

**REPORT ON
NATIONAL STAKEHOLDER ENGAGEMENT WORKSHOP ON
IMPLEMENTATION STRATEGY AND NATIONAL COORDINATION
FRAMEWORK**

**THEMED
REVITALIZING HUMAN CAPITAL: ALIGNING STATES WITH THE NATIONAL HCD 2.0
STRATEGY**

**CONVENED TO STRENGTHEN MULTI-STAKEHOLDER COLLABORATION FOR
SUSTAINABLE HUMAN CAPITAL DEVELOPMENT IN NIGERIA**

BY

**NATIONAL HUMAN CAPITAL DEVELOPMENT PROGRAMME 2.0
SECRETARIAT
ABUJA**

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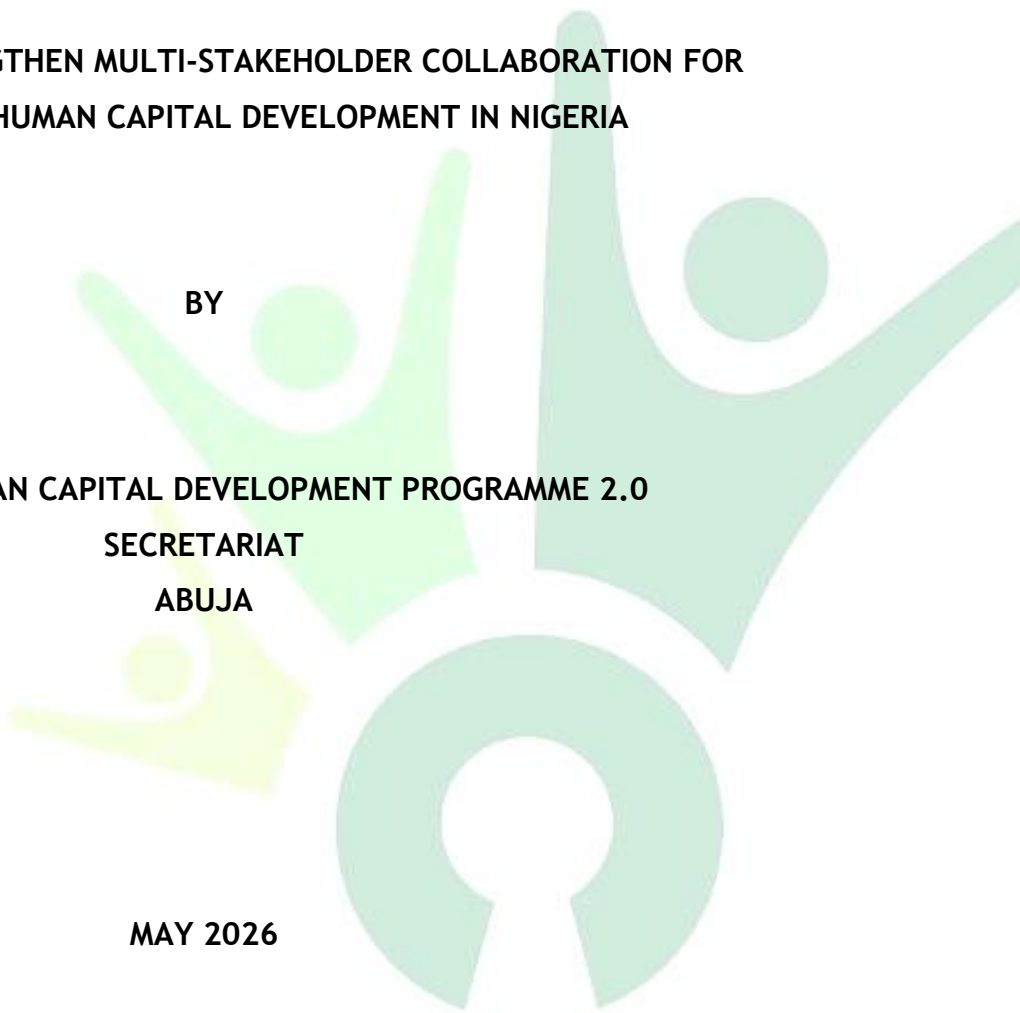
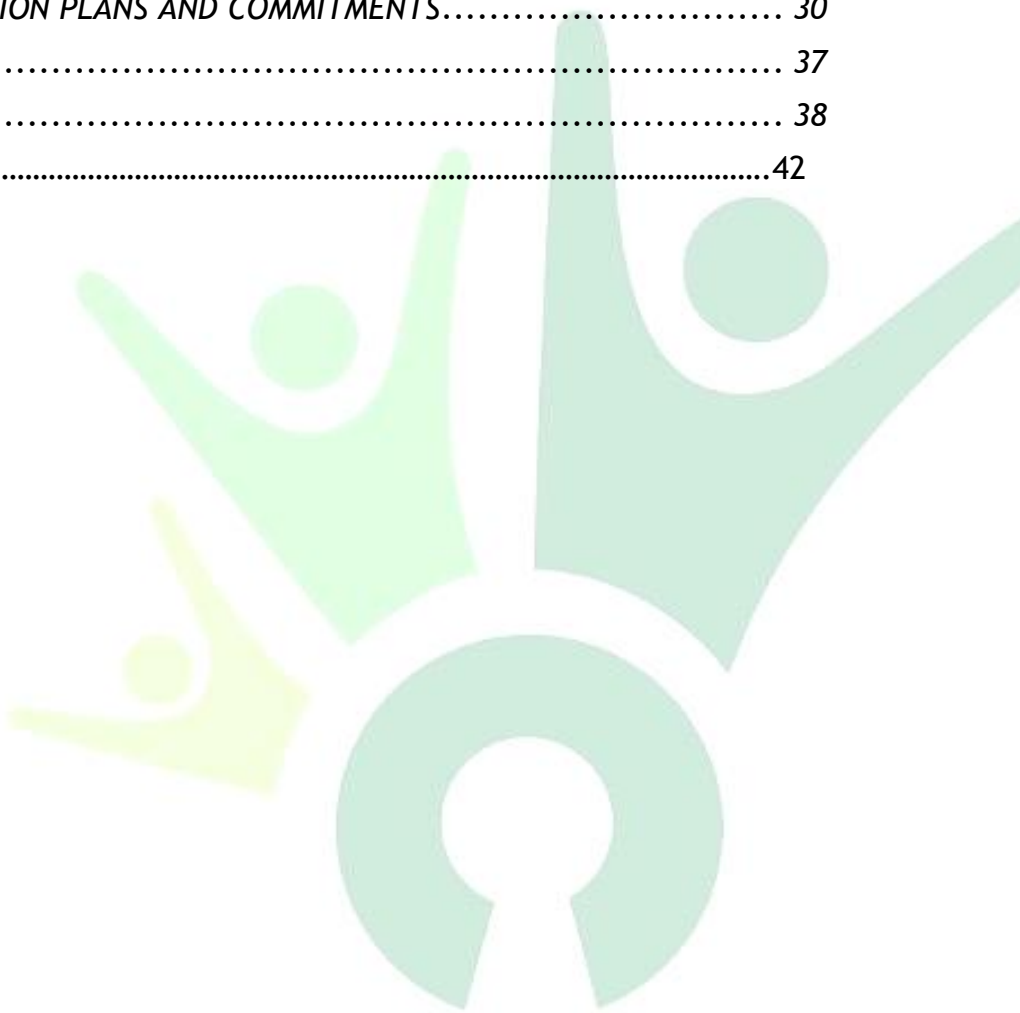


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EXECUTIVE SUMMARY

The National Stakeholder Engagement Workshop on the Implementation Strategy and National Coordination Framework for Human Capital Development (HCD) 2.0, themed 'Revitalizing Human Capital: Aligning States with the National HCD 2.0 Strategy,' was convened by the National Human Capital Development Programme 2.0 Secretariat, with support from the Gates Foundation, in Abuja on 18 May 2026. The workshop represented a critical step in Nigeria's efforts to translate long-standing policy commitments into measurable national outcomes.. The engagement comes against the backdrop of Nigeria's ambition to rank among the top 80 countries with a target Human Capital Index score of 0.6 by 2030, up from 0.36 in 2020, when Nigeria ranked 168th out of 174 countries.

Nigeria's Human Capital Development journey began in 2018 following the approval of the National HCD Programme by the National Economic Council, led by the Vice President and State Governors. The programme was introduced in response to persistent development challenges across health, education, and labour outcomes. The first phase, HCD 1.0, focused on establishing a national framework and building foundational systems. The transition to HCD 2.0, approved in 2024, reflects a more results-driven approach with stronger emphasis on coordination, performance, and accountability across all levels of government.

The workshop brought together stakeholders; including representatives of the Federal Government, State HCD Focal Persons across states and the Federal Capital Territory (FCT), the Core Working Group, development partners, philanthropic organizations such as the Aliko Dangote Foundation, international partners, technical experts, and key media outlets. Key institutions such as the Nigeria Governors' Forum, Federal Ministry of Budget and Economic Planning, ECOWAS, and the Foreign, Commonwealth and Development Office were also represented.

Deliberations focused on improving alignment between national priorities and subnational implementation across the health and nutrition, education, and labour force participation sectors; enhancing coordination mechanisms; and building consensus around practical pathways for implementation. There was a shared understanding that improving Nigeria's human capital outcomes requires coordinated, data-driven actions supported by strong institutions and sustained partnerships.

Technical sessions focused on the strategic priorities of HCD 2.0, state-level implementation challenges, financing models, gender-responsive budgeting, and performance management systems. Particular attention was given to the deployment of the HCD Dashboard and Scorecard as tools for strengthening accountability, evidence-based decision-making, and results tracking across federal and state levels. Discussions underscored the importance of strengthening governance structures,

improving data quality and utilization, mobilizing sustainable financing, and fostering leadership capable of driving reform in complex environments.

The workshop also featured two major panel sessions that addressed critical dimensions of implementation. The first panel focused on Intergovernmental Collaboration and Federal-State Alignment, examining how national frameworks can be effectively translated into state-level action through clear roles, improved coordination, and stronger accountability systems. The second panel explored multi-sectoral and partner collaboration, with emphasis on financing, technical support, and coordinated delivery across sectors and institutions to accelerate impact.

A key feature of the workshop was the regional breakout sessions, where participants developed context-specific action plans tailored to their respective states and regions. These sessions reinforced subnational ownership and produced clear, actionable priorities aimed at accelerating progress toward HCD targets.

The workshop achieved several important outcomes, including improved stakeholder alignment, a clearer understanding of roles and responsibilities, and a strengthened commitment to translating the objectives of the HCD Strategy 2.0 into immediate and sustained action across all levels of government. Discussions highlighted the need for stronger state-level coordination, increased and more strategic investments in human capital, and the institutionalization of robust monitoring and evaluation systems to support evidence-based decision-making, track progress, and ensure accountability.

Participants collectively reaffirmed their commitment to advancing sustainable human capital outcomes across Nigeria through stronger collaboration and coordinated action. Stakeholders agreed to align federal and subnational priorities with the HCD 2.0 framework, promote inclusive and gender-responsive interventions, and accelerate investments across key sectors, including health, education, nutrition, social protection, and economic empowerment. Development partners and private sector actors also pledged continued support through technical assistance, resource mobilization, and capacity strengthening.

In conclusion, the Stakeholder Engagement Workshop sets a clear direction for advancing Nigeria's human capital agenda. It signals a decisive shift from commitment to implementation and calls for sustained collaboration among all stakeholders to ensure that investments in human capital translate into tangible improvements in the well-being, productivity, and future prospects of Nigerians.

INTRODUCTION

Nigeria's Human Capital Development (HCD) 2.0 agenda marks a deliberate shift from policy intent to measurable national outcomes. It is anchored on the imperative to strengthen human capital across health, education, and labour systems to improve productivity and enhance the quality of life of citizens across all states and the Federal Capital Territory.

