women who may need support in their old age. All these should be carried out in close collaboration with other tiers of government and development partners, and would help to expand the productive capacities of our people and deepen our social capital at the same time.

#### Provide food support for the extreme poor

While the majority of Nigerians are classified as poor, there is yet no policy or programme to enumerate and cater for the poorest of the poor in our society. The ideal long-term plan is to provide social security in one form or another for all non-working Nigerians, but we should start by developing and implementing a subsidised food support initiative for the very poorest among us. This should be targeted at households and individuals who earn below, say, \$2 a day. They could receive a minimum quantity of grain and other essential food items every month at half price, through designated public shops. The scheme could start with a survey of these families, who would then be issued a ration card. We could then launch a pilot scheme, to be funded from the existing budget for alleviation. Apart from meeting the food needs of the extreme poor, this scheme would also add economic and social benefits, as it could provide a ready market for agricultural produce and deepen social cohesion.

#### Make every life count

I believe that we cannot build national cohesion and develop a sense of patriotism and love for our country if we do not make Nigerians feel loved by their government and their country, no matter what their circumstances in life. So the government needs to make sure that the life of every Nigerian is valued and that no Nigerian will die cheaply, through poor medical or disaster response, road accidents, armed robbery, violence, etc. We should improve the security of lives and prosperity, strengthen our emergency response system and improve our justice system to ensure that every loss of life is properly accounted for.

## 6. Improve Nigeria's standing in the global arena

Our post-colonial foreign policy took its cue from the statement by late Prime Minister Tafawa Balewa: that Nigeria would pursue its strategic national interests within the context of national sovereignty and Africa's territorial integrity. The problem is that the commitment to making Africa the centrepiece of foreign policy has not kept up with changes in the global economy. Our foreign policy has failed to revamp itself for the challenges of now.

We have failed to leverage the sacrifice of our soldiers in peacekeeping campaigns across the world. We have restored peace to troubled African countries, without taking advantage of our heroism to achieve strategic domestic goals. Our foreign policy interventions have not furthered our national interests and or promoted economic and social welfare of Nigerian citizens. Therefore it seems very clear to me that we need a new approach to foreign relations.


I believe that the best overall foreign policy goal would be to improve Nigeria's standing in the rapidly globalising world. We should remain committed to playing a stabilising role in the West African sub-region, honouring our peacekeeping and other international obligations, and remaining an active player in the global arena. But at the same time, the government needs to focus on the twin concerns of domestic economic growth and citizens' welfare. Why? Because for us to be a major global player in the age of globalisation, we have to be strong economically and be able to take care of our nationals. We therefore need to move away from the concept of diplomacy for its own sake and pay increasing attention to economic and social diplomacy as a tool, not only for harmonious relations with other countries, but more importantly for the development of our country and the welfare of our citizens.

In doing this, the following actions should be considered:

### [Review our foreign policy thrust](#)

We cannot practise 21st century foreign policy with 20th century tools and institutions, so we must keep abreast of changes in the global economy. We should be authorising high-level foreign policy conferences to develop and articulate a new foreign policy that stays focused on African and sub-regional interest by aggressively promoting Nigeria's economic development interest in the new global economy. This new economic diplomacy would use foreign policy to promote commercial and economic interests in the African and West African sub-region, while developing Nigeria's global economic competitiveness. It would be ideal to establish smart diplomacy to





leverage changes in the global economy and engage in bilateral and multi-lateral transactions that will boost the infrastructure of domestic economic growth.

#### Improve global reputation

One of our major challenges in the 21st century is to enhance our global reputation as a resource for global economic competitiveness. We know that branding is a form of global competitiveness of a nation. So we should be aiming to repair Nigeria's reputation and reposition ourselves as a prosperous and promising African country.

#### Affirm the rights and welfare of our citizens

The flagship of our foreign policy should be the promotion of the rights and welfare of Nigerian citizens everywhere in the world. This would be the foreign equivalent of the "Every Life Counts" programme so successfully implemented in Kwara State. We could also breathe life into citizen diplomacy by authorising Nigerian missions abroad to document and actively cater for the interests of our nationals, and ensure that, no matter what, they are treated fairly and respectfully all over the world. We should also be aiming to reform missions abroad, fund them adequately and change the orientations of diplomats so that they focus on the welfare and rights of Nigerian citizens.

#### Proactively engage our Diaspora community

The Diaspora has become the key to unlocking the potential of nations. India and China utilise the awesome human capital in the Diaspora to establish competitive technological advantages. But we can do better. Why don't we establish a Diaspora Office to mobilise Nigerian talents abroad towards direct national development projects? Remittance from the Diaspora is projected at over \$40 billion in the next ten years, and investment protocols could be developed to ensure these enormous investible funds are channeled into sectors that contribute to infrastructural development.

### The power of ambition

There's no doubting that the suggestions outlined here are ambitious. But to my mind, nothing short of the ambitious will do. And as ambitious as the plan is, it is still achievable and success will breed success, driving us further along the path of progress. As a nation, we have what it takes, but we must be ready to move on from