To advance this agenda, the Core Working Group (CWG) on National Human Capital Development, with support from the National Economic Council (NEC) and other critical stakeholders, convened a one-day Stakeholders Engagement Workshop on 18th May 2026 at Johnwood Hotel, Abuja. The workshop brought together State HCD Focal Persons, members of the CWG, development partners, non-governmental organizations, technical experts from the health, education, and labour sectors, as well as representatives of the media and the HCD Secretariat.



A group picture comprising the HCD 2.0 Coordinator, Representative of Gates Foundation, State House, Aliko Dangote Foundation, and some HCD State Focal Persons

The engagement provided a strategic platform for aligning subnational priorities with the national HCD 2.0 framework. It reinforced a shared commitment to strengthen coordination, deepen accountability, and ensure that implementation is guided by results and measurable impact. The workshop also underscored the transition from

fragmented interventions to a more coordinated delivery system anchored on federal leadership, subnational ownership, and partner collaboration.

Building on lessons from the initial phase of the HCD framework, HCD 2.0 places strong emphasis on performance, governance, and results at scale. The workshop therefore served to renew political commitment, clarify implementation pathways, and reinforce the collective resolve that investments in human capital must translate into tangible and sustained improvements in the well-being, productivity, and opportunities of Nigerians.

OBJECTIVES OF THE WORKSHOP

The overall objective of the workshop is to strengthen state-level coordination and implementation capacity for the effective delivery of the Human Capital Development Strategy 2.0.

Specific objectives are to:

- Strengthen understanding of the HCD Strategy 2.0 framework, priorities, milestones, and federal commitments among State HCD Focal Persons and stakeholders;
- Build the technical and strategic capacity of State Focal Persons in areas including governance, planning, performance management, monitoring and evaluation, financing, resource mobilization, and inter-sectoral coordination;
- Facilitate alignment between federal ministries, state governments, and development partners to support coherent implementation of HCD priorities;
- Strengthen platforms for peer learning, knowledge exchange, and sharing of innovative approaches to advancing HCD outcomes at subnational level;
- Strengthen accountability and reporting mechanisms through improved understanding of the HCD scorecard and performance tracking systems; and
- Develop actionable regional and state-level implementation priorities to accelerate HCD delivery across Nigeria.

PARTICIPATION

The workshop recorded strong participation from critical stakeholders, reflecting the multi-sectoral nature of human capital development and importance of collective action.



A group picture with HCD Coordinator, CWG members, Representatives of Gates Foundation and Ministry of Budget and Economic planning, and HCD Southeast Regional Consultant

Participants included:

- Representatives of the Federal Government
- State HCD Focal Persons across 29 states and the FCT
- Members of the Core Working Group
- Development partners and donor agencies
- Philanthropic organizations
- Technical experts and consultants.
- Key media houses.

Key Speakers, Presenters, and Contributors

The following individuals played prominent roles through speeches, goodwill messages, and technical contributions:

- Rukaiya el-Rufai - Special Adviser to the President on NEC and National Coordinator, HCD 2.0

- Senator Ibrahim Hassan - Deputy Chief of Staff and Member, Core Working Group on HCD (represented by Dr. Tope Fasua, SA to the President on Economic Affairs)
- Dr. Ahmed Abdulwahab - Executive Director, Programmes and Partnerships Nigeria's Governors Forum
- Dr. Deborah Bako Odo - Permanent Secretary, Federal Ministry of Budget and Economic Planning (represented by Dr. Gloria Ahmed)
- Ekenem Isichel - Deputy Director, Programme Advocacy and Communications, Gates Foundation
- Maryam Shehu Buhari - Representative, Aliko Dangote Foundation (represented by Maryam A. Mohammed)
- Jill Fletcher- Head of Human Development at the Foreign, Commonwealth & Development Office (FCDO)

Their contributions provided both strategic direction and operational insights for HCD 2.0 implementation.

PROCEEDINGS OF THE WORKSHOP

The National Stakeholder Engagement Workshop commenced with arrival and registration of participants, followed by a structured agenda that combined plenary sessions with interactive engagements. Proceedings were organized to progressively build shared understanding and ownership of the HCD 2.0 Agenda.

The proceedings were organized in the following key segments

- Opening and goodwill messages to establish context and reaffirm stakeholder commitment to the HCD 2.0 Agenda.
- Strategic framing to outline the national priorities and clarify direction and expectations of the HCD 2.0 agenda.
- Technical sessions to deepen participant's knowledge of the strategy, implementation mechanisms, financial approaches and performance management systems.
- Panel discussions to explore challenges and solutions related to intergovernmental co-ordination and development partner alignment.
- Breakout session to develop regional level specific action plans and commitments to subnational implementation of the HCD 2.0 Agenda.

Participants were actively engaged throughout, with discussions focused on practical solutions, shared peer learning experiences, collaboratively identifying solutions and measurable outcomes rather than theoretical considerations.

OPENING SESSION

The event commenced with welcome remarks delivered by the National Coordinator of the Human Capital Development Programme 2.0 and Special Adviser to the President on NEC and Climate Change, Ms. Rukaiya el-Rufai. She expressed appreciation to all participants for their presence and commitment to advancing Nigeria's human capital agenda, noting that their engagement reflects a shared responsibility to drive meaningful national progress. She further emphasized that the HCD 2.0 Strategy represents a renewed national vision for accelerating investments in people through strengthened systems for healthcare, quality education, improved nutrition, social protection, and inclusive economic opportunities. She noted that the strategy is designed not only to expand access but also to improve the quality and equity of outcomes across all levels of implementation.

The coordinator reiterated that aligning state priorities with the National HCD 2.0 Strategy is essential for strengthening coordination across tiers of government, improving accountability mechanisms, and promoting evidence-based planning and decision-making. She noted that such alignment will also ensure that interventions are more responsive to the unique needs and realities of communities across the country. She used the opportunity to call on participants to deepen collaboration, actively share experiences, and strengthen partnerships that will support effective implementation of the HCD agenda. She stressed that sustained engagement among stakeholders remains critical to achieving shared goals and building a stronger delivery ecosystem.



HCD 2.0 Coordinator Rukaiya el-Rufai during the Opening Session of the Workshop
GOODWILL MESSAGES

Deputy Chief of Staff to the President and Chair of the Core Working Group (CWG)

In his keynote remarks, Deputy Chief of Staff to the President and Chair of the Core Working Group, represented by Dr. Tope Fasua, Special Adviser to the President on Economic Affairs, situated the HCD agenda within the fundamentals of national development, affirming that no path to inclusive growth or social transformation exists without deliberate investment in people across education, healthcare, nutrition, social protection, and skills development.



Dr. Tope Fasua, Special Adviser to the President on Economic Affairs

He stressed that political commitment is a critical enabler of policy continuity, resource mobilization, and accountability, and that full state alignment with HCD 2.0 strengthens the overall delivery architecture and generates measurable outcomes particularly for women, children, and vulnerable populations. On behalf of the Federal Government, he reaffirmed an unwavering commitment to Human Capital Development as a national priority on which Nigeria's long-term prosperity depends.

Federal Ministry of Budget and Economic Planning

Speaking on Intergovernmental and Cross-Sectoral Coordination for a winning HCD implementation in Nigeria, Dr. Gloria Ahmed, who represented the Permanent Secretary of the Federal Ministry of Budget and Economic Planning, framed sustainable HCD outcomes as contingent on holistic, cross-sectoral policy coherence and stronger coordination across all tiers of government.



Dr. Gloria Ahmed, representing the Permanent Secretary of the Federal Ministry of Budget and Economic Planning

She noted that this commitment is already embedded in the National Development Plan (2021-2025) and the National Integrated Infrastructure Master Plan (NIIMP), both of which position human capital development as central to inclusive growth. She reaffirmed that HCD 2.0 is integral to the Renewed Hope Agenda and committed to the National Economic Council (NEC) to strengthening intergovernmental coordination mechanisms, with the Ministry of Budget and Economic Planning advancing policy alignment, planning integration, and monitoring systems to ensure measurable and sustained impact.

Gates Foundation

Ekenem Isichei, Deputy Director, Programme Advocacy and Communications at the Gates Foundation, stated that Nigeria's progress in human capital development will ultimately be determined by how effectively partnerships are translated into measurable results that improve people's lives. He reinforced a central lesson for development deliverables noting that sustained partnerships, coordinated investments, and strong alignment around shared outcomes are essential to achieving real and lasting impact. He added that, from stronger learning systems to more responsive primary healthcare services, the focus must remain on results that are visible and felt across states and communities.



Ekenem Isichei, Deputy Director, Programme Advocacy and Communications at the Gates Foundation,

He further emphasized that shared priorities and strong alignment are what move strategy from paper to practice. According to him, they strengthen accountability, improve coordination across sectors, and ensure that interventions reach the people who need them most.

Aliko Dangote Foundation

Representing the Aliko Dangote Foundation, Maryam Shehu Buhari, stated that the Foundation recently launched a N100 billion annual education support initiative across all 774 Local Government Areas, with a strong focus on strengthening STEM education nationwide. Falmata A. Mohammed, who spoke on behalf of Maryam, the investment aligns directly with the pillars of the HCD 2.0 Strategy.



Falmata A. Mohammed, who spoke on behalf Maryam S. Buhari at the Workshop

She stressed that coordination for results remains central to ensuring effective alignment of development interventions, noting that sustained collaboration between government and development partners is critical to delivering measurable and inclusive outcomes, explaining that initiative reflects a growing national commitment to building human capital development systems that are structured, inclusive, and results-driven, with a clear focus on expanding opportunities and improving outcomes across education, health, and economic empowerment sectors.

STRATEGIC FRAMING AND CONTEXT SETTING

The HCD National Coordinator, Rukaiya el-Rufai, facilitated the scene-setting session titled *“Why HCD Matters Now and Nigeria’s Human Capital Index Positioning,”* which was designed to establish a shared understanding of the HCD 2.0 Strategy, its updated priorities under 2.0, and the rationale for the workshop. She reiterated the need for coordinated action between federal and state levels, highlighting gaps identified in the HCD 1.0 scorecards and outlined expectations for states in aligning their 2026 work plans with the national strategy. She reminded stakeholders of a simple but profound truth: *“a nation does not rise only because of the roads it builds, but because of the people it builds.”*



The HCD National Coordinator, Ms. Rukaiya el-Rufai, facilitated the scene-setting session titled “Why HCD Matters Now and Nigeria’s Human Capital Index Positioning”

When children are out of school, when learning does not translate into skills, when health outcomes remain weak, and when young people are willing to work but lack opportunities, the consequences go far beyond statistics. They affect productivity, household income, national competitiveness, and the long-term future of the economy”

As she observed, the HCD agenda serves as a clear reminder that development is not only about spending resources, but about deliberately investing in people and ensuring that such investments translate into measurable outcomes.

“Nigeria has the population, the energy, and the potential. What is needed is coordinated action, sustained commitment, and leadership that understands that human capital is not charity; it is strategy. Because, in the end, the wealth of a nation is not buried under the ground. It walks on two legs, thinks with a human mind, and works with human hands,” she concluded.

TECHNICAL PRESENTATIONS

In her presentation, the HCD 2.0 Programme Manager, Doosuur Zasha, outlined the strategic pillars, updated indicators, key milestones to be endorsed by the National

Economic Council (NEC), and the expected role of states in driving results and accelerating delivery of the HCD agenda.



HCD 2.0 Programme Manager, Doosuur Zasha

She noted that Nigeria's Human Capital Development agenda reflects a strong national commitment to investing in people as the foundation for sustainable growth and long-term prosperity. Under HCD 2.0, the government aims to position Nigeria among the top 80 countries on the global Human Capital Index (HCI) by 2030.