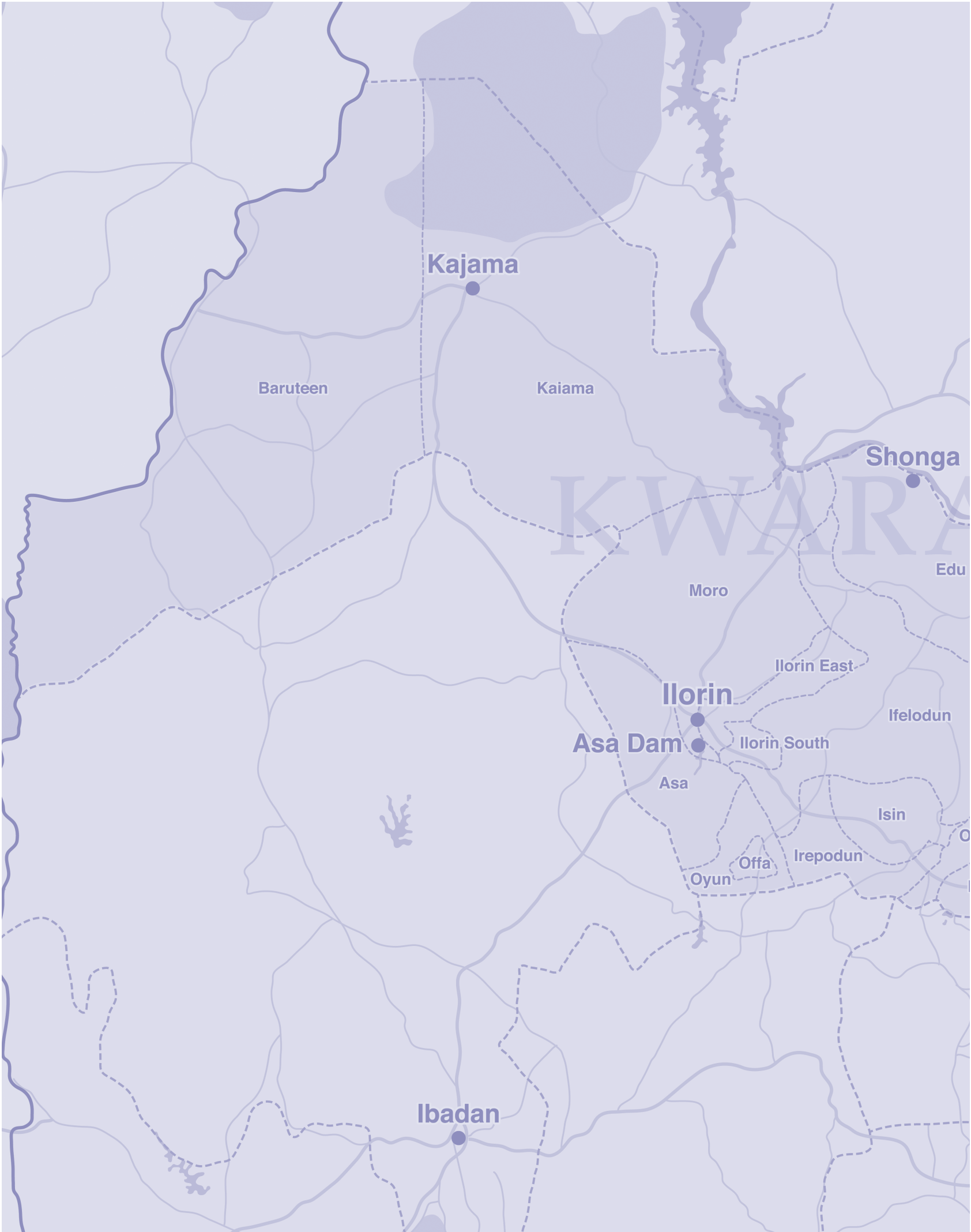
the old ways and embrace a new path. Based on my track record in Kwara and as Chairman of the Nigeria Governors' Forum for three years, I have demonstrated that such progress is eminently possible – and what is politics but the art of the possible?

We all know we don't belong in this cul-de-sac of poverty. How sad can it be when our youths roam the streets in search of non-existent jobs? How demoralising can it be to see our productive capacities diminished by the insincerity and incompetence of those saddled with the sacred responsibility of governance? How pitiable is it to see our infrastructures overstretched and decaying, and how painful can it be to see our industries winding up on a daily basis and new businesses stifled by a harsh operating environment?

It is time to rise above mediocrity and claim our rightful position in the community of nations. It is time to take that bold step towards transforming our hopes and aspirations into tangible realities by demanding a change from the old ways to the new.



**RIGHT** His Excellency Governor  
Bukola Saraki







# APPENDICES

*“There are many approaches to, and understanding of, what needs to be done to tackle poverty and achieve prosperity in Africa and in Nigeria.”*

DR BUKOLA SARAƘI

# SELECTED SPEECHES OF DR. BUKOLA SARAOKI

## Introduction

The pursuit of the vision of a future that guarantees happiness and better quality of life is an attribute shared by all leaders who have succeeded in leaving their footprints on the sand of time. For the present generation of Africans, the challenge is to fight poverty and lead Africa into prosperity. Both on the continent and beyond, Dr. Bukola Saraki conveys this message in speeches, lectures and keynotes, sharing his convictions and dream of a continent of the joyful young arm in arm with one another, birds singing in the trees, unmindful of the old ways and their sad past, ready to march on and celebrate the future full of hope and confidence in the greatness of mother Africa. The evidence of this conviction is revealed in the experience of Kwara since 2003, when the state began a journey that would, in less than eight years, transform it from a backwater to a haven for investors and a model of sustainable economic development on the African continent. But are there lessons to be learnt from the vision and the visionary leadership behind the success story of Kwara State? Governor Bukola Saraki shares some of them here as he looks into the future of the state, of Nigeria and of the African continent at large.

# My Vision of the New Nigerian Farmer



There are many approaches to, and understanding of, what needs to be done to tackle poverty and achieve prosperity in Africa and 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 Nigeria must be driven through a well-articulated strategy of agricultural development. 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% growth in agriculture. It has been observed that even a 6% 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 following a vision in Nigeria. What's more important is the desire and the will to do all that is necessary to achieve our set target, whether it's towards the general end-goal of reducing poverty and achieving prosperity or the related strategic goals 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. My first instinct was to explore existing opportunities and how they 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 the 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% of this was being cultivated and then only 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 Government Areas of the state, using the existing vehicle of the state's Farmer Council and the Ministry of Agriculture.

Through the farmers' council we gave out money to farmers in order to prepare designated farmlands, and we provided seedlings, chemicals and fertiliser. Then we brought in the Ministry of Agriculture to supervise the scheme.

However, the outcome did not quite justify the enthusiasm and investment that had gone into that programme. In retrospect, we realised that we'd made a fundamental mistake: we had tried to mount a new carriage on an old and hobbling horse. With such a set-up, we couldn't go far.





For one, the farmers who participated in the programme generally saw only the money and the inputs we gave them as their own ‘dividend of democracy’. So there was generally no commitment or even intention on their part to pay the state back or even get results that would justify the investments.

Secondly, we found that most of the farmers were in their 60s and 70s, and they lacked any form of formal education. We found that they used very little or no fertiliser, 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 had been almost moribund for many years and consequently 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. Indeed, many of them actually saw it as a golden opportunity to make quick money for themselves.

However, one of the most important lessons we learned from that experience was that spoon-feeding farmers just would not work. We also learned another lesson regarding subsidies, especially in terms of fertiliser distribution.

It has always been suspected that only 10-20% of subsidised inputs actually reach the farmers. Rather, they only serve to help enrich black marketers and unscrupulous officials. We found that, despite repeated announcements on radio, telling farmers that fertilisers were available, our warehouses were still full of fertilisers for months because we managed to block all avenues of diversions and other leakages.

What all these lessons taught us was that we needed a radical approach and policy for agriculture if we were going to use it to drive our poverty reduction efforts and create wealth.

The core issue here was that we needed to 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 of last year, we are now expanding to 4,000 hectares this year. We are even more confident that this programme will generate and sustain a marketable surplus in food and cash crops, which will encourage the significant development and expansion of local agricultural processing and agricultural exports.

The key objective here is increasing yield per hectare. When our local farmers are achieving a maximum of 2 tonnes per hectare in maize for example, the

*“But even though the Zimbabwean Farmer project has been the best known of our agriculture programmes, the one that excites us most is the integrated Youth Farmer Centre, which we see as the future of commercial agriculture in Nigeria.”*

Zimbabwean farmers would be doing a minimum of 6 tonnes for the same amount of land, with the possibility of even more.

But even though the Zimbabwean Farmer project has been the best known of our agriculture programmes, the one that excites us most is the integrated Youth Farmer Centre, which we see as the future of commercial agriculture in Nigeria.

The Centre was conceived to create a successor generation of farmers, by bringing well educated young men and women together at a camp in Malete, about 45 kilometres out of the state capital, Ilorin. There, these young people are taught the rudiments and dynamics of a broad range of modern agricultural practices, from farming to farm management, agriculture to mechanisation, animal production to intensive farming.


This programme is directly linked with our commercial agriculture initiative and is headed by one of the expatriate Zimbabwean farmers who co-ordinates training activities. The farm currently houses 100 students who will soon complete their training.

Another main focus of our agriculture initiative is irrigation, which is also central to the agricultural development of the country in general. Because of their exclusive dependence on rain, our farmers can only plant once a year, which severely limits their productivity. With irrigation, however, they can farm throughout the year and achieve double cropping, leading to increased productivity and in time, of course, increased income.

We’ve tried to achieve this with our irrigated rice scheme in Dukulade, Patigi, one of our Local Government Areas. The irrigation facility was built in the 1980s by the then northern Nigeria government of Sardauna Ahmadu Bello to provide irrigation for 800 hectares of land. Predictably, these facilities broke down and were then abandoned for many years. But we renovated it, put it back into service, and last year were able to witness, for the first time in our state, the dry season harvest of rice.

However, we need a lot more investment in the development of irrigation systems in the country. The Federal Government must make irrigation development a top priority, because the cost is more than a single state can handle. What the state can do is to focus on the development of medium- and small-scale irrigation facilities for the small landholders. Countries like Vietnam, India and Brazil, which have achieved great success in irrigation farming, were able to do so through micro-irrigation technology – and this is available for a few hundred dollars.

But irrigation is not the only crucial aspect that needs our attention; we must focus on moving the whole industry forward and start processing our own products.



For too long, we have merely been producers of raw materials. But the penetrative capacity of our produce in the regional and international markets depends on the added value. Because of this failure to add value to our produce, our farmers end up working for manufacturers. I learned recently that, for every dollar earned by the local coffee farmer, traders and firms further up the value chain receive \$13. And this is why it is so very crucial to the wealth of the state.

The federal policy that bread needs to be made with at least 10% cassava flour presents us with an exciting opportunity for adding value, in collaboration with the Nigerian Institute for Tropical Agriculture at Lita in Ibadan. Here we've tried to build up cassava yield and also develop efficient processing capacity in the state. And 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, while the other senatorial districts have the capacity to produce 3 tonnes per day of dried product. On top of that, we have also set up one micro-processing centre in each of our 16 LGAs. The work on these has already reached an advanced stage, with several having been completed.

We have no doubt that these actions, taken together, would help to position Kwara State as a leading producer of cassava products, not only for export but also for use by the local bread flour mill. And this provides a guaranteed market for our farmers, which is something our farmers have always had to contend without.

Talking of exports, we have not been idle on that front either. Our ongoing efforts in the construction of a new terminal building and a cargo terminal at Ilorin International Airport, with the active support of the Federal Government, is a concerted strategic effort we are making to develop the export capacity of our farmers. The Federal Government's designation of the airport as a cargo airport, and the ensuing plan to construct industrial cold rooms there, will greatly facilitate the export of agricultural produce. Imagine our fruit, flowers, vegetables and dairy products flying out to markets across the world. I can't emphasise enough how important this is. Because 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 with tropical produce.

Another change we need to make is in our attitude to agriculture. We need to start seeing it as a serious business. And this is vital if we want to achieve the kind of funding we need to fully develop this sector. It is gratifying to note that, this year alone, provision has been made for a N50 billion (US\$350m) single-digit interest rate loan to farmers. Of this, N30 billion is to be provided by commercial banks, while the balance will be jointly granted by the Central Bank of Nigeria, development and



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agricultural banks, as well as the state government. This is the first time in the history of Nigerian agriculture that this has happened, so we must sustain the initiative and keep building on it.

As I said earlier, both the government 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. And while I have mentioned various essential activities that the government at all needs to undertake at all levels, I believe that they should also begin to withdraw from buying tractor and bulldozers.


Why not invite the private sector to set up agric malls that would serve as one-stop-shops for farmers, where they can hire tractors and any other mechanised tools they need for a small fee? This way the average farmer doesn't need to raise millions of naira to buy his own tractor, and the government is relieved of all the problems associated with buying and maintaining them.

One other area that we must focus on in terms of increasing productivity in agriculture is our use of fertiliser. It has been observed many times that we use too little fertiliser in this country. Where we use about 7kg of fertiliser, an average farmer in the western world uses 100kg. But to have this fertiliser, however, we first need to develop our production capacity by setting up urea production plants across the country.

Development of physical infrastructure, such as good roads, is a necessary pre-condition for achieving economic growth, so investment in road networks and efficient transportation systems that will enhance farm-to-market linkage is crucial to the development of agriculture. This is another major area of responsibility for the government.

My vision of a new Nigeria farmer is built on my vision of a new Nigeria agriculture. I have outlined some of the strategic actions we need to take to achieve the new Nigeria agriculture. I have a dream of the new Nigeria 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 a 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 laptop. And on



his computer he 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 Nigeria farmer that is capable of taking advantage of technologies and products of research to multiply his yield; when from one hectare, he would harvest ten tonnes of maize and 40 tonnes of cassava. I dream of a Nigeria 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 Nigeria farmer with a minimum of 50 hectares of land, who applies 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 Nigeria 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 integrate forward through value-added activities like processing, packaging and so on. He can stand proudly anywhere in the world and say, I am a new Nigeria farmer. That is the farmer of my dream.

And my dreams can become reality in the not too distant future, though we will need to do so much to bring about this day. This government of Kwara State is firmly focused on doing everything necessary to make it happen. I believe that, by the time other states like Nassarawa, Oyo Kaduna and Kebbi take off along the same lines, we will have about 30 states in Nigeria driving agriculture along the line envisioned by the Federal Government. And that day will not be long in coming.

Countries like China and India have proven to us that we must devise our own path towards achieving development. They have shown what is possible in one generation of commitment, vision and determination. They have shown that it is possible create major assets. These are the lessons we must embrace as we seek to pursue our vision of a future that guarantees happiness and a better quality of life for our children.

# Jubilee Independence Anniversary Address

Delivered by his Excellency, the executive governor of Kwara State, Dr. Abubakar Bukola Saraki (CON), at the metropolitan square, Ilorin, 1st October 2010.