She further explained that the Human Capital Development Programme was first launched in 2018 to address critical gaps in health outcomes, quality education, labour force participation, productivity, and inclusion. Building on the progress recorded under HCD 1.0, the HCD 2.0 Strategy introduces a more integrated, data-driven, and implementation-focused approach that is closely aligned with national development priorities. She concluded by emphasizing that the HCD 2.0 Strategy is more than a programme. It represents a national movement toward inclusive prosperity, resilience, and sustainable development. By investing in people today, Nigeria is positioning itself to secure a stronger and more prosperous future for generations to come.

On navigating state-level challenges, barriers to effective implementation were examined, including institutional bottlenecks, limited prioritisation, and coordination gaps session, Dr. Joe Abah, Country Director at DAI, delivered practical insights on leading change in complex systems through his presentation titled *"Driving Change*

Without Power: The 5Ps.” Dr. Joe provided a clear and actionable perspective on how to navigate the realities of subnational HCD implementation. He highlighted strategies for influencing systems, building coalitions, and sustaining momentum for human capital development, even in contexts where formal authority is limited. His presentation emphasized the importance of strategic thinking, relationship-building, and persistence in driving reforms. His contribution reinforced a key message from the workshop: *“lasting progress in Human Capital Development depends not only on sound policy design, but also on the leadership, resilience, and determination of those responsible for implementation at all levels”*



Dr. Joe Abah, Country Director at DAI

Fatima Musa Aliyu of Bridge Connect facilitated a session on Gender-Responsive Education Budgeting (GREB). Drawing lessons from Kano State’s education financing model as a practical example for strengthening systems at scale, she demonstrated how deliberate and inclusive budgeting can address disparities in access, improve retention, and enhance learning outcomes, particularly for girls and other vulnerable populations.



Fatima Musa Aliyu of Bridge Connect Speaking about Gender-Responsive Education Budgeting (GREB),

She emphasized the need to institutionalize gender responsiveness and strengthen accountability mechanisms across all levels of governance. This includes embedding gender considerations into policy frameworks, budgeting processes, and monitoring systems to ensure that interventions are both equitable and effective.

The session also underscored the importance of state-level adoption of gender-responsive planning across all human capital sectors. In addition, it highlighted the need for stronger partnerships and sustainable resource mobilization to support long-term impact and ensure that gains in education access and quality are sustained over time.

Overall, the discussion reinforced the importance of aligning financing strategies with inclusivity objectives to drive measurable and equitable outcomes in Human Capital Development.

On the HCD Dashboard, a performance measurement tool designed to track key Human Capital Development priorities using data from sources such as the Nigeria Demographic and Health Survey (NDHS) and the National Bureau of Statistics (NBS), a presentation was delivered focusing on the critical role of evidence in driving outcomes and strengthening accountability.

Nasir Yammama, Senior Special Adviser to the President on Innovation in the Office of the Vice President, emphasized that without systems to consistently track progress, measure outcomes, and inform decision-making, even the most well-designed policies risk failing to achieve their intended impact. He noted that effective governance is defined not only by policy ambition, but by the discipline to measure results and act on evidence.



Nasir Yammama, Senior Special Adviser to the President on Innovation in the Office of the Vice President

Bello Dangiwa, Technical Assistant on AI Integration and Data Analytics, Office of the Vice President, further explained that the dashboard will strengthen performance tracking across all HCD thematic areas, improve subnational accountability, and enhance coordination through a unified reporting framework between federal and state governments. He stressed that the tool ensures that all decisions on Human Capital Development are grounded in evidence, measured against defined outcomes, and made visible to stakeholders responsible for delivery.



Bello Dangiwa, Technical Assistant on AI Integration and Data Analytics, Office of the Vice President

Overall, the session reinforced the need to institutionalise data usage and performance tracking as central pillars of HCD implementation, ensuring that progress remains measurable, transparent, and aligned with national development priorities.

PANEL SESSION

PANEL DISCUSSION ON INTERGOVERNMENTAL COLLABORATION: FEDERAL AND STATE ALIGNMENT WITH HCD STRATEGY 2.0

A panel discussion on Intergovernmental Collaboration and Federal-State Alignment with the HCD Strategy 2.0 was moderated by Shuhdah Ahmed, Special Assistant on Project Support in the Office of the Vice President, Federal Republic of Nigeria. The session brought together State Focal Persons from Oyo, Kebbi, and Akwa Ibom States. The Panel focused on strengthening coordination between the Federal Government and States in the implementation of the HCD Strategy 2.0 framework. Discussions highlighted state-level implementation experiences, coordination challenges, and opportunities for improved alignment and ownership of HCD priorities across states. Panelists further examined the roles, responsibilities, and accountability frameworks required to align subnational action plans with the national strategy, address policy bottlenecks, and improve the flow of data and resources across all levels of government.



Shuhdah Ahmed, Special Assistant on Project Support in the Office of the Vice President

In her opening remarks, Shuhdah Ahmed noted that Human Capital Development is not the responsibility of a single institution or level of government. She emphasized that its success depends on strong coordination, shared ownership, and collective accountability across federal, state, and local structures. She further stated that the HCD 2.0 Strategy provides an opportunity to deepen collaboration and establish a unified national framework capable of delivering measurable improvements in the lives of citizens.

The panelists agreed that the HCD 2.0 Strategy offers a strong framework for transforming lives and unlocking national potential, while stressing that its success depends not only on policy design but also on effective partnerships, particularly between federal and state governments. They underscored that sustained collaboration, guided by shared purpose and accountability, is essential to building a healthier, more educated, productive, and resilient Nigeria.

The session also highlighted key calls to action for stakeholders in Nigeria's development agenda, including the need to strengthen intergovernmental collaboration, align policies and implementation efforts, prioritise data-driven decision-making, safeguard HCD investments, and build systems that are resilient beyond political cycles. It reaffirmed that Human Capital Development must remain a shared national responsibility. In illustrating progress at the subnational level, the

panelists gave practical examples of implementation under the HCD 2.0 framework at the state level.



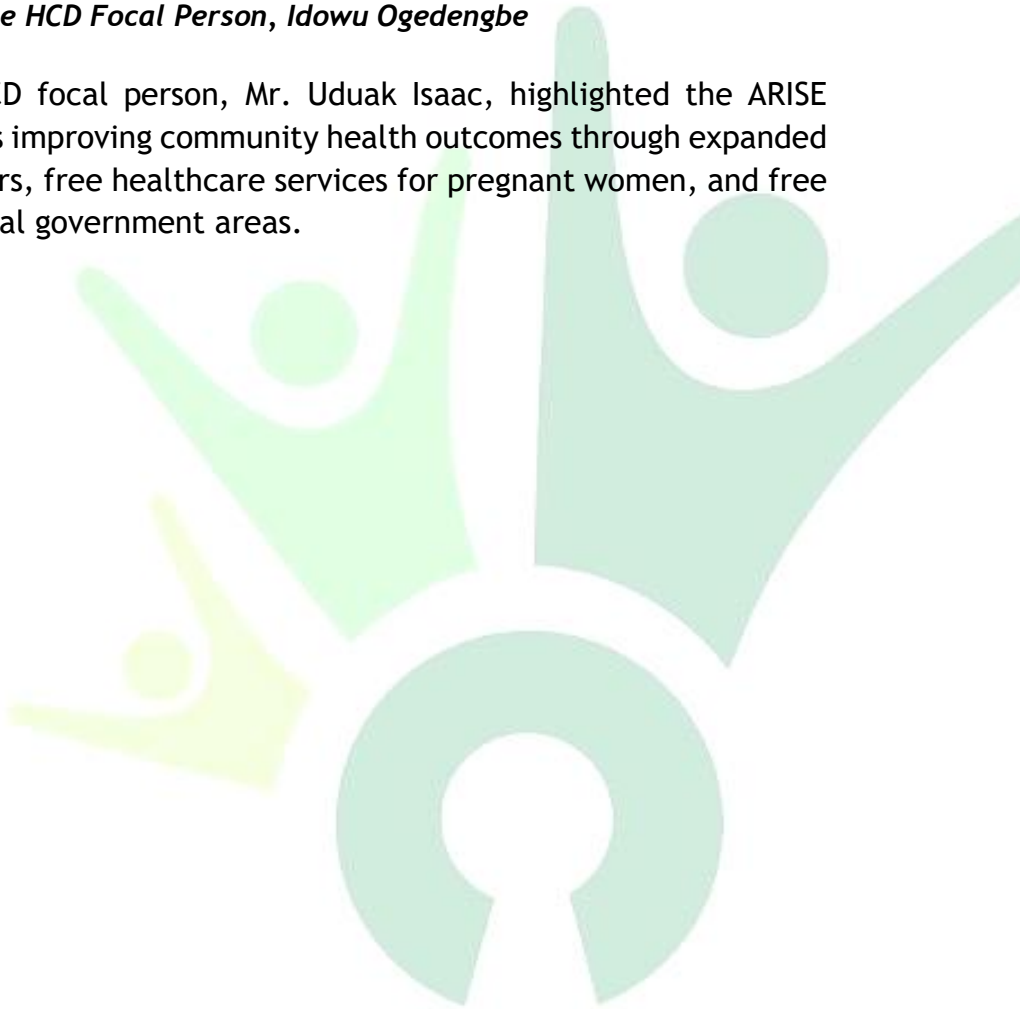
The panelists discussing Intergovernmental Collaboration and Federal-State Alignment

In Oyo, the State HCD Focal Person, Mr. Idowu Ogedengbe, reported that approximately 15,000 teachers have been recruited and trained, with technology being leveraged to improve literacy and numeracy outcomes among pupils.



Oyo State HCD Focal Person, Idowu Ogedengbe

In Akwa Ibom State, the HCD focal person, Mr. Uduak Isaac, highlighted the ARISE healthcare initiative, which is improving community health outcomes through expanded welfare for healthcare workers, free healthcare services for pregnant women, and free basic education across all local government areas.





Akwa Ibom HCD focal person, Mr. Uduak Isaac

Similarly, Kebbi State focal person, Dr. Abba Sani Kalgo, expressed the readiness of the state government to further invest in human capital development and strengthen alignment with the HCD 2.0 Strategy.



Kebbi State focal person, Dr. Abba Sani Kalgo

The contributions they made underscore that beyond policy aspirations, tangible results are emerging at the subnational level, demonstrating that when states align with the HCD agenda, measurable progress follows.

DEVELOPMENT PARTNERS ALIGNMENT WITH HCD STRATEGY 2.0: STRENGTHENING COLLABORATION FOR SUSTAINABLE IMPACT

The panel session was moderated by Mr. Ikponmwosa Aikhionbare from VIISAUS. It brought together representatives from ECOWAS, the Foreign Commonwealth and Development Office (FCDO), and the Federal Ministry of Health. The discussion emphasized the need for stronger collaboration to advance coordinated human capital development outcomes across states.



VIISAUS staff member, Mr. Ikponmwosa Aikhionbare

The conversation focused on the importance of collective action in resource mobilization, advocacy, and monitoring. It also identified social protection, digital inclusion, and private sector investment as key areas for achieving deeper impact at both federal and subnational levels.

The session reaffirmed that strategic partnerships remain essential for driving stronger human capital outcomes and accelerating sustainable development in Nigeria. It further highlighted that sustained collaboration among government institutions, development partners, and the private sector is critical to improving coordination, enhancing resource mobilization, and ensuring that interventions deliver measurable and inclusive impact across all levels.