On this day 50 years ago, that symbol of our colonialism, the Union Flag, was lowered forever. In its place, the green-white-green, the symbol of our freedom, was hoisted to proclaim the arrival of the greatest black nation on earth into the comity of independent nations.

For this, we celebrate all the heroes of our independence, all those great men and women who laboured and fought to give us this place to stand today as free people under God.

We say to ourselves that we have not fulfilled the dreams and aspirations of independence. We even say to ourselves that half a century of independence has been wasted, and that there is hardly anything to celebrate. My fellow citizens, while it is true that our enormous potential is yet to be fulfilled; and while it is true that we have not lived up to our destiny as the greatest black nation on earth, let us also remember the trials we have faced, the challenges we have overcome, the battles we have fought, and the victories we have won.

We have fought three years of civil war and won the battle to keep our country as one. We have survived several military coups and fought the battle to return our country to democracy. Even as I reflect on all that we should have achieved in the last 50 years, I see the cup of country as half full, rather than half empty. And as I contemplate the next 50 years, I bring you a message of hope. I believe if we start to do the right thing, with God on our side, we can make the next 50 years count for us and for our children.


I draw my conviction from Kwara State. Seven years ago, you all helped to start our state off on the path to greatness by voting me in as your governor. 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 we faced.

As I took office on that fateful Thursday morning, I made clear my intentions to tackle the most important challenges that we faced in education, health, agriculture and industry, in water and sanitation, in rural development, job creation, in unpaid salaries and pensions and many more.

I also declared, openly and honestly, that I was not going to pretend to have quick fixes to all the problems and nor did I intend to work on them alone. I asked you not to expect miracles of me. I asked you not to expect answers to all our problems. I only asked you to join hands with me so that together we can 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.

My fellow Kwarans, almost eight years after we started this journey together, not all the problems have been solved. And they probably won't be in our lifetime.





But it is important for us not to forget where we came from, so we can appreciate how far we've come.

If we understand this, then we can realise that, with a good government, real change is possible, that the challenges we face are merely difficult, not insurmountable. And it is with this realisation, with this understanding, that we can stay determined on the same path that has brought us so far, even when we find that the road ahead is still long and difficult.

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

## I. Roads

In 2003, the road networks in our capital city and other parts of the state were not only in a deplorable condition, but they were no longer able to cope with the demands of a state that seeks to achieve rapid economic growth. So we worked hard to change things. Take the formerly single-lane road that comes to Ilorin from Ogbomosho, through the Asa Dam, all the way to Offa Garage: today it has two lanes, and is currently being expanded further.

Back then, we had only two roads linking up 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 networks around Gaa Akanbi and Tanke, and so many more – all of these were dusty roads. Today, they are all tarred. But the signature road project in the capital city is the new flyover around the General Post Office designed to ease the increasing traffic congestion caused by economic activities in the metropolis in the last couple of years.

You will recollect that the Chikanda-Kosubosu Road in Baruten LGA, leading up to the Republic of Benin, had been abandoned since the 1960s, bringing perennial hardship to the not insignificant population living in that part of the state. It was our government that undertook the completion of that project. Today, a journey that would once have taken several hours, especially in the rainy season, takes less than one hour.

In fact, I am proud to state that every single LGA in our state has benefited from construction, renovation or upgrading of one major road or another.

*“In fact, I am proud to state that every single LGA in our state has benefited from construction, renovation or upgrading of one major road or another.”*

## II. Aviation and transportation

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 of little or no use.

Since 2004, we’ve managed to provide the necessary leadership that opened up the airport to commercial flight operations. A journey to Abuja that would take a minimum of seven hours when driving on very dangerous roads is now reduced to less than one hour; Lagos is now 45 minutes away from Ilorin. Today, people seem to have forgotten that, less than seven years ago, this was almost a pipe dream.

## III. Power

As you know, the 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 now. 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 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 to achieve economic growth in the state would only be successful if we were able to provide the necessary infrastructural support, especially electricity.

With the completion of this project, we are now able to generate power from the two 150 MVA, 330/132 KVA transformers and two 60 MVA, 132/33 KVA transformers at the new substation and this has tremendously improved power supply in our state. We are delighted to note that many business and industries have experienced up to 80% drop in their expenditure on diesel since this project was commissioned, and majority of our homes now have an average of 14 to 22 hours of electricity daily.

## IV. Agriculture

When we took office in 2003, our state was commonly referred to as the ‘civil service state’, and often, I might add, in a derisive way. In less than eight years, we’ve 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 state for agriculture in the country.

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, the largest plant of its kind in Nigeria.

That same year, the first shipment of milk and yoghurt rolled out of the dairy farm and was distributed to open markets across the country, thereby establishing the key connection between commerce and agriculture, which was exactly what the project was supposed to achieve. I am delighted to report that the Shonga Dairy Factory now delivers 2,000 litres of fresh milk per day, out of its installed capacity of 50,000 litres per day, and has generated up to 4,000 employments to our people. And there is so much more in development around the commercial agriculture initiative. One of these is the poultry plant with an installed capacity to deliver 3.2 million broiler chickens annually. This is also bound to have a huge impact on our economy.

The advancement we've recorded in the agro-allied sector is also worthy of note. In addition to the cassava processing units we've set up in the various senatorial districts, we have also been delighted to observe individuals setting up various factories to process cassava and cashews.

#### IV. Water

One of the most pressing challenges that both the urban and rural populations of Kwara wanted the government to address in 2003 was the lack of access to clean water. Over the years, we have tried different approaches with varying results, but our biggest achievement has been at Asa Dam water works, where we have managed to increase the amount of water pumped per day from 4.3 million gallons to 25.5 million gallons. We've also now upgraded the distribution capacity, so that water can begin to run in every home in the metropolis, just as it used to in the 1980s.

Our policy for rural water is that nobody in any part of our state should have to go beyond 500 metres to get water. And to make this policy happen, we have created a system that ensures the provision of boreholes on an ongoing basis in every rural community.



*“Our policy for rural water is that nobody in any part of our state should have to go beyond 500 metres to get water.”*

## V. Health

The core challenge in the health sector was how to improve access to healthcare delivery, especially at the primary level, which this required us to rethink the way we approached health policy intervention. A remarkable breakthrough for us was when the launch of the first ever Rural Health Insurance Policy in Nigeria in 2005. Under this initiative, poor people in the rural areas were able to subscribe and have access to a broad range of Medicare support, including some minor surgical operations, for as little as N200. This has caused a dramatic upsurge in hospital attendance in the pilot community and provided important lessons for us when we scale up in other parts of the state.

We have established the International Diagnostic Centre, which will serve both public and private hospitals not only in Kwara State but in the entire country, thereby further opening up our state to visitors. In addition, because the centre will be operating as a public-private partnership initiative, it should bring enormous economic viability and value to healthcare delivery in our country.

## VI. Education and Human Resource development

The future of Nigeria rests on the quality of education we give to our children. Our economy and the health of our people cannot improve tomorrow if we do not provide good education today. Despite our huge potential, we remain one of the few countries on earth where the parents had a better education than their children.

I am keenly aware of the desperate condition of our education. This is why, barely three months into my administration in August 2003, I convened the first ever Kwara State Education Summit. And in 2008, I launched ‘Every Child Counts’, a programme to ensure quality basic education for all children, regardless of their circumstance. We set the minimum learning standards for literacy and numeracy skills and initiated several actions to achieve them.

Today, Kwara leads the way in education reform in Nigeria, and even within the short time that we’ve 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.

We’ve hardly been idle in terms of higher education either, having completed three projects of which we are justifiably proud. The first is Kwara State University (KWASU). 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 – about 13 years before our administration took office. We are, however, proud to be the government that has been able to fulfill this desire. Kwara State University, as the motto reflects, is conceived as a university for community development. Its core mandate, therefore, is to produce a high-quality workforce and research that will have a direct impact on the development of our state.

The second is our establishment of the 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 college is also linked to the Kwara State University College of Aeronautical Science, which is currently being planned as part of the University Faculty of Engineering, in collaboration with Princeton University.

Lastly there's the Kwara Football Academy (KFA). We set this up to provide the opportunity for our young boys to nurture their talents, while they at the same time acquiring a more formal education. This way, they are groomed to play at the highest possible level, but can also pursue careers in other sectors.

## VII. Governance

Since 2003, we've worked hard to project our state as a place where the business of government is conducted in a responsible and transparent manner. We have run a government that is not only accountable, but also operates in accordance with the rule of law and due process. And we proved this commitment in 2008 when we became the first state in Nigeria to get a Fitch rating.

## VIII. Civil Service Reform

Right from the beginning of our administration, I have continued to emphasise that the civil service is the engine room of any government, and therefore needs to function efficiently if the business of government is to be conducted effectively.

In 2003, we met a civil service that was not only heavily politicised, but also highly demoralised. In the intervening seven years, we have implemented a comprehensive reform of the civil service with a central focus on merit and efficiency. This created opportunities for young and capable officers to occupy strategic positions and depoliticised appointments in the service. We have also provided comprehensive

*“It is to the credit of our administration that, even at the height of the recent economic crisis, we never delayed the salaries or promotions of our civil servants.”*

training and retraining, especially in ICT, to create a more effective and dynamic civil service and embarked on a comprehensive renovation of government secretariats for the first time since they were built more than 30 years ago, in order to provide a more conducive working environment for servants of the state.

It is to the credit of our administration that, even at the height of the recent economic crisis, we never delayed the salaries or promotions of our civil servants. And we did not only clear all the pension and gratuity backlogs inherited from the former administration, but we have also continued to meet our obligations on these promptly.

Fellow Kwarans, permit me to note that the events that we celebrate today, the history of the last 50 years, is defined by the efforts and contributions of great men and women of our country. As we stand here today, we recognise several prominent Kwarans who stand tall among these great heroes. In the areas of politics, judiciary, sports, entertainments, scholarship and learning, the story of last 50 years is not complete without these distinguished citizens of our state. Today, we honour them all, and thank them for the pride they have brought to our state and the great examples they have laid down for us all to follow.


As I think of the next 50 years, I think of all the beautiful children who have marched before us this morning. 50 years from now, when they stand here to celebrate the first 100 years of our independence, they will remember that, 50 years ago, they were here. They will remember this morning; they will remember all that we started and all that we accomplished, policies and actions that have defined their lives and determined what they have become.

In the next 50 years, material and infant morality will have become history. Quality education will have opened up real opportunities for every single one of our citizens to be the best they can be. The economy will have flourished and our state and our country will have prospered. All these things will have happened because of what we have done today in health, in education, in infrastructure and in the economy. These children will be proud inheritors of the banners of our struggle, and they will march on to build a state and a country even greater than they inherited.

## Conclusion

Fellow Kwarans, distinguished ladies and gentlemen, the last seven years have not only been the most challenging of my life, but also, I admit, the most exciting. Certainly there cannot be a greater honour done to a man than the opportunity to serve his people and improve their lives.





I feel particularly honoured that I am the first executive governor in the history of our state that will serve for two terms. And I must say that, even though we were determined from the very first day to do the best we could for our state, I believe the sustainability and continuity we have enjoyed is a crucial factor in most of the successes we have recorded. I thank all Kwarans for the opportunity you've given me to serve you. And I thank Almighty Allah for the abilities He has given me to serve you well.

Even as we approach the end of my administration, I want to assure all of you gathered here today, that I do not intend to relinquish my leadership of our state and our people. I will continue to work with you and for you to make things better.

We have all seen what seven years of purposeful and result-oriented leadership can achieve. And this is why I ask you all to join me in ensuring that whoever becomes our next governor is someone who will not put us back into a past that we have conquered, someone who would be primarily loyal to the people of Kwara State and the progress we have made together in the last seven years. This is the next challenge that we face, and may the Almighty God guide us in it.

I wish all of us here a happy Golden Jubilee celebration, and pray to God to direct our noble cause.

*"I feel particularly honoured that I am the first executive governor in the history of our state that will serve for two terms."*

## GLOSSARY

# Facts and Figures on Kwara State

### Govenors Since Inception to Date

Col. David L. Bamigboye	08/06/67 - 29/07/75
Col. Ibrahim Taiwo	02/08/75 - 13/02/76
Col. George A. Innih	23/03/76 - 25/07/78
Col. Sunday O. Ifere	24/07/78 - 30/09/79
Alh. Adamu Atta	01/10/79 - 30/09/83
Chief Cornelius O. Adebayo	01/10/83 - 31/12/83
Grp. Capt. Salaudeen Latinwo	05/01/84 - 27/08/85
Wing Cdr. Mohammed Umaru	03/09/85 - 31/08/86
Lt. Col. Ahmed Abdullahi	01/09/86 - 18/12/87
Grp. Capt. Ibrahim Alkali	19/12/87 - 02/01/90
Col. Alwali J. Kazir	02/01/90 - 02/01/92
Alh. Mohammed S. Lafiagi	02/01/92 - 17/11/93
C.P. Mustapha Ismail	10/12/93 - 20/08/94
Grp. Capt. Baba Adamu Iyam	20/08/94 - 23/08/96
Col. Peter A. M. Ogar	23/08/96 - 14/08/98
Lt. Col. Rasheed Shekoni	14/08/98 - 29/05/99
Alh. Mohammed A. Lawal	29/05/99 - 29/05/03
Dr Abubakar B. Saraki	29/05/03 – the present