Representatives from the Foreign, Commonwealth and Development Office, ECOWAS, and the Federal Ministry of Health, Nigeria

Representing ECOWAS, Ruben Kweku Daban Johnson acknowledged the role member states can play when they actively engage the Commission for partnership and technical support. He explained that ECOWAS is a regional organization originally made up of 15 member states, though currently operating with 12 active members, noting that in 2021, the Authority of Heads of State and Government prioritized Human Capital Development, leading to the development of the ECOWAS HCD Strategy. The strategy is a 10-year framework currently at its midpoint and expected to run until 2030. He clarified that ECOWAS does not engage directly with subnational entities on national HCD programmes. Rather, its work is anchored on regional comparison using a set of 18 core indicators, referred to as the “18-plus indicators.”

ECOWAS conducts a biennial impact assessment to track how member states are progressing on Human Capital Development. The most recent assessment was conducted in 2024, with the next one scheduled for this year. He noted that the baseline assessment showed overall progress across the region.

He explained that the ECOWAS HCD framework is built on three pillars: health and nutrition; education, skills, and labour participation; and entrepreneurship, financial inclusion, and the digital economy. These pillars are used to track performance across all member states, while allowing countries to define additional national indicators, provided the core 18 indicators are reflected to enable comparability.



ECOWAS Representative, Mr. Ruben Kweku Daban Johnson

He further stated that the objective is for the ECOWAS region to become the best-performing region globally in Human Capital Development by 2030. He added that each member state is encouraged to develop its own national HCD strategy, noting that Nigeria had already developed its framework prior to the ECOWAS strategy and even served as an inspiration for its design.

Moreover, Mr. Johnson clarified that ECOWAS operates as an enabling institution rather than an implementing body. Its role is to guide, coach, orient, and strengthen the capacity of member states to improve outcomes. He outlined four key pillars of support: advocacy and communication, monitoring and evaluation, capacity building, and resource mobilization. He noted that these pillars are critical to improving performance across the region and achieving the ambition of becoming the best-performing subregion in Africa.

He further linked these institutional roles to Nigeria's HCD performance, observing that the 2024 assessment reflected overall progress across key sectors. In nutrition, Nigeria recorded an improvement of approximately 10.6 per cent between 2020 and 2022. In education, he noted significant improvement, with performance increasing by about 112 per cent between 2022 and 2024 following an earlier decline from the baseline. In entrepreneurship, Nigeria showed steady progress, improving from the baseline of 0.07 to 0.08, and further advancing to 0.04 in 2024, reflecting an overall improvement of about 80 per cent between 2020 and 2024.

He acknowledged that progress across member states is not always linear, noting that security challenges and shifting national priorities can affect investment patterns, particularly in sectors such as education and health. However, he stressed that ECOWAS monitors these trends to alert member states and support corrective action where needed, with the broader goal of advancing economic development and human capital outcomes.

On advice to the HCD Secretariat, focal persons, and stakeholders, he stated that national performance in Human Capital Development is ultimately dependent on state-level performance. He emphasized that improvements at the national level reflect aggregated progress across states and therefore urged stronger subnational implementation, describing the national HCD framework as an enabling structure that supports states in delivering results, noting that Nigeria, as the leading economy in the subregion, is expected to serve as a model for others.

He expressed confidence in the progress being made and noted that another assessment would be conducted in 2026, with expectations that Nigeria would continue its upward trajectory. On ECOWAS engagement with member states, he clarified that the organization does not directly intervene in policy implementation at subnational levels. Instead, it supports member states through technical assistance and guidance, including support provided for the development of state-level HCD strategies. He explained that ECOWAS works through national focal structures, which aggregate and transmit state-level data for regional assessment. He concluded that the shared objective is for each member state to achieve at least a five per cent annual improvement in Human Capital Development indicators, which would collectively enable the region to meet its strategic target by 2030.

The representative of the Federal Ministry of Health, Dr. Ijaodola Olugbenga, noted that Human Capital Development should be positioned as a platform that drives a coordinated developmental approach, emphasizing that health serves as a critical “fuel” for human capital development in Nigeria.



Dr. Ijaodola Olugbenga, Deputy Director, Federal Ministry of Health

He explained that the current National Health Sector Renewal Investment Initiative reflects a strong commitment to inclusivity, with programmes implemented in close collaboration with counterpart institutions at the state level. He further stated that the health sector works directly with all 36 states to ensure effective delivery of interventions, while calling for deeper engagement, particularly at the subnational level, emphasizing that the role of the national level is primarily to provide strategic direction, mobilize resources, and develop policies and frameworks, while implementation responsibility largely rests with the states. He stressed the need for stronger visibility and proactive engagement from state-level focal persons to improve coordination and results.

Regarding issues on improvements in the Early Child Development Index (ECDI), which increased from 36 percent to 40 percent, he highlighted the need to strengthen governance structures and accountability across relevant parastatals and agencies involved in economic and human capital development, ensuring that outcomes align with set expectations. He also underscored the importance of more efficient financial planning and execution, as well as greater openness to data and information sharing. According to him, this would enable stakeholders to better identify sector-specific strengths and leverage them to improve overall performance across the system.

Speaking on the challenges faced at the subnational level in delivering Human Capital Development, including limited access to data, poor information flow, and inadequate institutional support, the Head of Human Development at the Foreign, Commonwealth and Development Office (FCDO), British High Commission, Jill Fletcher, reaffirmed the British Government's strong commitment to advancing the HCD agenda in Nigeria.



She noted that the British High Commission implements a range of programmes focused on economic growth, security and stability, and human development. She explained that their HCD interventions are largely targeted at northern states, including Kaduna, Kano, Borno, Jigawa, and Yobe. She added that states interested in engaging with the FCDO can do so through designated focal persons embedded within the Ministries of Health, Education, and Budget and Planning, in order to access adequate technical and programmatic support.

Jill Fletcher further highlighted that the FCDO maintains strong engagement with technical working groups, ensuring alignment and coordination across sectors. She emphasized that significant effort is still required to strengthen Nigeria's economy through sustained investment in human capital and effective population management aimed at improving productivity.

She concluded by stressing the importance of reducing poverty through targeted social protection initiatives, expanding access to quality education, and enhancing resource mobilization through partnerships with multinational organizations and private sector actors. She also underscored the need for stronger government budgeting systems to ensure sustainable financing for human capital development priorities.

BREAKOUT SESSIONS BY GEOPOLITICAL ZONES

Participants were organized into geopolitical groups to develop targeted and context-specific action plans for strengthening subnational Human Capital Development (HCD) delivery. The sessions were facilitated by experienced experts and partners drawn from ECOWAS, Deloitte group, Africa HCD Plus, the Nigerian Economic Summit Group (NESG), VIISAUS, and the HCD Secretariat.



Each group produced a concise one-page action plan outlining regional priorities, proposed interventions, and key implementation barriers. Discussions were guided by four thematic areas:

1. Governance and Operating Structures

Participants examined the need to clearly define institutional mandates and reporting lines to strengthen coordination. Deliberations focused on improving engagement with the Governor's Office, line ministries, and local government structures, as well as establishing functional HCD Focal Persons Networks at both state and LGA levels.



The North Central working on their action plans for strengthening subnational Human Capital Development (HCD) delivery

2. Evidence-Based Performance Management

This session emphasised the importance of strengthening accountability and reporting systems. Participants deepened their understanding of the HCD scorecard framework, including indicator definitions, and clarified the processes through which state focal persons contribute data to federal reporting systems.

3. Financing and Partnerships

Discussions explored practical financing options and partnership models to support HCD implementation. Participants identified opportunities to leverage private sector investment and deepen collaboration with development partners to enhance resource mobilization.

4. Implementation Plans for Subnational HCD Delivery

Groups focused on sequencing priority interventions over the next 90 days, assigning clear roles and responsibilities across state actors, and outlining monitoring and review mechanisms to track progress and ensure accountability. The outputs from these sessions provided a strong foundation for the development of state-specific action plans, which were presented at the conclusion of the engagements.



REGIONAL SYNTHESIS OF ACTION PLANS AND COMMITMENTS

1. Southeast Region

The Southeast region's action plan centred on strengthening the financing, coordination, and performance management systems necessary to accelerate HCD delivery at the subnational level.

Common Themes: Participants prioritised strengthening HCD financing, improving coordination mechanisms, and building evidence-based performance management systems. Key concerns included inadequate budgetary allocation across health, education, social investment, and digital literacy; weak coordination among development partners; limited subnational integration; and poor data flow between State Bureaus of Statistics and HCD structures. The absence of a standardised HCD scorecard and an underdeveloped focal person network were identified as significant governance gaps.



Key Requests: The region called on the Federal Government to introduce incentives for states demonstrating increased HCD investment, formalise the roles and mandates of HCD focal persons, strengthen communication channels between State Bureaus of Statistics and HCD structures, and extend HCD institutional structures to local government levels.

2. Southwest Region

The Southwest region focused its commitments on deepening the institutionalisation of HCD systems, improving financing coordination, and eliminating duplication across development partner interventions. Participants emphasised improved financing coordination, stronger private sector participation, and deeper institutionalisation of HCD systems. The region flagged duplication of donor-supported interventions, weak political will at subnational levels, limited statistical capacity, and insufficient local government integration as core implementation constraints. The development of a standardised, SMART HCD scorecard and stronger integration of focal persons into executive decision-making were identified as immediate priorities.



Key Requests: The region requested increased funding support for HCD implementation, a policy framework linking FAAC allocations to HCD priorities, technical and financial support for data systems, and enhanced participation of HCD focal persons in national coordination forums.

3. Northwest Region

The Northwest region anchored its priorities on financing transparency, private sector engagement, and the credibility of statistical systems underpinning HCD planning and monitoring.

Common Themes: Participants focused on clearly defined budget allocations across health, education, and social protection, and identified weak donor engagement and capacity gaps in data management as persistent barriers to effective delivery. The region also proposed strengthening partnerships with private sector and philanthropic actors as a complement to public financing.

Key Requests: The region requested increased financial allocation for HCD priorities, institutional strengthening of State Bureaus of Statistics, national-level dissemination of standardised HCD scorecards, policy support for linking Federation Account Allocation Committee (FAAC) allocations to HCD outcomes, and inclusion of HCD focal persons in national decision-making platforms.

4. North Central Region

The North Central region directed its commitments toward strengthening decentralised HCD implementation, improving accountability systems, and embedding data-driven planning across state and local government structures.



Common Themes: Participants emphasised the need for detailed state- and local government-level HCD budgeting, stronger integration of HCD planning into local governance, and the establishment of robust monitoring, evaluation, research, and learning (MERL) systems. Inadequate funding, bureaucratic bottlenecks, weak local government participation, and limited technical capacity for implementation and data management were the principal constraints identified.

Key Requests: The region called for increased and sustained funding for HCD programmes, institutionalisation of HCD within national coordination structures, technical support for subnational implementation systems, stronger accountability and monitoring frameworks, and policy support for linking FAAC allocations to HCD outcomes.

5. South-South Region

The South-South region identified strengthening financing mechanisms, governance structures, and subnational implementation systems as the defining priorities for accelerating HCD outcomes across states.



Common Themes: Participants prioritised improved collaboration with government institutions and development partners to expand access to funding for HCD interventions, including grants and domestic revenue streams. Limited political commitment at the subnational level and weak stakeholder coordination were identified as persistent constraints on accessing available financing opportunities.

Key Requests: The region requested the establishment of a dedicated HCD funding mechanism including a first-line charge from the Federation Account for HCD-related expenditures at state and local government levels alongside strengthened engagement frameworks with development partners to improve financing coordination.

6. Northeast Region

The Northeast region presented the most comprehensive set of structural concerns, reflecting the depth of institutional gaps constraining HCD implementation across states in the region.