# Kwara State Population by LGA

Federal Republic of Nigeria Official Gazette no. 24, Lagos, 15th May 2007, Government Notice No. 21 volume 94

No.	L.G.A	POPULATION	MALES	FEMALES
1.	Ilorin West	364,666	181,875	182,791
2.	Baruten	209,459	108,153	101,306
3.	Ilorin South	208,691	104,504	104,187
4.	Ifelodun	206,042	106,056	99,986
5.	Ilorin East	204,310	104,402	99,908
6.	Edu	201,469	104,944	69,525
7.	Irepodun	148,610	75,539	73,071
8.	Asa	126,435	64,982	61,453
9.	Kaiama	124,164	68,240	55,924
10.	Patigi	112,317	62,639	49,678
11.	Moro	108,792	55,630	59,162
12.	Oyun	94,253	48,601	45,652
13.	Offa	89,674	46,266	43,408
14.	Isin	59,738	29,515	28,104
15.	Oke-Ero	54,850	28,402	26,448
16.	Ekiti	54,850	28,402	26,448
TOTAL		2,371,089		



## List of Graded Traditional Rulers in Kwara State

### FIRST CLASS

NO.	NAME	TITLE	L.G.A
1.	HRH, Aih. Ibrahim Sulu Gambari	(CFR)Emir of Ilorin and Chairman Kwara State Council of Chiefs	Ilorin
2.	HRH, Aih. Ibrahim Chatta Umar	Etsu Pategi and Vice Chairman Kwara State Council of Chiefs	Pategi
3.	HRH, Aih. Mustapha O. Ariwajoy II	Olofa of Offa	Offa
4.	HRH, Aih. Ibrahim O. Oniro II	Olupo Of Ajase-Ipo	Irepodun
5.	HRH, Aih. Sa'adu Kawu Haliru (OFR)	Emir of Lafiagi	Edu
6.	HRH, Aih. Muhammed T. Umar	Emir of Kaiama	Kaiama
7.	HRH, Aih. Ahmadu A. Arepo II	Elese of Igbaja	Ifelodun
8.	HRH, Oba Charles O. Ibitye	Olomu of Omu-Aran	Irepodun
9.	HRH, Aih. Ganiyu A. Olusokun II	Elerin of Erin-Ile	Oyun
10.	HRH, Aih. Ndanusa Haliru Yahaya	Emir of Shonga	Edu

### SECOND CLASS

NO.	NAME	TITLE	L.G.A
1.	HRH, Aih. Aliyu K Abdullahi	Etsu Tsaragi	Edu
2.	HRH, Oba Samuel O. Dada	Alofa of Iloffa	Oke-Ero
3.	HRH, Oba Michael Folayan	Elekan of Ekan	Oke-Ero
4.	HRH, Oba Michael A. Adimila	Olota of Odo-Owa	Oke-Ero
5.	HRE, Aih. Abubakar Garuba	Olupako of Share	Ifelodun
6.	HRH, Oba Abdulkadir Adelodun	Elesha of Oke-Ode	Ifelodun
7.	HRH, Aih. Oba Saliu Adasofegbe	Olosi of Osi	Ekiti
8.	HRH, Oba Rafiu Ajiboye Oyelaran	Oloro of Oro	Irepodun
9.	HRH, Aih. Yakubu Babalola	Elesie of Esie	Irepodun
10.	HRH, Oba Solomon Abolarin	Olusin of Issnlu-Isin	Isin
11.	HRH, Aih. Sabi Idris	Emir of Gwanara	Baruten
12.	HRH, Aih. Abubakar Idris Serobetseri	Emir of Okuta	Baruten
13.	HRH, Aih. Ahmed Suno Lafiya	Emir of Yashikira	Baruten
14.	HRH, Aih. Usman Bio Abubakar	Emir of Ilesha-Brauba	Baruten
15.	HRH, Aih. Oba Adbul-Wahab Aiyetoro	Onira of Ira	Oyun

### THIRD CLASS

No.	NAME	TITLE	L.G.A
1.	HRH, Oba Jimoh Adigun Oyewole	Olojku of Ojoku	Oyun
2.	HRH, Alh. Oba Mufutau Lawal	Onipeof Ipe	Oyun
3.	HRH, Oba Abdul-Rasaq Adebayo Abioye	Olukitun of Ikotun	Oyun
4.	HRH, Oba Jimoh Olarinoye	Olomu of Omupo	Ifelodun
5.	HRH, Oba Joel S. Asubiaro	Olora of Ora	Ifelodun
6.	HRH, Oba Daniel I. Adeniyi	Oloro of Oro Ago	Ifelodun
7.	HRH, Oba James Faseyi	Owa Lo'Oba of ObboAiyegunle	Ekiti
8.	Unknown	Alapa of Eku-Apa	Irepodun
9.	HRH, Oba Joseph Olatunde Jolayemi	Alaran of Aran Orin	Irepodun
10.	HRH, Oba Ibikunle Olapade Adekanye	Alaran of Arandun	Irepodun
11.	HRH, Oba S.O. Ajiboye	Oba Jisun of Aiyedun	Oke-Ero
12.	HRH, Alh. Subair Agboola Oyesoro	Oludofian of Idofian	Ifelodun
13.	HRH, Alh. Aliyu Adegboyega Yusuf	Oba of Babanla	Ifelodun
14.	HRH, Yahaya Salawu	Alagunjin of Agunjin	Ifelodun
15.	HRH, Alh. Suman Ailara	Loma of Babaloma	Ifelodun
16.	HRH, Alh. Abdul Salami Olori	Ba'ale Ganmo	Ifelodun
17.	HRH, (Barr.) Omoniyi Banigbe (J.P)	Olusin of Iji/Ijara-Isin	Isin
18.	HRH, Arc. Joshua T. Olutade (J.P)	Oniwo of Iwo	Isin
19.	HRH, (Evang.) Dr. Joseph Ajayi	Olola of Olla	Isin
20.	HRH, Oba Gabriel K. Aboyeji	Eledidi of Edidi	Isin
21.	HRH, Oba Gabriel O. Adewoye (J.P)	Olowu of Owu-Isin	Isin
22.	HRH, Salawudeen O. Adeyeye	Onijagbo of Ijagbo	Oyun
23.	HRH, Oba (Dr.) Joseph Kolawole Abioye	Onigosun of Igosun	Oyun
24.	HRH, Oba Fafus Olusegun Adebayo	Owa L'obbo of Obbo-Ile	Ekiti
25.	HRH, Oba Elijah Adeseko Oni Ilufemiloye I	Oloke-Opin of Oke-Opin	Ekiti
26.	HRH, Oba Johua Oyebanji Aina (Okinbaloye Jegede II)	Eletan of Etan	Ekiti
27.	HRH, Oba Micheal A. Omonisi	Owa of Eruku	Ekiti

#### FOURTH CLASS

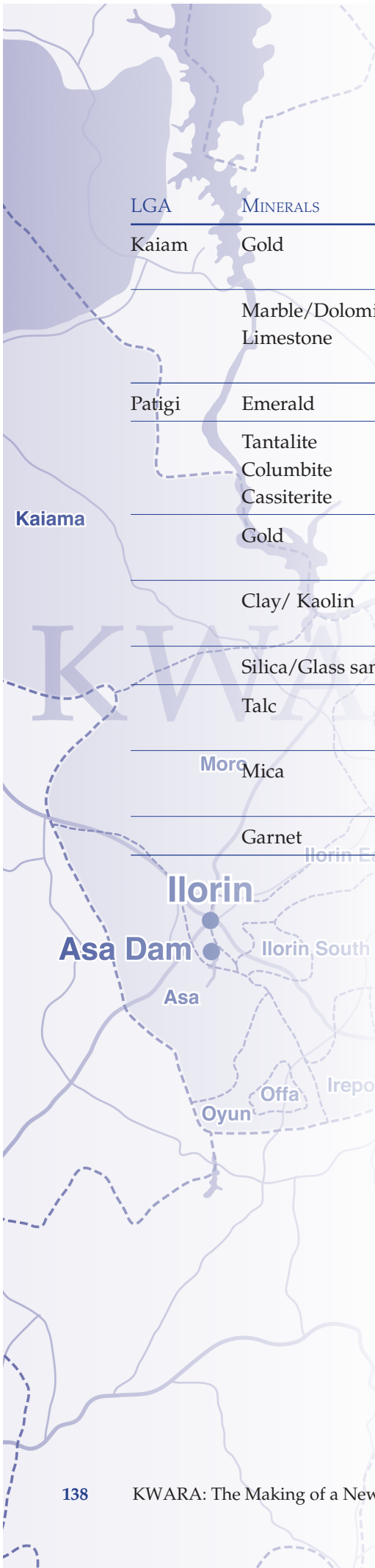
NO.	NAME	TITLE	L.G.A
1.	HRH, Oba Olawuyi V. Oluwafemi	Oloko of Oko	Irepodun
2.	HRH, Oba Subair Bolajoko Oyeyiola	IlufemiloyeII	Irepodun
3.	HRH, Quadri Aweda Adeoye Ibirinoye II	Aala of Ilala	Irepodun
4.	HRH, Oba Aaron Omoniye Aransiola	Onijan of Ijan	Irepodun
5.	HRH, Oba Abdul-Rahman Oyediran Atayese I	Eleju of Igbonla	Irepodun
6.	HRH, Oba Samson Aleshinloye II	Eleju of Ejuland	Irepodun
7.	HRH, Oba Samuel Olawuyi Fabiyi	Onidofin of Idofin-Igbana	Oke-Ero
8.	HRH, Oba Oni Pius Oluwole	Onidofin of Odo-Ashe	Oke-Ero
9.	HRH, Oba Tajudeen Olanrewaju Bello	Olusabi of Elerinjare	Ifelodun
10.	HRH, Oba Raimi Babatunde Ayilara	Olu of Owode	Offaro
11.	HRH, Oba Ramonu Lawal Ifabiyi III	Oba of Owa Onire/ Owa Kajola	Ifelodun
12.	HRH, Fatai Olasunkanmi Bello	Ba'ale of Okanle	Ifelodun
13.	HRH, Oba Abdul-Azeez Shola Agboola	Oba of Abeku	Ifelodun
14.	HRH, Oba Samuel A Omole	Aala of Alla-Isin	Isin
15.	HRH, Oba Joseph A. Olayinka	Onigbin of Oke-Onigbin	Isin
16.	HRH, Oba (Dr) Elijah A Adeyinka	Oniwo of Oke-Aba	Isin
17.	HRH, Alh. Abdul-Raufu Oyerinde	Oniwo of Iwo Odun-Oke	Isin
18.	HRH, Oba Timothy T. Oyeyipo (J.P.)	Oloba of Oba-Isin	Isin
19.	HRH, Oba John Bamigboye	Eleku of Odo-Eku	Isin
20.	HRH, Oba Yahaya O. Olanipekun	Onigbonna of Ogbonna	Oyun
21.	HRH, Yusuf Omokanye Oyekanmi	Elemona of Ilemona	Oyun
22.	HRH Salaudeen	Onikerin of Ikerin-Opin	Ekiti
23.	HRH, Oba Joseph O. Ayeni	Alara of Isare-Opin	Ekiti
24.	HRH, Oba Elijah Adegoke Oyun	Olukoro of Koro	Ekiti
25.	HRH, Oba Raphael Alayande Ilufemiloye I	Onisapa of Isapa	Ekiti
26.	HRH, Oba Raphael Sunday Are	Asolo of Isolo-Opin	Ekiti
27.	HRH, Jibril Bolaji Maranro	Alaho of Ahogbada	Ekiti
28.	HRH, Alh. Issa Salami Irewolede	Akunyun of Labaka Oja	Ifelodun
29.	HRH, Alh. Abdulkadir Usman	Onimasudo of Masudo	Ifelodun
30.	HRH, Alidu Afolabi Sadiq Oyewole	Oniyaru of Yaru	Ifelodun
31.	HRH, Isiaka Sadiku Lawal	Onisagbe of Sagbe	Ifelodun
32.	HRH, Salaudeen Ishola	Akogun of Balogun Oja	Ifelodun
33.	HRH, Mohammed Afolayan Aremu	Kabaope of Amodu Asungbolu	Ifelodun
35.	HRH, Abdulkareem Ajide Ilufemiloye II	Oloyan of Oke-Oyan	Ifelodun



## Solid Minerals of Kwara State

LGA	MINERALS	LOCATION	USES
Asa	Clay/Kaolin	Budo Egba and Kolofo	Pulp and paper refractory, paints, fertilisers, ceramics, detergents, drugs and chalks
Baruten	Tantalite	Around Okuta Town	Electronics, metal working, cassiterite tin, coating for sheet iron, super alloys, cell phones, computers, etc
	Columbite		
	Gold		
	Tale		
Edu	Aquamarine	Ilesha Baruba	Jewellery
	Tantalite	Ndeki, Lafiagi and Lema	Electronics, metal working, Cassiterite tin, coasting for sheet iron, super alloys, cell phones, computers, etc
	Columbite		
	Cassiterite		
	Clay/Kaolin		
Ekiti	Silica/Glass Sand	Tsaragi, Shonga and Bacita Shonga	Foundry, glass, civil works cement industries and fertiliser blending.
	Gypsum		
	Aquamarine	Lafiagi	Jewellery
	Fedspar/Quartz	Eruku	Glass, ceramics, wares, abrasives, paints and drugs.
	Mica	Eruku, Obbo-Ile and Koro	Electrical regulators, iron sheets parts, fillers and lubricants
	Tantalite	Ologomo, Babanla, Oro-Ago, Sagbe-Ogede	Electronics, metal-working, tin coating for sheet iron, super alloys, cell phones, computers, etc
	Columbite		
Ifelodun	Cassiterite	Oreke and Owa Kajola	Cement, glass, marble chips, superlime/sand bricks, chemicals, fertiliser, marble and furniture
	Marble/Dolomite		
	Limestone	Share, Oke-Oyan and Oro-Ago	Pulp and paper refractories, paints, fertilisers, ceramics, detergent, drugs and chalks
	Clay/Kaolin		
	Feldspar/Quartz	Eruku	Glass, ceramics wares, abrasives, paints and drugs
Oyin	Granite	Illa market and Elerinjare	Building and road construction, polishing projects