Common Themes: Participants identified a cluster of interrelated deficits: weak institutional presence of HCD structures in several states, limited alignment between development partner programmes and the HCD 2.0 framework, significant information gaps between federal and state actors, and the absence of dedicated HCD budget lines. Inadequate technical capacity in programme management, resource mobilisation, and data systems, compounded by the lack of standardised tools for scorecard tracking and dashboard reporting, further undermined implementation sustainability.



Key Requests: The region requested the establishment of a dedicated HCD budget line and a conditional grant scheme for subnational implementation; provision of standardised, user-friendly data collection and dashboard tools; capacity-building support for programme management and data systems; institutionalisation of HCD structures at state and local government levels; stronger national coordination to align development partner programming with HCD 2.0; and resolution of delays in HCD 2.0 rollout alongside improved federal-to-subnational information flow.

KEY TAKEAWAYS

1. Partnerships Must Translate into Measurable Results

- Development partners emphasized that impact, not intention, defines success.
- The focus must shift from commitments on paper to visible improvements in people's lives, especially in education, healthcare, and social protection.

2. Alignment Around Shared Priorities is Critical

- Strong alignment between government and partners ensures:
- Efficient resource utilization

- Reduced duplication of efforts
- Better targeting of vulnerable populations
- Shared goals strengthen accountability and accelerate delivery.

3. Coordination Drives Sustainable Impact

- Fragmented interventions weaken outcomes.
- Sustained, coordinated investments across sectors (health, education, nutrition, skills) are essential for long-term success.

4. Resource Mobilization Requires Collective Action

- No single actor can fund HCD alone.
- Development partners highlighted the importance of:
 - Blended financing
 - Public-private partnerships
 - Leveraging international and regional funding platforms

5. Data, Monitoring, and Accountability are non-negotiable

- Evidence-based decision-making is central to achieving results.
- Monitoring systems and performance tracking tools must guide implementation and corrections.

6. Subnational Delivery is the Real Test of Success

- National strategies only succeed when states effectively implement them.
- Development outcomes depend on state-level ownership and execution capacity.

7. Inclusive Development is Essential

- Gender inclusion
- Social protection
- Digital inclusion
- Ensuring no population group is left behind is key to sustainable human capital outcomes

CALL TO ACTION

Participants collectively agreed to:

- Translate workshop outcomes into immediate and sustained action across all levels of government
- Strengthen coordination mechanisms at the state level to improve alignment and implementation
- Prioritize increased and strategic investments in human capital

- Institutionalize robust monitoring and evaluation systems to track progress and ensure accountability
- Maintain continuous engagement with focal persons regionally, development partners and stakeholders to enhance collaboration and resource mobilization.

COMMITMENTS BY DEVELOPMENT PARTNERS AND FEDERAL MINISTRY OF HEALTH

1. ECOWAS Commission

The ECOWAS Commission committed to strengthening regional support for Nigeria's Human Capital Development (HCD) agenda through sustained technical assistance, capacity building, and performance monitoring. It emphasized its role in guiding member states through standardized indicators, conducting biennial assessments, and supporting national frameworks to ensure measurable progress. The Commission further underscored the importance of aligning Nigeria's HCD efforts with regional benchmarks to improve comparability and accelerate results across key sectors.

2. Federal Ministry of Health (Nigeria)

The Federal Ministry of Health reaffirmed its commitment to advancing HCD outcomes by positioning health as a central pillar of human capital development. It emphasized continued collaboration with subnational governments to strengthen healthcare delivery systems and ensure effective implementation of national health programmes. The Ministry also committed to improving governance, accountability, and data-sharing mechanisms within the health sector to enhance coordination and drive measurable health outcomes.

3. Foreign, Commonwealth and Development Office (FCDO)

The FCDO reiterated its commitment to supporting Nigeria's HCD priorities through targeted investments, technical assistance, and programmatic support, with particular focus on northern states. It highlighted its priority areas including education, economic growth, and social protection systems, while also committing to deeper engagement with state-level actors. The Office further emphasized the need to strengthen resource mobilization, improve public financial management systems, and sustain partnerships that deliver long-term human capital outcomes.

4. Bill & Melinda Gates Foundation

The Gates Foundation emphasized its commitment to ensuring that partnerships translate into tangible, measurable improvements in human capital outcomes. It

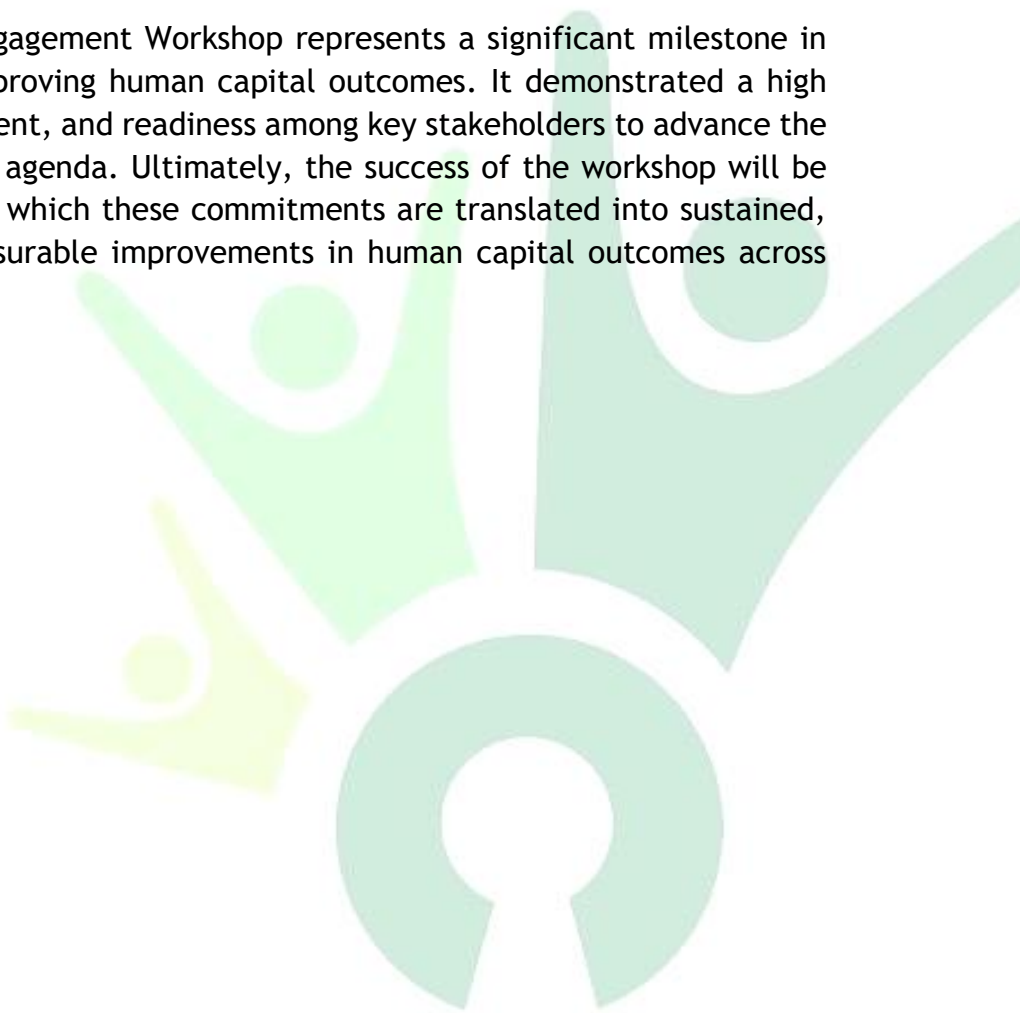
highlighted the importance of coordinated investments, strong collaboration, and alignment around shared results. The Foundation further committed to supporting initiatives that strengthen primary healthcare systems and foundational learning outcomes, while reinforcing accountability and evidence-based implementation.

5. Aliko Dangote Foundation

The Aliko Dangote Foundation reaffirmed its commitment to investing at scale in education and broader human capital systems, including nationwide initiatives aimed at strengthening learning outcomes and social development. It emphasized the importance of coordination for results and committed to supporting inclusive, structured, and sustainable interventions across education, health, and economic empowerment sectors.

CONCLUSION

The HCD 2.0 Stakeholder Engagement Workshop represents a significant milestone in Nigeria's journey toward improving human capital outcomes. It demonstrated a high level of alignment, commitment, and readiness among key stakeholders to advance the Human Capital Development agenda. Ultimately, the success of the workshop will be determined by the extent to which these commitments are translated into sustained, coordinated action and measurable improvements in human capital outcomes across states.



Appendixes

HCD Strategy 2.0 – Workshop Agenda



Time	Session / Activity	Facilitated by	Outcome
08:30 - 09:30	Arrival & Registration	HCD/Logistics Team	
09:30 - 09:40	Opening Ceremony • National Anthem	Compere	
09:40 - 09:45	Opening Remarks	<i>Rukaiya El-Rufai</i> SA NEC /National Coordinator, HCD	
09:45 - 09:55	Keynote Remarks	<i>Senator Ibrahim Hassan</i> DCOS (Chair, Core WorkingGroup)	High-level political will is expressed, and participants receive goodwill messages that reinforce commitment to HCD delivery.
09:55-10:05	Address: Intergovernmental and Cross-Sectional Co-ordination for a Winning HCD Implementation in Nigeria	<i>Dr Deborah Bako Odoh</i> <i>Permanent Secretary, Budget and Planning</i>	Participants receive strategic guidance and institutional perspectives on advancing HCD implementation across states.
10:05-10:10	Goodwill Messages	<i>Ekenem Isichei</i> Gates Foundation	
10:10 - 10:15	Goodwill Messages	<i>Maryam Shehu Buhari</i> Aliko Dangote Foundation	
10:15 - 10:20	Scene-Setting: - Why HCD Matters Now: Nigeria's Human Capital Index Positioning	<i>Rukaiya El-Rufai</i> SA NEC /National Coordinator, HCD	Participants gain a shared understanding of Nigeria's HCD positioning, the Strategy 2.0 framework, key pillars, and NEC-endorsed milestones.

10:20 - 10:30	Presentation: - HCD Strategy 2.0: Core Priorities and Federal Commitments	<i>Doosuur Zasha</i> HCD CWG Programme Manager	
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	- Key pillars and results framework - Milestones and targets for NEC-endorsement		
10:30-10:35	Icebreaker	VIISAUS	
10:35-10:50	Presentation: - Navigating Challenges and putting Human Capital on the agenda in the State	<i>Dr Joe Abah</i> <i>Country Director, DAI</i>	Participants identify practical approaches to elevating human capital on state government agendas and gain strategies for overcoming systemic challenges.
10:50-11:30	Panel Discussion: - Intergovernmental panel focused on Federal and state and alignment with the HCD Strategy 2.0 - Q&A with focal persons	<i>Shuhdah Ahmed</i> Special Assistant, Project Support (Office of the Vice President, Federal Republic of Nigeria).	Clear articulation of how key intergovernmental organisations are aligned with HCD Strategy 2.0, with specific commitments documented.
11:30-12:15	Presentation - Gender Responsive Education Budgeting (GREB)	<i>Fatima Musa Aliyu</i> BridgeConnect Africa Initiative (BCAI)	Explore practical lessons from Kano State gender-responsive education financing approach and strengthening peer learning on improving education outcomes through stronger systems, accountability, and cross-sector collaboration under the HCD agenda.
12:15-12:40	Presentation - HCD Dashboard	<i>Nasir Yammama</i>	Stakeholder understanding of the HCD Dashboard and agreement on next steps for refinement and deployment.
12:40-12:50	Group Photograph	Compere / VIISAUS	
12:50-2:00	Lunch/ Prayer Break	All	

2:00 2:45	- Panel Discussion: - Development partners alignment with HCD Strategy 2.0 - Q&A with focal persons	VIISAUS	Documented commitments and areas of alignment from development partners, with identified opportunities for joint programming and resource mobilisation.
2:45 3:00	- Energiser & Transition to Breakout Rooms	VIISAUS	
3:00 4:30	- Breakout Sessions (Grouped by Geopolitical Region) Discussion Themes:	HCD Secretariat	Each regional group produces a one-page action plan capturing: 3 priority actions, key implementation barriers, and specific asks of the

	1. Governance and Operating Structures - Official mandate and reporting lines - Navigating the governor's office, line ministries, and LGAs - Establishing HCD Focal Persons Network 2. Evidence-based Performance Management - Accountability & Reporting - Understanding the scorecard framework - How focal persons feed into federal reporting 3. Financing & Partnerships - Exploring financing options and partnerships 4. Implementation plans for subnational HCD delivery		federal government - disaggregated by governance, performance, financing, and subnational delivery
4:30 - 5:00	Group Presentations	Regional Presentations	Each region presents their action plan
5:00- 5:30	Wrap-Up & Reflection - Key takeaways and Call to Action	Doosuur Zasha HCD Programme Manager	Participants leave with a consolidated understanding of key takeaways, each having committed to at least one personal action on their commitment card, and with clear expectations.
5:30	Closing Remarks	All	

Regional Action Plans

Region's Action Plan

Financing & Partnership			
S/N	Region	Action Plan	Expected Outcomes
1.	South East	Priority Actions	● Increase in budget allocation ● Financial drive for HCD
		Key Implementation Barriers	● There are development partners but poor/no coordination
		Specific Asks of the Federal Government	● Incentives for Governors who invest in HCD thematic areas.
Evidence-Based Performance Management			
		Priority Actions	● Get score card from HCD ● The state Bureau of Statistics should handle Data flows
		Key Implementation Barriers	● Lack of HCD Score Card ● No flow of information from SBS to the HCD
		Specific Asks of the Government	● A communication line from the SBS to the HCD
Governance and Operating Structure			
		Priority Actions	● Run with a mandate ● Fully set up structure for Enugu State ● Draft a HCD Policy Document
		Key Implementation Barriers	● Two out of 5 States encounter delays in communication and getting approvals ● No Focal Person's Network in the South East

		Specific Asks of the Government	- To write to the Governors on the specific roles and mandate of Focal Persons for the purpose of continuity - To further extend Focal Offices to all Local Governments in the State.
Implementation Plans for Subnational HCD Delivery			
		Priority Actions	HDC Plans are not fully operational/implemented across all South East States. Policy Discussions are ongoing
		Key Implementation Barriers	- Significant increase in budget across HCD thematic areas - health, education and social investments, increase of 50% across SE States. - Intervention in digital literacy, STEM education, PHCs etc
		Specific Asks of the Government	- Lack of grassroots integration and citizen sensitization - Provision of JDs/Responsibilities and deliverables
		REGIONAL COMMITMENT STATEMENT	The South East has resolved to the following: - Creation of Whatsapp Group for continuous engagement - Resolved to have regional virtual meetings. - Sensitization Workshop

Region's Action Plan

Financing & Partnership			
S/N	Region	Action Plan	Expected Outcomes
2.	South West	Priority Actions	- More coordination on Financing with donors - More funding for Southern States - Prioritization of funding for HCD Secretariat

			• Private sector participation
		Key Implementation Barriers	• Lack of coordination with donor agencies due to duplication of initiatives
		Specific Asks of the Federal Government	• More funding • Political will to spend the funds
Evidence-Based Performance Management			
		Priority Actions	• Create a standardized scorecard to track HCD Performance • To make scorecard SMART • More capacity building for data collection
		Key Implementation Barriers	• Over reliance on secondary data sources • Data integrity • Funding of State Bureau of Statistics
		Specific Asks of the Government	• Technical support for data collection • Financial support for data collection • Involving states in data gathering
Governance and Operating Structure			
		Priority Actions	• Ensure the HCD focal person is a member of the State executive • HCD Secretariat mandated in all states • Ensure the Core Working Group consists of all relevant MDAs
		Key Implementation Barriers	• Lack of Political will by sub-nationals • Structural barriers in creating the systems • Inadequate will or power of the secretariat

		Specific Asks of the Government	• Funding • Frequency of Workshops (HCD) to be increased • Local government should be involved in HCD through button up approach
Implementation Plans for Subnational HCD Delivery			
		Priority Actions	• Each state should have a HCD focused strategy • More integration with local government • Prioritization of HCD Secretariat activities
		Key Implementation Barriers	• Lack of political will.
		Specific Asks of the Government	• Federal government should mandate a percentage (%) of FAAC allocation to HCD • HCD Focal Persons should attend NEC meeting with the Governor for proper coordination
		REGIONAL COMMITMENT STATEMENT	The South West has resolved to the following: • Do more engagement between South West States for alignment on virtual platforms (eg Whatsapp).

Region's Action Plan

Financing & Partnership			
S/N	Region	Action Plan	Expected Outcomes
3.	North West	Priority Actions	• Know the % of budget for each state for health, education and social protection • Each states of the NW must be specific on its HCD priorities • Prioritization of funding for HCD Secretariat • Private sector participation • Multilateral and bilateral partnership with organizations such as Dangote, AA Rano, BUA, Mangal, Baporawa Foundation, etc.
		Key Implementation Barriers	• Lack of private sector and donors participation
		Specific Asks of the Federal Government	• More funding • Political will to spend the funds
Evidence-Based Performance Management			
		Priority Actions	• Scorecards must be highlighted by the HCD national for Focal Persons to take back to states and work on. • Strengthen Bureau of Statistics for each state for collection and documentation of credible data.
		Key Implementation Barriers	
		Specific Asks of the Government	• Strengthen Bureau of Statistics for each state for collection and documentation of credible data.
Governance and Operating Structure			
		Priority Actions	• Prioritize the principle/strategy over the mechanics because of state peculiarities.

		Key Implementation Barriers	Nomination of the Director from the Ministry of Budget and Planning as the Focal Person and assistant from relevant ministries for sustainability.
		Specific Asks of the Government	The Ministry of Budget and Planning must only coordinate but not implement. Implementation must be done by HCD.
Implementation Plans for Subnational HCD Delivery			
		Priority Actions	- Each state should have thematic areas that suit the HCD plans. - LGA should have a HCD strategic framework. - Stakeholder mapping
		Key Implementation Barriers	Lack of political will.
		Specific Asks of the Government	- Federal government should mandate a percentage (%) of FAAC allocation to HCD - HCD Focal Persons should attend NEC meeting with the Governor for proper coordination
		REGIONAL COMMITMENT STATEMENT	The North West has resolved to the following: To undertake regional capacity building workshop to strengthen understanding of HCD priorities

Region's Action Plan

Financing & Partnership			
S/N	Region	Action Plan	Expected Outcomes
4.	North Central	Priority Actions	- State by state budget for HCD - HCD and budget tagging should be trickled down to the local government level.

		Key Implementation Barriers	● Inadequate funding ● Bureaucratic bottle necks ● Weak local governments involvement in HCD
		Specific Asks of the Federal Government	● Adequate funding ● Institutionalizing HCD in the NEC agenda
Evidence-Based Performance Management			
		Priority Actions	● Establish a baseline for HCD in each state ● Effective MERC framework
		Key Implementation Barriers	● Weak accountability mechanisms
		Specific Asks of the Government	● Strengthen sustainable national HCD coordination
Governance and Operating Structure			
		Priority Actions	● Prioritize the principle/strategy over the mechanics because of state peculiarities.
		Key Implementation Barriers	● Nomination of the Director from the Ministry of Budget and Planning as the Focal Person and assistant from relevant ministries for sustainability.
		Specific Asks of the Government	● The Ministry of Budget and Planning must only coordinate but not implement. Implementation must be done by HCD.
Implementation Plans for Subnational HCD Delivery			
		Priority Actions	● Regional level HCD data to information plan ● LGA should have a HCD strategic framework. ● Stakeholder mapping
		Key Implementation Barriers	● Lack of technical support ● Political and cultural barriers

		Specific Asks of the Government	- Federal government should mandate a percentage (%) of FAAC allocation to HCD - HCD Focal Persons should attend NEC meeting with the Governor for proper coordination
		REGIONAL COMMITMENT STATEMENT	The North Central has resolved to the following: To undertake comprehensive awareness campaigns for HCD across the region.

Region's Action Plan

Financing & Partnership			
S/N	Region	Action Plan	Expected Outcomes
5.	Northeast	Priority Actions	● Partnering with development partners ● Collaborating with donors to ensure programmes are linked with HCD 2.0 and State implementation plan ● Creation of HCD Budget line
		Key Implementation Barriers	● Developing acceptable strategic implementation plan ● Skills on development of resource mobilization
		Specific Ask of the Government	● Development of user-friendly data collection tools ● Training on scorecards ● Training in Dashboard creation
Evidence-Based Performance Management			
		Priority Areas	● Bi-Annual Regional review meeting ● Timely data collection ● Creation of state Dashboard

		Key Implementation Barriers	• Lack of uniform data collection tools
		Specific Asks of the Government	• Development of user-friendly data collection tools • Training on HCD scorecards • Training on HCD Dashboard
Governance and Operating Structure			
		Priority Areas	• Regional Technical Working Group • Uniformity in governance structure • Collaboration
		Key Implementation Barriers	• No offices for HCD in the states
		Specific Asks of the government	• Capacity building • Budget line at the state level • Conditional grant schemes
Implementation of Plans for Subnational HCD Delivery			
		Key Priority Areas	• Having HCD local government area structure • Aligning development with HCD 2.0 strategy • Regional coordination with HCD Secretariat
		Key implementation Barriers	• Information gap • Funding • Delay in launching HCD 2.0 in the region
		Specific Asks of the government	• Capacity building in programme management

		REGIONAL COMMITMENT	The Northeast has resolved the following: • Undertake interaction and engagement with critical stakeholders of the region through social media platforms such as Whatsapp group • To develop the capacity of HCD focal persons across the region.
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Region's Action Plan

Financing & Partnership			
S/N	Region	Action Plan	Expected Outcomes
6	South-South	Priority Actions	• Partnership with relevant government agencies • Opportunity to access grants and domestic revenue
		Key Implementation Barriers	• Lack of access to funding opportunities • Lack of political will from state governors
		Specific Ask of the Government	• First charge from Federation Accounts for State and Local governments • Improve partnership with donors
Evidence-Based Performance Management			
		Priority Areas	• Federal support for the office of the Focal Persons • Grassroots outreach for States across the region
		Key Implementation Barriers	• Political instability • Lack of coordination among regional actors
		Specific Asks of the Government	• Recognition/awards for states making progress in HCD • Development of a regional workplan and budget

Governance and Operating Structure			
		Priority Areas	• Advocacy support for all the states in the region • Support in data gathering/collection
		Key Implementation Barries	• Lack of coordination among regional actors • Lack of funding • Duplication of responsibilities
		Specific Asks of the government	• Develop accountability mechanism across the region • Clear definition of the roles of the Focal persons across the region
Implementation of Plans for Subnational HCD Delivery			
		Key Priority Areas	• Activate implementation plan • Grassroots advocacy at local government level
		Key implementation Barries	• Lack of awareness of HCD activities at the local government level • Lack of funding • Lack of coordination among focal persons across the region
		Specific Asks of the government	• Specific budget line for HCD at local government level • HCD Secretariat should be domiciled in the Office of the governors of the region.
		REGIONAL COMMITMENT	The South-South has resolved the following: • To undertake quarterly meeting • Launch of policy formulation