LGA	MINERALS	LOCATION	USES
Ilorin East	Tantalite Columbite Cassiterite	Around Iponrin Town	Electronics,metal-working, tin coating for sheet iron, super alloys, cell phones, computers, etc
	Clay/ Kaolin	Panada and Dada Village	Pulp and paper refractories, paints, fertiliser, ceramics, detergents, drugs and chalks
	Granite	Oke-Oyi	Building and road construction, polishing projects
Ilorin West	Granite	Olunlade	Building and road construction, polishing projects
Irepodun	Tantalite Columbite Cassiterite	Iludun, Okerimi and Ijomu-oro	Electronics, metal-working, tin coating for sheet iron, super alloys, cell phones, computers, etc
	Gold	Agbamu, Ijan (River Agbo)	Money, jewellery and gold plating.
	Clay/Kaolin	Oro and Esie Area	Pulp and paper refractories, paints, fertilisers, ceramics, detergents, drugs and chalks
	Fedspar/ Quartz	Omu-Aran	Glass, ceramic wares, abrasives, paints and drugs
	Talc	Agbamu and Omu-Aran	Ingredient of paints, Ceramics and polishing projects, talcum power
	Mica	Omu-Aran	Electrical regulators, iron sheet parts, fillers and lubricants
	Tourmaline	Oro, Agbamu and Igbonla	Jewellery, optical and electrical equipment
Isin	Tourmaline Columbite Cassiterite	Oke-Onigbin	Electronics, metal-working, tin coating for sheet iron, super alloys, cell phones, computers, etc
	Talc	Alla, Odo-Ore and Iwo	Ingredient of paints ceramics and polishing projects, talcum powder
Moro	Gold	Jebba, Aderan and Bode-Saadu	Money, jewellery and gold plating
	Marble/Dolomite Limestone	Elebu and Lanwa	Cement, glass, marble chips, superlime/sand bricks, chemicals, fertiliser, marble and furniture
	Clay/kaolin	Odonla Village	Pulp and paper refractories, paint, fertilisers, ceramics, detergents, drugs and chalks
	Silica/Glass Sand	Around Jebba	Foundry, glass civil works



LGA	MINERALS	LOCATION	USES
Kaiaam	Gold	Tunga, Bichi, Kaiama and Bagigbo	Money, jewellery and gold plating
	Marble/Dolomite Limestone	Morai	Cement, glass, marble chips, superlime/sand bricks chemicals, fertiliser, marble and furniture
Patigi	Emerald	Kaiama	Jewellery and decorations
	Tantalite Columbite Cassiterite	Daniku and Koro	Electronics, metal-working, tin coating for sheet iron, super alloys, cell phones, computers, etc
	Gold	Okoloshe, Ndanaku, Koro, Egboro, Opata	Money, jewellery and gold plating
	Clay/ Kaolin	Dogbalodo and Echiwada	Pulp and paper refractories, paints, fertiliser, ceramics, detergents, drugs and chalks
	Silica/Glass sand	Patigi and Ndanaku	Foundry, glass civil works
Morai	Talc	Okolomo and koro	Ingredient of paints, ceramics and polishing projects, talcum powder
	Mica	Patigi	Electrical regulators, iron sheet parts, fillers and lubricants
	Garnet	Patigi	Decorations and jewellery



## Industries in Kwara State

NO.	COMPANY AND ADDRESS	LOCATION	PRODUCTS
1.	Global Soap and Detergent Ind, Ltd. P.O. BOX 2040,Asa Dam Road, Ilorin	Ilorin	Soap and detergent
2.	Nefraday Farms Nig. Ltd., P.O. BOX 719, Kilometer 20, Ilorin	Ilorin	Mixed farming
3.	Jebba paper Mill Ltd. P.M.B.581, Jebba	Jebba	Paper and allied
4.	Okin Biscuites Nig. Ltd., P.O. BOX 289, Ijagbo	Ijagbo	Biscuits
5.	Okin Foam products Nig. Ltd., P.O BOX 289, Ijagbo	Ijagbo	Foam products
6.	Noble Breweries Nig. Ltd., Ijagbo	Ijagbo	Malt drink
7.	Unitd Foam products Nig. Ltd., P.O. BOX 2502, Asa Dam	Ilorin	Foam products
8.	Resinoplast Nig. Ltd., Asa Dam Road	Ilorin	PVA Ranules
9.	Union Steel Ind, Ltd., Ajaase-Ipo	Ajaase-Ipo	Iron and engineering products
10.	Key Plastics Nig, Ltd., P.O.BOX 1425, Ilorin	Ilorin	Plastic products
11.	Appolo Electronics Nig. Ltd., P.O. BOX 5584	Ilorin	Telecoms Equipment
12.	Rajran pharm, Ltd., Coca Cola Road	Ilorin	Pharmaceutical products
13.	Sam Pharm Nig. Ltd., Western Reservoir	Ilorin	Pharmaceutical products
14.	Tuyil Pharm Ind. Nig. Ltd., New Yidi	Ilorin	Pharmaceutical products
15.	Biomedical Services Co, Ltd., Gaa-Immam	Ilorin	Intravenous fluid
16.	Odun Ade Ind. Ltd., Airport Road	Ilorin	Metal and allied
17.	International Tobacco Co. Ltd., Gaa-Immam	Ilorin	Cigarettes
18.	Ethnix Designs Nig. Ltd., Gaa-Immam	Ilorin	Furniture
19.	Seven Up Bottling Co., off Asa Dam Road	Ilorin	Beverages
20.	Adeyemi Furniture Works, Ajase Ipo Road	Ilorin	Furniture
21.	Patigi Rice Mill, Industrial Area, Kosogi	Patigi	Rice
22.	Dangote Flour Mill Nig. Ltd., Asa Dam Road	Ilorin	Flour products

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