SOUTH EAST

FINANCING & PARTNERSHIPS	
PRIORITY ACTIONS	i. INCREASE IN BUDGET ALLOCATION ii. FINANCIAL DRIVE FOR HCD
KEY IMPLEMENTATION BARRIERS	i. THERE ARE DEVELOPMENT PARTNERS BUT POOR/NO COORDINATION
SPECIFIC ASKS OF THE FED. GOVERNMENTS	i. INCENTIVES FOR GOVERNORS WHO INVEST IN HCD THEMATIC AREAS

South-East

EVIDENCE-BASED PERFORMANCE MANAGEMENT	
PRIORITY ACTION	i. GET AND SCORE CARD FROM HCD ii. THE STATE BUREAU OF STATISTICS SHOULD HANDLE DATA FLOWS
KEY IMPLEMENTATION BARRIERS	i. LACK OF HCD SCORE CARD ii. NO FLOW OF INFORMATION FROM SBS TO THE HCD
SPECIFIC ASKS OF THE GOVERNMENT	i. A COMMUNICATION LINE FROM THE SBS TO THE HCD

South-East 2

GOVERNANCE & OPERATING STRUCTURE	
PRIORITY ACTIONS	i. RUN WITH A MANDATE ii. FULLY SET UP STRUCTURE FOR ENUGU STATE iii. DRAFT A HCD POLICY DOCUMENT
KEY IMPLEMENTATION BARRIERS	i. TWO OUT OF 5 STATES ENCOUNTER DELAYS IN COMMUNICATION AND GETTING APPROVALS ii. NO FOCAL PERSON'S NETWORK IN THE SOUTH-EAST - iii.
SPECIFIC ASKS OF THE FED. GOVERNMENT	i. TO WRITE TO THE GOVERNORS ON THE SPECIFIC ROLES AND MANDATE OF FOCAL PERSON'S FOR THE PURPOSE OF CONTINUITY ii. TO FURTHER EXTEND FOCAL OFFICE TO ALL LOCAL GOVERNMENTS IN THE STATE - iii.

South-East 3

PRIORITY ACTIONS	HCD ACTION PLANS ARE NOT YET FULLY OPERATIONAL/IMPLEMENTED ACROSS ALL SE STATES. POLICY DISCUSSION ONGOING
KEY IMPLEMENTATION BARRIERS	SIGNIFICANT INCREASE IN BUDGET ACROSS HCD THEMATIC AREAS - HEALTH, EDUCATION & SOCIAL INVESTMENTS INCREASED 2-50% ACROSS SE STATES. INTERVENTIONS AT DIS/LITERACY, STEM EDUCATION, PHCS ETC
SPECIFIC ASK OF FEDERAL GOVT.	1. LACK OF GRASSROOTS INTERACTION AND CITIZEN SENSITIZATION 2. PROVISION OF JD. / RESPONSIBILITIES & DELINEARABLES - SENSITIZATION WORKSHOP
SUB-NATIONAL HCD REGIONAL COMMITMENT STATEMENT	THE SE TEAM HAS RESOLVED TO THE FOLLOWING: - CREATION OF A WHATSAPP GROUP FOR CONTINUOUS ENGAGEMENT - RESOLVED TO HAVE REGIONAL VIRTUAL MEETINGS.

South-East 4

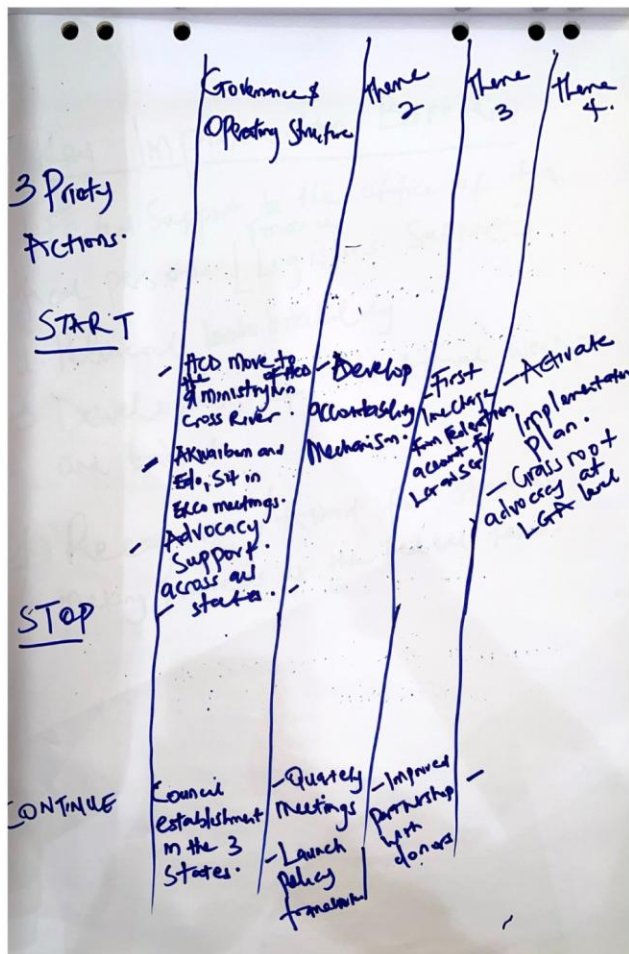
SOUTH SOUTH

THEME 1 OM	
BAYELSA	P
RIVERS	P-Advocacy F.
AKWA IBOM	E-Financial Support
CROSS RIVER	E-Move to Mre. of HCD F.
EDO	P-Advocacy to HE/DG F.
DELTA	E-Advocacy F.

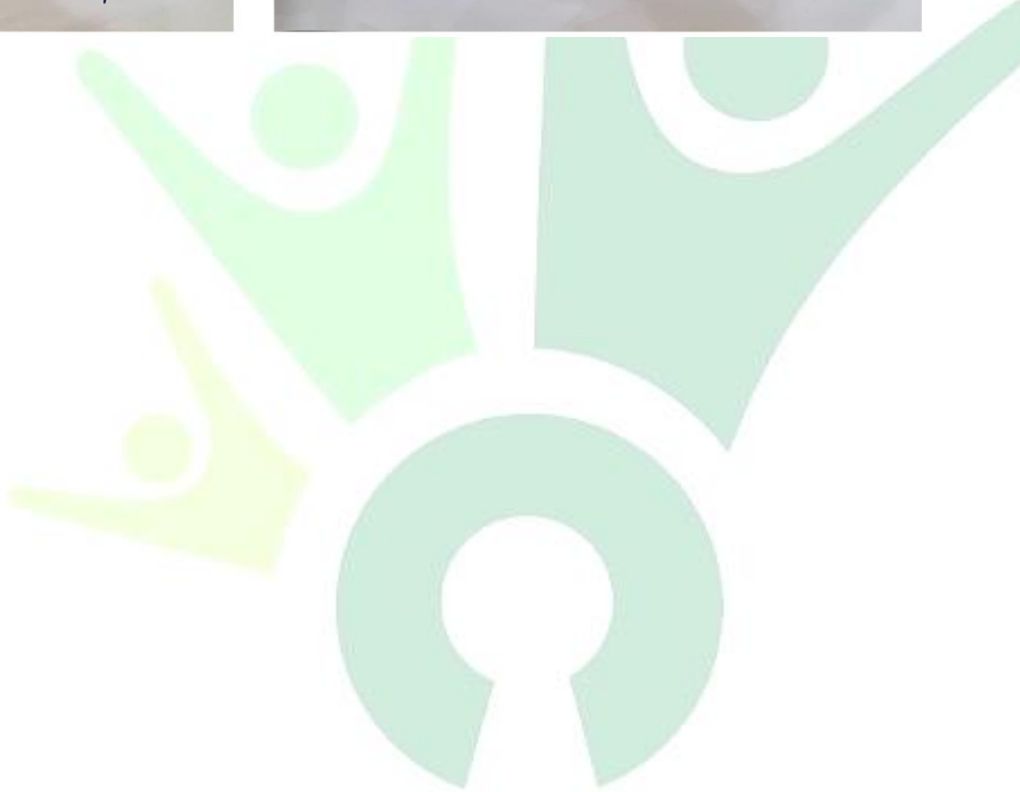
THEME 2		SCORE CARD	XCC MECH
BAYELSA		Y	
RIVERS STATE		Y	
AKWA IBOM		Y	L R S
CROSS RIVER		Y	
EDO		Y	
DELTA		Y	

THEME 3 - Financing/Partnership	
B.	
R-H & E strength, labour - weak - donor grants	
A-H & E strength, Employment - weak - donor grants, domestic revenue	
C-H & E strength, Manpower Cap - domestic revenue, MEDA - agency federal transfers, donor grants	
E-H & E strength, EDO Job Program GIZ, IOM More need to be done	
D-H & E strength - Massive Employment - Mac (blowd) - Ongoing	
World Bank - HOPE - GOV.	

THEME 4	
B	
R-N, Free Medical for elderly, Pregnant mothers, Free Exams Fee	
A-Y, Free & Compulsory Education (Basic) Health Insurance	
C - In progress - same	
E-Y - How it is made project. Nutrition Programs	
D - In progress - Health Insurance State Universities.	



- ### Key Implementation Barriers
1. Federal Support to the office of the focal persons. [Finance Support] [Logistics Support].
 2. Political ~~instability~~ instability
 3. Development of a national workplan and budget.
 4. Recognition / Award for states making progress at the federal level.



SOUTH WEST

Governance and Operating Structures

- Ensure the HCD focal person is a member of the state EXCO
- HCD Secretariat mandated in all states
- Ensure the Core Working Group consists of all relevant MPPs

Implementation Barriers

- Lack of Political will by Sub-nationals
- Structural barriers in creating the Systems
- Lack of ^{Independent} will or power to the Secretariat

Specific Asks of FG

- Funding
- Frequency of Workshops (HCD) to be increased
- Local Government should be involved in HCD
- Bottom up approach

South West 1

Evidence based Performance

- Create a standardised Scorecard to track HCD Performance
- To make the Scorecard SMART.
- More capacity building for data collection

Implementation Barriers

- Over reliance on Secondary data sources
- Data Integrity
- Funding of state Bureau of Statistics

FG

- 1 Technical Support for data Collection
- 2 Financial Support for data Collection
- 3 Carry State along in data gathering

South West 2

Financing and Partnership

- More Coordination on financing with donors
- More funding for Southern States
- Provision of funding for HCD Secretariat
- Private sector participation

Barriers

- Lack of Coordination with donor Agencies
- Duplication of Initiatives

b NO Funding.

FG

- More Funding
- Political will to spend the funds

South West 3

Subnational HCD Delivery

- Each State should have a HCD focused strategy
- Also integration with local government
- Provision of HCD Secretariat Activities

Key Implementation Barriers

- Lack of Political will.

FG

- FG Needs to mandate that a % of FG is mandated for HCD

- HCD focal person should attend NEC Meeting with the Governor for proper coordination

- More engagement between South West States for Alignment on virtual Platforms (eg WhatsApp).

South West 4

NORTH WEST

GOVERNANCE & OPERATING STRUCTURES

- *1 SUGGESTION: NOMINATION OF THE DIRECTOR FROM THE MINISTRY OF BUDGET & PLANNING, AS THE FOCAL PERSON AND POSSIBLY AN ASSISTANT FROM RELEVANT MINISTRIES FOR SUSTAINABILITY. DOCUMENTATIONS MUST BE PRIORITY
- (*) THE MINISTRY OF BUDGET & PLANNING MUST ONLY COORDINATE BUT NOT IMPLEMENT. IMPLEMENTATION MUST BE DONE BY
- (*) SUGGESTION: PRIORITISE THE PRINCIPLE/STRATEGY OVER THE MECHANICS BECAUSE OF STATE PECULIARITIES

ENGAGE BASE PERFORMANCE MANAGEMENT

- (1) SCORE CARDS MUST BE HIGHLIGHTED BY THE HCD NATIONAL FOR FPS TO TAKE BACK TO STATES AND WORK ON.
- 2) STRENGTHEN BUREAU OF STATISTICS FOR EACH STATE FOR COLLECTION AND DOCUMENTATION OF CREDIBLE DATA

FINANCING & PARTNERSHIP

- (*) KNOW THE % OF BUDGET FOR EACH STATE FOR HEALTH, EDUCATION & SOCIAL PROTECTION.
- (*) EACH REGION MUST BE SPECIFIC ON ITS HCD PRIORITIES.
- (*) FINANCING: - PHILANTHROPISM, EG ZAKAT/BAJAJ
 - INTERNAL & EXTERNAL DONATIONS
 - INTERNATIONAL STAKEHOLDERS

- 2) Multilateral partnership / Bilateral
 - Zakat / Waqaf
 - (1) Philanthropy
 - (2) International donation (Internal & External donations)
 - Danjuma
 - Billgate
 - AA Rao
 - BUA
 - MANGAL ETC.

Behaviour foundation

- (*) States should have thematic areas that fits into the HCD Plans

— LGA should have a HCD Strategic framework.

— Stakeholder mapping

- (*) Regional capacity building workshop to strengthen understanding of HCD principles

NORTH EAST

① GOVERNANCE AND OPERATING STRUCTURE

Key Priorities Areas

- REGIONAL TBUS
- ~~UNIFORMITY~~ IN GOVERNANCE STRUCTURE
- COLLABORATION
- KEY IMPLEMENTATION BARRIER
 - NO OFFICE
 - SPECIFIC ASK TO THE FEDERAL GOVERNMENT
 - CAPACITY BUILDING
 - BUDGET LINE FOR STATE LEVEL (CONDITIONAL GRANT SCHEME)

②

② EVIDENCE BASED PERFORMANCE MANAGEMENT

THE THREE(S) PRIORITY AREAS:

- BI-ANNUAL REGIONAL REVIEW MEETING
- TIMELY DATA COLLECTION
- CREATION OF STATE DASHBOARD

KEY IMPLEMENTATION BARRIER

- LACK OF ^{UNIFORM} DATA COLLECTION TOOLS

SPECIFIC ASK

- DEVELOPMENT OF USER FRIENDLY DATA COLLECTION TOOLS (REGION SPECIFIC)
- TRAINING ON THE SCORE CARDS
- TRAINING ON DASH BOARD CREATION

③ FINANCING AND PARTNERSHIP

THREE (3) KEY PRIORITIES

- PARTNERING WITH DEVELOPMENT PARTNERS
- COLLABORATING WITH DONORS TO ENSURE PROGRAMMES ARE LINK WITH HCD 2.0 AND STATE IMPLEMENTATION PLAN
- REPLETION HCD BUDGET LINE

BARRIERS

- DEVELOPING ACCEPTABLE STRATEGIC IMPLEMENTATION PLAN
- SKILLS ON DEVELOPMENT OF RESOURCE MOBILIZATION ^{PLAN}

ASK

- CAPACITY BUILDING AND RESOURCE MOBILIZATION ^{PLAN DEV}

4. SUB-NATIONAL HCD DELIVERY

KEY PRIORITY AREAS

- HAVING HCD LGA STRUCTURE
- ALIGNING DEVELOPMENT PLAN WITH HCD 2.0 STRATEGY
- REGULAR COORDINATION WITH HCD SECRETARIAT

BARRIERS

- INFORMATION GAP
- FUNDING
- DELAY IN LUNCHING OF HCD 2.0

ASK

- CAPACITY BUILDING IN PROGRAM MANAGEMENT

NORTH CENTRAL

For each theme.

- 1) Governance
 - A) What we want to start.
 - B) What we want to stop
 - C) What we want to continue.

All states have council and the focal persons seat in a good state.

What is the benefits of having an Agency?
For Massachusetts - Agency works with council.
For Niger - No need to set up Agency.
Does the region need, HCD focal network be useful to advance HCD in the region.
→ To share ideas, challenges
Yes, it is needed.

If you can change one thing about how your govt is structured to achieve HCD
→ Niger - having deliberate strategy that is embedded between the national budget. So govt can prioritize spending.
- Plateau - If HCD can be targeted in budget planning.
We need to have strategic vision for HCD in 3 years etc.
There has to be a collaboration between Government & private sector.

In Summary we need to have a budget state by state for HCD.

Govt

- Start - we need to start HCD Strategy. and budget tagging.
- The HCD & budget tagging should be tickled down to the local govt level.
- Peer-learning as focal person networks.

Implementation barriers.

- Inadequate funding.
- Bureaucratic bottle necks.
- ~~Weak~~ ^{Weak} inclusion of local govts in HCD

Specific things to ask of the federal govt.

- Funding.
- Institutionalizing HCD in the NEC Agenda

Evidence-based Performance Management.

Questions

- Do you use HCD scorecard in states.

Answer: NO

- What accountability mechanisms currently exists for HCD in your states.

a) Weak accountability

Priority Action

Start: 1) Establish a base case for HCD in each state.

2) Effective MERL framework.

Implementation Barriers

Weak accountability mechanisms.

What data do u have or wish you have

- Budget Performance.
- What we want to start/continue.
- 3) HCD SPECIFIC Performance data.
- 4) Storytelling - High level strategic advocacy.

→ Beyond collecting data.

What we want federal govt to do

- 1) Strengthen sustained national HCD coordination.

Financing & Partnerships.

- What percentage of your state budget is currently to HCD & is it enough.
- Ans - The budget is now enough.

Priority Actions

- 1) Comprehensive state level financial strategy for HCD.

Single barrier on finances to HCD

Delivery & what should federal govt do.

- 1) Weak resource mobilization & fed govt to push resources to the state.
- 2) Ring fencing HCD financing.

4) Sub national HCD delivery
what is working well in HCD in your
state, what you think should be scaled

→ They have a state plan - Messing
what would a realistic ^{achievable} HCD plan look
like for the next 12 months.

Priority Action

- Regional level HCD Data to inform
on plans.

What you need from federal government?

* Funding & technical support.

Implementation barriers

- Bureaucracies
- Political & cultural barriers.



List of workshop Attendees/Participants

S/N	Name	States	Designation/Organization
Focal Persons			
1.	Dr Eno Jerry-Eze	Abia	Chairman, Civil Service Commission
2.	Prof Aliyu A Jibrilla	Adamawa State	Lecturer, Adamawa State University
3.	Uduak Isaac	Akwa-Ibom	State Focal Person, Governor's Office
4.	Ambassador Uchenna	Anambra	Representative
5.	Mal Yahuza Adamu	Bauchi	Head of Service, Bauchi State
6.	Lawan Grema Alkali	Borno	State Focal Person
7.	Mr Otu Otu-Ita	Cross River	Focal Person Special Adviser, Budget
8.	Dr. Akpojero Jomo Ikpen	Delta	Representative
9.	Mrs Ann Aligwe	Ebonyi	Hon. Commissioner for Human Capital Development
10.	Dr. Odaro Ize	Edo	State Focal Person
11.	Arinze Chilo-Offiha	Enugu	State Focal Person
12.	Muhammed Umar Farouk	Gombe	Representative
13.	Anyanwu Chibueze	Imo	Representative
14.	Sani Sagir Mohammed	Jigawa	State Focal Person
15.	Murjanatu Suleiman-Shika	Kaduna	State Focal Person
16.	Abbas Iiiyasu Karaye	Kano	State Focal Person

17.	Dr Abba Sani Kalgo	Kebbi	Commissioner, of Budget and Planning, State Focal Person
18.	Fawaz Olododo	Kwara	Representative
19.	Micheal Foloronsho	Lagos	Representative
20.	Mohammed Mukaila Yakubu	Nasarawa	Representative
21.	Mustapha Ndajiwo	Niger	Commissioner, Budget and Planning, State Focal Person
22.	Ogunyinka Zacheaus O.	Ogun	Representative
23.	Revd. Somo Ogunlade	Ondo	Representative
24.	Idowu Ogedengbe	Oyo	Executive Assistant to Governor (Administration), SFP
25.	Ayuba Sule Dakup	Plateau	Representative
26.	Mrs. Ibiyemiebara Uzoma	Rivers	State Focal Person
27.	Mohammed Bello Yusuf	Sokoto	State Focal Person
28.	Hon. Jerome Luka	Taraba	State Focal Person
29.	Usman Bura	Yobe	State Focal Person
30.	Mr. Wadata Aliyu Dogo Bodinga	FCT	State Focal Person

Core Working Group

31.	Oyen Odidi	NESG
32.	Seun Ojo	NESG
33.	Jill Fletcher	FCDO

34.	Dr. Ahmed Abdul-Wahab	NGF
35.	Dr. Joe Abah	DAI
36.	Akinlolu Osinbajo	ECOWAS
37.	Ibra Sow	ECOWAS
38.	Ruben Kweku Daban Johnson	ECOWAS
39.	Falmata A. Mohammed	Aliko Dangote Foundation
40.	Ekenem Isichei	Gates Foundation
41.	Nabila Hamidu	HCD Plus
42.	Sewu Esseboe	HCD Plus
43.	Kono Kenta	JICA
44.	Nwanya Stephen	JICA
45.	Dr. Tope Fasua	DCOS Rep.
46.	Dr. Ijaodola Olugbenga	Ministry of Health
47.	Ibrahim Enemi	Ministry of Health
48.	Dr. Gloria Ahmed	The Director Special Duties, Federal Ministry of Budget and Economic Planning
49.	Mooreino Diftuffe	Ministry of Budget & Economic Planning
50.	Bello Dangiwa	SA, Data & Analytics (OVP)
Other Participants		
51.	Dinah Abohwo	Yahab Humanitarian Initiative

52.	Eigege Abel	Odu Foods limited
53.	Orji Benard	Deloitte
54.	Ariyo Akintunde	Deloitte
55	Nasiru Yamamama	Senior Special Assistant to the President on Innovations
56.	Rimamskeb Nuhu	Special Adviser to the President on Workforce Development (OVP)
57.	Hauwa Liman	TA, Women and Youth Dev. (OVP)
58.	Vanessa Chukwuyema	OVP
59.	Gbemisola Joel-Osoba	Malala Foundation
60.	Fatima Musa Aliyu	(BCAI)
61.	Al-Mustapha A. Mustapha	Media Daily Trust News Paper
62.	Fidel Oseghale	Media WAZOBIA FM
63.	Bukar Musa	Media NTA HQ
67.	Aliyu Dawud Alkasim	Media NTA
68.	Solomon Odeniyi	Punch Newspaper
69.	Dogana Win Bitrus	Channel TV
70.	Hadiza Abdulrahaman	FRCN
71.	Ikponmwosa Aiuhiuba	Viisau
72.	Lawrence Okon	Viisau
73.	Edima Johnson	Viisau
74.	Grace Orubedo	Viisau

75.	Inem Essien	Viisaus	
76.	Uju Anukwah	SA Public Health	
77.	Dr. Tope Fasua	SA Economic Affairs (OVP)	
79.	Shuhdah Ahmed	OVP	
HCD Team			
80.	Ms.Rukaiya El-Rufai	HCD	National Coordinator
81.	Virtuous Igbodika	HCD	Senior Prog. Manager
82.	Doosuur Zasha	HCD	Program Manager
83.	Victoria Ebere Eze	HCD	South Regional Stakeholder
84.	Mr. Shagari Abdullahi	HCD	North Regional Stakeholder
85.	Mary Oloje	HCD	Programs and Admin (Intern)
86.	Flora Mahinimi	HCD	Comm. & Knowledge Mgr.
87.	Lawan Maigana	HCD	Comm. & Knowledge Mgr.
88.	Andrew Jacob	HCD	Admin Officer
89.	Bature Al-Almin	HCD	Corp. Member